

February 28, 2020



**MINUTES OF THE RULES, POLICY AND INDUSTRIAL RELATIONS  
COMMITTEE/COMMITTEE OF THE WHOLE**

Honorable Board of Directors  
Golden Gate Bridge, Highway  
and Transportation District

Honorable Members:

A meeting of the Rules, Policy and Industrial Relations Committee/Committee of the Whole (Committee) of the Golden Gate Bridge, Highway and Transportation District (District) was held in the Board Room, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, on Friday, February 28, 2020, at 9:10 a.m., Chair Arnold presiding.

- (1) **Call to Order:** 9:10 a.m.
- (2) **Roll Call:** Secretary of the District Amorette M. Ko-Wong

**Committee Members Present (6):** Chair Arnold; Vice Chair Theriault; Directors Grosboll, Hernández and Hill; President Pahre.

**Committee Members Absent (1):** Director Belforte.

**Other Directors Present (9):** Directors Cochran, Fewer, Fredericks, Garbarino, Mastin, Moylan, Sears, Sobel and Yee.

**Committee of the Whole Members Present (15):** Directors Arnold, Fewer, Fredericks, Garbarino, Grosboll, Hernández, Hill, Mastin, Moylan, Sears, Sobel and Yee; Second Vice President Cochran; First Vice President Theriault; President Pahre.

**Committee of the Whole Members Absent (2):** Directors Belforte and Rabbitt.

**[Note: On this date, there were two vacancies on the Board of Directors.]**

**Staff Present:** General Manager Denis Mulligan; Auditor-Controller Joseph Wire; District Engineer Ewa Bauer-Furbush; Secretary of the District Amorette Ko-Wong; Attorney Kimon Manolius; Deputy General Manager/Administration and Development Kellee Hopper; Deputy General Manager/Bridge Steve Miller; Deputy General Manager/Bus Transit Division Mona Babauta; Deputy General Manager/Ferry Division James Swindler; Director of Procurement Brian Garrity; Manager of EEO Compliance Programs Susan Spencer; DBE Program Administrator Artemise Davenport; Senior Board Analyst Elizabeth Eells.

**Visitors Present:** None.

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**(3) Approve Implementation of the Four-Year Equal Employment Opportunity Program/Affirmative Action Plan 2019-2023**

**(a) Staff Report**

In a memorandum to the Committee, Manager of EEO Compliance Programs Susan Spencer, Deputy General Manager/Administration and Development Kellee Hopper and General Manager Denis Mulligan reported on staff's recommendation to approve the new Equal Employment Opportunity Program/Affirmative Action Plan (EEO/AAP) for the period of July 1, 2019 through June 30, 2023, and authorize submittal of the EEO/AAP to the Federal Transportation Administration (FTA). A copy of the staff report is available on the District's web site or upon request from the Office of the District Secretary.

**(b) Presentation by Staff**

At the meeting, Ms. Spencer summarized the staff report and reviewed the EEO/AAP Program PowerPoint presentation, *Come Work with Us*.

**(c) Discussion by the Committee**

Director Grosboll asked about the balance between the District's white and minority employees. He asked if the 55% minorities was an increase since 2015 and the District has more minorities than whites now. Ms. Spencer confirmed those numbers.

Director Sobel thanked Ms. Spencer for the report. He noted her report was comprehensive and interesting. He asked how the District's statistics and turnover compare to other transit agencies. He noted that the District had a 40% staff turnover from the start to the end of the reporting period from 2015 to 2019. Ms. Spencer responded that she would research his question and get back to the Committee.

Director Sobel noted the District's turnover could be a systemic issue. Mr. Mulligan responded that the vast majority of separations from District employment were due to retirement. He said staff focuses on the separations that are voluntary and not retirements. He noted that the group that moved onto other roles at other organizations was small at 24% of the total that separated from District employment. Ms. Spencer added that departing employees complete an Exit Survey. She said she looks at the surveys, and then, works with the managers if any issues surface. She said she believes people may move for career reasons or locate work closer to home.

Director Sobel observed that 3% of the District's employees come from Solano County. He also asked if the District has a Whistleblower Program and phone number. Mr. Mulligan responded that staff encourages employees to talk to Ms. Spencer, Ms. Hopper and himself should issues arise that cannot be resolved with the supervisor. He said that the District has had whistleblower complaints. He noted not too long ago, there was a large group of employees who reported certain behavior, and the District dealt with a manager at one of the highest levels.

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Director Sobel commented that he collaborated with a group of people to create a Whistleblower Program and a contact who was independent of management. He said that with this approach the employee could contact the independent person to get the situation resolved. He said that staff could consider a similar approach for the District. Mr. Mulligan responded that employees see Ms. Spencer in the role of being the contact for whistleblowers. Ms. Spencer responded she has an email on the intranet, and employees can contact her. She noted that she can make it more clear that she is the contact for whistleblower complaints.

Director Theriault commented that he is pleased to see the “Two + Races” category in the Workforce Utilization by Race question. He noted he has two mixed race sons, and they had the experience of not having an appropriate box to check. He also commented that the District appears to accept the male and female dichotomy. He recommended the District accommodate anyone who does not wish to declare his or her gender. Ms. Spencer responded that District has had the Two + Races for quite some time. She noted that the District does have an option allowing an employee to decline to declare gender. However, the Federal Transit Administration requires that the gender box be completed, and if an employee does not select his or her gender, she makes a selection for them. She said the reporting will not capture a gender neutral identity, and the District’s reports have to align with the consultant’s reporting format.

Director Grosboll inquired if staff has a sense of why 79 employees left to get other jobs. He asked if the employees who left were offered higher paying jobs. He also asked if the District’s wages are competitive. Ms. Spencer said that she looks at the exit interviews, and mostly what she sees is that employees really enjoy working at the District. She noted that some exiting employees exhibit a level of upset with the District or employees. She said the District’s Compensation Study will allow staff to look at whether or not the District has competitive compensation. Mr. Mulligan said the reasons for leaving and getting other jobs can differ by classification.

Director Grosboll commented that the District has one female in the construction trades. Ms. Spencer confirmed the District has one female in the trades who is an electrician.

Director Grosboll asked if there are about 4% women in the trades. Director Theriault responded there are about 4% women in the trades.

President Pahre asked if there is a downside to having the word whistleblower in an email address. She stated that she believes people recognize the whistleblower term. She stated she is not sure the most protective way is to go through a generic email or a person. Mr. Mulligan said that he cannot think of any downsides to having a whistleblower email, and he suggested staff implement a whistleblower email.

President Pahre asked if there is any downside to having an option for separated employees to indicate they left for higher wages or working closer to home. She noted the world of work has changed. People can work at home. She added the exit interviews are powerful. She suggested talking to staff about what other information would be useful to know about employees separated from the District.

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Ms. Spencer responded staff can look at the Exit Interview form and make any necessary changes. She noted she could also speak to people about why they left.

Director Garbarino commented that she was formerly a guidance counsellor. She noted she would love to hear more about the District's internship program at a later time. Ms. Spencer responded she and Ms. Hopper would enjoy discussing the internship program.

Director Hill asked how the District accommodates maternity leave, and what the District policies are to help families. Ms. Spencer responded male and female employees can take time off for baby bonding. She said that the District has a number of employees who are currently on leave associated with baby births. She said she manages the Leave Program with Human Resources Technician Maria Rodriguez. She said they look at each situation individually, and how they can help employees. She noted that if someone has a need, they will see what can be done.

Director Hill commented about the high percentage of minorities that have grandparents taking care of grandchildren. Ms. Spencer commented that grandchildren are addressed in the District's policies.

**(d) Action by Committee**

Staff recommended and the Committee concurred by motion made and seconded by **Directors HILL/THERIAULT** to forward the following recommendation to the Board of Directors for its consideration:

**RECOMMENDATION**

The Rules, Policy and Industrial Relations Committee/Committee of the Whole recommends that the Board of Directors approve the new Equal Employment Opportunity Program/Affirmative Action Plan (EEO/AAP) for the period of July 1, 2019 through June 30, 2023; and authorize submittal of the EEO/AAP to the Federal Transportation Administration (FTA), by March 1, 2020.

**Action by the Board at its meeting of February 28, 2020 – Resolution**

**AYES (13):** Directors Arnold, Fredericks, Garbarino, Grosboll, Hernández, Hill, Mastin, Moylan, Sears and Sobel; Second Vice President Cochran; First Vice President Theriault; President Pahre.

**NOES (0):** None.

**ABSENT (4):** Directors Belforte, Fewer, Rabbitt and Yee.

**(4) Annual Progress/Status Report and Update On Disadvantaged Business Enterprise (DBE) Program**

**(a) Staff Report**

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In a memorandum to the Committee, DBE Program Administrator Artemise Davenport, Deputy General Manager/Administration Development Kellee Hopper, and General Manager Denis Mulligan reported on the District's Disadvantaged Business Enterprise (DBE) Program. The verbal update was provided for informational purposes only and no action was required. A copy of the presentation is available on the District's web site or upon request from the Office of the District Secretary.

**(b) Presentation of the Staff Report**

Ms. Davenport reviewed the staff report. She noted the District tries to foster DBE participation. She said she is seeking to implement a new initiative to work with Washington State to try to partner with them to develop more DBEs for ferry projects. She noted she is going to push to try to break through the blockages in achieving the DBE goals for ferry projects, which traditionally have been tough to reach.

**(5) Approve Actions Relative to the Table of Organization in the Procurement Department**

**(a) Staff Report**

In a memorandum to the Committee, Director of Procurement Brian Garrity, Auditor-Controller Joseph Wire and General Manager Denis Mulligan reported on staff's recommendation to approve the elimination of two vacant positions and approve the addition of two newly created Assistant Procurement Specialist positions. A copy of the staff report is available on the District's web site or upon request from the Office of the District Secretary.

**(b) Presentation of the Staff Report**

At the meeting, Mr. Garrity summarized the staff report. He noted the new positions will provide a career path to the Procurement Specialist position.

**(c) Action by Committee**

Staff recommended and the Committee concurred by motion made and seconded by **Directors THERIAULT/MOYLAN** to forward the following recommendation to the Board of Directors for its consideration:

**RECOMMENDATION**

The Rules, Policy and Industrial Relations Committee/Committee of the Whole recommends that the Board of Directors approve the following actions relative to the Procurement Department's Table of Organization:

- (i) Eliminate one vacant Office Specialist position at an annual salary savings of \$63,169.60 \$76,336.00 not including benefits;

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- (ii) Eliminate one vacant Procurement Analyst position at an annual salary savings of \$86,153.60 to \$104,124.80 not including benefits; and,
- (iii) Add two Assistant Procurement Specialist positions at an annual salary range of \$71,801.60 to \$86,715.20 each, not including benefits.

**Action by the Board at its meeting of February 28, 2020 – Resolution**

**AYES (15):** Directors Arnold, Fewer, Fredericks, Garbarino, Grosboll, Hernández, Hill, Mastin, Moylan, Sears, Sobel and Yee; Second Vice President Cochran; First Vice President Theriault; President Pahre.

**NOES (0):** None.

**ABSENT (2):** Directors Belforte and Rabbitt.

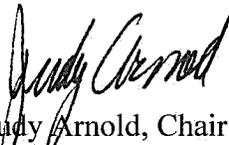
**(6) Public Comment**

There was no public comment on items not on the Agenda.

**(7) Adjournment**

All business having been concluded, the meeting was adjourned at 10:20 a.m.

Respectfully submitted,



Judy Arnold, Chair  
Rules, Policy and Industrial Relations Committee

JA:AMK:EIE:mjl