

**MEMORANDUM  
OF  
UNDERSTANDING**

between the

**SANTA BARBARA COUNTY  
IN-HOME SUPPORTIVE SERVICES  
(IHSS) PUBLIC AUTHORITY**

and the

**UNITED DOMESTIC WORKERS OF AMERICA  
AFSCME LOCAL 3930, AFL-CIO**

**February 1, 2020 – November 30, 2021**

## TABLE OF CONTENTS

<b>ARTICLE 1.</b>	<b>RECOGNITION.....</b>	<b>1</b>
<b>ARTICLE 2.</b>	<b>UNION RIGHTS.....</b>	<b>1</b>
	Section 1. Union Representatives and Stewards.....	1
	Section 2. Bulletin Boards.....	1
	Section 3. Access Rights.....	1
	Section 4. Provider Orientations.....	2
<b>ARTICLE 3.</b>	<b>UNION MEMBERSHIP.....</b>	<b>2</b>
<b>ARTICLE 4.</b>	<b>PUBLIC AUTHORITY RIGHTS.....</b>	<b>2</b>
	Section 1. Retained Rights.....	2
	Section 2. Liability of Public Authority.....	3
<b>ARTICLE 5.</b>	<b>PAYROLL PROCESS.....</b>	<b>3</b>
<b>ARTICLE 6.</b>	<b>DIRECT DEPOSIT.....</b>	<b>3</b>
<b>ARTICLE 7.</b>	<b>CONSUMERS RIGHTS AND CONFIDENTIALITY.....</b>	<b>4</b>
	Section 1. Consumer Rights.....	4
	Section 2. Information Regarding Consumers.....	4
	Section 3. Union Access/Home Visits.....	4
<b>ARTICLE 8.</b>	<b>WAGES AND BENEFITS .....</b>	<b>4</b>
	Section 1. Salaries.....	4
	Section 2. Replacement Caregiver Stipend.....	5
	Section 3. Dental and Vision Benefits .....	5
	Section 4. Wage and Benefits Contingency.....	5
<b>ARTICLE 9.</b>	<b>GRIEVANCE PROCEDURE.....</b>	<b>6</b>
<b>ARTICLE 10.</b>	<b>REGISTRY.....</b>	<b>9</b>
<b>ARTICLE 11.</b>	<b>LABOR-MANAGEMENT COMMITTEE.....</b>	<b>10</b>
<b>ARTICLE 12.</b>	<b>TRAINING AND DEVELOPMENT.....</b>	<b>11</b>
<b>ARTICLE 13.</b>	<b>HEALTH AND SAFETY .....</b>	<b>11</b>
<b>ARTICLE 14.</b>	<b>GENERAL PROVISIONS.....</b>	<b>11</b>
	Section 1. Modification.....	12
	Section 2. Waiver.....	12
	Section 3. Savings Clause.....	12
	Section 4. No Strike Provision.....	12
	Section 5. Non-Discrimination.....	12
	Section 6. Conclusiveness of MOU.....	13
	Section 7. Term of MOU.....	13

**ARTICLE 1: RECOGNITION**

The Santa Barbara County IHSS Public Authority hereinafter referred to as Public Authority recognizes the United Domestic Workers of America, AFSCME Local 3930, AFL-CIO, herein referred to as Union as the exclusive representative of the In-Home Supportive Services Independent Provider Home Care Providers (Provider) covered by this Memorandum of Understanding (MOU).

**ARTICLE 2: UNION RIGHTS**

**SECTION 1. UNION REPRESENTATIVES AND STEWARDS**

The Union shall notify the Director of the Public Authority of the names of its paid staff representatives and shop stewards at the beginning of each fiscal year. If there are any changes to the list of representatives/stewards, the Union will notify the Director within 30 calendar days of the change.

Any time spent by stewards performing union business shall not be considered as being within a Consumer's allotted service hours, and shall not be paid by the IHSS program.

**SECTION 2. BULLETIN BOARDS**

The Public Authority will furnish for use of the Union, a bulletin board at the Public Authority's offices in Santa Barbara County. The bulletin board space shall be used only for lawful purposes and matters related to the Union's role as exclusive representative, such as the following:

- A. Information concerning Union elections or the results thereof;
- B. Reports of official business of the Union, including reports of committees of the Union's Board of Directors;
- C. Union recreational, social and related news bulletins, scheduled meetings.

All material shall clearly state that it is prepared and authorized by the Union. The Union agrees that material posted on the bulletin board shall not contain anything that may reasonably be construed as maligning the Public Authority, its staff, representatives or the Board of Directors. The Public Authority reserves the right to remove any material posted in violation of this Section.

**SECTION 3. ACCESS RIGHTS OF AUTHORIZED UNION REPRESENTATIVES**

The Public Authority agrees to admit to its Santa Barbara County office(s), the authorized Union representative(s) for purposes of adjusting grievances and conducting other legitimate, appropriate Union business related to enforcing and monitoring this

MOU, provided that the Union representative has first contacted an official of the Public Authority and secured his/her approval to enter the office.

#### **SECTION 4. PROVIDER ORIENTATIONS**

The Union shall be permitted to make a presentation of up to 30 minutes at the beginning of a mandatory provider orientation or as determined by the Public Authority and the Union. The Public Authority will provide reasonable notice to the Union of scheduled provider orientations. The Union will provide reasonable advance notice to the Public Authority of the names of representatives who will speak on behalf of the Union at each orientation.

#### **ARTICLE 3: UNION MEMBERSHIP**

To the extent permitted by law, the Union will be entitled to receive membership dues and other related deductions from Providers who voluntarily elect to join the Union. Deductions will be made by and pursuant to requirements of the State of California.

Unless otherwise required by the State, Union dues will be deducted from a Provider's pay only when the Provider's pay is sufficient to cover the amount of the dues after other federal and state deductions have been made. Union deductions will not be made if the deduction would cause the Provider's net pay to be \$15.00 or less.

The Union shall defend, indemnify and hold harmless the Public Authority and its board of directors, officers, agents and employees from any and all claims, demands, suits, or any other action alleging that this Article has been violated or that the implementation of this Article is unlawful.

#### **ARTICLE 4: PUBLIC AUTHORITY RIGHTS**

##### **SECTION 1. RETAINED RIGHTS**

The Public Authority, on its own behalf, hereby retains and reserves unto itself all powers, rights, authority, duties, and responsibilities conferred upon and vested in it by the laws of the State of California and of the United States, including, but not limited to, the following:

- A. To determine the merits, necessity or organization of any service or activity and to determine the methods, means and personnel by which its operations are to be conducted.
- B. To determine its mission and that of any constituent subsections, committees, and other related work groups.

- C. To build, move, or modify facilities; establish budget priorities, procedures, and allocations; to determine the methods of raising revenue.
- D. To add or delete names of IHSS individual Providers to and from the registry subject to the provisions of Article 10.
- E. To take such action as the Public Authority deems appropriate in the event of an emergency. For purposes of this MOU “emergency” shall mean an unforeseen event caused by forces beyond the control of the Public Authority, involving a reasonable likelihood that harm would be experienced unless prompt action is taken.

The exercise of the foregoing powers, rights, authority, duties and responsibilities by the Public Authority, the adoption of policies, rules, regulations and practices in furtherance thereof, and the use of judgment and discretion in connection therewith shall be limited only by the specific and express terms hereof are in conformance with the Constitution and laws of the State of California and the Constitution and laws of the United States.

## **SECTION 2. LIABILITY OF THE PUBLIC AUTHORITY**

The Public Authority is an independent legal entity, separate and apart from the County of Santa Barbara. The Public Authority has no power to bind the County to any contractual or legal obligations nor may the Public Authority seek recourse against the County of Santa Barbara for any financial or legal obligation of the Public Authority.

## **ARTICLE 5: PAYROLL PROCESS**

The Union and the Public Authority recognize that the payroll process is administered by the State of California, and not by the County of Santa Barbara or the Public Authority. The parties, however, agree to work together to encourage the State of California to implement a system of regular pay periods, to expedite the processing of corrections to inaccurate payroll checks and to replace lost payroll checks.

The parties understand the importance of timely paychecks. In order to achieve that it shall be the responsibility of the Provider to complete their time sheets correctly, and to accurately record hours worked, and to submit them on the dates timesheets are due.

## **ARTICLE 6: DIRECT DEPOSIT**

The Public Authority and the Union agree that the direct deposit of Provider paychecks to the financial institution of the Provider’s choice on a voluntary basis is in the interest of the Provider, the Public Authority and the Union. In no case shall the Public Authority incur additional cost to issue alternate payment methods.

## **ARTICLE 7: CONSUMER RIGHTS & CONFIDENTIALITY**

### **SECTION 1. CONSUMER RIGHTS**

Consumers shall have the right to recruit, hire, reject, train, and supervise the work of any Provider and to terminate any Provider without cause and without notice. Consumers shall retain their right to direct services rendered by the Provider as set forth in the Welfare and Institutions Code.

### **SECTION 2. INFORMATION REGARDING CONSUMERS**

The Union shall neither seek nor receive information from the Public Authority regarding the name, address, phone number, or any other personal information regarding Consumers. Union representatives and Providers shall maintain strict standards of confidentiality regarding Consumers and shall not disclose personal information pertaining to Consumers obtained from any source unless the disclosure is compelled by the legal process or otherwise prescribed by law.

### **SECTION 3. UNION ACCESS/HOME VISITS**

Union representatives shall not seek to conduct union business, including business related to enforcement of this MOU, at the home of the Consumer. However, Union representatives have the right to contact Providers at the addresses provided to them. In certain instances, the Union representatives may inadvertently visit a Consumer's home, having been given the Consumer's address as that of the Provider. Under such circumstances, the Union representative may speak with the Provider only after explaining the purpose of the visit and after having received permission from both the Consumer and the Provider either (1) to make an appointment for a meeting at another location and/or time; or (2) to continue with the meeting. The time spent in any such meeting shall not be counted as work time.

## **ARTICLE 8: WAGES AND BENEFITS**

### **SECTION 1. SALARIES**

Effective the first day of the pay period following approval by the Board of Supervisors as Governing Body of the Public Authority, and the State of California:

- A. The base wage of Providers will be the current rate of \$12.10 per hour or the State minimum wage, whichever is higher.
- B. The Public Authority will supplement the base wage at an additional seventy-seven cents (\$0.77) per hour above the higher of the current wage or the State minimum wage, and that supplement above base wages will continue through

the term of the MOU. The cost of the wage supplement will be added to the County's Maintenance of Effort (MOE) on a permanent basis, but will not be compounded for subsequent increases.

Therefore, wages will be as follows through the term of this MOU:

- C. Effective the first day of the pay period following approval by the Board of Supervisors as Governing Body of the Public Authority, and the State of California through December 31, 2020, Provider base wages will be supplemented by \$0.77 to \$13.77 per hour
- D. Effective January 1, 2021, Provider base wages shall be supplemented by \$0.77 to \$14.77 per hour

## **SECTION 2. REPLACEMENT CAREGIVER STIPEND**

Effective upon ratification of this MOU, a Replacement Registry Provider will receive a stipend of \$25, in addition to the usual wage, each time he/she agrees to a request by the Registry to be in a Consumer's home, and reports for work, within two hours of being called by the Registry.

Stipends shall be capped at 216 occurrences during each fiscal year of the MOU. The Public Authority shall provide the Union with quarterly reports of Replacement Caregiver Stipends.

## **SECTION 3. DENTAL AND VISION BENEFITS**

- A. Effective the first day of the pay period following approval by the Board of Supervisors and the State of California, the Public Authority shall contribute twenty (20) cents per paid hour to the Union Health Trust Fund (UDW Trust) to fund a Dental and Vision plan for all eligible Providers. The UDW Trust will automatically enroll such providers that qualify into the plan.
- B. The UDW Trust will provide quarterly reports to the Public Authority or upon request.

## **SECTION 4. WAGE AND BENEFITS CONTINGENCY**

If, during the term of this MOU either state or federal participation levels are reduced, State realignment funding is reduced, the State caps their funding participation in a Provider wage lower than wages paid under this MOU, or, either the State or federal sharing formula is modified in any manner that would result in an increased cost to the County to maintain the wage and/or benefit level described in this MOU, the affected benefit and/or wages, will be reduced by an amount necessary to keep the total cost to the County the same as such supported by the new federal and/or state share or funding participation cap stated herein.

The Public Authority shall provide to the Union a written description of any adjustments to be made pursuant to this section at least thirty (30) days prior to the effective date of such adjustments. Upon receipt of a written request from the Union to do so, the Public Authority will meet and confer regarding the impact of the above-described loss of funding or funding participation wage cap. In no case will the County be required to increase its contribution toward the affected benefit and/or wages, as applicable.

In conjunction with any written description of an adjustment to be made under this section, the Public Authority will provide the Union with documentation, including any quantitative analyses, relied on by the Public Authority as a basis for the adjustment.

## **ARTICLE 9: GRIEVANCE PROCEDURE**

### **A. Definition**

1. A grievance is defined as an allegation by a Provider, a group of Providers or the Union representing a named grievant or grievants, that the Provider(s) has been adversely affected by a violation of a specific provision of this MOU. Matters for which a specific method of review is provided by law (e.g., unlawful discrimination complaints) are not within the scope of this procedure.

The Grievance Procedure shall not apply to matters concerning the relationship between the Consumer and the Provider, including matters regarding consumer rights, and any matter over which the Public Authority has no jurisdiction.

### **B. General Provisions**

1. This procedure shall be applied in resolving grievances filed by Providers covered by this MOU during the term of this MOU.
2. Participation in the grievance procedure in any capacity shall be solely on the Provider's own time, and shall not be treated as within any IHSS Consumer's allocated service hours, or as paid time.
3. A grievance shall be void unless filed in writing within thirty (30) calendar days from the date upon which the Public Authority is alleged to have violated the MOU, or within thirty (30) calendar days from the time the Provider became aware of the alleged violation, whichever is later.
4. Since it is important that grievances be processed as rapidly as possible, the time limits specified at each level should be considered to be maximums and every effort should be made to expedite the process.



Grievant's failure to comply with the timelines shall result in the withdrawal of the grievance. Time limits may, however, be extended by mutual agreement.

5. Nothing contained herein shall be construed as limiting the right of any Provider to process a grievance or have the grievance adjusted without the intervention by the Union, provided that the adjustment is not inconsistent with the terms of this MOU and the Union has been given an opportunity to state its position regarding the proposed adjustment of the grievance.
6. Until final disposition of a grievance takes place, the grievant is required to conform to the original direction of his/her supervisor.
7. The grievant may terminate the grievance at any time by giving written notice to the Public Authority. Failure to comply with the time limits, to attend scheduled meetings to discuss or hear the grievance, or to provide requested information at the grievant's disposal relating to the subject matter of the grievance shall be deemed a termination of the grievance by the Provider.
8. The grievant has the right to have a representative present at any step of the grievance procedure.

**C. Grievance Procedure Steps**

All grievances shall be processed in the following manner:

1. **Informal** – Prior to filing a grievance in writing the Provider and a representative of the Public Authority will attempt to resolve the problem informally.
2. **Formal** – All grievances must be set forth in writing on a grievance form supplied by the Public Authority citing the alleged violation of the MOU, and identifying the specific article and section of the MOU that the Public Authority is alleged to have violated and shall specify the remedy sought.

**a. STEP ONE: Program Manager**

If the grievance is not settled informally between the Provider/grievant and the representative of the Public Authority, it shall be reduced to writing and submitted to the Program Manager of the Public Authority or his/her designee.

The Program Manager or designee shall respond in writing to the grievance within ten (10) calendar days from receipt of the written grievance.

**b. STEP TWO: Director**

If the grievance is not settled at Step 1, the grievant may submit the grievance within ten (10) calendar days of receipt of the decision at Step 1 to the Director of the Public Authority.

If the grievant requests a meeting with the Director, such meeting with the Director or his/her designee, shall take place within ten (10) calendar days after receipt of the Step 2 written response by the Public Authority, or at a time mutually agreed to be the parties.

The Director or his/her designee shall respond to the grievance within ten (10) calendar days of the receipt of the written grievance or from the date of the meeting with the grievant, whichever is later.

**c. STEP THREE: Mediation**

If the grievance is not settled at Step 2, the parties shall utilize mediation to attempt to resolve the dispute at issue. The parties shall request an impartial mediator from the State Mediation and Conciliation Service to meet with the parties to attempt to resolve the grievance within twenty (20) calendar days after completion of Step 2 or at a time mutually agreed to by the parties. The costs of mediation, if any, shall be shared equally by the parties.

**d. STEP FOUR: Arbitration**

In the event that the grievance is not resolved by mediation, the grievance may be submitted to arbitration.

The grievant may request that the grievance be referred to an impartial arbitrator by submitting a request to the Union that it take the matter to arbitration. The request to proceed to arbitration must be filed in writing by the Union within fifteen (15) calendar days upon completion of Step 3 of this grievance procedure.

**e. Selection of the Arbitrator**

The parties may mutually agree to an arbitrator or may request a list of seven (7) arbitrators from the State Mediation and Conciliation Service. The parties shall alternatively strike names from the list until one (1) arbitrator name remains.

If an arbitrator selected declines appointment or is otherwise unavailable, a new list shall be requested, and the selection shall be made as above, unless an arbitrator is mutually agreed upon by the parties.

**f. Duty of Arbitrator**

It shall be the duty of the arbitrator to hear and consider evidence submitted by the parties and to thereafter make written findings of fact and a disposition of the grievance, which shall be advisory to the Governing Body. The decision of the arbitrator shall be based solely on the interpretation of the appropriate provisions of the MOU applicable to the grievance. The arbitrator shall have no authority to add to, subtract from, modify or disregard any of the terms and conditions of this MOU. The arbitrator shall limit his/her decision to the application and interpretation of the provisions of this MOU.

If the Public Authority raises the question of arbitrability concerning a grievance, the arbitrator shall render a decision on the question of arbitrability prior to hearing the merits of the grievance.

**g. Costs of Arbitration**

The cost for the services of the arbitrator will be borne by the losing party. All other costs of arbitration will be borne by the party incurring such costs.

**h. Governing Body's Final Decision**

The arbitrator's decision and award provided for in the arbitration process (described above) shall be submitted to the Governing Body for its review and decision. The Board may adopt, reject or modify the arbitrator's advisory decision as it deems appropriate.

**ARTICLE 10: REGISTRY**

- A. It is recognized that one of the primary mandates of the Public Authority is assuring a registry service to facilitate the referral of Providers to Consumers. The Union respects the unique role of the IHSS Public Authority Registry.
- B. The Public Authority retains the exclusive right to list, refer, suspend, or remove an individual Provider from the Registry.

If the Public Authority decides to suspend or remove an individual from the registry the Provider will receive written notice of the action. The Provider may file a written appeal of the suspension or removal from the registry with the Director within ten (10) calendar days after receipt of the notice. The Director, upon request, will meet with the individual and his/her representatives to consider the appeal. The Director will issue a written decision within fifteen (15) calendar days of the submission of the appeal or the meeting, whichever is later. A copy of the director's decision will be sent to the individual.

The director's decision is final and binding and is not subject to the grievance procedure contained in this MOU.

## **ARTICLE 11: LABOR-MANAGEMENT RELATIONS COMMITTEE**

### **SECTION 1.**

The Public Authority and the Union shall establish a Labor-Management Relations Committee. The role of the committee will be to consider matters affecting the relations between the parties. The committee will be advisory in nature. The committee will have no authority to delete from, add to or modify this MOU. Committee meetings will not serve as a substitute for nor will they satisfy the parties' obligation to meet and confer in good faith regarding matters within the scope of bargaining.

- A. Each party shall select their own participants for the committee. However, either party may request the removal of a participant from the other group if that participant becomes too disruptive to the work of the committee.
- B. The committee shall be composed of up to three (3) Union representatives (two Providers and one UDWA staff representative) and up to three (3) Public Authority representatives.
- C. The committee will be co-chaired by one of the Union representatives and one of the Public Authority representatives.
- D. The committee may meet as frequently as agreed to by the parties, but shall convene no less than quarterly.

- E. Minutes will be prepared by the Public Authority and the Union, with alternating responsibility, within (30) days of each meeting.
- F. The Public Authority and the Union will address each recommended item within a reasonable amount of time or as agreed by the parties.

Provider committee members serve on a voluntary basis and will receive no remuneration from the Public Authority for their participation.

## **ARTICLE 12: TRAINING AND DEVELOPMENT**

Pursuant to Welfare and Institutions Code section 12301.6, the Public Authority shall provide for training for Providers. If the Public Authority receives funding from the State or federal government or other approved source to pay Providers to attend this training these Providers will receive a stipend to attend the training, to the extent of such federal/state funding. The Union may provide input into the development of the training program. All new Providers who wish to be on the registry will be required to attend orientation training at which time they will receive their orientation packet as provided by law.

The Union shall receive notification of group training opportunities. Because of space and cost issues, non-Provider union representatives may not attend without prior approval from the Director or Program Manager.

The Public Authority shall allocate \$5,000 per fiscal year to contribute to the California Independent Provider Training Center (CAIPTC). All funds will be used to provide low to no-cost trainings for IHSS providers in the County. CAIPTC will provide training to Providers in areas that may include but not be limited to First Aid, CPR, Caregiving Essentials, Blood Bourne Pathogens, or OSHA Caregiving.

The Union shall provide the County with quarterly information on trainings offered, curricula used, and names of IHSS providers in Santa Barbara County who attended.

## **ARTICLE 13: HEALTH AND SAFETY**

The Public Authority shall purchase protective supplies, which may include exam gloves, disinfectant wipes, masks, or hand sanitizer, in an amount not to exceed \$5,000 per fiscal year to be used on behalf of Consumers. These supplies will be available at both the Union office and the Public Authority office in Santa Maria.

## **ARTICLE 14: GENERAL PROVISIONS**

## **SECTION 1. MODIFICATION**

No provision or terms of this MOU may be amended, modified, altered or waived except by written agreement between the parties hereto.

## **SECTION 2. WAIVER**

The waiver of any breach or condition of this MOU by either party shall not constitute a precedent regarding the enforcement of the terms and conditions of this MOU.

## **SECTION 3. SAVINGS CLAUSE**

If any part or provision of this MOU is in conflict with applicable provisions of federal or state laws, or is otherwise held to be invalid or unenforceable by any tribunal of competent jurisdiction, such part or provision shall be suspended and superceded by such applicable laws and the remainder of the memorandum of understanding shall not be affected thereby.

## **SECTION 4. NO STRIKE PROVISION**

1. It is agreed and understood that there will be no strike, work stoppage, slow-down, or refusal or failure to fully and faithfully perform job functions and responsibilities, or other interference with the operations of the Public Authority by the Union or by its officers, agents, or unit members during the term of this MOU, including compliance with the request of other labor organizations to engage in such activity.
2. In the event of a violation of this MOU, the Union agrees to take all necessary steps to cause those Providers violating this provision to cease such action. Such steps shall include, but not limited to, contacting the offending persons, notifying them that they are in violation of the MOU, and that their actions are not supported by the Union.
3. Providers who violate this provision shall be subject to removal from the Registry by the Public Authority without recourse to any appeals procedure except as to the question of whether the Provider participated in the prohibited activity.
4. This Article shall remain in effect until agreement is reached between the parties on a successor contract or the parties in good faith exhaust the statutory impasse procedures, as provided under the Meyers Millias Brown Act, whichever occurs first.

## **SECTION 5. NON-DISCRIMINATION**

Neither the Public Authority nor the Union shall unlawfully discriminate against qualified applicants or Providers with regard to race, religious creed, color, national origin, ancestry, sex, age, marital status, sexual orientation, physical or mental disability, medical condition, union activity, or any other reason considered unlawful by federal, state, or local law.

The provisions of this Section shall not be subject to the grievance procedure.

**SECTION 6. CONCLUSIVENESS OF MOU**

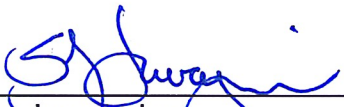
This MOU concludes all collective bargaining between the parties and constitutes the sole and entire agreement between the parties and supercedes any prior agreements or understandings, oral or written, or practices by the Public Authority with regard to this bargaining unit.

The parties acknowledge that during the negotiations that resulted in this MOU, each had the unlimited right and opportunity to submit proposals with respect to any subject matter not otherwise prohibited by law and that the agreement reached by the parties following the exercise of that right and opportunity is set forth in this MOU.

**SECTION 7. TERM OF MOU**

This MOU shall be in full force and effect February 1, 2020 through November 30, 2021. This MOU shall continue in effect from year to year after November 30, 2021, unless one of the parties notifies the other party by September 1, 2021 (or by September 1, of any subsequent year in which the MOU is in effect), of its intent to modify this MOU. If either party provides timely notice to meet and confer for changes to the MOU, the first negotiation meeting shall not occur less than 60 days or more than 90 days prior to November 30 of that year, unless the parties mutually agree otherwise.

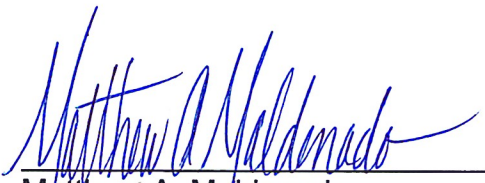
FOR THE IHSS PUBLIC AUTHORITY

  
\_\_\_\_\_  
Steve Lavagnino  
Chair of Board of Supervisors and  
Public Authority Board of Directors

FOR THE UNITED DOMESTIC WORKERS OF AMERICA, AFSCME LOCAL 3930,  
AFL-CIO

  
\_\_\_\_\_  
Doug Moore  
UDW Executive Director

  
\_\_\_\_\_  
Editha Adams  
UDW President




Matthew A. Maldonado  
UDW Chief Negotiator



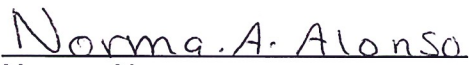
Yesenia De Casaus  
UDW Regional Coordinator



Vibiana Saavedra  
UDW IHSS Provider



Sarah Illestine  
UDW IHSS Provider



Norma Alonso  
UDW IHSS Provider