



MADDEN GALANTER HANSEN
ATTORNEYS AT LAW

Susan K. Hansen
Margaret L. Penland
Grace M. Sawatzke

7760 France Avenue South, Suite 290
Bloomington, Minnesota 55435
763.545.2525 office
952.999.4789 fax
www.mgh-lawfirm.com

August 28, 2026

SENT VIA EMAIL

Aaron Chirpich
City Manager
City of Columbia Heights
achirpich@columbiaheightsmn.gov

Re: City of Columbia Heights - Request for Proposals for Legal Services
Proposed Track 3 - Labor and Employment Legal Services

Dear Mr. Chirpich:

We are writing in response to the Request for Proposals for Legal Services that we received on August 13, 2026. We understand the City's needs on their Request for Proposal and the firm is interested in providing legal services for Track 3- Labor and Employment Legal Services.

The law firm of Madden Galanter Hansen, PLLC represents public employers throughout the State of Minnesota in collective bargaining, contract mediation, grievance arbitration, interest arbitration, employment law and labor relations matters. The attorneys in our firm practice solely in the areas of labor relations and employment law, and have more than 40 years combined experience. Our experience enables us to achieve results for employers in an efficient and cost-effective manner.

The firm includes Attorney Susan Hansen, its owner, Attorney Maggie Penland, Attorney Grace Sawatzke and Office Manager/Legal Assistant Erin Johnson.

Attorney Susan Hansen is the contact person for this proposal if you should have any questions. Her email is shansen@mgh-lawfirm.com and her cell phone number is 612-382-8986. Her office number is 763-545-2525.

We confirm that this proposal will remain valid for at least 120 days after the date of this letter. We are very interested in the opportunity to provide these services to the City of Columbia Heights and will be honored if we are selected. We appreciate the consideration given to our proposal.

Very truly yours,

Susan K. Hansen
Owner

SKH:elj

CITY OF COLUMBIA HEIGHTS

Request for Proposal for Legal Services

Madden Galanter Hansen, PLLC

7760 France Avenue South, Suite 290

Bloomington, Minnesota 55435

Telephone: (763) 545-2525

Contact: Susan K. Hansen

Email: Shansen@mgh-lawfirm.com

Proposed Track: Track 3 - Labor and Employment Legal Services

Submitted: August 28, 2026

FIRM BACKGROUND AND MUNICIPAL EXPERIENCE

Since 1978, the firm of Madden Galanter Hansen, PLLC (f/k/a Frank Madden & Associates) has represented public employers throughout the State of Minnesota in collective bargaining, contract mediation, grievance arbitration, interest arbitration, and providing advice and consultation on employment law matters and labor relations matters. The attorneys in our firm practice solely in the areas of labor relations and employment law and have more than 40 years combined experience. Our experience enables us to achieve results for employers in an efficient and cost-effective manner.

We represent numerous cities, counties, joint powers organizations, municipal hospitals and municipal utilities throughout Minnesota in contract negotiations and related matters.

We are dedicated to being responsive to the needs of our clients to ensure that our clients receive quality services in a timely manner. We believe we have demonstrated, through our past representation of clients, our skill, knowledge and capacity to represent the City of Columbia Heights in collective bargaining, employment law matters and related labor relations matters. The professional references listed below can attest to our skill in these areas.

PROPOSED STAFFING

Our firm consists of three attorneys including Susan Hansen, Margaret Penland and Grace Sawatzke. Susan Hansen would serve as the primary attorney assigned to provide services to the City of Columbia Heights. The City will have direct access to the lead attorney and backup attorneys.

Susan Hansen received her B.A. from Drake University and her J.D. from Drake University, and she has been an attorney with the firm since 1996. Susan is the owner of Madden Galanter Hansen, LLP. She negotiates collective bargaining agreements on behalf of cities, counties, public utilities and joint powers organization throughout the State of Minnesota. She provides advice to public employers in all areas of public sector labor and employment law.

In addition, Susan Hansen represents public employers in grievance arbitration hearings, interest arbitration hearings, veterans preference hearings, Office of Administrative Hearings matters, unit clarification hearings, and appellate proceedings. She regularly provides legal advice to clients including interpretation and compliance with various statutes, the interpretation of collective bargaining agreements and personnel policies, grievance handling, effective discipline procedures, requirements of federal and state statutory leaves, analysis of disability issues and advice regarding the interactive process and accommodation, and compliance with the Minnesota Government Data Practices Act and Open Meeting Law. She presents training on employment law matters including effective supervision and performance management.

Margaret Penland received her B.A. from Drake University and her J.D. from the University of Minnesota, and she has been an attorney with the firm since 2017. She represents public

employers in employment law and labor relations matters. She advises public employers on various employment law matters under state and federal laws including matters involving the Family and Medical Leave Act, Americans with Disabilities Act, Fair Labor Standards Act, and the Minnesota Government Data Practices Act. She represents public employers in grievance arbitration and interest arbitration hearings and provides extensive research and drafting of post-hearing briefs. She also assists in district court matters and appeals to the Minnesota Court of Appeals on matters arising under PELRA, the Veterans Preference Act and other labor and employment laws. She conducts investigations of harassment claims, as well as investigations of alleged employee misconduct.

Grace Sawatzke received her B.A. from the University of North Dakota and her J.D. from the University of St. Thomas School of Law in December of 2025. She has been a law clerk with the firm since 2024 and assists in advising on personnel practices, discipline and discharge, discrimination claims, and compliance issues. She researches and analyzes market data for collective bargaining, contract mediation, and interest arbitration. She also assists with preparation for grievance arbitration, administrative hearings, and post-hearing briefs.

Erin Johnson is the firm's Office Manager and Legal Assistant, and she coordinates scheduling, assists with gathering market data, preparing documents and redlined contracts, and provides clerical support for the firm's attorneys.

The résumés of Susan Hansen, Margaret Penland and Grace Sawatzke are attached.

COMMUNICATION AND SERVICE APPROACH

From our firm's standpoint, the critical issues relating to effective representation include providing competent and effective advice and services on a cost-effective basis in a timely manner. Our firm is strongly committed to performing work within requested time periods and believes that it is fully qualified as one of the leading firms in the State of Minnesota in labor relations, personnel matters, labor and employment law work.

The firm currently represents a large number of municipalities including the cities of Apple Valley, Baxter, Bloomington, Chaska, Cottage Grove, Corcoran, Crystal, Eden Prairie, Fridley, Grand Rapids, Howard Lake, Hutchinson, International Falls, Jackson, Mankato, Maplewood, Marshall, Minnetonka, Morris, Mound, New Hope, North Mankato, Rochester, Rogers, Shakopee, Stillwater and Wayzata. In addition, the firm represents approximately 30 counties including Brown, Blue Earth, Carver, Dakota, Goodhue, Lac Qui Parle, Mille Lacs, Olmsted, Stevens, St. Louis, Todd and Washington. We also represent the Metropolitan Council and a number of joint powers organizations such as Minnesota Prairie County Alliance and Arrowhead Regional Corrections. Most of our public sector clients have been represented by our firm for a number of years.

EXPERIENCE AND QUALIFICATIONS BY SUBJECT AREA

Contract Negotiations

The firm handles a variety of contract negotiation services for its public sector employer clients, including serving as chief spokesperson at the table on behalf of our clients in collective bargaining. The negotiation services include providing advice regarding strategy, legal issues and the implications and potential impact of various proposals and counterproposals. We also assist clients in the preparation of bargaining proposals, advise clients on economic and labor relations trends, meet and negotiate with a wide variety of public sector unions as the chief spokesperson at the table and represent clients in mediation of labor contracts with the State Bureau of Mediation Services as necessary.

Our philosophy in contract negotiations is to maximize results for our clients, present our clients' proposals, positions and interests in a positive manner and achieve an acceptable negotiated agreement in a manner that minimizes conflict to the extent possible within the timeframes established by the client. We are cognizant of the impact that adversarial approaches can have on employee relations and the long-term relationship between the employer and the exclusive representatives of employees. It is our experience that results can be achieved for our clients in collective bargaining and other labor relations matters without negatively impacting working relationships that exist outside of the negotiation process.

Many of the counties and cities in which we serve as the chief negotiator and labor relations advisor have multiple bargaining units consisting of both essential and non-essential employees. We are experienced in negotiating with Law Enforcement Labor Services, Inc., International Association of Firefighters, International Union of Operating Engineers Locals 49 and 70, AFSCME Councils 5 and 65, Teamsters Local 320, Minnesota Public Employees Association and International Brotherhood of Electrical Workers.

We believe we have demonstrated, through our past representation of clients, our skill, knowledge and capacity to represent the City of Columbia Heights in negotiations, grievance and interest arbitration, administrative matters before the Bureau of Mediation Services and PERB and personnel and labor relations matters. In addition, the professional references listed herein can attest to our skill in these areas.

The scope of our work for our clients in contract negotiations and contract mediation includes the following:

- Advising, assisting and serving as chief spokesperson on behalf of our clients in collective bargaining;
 - Consulting with client regarding negotiations proposals and strategy.
 - Analyzing existing contract language.
 - Collecting and analyzing relevant market data and advise on economic and labor relations trends.
 - Advice on current arbitration awards that may impact negotiations.

- Meet with the management negotiation team in advance of bargaining sessions.
 - Provide advice regarding negotiation strategy.
 - Meet with the governing body in closed session as provided under Minnesota's Open Meeting Law to discuss and define objectives and parameters.
 - Prepare and review bargaining proposals.
 - Serve as the chief spokesperson in collective bargaining on behalf of our clients.
 - Meet and negotiate with a wide variety of public sector unions and as well as a variety of local associations.
 - Represent in mediation of labor contracts with the Minnesota Bureau of Mediation Services as required.
 - Prepare redlined and final contracts.
 - Attending City Council meetings as requested and required.
- Advising and representing employers in interest arbitration proceedings;
 - Assist in formulation and preparation of final positions.
 - Representation of employers in interest arbitration hearing, including researching the panel of arbitrators and selection of the arbitrator.
 - Collect and analyze extensive background information and prepare for the interest arbitration hearing including developing the theme and strategy of the case, preparation of narrative information and exhibits, and meet with the employer's witnesses, if any, in preparation for their direct and cross-examination at the hearing.
 - Preparation of post-hearing briefs.
- Advising and representing employers in grievance arbitration proceedings;
 - Provide consultation in the processing of grievances through the grievance procedure of the collective bargaining agreement, including, as requested, attend grievance meetings, prepare draft grievance responses or review draft responses prepared by the employer, and advise regarding defenses and strategy.
 - Representation of employers in grievance arbitration hearings, including researching the panel of arbitrators, selection of the arbitrator, developing the theme and case strategy, gather relevant facts and documentation, meet

with the employer's witnesses in preparation for their direct and cross-examination at the hearing, research arbitration precedent on similar issues, research arbitration decisions by the arbitrator selected to hear the case, prepare for cross-examination of the union's witnesses, and prepare post-hearing arbitration brief following the hearing.

- Representation in veterans preference hearings before a tripartite panel or before an administrative law judge at the Office of Administrative Hearings.
- Advising and representing employers in unit determination and unit clarification hearings before the Minnesota Bureau of Mediation Services;
 - Provide advice on appropriate employee inclusions and exclusions in unit determination cases for new bargaining units based on community of interest and status of employees as supervisory, confidential and essential.
 - Prepare proposed stipulations and petitions for description of appropriate unit for submission to the Bureau of Mediation Services .
 - Represent employers in the unit determination and unit clarification hearings.
- Handling appeals before the Minnesota Court of Appeals on matters of employment and labor law;
- Representing employers in unfair labor practice charges before PERB and in district court, including but not limited to claims related to allegations of failure to bargain, hiring part-time non-union employees to perform bargaining unit work, changes in terms and conditions of employment and issues arising during a strike;
- Attending City Council meetings as required.

Our firm regularly provides consultation and advice to our public sector employer clients on personnel issues, the disciplinary process, the administration and interpretation of collective bargaining agreements, federal and state statutory requirements, administrative decisions and case law, and other legal requirements pertaining to labor law, employment law and personnel matters, including

- Administration of labor contracts and personnel policies
- Discipline and discharge, and constitutional due process requirements
- Fair Labor Standards Act
- Family and Medical Leave Act
- Americans With Disabilities Act
- Paid Family Medical Leave Act

- Earned Sick and Safe Time Act
- Discrimination under state and federal laws including EEOC and MDHRA
- The requirements of the Workers' Compensation Act and its interplay with the FMLA, ADA and other workplace issues
- Minnesota Government Data Practices Act
- Minnesota Open Meeting Law
- Investigations of alleged employee misconduct.
- Supervisory training on effective performance management and progressive disciplinary action
- Audit and revisions of personnel policies

Our firm regularly provides opinions on personnel and labor relations matters, including the areas of hiring, discipline and discharge. We provide opinions in these areas and on other legal matters upon request and within the timeline established by the client.

Our approach in interest arbitration for essential units is to assist in the preparation of final positions, carefully research the arbitration panel in preparation for the selection of the arbitrator, gather extensive background information and thoroughly prepare for the interest arbitration hearing so that we have complete knowledge of the facts and issues in dispute, together with the trends in bargaining relating to these issues. We develop a theory for the case and present a thorough and well-reasoned presentation which may include narrative information, exhibits demonstrating internal settlement patterns and external market data, as well as exhibits demonstrating the impact of the parties' positions on the issues before the arbitrator. We prepare detailed post-hearing briefs which expand upon the employer's arguments from the hearing and carefully examine and rebut the arguments presented by the union.

This firm handles approximately five (5) interest arbitration proceedings a year on behalf of clients with essential units. These include cases in which this firm has been involved in the negotiations and mediation sessions, as well as cases where the employer handled the negotiations and mediation and chose to retain a consultant when an impasse was reached. We have been successful in achieving awards of our clients' positions in the vast majority of these cases, and we believe our reputation as management representatives in interest arbitration proceedings is excellent.

Our attorneys have been successful in representing employers in grievance arbitration, interest arbitration and other administrative hearing cases, including veterans preference cases. Our success has been achieved through a knowledge of all the facts, development of a theory and theme for the case, thorough preparation of witnesses for direct and potential cross-examination, and presentation of the case in an understandable manner consistent with the theme. A few examples of grievance arbitration cases in which we represented the employer are: City of Saint Paul and Saint Paul Police Federation, (Bognanno 2020) (termination for police officer upheld for dereliction of duty and failure to intervene); City of Saint Paul and Saint Paul Police Federation, (Befort 2020) (termination for police officer upheld for dereliction of duty and failure to intervene);

Aitkin County and AFSCME Council No. 65, No BMS Case No. (Kircher 2013) (management right upheld to convert a full-time custodian position into two part-time custodian positions); City of Chaska and Law Enforcement Labor Services, Inc., BMS Case No. 15-PA-0855 (Miller 2016) (termination of police officer upheld for racial profiling); City of Blaine and Law Enforcement Labor Services, Inc., BMS Case No. 15-PA-0514 (Paull 2016) (management right upheld regarding overtime assignment and on-call assignment). An example of a unit clarification case our firm handled is Metropolitan Council and AFSCME Council 5, BMS Case No. 12-PCL-1146 (2013).

CONFLICTS OF INTEREST

The firm has reviewed all clients and no conflicts of interest exist.

REFERENCES

Professional references are listed below:

Joe Kohlmann
City Administrator
City of Stillwater
216 North Fourth Street, Stillwater, MN 55082
Office: 651-430-8800
Email: jkohlmann@stillwatermn.gov

Tim Comstock
Labor Relations manager
City of Rochester
201 4th Street SE, Rochester, MN 55904
Office: 507-328-2563
Email: tcomstock@rochestermn.gov

Steven Barrett
Human Resources Manager
City of Bloomington
1800 West Old Shakopee Road, Bloomington, MN 55431
Office: 952-563-4906
Email: sbarrett@BloomingtonMN.gov

Andy Benish
Employee Relations Director
Dakota County
1590 West Highway 55
Hastings, MN 55033
Office: 651-438-4382

Email: andrew.benish@co.dakota.mn.us

Kerie Anderka
Employee Relations Division Director
Carver County
604 East Fourth Street
Chaska, MN 55318
Office: 952-361-1570
Email: kanderka@co.carver.mn.us

INSURANCE, LICENSING AND CERTIFICATIONS

All proposed attorneys are licensed and in good standing to practice law in Minnesota. We carry professional liability insurance coverage with standard limits and general liability insurance coverage, any certifications, municipal law training, prosecution credentials, labor/employment credentials, or other relevant qualifications.

The selected firm will be required to maintain insurance acceptable to the City during the contract term.

FEE PROPOSAL

We propose an hourly fee of \$245.00 for labor relations matters effective November 1, 2026, including contract negotiations, contract mediation and providing advice and consultation on labor relations and related matters. We are also proposing this rate for consultation and preparation of opinions regarding labor relations matters. This proposed rate would increase to \$255.00 per hour effective November 1, 2027 dependent on the length of the contract.

In the event of a request for representation in interest arbitration proceedings and other administrative hearings, we propose an hourly rate of \$255.00 effective November 1, 2026 and \$265.00 per hour effective November 1, 2027.

Our rates are billed portal-to-portal. We bill in time spent in tenths of an hour and provide a detailed description of the services performed. In addition, we propose reimbursement of photocopy costs at \$0.15 per copy. We also propose reimbursement of out-of-pocket costs including parking and mileage at the IRS rate.

We submit invoices for our services on a monthly basis and request payment within thirty (30) days after receipt of invoices for services performed and acceptance of such services by the City. We are open to discussing the length of contract between our firm and the City if we were selected.

Legal fees can be reduced through the utilization of City staff to gather comparative city collective bargaining agreements and the creation of exhibits outlining relevant wages and contract

provisions. Legal fees can also be reduced if City staff meet internally before to meeting with legal counsel to be prepared with negotiation priorities and costing.

CONCLUSION

Based upon our experience and qualifications, we are confident that our firm can effectively represent the City of Columbia Heights in contract negotiations and labor matters. We would be pleased to have the opportunity to provide these services. Thank you for your consideration.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Susan K. Hansen", with a stylized, flowing script.

Susan K. Hansen

SKH: elj

SUSAN K. HANSEN

MADDEN GALANTER HANSEN, PLLC
7760 France Avenue S, #290
Bloomington, Minnesota 55435
(763) 545-2525

EDUCATION:

Drake University Law School
Drake University

J.D. (with Honors)
B.A. (with Honors)

LABOR RELATIONS AND EMPLOYMENT EXPERIENCE:

Madden Galanter Hansen, PLLC, Attorney at Law - 1996-present.

Engaged in the practice of law with emphasis in the area of public employer representation in labor and employment law matters, including grievance arbitration, interest arbitration and unit determination proceedings. Represent employers in district court and appellate proceedings related to unfair labor practices and motion practice related to arbitration. Chief spokesperson in collective bargaining and review collective bargaining proposals. Advise public employers on variety of matters, including contract administration, personnel practices, discipline, due process, discrimination claims, Fair Labor Standards Act, Data Practices Act, Family and Medical Leave Act, American with Disability Act and other issues and legal developments. Present training on supervisory best practices, labor relations and employment law matters.

RELATED EXPERIENCE:

Frequent speaker at various labor relations seminars, including Annual Minnesota Continuing Legal Education on Public Sector Labor and Employment Law, Employment Law Institute and Minnesota Public Employment Labor Relations Association.

PUBLICATIONS:

Janus V. AFSCME and the Impact on Minnesota Public Sector Labor Relations, Minnesota Continuing Legal Education, 2018.

"She Said What?" "He Posted That?!" Political Speech in the Public Sector, Minnesota Continuing Legal Education, 2017.

Working with Requests for Accommodation- Religious and Disability, Minnesota Continuing Legal Education, 2016.

The New ADA Amendments, Minnesota Continuing Legal Education, 2009.

Data Practices Act and the Open Meeting Law, Minnesota Public Employers Labor Relations Association, 2002, 9 pp.

Extensive research for the following publications:

Madden, *Emerging Issues and Concerns Regarding Peace Officer Misconduct*, Minnesota Institute of Legal Education, 1996, 37 pp.

Galanter, *An Overview of the Minnesota Open Meeting Law*, Minnesota State Bar Association, Continuing Legal Education, 1996, 16 pp.

Madden, *Multiple Forums, Arbitrability and Judicial Review of Arbitration Awards*, Minnesota Institute of Legal Education, 1997, 16 pp.

Madden, *Advocacy and Ethics in the Arbitration Process*, Minnesota Institute of Legal Education, 1998, 20 pp.

Madden, *Arbitration and Privacy Issues*, Minnesota Institute of Legal Education, 1999, 16 pp.

Madden, *The Arbitration of Discharge Cases*, Minnesota Institute of Legal Education, 2000, 24 pp.

Madden, *Anatomy of Minnesota Strikes: A Legal and Practical Analysis*, Minnesota Institute of Legal Education, 2001, 30 pp.

Galanter, *Labor Issues and Considerations: The Impact of the National Labor Relations Act and Collective Bargaining Agreements on Reductions in Force*, Minnesota Institute of Legal Education, 2002, 16 pp.

MARGARET L. PENLAND

MADDEN GALANTER HANSEN, PLLC
7760 France Avenue S, #290
Bloomington, Minnesota 55435
(763) 545-2525

EDUCATION:

University of Minnesota Law School
Drake University

J.D. (with Honors)
B.A. (with Honors)

LABOR RELATIONS AND EMPLOYMENT EXPERIENCE:

Madden Galanter Hansen, PLLC, Attorney at Law – May 2017-present.

Engaged in the practice of law with emphasis in the area of public employer representation in labor and employment law matters. Represent employers in grievance arbitration hearings, veterans preference hearings, and contested case hearings before the Office of Administrative hearings. Advise employers on a range of matters, including personnel practices, contract administration, grievance processing, discipline and discharge, discrimination claims, Fair Labor Standards Act, Minnesota Government Data Practices Act, Family and Medical Leave Act, and legal developments. Conduct employment investigations of harassment and employee misconduct claims.

RELATED EXPERIENCE:

The Honorable Ronald L. Abrams, Law Clerk, May 2016-May 2017

Research and draft orders on a variety of civil issues including contracts, employment, civil procedure, torts, and real property. Edit and verify citations for criminal orders regarding motions to suppress evidence. Communicate with pro se parties and counsel regarding case management and procedural requirements. Assist the judge during courtroom proceedings.

Hennepin County Attorney's Office

Civil Division Law Clerk: Employment Team, June 2015 – May 2016
Child Protection Division Law Clerk, June 2014 – June 2015

Researched legal issues and wrote legal memoranda relating to child protection, labor, and employment law, including the ADA, FMLA, and Title VII. Drafted and edited affidavits, motions, briefs, and proposed orders to be filed in court. Represented the County Attorney's Office in misdemeanor cases (COAT Calendar) and child protection hearings.

PUBLICATIONS:

A Constitutional Paradox: Prisoner “Consent” to Sexual Abuse in Prison Under the 8th Amendment, 33 LAW & INEQ. 507 (Summer 2015).

Co-author, *Asylum's Interpretive Impasse: International Human Rights Law Arguments in Support of Domestic Violence-Based and Child Asylum Claims*, MINN. J. INT'L L. (vol. 26, December 2016).

GRACE SAWATZKE

MADDEN GALANTER HANSEN, PLLC
7760 France Avenue S, #290
Bloomington, Minnesota 55435
(763) 545-2525

EDUCATION:

University of St. Thomas School of Law
University of North Dakota

J.D.
B.A. (with Honors)

LABOR RELATIONS AND EMPLOYMENT EXPERIENCE:

Madden Galanter Hansen, PLLC, Law Clerk – December 2024-present, anticipated hire date as an attorney in April 2026, contingent upon receiving Minnesota licensure.

Conducted research on labor and employment law matters, focusing on public employer representation. Assisted in advising on personnel practices, discipline and discharge, discrimination claims, and compliance with the Fair Labor Standards Act, Minnesota Government Data Practices Act, Family and Medical Leave Act, Earned Sick and Safe Time, Americans with Disabilities Act, Minnesota Paid Family Medical Leave, and Open Meeting Law. Researched and analyzed market data for collective bargaining, contract mediation, and interest arbitration. Assisted with preparation for grievance arbitration, administrative hearings, and post-hearing briefs.

RELATED EXPERIENCE:

Hennepin County Attorney's Office, Adult Prosecution Division Law Clerk, August 2024 – December 2024

Researched complex legal issues and drafted legal memoranda related to criminal and constitutional law. Conducted legal research and writing as primary responsibilities. Gained court experience under attorney supervision by participating in various court proceedings, including misdemeanor cases and other legal hearings.

Colorado's 4th Judicial District Attorney's Office, Felony Division Law Clerk, May 2024 – August 2024

Conducted comprehensive legal research and drafted memoranda, motions, and proposed jury instructions; assembled and organized photo evidence binders and prepared concise summaries of case information; observed court proceedings daily and maintained detailed notes for the lead attorney.

St. Michael-Albertville Schools ISD 885, Human Resources Specialist, August 2020 – August 2023

Assisted in negotiations, prepared district materials for contract negotiation cycles, ensured compliance with federal and state leave statutes, supported staff investigations and human resources inquiries, and maintained and drafted policies and procedures.