



Statement of Qualifications

Executive-level labor relations and human resources practitioner; recognized leader in those fields among employers, elected officials, unions and community organizations. Strategic thinker, consensus builder, and effective administrator and communicator. Extensive California local government work experience, with broad expertise in the following practice areas:

Merit-Based Employment Systems ~ Collective Bargaining & Contract Administration
Multi-Party & Coordinated Negotiations ~ Statutory Employment Obligations
Benefits Programs ~ Strategy Development & Implementation ~ Mediation & Arbitration
Project Labor/Stabilization Agreements ~ Workforce Development & Small Business Inclusion
Community Consensus Planning & Implementation

Positions Held, Responsibilities & Accomplishments

Acting Human Resources Director, October 2020 - Present Department of Human Resources (DHR), City & County of San Francisco

Assumed responsibilities on October 12, 2020, providing oversight and direction for all DHR core functions. Stabilized and supported DHR staff and operations after the retirement of the prior long-term Director, and immediately addressed high-profile issues facing DHR. Accomplishment include:

- **EEO Investigatory Practices Review.** Devised plan for independent and comprehensive review of the City's Equal Employment Opportunities (EEO) policies and procedures. The plan, announced by Mayor London Breed on November 2, 2020 is intended to restore confidence and trust in DHR's EEO complaint process.
- **Controller's Work Processes Audit.** Arranged for independent examination by the Controller's Office of the EEO Division's internal systems, controls and workflow, to ensure robust business processes providing necessary oversight and accountability in the Division.
- **DHR Administration.** Initiated Department-wide assessment of DHR's resources and organizational needs; taking immediate steps to support staff morale including conducting initial orientation meetings with each work group; participating in various employee engagement activities such DHR's adaptation

of the Michigan League for Public Policy Institute's 21-Day Racial Equity Challenge; laying groundwork for expanding engagement and consultation with large City Departments. Seamlessly assumed duties of the positions, such as: DHR Director duties for the Civil Service Commission, providing human resources consultation and support to the Mayor's Office, Departments, and the City's COVID-19 response efforts.

Employee Relations Director, July 2017 – September 2020
Department of Human Resources, City & County of San Francisco

Responsible for City-wide labor relations. Accomplishments include:

- **Successor Labor Agreements, 2018 and 2019.** Led negotiations on successor memoranda of understanding (MOUs) in 2018 (police and fire) and 2019 (all miscellaneous and sheriff). Worked closely with the Mayor, Controller, and Human Resources Director on bargaining objectives and strategy, and successfully implemented the Mayor's labor direction. Led effort to establish economic settlement pattern, resulting in agreement or award of standard wage increases across City employment.
- **COVID-19 Response.** Led labor discussions since March 2020 declaration of Local Emergency resulting from the COVID-19 pandemic. Secured tentative agreements with unions representing sworn police and fire department employees to delay scheduled wage increases for FY 2020-2021 and extend the MOUs to June 30, 2023. Managed and lead meet and confer with City union to effectuate changes in working conditions, leave policies, emergency response staffing issues, and health and safety rules during pandemic response.
- **Board of Supervisors' Initiatives.** Conducted and/or oversaw meet and confer with all affected labor organizations legislation and Charter Amendments, including Mental Health SF, Police Minimum Staffing, Sheriff Oversight, and Telematic Vehicle Tracking Systems for Law Enforcement Vehicles.
- **Union Access to New Employees.** Developed and negotiated a City-wide Access to New Employees Program to comply with a new State mandate (Government Code Sections 3555-3559); coordinated with operating departments to successfully implement the Program.
- **Supreme Court Agency Fee Decision.** Worked collaboratively with City unions and the Controller's Office to promptly amend MOU agency shop provisions after U.S. Supreme Court ruled agency fees unconstitutional (*Janus*).
- **Project Labor Agreement.** At the request of the City Administrator, provided negotiations and informal mediation services in negotiating a PLA with the San Francisco Building and Construction Trades Council, to resolve multiple issues stalemated after six months of intensive negotiations.
- **Police Discipline Administrative Appeals.** Served as Chief Negotiator on a new Police Commission policy to provide legally required administrative appeals of police discipline. The final policy provides a deferential standard of review of Police Commission discipline decisions, not the de novo hearing or binding arbitration procedures sought by the San Francisco Police Officers' Association.

- **In-Home Support Services Labor Agreement.** Provided strategic direction and served as Lead Negotiator for successor agreement between the San Francisco In-Home Support Services Public Authority and SEIU Local 2015, representing approximately 20,000 home care workers in San Francisco County, resulting in complete re-write of the labor agreement. Worked in close coordination with the Human Services Agency, the Public Authority, and the Mayor's Office for the adoption of the successor agreement.
- **Housing Authority Employees Job Retention.** Assisted the Mayor's Office, San Francisco Housing Authority, and City's Department of Human Resources in labor and employment relations associated with pending closure of certain Housing Authority functions. Worked closely with City and union leaders to support opportunities for City employment to Housing Authority employees.
- **Sheriff's Labor Relations.** Led Sheriff's Office negotiations over MOU negotiations, disputes over application of MOU provisions, once-in-a-generation updates of Departmental policies, and labor issues arising from interdepartmental agreements such as the one reached with the Department of Police Accountability to conduct discipline investigations.

Chief Labor Relations Officer, 2014 - 2017
San Francisco Bay Area Rapid Transit

Recruited by the General Manager to rebuild the District's labor relations in the wake of a contentious four-day strike in 2013. Accomplishments include:

- Led three-year effort to restore harmonious labor relations. Devised and led a joint labor-management, multi-day conference consisting of educational and discussion sessions led by labor educators, mediators, attorneys and arbitrators. Led 30-day, small scale negotiations between the General Manager and all unions resulting in five-year contract extensions, which were widely viewed as modest but reasonable agreements. Successfully renegotiated labor agreements covering BART Police.
- Assumed lead negotiator role over stalled negotiations for a system-wide Project Labor Agreement between BART and the four Building and Construction Trades Councils within the service territory.
- Supported Executive Leadership staff's efforts to advance a system-wide \$3.5 billion bond measure needed for deferred maintenance, new train car purchases and major capital projects.
- Rebuilt BART's Labor Relations functions, recruited and trained a high-functioning team, and strengthened relationships with other aspects of human resources management including hiring, promotions, classification and compensation, benefits programs, health and safety and workers' compensation administration.

Director, Labor Relations and Community Programs, 2003 - 2014
San Francisco Public Utilities Commission, City & County of San Francisco

- Established the Labor Relations and Community Programs practice area within the newly formed SFPUC Infrastructure Division.
- Served as Chief Negotiator for ground-breaking, multi-county Water System Capital Improvement Construction Program Project Labor Agreement (WISPLA), covering all construction on the \$4.6 billion capital program to replace, renovate and restore local and regional water infrastructure. Negotiated program and project management, planning, environmental review and engineering staffing plans. Devised and negotiated the system-wide Jobs and Opportunities Program; secured participation of key collaborators in labor, apprenticeship and community partners in four counties. Facilitated recruitment of candidates referred from community-based organizations to apprenticeship opportunities for WSIP programs. Devised and led the effort to provide opportunities to small businesses; created and recruited founding members to the SFPUC General Manager's Small Firm Advisory Committee to enlist regional small businesses in bidding for and performing work on WISP projects located outside of San Francisco.
- Served as founding project manager for SFPUC's Youth Employment initiative, resulting in seasonal and year-round horticultural training and employment for 500+ disadvantaged youth and young adults.

Associate Director, 1984 - 2003
Professional & Technical Engineers, Local 21

- Directed and oversaw growth and transformation of approximately 500 member, San Francisco-based employee group to multi-jurisdictional labor organization representing approximately 8,000 local government professional, managerial, administrative and technical employees.
- Designed and led bargaining programs, policy initiatives, organizing campaigns, legislative programs, and training and leadership development in cities, counties and special districts throughout the San Francisco Bay Area.
- Supervised professional and administrative staff and consultants including attorneys, economists, publicists, and educators.
- Appeared regularly before the Civil Service Commission advocating enforcement of San Francisco Charter provisions on merit-based employment.
- Designed and implemented practice area on critical analysis and advocacy on limiting use of consultants for purposes contemplated by the Charter.
- Participated in drafting and negotiating numerous Charter amendments, including several ground-breaking initiatives in the 1990s (e.g. creation of the Department of Human Resources, replacement of the survey-based salary setting process with time and scope-limited collective bargaining and tripartite interest arbitration provisions, disciplinary procedures).
- Served as Lead Organizer for membership and issues campaigns in local government jurisdictions including San Francisco, Oakland, Alameda County,

Richmond, East Bay Municipal Utilities District, Contra Costa Water District, Port of Oakland, Golden Gate Bridge, Highway and Transportation District, Berkeley Unified School District, Santa Clara Valley Transportation District.

- Chief Negotiator for several initial collective bargaining agreements following successful organizing campaigns.
- Represented Western Region affiliates as elected member of the national Union and Alameda County Labor Council Executive Boards.

Education

Bachelor Arts, Interdisciplinary Social Sciences

University of Michigan Residential College, Ann Arbor, MI

Master of City Planning

University of California at Berkeley, Department of City & Regional Planning

Graduate Harvard Trade Union Program