

**Sarah Miller Espinosa, J.D.**  
**Arbitrator. Mediator. Ombuds.**

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**ARBITRATION ROSTERS**

American Arbitration Association Labor Arbitration Panel; Federal Mediation and Conciliation Service Labor Arbitration Panel; National Mediation Board Arbitration Panel; New York Public Employment Relations Board Public Sector and Private Sector Voluntary Grievance Arbitration Panels; New Jersey Public Employment Relations Commission Labor Arbitration Panel; Cornell University Roster of Neutrals

**ARBITRATION PANELS**

Board of Education of the City School District of the City of New York and the United Federation of Teachers, Local 2, AFT, AFL-CIO (§3020-a Teacher Tenure Panel); Maryland Transportation Administration & Amalgamated Transit Union Local 1300; Montgomery County Government and International Association of Fire Fighters Local 1664; United State Postal Service (USPS) and the National Association of Letter Carriers, AFL-CIO NALC Region 13/USPS DC/Maryland/Virginia Panels (Regular Contract, Regular Discipline, LMOU Impasse); Overseas Federation of Teachers, AFT, AFL-CIO, and Department of Defense Education Activity (DoDEA)

**IMPARTIAL LABOR RELATIONS ADMINISTRATOR**

Montgomery County, MD Labor Relations Administrator (General Government Workers); Arlington County, VA Labor Relations Administrator; Fairfax County, VA Labor Relations Administrator; Fairfax County Public Schools Labor Relations Administrator; City of Charlottesville, VA Labor Relations Administrator; Prince William County, VA Labor Relations Administrator

**MEDIATION PANELS**

Nuclear Regulatory Commission Early ADR Mediation Panel; EEOC RESOLVE Mediation Panel; Office of Congressional Workplace Rights Mediation Panel

**WORK EXPERIENCE**

SME Dispute Resolution, Arbitrator/Mediator/Organizational Ombuds (2013-Present); Scheinman Institute, Cornell University ILR School, Ithaca, New York, Senior Extension Associate (2022-Present) & Contributing Instructor (2018-2022): part-time instructor for neutral education programs, including Professional Mediation Certificate Program (Ethics in Mediation & Arbitration; Employment Law Mediation Training) and Labor Arbitrator Development Program; Prince William County Public Schools, Manassas, Virginia, Impartial Ombudsman (2019-2021); Montgomery College, Office of the Ombuds, Rockville, Maryland, College Ombuds (2013-2016); Montgomery College, Vice President of Human Resources, Development, & Engagement (2011-2013) and Director of Labor Relations & Employee Engagement (2009-2011); Montgomery County Government Labor Relations Manager & Chief Negotiator (2006-2009); State of Connecticut Department of Labor, Board of Labor Relations, Assistant General Counsel (2005-2006) and State

Board of Mediation & Arbitration, Mediator (2004-2005); Service Employees International Union Locals 511 & 506, 1999-2003: General Counsel (2002-2003) and Assistant to the President (1999-2002).

### EDUCATION

JD	Law	University of Connecticut	1999
BS	Industrial & Labor Relations	Cornell University	1995

### BAR MEMBERSHIPS / FELLOWSHIPS / PROFESSIONAL CERTIFICATIONS

Bar Membership	New York (active)
Fellow	College of Labor & Employment Lawyers
Fellow	American Bar Foundation
Higginbotham Fellow (2015)	American Arbitration Association
Certified Organizational Ombuds Practitioner	International Ombuds Association
Labor Arbitrator Certificate	Scheinman Institute, Cornell University, ILR

### PROFESSIONAL AFFILIATIONS

National Academy of Arbitrators, Member (2020 – Present); College of Labor & Employment Lawyers (2024-Present); Labor & Employment Relations Association (LERA), Virginia Chapter, President (2021-2022), Founding Board Member (2021-2024); LERA (National) Dispute Resolution Section Ombuds Practice Lead (2019-2024); Association for Conflict Resolution, ACR Ethics Committee Co-Chair (2016-2023), Board of Directors (2015-2017), Workplace Section Co-Chair (2014-2015); Ray Corollary Initiative, Inc., Board Secretary (2021-2023), Board Member (2021-Present); American Bar Association, Labor & Employment Law Section & Dispute Resolution Section, Member (2013-Present); Society of Federal Labor & Employee Relations Professionals, Member (2013-Present), DC Chapter Treasurer (2018-2019); National Association of Railroad Referees (2021-Present); International Ombuds Association, Member (2013–Present).

### PRESENTATIONS, PUBLICATIONS, TRAININGS

**2024:** “**Evolution of Workplace ADR**”: Panelist, American Arbitration Association and Cornell University ILR Scheinman Institute; “**Labor Arbitration**”: Panelist, American Arbitration Association; “**Inclusive Next Generation of Neutrals**”; Moderator, Triad (LERA, FMCS, ILERA) Conference; “**Ray Corollary Initiative**”: Moderator, Triad (LERA, FMCS, ILERA) Conference; **Virginia Public Sector Collective Bargaining: Lessons Learned**: Panelist, Virginia LERA webinar  
**2023:** “**Developments in Arbitrator & Mediator Selection: Generational Change and Technology**”, Panelist, American Bar Association 17<sup>th</sup> Annual Labor & Employment Law Conference; “**Virginia Public Sector Collective Bargaining Update**”, Moderator, Virginia LERA Second Annual Conference; “**Inclusive Next Generation of Workplace Neutrals**”, Panelist, Scheinman Institute, Cornell University ILR School, ILR-NAA Conference, “Promoting an Inclusive Next Generation of Workplace Neutrals”; “**Organizational Ombuds: Who Ombuds Are, What Ombuds Do, How Ombuds Benefit the Workplace**”, moderator, Virginia LERA  
**2022:** “**Direct and Cross Examination**”, Panelist, American Arbitration Association Educational Services; “**Achieving Diversity in Labor Arbitrator Selection**”, Moderator, Labor & Employment Relations Association Annual Conference; “**Virginia Public Sector Collective Bargaining**”, Maryland LERA  
**2021:** “**Red Light/Green Light**” Arbitrator Panel, Panelist, FMCS Symposium; “**Ombuds & the Future of Dispute Resolution**”, Moderator, LERA Dispute Resolution Interest Section Virtual Series on the Future of Dispute Resolution  
**2020:** “**Organizational Ombuds**”, Panelist, ADR Roundtable Discussion, Scheinman Institute on Conflict Resolution Cornell University ILR School  
**2019:** “**Ask the Arbitrators**”, Panelist,

American Arbitration Association, Successful Labor Arbitration Techniques; **“Ombuds Office: One Way to Partner in a Post-Janus World?”**, Panel Moderator, Labor & Employment Relations Association Annual Conference; **“Disciplinary Issues”**, Panel Moderator, National Center for the Study of Collective Bargaining in Higher Education and the Professions Annual Conference; **“Evidentiary Issues in Federal Sector Arbitration”**, Panel Discussion, Society of Federal Labor and Employee Relations Professionals Symposium; **“Finding a Seat at the Table: Enhancing Ombuds Impact”**, Co-Presenter, International Ombudsman Association Conference

**2018: “The Organizational Ombuds: Enhancing Government Through Conflict Resolution”**, *ABA Just Resolutions Newsletter*, September 2018; **“Discipline in the Federal Sector”**, Moderator at SFLERP Symposium; **“Can an Ombuds Office help resolve conflict and positively impact labor relations?”**, Moderator at Center for the Study of Collective Bargaining in Higher Education and the Professions Annual Conference; **“Labor Relations: The Basics of Just Cause for Conflict Resolvers”**, Co-Presenter at the International Ombudsman Association Annual Conference 2018, Center for Alternative Dispute Resolution Annual Conference, 2017, and Association for Conflict Resolution Annual Conference, 2016

**2017: “Ask the Arbitrators”**, Panel Discussion at Successful Techniques in Labor Arbitration Symposium, American Arbitration Association/National Academy of Arbitrators, Philadelphia, November 2017; **“Contract Language Interpretation in the Federal Sector”**, Panelist, SFLERP Symposium; **“A Discussion of ACR Ethical Principles Across Workplace Practice Areas”**, Moderator, ACR Webinar

**2016: “Options for Resolving Conflict”**, Montgomery College; **“Ask the Arbitrators”**, Panelist, Maryland LERA

**2015: “Organizational Ombuds: Roles, Responsibilities, and Opportunities”**, Panelist, Association for Conflict Resolution Annual Conference, 2015

**2014: “Mediation and Arbitration in Public Sector Collective Bargaining”**, *ACResolution Magazine*, Summer 2014.