

Minutes of the MNAA
Diversity and Workforce Committee



Date: June 12, 2019 Place: Nashville International Airport Board Room
Nashville, Tennessee

Time: 10:00 a.m.

Committee Members Present: Christy Smith, Chair; A. Dexter Samuels, Board Chair;
Trey Harwell, Board Vice Chair; and John Doerge

Committee Members Absent: None

Others Present: Amanda Farnsworth; Jimmy Granbery; Bill Freeman;
Doug Kreulen; Cindy Barnett; and Angela Edwards

I. Call to Order

Chair Smith called the meeting of the Diversity and Workforce Development (DWD) Committee to order on June 12, 2019, at 11:16 a.m., pursuant to Public Notice dated June 7, 2019.

II. Approval of Minutes

Chair Smith called for approval of the Minutes of the February 13, 2019, Diversity and Workforce Development Committee Meeting. A motion was made by Board Chair Samuels and seconded by Board Vice Chair Harwell. The motion carried by vote of 4 to 0.

III. Chair's Report

Chair Smith had no Chair's Report.

IV. Items for Approval

None

V. Information Items

A. Workforce Development Update

Ms. Karisse Spray, AVP, Human Resources, briefed the Committee on this item. Ms. Spray reported on talent acquisition. There were 307 active employees. Eighteen employees were

promoted since January 2018. Ms. Margaret Martin was promoted to Chief Development Officer and Shannon Sumrall was promoted to AVP, Communications, Marketing and Customer Experience. Two officers were promoted to Sergeant, one to Airport Security Manager and a Sergeant that was promoted to Lieutenant.

Ten open positions are currently advertised. Two of those positions are AVP positions. Those are in the interview phase and will report to Ms. Martin. The hope is to have these employees on board by August.

Ms. Spray reported on Workforce Diversity. She presented a chart of FY19 Workforce Diversity that includes the Nashville Metropolitan Statistical Group (MSA) Labor Force, MNAA Total Employees and MNAA FY19 new hires. There have been increases in the diverse categories. There has been a rise in MNAA new hires in the areas of Black or African American population and those that fall into the "other" category. The female group is outperforming the existing employee population but not the MSA. MNAA is committed to hiring qualified and diverse talent.

MNAA's Apprenticeship Program was approved by the Department of Labor. MNAA has partnered with Tennessee College of Applied Technology (TCAT) to offer technical training. MNAA will provide the 8,000 hours of on the job training that is required. MNAA's communications department is partnering with TCAT to tentatively have new hires on board in the August timeframe with school starting in September. MNAA is also investigating grant opportunities since it is offering an apprenticeship program. The apprenticeship program will be another opportunity to focus on diversity because maintenance and skilled trades are areas of opportunity identified on MNAA's Affirmative Action Plan. Additionally, MNAA is looking to bring in a Maintenance Intern that is more than 50% complete in their program.

An RFP has been issued for a Leadership Development Program. This will be a comprehensive program offered to Senior Staff, Managers and Supervisors. MNAA will be hosting an AAAE Certified Manager (CM) class in January 2020.

There have been a number of employee accomplishments. Captain Keene from MNAA's department of public safety has been accepted into an FBI training program. That will be a ten-week on-site program. There have been eleven officers commissioned and several more coming. Chris Ricketts graduated from the Leadership Donelson program and Doug Kreulen graduated from Leadership Nashville.

Members of the Human Resources (HR) team attended the Urban League Job Fair at Tennessee State University on June 7. They also attended the MTSU 2019 Graduating Veterans Stole Ceremony and the MTSU Intercultural and Diversity Affairs Graduation Reception. HR and the Department of Public Safety will also attend the Metro Public Safety Career Fair on Saturday, June 15th and Donelson Day.

HR has revamped the employee onboarding experience. It is now a full day event. The new employees are introduced and welcomed by the executive team. Lunch with their supervisor is provided and online technology has been implemented to streamline new hire paperwork.

HR is working on implementing a new Benefits Administration system to help streamline on-line benefit enrollment. HR is also evaluating benefits enrollment and paid time off (PTO) eligibility. Currently, the wait period for health benefits is the first day of the month following sixty days of employment. Those hired at the first of the month are having to wait almost ninety days for those benefits.

Board Chair Samuels asked why the wait time is sixty days. Ms. Spray replied that is the maximum number of days allowed by the Affordable Care Act. Chair Smith stated that also has to do with new hire turnover. There is a lot of time, energy and effort spent on on-boarding.

President Kreulen stated the policies Ms. Spray has inherited are archaic. He stated that Ms. Spray has been tasked by her supervisor to evaluate and benchmark what other employers are doing. Commissioner Doerge inquired as to the turnover of new hires at the airport. Ms. Spray stated the airport is not having issues with new hire turnover and she could only think of one instance where an employee has left before they became benefit eligible.

Ms. Spray stated that as MNAA strives to become an employer of choice, those areas will need to be changed to become more employee friendly. Commissioner Doerge inquired as to the timeframe the change would need to be made. Ms. Spray stated MNAA would need to give the benefit providers at least a thirty-day notice. Chair Smith agreed with Board Chair Samuels that was something that needed to be looked at if there is no issue with new hire turnover. Chair Smith stated if a new hire had a pre-planned activity or a commitment to family, it is important to allow them to do that.

President Kreulen stated Ms. Spray is correct that there is no issue with turnover. The turnover has only been in part-time traffic enforcement officers who, in the current Nashville job market,

have no problem finding a permanent position with benefits. Ms. Spray's task is to discover what is restricting MNAA from offering benefits from day one and what, if any, the cost difference would be.

Ms. Spray reported HR is implementing a new employee recognition initiative. CSI is MNAA's new service award vendor and that program will be rolling out in July. CSI has a peer to peer network for employee recognition. Currently, supervisors are handing out RISE cards to employees when they see them living MNAA's core values. Employees redeem those cards for four movie tickets.

Board Chair Samuels applauded the work done by President Kreulen in the area of Diversity and Inclusion. Board Chair Samuels asked why MNAA uses MSA standards since Nashville has become a top twenty-five city. He stated most cities look at city economy data now instead of MSA. Ms. Spray stated there is no particular reason for using MSA. MSA has been the benchmark in the past. Board Chair Samuels stated he thought MNAA should take a look at data specific to Nashville and Davidson County. He stated MNAA may be losing some data points because Nashville has a large Spanish population and Asian population. Infrastructure is based on Nashville data; the oversight is based on Nashville and representation in the Mayor's office is based on Nashville data.

President Kreulen stated MNAA will take a look at the Nashville data. MSA is probably something MNAA used years ago because it was looking at where the airport pulls passengers from.

President Kreulen stated at the least, the information can be presented to the Committee and Board and go from there.

This item was presented for information purposes only with no action required.

B. Business Diversity Development Update

Ms. Donzaleigh Powell, Director, Business Diversity Development, briefed the Committee on this item. Ms. Powell stated Chair Samuels had requested staff research the way other airports classify M/WBE businesses. Eight airports and one city were assessed. Preliminary results have found it varies by location as follows:

- Consolidated was found to be the most common. Consolidated means the agency lumps all or multiple classifications into one category such as MBE or WBE. When goal setting, any person that falls into those accepted classifications can count toward achievement of their

contract goal. Minneapolis, Columbus, Tampa and Memphis airport fall into this category. The Memphis airport classifies their MBEs (male and female) and WBEs (Caucasian females) all into the category of DBE even on local projects. They separate the funding sources when generating their report.

The Columbus airport accepts multiple certifications such as MBE, WBE, DBE, EDGE which is Encouraging Diversity Growth and Equity, VBE which is Veteran Business Enterprise, and SBE which Small Business Enterprise – all under the DBP umbrella which is Diversity Business Partner. They classify an MBE as a minority male or female but do not exclude Caucasian females from that classification. Essentially allowing minority male, female and Caucasian females to count toward the MBE goal. They also allow females to classify as a WBE regardless of ethnicity allowing minority and Caucasian females to count toward their WBE.

- Vary Per Contract is used by the Dallas-Fort Worth and St. Louis airports. The airports can change their classification with each contract. A minority female firm can choose to be an MBE on one project and a WBE on another project. However, the type of classification used is dependent on the participation goal.
- Vary Per Year was the least common method used. The agency allows firms to change their classification each renewal year. The City of Memphis allows these changes. For example, a minority female firm can choose to be an MBE one year and then if they think it will be more advantageous to switch to WBE, the agency allows them to renew their certification and be reclassified as a WBE.
- One Classification was the last category that was assessed. The agency classifies the firm one way at the time of certification (either MBE, WBE, or SBE). It is done this way at BNA and Charlotte. Those classifications do not change unless there is a significant change to the ownership structure.

Ms. Powell stated MNAA will continue to research additional airports and discuss the findings with Griffin and Strong and with subject matter experts at AMAC. MNAA will evaluate the implications of each approach including goal methodology and reporting and will update the Committee and Board in October.

Commissioner Doerge asked if there were reasons why one airport would choose one method over another whether it be community standard, or easier tracking. Ms. Powell stated as the different categories have been evaluated, staff is making a list of pros and cons. None stated they had any problems tracking. The goal is for staff to obtain additional information to evaluate the potential benefits of continuing to track as it does today or figure out a better way, including tracking and goal setting.

Ms. Powell reported staff is excited to try a different approach to the operations and diversity spend methods. There will be a FY20 Diversity Spend Kickoff meeting on July 1, 2019 for department heads and heavy spend support staff. Ms. Powell also reported based on feedback, staff plans to conduct another Diverse Business Expo in late fall for staff to have an opportunity to meet firms. Construction companies will be included this year. Last year, the focus was goods and services along with professional services. Staff is also looking to assist firms with certification to provide a more direct linkage to MNAA's departments in need of goods and services. Staff is also working on future website updates that will include BDD online visibility, transparency, and information.

Ms. Powell introduced Mr. Rodney Strong, CEO of Griffin & Strong, P.C. (G&S). Mr. Strong gave an update on the Disparity Study for the airport. The process includes a legal analysis, and a policy, practices and procurement review. They collect and clean the data. At that time, G&S will conduct relevant market analysis, a utilization and threshold analysis, an availability analysis, disparity analysis, a private/public sector analysis, an anecdotal evidence collection and analysis, then deliver the Final Report with recommendations. Completed tasks include:

- Kickoff & Data Assessment
- Planned for Data Collection & Data Requests
- Conducted Informational Meetings & Launch
- Developed a website mnaadisparitystudy.com
- Conducted Case Law Review
- Conducted Policy Review

Data Collection is planned to be completed by the end of the week. All electronic data has been received and processed. Supplemental data has been requested. Manual data was determined to be needed and is currently being catalogued at their offices in Atlanta. G&S has a local partner,

Peter Woolfolk, who has completed approximately one third of those anecdotal interviews. On-line/telephone survey of business owners will begin in July 2019. Public hearings/Focus groups will be conducted in early August 2019 with advertising starting in July 2019. Disparity analysis including departmental breakdown of prime utilization will begin in early July 2019. A completed draft of the study is estimated to be completed by mid-October 2019.

Once the final draft of the Study has been completed, it will take staff some time to review and understand the findings. G&S will consult with MNAA staff on the release of the Study. Implementation is key. G&S will make recommendations on best practices and innovative approaches for promoting MWBE/DBE/ACDBE/SBE utilization.

G&S will provide post-study consultation and provide MNAA with experience through peer organizations to serve as resources.

This item was presented for information purposes only with no action required.

VI. Adjourn

There being no further business, Chair Smith declared the meeting adjourned at 11:48 a.m.



Amanda C. Farnsworth, Board Secretary