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NASHVILLE

# ADVANCING WORKFORCE EQUITY PROPOSAL

08/15/2022

Revised 09/06/22

**PREPARED FOR:**

NASHVILLE STATE COMMUNITY COLLEGE  
URBAN LEAGUE OF MIDDLE TENNESSEE

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# EXECUTIVE SUMMARY

In Davidson County, 211,789 workers earn less than \$39,000 annually. That is 30% of Nashville's population, making it well below the per capita income of \$61,516. The economic growth and prosperity experienced by some are not being realized by the 211,789 individuals whose earnings have not allowed them to participate in such development. In the Nashville/Davidson County Region, racial inequities threaten the region's economic prosperity as the Nashville region's workforce steadily grows more diverse.

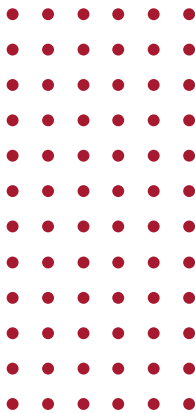
The Urban League of Middle Tennessee (ULMT) and Nashville State Community College (NSCC) are proposing a unique partnership to advance workforce equity and strengthen family foundations through education and training in Davidson County. This collaboration will provide employers and underemployed/unemployed residents with a centralized system to reenergize and retool the local workforce. Redesigning the traditional model, Nashville State will bring workforce training to the community. Together, the Urban League and Nashville State will focus on getting individuals Ready to Reconnect before committing to quality employer-supported programs that lead to high-wage, high-demand jobs.

The collaboration between these two stakeholders is a critical investment in providing the holistic support communities of color and communities in poverty need to start and stay on a pathway of economic mobility creating the deep prosperity Nashville needs to remain vibrant and thriving. Additionally, our collaborative mission focuses on building generational wealth and fundamental skills to promote economic self-reliance by:

- empowering and building individuals' access to post-secondary education and high-demand workforce industries
- organizing and representing employer's workforce needs
- upskilling and reskilling workforce development pipeline - Nashville's Human Capital
- leveraging services and resources to ensure individuals served are supported mentally, physically, and financially

**We plan to serve 1500 people over 2 years.** The target population for this initiative is:

- Unemployed/underemployed individuals in the Nashville Promise Zones & Underserved Communities earn less than \$15 per hour
- Individuals with barriers to high-quality, in-demand occupations, including individuals with disabilities, prior incarceration, language barriers, or a lack of reliable transportation or childcare
- Black and brown communities in priority districts 2, 9, 28, and 30.



# EXECUTIVE SUMMARY

This Workforce Equity Collective aims to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity. ULMT and NSCC Workforce Equity Collective build on existing workforce programming and activities to ensure equitable access and support to workforce activities. Its targeted approach connects underemployed and unemployed adult residents of the greater Nashville area to quality job opportunities, advanced training programs, and higher educational institutions. When families are engaged, a common focus is empowering communities to grow and thrive. The goal is to provide participants with post-secondary and workforce pathways to improve the families' quality of life by gaining access to good-paying jobs in high-demand industries.

This proposal is a comprehensive blueprint for action to advance workforce equity. Moving forward at Nashville State and Empowering Communities and Changing Live makes Nashville State Community College and the Urban League of Middle Tennessee "better together."





# PROGRAM OVERVIEW

The mission is to strengthen family foundations to build fundamental skills and wealth to promote independence. We aim to lead adults to their fullest potential while participating in workforce development programs.

## **CREATING A WORKFORCE ECOSYSTEM THAT:**

- Empower and build individuals by centering worker and learner voice and agency
- Organizes and represents employer's workforce needs
- Upskill and reskill workforce development pipeline - Nashville's Human Capital
- Leverage services and resources to ensure individuals served are supported mentally, physically, and financially

# PROGRAM GOALS

01

**COLLABORATE** across multiple organizations, postsecondary educational institutions, public agencies, and employers to align resources for a continuum of workforce services and create a workforce ecosystem that builds the economic security of every worker and strengthens businesses and communities.

02

**RETOOLING JOB SEEKERS** (disadvantaged individuals and over 200,000 individuals earning less than \$39,000) with educational, training, and supportive service resources to attain sustainable careers with a living wage and benefits.

03

**REENERGIZING TODAY'S WORKFORCE** through intentional inclusion of worker and learner voice that values the perspectives and agency of people.

04

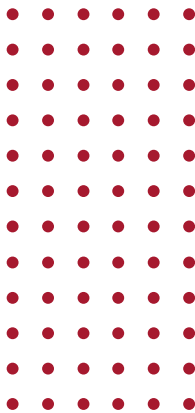
**ENGAGE WITH BUSINESSES** for the recruitment and development of their labor force and educating employers on becoming champions of "Equity Partner in TN."

# STATEMENT OF NEED

In Davidson County, there are 211,789 workers of 393,666 total employed workers in Davidson County earn less than \$39,000 a year. That is 30% of Nashville's population, making it well below the per capita income of \$61,516. According to Metro Social Services, 2021 Community Needs Evaluation (CNE) 2022 report, "housing costs up 20 percent, gasoline costs up 68 percent, childcare costs up 41 percent, and wages ONLY up 3 percent in the past 12 months." The vast economic growth that some are experiencing is not being realized by the 211,789 individuals whose earnings have not allowed them to participate in such growth. The "average Nashvillian is effectively 10 to 20 percent worse off in 2022 than in 2021." In the Nashville Region, racial inequities threaten the region's economic prosperity as the Nashville region's workforce steadily grows more diverse.

The Mayor's Agenda for Neighborhoods and Families posits six focus areas to address systemic socio-economic issues:

1. Investing in our children's futures through education
2. Keeping Nashville's streets and neighborhoods safe
3. Creating and preserving affordable housing
4. Addressing homelessness
5. Improving core services and transportation infrastructure
6. Becoming a greener, more sustainable city

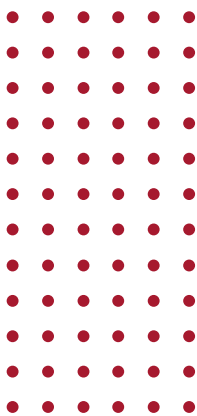


# STATEMENT OF NEED

Yes, addressing those issues will combat the misunderstood economic growth, but the systemic wage crisis is the core. The region's GDP could be \$10 billion larger if racial gaps in income were eliminated. With racial equity in employment and wages, average incomes for people of color would increase by 50 percent. The Metro Social Services, 2021 Community Needs Evaluation (CNE) identifies that (1) More and better education for local students will not eliminate or reduce poverty wage occupations in Nashville; (2) Workers from California, New York, and elsewhere do not migrate to Nashville for poverty wage jobs; (3) Nashville industries are highly dependent on poverty wage occupations - directly and indirectly; and (4) All Nashvillians pay the price for poverty-wage jobs, whose earners lack health care, savings, short work commutes, child care, and proper housing.

According to the Economic Policy Institute, the poverty wage jobs/low wages are widespread in the service sector (workers in retail, food service, big box stores, pharmacy, hardware, delivery, grocery, and hospitality) – a sector that makes up 22% of Nashville's workforce. Retail and customer service jobs are also increasingly vulnerable. During COVID-19, we also see that production occupations are vulnerable, but as the pandemic's negative production effects decrease, this vulnerability will reverse. The average wage of Nashville's service sector workforce is \$12.47. When wages are low, workers struggle with housing, healthcare, mental health, childcare, transportation, and overall life-sustaining activities, including engagement and interactions between families/communities.

Overall, the Urban League of Middle Tennessee and Nashville State Community College strives to promote education, awareness, diversity, inclusion, and empowerment to all who are adversely impacted by racial inequity. ULMT has initiated an ecosystem called the Workforce Equity Collective as a result of the Advancing Workforce Equity in Nashville Report. The collaboration between various stakeholders is designed to restore individuals and communities to wholeness, thus repairing the damage caused by societal racism and affirming the inherent value of all people. Our approach involves all those with a vested interest in ensuring that equitable freedom is afforded to all, including business owners, legislators, courts, or community stakeholders. The goal of the Workforce Equity Collective is to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity. Preparing students by retooling and upskilling adult workers can ensure that these critical target sectors are well supplied with a qualified workforce that they need to grow and sustain competitiveness.



**SOURCES: METRO SOCIAL SERVICES, 2021 COMMUNITY NEEDS EVALUATION, ADVANCING WORKFORCE EQUITY IN NASHVILLE: A BLUEPRINT FOR ACTION, ECONOMIC POLICY INSTITUTE; THE SHIFT PROJECT**



# TARGET POPULATION

## 1500 Davidson County Residents who meet the following criteria:

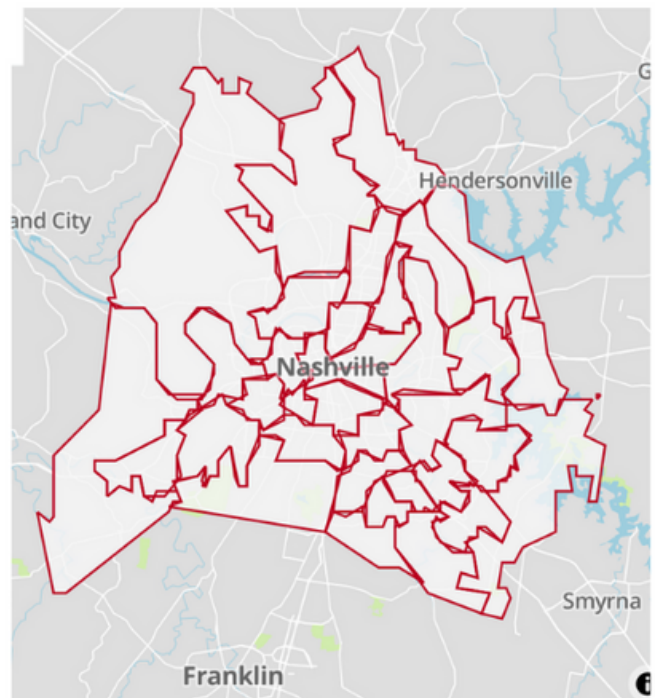
- Unemployed/underemployed individuals in the Nashville Promise Zones & Underserved Communities who earn less than \$15 per hour.
- Individuals with barriers to high-quality, in-demand occupations include individuals with disabilities, prior incarceration, language barriers, or a lack of reliable transportation or childcare.
- Priority is given to black and brown communities (see chart below)

## Small Business Employers and Corporate Employers looking to grow the workforce and fill in-demand occupations

### KNOW YOUR COMMUNITY

- ★ **Districts with over 50% Black & Brown Communities**  
1, 2, 3, 5, 9, 21, 28, 29, 30, 32
- ★ **Districts with Community Members with less than high school completion**  
2, 5, 8, 9, 16, 20, 26, 28, 30
- ★ **Districts with Unemployment Rate is over 5%**  
1, 2, 3, 5, 6, 7, 8, 9, 10, 20, 21, 28, 30
- ★ **Districts with Worker Earnings under \$40,000**  
1, 2, 3, 5, 8, 9, 13, 16, 17, 18, 20, 21, 27, 28, 30, 32
- ★ **Districts with Income below the Poverty Level**  
2, 3, 6, 9, 16, 17, 19, 20, 21, 28, 30

Source: 2021 KNOW YOUR COMMUNITY: Socioeconomic Profiles Metropolitan Council Districts Nashville - Davidson County



- The pilot project proposes to serve **1500 total people over two years**
- The priority districts include 2, 9, 28, and 30, with services also being delivered to those in district communities listed to the left
- Individuals and families in MDHA housing (Nashville Promise Zones)

# SCOPE OF WORK

The Urban League of Middle Tennessee (ULMT) will be the lead applicant for the American Rescue Plan funding in partnership with Nashville State Community College (NSCC). This program builds on existing workforce programming and activities to ensure equitable access and support to workforce activities. Its targeted approach connects underemployed and unemployed adult residents of the greater Nashville area to quality job opportunities, advanced training programs, and higher educational institutions. An added component includes an individual-centered approach which will be used to build genuine relationships and respect with black and brown families and communities. Partnerships with a common focus are created when families are engaged, empowering communities to grow and thrive. The goal is to provide participants with exposure, resources, and workforce pathways to improve families' quality of life and revitalize black and brown communities.

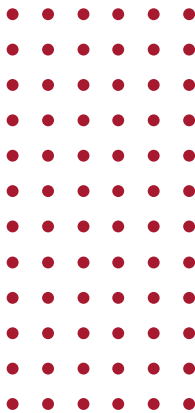
ULMT & NSCC seeks to serve the **Nashville Promise Zones communities throughout Nashville - Nashville-North, Nashville-Edgehill, Nashville-East, Nashville-Madison, Nashville-Hickory Hollow, and Nashville-South**. The services outlined below identify the comprehensive support to reduce low postsecondary education levels and conditions of poverty that make upward mobility, affordable housing, and employment more difficult to obtain.

Together, partners have identified below targeted ways to serve our community:

## **COLLABORATE. Activating the Workforce Equity Collective**

The **Workforce Equity Collective (WEC)** are multiple stakeholders across the community that coordinate local, cross-sector stakeholder efforts that help workers access good jobs, direct employers to the talent they need, and build more prosperous communities. WEC was developed as a result of the [Advancing Workforce Equity in Nashville: A Blueprint for Action](#) strategies to advance workforce equity. Those strategies include:

1. Center racial equity in workforce development programs and use disaggregated data to track and measure progress.
2. Increase access to pre-apprenticeships, apprenticeships, and other training and placement services that can connect people of color to high-quality jobs
3. Dismantle barriers to employment for people with criminal records



# SCOPE OF WORK

The Workforce Equity Collective goes beyond the Urban League of Middle Tennessee's initiative to formalize a shared vision for Advancing Nashville's Workforce Equity and aligns resources (money, expertise, time) to address workforce inequities and support long-term, equitable sustainability. The Urban League of Middle Tennessee will lead the Workforce Equity Collective activities. Those activities include providing space for stakeholders to share knowledge and expertise; understanding the root cause of problems, needs, and gaps to develop a path for implementing change; speaking with a collective voice on important issues; tapping into multiple funding sources, including leveraging existing and new investments to serve the community.

As a result of this collaboration, a Nashville Workforce Equity Dashboard will be established to demonstrate the collective's progress and the impact of our collective activities in the community. Urban League of Middle Tennessee will be the home of invaluable administrative support, including managing any pooled funds, contracts, and staff. Additionally, the service delivery activities provided will be based on the human-centered approach, as shown in the graph on the next page.

# SCOPE OF WORK

## WORKFORCE EQUITY COLLECTIVE

### MISSION

Strengthen family foundations to build fundamental skills and wealth that promotes economic self-reliance.

### OBJECTIVES



#### STRATEGIES

- Activate the Workforce Equity Collective
- Share and build knowledge and expertise
- Coordinate and align service delivery
- Convene partners regularly to share successes, challenges, and identify opportunities for improvement

#### STRATEGIES

- Developing "ready to reconnect" activities to ensure participants are prepared for post secondary opportunities
- Align education with community initiative and employers needs
- Implement mobile classroom to provide access to education
- Workforce Equity Collective focus on upskilling and reselling training components

#### STRATEGIES

- Implementing human-centered approach in workforce services and supportive services activities
- Aligning supportive services and wrap around services to ensure barriers are addressed and workers are included, guided, and supported throughout service delivery

#### STRATEGIES

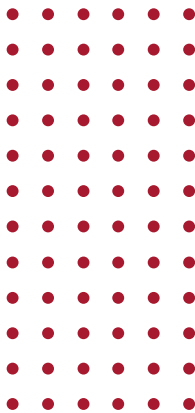
- Engage employer and industry to address talent needs
- Maintain relationships with local and regional partners like Economic and Community Development, workforce systems, Chambers of Commerce to commit in supporting the employers needs

### SUPPORTIVE OBJECTIVES



- Collecting and analyzing disaggregated
- Developing the Workforce Equity Dashboard to provide reliable, uniform data on population- and community-level indicators

- Aligning funding to support service delivery and capacity across the Workforce Equity Collective
- Pursuing private, public, and philanthropic funding to sustain service delivery across the collective



### Technical Assistance & Best Practices Forum with Workforce Partners

Urban League of Middle Tennessee plans to leverage partnerships with various community-based organizations through the sub-award agreement process, specifically those that support the Metropolitan Development and Housing Agency (MDHA) Nashville Promise Zones' workforce development activities. ULMT will contract with a third-party provider for technical assistance on a human-centered approach, believing that the people who face problems daily are the ones who hold the key to their answers through collaboration. The objective of the technical assistance will allow organizations to ensure workforce development activities center the voices of low-wage workers and transform job quality and access.

ULMT will hire a consultant as a facilitator for regular Workforce Equity Collective Members to guide the work and relevant workforce services interaction and engagement of the membership.

# SCOPE OF WORK

## **RETOOLING JOB SEEKERS. Equip Workers for Success**

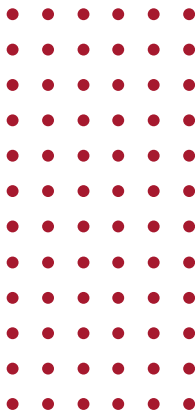
### Access to Post-Secondary Credentialing & Training – Ready to Reconnect

Nashville State Community College (NSCC) and the Urban League of Middle Tennessee (ULMT) collaborate with other partners to provide holistic support for adults to get connected to workforce training and educational pathways to prepare for high-demand, high-wage jobs. The partnership would focus on students in Promise zones or other underserved areas/populations to close equity gaps in educational attainment and economic mobility. The benefit to employers is a more skilled, diverse workforce. Nashville State will be the lead postsecondary partner and develop programming around the high-demand, high-wage sectors in collaboration with area employers. In addition, Nashville State will be the liaison to connect employers with needs outside of what the college can provide to other postsecondary institutions and organizations.

NSCC is redesigning the traditional higher education system that focuses on immediate entry into credit-bearing programs by creating a system that allows adults to identify the support they need to complete an education or training program before beginning a Technical Certificate or Associate Degree. On day one, this new strategy will create a support system to get residents to explore high-demand, high-wage career pathways to reconnect successfully. The Ready to Reconnect program will help adults who may not be prepared for a credit program by providing them the opportunity to receive literacy support and career training without using and/or losing their Tennessee Reconnect scholarship eligibility.

NSCC will create a pre-college program that provides student support for career exploration, college preparation, mentoring, and soft skills development. During the program, students will also earn a recognized workforce ready credential. The program will be approximately 8 weeks but may be longer depending on the career track students choose. The first two weeks will focus on career and literacy assessment, which will begin with a career aptitude and interest assessment and personalized career exploration.

A career coach/success advisor will help each student interpret the results of their career assessment and choose a pathway that best suits their interest and aptitude. Employer liaisons and an apprenticeship coordinator will connect students to work-based learning opportunities, discuss work expectations and opportunities, help with placement for employment, and assist with finding guest speakers for specific industries.



# SCOPE OF WORK

Throughout the program, students will be supported and encouraged by a success advisor, a social worker, and peer mentors. The student success advisor and social worker will work with students to identify barriers to completion and develop a plan to remove them with our partners. Examples include childcare, housing, transportation, benefit cliffs, and/or academic preparation.

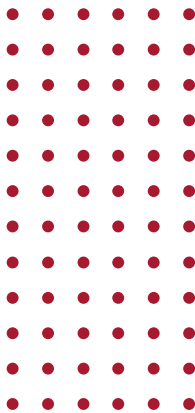
The program intends to help students develop their English and Math literacy skills so they are ready to enter a credit certificate or degree program without the need to take learning support courses. In addition, students may be able to receive credit for Nashville State First Year Experience, and their workforce credentials will be assessed for potential credit applicable to a Nashville State degree or technical certificate.

The third and fourth weeks will focus on soft skills and literacy development. The soft skills curricula will focus on teamwork, professional communication, and conflict management. The literacy development will include instruction and support in math, English, and writing. The career exploration will continue and include field trips and special guest speakers representing pathways industries.

Nearing the completion of Ready to Reconnect, students will complete workforce training that leads to an industry-recognized credential. Examples of the career fields include Health Care (Patient Care Technician, EKG, and Electronic Health Records), Information Technology (User Support/Help desk and Networking), and Hospitality/Culinary (line cook, station chef, etc. and hospitality). These programs lead to industry-recognized credentials in in-demand occupations. In addition, at the end of the program, students will have the opportunity to participate in interviews with area employers.

The workforce programs are not the end of the path but an on-ramp to a credit certificate or degree program and continuous career growth. The Success Advisor will work with students interested in continuing to a postsecondary institution. The advisor will assist students with their college and FAFSA applications. If the student chooses to attend Nashville State, the Success Advisor will help the student navigate the onboarding process.

NSCC will purchase a mobile classroom equipped with computers and technology to provide testing, advising, and instruction. The Mobile Classroom will provide the flexibility to travel to partner with churches, non-profits, and businesses to utilize their space/parking lots in



# SCOPE OF WORK

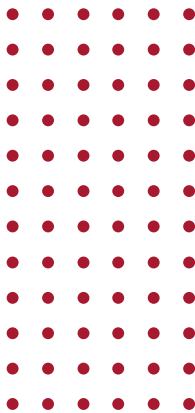
underserved neighborhoods, thereby reducing the transportation barrier many students encounter.

## Access to Non-traditional Upskill & Reskill Workforce Activities & Training

Investments will be made amongst the collective to align resources and coordinate service delivery activities to create a greater alignment and coordinated leadership. ULMT will leverage its commitment as a Nashville Promise Zone Captain to fund local community-based organizations and members of the Workforce Equity Collective to continue short-term, employer-recognized skills training as a service provider. In addition, the collective will work with NSCC to align resources for stackable credentials (non-credit to credit-bearing) opportunities for continued education.

The partnering organizations must ensure participants will have access to training and guidance imparting the knowledge, skills, and abilities to support a comprehensive workforce service delivery and contribute to shared performance goals, promoting effective participation in common functions and responsibilities, including but not limited to the following areas:

- Assessing participants need to understand and infuse the worker/learner voice into workforce development strategies. NOTE: This is an integral evaluation of understanding and developing authentic relationships with the individuals we serve.
- Creating an Individual Workforce Plan
- Career counseling/mentoring, customer service, and follow-up services
- Viable career pathways/occupational skills training in high-quality, in-demand occupations
  - Healthcare
  - IT
  - Advanced Manufacturing
  - Construction
  - Business Services
  - Hospitality
- Availability of industry and employer-recognized training programs and opportunities
- Resources and services to assist individuals facing barriers to employment
- Culturally competent service delivery, including financial literacy entrepreneurship and career readiness training



# SCOPE OF WORK

The partnering organizations must develop and facilitate cross-partner/program training and other professional development opportunities that allow for continued education and professional development in close coordination with NSCC and transition to postsecondary training.

## RETOOLING & REENERGIZING WORKFORCE ACTIVITIES

### RECRUITMENT

#### ACTIVITIES

- **Outreach and recruitment** - The Workforce Equity Collective members to identify and recruit participants. Utilizing various methods to engage potential participants like the NSCC Mobile Classroom proposed, media, social media, and more

### INTAKE & ASSESSMENTS

#### ACTIVITIES

- **Orientation** - provides participants with an overview of program activities
- **Intake** - collecting and verifying information supplied to ensure eligibility and enrollment into programs or services.
- **Assessment** - allows a thorough review of the participant's background to identify service needs and career pathways
- **Individual Employment Plan** - written plan of short and long-term goals that include career pathways, education, and employment goals

### EDUCATION & TRAINING

#### ACTIVITIES

- **Soft-skills training** - Professionalism & Attitude; Effective Communication & Conflict Resolution; Time Management; Teamwork; Critical Thinking & Problem Solving
- **Education** - High-school diploma/ equivalency; Post-secondary education and career pathways
- **Career Development & Training** - Career exploration; Work experience; Customized training; On-the-job training; Apprenticeships/Pre-Apprenticeships

### SUPPORTIVE SERVICES

#### ACTIVITIES

- Transportation Assistance
- Childcare Assistance
- Housing & Utility Assistance\*
- Legal Assistance
- Emergency Financial Assistance
- Justice Involved Assistance (Expungements, etc.)
- Substance Abuse Treatment
- Financial Empowerment
- Assign a Job or Life Coach
- Mental & Physical Health (Disability) Assistance

### PLACEMENT

#### ACTIVITIES

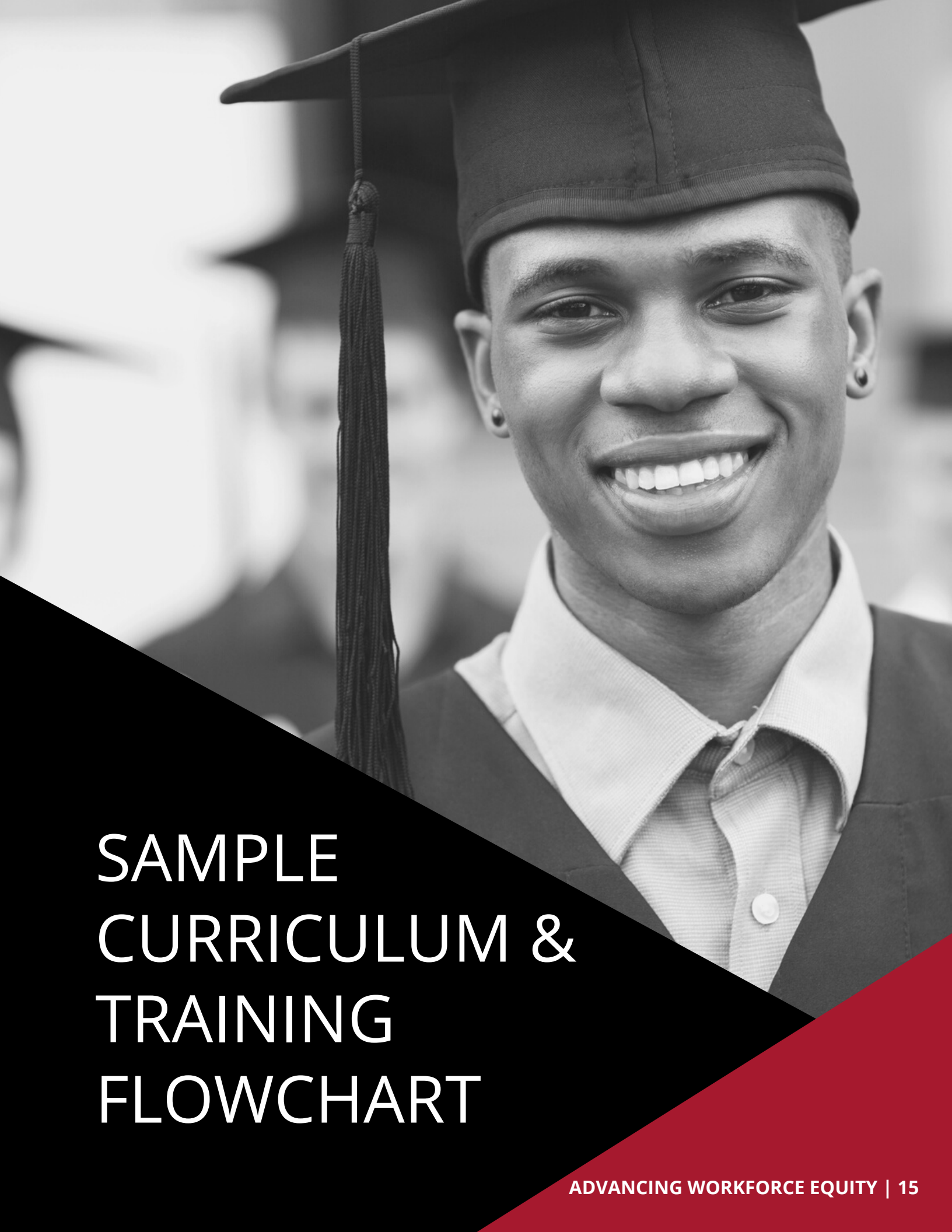
- Work-Based Learning Activities
- Job/Career Placement
- Apprenticeship/Pre-Apprenticeship Placement
- Self-Employment Launch

### FOLLOW UP

#### ACTIVITIES

- 30/60/90 days, 6 mth, 1 year - Check-in after the participant completes program activities and is placed on a job
- Community Service Events maintains the rapport between participant and the organization
- Alumni Groups & Success Stories - allows for participants to share success and give back to another participant





# SAMPLE CURRICULUM & TRAINING FLOWCHART

# SAMPLE CURRICULUM

## ELECTRONIC HEALTHCARE RECORDS SPECIALIST TRAINING PROGRAM

Background Knowledge about the function, legalities, complexities of insurance, and benefits of Electronic Health Record systems, along with practical use of the EHR are necessary to utilize an EHR effectively in any medical environment.

### Coursework

This non-credit program would provide coursework and instruction in

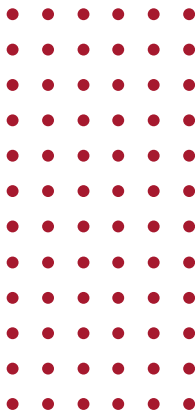
- Electronic Healthcare Apps (includes a simulation)
- Medical Legal Issues
- Insurance and Reimbursement

### Skills and Knowledge

The skills and knowledge gained from the information combined with these courses provide a solid background for entering the medical profession doing data entry, scheduling, or any front desk responsibilities. The simulation in Electronic Healthcare Apps provides hands-on experience performing the main functions in the Electronic Health Records while engaging the student in an overview of the revenue cycle as discussed from a practical viewpoint. It also includes the ins and outs of why certain information is gathered from a legal standpoint, what insurance information needs to be entered, and how it impacts the revenue cycle.

### Certification Exam

Completion of these courses will provide students with eligibility to take the Certified Electronic Health Records Specialist (CEHRS) exam, a certification from the National Health Career Association, which is accredited by the National Commission for Certifying Agencies (NCCA). The cost of the exam through NHAnow.com is currently \$125.00. The student will have basic information regarding legal aspects of medicine, insurance and reimbursement, and revenue cycle management.



# SAMPLE CURRICULUM

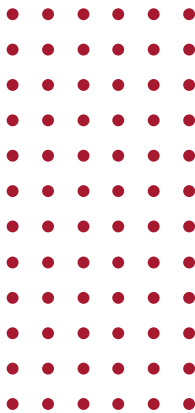
## ELECTRONIC HEALTHCARE RECORDS SPECIALIST TRAINING PROGRAM - CONTINUED

### Employment Opportunities

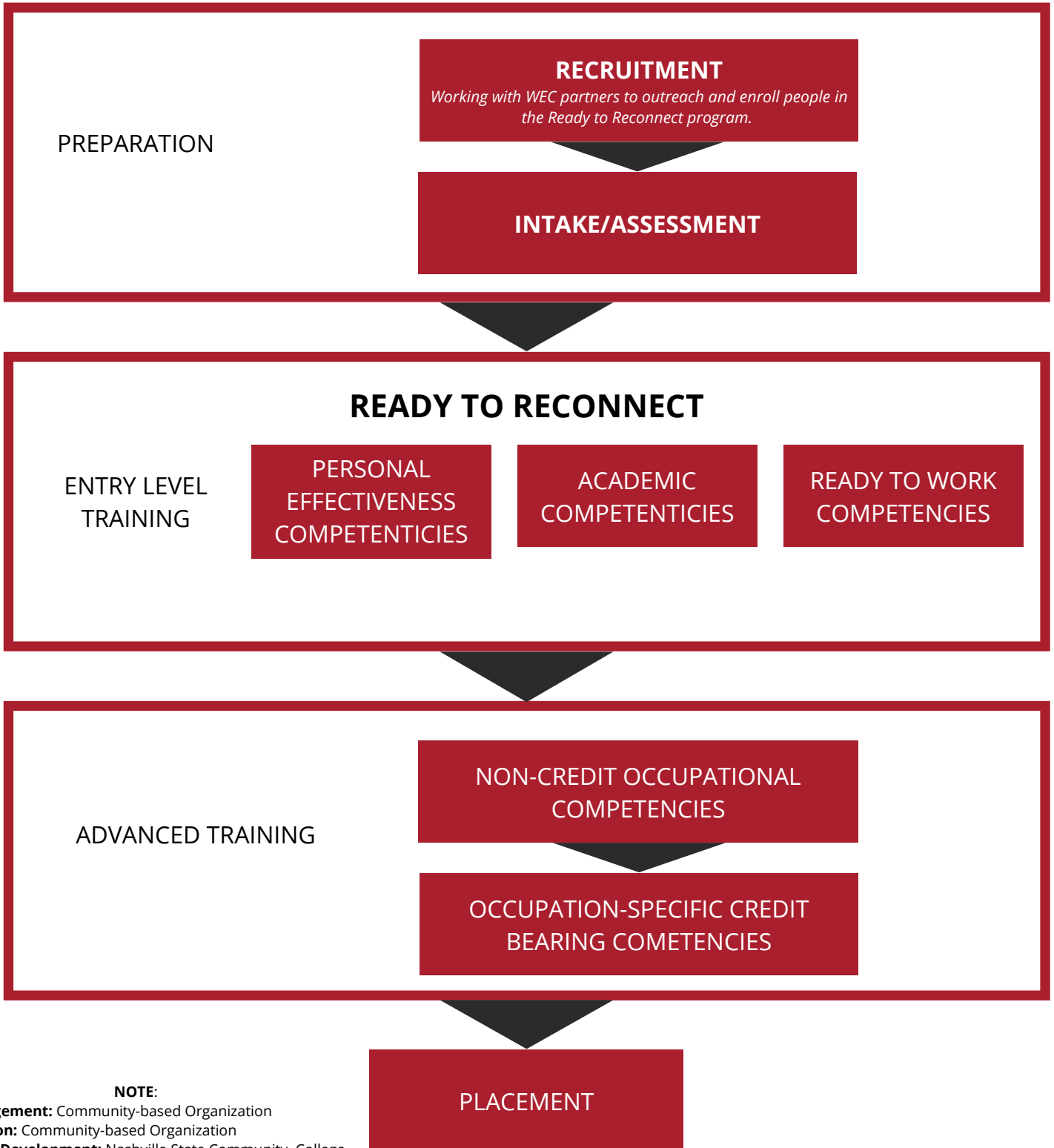
The largest employers of students completing the CEHRS certification program will be within the physician offices in the Nashville area and EHR companies. Within the top 25 Physician Groups in the Nashville area, there are 3931 physicians employed, meaning there are many people supporting the EHRs in those physicians' offices. There are many more private medical offices within the area that all need someone who is qualified to manage the EHR.

### Prior Learning Assessment

In summary, this is a robust program designed to provide skills and information leading to the CEHRS certification. Upon successful completion of the program and the CEHRS exam, Prior Learning Assessment credit could be awarded for HCMT 2370, Electronic Healthcare Applications; HCMT 2315, Medical Legal Issues; and HCMT 2350, Insurance and Reimbursement. These 9 credits could apply toward the AAS in Healthcare Management with a concentration in Medical Management.



# READY TO RECONNECT FLOWCHART



**NOTE:**

**Case Management:** Community-based Organization  
**Job Retention:** Community-based Organization  
**Curriculum Development:** Nashville State Community College  
**Instruction:** Nashville State Community College

# SCOPE OF WORK

## REENREGIZING THE WORKFORCE: Access to Supportive Services for Participants

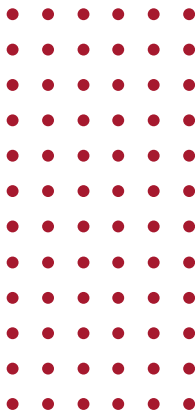
This initiative recognizes the humanity of workers, the practices, and workforce cultures that allow workers to show up as their whole selves. While participants are actively engaged in programming, they will have access to an array of supportive service providers that will provide support and assist with any barrier a participant may face during the lifecycle of the program activities. Urban League of Middle TN will leverage relationships and funding availability with organizations to provide supportive services while participants are enrolled and participating in programming. Creating a list of organizations as a referral source to supportive and wrap-around services.

### List of Supportive Services

- Transportation Assistance
- Childcare Assistance
- Housing Utility Assistance\*
- Legal Assistance
- Justice Involved Assistance (Expungements, etc.)
- Substance Abuse Treatment
- Financial Empowerment
- Job or Life Coach
- Emergency Financial Assistance - There will be times when participants will need access to emergency financial assistance to remove unexpected obstacles. ULMT will develop a participant assistance process that considers financial assistance.

\*Leveraging resources and providers who have received housing funding through the ARP Committee in maximizing service delivery and funding availability. Therefore, this funding request will not allocate additional housing and utility assistance funding.

In addition, a service agreement as a part of the sub-award agreement allows for leveraging resources or financial support to organizations participating.



# SCOPE OF WORK



## Human-Centered Approach

### VOICE

EMPLOYEES ARE EMPOWERED, ENGAGED, AND HAVE AGENCY

- **Engagement** - Measurement of engagement Meaningfulness Matterring
- **Improvement** - Inclusive, continuous improvement processes
- **Participation** - Participatory management; Autonomous teams; Formal representation; Employee stock ownership

### OPPORTUNITY

HELP EMPLOYEES ADVANCE IN THEIR CAREERS AND DEVELOP THEIR SKILLS

- **Career Development** - Specialized training; Educational benefits; Formal career pathways
- **Mentoring and Coaching** - Peer mentorship; Job coaching
- **Acknowledgment** - Internal and external recognition; Leveling of perks; Individual and team bonuses; Other financial incentives



### CORE

THE BASIC ELEMENTS OF A GOOD JOB

- **Compensation** - Sustainable pay and benefits
- **Work Environment** - Stable hours and scheduling; Safety; Job security
- **Supervision Quality** - Fairness and respect; Open communication; Anti-discrimination and anti-profiling policies; Transparent grievance process

### SUPPORT

HELP WORKERS PERFORM WELL AND ACHIEVE STABILITY

- **Training** - Entry-level training; Cross-training
- **Internal Assistance** - Supervisory training; Financial counseling; Cash assistance; Formal HR practices
- **External Supports** - Tax credits; Childcare, transportation, housing (etc.) support

# SCOPE OF WORK

## **ENGAGING WITH BUSINESSES. EMPLOYER ENGAGEMENT & WORKER ADVOCACY**

Employers often engage the Urban League of Middle Tennessee and Nashville State Community to address diverse talent needs. ULMT and NSCC will leverage existing partnerships with employers, chambers of commerce, and other business associations to provide education to employers seeking a diverse and inclusive workforce. This priority supports the Nashville Area Chamber of Commerce’s Partnership 2030 strategy by focusing on efforts to create deep prosperity in the community. By preparing workers for available and emerging jobs while minimizing barriers to education, we will create greater economic mobility for all.

By participating in the Workforce Equity Collective, employers will have the tools to invest in workers, create quality jobs, and build inclusive workforce cultures. Activities may include:

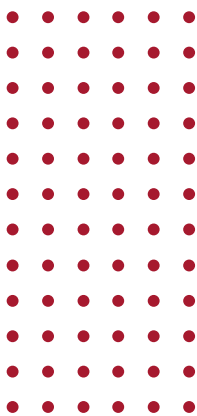
- Co-hosting an employer symposium focused on inclusive workforce strategies
- Providing information to job seekers about high-wage, high-demand jobs and the training needed to access these jobs

ULMT will hire an Employer Engagement Manager to work with Nashville State Community College and area chambers to engage small businesses and industries to address talent pipeline needs.

## **CO-INVESTING FOR IMPACT. The Sustainability of the Workforce Equity Collective**

The approval of our \$7.8 million request means that the ARP is committed to catalyzing the Workforce Equity Collective’s strategies that enable workers, employers, and communities to advance a skilled workforce, promote good jobs, and invest in equitable outcomes. Our sustainability plan is to unite local investors with a shared strategic vision for workforce development and leverage private and public funding to carry out the Workforce Equity Collective vision.

Urban League of Middle Tennessee understands that it solely cannot advance workforce equity. Therefore, it stands in agreement with Nashville organizations to work together to achieve workforce equity.



# PERFORMANCE MEASURES/OUTCOMES

A results-based accountability framework will be adapted to collaborate with internal and external stakeholders and community partners to simplify data collection, standardize reporting, measure progress, and improve performance on a local, regional, and national scale to move beyond quantities of people/clients served and demonstrate that communities/clients are better off.

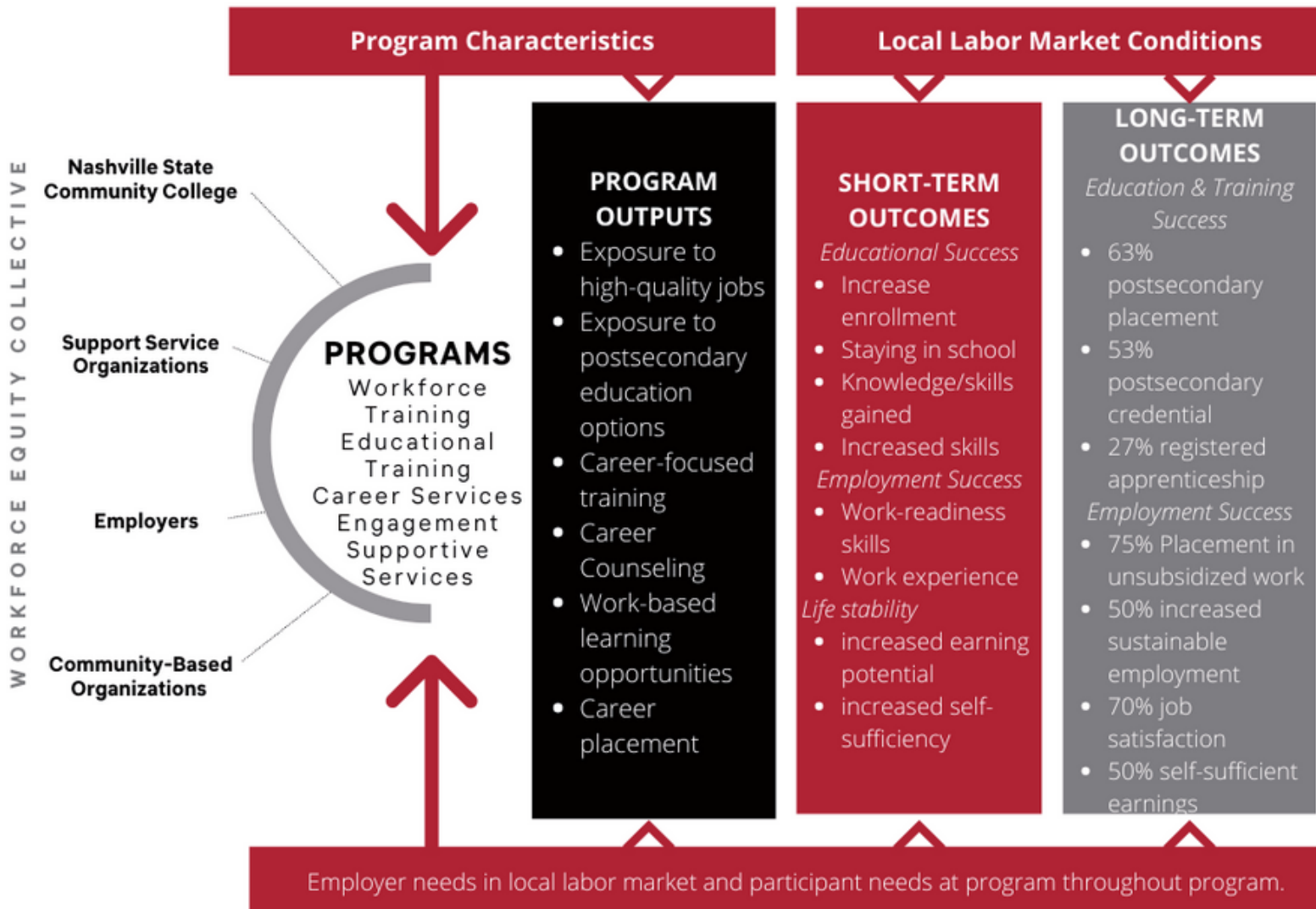
ULMT will onboard a third-party contractor to assist with onboarding a scorecard that shares the overall advancing equity impact of programming and services across multiple stakeholders. While the outcomes identified below capture the results of the general workforce activities, a third-party contractor will allow us to redefine these metrics through an equity lens.





# PERFORMANCE MEASURES & OUTCOMES

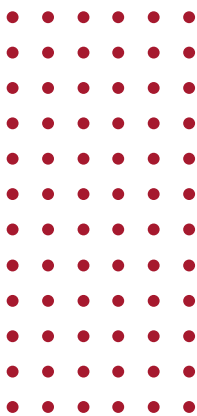
## Workforce Activities Logic Model



# EQUITY METRICS

The metric above outlines the standard data collection process that will be used to capture activities while enrolled in programming. The metrics below will allow us to go beyond the standard outcome metrics above to examine questions of equity.

- **Individual Demographics** - Race, ethnicity, gender (non-binary), age, zip code, location where they are served, LGBTQ+ status, ability/disability status, language spoken at home, criminal history status, veteran status, refugee, or immigration status
- **Household/Family Demographics** - Household income, housing status, family structure, neighborhood stability, receipt of public assistance
- **Education & Training** - Education level, English learner support (K-12) status, readiness at milestone moments in education, functional literacy, number of apprenticeships, enrollment/completion rate for training, job placement rate, English proficiency
- **Health and Well-being** - Food security, mental health, or substance abuse status
- **Employment** - Job retention rate, the wage at placement, wage progression, job advancement, employment status, labor force participation rate, the industry of employment
- **Job Access** - Commuting distance and status, driver's license, transportation access
- **Childcare** - Childcare, affordable childcare, high-quality childcare
- **Employer Practices** - Hiring practices, inclusion across wage and skill levels, industry/employer diversity, employer hiring, and local sourcing
- **Job Quality** - Job quality, employer-provided supports/benefits differentials
- **Financial Security** - Increase in credit score, regional investment, mortgage denial, the cost burden of renting, business ownership





# PROPOSED BUDGET

**APPLICATION SUMMARY BUDGET**

<b>ORGANIZATION</b>		Urban League of Middle TN & Nashville State Community College		
<b>Project:</b>		Advancing Workforce Equity		
<b>Budget Period:</b>		2022 - 2024		
<b>Total Budget:</b>		<b>\$ 7,890,153</b>		
		<b>Total Program Year 1</b>	<b>Total Program Year 2</b>	<b>Narrative</b>
A	<b>ULMT Staff Costs</b>	515,080	536,984	Includes the compensation, taxes, and benefits costs for the Urban League of Middle Tennessee Workforce Manager - \$76,680.00, Employer Engagement Manager - \$76,680.00, Workforce Coordinator (2) - \$ 145,800.00, Workforce Director - \$87,480.00, Data Manager - \$76,680.00, Data Analyst - \$56,160.00 with an annual increase of 5% (\$21,904) in yr 2
B	<b>NSCC Staff Costs</b>	575,285	598,296	Includes the compensation, taxes, and benefits costs for Nashville Community College 3 Coordinators for Student/Employer Partnerships - \$210,000.00, Project Coordinator - \$70,000.00, Student Advisor - \$70,000.00, Social Worker - \$70,000.00, and instructional stipends \$155,285, with an annual increase of 4% (\$23,011)
C	<b>ULMT Program Admin Costs</b>	65,530	65,800	Program Admin Costs includes any cost that is associated with the program such as outreach material, system database updates and licenses, performance monitoring and reporting, dashboards, program supplies, etc. Outreach - \$50,000.00 yrs 1 & 2, Program Monitoring and Evaluation - \$10,000.00 yrs 1 & 2, Jobs Boards - \$4,000 yr 1 & \$4,300 yr 2, Workforce Webinars/Zoom - \$1,500.00 yr 1 & yr 2
D	<b>NSCC Program Admin Costs</b>	142,250	144,140	Program Admin Costs include any cost that is associated with the program such as Administrative Support - \$47,250.00 (yr 1) \$49,140.00 (yr 2), Outreach - \$50,000.00 (yrs 1 & 2), Curriculum Development - \$45,000.00 yrs 1 & 2),
E	<b>Equipment Costs</b>	-	-	
F	<b>ULMT Program Activities</b>	363,375	356,378	Includes cost of ULMT direct payment of expenses of individual workforce development Self-Sufficiency Matrix - \$12,000.00 yr 1 & 2, Assessment \$9,600.00 yr 1 & 2, Soft Skills Training - \$22,350.00 yr 1 & 2, TechConnect - IT Training - \$26,970.00 yr 1 & 2, Healthcare Training - \$16,500.00 for yr 1 & 2, Construction Training - \$29,205.00 yr 1 & 2, Retail/Customer Service Training - \$38,525.00 , Reviewing Resume/CL, Workforce Webinars, Financial Literacy Training, Career Counseling - \$4,850.00, Transportation Assistance - \$10,000.00 yr 1 & 2, Learn-N-Earn - \$126,375.00 yr 1 & 2, Employer Engagement Activities - \$55,000.00 yr 1 & \$50,000.00 yr 2, Equipment and Supplies for programs - \$12,000 yr 1 & \$10,000 yr 2
G	<b>NSCC Program activities</b>	575,000	225,000	Includes cost of NSCC direct payment of expenses of individual workforce development Tutor Stipends - \$50,000.00 for yrs 1 & 2, Equipment and Supplies for programs - \$110,000.00 for yrs 1 & 2, Textbooks - \$10,000.00 for yrs 1 & 2, Mobile Classroom - \$400,000.00 for yr 1 and \$50,000 for yr 2, Field Trips - \$10,000.00 for yrs 1 & 2, Marketing materials - \$5,00.00 for yrs 1 & 2
H	<b>ULMT Sub-grants to partner orgs</b>	1,821,400	1,611,538	Includes the Equity Scorecard System Onboarding and training for stakeholders - \$25,000.00 yr 1 & yr 2, Individual Centered Approach \$125,000.00 yr 1, Occup. Skills Trainers (2) - \$120,000 yr 1 & yr 2, Supportive Services Contracts - \$551,400.00, Workforce Activities Contracts \$1,000,000.00 (Partnering with area nonprofits to

**APPLICATION SUMMARY BUDGET**

	<b>ORGANIZATION</b>	Urban League of Middle TN & Nashville State Community College		
	<b>Project:</b>	Advancing Workforce Equity		
	<b>Budget Period:</b>	2022 - 2024		
	<b>Total Budget:</b>	<b>\$ 7,890,153</b>		
		<b>Total Program Year 1</b>	<b>Total Program Year 2</b>	<b>Narrative</b>
				reimburse costs of workforce development activities provided while participant is in program at a max of \$200,000 each organization)
I	<b>NSCC Sub-grants to partner orgs</b>	-	-	
J	<b>Other</b>	-	-	
K	<b>ULMT Indirect Cost</b>	\$ 143,462	150,635	Administrative costs - operations of the entire agency but cannot be identified to specific programs- includes Fiscal Officer, Compliance Director, general Admin Staff support's salary & ER taxes (\$87,605.00); Occupancy costs (rent, CAM fees): Telephone, Liability insurance, Equip rental, Payroll fees, computer technology exp, office supplies (\$55,856.72).
	<b>ULMT Total</b>	2,908,847	2,721,335	5,630,182 - ULMT Total for two years
	<b>NSCC Total</b>	1,292,535	967,436	2,259,971 - NSCC Total for two years
	<b>TOTAL</b>	4,201,382	3,688,771	7,890,153 Total Program Funding



# PARTNERS & LETTERS OF SUPPORT



500 11th Avenue North, Suite 200,  
Nashville, TN 37203  
615.743.3000

[nashvillechamber.com](http://nashvillechamber.com)

September 7, 2022

Dear Members of the Nashville-Davidson County COVID-19 Oversight Committee:

The Nashville Area Chamber of Commerce would like to express our support for the Advancing Workforce Equity proposal submitted by the Urban League of Middle Tennessee (ULMT) and Nashville State Community College (NSCC) that leverages existing workforce programming and activities to prepare historically underserved populations to fill good jobs in high-demand occupations.

Our economic competitiveness relies on the quality and availability of our workforce. The Nashville area will thrive if its workforce matches the skills and education required by employers. To ensure a skilled workforce, we need innovative short and long-term solutions to optimize pipelines to the workforce, increase postsecondary education attainment, align supply and demand, and close equity gaps.

The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes the need for this type of cooperation through a Workforce Equity Collective, promoting a shared vision that aligns financial resources, expertise and time to promote continuous education and upskilling to lift individuals out of poverty through family-sustaining wages. By addressing barriers to access, this initiative will help ensure individuals thrive in our community while supporting businesses in finding the talent they need.

The Chamber is committed to serving as a collaborative partner for this proposal that will aid in the support of underserved members of our community while enhancing Nashville's economic growth. Please let us know if you have any questions or need additional information as you review the Advancing Workforce Equity proposal submitted by the Urban League of Middle Tennessee and Nashville State Community College.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Schulz", is written over a light blue horizontal line.

Ralph Schulz  
President and CEO  
Nashville Area Chamber of Commerce



September 8, 2022

Metropolitan Government Boards and Commissions  
COVID-19 Financial Oversight Committee  
Historic Metro Courthouse  
1 Public Square  
Suite 204  
Metro Council Office  
Nashville, TN 37201

Dear Members of the COVID-19 Financial Oversight Committee,

The Nashville Black Chamber of Commerce (NBCC) supports the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. The proposal's focus on partnerships in workforce development efforts and collaboration amongst stakeholders will broaden opportunity for employees to access livable wage jobs, employers to access a viable talent pool, and offer provision of services and infrastructure to support a sustainable workforce ecosystem that can thrive toward a more prosperous Metro Nashville community.

ULMT's *Advancing Workforce Equity: A Blueprint for Action* report, emphasizes this such "teamwork" approach as through the Workforce Equity Collective, which promotes a shared vision that aligns money, expertise, and time, promoting continuous education and upskilling to achieve wage equity and reduced reliance on poverty wage jobs. NBCC is the preeminent resource for African-American businesses in the Nashville area to connect, learn, grow, and prosper, empowering and encouraging prosperity for Nashville's African-American community by connecting local African-American businesses and business professionals with worthwhile partnerships that lead to economic advancement; developing businesses that are successful, sustainable, and scalable; providing businesses with economic opportunities that allow them to create jobs and wealth; and leading on policy initiatives that cultivate an economic environment for businesses to thrive. As a powerful group of businesses and business professionals, the NBCC is serious about ensuring Nashville is an inclusive and equitable economic environment for everyone in its community. NBCC continues to welcome the reciprocal collaboration with the ULMT and as a stakeholder in the Workforce Equity Collective, we look forward to more broadly continuing to help Nashville and its African American community connect, learn, grow, and prosper.

As partner collaborations, the Workforce Equity Collective is designed to provide job seekers with supportive service resources that are human centered, address barriers, and engage with businesses to identify talent needs.

Again, the Nashville Black Chamber of Commerce (NBCC) supports the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal, as we are committed to the efforts of the Workforce Equity Collective and believe the benefits of this proposal will uplift families and build a stronger Metro Nashville community.

Sincerely,

*Carolyn McHaney Waller* dotloop verified  
09/13/22 9:38 AM CDT  
OSZG-J5PE-KCT8-QBKY

Carolyn McHaney Waller, President  
The Greater Nashville Black Chamber of Commerce





**NAHCC**  
WWW.NASHVILLEHISPANICCHAMBER.COM

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*Belmont University*

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**President & CEO**

Joyce Searcy  
**Finance Committee**

**LEGAL COUNSEL**

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**Elizabeth Ozment**  
*Immigration Law Office  
of Elliott Ozment*

September 8, 2022

To Whom It May Concern:

We are pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for worker and employers, and build more prosperous communities. The recently released ULMT report Advancing Workforce Equity: A Blueprint for Action emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

The Nashville Area Hispanic Chamber of Commerce (NAHCC) is the oldest, longest running Hispanic business association in Tennessee, promoting the economic growth and development of Hispanic entrepreneurs. With a membership of more than 300 businesses, the NAHCC represents their interests in Nashville and surrounding areas connecting entrepreneurs and micro-enterprises, facilitating strategic alliances, networking and sharing of business and financial best practices. The NAHCC is one of the first Hispanic chambers in the nation to receive the CTI Minority Chamber Certification Designation issued by the University of Notre Dame and co-signed by the USHCC, USBC, USPAACC. The CTI Certification highlights the achievements made by the chamber. The NAHCC is a recipient of the "Chamber of the Year Award" presented by the United States Hispanic Chamber of Commerce.

The creation of the Collective and its purpose of partner collaborations, providing job seekers with supportive service resources that are human centered and address barriers, and collaborating with businesses to identify talent needs. We support this proposal. We are committed to the benefits of this proposal and the Workforce Equity Collective and believe it will uplift families and build a stronger Nashville.

Sincerely,

Yuri Cunza  
President and CEO  
Nashville Area Hispanic Chamber of Commerce



# Congregational Health and Education Network

Nashville General Hospital

September 8, 2022

To Whom it May Concern,

It is with great pleasure that we declare our enthusiastic support of the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for worker and employers, and build more prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

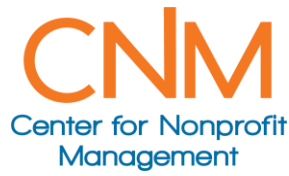
The Congregational Health & Education Network (CHEN) is a 501(c)3 organization working to reduce the health disparities among Nashville's African American community by elevating education attainment and health literacy through faith-based partnership. CHEN provides education attainment, health literacy, healthcare access, and membership support to the community through our various partners, one being the ULMT. Their dedication to providing much-needed training and support to the community has been paramount to connecting the congregants within our network of over 100 churches to the resources they need to increase their socioeconomic status and overall well-being. These collaborative strategies are of utmost importance in delivering meaningful outcomes and CHEN is happy to engage in all endeavors that support this work.

The creation of the Collective and its purpose of partner collaborations, providing job seekers with supportive service resources that are human centered and address barriers, and collaborating with businesses to identify talent needs has our full support. We are committed to the benefits of this proposal and the Workforce Equity Collective and believe it will uplift families and build a stronger Nashville.

Sincerely,

*Kristin Clarkson*

Kristin Clarkson, MHA  
Director, CHEN  
[Kristin.Clarkson@nashvilleha.org](mailto:Kristin.Clarkson@nashvilleha.org)



September 7, 2022

Metro Nashville COVID-19ARP Committee:

We are pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for worker and employers, and build more prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

The Center for Nonprofit Management (CNM) believes in creating an equitable, connected community and we are a partner in the Workforce Equity Collective. Our Chief Impact and Diversity Officer, Dawn Stone, was an integral part of the committee that put the ULMT workforce equity blueprint together.

The creation of the Collective and its purpose of partner collaborations, to provide job seekers with supportive service resources that are human centered and address barriers and collaborate with businesses to identify talent needs is a critical step in addressing this challenge. We support this proposal and are committed to the benefits of the Workforce Equity Collective and believe it will uplift families and build a stronger Nashville.

Sincerely,

A handwritten signature in black ink that reads "Tari Hughes". The signature is written in a cursive, flowing style.

Tari Hughes  
President and CEO

**Metropolitan Development and Housing Agency**  
701 SOUTH SIXTH STREET \* NASHVILLE, TENNESSEE 37206 \* TELEPHONE (615) 252-8400  
TELEPHONE DEVICE FOR DEAF (615) 252-8599

September 8, 2022

Clifton Harris  
President and Chief Executive Officer  
Urban League of Middle Tennessee  
50 Vantage Way Suite 201  
Nashville, TN 37228

Dear Mr. Harris:

On behalf of the Nashville Promise Zone (NPZ), I write in support of the Urban League of Middle Tennessee's (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. The NPZ strongly supports this grant application because of its focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs and support services. The program also directs employers to the talent they need, provides necessary support infrastructure for worker and employers, and builds more prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

The NPZ will help foster intensive partnerships as part of the Workforce Equity Collective by managing communication between ULMT, NPZ and the NPZ's Economic Development workgroup members.

The creation and purpose of the Collective will include partner collaborations that provide job seekers with supportive service resources that are human centered and address barriers, as well as with businesses to identify talent needs. The NPZ supports this proposal. We are committed to the benefits of this proposal and the Workforce Equity Collective. We believe it will uplift families and build a stronger Nashville.

Sincerely,



Emel J. Alexander  
MDHA Director of Community Development

September 8, 2022

Dear Metro Nashville Council ARP Funding Committee,

We are pleased to submit this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application's focus on workforce development partnerships and collaborations and coordination to help workers access good jobs. The inclusion of support services, which direct employers to the talent they need, provides necessary infrastructure for workers and employers to build more prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective seeks to achieve wage equity by promoting a shared vision aligning time, expertise, and funding to reduce poverty wage jobs through continuous education and upskilling.

Vanderbilt has several existing programs and partnerships, which support local education and training opportunities and conduct research on ways to better understand racial and social inequities in the community. Last year, Vanderbilt and Metro Nashville Public Schools (MNPS) launched the Partnership for Educational Equity Research, which strives to identify and eliminate inequities in our classrooms. Separately, Vanderbilt's LIVE initiative is focused on leveraging new technology to meet the needs of the local community leading to healthy, socially integrated learning, participation, and growth for students and workers at all levels. Finally, Vanderbilt's Collaborative for STEM Education and Outreach provides professional development opportunities for MNPS teachers. We believe that deep partnerships between universities and their local municipalities offer effective ways to find sustainable solutions to complex challenges affecting our communities while helping academic researchers gain real-world insights to inform future scholarship.

The creation of the Collective and its purpose of partner collaborations will provide job seekers with supportive service resources that are human centered and address barriers while collaborating with businesses to identify local talent needs. We support this proposal and the Workforce Equity Collective, and we believe it will uplift families and build a stronger Nashville.

Sincerely,

J. Nathan Green



Vice Chancellor  
Government and Community Relations  
Vanderbilt University



September 8, 2022

To Whom It May Concern:

We are pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations, and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for workers and employers, and build prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through creating the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

The Northern Middle Workforce Board is a 501(c)(3) non-profit board that leads programs through the Workforce Innovation and Opportunity Act. Services are made available through the American Job Center network. Aligning with ULMT's Advancing Workforce Equity study, the Board is excited to partner on this initiative which focuses on equity in Nashville.

The creation of the Collective and its purpose of partner collaborations will provide job seekers with supportive service resources that are human-centered and address barriers. We support this proposal through this endorsement and are committed to the Workforce Equity Collective. We believe it will uplift families and build a stronger and more equitable workforce in Nashville.

Sincerely,

A handwritten signature in blue ink that reads "Marla W. Rye".

Marla W. Rye  
Executive Director

TENNESSEE HUMAN  
RIGHTS COMMISSION



WILLIAM R. SNODGRASS TENNESSEE TOWER  
312 ROSA L PARKS AVENUE, 23RD FLOOR  
NASHVILLE, TN 37243-1102  
615-741-5825 FAX: 615-253-1886  
Toll-Free: 1-800-251-3589 Toll-Free Spanish: 1-866-856-1252  
[www.tn.gov/humanrights](http://www.tn.gov/humanrights)

September 8, 2022

To Whom It May Concern:

We are pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for worker and employers, and build more prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

The Tennessee Human Rights Commission (THRC) is an independent state agency responsible for enforcing the state of Tennessee's anti-discrimination laws in housing, employment, and public accommodation. The THRC continues to educate the public about their rights and responsibilities under the Tennessee Human Rights Act (THRA) and the Tennessee Disability Act (TDA) which together prohibit discrimination in housing, employment, and public accommodation on the basis of race, color, creed, national origin, religion, sex, disability, familial status (housing only), and age (over 40 in employment).

The creation of the Collective and its purpose of partner collaborations, providing job seekers with supportive service resources that are human centered and address barriers, and collaborating with businesses to identify talent needs. We support this proposal. We are committed to the benefits of this proposal and the Workforce Equity Collective and believe it will uplift families and build a stronger Nashville.

Sincerely,

Muriel Malone Nolen, Esq.  
Executive Director



Located at Casa Azafrán  
2195 Nolensville Pike  
Nashville, TN 37211

Main: (615) 270-9252  
conexionamericas.org

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Santi Tefel  
Pinnacle Financial Partners

Laura Zapata  
Clearloop

September 12, 2022

To whom it may concern:

We are pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for worker and employers, and build more prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

For 20 years, Conexión Américas has been working to build a welcoming community and create opportunities where Latino families can belong, contribute, and succeed. This mission is deeply connected to advancing equity for Latino and immigrant populations through education, economic prosperity programs, and advocacy. For decades we have supported immigrant entrepreneurs in launching, improving, or expanding their business through our *Negocio Prospero (Prosperous Business) and Technical Assistance* programs. As part of our Economic Prosperity focus we also provide culturally-relevant English classes and computer classes which enable our participants to improve their job prospects, skills, and opportunities for business development. Our culinary incubator, Mesa Komal, based in Casa Azafrán promotes immigrant entrepreneurship and the story of Latino business owners' contributions to the community, including the food entrepreneurs who operate in our on-site culinary incubator and commercial kitchen. The culinary incubator currently is home to 19 culinary entrepreneurs,





Located at Casa Azafrán  
2195 Nolensville Pike  
Nashville, TN 37211

Main: (615) 270-9252  
conexionamericas.org

#### Officers

Tina Garcia  
President  
Mars Petcare

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including food trucks, caterers and wholesalers. Through our youth programming, we support first generation high school and college students develop resumes, practice interview skills, gain exposure to multiple career paths, and search and apply to internships that help build essential skills for the workforce. We believe in this proposal because it aligns with our goals of ensuring that community members have equal access to opportunities enable their long-term economic prosperity.

The creation of the Collective and its purpose of partner collaborations, providing job seekers with supportive service resources that are human centered and address barriers, and collaborating with businesses to identify talent needs. We support this proposal. We are committed to the benefits of this proposal and the Workforce Equity Collective and believe it will uplift families and build a stronger Nashville.

Sincerely,

Tara Lentz  
Co-Executive Director  
Conexión Américas



We are pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for worker and employers, and build more prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

United Way of Greater Nashville supports this collective effort as it aligns well with our work in promoting Economic and Financial Mobility throughout the Nashville MSA. United Way has established a strategic plan with a focus on moving more households towards self-sufficiency and through our SNAP Employment & Training partnerships across Middle Tennessee we see the need to work collectively on equitable pathways to the current workforce in Nashville.

The creation of the Collective and its purpose of partner collaborations, providing job seekers with supportive service resources that are human centered and address barriers, and collaborating with businesses to identify talent needs. We support this proposal. We are committed to the benefits of this proposal and the Workforce Equity Collective and believe it will uplift families and build a stronger Nashville.

Sincerely,

A handwritten signature in black ink that reads "Tracey Dill".

Tracey Dill  
Senior Director, Regional Community Impact  
United Way of Greater Nashville  
[Tracey.dill@unitedwaygn.org](mailto:Tracey.dill@unitedwaygn.org)

*Serving Cheatham, Davidson, Dickson, Hickman, Robertson and Williamson counties*

September 7, 2022

To Whom It May Concern:

Woodbine Community Organization (WCO) is pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee.

WCO strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of community stakeholders that assist workers with accessing good jobs, support services, will direct employers to the talent they need, provide necessary infrastructure support for worker and employers, and build more prosperous communities.

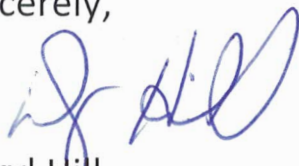
The recently released ULMT report Advancing Workforce Equity: A Blueprint for Action; emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

Woodbine Community Organization believes this proposal goes along with our motto of "Binding Together Tennessee Communities" we are always striving to build and empower the community that we are in. Not only is

Woodbine Community Organization a multistate agency serving the low to moderate income individual, but we are one of Tennessee's largest non-profit developers of affordable housing. We feel it is only right to serve the people in our communities, which we do in the form of various counseling, financial educational classes and outreach. Our primary demographic are those at or below 80% of AMI, with several programs serving the 30% of AMI demographic. Our counseling staff is both HUD and THDA certified.

The creation of the Collective and its purpose of partner collaborations, providing job seekers with supportive service resources that are human centered and address a variety of barriers, and collaborating with businesses to identify talent needs. We support this proposal. We are committed to the benefits of this proposal and the Workforce Equity Collective and believe it a will uplift families and build a stronger Nashville.

Sincerely,



Daryl Hill

Director of Counseling

Woodbine Community Organization



**HENSEL PHELPS**  
Plan. Build. Manage.

**Mid-South Regional Office**  
1600 Division Street, Suite 220  
Nashville, TN 37203  
615.338.9104

September 6, 2022

RE: Advancing Workforce Equity Proposal

To Whom It May Concern:

We are pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for worker and employers, and build more prosperous communities. The recently released ULMT report *Advancing Workforce Equity: A Blueprint for Action* emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

Since Hensel Phelps entered the Nashville market in 2018, we have been strong supporters of ULMT. We have supported numerous community events and have co-hosted workforce training programs together in true partnership. We have a strong history of shared success. We have a sincere belief in the mission and charge of ULMT in the Nashville community and therefore stand in arms with our support.

The creation of the Collective and its purpose of partner collaborations, providing job seekers with supportive service resources that are human centered and address barriers, and collaborating with businesses to identify talent needs. We support this proposal. We are committed to the benefits of this proposal and the Workforce Equity Collective and believe it will uplift families and build a stronger Nashville.

Sincerely,

**James W. Harper III - LEED AP, MCA**  
District Director of Supplier Diversity  
[JHarper@henselphelps.com](mailto:JHarper@henselphelps.com)



**HENSEL PHELPS**  
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**OUR VALUES**

OWNERSHIP | INTEGRITY | BUILDER | DIVERSITY | COMMUNITY



Friday, September 2

To whomever it may concern,

We are pleased to write this letter of support for the Urban League of Middle Tennessee (ULMT) Advancing Workforce Equity proposal to the Metro Nashville COVID-19 Oversight Committee. We strongly support this grant application because of the focus on workforce development partnerships, collaborations and coordination of stakeholders that help workers access good jobs, support services, directs employers to the talent they need, provide necessary support infrastructure for worker and employers, and build more prosperous communities. The recently released ULMT report Advancing Workforce Equity: A Blueprint for Action emphasizes this cooperation through the creation of the Workforce Equity Collective. The Workforce Equity Collective promotes a shared vision that aligns money, expertise, and time to reduce poverty wage jobs while promoting continuous education and upskilling to achieve wage equity.

We the Hispanic Family Foundation find this collective to line up with our mission to strengthen Hispanic and Immigrant families through programs and events. We firmly believe that through the Workforce Equity Collective, Hispanic and Immigrant families will be greatly strengthened not only economically but also by this Collective's design to break poverty cycles in all areas of life.

The creation of the Collective and its purpose of partner collaborations, providing job seekers with supportive service resources that are human centered and address barriers, and collaborating with businesses to identify talent needs. We support this proposal. We are committed to the benefits of this proposal and the Workforce Equity Collective and believe it will uplift families and build a stronger Nashville.

Sincerely,

Diane Janbakhsh  
*Executive Director and Founder*  
Hispanic Family Foundation  
3955 Nolensville Pike, Suite 107  
Nashville, TN 37211



**NASHVILLE**

**8 / 15 / 2022**

**ADVANCING  
WORKFORCE EQUITY  
PROPOSAL**

**DR. SHANNA JACKSON, PRESIDENT  
NASHVILLE STATE COMMUNITY COLLEGE**

**CLIFTON HARRIS, PRESIDENT & CEO  
URBAN LEAGUE OF MIDDLE TN**