

October 27, 2023



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

**These minutes are supplemented by the audio recording that is posted online at:**  
**<https://www.goldengate.org/district/board-of-directors/meeting-documents>.**

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

Honorable Members:

The Rules, Policy, and Industrial Relations Committee/Committee of the Whole (Committee) of the Golden Gate Bridge, Highway and Transportation District (District) met in regular session in the Board Room, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, on Friday, October 27, 2023, at 9:00 a.m., with Chair Hernández presiding. A remote audio option for public participation was available.

- (1) **Call to Order:** 9:00 a.m.
- (2) **Roll Call:** Secretary of the District Amorette M. Ko-Wong. **[00:20 Minutes Mark on the Audio Recording]**

**Committee Members Present (6):** Chair Hernández; Vice Chair Garbarino; Director Grosboll, Hill, Mastin and President Thériault.

**Committee Members Absent (2):** Directors Conroy and Pahre.

**Other Directors Present (4):** Directors Cochran, Rabbitt, Rodoni, and Thier.

**Committee of the Whole Members Present (10):** Directors Garbarino, Gosboll, Hernández, Mastin, Rabbitt, Rodoni and Thier; Second Vice President Hill; First Vice President Cochran; President Thériault.

**Committee of the Whole Members Absent (9):** Directors Conroy, Dorsey, Engardio, Giudice, Moulton-Peters, Pahre, Safaí, Snyder and Stefani.

**Staff Present:** General Manager Denis Mulligan; Auditor-Controller Joseph Wire; Secretary of the District Amorette Ko-Wong; Attorney Kimon Manolius; Deputy General Manager/Bridge Division David Rivera; Deputy General Manager/Ferry Division Michael Hoffman; Deputy General Manager/Administration and Development Kellee Hopper; Deputy District Engineer John Eberle; Executive Administrator to the General Manager Justine Bock; Senior Board Analyst Elizabeth Eells.

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Copies of all reports are available on the District's web site at <https://www.goldengate.org/district/board-of-directors/meeting-documents/> or upon request from the Office of the District Secretary.

**[Director Grosboll arrived.]**

**(3) Compensation Study [1:30 Minutes Mark on the Audio Recording]**

Deputy General Manager/Administration and Development Kellee Hopper presented the staff report. She reported the District's employee compensation is highly competitive.

General Manager Denis Mulligan added that the District initiated salary surveys and has provided a level of transparency by disclosing those results starting a number of years ago. He said the Board could consider implementing a Compensation Policy, and initiate compensation adjustments for those classifications that are shown to be significantly underpaid.

He provided additional information about Bus Operator and Deckhand compensation.

**[14:34 Minutes Mark on the Audio Recording]**

Director Hill inquired about the Bus Operator compensation.

**[The meeting recessed while sound issues were resolved.]**

Director Garbarino expressed appreciation for the Compensation Study. She commented about the difficulties of recruiting staff and the value of having this type of quantitative study and a Compensation Policy.

Director Grosboll inquired about the nine positions that are shown to be underpaid by 10% or more and the vacancy rate in those positions. He also inquired about the possibility of resetting those salaries. He commented that Directors thought they had a Compensation Policy.

President Thériault requested that staff come to the Board in steps: 1) Outline what has been done elsewhere; 2) Get Board input, and 3) Draft a policy.

Director Grosboll inquired about Bus Operator openings.

Director Garbarino commented about the Bus Operator Roadeo and the value of the Bus Mentorship Pre-Apprenticeship program.

Director Thier expressed appreciation for the Bus Roadeo, Compensation Study, Chair Hernández's leadership and the Bus Mentorship Pre-Apprenticeship program.

Ms. Hopper and Mr. Mulligan responded to the inquiries. Mr. Mulligan stated that staff

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could bring a Compensation Policy to the Board. He confirmed that the District has difficulties filling Bus Operator positions.

**[36:07 Minutes Mark on the Audio Recording]**

The following individuals spoke under public comment:

- John Holden, Bus Operator (remotely)
- Shane Weinstein (in person)

Chair Hernández stated that she looks forward to having more Board discussion about this item and getting more information about a possible Compensation Policy. She requested information about Bus Operator compensation.

Director Grosboll inquired about marketing to recruit more Bus Operators.

Director Thier expressed appreciation for Mr. Weinstein's suggestion to put ads to recruit Bus Operators on the side of buses.

**(4) Public Comment**

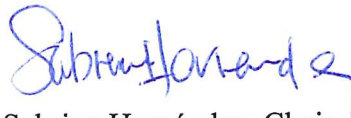
There were no public comments.

**(5) Adjournment [45:15 Minutes Mark on the Audio Recording]**

All business having been concluded, **Directors HILL/MASTIN** moved and seconded that the meeting be adjourned at 9:45 a.m.

**Carried**

Respectfully submitted,



Sabrina Hernández, Chair  
Rules, Policy and Industrial Relations Committee

SH:AMK:EIE