

# Application Form

## Profile

Allison

First Name

A

Middle Initial

Picard

Last Name

Home Address

Suite or Apt

City

State

Postal Code

Primary Phone

Email Address

## District Locator Tool

### Resident of Supervisorial District:

District 4

Retired

Employer

HR Director

Job Title

### Length of Employment

Approximately 40 years

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

n/a

### How long have you lived or worked in Contra Costa County?

2014

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Airport Land Use Commission: Submitted

Allison A Picard

**Seat Name**

varies

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

Have reviewed meeting minutes

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**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

Loyola Marymount University

**Degree Type / Course of Study / Major**

Bachelor of Arts - History

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

Cal State Long Beach

**Degree Type / Course of Study / Major**

Public Administration - Finance and Urban planning

**Degree Awarded?**

Yes  No

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**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

Allison A Picard

**Degree Awarded?**

Yes  No

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**Other Trainings & Occupational Licenses**

**Other Training A**

Credentialed County Senior Executive - CSAC 2016

**Certificate Awarded for Training?**

Yes  No

**Other Training B**

Certified Labor Relations Master - CA Public Employer Labor Relations Assn

**Certificate Awarded for Training?**

Yes  No

**Occupational Licenses Completed:**

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**Qualifications and Volunteer Experience**

**Please explain why you would like to serve on this particular board, committee, or commission.**

I recently retired and would like to become more active in the community by making use of 40 years of local government executive, as well as personal volunteer, experience. I would like to serve on both the Airport Land Use Commission and Advisory Committee as our house is directly under the flight path of Buchanan airport, and we have an interest in how these activities impact the community. I have met with the Airport Director about issues effecting our neighborhood and am looking to assist with their community outreach efforts and the long term use of airport facilities. Additionally, my MPA has an emphasis in Urban Planning which would be useful for the ALUC mission. As a former County and City HR Director I am committed to EEO principles and much of my career was devoted to implementing practices to ensure the workforce was reflective of the community it served. I would like to put this experience to use for the County. As an Assistant County Administrator, I was a member of the Treasury Oversight Committee in Kings County, and actively participated in several financing vehicles. In my role as HR Director for several agencies, I also oversaw the Deferred Compensation programs which required knowledge of investing principles and the practices of the firms utilized. I attended conferences of the National Association of Government Defined Contribution Administrators (NAGDCA) to stay current and receive required fiduciary responsibility training.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

In my role as the Assistant County Administrator in two counties, I have broad experience in budgeting/finance and numerous countywide programs which would be relevant for these appointments. As an HR Director, I have managed EEOC plans, recruitment and retention efforts, community outreach as well as reporting requirements and training of staff on these principles. I also have extensive experience in labor relations activities including direct bargaining, investigations, grievances, appeals as well as efforts to champion and celebrate employees. I would like to find vehicles which make use of my background to serve the community. Thank you for your consideration.

Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

Yes  No

**If Yes, please explain:**

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

n/a

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

n/a

**List any volunteer or community experience, including any advisory boards on which you have served.**

I was appointed by the Kings County Board of Supervisors in 2012 to the Redevelopment Oversight Committee for the City of Hanford, the County seat. I was appointed by our parish pastor to the oversight committee for our children's private elementary school and served as President at the time we had to conduct a recruitment for a new Principal and led that process. After serving as a Leader for 6 years, I was appointed to the CA Central Valley Girl Scout Oversight Committee. For years, I was a Rotarian, and a member of the governing board for Scottish/Celtic Society of Central California which included organizing and conducting the annual Highland Games. We also have been the host family for over 10 high school students for their school year abroad, and acted as the organization's Regional Coordinators overseeing students assigned to our region for many years.

Allison A Picard

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**Conflict of Interest and Certification**

Do you have a familial or financial relationship with a member of the Board of Supervisors?  
(Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)

Yes  No

If Yes, please identify the nature of the relationship:

Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?

Yes  No

If Yes, please identify the nature of the relationship:

**Please Agree with the Following Statement**

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

I Agree

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[Important Information](#)

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
  - (1) Mother, father, son, and daughter;
  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

# ALLISON PICARD

## EDUCATION:

### **MASTER OF PUBLIC ADMINISTRATION**

Concentrations in Finance and Urban Planning  
California State University, Long Beach

### **BACHELOR OF ARTS, History**

Loyola Marymount University

#### **Credentialed County Senior Executive**

California State Association of Counties – CSAC (2016)

#### **Strategic Management in Public Organizations, Berkeley Executive Seminar**

UC Berkeley, Goldman School of Public Policy

#### **Certified Labor Relations Master-CLRM**

California Public Employer Labor Relations Association

**Escallier Fellowship** for graduate studies in Urban Planning in Holland (Delft University) and Belgium (Lueven University)

## EXPERIENCE:

### **EAST BAY REGIONAL PARK DISTRICT**

#### **Interim Human Resources Director**

September 2020 – September 2021 (plus part-time through January 2022)

- Conducted the recruitment of a new General Manager, District Counsel and HR Director actively managing outside firms; updated the job descriptions and worked directly with the Board of Directors to facilitate the process
- Oversaw continuing impacts of COVID on employees and public services with the General Manager and District Counsel including transitioning to remote work, benefits, and safety protocols which required extensive negotiations with the unions.
- Conducted numerous investigations, implemented disciplines and managed multiple appeals
- Participated in initial negotiations with AFSCME for a successor agreement as well as the settlement of numerous outstanding grievances
- Re-instituted requirement for performance evaluations including training for managers and supervisors who had not performed this activity in many years
- Produced a Equal Employment Opportunity report and made presentations to the Board, senior staff and conducted training to all managers and supervisors on the status of District hiring and future goals
- Assessed HR Department structure and proposed a reorganization of staffing which better aligns with current program needs

**CITY OF RICHMOND**  
**Interim Human Resources Director**  
April 24, 2020 – September 1, 2020

- Oversaw the impacts of COVID on employees and public services with the City Manager including transitioning to remote work, benefits, and safety protocols
- Participated in concession negotiations with 3 unions in response to severe fiscal distress; implemented disciplines and managed multiple high level and other sensitive investigations including 3 in the HR department
- Negotiated resolution to several high priority disputes related to unauthorized compensation for salary differentials and vacation accrual caps
- Re-instituted citywide requirement for performance evaluations including training for managers and supervisors who had not performed this activity in many years
- Recruited a new HR Director directly and actively managed the recruitment for a new City Attorney with an outside firm
- Assessed HR Department structure and proposed a reorganization of staffing which better aligns with program needs and will produce approximately \$200,000 annual savings
- Analyzed the effectiveness of existing Alternative Dispute Resolution (ADR) program in place for police and fire workers' compensation claims, and recommended the cessation of the program for fire union employees
- Updated all MOU's (including all side letters) which had not been finalized after completion of previous bargaining over several years, and posted to the city website

**REGIONAL GOVERNMENT SERVICES (RGS)**  
**Senior HR Consultant**  
February 2019-April 2020

- Provided comprehensive human resources services to numerous public agencies (e.g. Contra Costa Transportation Agency, Castro Valley Sanitation, Kensington Fire District) as well as specific projects such as documentation of recruitment and onboarding processes (City of Pleasant Hill) and organizational assessments (Las Gallinas Sanitation District), and the legislated closure of the Fort Ord Reuse Authority.

**CITY OF FAIRFIELD**  
**Human Resources Director**



May 2017-December 2018, Retired from CalPERS

- Directed all collective bargaining activities of the Agency including negotiations with 7 unions (plus non-represented management); grievances, disciplines and appeals

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- Advised City Manager and department heads regularly on interpretation of collective bargaining agreements, labor laws, and Agency policies
- Responsible for Agency-wide workforce development and diversity initiative
- Managed all employee benefit programs, short- and long-term disability, workers' compensation, Employee Assistance Program (EAP)
- Conducted recruitments and examinations, classification and compensation analysis, and employee recognition activities
- Oversaw administration of all employee leave policies and act as a resource to both employees and department managers
- Planned, developed and recommended progressive human resources and employee relations policies and practices to enhance City operations
- Actively networked with various professional associations for appropriate issue advocacy, training, and sharing of resources and best practices

#### **CONTRA COSTA COUNTY**

##### **Chief Assistant County Administrative Officer**

April 2016 to May 2017

- Principal assistant to the County Administrator in planning, organizing, directing, and coordinating the activities of the County Administrator's Office
- Assisted in directing the implementation of management and administrative policies and directives of the Board of Supervisors
- Acted on behalf of the County Administrator in his absence and in assigned areas of responsibility
- Directed and coordinated the activities of staff; oversee the activities of assigned departments and programs
- Conducted or directed others in conducting special projects and studies involving complex, difficult and sensitive issues, many of which may have a county-wide impact

#### **SAN FRANCISCO BAY AREA RAPID TRANSIT (BART)**

##### **Assistant General Manager, Employee Relations**

May 2014 to March 2016

Planned and directed the work of 45 professional staff in support of 3,700 Agency employees including labor relations, recruitments/examination, benefits (as well as retirement and deferred compensation plan administration), workers compensation, classification/compensation, workforce development/succession planning/training, and other employee services

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- Directed all collective bargaining activities of the Agency including negotiations with 5 unions (plus non-represented management), grievances, disciplines and appeals
- Advised the Board of Directors and executive management regularly on interpretation of collective bargaining agreements, labor laws, and Agency policies
- Responsible for Agency-wide succession and workforce development planning included targeted training for current employees, and outreach efforts including apprenticeship and internship programs
- Managed all employee benefit programs such as PERS health/dental/vision, short- and long-term disability, workers' compensation, Employee Assistance Program (EAP)
- Conducted recruitments and examinations, classification and compensation analysis, and employee training and employee recognition activities
- Oversaw administration of all employee leave policies and acted as a resource to both employees and department managers
- Planned, developed and recommended progressive human resources and employee relations policies and practices to enhance District operations
- Actively networked with various professional associations for appropriate issue advocacy, training, and sharing of resources and best practices

**COUNTY ADMINISTRATIVE OFFICE, COUNTY OF KINGS**  
**Deputy County Administrative Officer / Human Resources Director**  
December 1998 to May 2014

Planned and directed the work of 7 professional staff in support of 1400 County employees including employee relations, recruitments/examination, classification/compensation, employee benefits, and training

- Directed all collective bargaining activities of the County including negotiations, grievances, disciplines and appeals
- Advised the Board of Supervisors and department heads regularly on interpretation of laws, policies, and County rules; Secretary to the Personnel Appeals Board

- Assisted department management in succession planning efforts by providing employee profile information, targeted training, and coaching activities
- Directed the Equal Employment Opportunity (EEO) program and acted as the Secretary for the EEO Commission, and provided staff support for their meetings
- Managed employee benefit programs; Ex-officio member of the Health Insurance Advisory Committee; Chair of the Deferred Compensation Oversight Committee
- Responsible for all countywide employee training and employee recognition activities
- Oversaw administration of all employee leave policies and act as a resource to both employees and department managers
- Planned, developed and recommended progressive human resources and employee relations policies and practices to enhance County operations

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#### Special Projects/Accomplishments:

- Pension Obligation Bond to finance the County's unfunded liability in the Safety PERS plan; processed multiple PERS contract amendments for both Safety and Miscellaneous plans
- Reached agreements including significant concessions with 7 bargaining units (plus unrepresented management)
- Negotiated multiple County-initiated Fair Labor Standard Act (FLSA) settlements with the Department of Labor
- Directed the Request for Proposal, selection and implementation of the Deferred Compensation, Employee Assistance, Life Insurance and Health Insurance broker services; supervised these contracts and consultant/ provided services
- Creation of a consolidated Department of Finance merging elected offices of Treasurer-Tax Collector and Auditor; required marketing for voter approval, organizational study and new job classifications; negotiated contract with first Board-appointed Finance Director
- Project manager for major classification study of all clerical positions (over 30 classifications) using an outside consultant as well as numerous internal studies of safety, blue collar, professional and other job categories
- Oversaw implementation of NEOGOV recruitment system, and several PeopleSoft upgrades
- Executive Team member for countywide strategic planning efforts
- Joint Labor/Management Committee for Health/Dental/Vision – a self-insured program, that achieved below market annual premium increases and added a comprehensive Wellness Program
- Created a Leadership Academy curriculum as part of succession planning efforts in addition to online and other training programs as well as multiple employee recognition activities

-Negotiated a partnership with California State University, Fresno to provide its first offsite Master of Public Administration (MPA) degree conducted at County facilities

### **COUNTY ADMINISTRATIVE OFFICE, COUNTY OF KINGS**

**Assistant/Deputy County Administrative Officer**, October 1989 to December 1998

Position required extensive knowledge of governmental budgeting, operations, and public administration principles; strong interpersonal skills, managerial and problem-solving abilities; excellent communication, organizational, computer and writing skills.

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Primary duties include:

- Assisted CAO in all facets of County administration that required daily interaction with the Board of Supervisors, department heads, and outside agencies and frequent presentations of staff reports at public meetings
- Developed and implemented the County Budget; actively participated in labor negotiation costing and strategy
- Conducted organizational and management studies of County departments and operations; program analysis/evaluation; grant writing/coordination (including writing the grant for a Board of Corrections funded new maximum-security pod for the Jail).

### **CHAPMAN/BRANDMAN UNIVERSITY (Satellite campus in Kings County)**

**Instructor**, 1996 to 2005

Taught the following courses within the Organization Leadership undergraduate program and Human Resources graduate program:

*Organizational Assessment and Methods of Critical Thinking (OL 200)  
Effective Supervision (OL 201)  
Introduction to Organization Studies (OL 300)  
Theory and Practice of Leadership (OL 400)  
Images of Organization (OL 450)  
Directed Research, Faculty Advisor (OL 498)  
Human Resource Systems (HR 645)  
Leading Organizational Change (HR 615)  
Organization and Development (HRCU 615)  
Recruitment and Selection (HRCU 644)*

### **ADMINISTRATIVE OFFICE, COUNTY OF LOS ANGELES**

Finance and Operations Branch, July 1981 to October 1989

### **Team Leader (Chief Analyst)**

Last position in office as Team Leader (16 months) required the supervision of 10 staff analysts to oversee the compilation of the entire County Budget. Responsibilities included:

- Forecasting requirements and revenues including non-departmental revenues such as Property taxes and Vehicle License Fees; Developing Budget Instructions for both departments and CAO staff analysts; Coordinating the CAO's Budget presentation to the Board, public hearings, and Board deliberations; Monitoring current year expenditures and closing prior year books with the Auditor
- Participating in various countywide assignments such as salary negotiation estimates, capital projects, program budgeting efforts, Innovation Fund and Department Profit Sharing programs

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### **Analyst to Senior to Principal Administrative Analyst** (promoted over 7-year period)

Duties included acting as the lead budget analyst for numerous departments; and various administrative functions such as review of Board agenda items and contracts, program evaluation and analyses, numerous cost benefit analyses, program or organizational evaluation, and speech writing.

### **PROFESSIONAL AFFILIATIONS / HONORS:**

- California Public Employer Labor Relations Association (CALPELRA)  
President's 2013 "Award of Excellence" –career contributions to the profession and organization  
President 2009; Executive Board 2007-2010  
Board of Directors member 2005-2013  
Conference Program Committee Member 2002-2011
- County Personnel Administrators Association of California-CPAAC  
(Statewide organization of all County Human Resource Directors)  
President 2005 & 2006; Executive Board 2003-2007
- 2014 Employer of the Year – Kings County Veteran's Coalition

### **REFERENCES:**

- Micki Callahan, City of San Francisco, Human Resources Director (retired)
- Donna Vaillancourt, County of San Mateo, Human Resources Director (retired)
- Larry Spikes, Kings County Administrative Officer (retired)
- Carol Stevens, CALPELRA Executive Director; Attorney, Burke, Williams & Sorensen
- Laura Snideman, City Manager, City of Richmond (currently Calistoga)
- Allyson Cook, AGM – Human Resources, East Bay Regional Parks