



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

BOARD OF DIRECTORS
ADMINISTRATION COMMITTEE

COMMITTEE MEMBERS

KAREN MITCHOFF – CHAIR
MARGARET ABE-KOGA
JOHN GIOIA
DAVID HUDSON
KATIE RICE
BRAD WAGENKNECHT

JOHN BAUTERS – VICE CHAIR
CINDY CHAVEZ
CAROLE GROOM
TYRONE JUE
MARK ROSS

**THIS MEETING WILL BE CONDUCTED UNDER PROCEDURES AUTHORIZED BY
ASSEMBLY BILL 361**

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ADMINISTRATION COMMITTEE MEETING AGENDA

WEDNESDAY, FEBRUARY 16, 2022

1:00 PM

1. **Call to Order - Roll Call**
2. **Pledge of Allegiance**
3. **Public Meeting Procedure**

The Committee Chair shall call the meeting to order and the Clerk of the Boards shall take roll of the Committee members.

This meeting will be webcast. To see the webcast, please visit www.baaqmd.gov/bodagendas at the time of the meeting. Closed captioning may contain errors and omissions and are not certified for their content or form.

***Public Comment on Agenda Items:** The public may comment on each item on the agenda as the item is taken up. Members of the public who wish to speak on matters on the agenda for the meeting, will have three minutes each to address the Committee. No speaker who has already spoken on that item will be entitled to speak to that item again.*

CONSENT CALENDAR (Items 4 - 5)

4. Approval of the Minutes of December 1, 2021

The Committee will consider approving the draft minutes of December 1, 2021.

5. Hearing Board Quarterly Report: October 2021 - December 2021

The Committee will receive the Hearing Board Quarterly Report for the period of October 2021 through December 2021.

REGULAR AGENDA (Items 6 - 9)

6. Management Audit Update

The Committee will receive an update from staff and the management audit contractor regarding the status of the Air District's management audit.

7. Proposed Timeline to Discuss and Provide Direction Regarding Board Composition

The Committee will receive a presentation on the proposed timeline to discuss and provide further direction to staff regarding the Board of Directors (Board) composition.

8. Update on the Air District's Recruitment and Selection Plan

The Committee will receive an update on the Air District's recruitment and selection plan.

9. Update on Hearing Board Efforts

The Committee will receive an update on Hearing Board efforts.

OTHER BUSINESS

10. Public Comment on Non-Agenda Matters

Pursuant to Government Code Section 54954.3

Members of the public who wish to speak on matters not on the agenda for the meeting, will have three minutes each to address the Committee.

11. Committee Member Comments

Any member of the Committee, or its staff, on his or her own initiative or in response to questions posed by the public, may: ask a question for clarification, make a brief announcement or report on his or her own activities, provide a reference to staff regarding factual information, request staff to report back at a subsequent meeting concerning any matter or take action to direct staff to place a matter of business on a future agenda. (Gov't Code § 54954.2)

12. Time and Place of Next Meeting

Wednesday, March 16, 2022 at 1:00 p.m., via webcast, pursuant to procedures authorized by Assembly Bill 361.

13. Adjournment

The Committee meeting shall be adjourned by the Chair.

CONTACT:

MANAGER, EXECUTIVE OPERATIONS
375 BEALE STREET, SAN FRANCISCO, CA 94105
vjohnson@baaqmd.gov

(415) 749-4941
FAX: (415) 928-8560
BAAQMD homepage:
www.baaqmd.gov

- Any writing relating to an open session item on this Agenda that is distributed to all, or a majority of all, members of the body to which this Agenda relates shall be made available at the Air District's offices at 375 Beale Street, Suite 600, San Francisco, CA 94105, at the time such writing is made available to all, or a majority of all, members of that body.

Accessibility and Non-Discrimination Policy

The Bay Area Air Quality Management District (Air District) does not discriminate on the basis of race, national origin, ethnic group identification, ancestry, religion, age, sex, sexual orientation, gender identity, gender expression, color, genetic information, medical condition, or mental or physical disability, or any other attribute or belief protected by law.

It is the Air District's policy to provide fair and equal access to the benefits of a program or activity administered by Air District. The Air District will not tolerate discrimination against any person(s) seeking to participate in, or receive the benefits of, any program or activity offered or conducted by the Air District. Members of the public who believe they or others were unlawfully denied full and equal access to an Air District program or activity may file a discrimination complaint under this policy. This non-discrimination policy also applies to other people or entities affiliated with Air District, including contractors or grantees that the Air District utilizes to provide benefits and services to members of the public.

Auxiliary aids and services including, for example, qualified interpreters and/or listening devices, to individuals who are deaf or hard of hearing, and to other individuals as necessary to ensure effective communication or an equal opportunity to participate fully in the benefits, activities, programs and services will be provided by the Air District in a timely manner and in such a way as to protect the privacy and independence of the individual. Please contact the Non-Discrimination Coordinator identified below at least three days in advance of a meeting so that arrangements can be made accordingly.

If you believe discrimination has occurred with respect to an Air District program or activity, you may contact the Non-Discrimination Coordinator identified below or visit our website at www.baaqmd.gov/accessibility to learn how and where to file a complaint of discrimination.

Questions regarding this Policy should be directed to the Air District's Non-Discrimination Coordinator, Suma Peesapati, at (415) 749-4967 or by email at speesapati@baaqmd.gov.

BAY AREA AIR QUALITY MANAGEMENT DISTRICT**375 BEALE STREET, SAN FRANCISCO, CA 94105****FOR QUESTIONS PLEASE CALL (415) 749-4941****EXECUTIVE OFFICE:****MONTHLY CALENDAR OF AIR DISTRICT MEETINGS****FEBRUARY 2022**

<u>TYPE OF MEETING</u>	<u>DAY</u>	<u>DATE</u>	<u>TIME</u>	<u>ROOM</u>
Advisory Council Meeting	Monday	14	8:30 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Legislative Committee	Monday	14	1:00 p.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Meeting	Wednesday	16	9:00 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Administration Committee	Wednesday	16	1:00 p.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Legislative Committee - Cancelled and rescheduled to Monday, February 14, 2022 at 1:00 p.m.	Wednesday	16	1:00 p.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Stationary Source and Climate Impacts Committee – Cancelled and rescheduled to Monday, February 28, 2022 at 9:00 a.m.	Monday	21	9:00 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Budget and Finance Committee	Wednesday	23	9:30 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Mobile Source and Climate Impacts Committee - Cancelled	Thursday	24	9:30 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Stationary Source and Climate Impacts Committee	Monday	28	9:00 a.m.	Webcast only pursuant to Assembly Bill 361
Path to Clean Air Community Emissions Reduction Plan Steering Committee	Monday	28	5:30 p.m.	Webcast only pursuant to Assembly Bill 361

MARCH 2022

<u>TYPE OF MEETING</u>	<u>DAY</u>	<u>DATE</u>	<u>TIME</u>	<u>ROOM</u>
Board of Directors Meeting	Wednesday	2	9:00 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Community Equity, Health and Justice Committee	Thursday	3	9:30 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Legislative Committee	Monday	14	1:00 p.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Special Meeting as the Sole Member of the Bay Area Clean Air Foundation	Wednesday	16	8:30 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Meeting	Wednesday	16	9:00 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Administration Committee	Wednesday	16	1:00 p.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Stationary Source and Climate Impacts Committee	Monday	21	9:00 a.m.	Webcast only pursuant to Assembly Bill 361
Path to Clean Air Community Emissions Reduction Plan Steering Committee	Monday	21	6:00 p.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Budget and Finance Committee	Wednesday	23	9:30 a.m.	Webcast only pursuant to Assembly Bill 361
Board of Directors Mobile Source and Climate Impacts Committee	Thursday	24	9:30 a.m.	Webcast only pursuant to Assembly Bill 361

HL 2/4/2022 – 2:50 P.M.

G/Board/Executive Office/Moncal

BAY AREA AIR QUALITY MANAGEMENT DISTRICT
Memorandum

To: Chairperson Karen Mitchoff and Members
of the Administration Committee

From: Jack P. Broadbent
Executive Officer/APCO

Date: February 16, 2022

Re: Approval of the Minutes of December 1, 2021

RECOMMENDED ACTION

Approve the attached draft minutes of the Administration Committee (Committee) meeting of December 1, 2021.

BACKGROUND

None.

DISCUSSION

Attached for your review and approval are the draft minutes of the Administration Committee (Committee) meeting of December 1, 2021.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Jack P. Broadbent
Executive Officer/APCO

Prepared by: Marcy Hiratzka
Reviewed by: Vanessa Johnson

ATTACHMENTS:

1. Draft Minutes of the Administration Committee Meeting of December 1, 2021

Bay Area Air Quality Management District
375 Beale Street, Suite 600
San Francisco, California 94105
(415) 749-5073

Administration Committee Meeting
Wednesday, December 1, 2021

DRAFT MINUTES

*Note: Audio recordings of the meeting are available on the website of the
Bay Area Air Quality Management District at
www.baaqmd.gov/bodagendas*

**This meeting was conducted under procedures authorized by Assembly Bill 361.
Members of the Committee participated by teleconference.**

1. CALL TO ORDER – ROLL CALL

Administration Committee (Committee) Co-Chairperson, Cindy Chavez, called the meeting to order at 11:01 a.m.

Roll Call:

Present: Co-Chairperson Cindy Chavez; Vice Chair Karen Mitchoff; and Directors Margaret Abe-Koga, John Bauters, Rich Constantine, Tyrone Jue, Katie Rice, and Mark Ross.

Absent: Co-Chairperson Carole Groom; and Directors Erin Hannigan, and Brad Wagenknecht.

CONSENT CALENDAR (ITEMS 2 – 3)

2. APPROVAL OF THE MINUTES OF NOVEMBER 17, 2021

3. HEARING BOARD QUARTERLY REPORT: JULY 2021-SEPTEMBER 2021

Public Comments

No requests received.

Committee Comments

None.

Committee Action

Director Constantine made a motion, seconded by Director Bauters, to **approve** the Consent Calendar Items 2 through 3, inclusive; and the motion carried by the following vote of the Committee:

AYES: Abe-Koga, Bauters, Chavez, Constantine, Jue, Mitchoff, Rice, Ross.
NOES: None.
ABSTAIN: None.
ABSENT: Groom, Hannigan, Wagenknecht.

4. FORMATION OF AN EXECUTIVE SUPPORT STANDING COMMITTEE

Chair Chavez introduced Director Lori Wilson, who gave the presentation *Formation of an Executive Support Standing Committee*, including: outcome, background, and recommendations.

Public Comments

No requests received.

Committee Comments

The Committee and staff discussed the anticipated labor intensiveness, frequency, and timeline regarding the proposed “360 evaluation” process for the Executive Officer that would be asked of Air District employees, and the suggestion of requiring the “360 evaluation” for the Executive Officer to be conducted every two years to maintain continuity of the Board Officers at any given time; the request for additional information regarding the expectations of support from the new committee that would provide direction to Air District staff and engage outside legal counsel to improve the current process used by the Board to evaluate its direct reports; the anticipated frequency of the meetings of the new committee; the composition of the new committee; whether the new committee would be subject to the Brown Act and whether it will be an ad hoc committee; and the recommendation that the Committee provides to the Board a report out of this discussion without requiring a motion from the Board, and the incoming Chair and Committee continue to develop the structure of the new committee.

Committee Action

The following actions were considered:

1. *Creation of an oversight standing Committee that includes minimally the Board Chair, Vice Chair and past or recent past Chair.*
2. *Set quarterly meetings with the Committee and the Executive Officer to review current and planned actions and activities and discuss how they connect to the Board’s goals.*
3. *Set quarterly meetings with the Committee and the District Counsel to review current and upcoming legal actions and any other relevant information.*

4. *Perform an employee 360* or other innovative evaluation of the Executive Officer every 3 years to gain clarity about how District employees perceive the direction of the agency under the leadership of the Executive Officer. Evaluation reports should be written with an emphasis on confidentiality.*
5. *Perform an employee 360* or other innovative evaluation of the District Counsel every 3 years to gain clarity about District employees’ opinion of the current legal direction of the agency. Evaluation reports should be written with an emphasis on confidentiality.*
6. *Retain outside counsel to assess the current annual evaluation process.*
7. *Work with outside counsel to create a standardized annual evaluation process, including performance measures and a standardized set of evaluation questions.*
8. *Create an annual practice of providing each board member with a list of the annual evaluation questions, past years’ materials, and previous evaluations at the beginning of the year to help inform their future assessment.*

Before the Committee members voted, they changed the nature of the item from a matter to be recommended to the Board for approval to an *informational item only*, to express and record their consensus and support for these actions.

Vice Chair Mitchoff made a motion, seconded by Director Bauters, to **approve** Recommendations 2-8 and **revise** Recommendation 1 to request that the current Ad Hoc Executive Support Standing Committee continues in its current capacity and develops the composition of a future standing committee that meets at least quarterly and minimally consists of the current Board Officers and past or immediate past Board Chair; and the motion **carried** by the following vote of the Administration Committee:

AYES: Abe-Koga, Bauters, Chavez, Constantine, Jue, Mitchoff, Rice.
NOES: None.
ABSTAIN: None.
ABSENT: Groom, Hannigan, Ross, Wagenknecht.

5. REPORT OF UNDERSTANDING THE HEALTH AND ECONOMIC COSTS OF WILDFIRES IN THE SAN FRANCISCO BAY AREA

Dr. Jeff McKay, Chief Financial Officer, introduced Patrick Kallerman, Vice President of Research of the Bay Area Council Economic Institute, and Leonid Bak, Economist of the Air District, who gave the presentation to provide context regarding this report before Mr. Kallerman. Mr. Kallerman provided a presentation *The True Cost of Wildfires in California*, including: annual wildfire acres burned in California; factors that have increased the severity of wildfires in California; economic losses; carbon emissions from fires; impacts to air quality; wildfire pollution creates health costs; and recommendations.

Public Comments

Public comments were given by Ken Szutu, Vallejo Citizen Air Monitoring; and Jed Holtzman, San Francisco resident.

Committee Comments

The Committee and staff discussed wildfire preventative measures for utility companies; ways in which low-income communities who are at risk of wildfires can mitigate (prevention, evacuation, etc.) costs; how to leverage and uphold current Air District mandates to prevent wildfire impacts; and how to improve the Air District’s ability to help prevent and prepare for wildfires.

Committee Action

None; receive and file.

6. FOURTH QUARTER FINANCIAL REPORT – FISCAL YEAR ENDING (FYE) 2021

Dr. McKay introduced Stephane Osaze, Director of Finance, who gave the staff presentation *Fourth Quarter Financial Report Fiscal Year Ending 2021*, including: outcome; outline; requested action; 4th quarter results FYE 2021; revenue and expenditure comparison (prior year versus current year); investments; fund balance and outstanding liabilities; purchasing reporting requirements; FYE 2021 vendor payments; and feedback requested.

Public Comments

No requests received.

Committee Comments

None.

Committee Action

None; receive and file.

7. FIRST QUARTER FINANCIAL REPORT – FYE 2022

Ms. Osaze gave the presentation *First Quarter Financial Report Fiscal Year Ending 2022*, including: outcome; outline; requested action; 1st quarter results FYE 2022; revenue and expenditure comparison (prior year versus current year); investments; fund balance and outstanding liabilities; purchasing reporting requirements; FYE 2022 vendor payments; and feedback requested.

Public Comments

No requests received.

Committee Comments

The Committee and staff discussed why the interest revenue percentage is it lower than usual, and whether a subsequent mid-cycle review would be required.

Committee Action

None; receive and file.

8. PUBLIC COMMENT ON NON-AGENDA MATTERS

No requests received.

9. COMMITTEE MEMBERS' COMMENTS

None.

10. TIME AND PLACE OF NEXT MEETING

The time and place of next meeting was originally to be at the Call of the Incoming Chair. After the meeting adjourned, the next meeting was scheduled for Wednesday, February 16, 2022, at 1:00 p.m., via webcast, pursuant to procedures in accordance with Assembly Bill 361.

11. ADJOURNMENT

The meeting adjourned at 12:42 p.m.

Marcy Hiratzka
Clerk of the Boards

BAY AREA AIR QUALITY MANAGEMENT DISTRICT
Memorandum

To: Chairperson Karen Mitchoff and Members
of the Administration Committee

From: Jack P. Broadbent
Executive Officer/APCO

Date: February 16, 2022

Re: Hearing Board Quarterly Report: October 2021 - December 2021

RECOMMENDED ACTION

None; receive and file.

BACKGROUND

None.

DISCUSSION

This report covers the fourth calendar quarter (October - December) of 2021.

During this time, the Hearing Board:

- Held zero hearings;
- Processed zero orders; and
- Collected a total of \$0 in Hearing Board filing fees and/or excess emissions fees.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Jack P. Broadbent
Executive Officer/APCO

Prepared by: Marcy Hiratzka
Reviewed by: Vanessa Johnson

ATTACHMENTS:

None.

BAY AREA AIR QUALITY MANAGEMENT DISTRICT
Memorandum

To: Chairperson Karen Mitchoff and Members
of the Administration Committee

From: Jack P. Broadbent
Executive Officer/APCO

Date: February 16, 2022

Re: Management Audit Update

RECOMMENDED ACTION

None; receive and file.

BACKGROUND

On June 16, 2021, the Board of Directors (Board) approved a workplan to initiate a management audit and the scope of work to procure services for a management audit, acknowledging the following priorities: evaluating the Air District's current hiring process, analyzing Air District divisions that are asking for the greatest numbers of new staffing positions, including a performance audit and risk evaluation. The vendor selection team for the auditor included Board Members Carole Groom and Margaret Abe-Koga, as well as one community member appointed by the Community Equity, Health, and Justice Committee, another appointed by the Stationary Source and Climate Impacts Committee, and a subject matter expert in management audits.

On June 30, 2021, the Air District issued a Request for Qualifications for Management Audit Services which closed on July 21, 2021. During the open period, the Air District received six proposals from various vendors.

On December 15, 2021, the Board reviewed the scores attributed to each vendor by the selection panel and authorized the execution of a contract with the highest scoring vendor, Sjoberg Evashenk, for management audit services, in an amount, not to exceed \$250,000.

DISCUSSION

The Management Audit contract with Sjoberg Evashenk calls for a first report to be delivered in March 2022 to inform staffing level decisions, and a second report delivered in May 2022, which will provide information regarding Air District-wide risk and rank the Air District's divisions for further audit priority.

Sjoberg Evashenk began work on the staffing recommendation and risk assessment deliverables in January 2022. To date, they have completed 24 interviews with senior management staff, and are reviewing performance metrics, policies, and procedures from each of the Air District's programs.

Sjoberg Evashenk is currently on schedule and expects to deliver the reports on-time in March 2022 and May 2022 as specified in the contract.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Jack P. Broadbent
Executive Officer/APCO

Prepared by: John Chiladakis
Reviewed by: Jack P. Broadbent
George Skiles, Sjoberg Evashenk

ATTACHMENTS:

None.

BAY AREA AIR QUALITY MANAGEMENT DISTRICT
Memorandum

To: Chairperson Karen Mitchoff and Members
of the Administration Committee

From: Jack P. Broadbent
Executive Officer/APCO

Date: February 16, 2022

Re: Proposed Timeline to Discuss and Provide Direction Regarding Board Composition

RECOMMENDED ACTION

None; receive and file.

BACKGROUND

At the January 19, 2022, Board of Directors Special Meeting/Retreat, Board members requested further discussion of the current composition of the Air District Board and whether the Board should consider the addition of one or more non-elected appointees. During previous Board discussions, Board members expressed varying ideas about the size of the Board, whether or not to add non-elected appointees, and desired backgrounds of potential appointees. As the Board understands, making changes to the composition of the Board would require a change in statute through legislation.

DISCUSSION

Below is a proposed timeline for further discussion of issue that would allow the Administrative Committee, Board of Directors, and Legislative Committee to prepare for a potential bill introduction in 2023, should the Board choose to direct staff to move forward with a bill. Schedule permitting, the Administrative Committee may want staff to conduct additional meetings with the Community Equity, Health, and Justice Committee and the Community Advisory Council.

February 16, 2022

Administrative Committee: Overview of proposed timeline.

April 2022

Administrative Committee: Background, history, and questions. This meeting would review the existing Health and Safety Code statute related to Bay Area Air Quality Management District Board composition, the formula used to allocate board members between cities and counties, and questions that the Committee(s) and Board may want to address regarding Board composition, including potential number of new appointees, appointing authority, eligibility criteria, and whether to change the formula for establishing elected official representation. This meeting would also provide a background on the most recent bill changing the composition of the San Diego Air Pollution Control District Board - Assembly Bill (AB) 423 (Gloria; Chapter 744, Statutes of 2019) - and the current status of a bill proposing to change the composition of the South Coast Air Quality Management District Board - Senate Bill (SB) 342 (Gonzalez). This meeting could be used to provide some initial direction related to the above questions, but primarily be used to set up the discussion for the following meeting.

May 2022

Administrative Committee: Discussion and consensus regarding proposal to bring to Board of Directors for consideration.

Month TBD 2022

Board of Directors: Receive presentation, discuss, and provide direction to staff if necessary.

Month TBD 2022

Legislative Committee: Receive presentation on proposed legislative language and provide direction to staff if necessary.

Month TBD 2022

Board of Directors: Receive presentation on proposed legislative language and provide direction to staff if necessary.

January/February 2023

Bill introduction, if necessary.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Jack P. Broadbent
Executive Officer/APCO

Prepared by: Alan Abbs
Reviewed by: Jack P. Broadbent

ATTACHMENTS:

None.

BAY AREA AIR QUALITY MANAGEMENT DISTRICT
Memorandum

To: Chairperson Karen Mitchoff and Members
of the Administration Committee

From: Jack P. Broadbent
Executive Officer/APCO

Date: February 16, 2022

Re: Update on the Air District's Recruitment and Selection Plan

RECOMMENDED ACTION

None; receive and file.

BACKGROUND

On June 16, 2021, the Board of Directors approved 26 new positions for the Fiscal Year Ending (FYE) 2022 budget. The Board of Directors requested Air District staff provide a recruitment plan to highlight the Human Resources Office's diversity recruitment efforts. At the October 20, 2021 Administration Committee meeting, Air District staff presented the recruitment plan and discussed the selection of MEB Consulting to evaluate the Air District's recruitment processes with an equity lens. The Board members requested staff to report back on the work of MEB Consulting and their recommendations.

DISCUSSION

The Air District's Human Resources Office, in coordination with hiring managers, oversees recruitment efforts for positions throughout the Agency. These efforts include outreach, education, and processing of applications to maximize the opportunity to recruit and retain a highly diverse employee pool.

The Air District has historically been successful in its outreach efforts to solicit applications from a wide diversity of applicants and is consistently seeking opportunities to reduce any barriers to employment. As part of that effort, the Human Resources Office audited the Air District's recruitment processes in order to identify and rectify any barriers for diverse candidates as they progress through the merit-based recruitment and employment plan.

The Air District's efforts and MEB Consulting's assessment and recommendations will be discussed as part of the presentation on this item.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None. Funding for this effort is included in the FYE 2022 budget.

Respectfully submitted,

Jack P. Broadbent
Executive Officer/APCO

Prepared by: Terri Levels

Reviewed by: Rex Sanders

ATTACHMENTS:

1. MEB Consulting Group Executive Summary & Recommendations



Executive Summary & Recommendations

MEB Consulting Group (MEBCG or *the firm*) was contracted to provide strategy and recommendations in the creation and implementation of policies, procedures, programs and resources in collaboration with the Bay Area Air Quality Management District's (Air District) to incorporate into the daily operations to address issues of equity in the workplace. The Air District's definition of equity states: Equity is the creation of equal access to opportunities that closes demographic disparities within all areas of the organization and society at large. To execute a successful external review of the of the Air District's recruitment, hiring, and retention practices the firm reviewed assets and conducted interviews with the following:

- Review all digital documents and assets (website and online portals) related to recruiting, reviewing, and hiring applicants
- Meet with key stakeholders involved in the Air District's hiring process

The goal of the review process was to:

- Understand the support role of the central Human Resources team.
- Understand the role and responsibilities of The Air District's hiring managers and panelists
- Understand the overall structure of the hiring process
- Review digital materials provided by the HR Department
- Identify successes, challenges and opportunities in the Air District's hiring process
- Provide recommendations for review and hiring process to the Air District's Human Resources (HR) Department

In this report, we lay out themes, findings, and recommendations, based on the Air District materials, meetings, and focus group sessions. Furthermore, we have included possible recommendations for a continued partnership between MEBCG and Air District in a multi-phase process that encompasses this external review, along with training and development opportunities.



Theme Equity of Hiring Practices

*“If you really want to solve the DEI issues within, we have to get out of our own way.”
- focus group attendee*

Theme in Review

Ensuring that equity is at the forefront of an organization's hiring practices is essential to its growth and sustainability. It is important to recognize that working towards equity is a process and that requires challenging and questioning what practices currently exist and whether equal access to opportunities exist. Upon initial review of the website, with specific focus on the human resources and hiring portals, the firm saw evidence of intentional efforts on DEI information throughout those two areas. The DEI statement and commitment to a positive work environment in the job descriptions on the website showed a commitment to ensure potential employees were welcomed.

Findings and Recommendations

- ❖ *Finding:* During the initial *Discovery Call* with the HR team, communication around accessibility and those needing reasonable accommodations was discussed at length and identified as a gap in their job postings online.
 - *Recommendation*
 - Provide MEBCG access to the employee portal to review additional gaps in programs and resources provided to hiring managers and employees resulting in a comprehensive list of recommendations for this asset.

- ❖ *Finding:* Job requirements often limit the number of potential candidates. For example, a focus group participant mentioned a master's degree and/or minimum years of experience for *entry level* positions, which could inadvertently or overtly eliminate qualified candidates who don't meet the educational requirements for the job. MEBCG was informed that the Environmental Planner series holds the only class that requires a master's degree.
 - *Recommendation*
 - Create a systematic plan for reviewing the Environmental Planner series position descriptions using an internal or externally developed rubric to ensure minimum requirements correlate to the job being performed. Consistency of descriptions and abilities should also be taken into account for all Air District positions.
 - *For example:* Can experience gained in graduate school or during an internship be applied to minimum years experience?



- ❖ *Finding:* Hiring Managers did not feel fully aware or able to affect where the positions were posted online and in what capacity.
 - *Recommendation*
 - Provide continual educational opportunities for Hiring Managers on the job posting process. Highlight opportunities to solicit their input and feedback on where and how jobs are posted. HR should also work closely with the DEI staff to reexamine job boards for diversity and whether they align with the job descriptions.

- ❖ *Finding:* DEI is available for Hiring Managers, but not mandatory, therefore the hiring process is not consistent. Not all panelists assisting in the interview and selection process are required to attend DEI training.
 - *Recommendation*
 - The Air District should host general training for anyone participating in the interview and selection process around DEI initiatives like mitigating unconscious bias.

- ❖ *Finding:* Hiring managers expressed that interviewees should be better prepared for the interview process, as the interview panel would only receive candidate documents at the panel itself (not prior), which would leave the interviewee with the incorrect assumption their materials were already reviewed by the interview panel.
 - *Recommendations*
 - HR should invest in determining the best way to set candidates up for success by ensuring they are aware of the entire hiring process, including the interview panel (which is the first time many on the panel have ever seen the candidate's resume).
 - Candidate materials should be provided to interview panels in advance.



Theme Staff Retention and Satisfaction

*“In the [#] years I’ve been with the Air District, I feel like it’s been continuous transitions.”
- focus group attendee*

Overview of the Theme

Retaining staff is a prime indicator of workplace success, staff engagement and employees feeling valued. However when employees start to feel burnout, there is higher turnover, lower productivity and higher healthcare costs, according to the [American Psychological Association](#).

It was stated by many Hiring Managers that their HR contact was easy to work with and they expressed an appreciation for their work together. This included ensuring postings were happening with timelines, and walking hiring managers through the interview, selection and hiring process itself. A pain point for hiring managers seemed to be the continuous turnover, coupled with the need to conduct a job search process to fill vacancies and onboard new hires. All of which is time consuming and stressful while performance expectations are still being met. Several times focus group attendees stated they or their teams felt experience with burnout.

Findings and Recommendations

- ❖ *Finding:* Hiring managers expressed dissatisfaction with the timeline of the job posting process, having to wait until a position is fully vacant before posting.
 - *Recommendation*
 - Allow departments to create a process for streamlined recruiting, onboarding and training practices based on upcoming anticipated position vacancies.

- ❖ *Finding:* There was collective appreciation for the transition to DocuSign for the various hiring forms, assisting in the streamlining of paperwork and signatures, cutting down on lost or misplaced paperwork. While this process was lauded, it also came with some frustrations, as the quantity of signatures needed (seven) seemed excessive, especially as one or two specific individuals were the bottleneck for ensuring timely processing.
 - *Recommendation*
 - Consider requiring fewer signatures, limiting it to the hiring manager, HR and direct report or senior staff member of that respective area.

- ❖ *Finding:* Vacancies were not allowed to be filled, once a vacancy is identified, yet current staff are still expected to perform at the required level plus the responsibilities of the vacant position.
 - *Recommendation*



- This practice should be evaluated to ensure work is distributed equitably among staff while the vacancy is being filled. When a vacancy occurs, hiring managers should be allowed to start the interview processes to minimize the length of time staff are covering the vacant position's roles and responsibilities.



Theme

Updating and Reviewing Job Descriptions & Qualifications

“Our current job descriptions are lengthy, dated and do not always articulate the needs of the Air District.”
- focus group attendee

Overview of the Theme

The discussion around current job descriptions and qualifications came up at various points throughout the focus groups and follow-up meetings. Several hiring managers appreciated that HR recently created new “job flyers,” which have been helpful in aesthetically appealing to a new demographic and broadened the audience receptive to position needs. Meanwhile, a significant portion of focus group attendees felt challenged by the inability to affect change with regards to job descriptions.

Findings and Recommendations

- ❖ *Finding:* Participants shared challenges around the ability to provide input on the job description and qualifications needed for specific positions, as some positions have not been updated in years. This was specifically referenced when positions list “ability to fax” as part of the description, with no mention of social media or current technology trends. Upon review of the MOU, the procedures section 16.01 Review of Job Assignment(s) and Description outlines that there are opportunities to make changes or add additional duties in bold within the current classification and job announcement.
 - *Recommendations*
 - Consistent review of job descriptions should be completed, with input from hiring managers to ensure more accurate job performance needs are reflected. This should be conducted on an annual basis.
 - It was mentioned this might be a current practice of HR, however there was no known update from any hiring manager. If a review of job descriptions is being conducted, updates should be provided to hiring managers on the progress.

- ❖ *Finding:* The various classifications used for job descriptions (“Staff Specialist”, STAFF1, STAFF2, etc.) are too broad or general, and difficult to solicit for, especially if there are no specific job titles.
 - *Recommendation*
 - Consider updating job titles to be more reflective of the position, or find ways to be more specific in the job posting listing the functional area and responsibilities.

- ❖ *Finding:* It seems difficult to make job announcements interesting and appeal to the right candidate, both in how the description is listed and how it appears posted visually.



➤ *Recommendation*

- Work with hiring managers to know which type of promotion materials would be most successful in their potential posting areas.

Conclusion & Next Steps

Initial Phase: Review of Information and Initial Findings Report

- Conduct review of digital materials, online hiring portal and website
- Conduct focus groups of key stakeholders, discerning where BAAQMD is regarding DEI in their hiring practices, processes and procedures
- Conduct a review of the hiring process and timelines
- Report findings and recommendations

Phase 2: Systems and Next Steps

(Ideal timeframe: February through April, 2022)

- Given that performance reviews are mandatory, BAAQMD only has a 25% completion rate, special attention should be given to this area moving forward. Specific attention to the performance review portal, mitigating unconscious bias and execution of the process for all Air District employees.
- Utilizing information gathered from Phase One and the start of Phase Two, review the BAAQMD MOU and make recommendations for updated language, processes, etc.
- Design customized 21 Day Challenge based on Air District needs. Perhaps this is where we reference laying groundwork and customizing 21 day challenge modules to fit the needs of the air district?
- It's already being discussed by hiring managers/department heads - but perhaps some sort of mentorship program?

Phase Three: In-Depth Training and Development *(Ideal timeframe: May through July, 2022)*

- Referencing all data and information gathered to date, begin various training modules for BAAQMD, including:
 - Launching the 21 Day Challenge for all BAAQMD employees
 - Conducting Anti-Racist Facilitator Training for interested employees
 - Performing in-depth training and development specifically for BAAQMD Board members, then administering trainings for the various BAAQMD departments, eventually having a touch point with every BAAQMD employee
- Conduct an assessment at the end of the phase to provide feedback and additional recommendations for BAAQMD

BAY AREA AIR QUALITY MANAGEMENT DISTRICT
Memorandum

To: Chairperson Karen Mitchoff and Members
of the Administration Committee

From: Jack P. Broadbent
Executive Officer/APCO

Date: February 16, 2022

Re: Update on Hearing Board Efforts

RECOMMENDED ACTION

None; receive and file.

BACKGROUND

The Hearing Board is a quasi-judicial body that rules on particular cases that affect only individual facilities. The Hearing Board is authorized to hear requests for variance relief, permit revocation, abatement orders, and appeals by permit applicants, or by interested third parties, concerning the issuance or denial of permits.

The Hearing Board is established by state law and consists of five members and their alternates - an attorney, a professional engineer, a member from the medical profession and two members of the public.

DISCUSSION

Staff will update the Committee on recent Hearing Board efforts, including the recruitment of Hearing Board Members, currently underway.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Jack P. Broadbent
Executive Officer/APCO

Prepared by: Erica Trask
Reviewed by: Jack P. Broadbent

ATTACHMENTS:

None.