



Boucher Law, PC

www.Boucher.Law

Practical Legal Solutions for Today's HR

RESPONSE TO REQUEST FOR PROPOSAL

Labor Contract Negotiation Services

PREPARED FOR: Chief Jason Weber
Ross Valley Fire Department

SUBMITTED BY: Christopher K. Boucher, Esq.

DATE: January 25, 2022

Proposal

1. QUALIFICATIONS SUMMARY AND REFERENCES

ABOUT OUR FIRM

Founded by a seasoned former HR executive with a broad spectrum of industry experience, Christopher K. Boucher, Boucher Law, PC (f/k/a Boucher Labor & Employment Law) was formed to serve the needs of today's organizations as an HR-centric and HR-focused labor and employment law firm. As a uniquely qualified legal and HR consulting firm, Boucher Law, PC possesses both the practical and legal experience to assist public agencies across California on achieving solutions that are both legally defensible, yet everyday sensible. We have worked with public municipalities, public safety departments, special districts, water and wastewater agencies, utilities, aviation, maritime, school districts, as well as higher education employers in solving their complex legal and HR challenges.

In addition, our firm's commitment to providing practical HR solutions extends to a full suite of HR consulting practice and services, which allows our team of experienced HR Consultants to work collaboratively with our clients for a seamless experience, effectively allowing us to be your "one stop shop" for all of HR's labor and employment needs, whether it is today, tomorrow, and beyond.

Our firm employs eight legal and HR professionals, and has two locations across California. Our Northern California office is located in Berkeley, and our Southern California office is located in Glendale. The work for the Ross Fire Valley Department ("Department") will be performed out of our Berkeley office, which is within driving distance to the Department.

Our project team collectively has decades of experience in leading and conducting labor negotiations, and we are especially proud of our track record in fostering harmonious labor-management relationships, while taking a collaborative and respectful approach throughout the negotiations process to ensure the agency's success in the years to come.

SUMMARY OF QUALIFICATIONS AND EXPERIENCE

With regards to the Department's needs for labor contract negotiation services, our project team has substantial experience representing public agencies in labor negotiations, including matters subject to the meet-and-confer process as required by Government Code 3500 *et seq.* (the Meyers-Milias-Brown Act), advising management on issues related to mediation, impasse proceedings, fact-finding, arbitration and related procedures, and other public employment labor relations statutes. We also routinely attend closed sessions with elected officials to apprise them on the status of negotiations and to seek direction for bargaining. We pride ourselves in working well with public agency governing boards and staff to develop strategies for the labor negotiations, ascertain the interests and goals of the public agency, and develop proposals. We have experience participating in mediation and factfinding to resolve impasses that may occur.

We have worked with a number of public sector labor unions, including, Service Employees International Union (SEIU), International Brotherhood of Electrical Workers (IBEW), American Federation of State, County and Municipal Employees, United Public Employees, Local 1, the Teamsters' Union, Local 39 Stationary Engineers, Local 3 Operating Engineers, and Technical Engineers, IFPTE, Local 21, Western Conference of Engineers, as well as public safety unions for police and fire personnel, such as affiliates of the California Peace Officers Association (CPOA) and the International Association of Fire Fighters (IAFF).

Specifically, and as further discussed below, our project team collectively has decades of experience in leading and conducting labor negotiations, and we are especially proud of our track record in fostering harmonious labor-management relationships, while taking a collaborative and respectful approach throughout the negotiations process to ensure the agency's success in the years to come.

PROJECT MANAGER AND PROPOSED LEAD NEGOTIATOR

We propose that Christopher K. Boucher will serve as the Department's Lead Negotiator, and he will take the primary role in representing the Department with its labor groups. In addition, Christopher will work closely with Fire Chief Jason Weber, and the Department's Board of Directors and management to keep the parties' fully apprised of the negotiations process, and to develop parameters and strategy in conducting negotiations with the requisite bargaining units, while achieving a respectful, collaborative, and productive process.

ABOUT CHRISTOPHER BOUCHER

Prior to entering into private practice, our firm's Founding Attorney, Christopher Boucher, spent over a decade as a seasoned human resources executive with a broad spectrum of industry experience, including municipalities, public utilities, aviation, maritime, special districts, K-12 as well as higher education. Most notably, Christopher served as the Port of Oakland's Director of Human Resources from 2014 to 2018, where he directed the Port's human resources, labor relations, benefits, EEO, leaves and disability compliance, occupational health and safety, and workers' compensation functions. In recognition of his accomplishments, Christopher was featured as one of 2016's national "Top Five Rising Stars" by Human Resource Executive magazine.

In 2020, Christopher founded Boucher Law, PC with a mission of creating a unique HR-focused and HR-centric labor and employment law firm dedicated to serving our clients legal and practical needs, and our unparalleled blend of legal and practical HR experience has been a key distinguishing and selection factor for our firm's clients.

REPRESENTATIVE EXAMPLES / MATTERS

Below is a representative example of our scope of services related to our representation of the clients below which Christopher personally handled on behalf of our clients.

i) Labor Relations & Negotiations Services

Asian Art Museum (SEIU, Local 1021); Department of Cupertino (Operating Engineers, Local 3 & IFPTE, Local 21); Department of Half Moon Bay (IUOE, Local 39); Department of Manteca (IAFF, Local 1874; MPOA; Public Safety Management; Public Safety Employees Association; Operating

Engineers, Local 3; Confidential/Management Employees; Executive Management; Mid-Management Association; and, Technical and Support Services); Department of Napa (SEIU, Local 1021; Managers & Professionals; IAFF, Local 3124; Chief Fire Officers; NPOA; Police Management; and, Executive Group); Cosumnes Community Services District (IAFF, Local 522); North Marin Water District (NMWD Employee Association); Town of San Anselmo (SEIU, Local 1021); and, Sewer Authority Mid-Coastside (IUOE, Local 39).

REPRESENTATIVE EXAMPLE # 1 – NORTH MARIN WATER DISTRICT

In 2018, Christopher was appointed by the North Marin Water Department’s Board of Directors to conduct the District’s successor labor negotiations with its Employee Association. In prior negotiations, there have been a level of discord among management and labor, resulting in the perception that employees were not fairly compensated. As a result, the prior memorandum of understanding (MOU), which lasted between 2012 through 2018, contained a provision which required the District to conduct a comprehensive and benefit survey to study its overall compensation for each of its classifications. Also, in 2018, the Employee Association also hired an outside (professional) negotiator for the first time in its history with the District.

From the onset of Christopher’s role as the District’s Chief Negotiator, Christopher sought to work collaboratively with the Employee Association to determine a list of mutually agreed upon comparable benchmark agencies, the methodology and basis for comparison, “like” classifications given the differences in duties, and criteria to determine whether certain classifications should be recommended for salary adjustments based on the factors considered.

Unlike prior negotiations, in 2018, the District also appointed a new General Manager and a new Auditor-Controller (who is also in charge of human resources activities), and this new team took a collaborative and joint approach in working with the Employee Association to evaluate the District’s comparable position in the labor market, especially when compared with other water and wastewater agencies within the region.¹ It was revealed that the District’s market position lagged between 10% to 30% as compared to other jurisdictions. Additionally, when considering classifications that should warrant a salary increase, there were also internal equity issues that arose. Further, CPI adjustments to base salary ranged between 3.5% to 4.5% around that time.

Rather than an acrimonious approach, Christopher worked collaboratively with the District’s Board, senior management and the Employee Association to hold open and honest discussions about the District’s financial ability to pay in achieving fairness to adjust virtually a majority of the District’s classifications’ salaries, and to put in place a salary structure that also preserved existing internal equity among classifications.

In the end, the District reached mutual agreement with the Employee Association, with the Employee Association stating that this round of negotiation was the first time that the parties had an open and honest discussion about the core issues impacting wages and other conditions of employment. A tentative agreement was reached in December 2018, with a new contract term through September 2023 (a five-year term).

The client reference contact is Drew McIntyre, General Manager (415-897-4133).

¹ NMWD also consisted of Oceana Marin Sewer.

REPRESENTATIVE EXAMPLE # 2 – CONTRA COSTA EMPLOYEES RETIREMENT ASSOCIATION

In 2019, Christopher completed the negotiations with the American Federation of State, County and Municipal Employees, Local 2700, on a successor MOU for CCCERA's represented workforce. CCCERA and AFSCME did not have a harmonious negotiation in the bargaining for their first MOU since becoming a special district (whereas, in the past, CCCERA's employees were part of a collective bargaining agreement under Contra Costa County), and its representatives especially emphasized a focus for a collaborative and harmonious approach in reaching an agreement for this successor MOU.

Under the direction of CCCERA's Board of Retirement, which is a diverse governing body consisting of County appointees as well as CCCERA members, Christopher led a successful negotiation that not only met the financial parameters set forth by the Board, but resulted in MOU language cleanup to nearly 30 different provisions as the first MOU did not fully capture the parties' intentions when CCCERA first separated from the County. Although this was a tedious process, it was important both from a contract administration standpoint, as well as to avoid ambiguity and achieve clarity on contract terms moving forward. The resulting agreement was positively recommended to the parties' principles for adoption and ratification, and a four-year term was agreed upon to secure the resulting MOU in place through 2023.

The client reference contact is Anne Sommers, Administrative Services Manager (925- 521-3960).

REPRESENTATIVE EXAMPLE # 3 – THE TOWN OF SAN ANSELMO

As a direct impact of COVID-19, in 2020, the Town of San Anselmo experienced an unanticipated and sudden decline in revenue, primarily in the areas of sales tax and ancillary Town services (such as Recreation) that necessitated the need to implement an immediate furlough for Town staff. The Town's employees are represented by the Service Employees International Union, Local 1021.

As the Town's labor counsel, Christopher was tasked by the Town Manager and the Town Council in July 2020 to expeditiously achieve a furlough agreement with SEIU that was comparable to other agencies in the Marin County area. Given the uncertainty of COVID-19, employees had reservations about wage givebacks, especially given personal impacts, which, in some cases, also resulted in loss of other sources of family income. Through transparency and accurate representation of the Town's financial position, a commitment to maintain ongoing dialogue about the Town's finances in the current and coming fiscal year, and strong Town leadership, Christopher was able to reach agreement with SEIU and the Town's employees equivalent to a 4.5% reduction-in-pay, resulting in immediate salary savings for Fiscal Year 20-21, which was needed in order to adopt a balanced budget.

Importantly, unlike other jurisdictions in the Marin County area, an agreement was reached with SEIU without acrimony or blame between management and labor, and there were no threats of employee strikes or other work stoppage activities at any given time during the negotiations process. Rather, Christopher focused on having open and transparent discussions, and maintaining integrity throughout the process in order to reach agreement. Upon reaching an agreement, Christopher invited SEIU representatives to speak to the Town Council, and for the Council to acknowledge the important contributions made by employees, which will set the Town up for a collaborative bargaining relationship as its MOU with SEIU is set to expire in June 2021.

The client reference contact is Dave Donery, Town Manager (415-258-4652).

REPRESENTATIVE EXAMPLE # 4 – THE CITY OF HALF MOON BAY

In 2021, Christopher was selected by the Department of Half Moon Bay to serve as the Chief Negotiator for its successor MOU negotiations with Operating Engineers, Local 39, which represented the Department’s rank-and-file workforce. The previous MOU was a three-year agreement that began on July 1, 2018 through June 30, 2021.

As a beautiful tourist destination, the Department relied heavily on transient occupancy tax (“TOT”) to pay for its general fund operations, including wages and benefits. As the previous increases were relatively modest for the last two years of the contract (2.5% effective July 1, 2019; and, 2.5% effective July 1, 2020), the disparity between the cost-of-living adjustments and the CPI for the same corresponding period were significant, and staff had higher wage expectations for increases that would come with this round of negotiations.

On the other hand, as the Department was still recovering from the loss of TOT funds due to lack of tourism during for most of the year, the need to strike a balance between compensating employees and rebounding from revenue losses made it a difficult challenge for the Department’s negotiation team.

Instead of engaging in positional bargaining, Christopher worked with the Department’s bargaining team to take an open and collaborative approach in explaining the Department’s fiscal objectives, including the need to rebound from COVID-19 in order to provide long-term viability for the Department, while coming up with creative ways to address employees’ request for cost-of-living adjustments that more closely aligned with the continued rising cost of living and higher CPI expectations.

In the end, Christopher and the Department’s negotiating team offered a package that consisted of a 2.0% increase effective July 1, 2021, then a base cost-of-living adjustment of 2.5% for each successor year of the MOU. Additionally, should the Department’s TOT reach 90% of the FY18-19 TOT revenue by third quarter of the following year, then employees would receive an additional 0.5% cost-of-living adjustment. This contingency approach made it a “win-win” for both parties, as employees would receive an additional 0.5% COLA adjustment if the Department’s revenue experience a positive rebound, but at the same time, provided for a safety net given the ongoing uncertainty of COVID-19 at the time of the negotiations.

The Department’s team also accomplished a five-year agreement, which was unprecedented as prior MOUs were generally three years in length. This provided for additional labor certainty for the Department and also eliminated the costs associated with negotiations every three years. The new MOU set salary, terms and conditions of employment in place through June 30, 2026.

The client reference contact is Lisa Lopez Rossi, Administrative Services Director (650- 726-8283).

STATEMENT OF QUALIFICATIONS

As stated above, our firm is uniquely qualified to assist the Department with its upcoming labor negotiations needs, as our project team collectively possess decades of combined experience in leading and conducting labor negotiations. We not only conduct negotiations in a collaborative

manner, but we also take pride in understanding the unique needs and obligations of the public agency of which we represent, especially during times with competing needs for resources and the need to seek collaboration with the agency's labor partners. We do not undertake this obligation lightly, and we understand the importance in accurate and fair representation of the agency's position, while seeking to foster trust and maintaining high morale and retention during such times.

With the exception of our newest HR Consultants, each of our team members have a minimum of two decades' of experience in various HR and management roles, and we have served cities, counties, special districts, K-12 and higher education, and joint powers authorities as in-house staff prior to transitioning into a consultant role. Approximately 70-75% of our work is performed on behalf of our public agency clients. As a result, we have significant insights into the various labor and employment laws, issues, and challenges faced by public agencies, as well as their unique obligations to maintaining public accountability.

Below is a representative example of our firm's public agency clients:

- Alameda Health System*
- Alameda Health System Foundation
- Asian Art Museum*
- Bay Area Rapid Transit*
- Child Start, Inc.*
- City of Carson*
- City of Cupertino*
- City of Dublin
- City of Fairfield*
- City of Half Moon Bay*
- City of Los Altos*
- City of Manteca*
- City of Napa*
- City of Richmond*
- City of San Bruno*
- City of San Leandro*
- City of South Gate*
- City of Sunnyvale*
- City of Tracy*
- City of Vallejo*
- Coalition for Controlling Insurance Costs in California Schools Health and Welfare Trust
- Cosumnes Community Services District
- County of El Dorado*
- County of Nevada*
- Delta Diablo*
- First 5 Santa Clara County
- Long Beach Transit*
- Montara Water & Sanitary District
- Mt View Sanitary District
- North Marin Water District*
- Oro Loma Sanitary District*
- San Mateo County Transit District*
- Solano County Water Agency
- Southern Marin Fire District*
- Sewer Authority Mid-Coastside*
- Special District Risk Management Authority
- Superior Court of California, County of San Francisco*
- Town of San Anselmo*
- University of California, Berkeley*

** denotes public agencies with union-represented workforces.*

2. PROJECT TEAM AND EXPERIENCE

PROJECT TEAM AND AVAILABILITY TO PERFORM

We propose assigning Christopher Boucher, Margaret Ramirez, and Anastasia Ambrosini to assist the Department with labor negotiations.

Specifically, Christopher and Margaret have substantial experience in conducting labor negotiations and serving as Chief Spokespersons, and we will work collaboratively to develop the overall bargaining strategy and execute the plan, with Christopher serving as the primary negotiator and providing advice to the Department to evaluate bargaining issues, strategies, pension, OPEB and PERB matters.

Prior to their current consultancy roles, both Christopher and Margaret have direct experience working for various public entities in Northern California. Particularly, both Christopher and Margaret had the distinct privilege of serving as the Contra Costa Water Department's Human Resources and Risk Managers, and Christopher has also held the role as the Human Resources Manager for the Central Contra Costa Sanitary District and Director of Human Resources for the Port of Oakland.

Christopher and Margaret will be assisted by Anastasia, who is a well-rounded HR professional with experience in labor relations across industries, including multiple years working directly with the California Nurses Association (CNA).

With regards to municipal and public safety experience, Christopher serves a robust roster of cities throughout California, including: Carson, Cupertino, Fairfield, Half Moon Bay, Los Altos, Manteca, Napa, Richmond, San Anselmo, San Bruno, San Leandro, South Gate, Sunnyvale, Tracy and Vallejo. Suffice it to say, we are very familiar with issues facing California cities and are well accustomed to their needs and responsibilities.

ORGANIATION CHART OF PROPOSED PERSONNEL



BRIEF RESUME OF STAFF

By way of general description of our project team’s qualifications and experience in providing labor relations consulting services, below please find further description of our relevant experience. Detailed profiles for each of our team’s professionals are enclosed as Exhibit A.

Team Member	Qualifications & Training	Representative Public Agency Negotiation Experience
Christopher Boucher, Esq.	J.D., <i>cum laude</i> B.A., Political Science Harvard Negotiation Institute	Asian Art Museum; Central Contra Costa Sanitary Department; Child Start; City of Half Moon Bay; City of Los Altos; City of Manteca; City of San Bruno; Contra Costa Water Department; Contra Costa County Employees' Retirement Association; Cosumnes Community Services District; East Bay Municipal Water District; Hayward Unified School District; North Marin Water District; Port of Oakland; Sewer Authority Mid-Coastside; Superior Courts of California, Region 2; Town of San Anselmo
Margaret Ramirez	B.S., Business Administration	City of Benicia, Contra Costa Water District

3. SCOPE OF SERVICES AND SCHEDULE

PROJECT APPROACH AND TIMELINE

Before negotiations commence, we will meet with the Department to learn more about the history of the bargaining units, the issues that have arisen during the pendency of the labor agreement, and the Department’s present and future needs and interests, including any new challenges presented by COVID-19. We will then work with the Department to determine what proposals to make, to obtain the authority from the Board of Directors, and to obtain authority on operational issues from the appropriate management personnel. We also will work with the Department to determine the costing of the Department’s proposals, as well as those obtained from the unions.

Separately, we also recommend conducting a survey to help ascertain the Department’s relevant market position when it comes to wages, benefits, and total compensation for bargaining purposes. As market position and the agency’s ability to pay are key factors in our assessment of the Department’s position, we have found that the survey information becomes an important piece of evidence in the event the negotiations end up in factfinding. Our team is available to assist the Department on this endeavor if requested to do so.

We will proactively schedule bargaining sessions on a weekly basis during the negotiation process, and should additional bargaining sessions need to be held beyond the expiration of the current MOU, we also recommend setting ground rules from the onset of negotiations that the existing terms and conditions will continue in place. The issue of retroactive salary adjustments may also

arise, which we will be prepared to recommend the best approach with the Department at that time.

A MODERN “INTEREST-BASED” BARGAINING APPROACH

Specifically, when it comes to our style of negotiations, we employ what we call a modern “interest-based” bargaining approach. Especially where labor collaboration is needed for success, we utilize analytics and data in an open and transparent manner to seek buy in and agreement from the agency’s labor partners. As part of this collaborative process, instead of exchanging proposals from the onset, we begin negotiations with educational sessions involving Department leadership, in which we share about the current state of the Department, financial status, present and future challenges, and a realistic outlook on the community and business development opportunities which are on the horizon.

When employing this approach, we find that it not only satisfies the union’s usual requests for information, but by proactively addressing the “elephant in the room” in an honest, open and transparent manner, we also foster trust, and this style anchors the negotiation process on the premise of data and openness. At times when emotions are high, we rely on the facts and analytics to provide insights, which will guide the parties through the emotional aspects which are inherent in the labor negotiations process.

We conduct the negotiations in a collaborative, respectful, and professional manner. We carefully draft proposals and counter-proposals to include clear language. We document all tentative agreements for the parties to sign. We maintain communications with the client concerning the status of the negotiations. We attempt to maintain a positive relationship with the labor organization throughout the process. Our team will further coordinate the negotiations internally and keep each other apprised of the status of the negotiations and proposals.

While this unique negotiation approach has not yet been codified in the form of a recognizable terminology, we have successfully employed this approach on behalf of a number of public agency clients, and we have found this process to be particularly effective in considering the Department’s desire for a collaborative and respectful manner.

LABOR RELATIONS – LEGAL SERVICES

As one of California’s respected labor and employment law firms, we have experience representing public agencies in labor negotiations, disciplinary and grievance arbitrations, proceedings before the Public Employment Relations Board (PERB). We have expertise in all areas of employment law, including the Meyers-Milias-Brown Act (“MMBA”) and other public employment labor relations statutes, employment discrimination laws, disability discrimination and accommodation laws, family and medical leave laws, First Amendment and due process Constitutional obligations, and the Fair Labor Standards Act (FLSA).

With a strong commitment to public sector employers, our firm has substantial experience representing public agencies in labor and employment law matters. We have experience in labor negotiations, disciplinary and grievance arbitrations, proceedings before the Public Employment Relations Board (PERB), investigations by the Equal Employment Opportunity Commission (EEOC) and Department of Fair Employment and Housing (DFEH), and employment litigation in State and Federal Court. We have expertise in all areas of employment law, including the Meyers-Milias-

Brown Act (MMBA) and other public employment labor relations statutes, employment discrimination laws, disability discrimination and accommodation laws, family and medical leave laws, First Amendment and due process Constitutional obligations, rights of privacy, and the Fair Labor Standards Act (FLSA).

With respect to labor negotiations, we have substantial experience representing public agencies in labor negotiations, including matters subject to the meet-and-confer process as required by Government Code 3500 *et seq.* (the Meyers-Milias-Brown Act), advising management on issues related to mediation, impasse proceedings, fact-finding, arbitration and related procedures, and other public employment labor relations statutes. We also regularly attend closed sessions with elected officials to apprise them on the status of negotiations and to seek direction for bargaining. We pride ourselves in working well with public agency governing boards and staff to develop strategies for the labor negotiations, ascertain the interests and goals of the public agency, and develop proposals. We have experience participating in mediation and factfinding to resolve impasses that may occur. In addition, Christopher has experience in seeking emergency injunctions in light of labor activities to prevent imminent threats to public health and safety.

In addition, we regularly advise clients about their obligations to meet and confer with unions before implementing managerial or operational changes that affect the wages, hours or terms and conditions of employment of represented employees. We are also frequently called upon to assist our clients with interpretation and administration of their labor agreements and responses to grievances.

We have given, and are available to conduct, training on a variety of labor and employment law topics including labor relations, collective bargaining, required sexual harassment/abusive conduct training, leaves of absence, disability accommodation and the interactive process, employee discipline, and unconscious bias. We also regularly send out email alerts regarding significant labor and employment law developments that include practical guidance concerning how to comply with the new developments.

Currently, Christopher serves as labor and employment counsel to nearly two dozen public agencies including the cities of Carson, Cupertino, Fairfield, Half Moon Bay, Los Altos, Manteca, Napa, Richmond, San Anselmo, San Bruno, San Leandro, South Gate, Sunnyvale, Tracy and Vallejo; counties, including: El Dorado and Nevada; joint powers agencies and special districts, including: Alameda Health System, Bay Area Rapid Transit, Coalition for Controlling Insurance Cost in California Schools (CICCS), Cosumnes Community Services District, CPS-HR, Montara Water & Sanitary District, North Marin Water District, Oro Loma Sanitary District, San Mateo County Transit District, and Sewer Authority Mid-Coastside; nonprofit organizations, including: Alameda Health System Foundation, Asian Americans for Community Involvement (AACI), Asian Art Museum, and Child Start; and other public entities, including: the University of California, Berkeley and the Superior Court of California, County of San Francisco.

4. FEE SCHEDULE

For this project, we propose a blended rate of \$240 per hour for our consultant staff² and \$340 per hour for our attorney staff. Travel time and waiting time shall be charged to Department

² For tasks such as background research and salary surveys, we anticipate that other consultants from our firm may assist as needed, and the consultant rate is proposed as a blended rate for all consultant services.

based on travel from our Berkeley office. Advanced retainer fees are not required, and services will be billed on an hourly basis. The above rates, effective January 1, 2022, are subject to change upon thirty (30) days advance written notice.

An additional surcharge of \$25.00 per hour shall apply for complex matters, including case preparation, representation and attendance at litigation or administrative proceedings (including factfinding and PERB), court trials, arbitrations, administrative hearings, discovery hearings, media inquiries and responses, and testifying at trials and hearings related to the scope of services provided under this Agreement.

In addition, all reimbursable expenses are billed to clients at cost and there is no mark-up. Reimbursable expenses include all costs and expenses reasonably incurred by our firm to render said professional services, including, but not limited to, mileage expenses at the rate allowed by the Internal Revenue Service; bridge tolls; parking; process servers' fees, fees fixed by law or assessed by courts or other agencies, court reporters' fees, deposition costs, messenger and other delivery fees, postage, photocopying, and investigation expenses, consultants' fees, expert witness fees and other similar items. In-house copying and printing will be charged at \$0.15 per page for black and white copies and \$0.50 per page for color copies.

5. REFERENCES

We invite you to contact the following clients for whom our team has worked with to provide labor negotiation services over the past five years:

CLIENT/PROJECT(S)	CONTACT(S)
Child Start (SEIU, Local 1021) 439 Devlin Road Napa, CA 94558 Year: 2019	Debbie McGrath, Business Services Director (707) 252-8931 dmcgrath@childstartinc.org
City of Half Moon Bay* (IUOE Stationary Engineers, Local 39; Represented Management; Confidential Employees; Unrepresented Executive Employees) 501 Main St. Half Moon Bay, CA 94019 Year: 2021	Lisa Lopez Rossi, Administrative Services Director (650) 726-8283 LLopez@hmbcity.com
City and County of San Francisco (Asian Art Museum)* (SEIU, Local 1021) 200 Larkin St. San Francisco, CA 94102 Year: 2019	Sara Lee, Chief Financial Officer (415) 581-3500 slee@asianart.org

<p>Contra Costa County Employees' Retirement Association* <i>(AFSCME, Local 2700)</i> 1200 Concord Avenue, Suite 300, Concord, CA 94520 Year: 2018</p>	<p>Anne Sommers, Administrative & Human Resources Manager (925) 521-3960 asommers@cccera.org</p>
<p>Cosumnes Community Services District* <i>(IAFF, Local 522)</i> 8820 Elk Grove Blvd. Elk Grove, CA 95624 Year: 2021</p>	<p>Nitish Sharma, Chief Administrative Officer (916) 405-7191 NitishSharma@yourcsd.com</p>
<p>North Marin Water District* <i>(NMWD Employees' Association)</i> PO Box 146 Novato, CA 94948 Year: 2018</p>	<p>Julie Blue, Auditor-Controller (415) 761-8950 jblue@nmwd.com</p>
<p>Port of Oakland* <i>(SEIU, Local 1021, IBEW, Local 1245, IFPTE, Local 21, Western Council of Engineers)</i> 530 Water Street Oakland, CA 9460 Years: 2014, 2017-2018</p>	<p>Michael Mitchell, Director of Human Resources (510) 627-1516 mmitchell@portoakland.com</p>
<p>Town of San Anselmo* <i>(SEIU, Local 1021)</i> 525 San Anselmo Ave. San Anselmo, CA 94960 Years: 2020, 2021</p>	<p>Dave Donery, Town Manager (415) 258-4652 ddonery@townofsananselmo.org</p>

* denotes public agency clients.

6. INSURANCE COVERAGE

Boucher Law, PC possesses the following insurance policies to meet the Department's contract requirements (limits are denoted below):

- General Liability: \$2,000,000 each occurrence / \$4,000,000 aggregate
- Commercial Auto: \$1,000,000 combined single limit
- Professional Liability: \$2,000,000 each claim / \$4,000,000 aggregate
- Workers' Compensation: \$1,000,000 per occurrence (statutory)

With regards to general liability, commercial auto and workers' compensation insurance, waiver of subrogation may be obtained as an endorsement for work performed on behalf of the Department. The Department may be added as an additional insured for the general liability and

commercial auto policies. All policies are subject to a standard deductible. Proof of insurance is available upon request.

7. CLOSING

In closing, Boucher Law, PC is committed to meeting the requirements of the Department's anticipated needs. If you have any questions related to this proposal, please do not hesitate to contact Christopher Boucher at (510) 838-1000 ext. 1001 or via email at christopher@boucher.law. We hope the above information sufficiently responds to the Department's Request for Proposals. Thank you for the opportunity to submit our interest in working with the Ross Valley Fire Department.

Exhibit A



Boucher Law

www.Boucher.Law

CHRISTOPHER K. BOUCHER
Founding Attorney



ABOUT CHRISTOPHER

Christopher's practice focuses on labor and employment law, and his expertise includes representing employers in a union environment, including labor negotiations, changes to existing terms and conditions of employment and/or the effects of those changes, and the meaning and application of labor contract provisions. He also serves as trusted counsel to employers regarding workplace investigations, employee discipline, due process, grievance procedure issues, reasonable accommodation/interactive process issues, and other labor and employment law matters.

Prior to entering private practice, Christopher spent over a decade as a seasoned human resources executive with a broad spectrum of industry experience, including municipalities, public utilities, aviation, maritime, special districts, school districts, as well as higher education. Most notably, Christopher served as the Port of Oakland's Director of Human Resources from 2014 to 2018, where he directed the Port's human resources, labor relations, benefits, equal employment opportunity, leaves management and disability compliance, occupational health and safety, and workers' compensation functions. Christopher also led two successful negotiations for successor memoranda of understanding with the Port's labor unions during this time.

In recognition of his accomplishments, Christopher was featured as one of 2016's national "Top Five Rising Stars" by Human Resource Executive magazine. His clients greatly value his extensive practical human resources and labor negotiations experience, in addition to his legal skills.

Workplace Investigations

As an experienced workplace investigator, Christopher has conducted investigations related to workplace misconduct, sexual harassment, race discrimination, retaliation, sexual orientation harassment, theft, fraud, favoritism, misconduct, and abusive conduct. Christopher completed extensive training from the Association of Workplace Investigators and passed the rigorous examination to earn the Certificate Holder (AWI-CH) credential, in addition to serving as part-time faculty for the Association's Training Institute for Workplace Investigators.

Mediation

In addition to his advocacy skills, Christopher has completed successfully the requisite training to serve as a mediator in compliance with Sections 466 - 471.5 of the Business and Professions Code. Christopher has successfully utilized his mediation training to achieve settlements on labor and employment matters.

Training

A highly sought-after trainer with a broad spectrum of public sector and industry experiences, Christopher has provided training and keynote speaking engagements on a variety of labor and employment law topics including labor relations, collective bargaining, workplace investigations, required sexual harassment/abusive conduct training, leaves of absence, disability accommodation and the interactive process, employee misconduct and discipline, the legalization of recreational marijuana and its impact to employers, violence in the workplace, workers' compensation fraud, and unconscious bias.

Published Articles

Christopher has written articles on topics such as workplace bullying, the legalization of recreational marijuana and its impact to the workplace, and general labor and employment law updates, which have been published by professional organizations throughout California.

Education

Christopher was graduated with a Bachelor of Arts degree from the University of California, Berkeley. He received his legal education from the Abraham Lincoln University School of Law where he was also a member of Delta Theta Phi, graduating *cum laude*. In addition, he received a professional certificate from Cornell University's School of Industrial and Labor Relations, and attended the Harvard Negotiation Institute at Harvard Law School.

Professional Affiliations

Christopher is a member of the State Bar of California and a member of the Labor and Employment Law Section of the California Lawyers Association. He also holds memberships to the Alameda County Bar Association, the Association of Workplace Investigators, and the Society for Human Resource Management.



ABOUT MARGARET

Margaret is a seasoned human resources executive with extensive experience in employee and labor relations matters, and she possesses over 25 years of management experience with proven leadership and organizational development skills to enhance employee performance and improve business results. Throughout her tenure working for both public and private sector employers, Margaret has earned a professional reputation as a trusted advisor to other chief executives and elected officials, as well as respect by labor and union representatives. Margaret's ability to "think outside the box" has often resulted in collaborative outcomes between management and labor, and she has served as chief spokesperson in labor negotiations in her role as the Chief Human Resources Officer (CHRO).

In addition, Margaret's well-rounded experience as a HR practitioner provides our firm's clients with a full spectrum of HR services, including talent acquisition, classification and compensation, employee leaves and benefits, employee and labor relations, workplace investigations, disability compliance, occupational health and safety, risk management, and workers' compensation functions.

Executive Coaching & Mentoring

Margaret's wealth of knowledge, both as a HR practitioner and a seasoned executive, has allowed her to effectively coach and mentor managers and supervisors on sound management skills and practices, particularly, within a union environment, as well as to develop the next generation of HR professionals. Her ability to relate to everyday challenges faced by managers and supervisors has allowed her to work closely with our firm's clients to provide one-on-one coaching and mentoring, and Margaret is well regarded by those whom she has coached and mentored in the past.

Margaret has spoken at various HR conferences and trainings, including the HR West Conference and the Bay Area Consortium of Water & Wastewater Education (BACWWE), on management and employee relations topics.

Education

Margaret received a Bachelor of Science degree in Business Administration from the San Francisco State University.



Boucher Law

www.Boucher.Law

ANASTASIA S. AMBROSINI
Consultant



ABOUT ANASTASIA

Anastasia is a well-rounded HR professional with experience in recruitment, selection, benefits and leaves of absences, as well as labor relations across industries, including multiple years working directly with the California Nurses Association (CNA). In addition, she also possesses strong employee relations skills, having conducted numerous employee investigations in the areas of harassment, discrimination, retaliation, and other employee misconduct matters.

Talent Acquisition

Anastasia is well versed in all cycles of the talent acquisition process, including updating, revising, and creating job descriptions; conducting internal and external recruitments; and handling the new hire onboarding, benefits, and payroll processes.

Leaves & Benefits

Having served as a benefits administrator, Anastasia is experienced in managing core benefit programs such as medical, dental, and vision, as well as ancillary benefit programs. She has also managed all aspects of leaves, including the Family Medical Leave Act (FMLA), California Family Rights Act (CFRA), Pregnancy Disability Leave (PDL), and sick leave. In addition, Anastasia administered worker's compensation claims and is knowledgeable about the integration between protected leaves and workers' compensation issues.

Disability Accommodations Compliance

Anastasia has managed disability accommodations interactive process meetings conducted in accordance with the American with Disabilities Act (ADA) and the California Fair Employment and Housing Act (FEHA). In addition, she has ensured organizational compliance with the complex legal requirements under applicable federal and state laws.

Education & Certificate

Anastasia holds a Bachelor of Arts in Organization Management from the HUPES Academy in Moscow, with a certification in Human Resources and Personnel Management.



Exhibit B



Founded by **Christopher K. Boucher**, a seasoned HR executive with a broad spectrum of industry experience, Boucher Law was formed to serve the needs of today's HR professionals as a **HR-centric** and **HR-focused** labor and employment law firm. With changing federal, state, and local laws and regulations, our team pride ourselves in providing **innovative, responsive, and practical** legal solutions to meet our client's needs, and we recognize that there is no "one size fits all" approach when it comes to labor and employment law matters. We have worked with private employers, nonprofit organizations, public municipalities, utilities, aviation, maritime, special districts, school districts, as well as higher education employers in solving their complex legal challenges.

With an emphasis on labor law, our professional relationships with many of California's labor unions and their representatives have allowed us to achieve win-win outcomes among management and labor, while promoting and achieving harmonious labor relations as a result. We serve as Chief Spokesperson in labor negotiations, and we frequently assist employers with making changes to existing terms and conditions of employment or the effects of those changes, as well as interpreting the meaning and application of labor contract provisions.

Our practical approach to resolving labor and employment law matters have earned us the high praise as the "practical" labor and employment lawyers. With a deeply rooted background in HR and a commitment to providing legal solutions that meet the practical needs of our employer clients, **we strive to provide legal solutions that are everyday sensible, yet legally compliant.**

As most of our clients require responsive legal support in today's modern world, our firm is also committed to providing personalized and expedient services. We utilize technology to enhance what otherwise is considered a traditional law practice, and we are among a distinct group of law firms that have adopted a paperless practice, thereby allowing our attorneys to access important files and communicate with our clients in a secure, efficient, and effective manner.

In addition, our firm's commitment to providing **practical HR solutions** extends to a full suite of HR consulting practice and services, which allows our team of experienced HR Consultants to work collaboratively with our attorneys and clients for a seamless experience, and effectively allowing us to be your **"one stop shop" for all of HR's labor and employment needs,** whether it is today, tomorrow, and beyond. Contact Boucher Law today and experience our integrated and practical approach to innovative legal solutions for today's HR!

Founding Attorney

Christopher K. Boucher, Esq.

LinkedIn: BoucherLaw

Email: Christopher@Boucher.Law

www.Boucher^{Item 10}
er.Law Attachment #1
Page 23 of 39

Offices in Northern and Southern California

2081 Center St, Berkeley, CA 94704

321 S Brand Blvd, Glendale, CA 91204

Phone: (510) 838-1000 | (626) 838-1000

Email: info@Boucher.Law

Our Services

Boucher Labor & Employment Law provides management-side representation on labor and employment law matters, including providing counsel on all legal aspects of employer-employee relations. We represent California employers of all sizes in private, public, and nonprofit sectors with innovative, responsive, and practical advice and representation with a full suite of legal and HR consulting services:



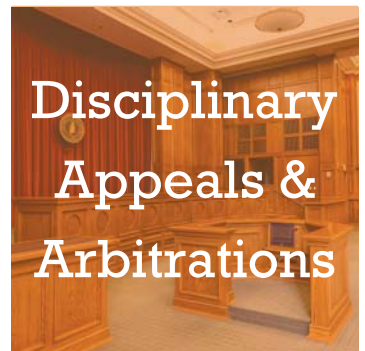
Labor
Relations &
Negotiations



Employment
Law Advice



Workplace
Investigations



Disciplinary
Appeals &
Arbitrations



Administrative
Agency
Representation



Workplace
Violence
Restraining
Orders



Brown Act &
Public
Records Act
Compliance



Work
Together
Agreements



Mediation &
Conflict
Resolution



HR
Consultation
& Support
Services



EEOC or
DFEH
Training



HR Training
& Speaking
Engagements