

Dr. Bridget S. Lee
ADAC, CPM, CPSD, ECMCA, SHRM-SCP, SPHR, Sr. CAAEP
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To Whom It May Concern:

Please accept this letter for consideration for the Interim Director of Diversity, Equity and Inclusion. A combination of factors including my current and previous career experiences along with my educational background have made me knowledgeable and exposed me to the many facets of diversity, equity and inclusion. I have more than 17 years of progressive experience in this field with professional certifications in ADA, Affirmative Action & Equal Opportunity, Contract Compliance, Human Resources, Management, and Supplier Diversity.

I previously served as the Diversity & Inclusion Manager and Interim Director of the Office of Equal Opportunity (OEO), which is currently the Office of Equity & Inclusion (OEI). During my previous tenure in these positions, I gained in depth knowledge of the operations of the office and the culture of the organization. This understanding of operations and culture also allowed me to develop relationships and collaborate with both internal and external customers to provide needed resources and services. I was afforded the opportunity to become fully engaged in all aspects and initiatives of the OEO/OEI during my tenure. My areas of responsibility included Equal Employment Opportunity, Small Business Procurement Program, ADA and Diversity, Equity and Inclusion initiatives. Prior to joining the City of Gainesville's OEO, I served as the Diversity Coordinator for the Orlando Utilities Commission. This position required me to plan, coordinate, and conduct outreach and analytical work related to diversity and equal opportunity for the organization in both Human Resources and Purchasing. Serving as the organization's diversity subject matter expert, I was responsible for developing and enhancing relationships across senior management and multiple partner resource areas. This consisted of constantly building and maintaining meaningful partnerships and relationships with appropriate external agencies, internal units, community-based organizations, educational institutions and individuals for advice and assistance to foster support and understanding of diversity and equal opportunity initiatives. Overall, my primary responsibility was managing a range of activities and projects related to Equal Opportunity and government compliance in Human Resources and Purchasing with an emphasis on developing effective strategies to attract and retain a diverse work force and vendor base. I also served as the Senior Management Analyst and Operations and Management Consultant with the State of Florida's Office of Supplier Diversity for more than 12 years. In this position, I conducted compliance investigations, developed outreach programs, established diversity benchmarks and provided contract consultant services to promote the efficient and effective utilization of diverse business enterprises while monitoring the diversity initiatives of state agencies and universities to assure compliance with federal and state policies.

I am a proven leader in both the workplace and community with more than 17 years of experience in all areas of diversity and inclusion with professional certifications in ADA, Affirmative Action & Equal Opportunity, Contract Compliance, Human Resources, Management, and Supplier Diversity. My current and previous career experiences along with my educational background lead me to believe that I would be a prime candidate for this position. If you would like to schedule an interview or acquire more information, please contact me at 850.264.8539. I can also be reached via e-mail at DrBridgetSLee@gmail.com. Thank you for your time and consideration.

Sincerely,



Bridget S. Lee, Ph.D.

Dr. Bridget S. Lee
ADAC, CPM, CPSD, ECMCA, SHRM-SCP, SPHR, Sr. CAAEP
Phone: (850) 264-8539 | Email: DrBridgetSLee@gmail.com

EDUCATION:

Doctor of Philosophy - Adult & Continuing Professional Education/Human Resource Development Certificate - Human Resource Development
Florida State University, Tallahassee, FL

Master of Public Administration
Florida State University, Tallahassee, FL

Bachelor of Science - Public Management Certificate – Labor Relations
Florida A&M University, Tallahassee, FL

CERTIFICATIONS:

- Certified Professional in Supplier Diversity (CPSD)
- Certified Public Manager (CPM)
- Senior Certified Affirmative Action & Equal Opportunity Professional (Sr. CAAEP)
- Senior Certified Professional in Human Resources (SHRM-SCP)
- Senior Professional in Human Resources (SPHR)
- ADA Coordinator (ADAC)
- Executive Certified Master Compliance Administrator (ECMCA)

WORK EXPERIENCE:

10/20 - Advanced Administrative Professional
Alachua County – Facilities Management (TempForce)

- Coordinate the creation and preparation of a Standard Operating Procedures Manual for the Facilities Management Department

8/20 - Diversity Consultant - (Chief Diversity Officer)
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- Advises on diversity, equity, and inclusion matters
- Serves as a diversity, equity and inclusion resource

**12/18 – 8/20 Diversity & Inclusion Manager
City of Gainesville – Office of Equity & Inclusion**

- Developed training, conducted workshops, and proposed policies, strategies and initiatives related to diversity, equity, inclusion and equal opportunity and related matters in employment, purchasing, services, programs, and activities
- Developed instruments to monitor adherence to diversity and equal opportunity laws, policies, procedures, guidelines, and related matters for city services, programs, activities, employment, and purchasing
- Collaborated with various departments and staff to create, update, and assure that organizational communications, processes and policies fully reflect the City's guiding diversity, inclusion and equity principles
- Assisted in the development, preparation and monitoring of the City's affirmative action plan
- Compiled various equal opportunity reports and related reports required of the city by state and federal agencies or that were necessary for compliance purposes
- Served as Team Lead for the Equity Core Committee
- Assisted with the office's community outreach
- Developed technical assistance manuals and other communication and education tools
- Researched and identified current and emerging issues, trends and opportunities to promote equity, diversity, equity and inclusion
- Developed metrics for measuring and monitoring the effectiveness of diversity initiatives along with indicators of success and challenge; analyzed program and project outcomes including analyzing statistics and preparing reports to evaluate performance
- Assisted in the development of internal/external D&I communication strategies
- Designed and developed marketing materials, annual reports, graphics/charts and publications
- Served as Deputy Project Lead implementing a diversity compliance tool and managed integration into current operations
- Served as an ADA generalist and oversaw ADA inter-departmental coordination regarding the buildings, services, programs and activities pursuant to federal regulations and city policy; provided advice, expertise and technical support to city staff
- Served as Project Manager for the ADA Phase II Self-Evaluation
- Developed and oversaw strategic partnership agreements and memorandums of understanding (MOUs) created with business organizations, local groups and community based organizations
- Ensured diversity in contracting by reviewing Requests for Proposals (RFP's), Requests for Quotes (RFQ's), Invitations to Bid (ITB's) and all formal solicitations, prior to public release, identifying small, veteran, women and minority businesses that provides the commodities or services to supplement the purchasing bid list; recommends affirmative procurement initiatives including sheltered market initiatives for small and service-disabled veteran businesses when adequate availability exists
- Acted in the absence of the Equal Opportunity Director

**1/18 - 12/18 Equal Opportunity Director (Interim)
City of Gainesville, Florida**

- Proposed policies for the implementation of comprehensive equity, equal opportunity and diversity programs and adherence to equal opportunity laws, policies, procedures, and related matters
- Investigated complaints of discrimination, harassment, retaliation, and other related matters, and proposed remedial action, as prescribed by the City's human relations and equal opportunity ordinances
- Developed training, conduct workshops, and proposed strategies and initiatives related to diversity, equity and equal opportunity and related matters in employment, purchasing, services, programs, and activities
- Made reports to the charter officers and the Commission, as appropriate, as to the activities of the year and the need, if any, to revise the City's human relations and equal opportunity ordinances, policies, and programs pertaining to, but not limited to, equal opportunity, affirmative action, local minority business and local small business enterprise procurement program, fair housing, unlawful harassment, and accessibility to the City's programs, services, and activities
- Developed, prepared, and monitored the City's affirmative action plan
- Compiled various equal opportunity reports and related reports required of the City by state and federal agencies or that are necessary for compliance purposes
- Developed and managed budget for office operations and staffing
- Managed ADA Self-Evaluation and Assessment of Facilities and Public Use for the organization
- Managed integration and full transition of B2GNow diversity compliance tool to improve the city's data collection, compliance monitoring and utilization reports
- Created strategic partnerships and alliances with local, state and federal organizations to promote diversity, equity and inclusion
- Supervised and coordinated the activities of assigned staff including determining work procedures and schedules; issuing instructions and assigning duties; reviewing work; taking personnel actions; conducting performance reviews; conducting departmental training and orientation; and recommending a budget to the City Commission
- Developed internal reporting systems for all staff to measure progress and report achievements.
- Assisted in the developed internal/external D&I communication strategies
- Briefed the Mayor and City Commission regularly on critical issues and met frequently with the other charter officers discussing citywide issues, policies and administrative actions

**2/17 - 1/18 Diversity & Inclusion Manager
City of Gainesville – Office of Equal Opportunity**

- Developed training, conducted workshops, and proposed policies, strategies and initiatives related to diversity, equity, inclusion and equal opportunity and related matters in employment, purchasing, services, programs, and activities
- Developed instruments to monitor adherence to diversity and equal opportunity laws, policies, procedures, guidelines, and related matters for city services, programs, activities, employment, and purchasing
- Compiled various equal opportunity reports and related reports required of the city by state and federal agencies or that were necessary for compliance purposes

- Developed technical assistance manuals and other communication and education tools
- Researched and identified current and emerging issues, trends and opportunities to promote equity, diversity and inclusion
- Collaborated with various departments and staff to create, update, and assure that organizational communications, processes and policies fully reflect the City's guiding diversity inclusion principles
- Assisted in the development, preparation and monitoring of the City's affirmative action plan
- Coordinated with Communications/Public Relations to create D&I campaigns
- Assisted in the development of internal/external D&I communication strategies
- Designed and developed marketing materials, annual reports, graphics/charts and publications
- Served as Deputy Project Lead implementing a diversity compliance tool and managed integration into current operations
- Served as an ADA generalist and oversaw ADA inter-departmental coordination regarding the buildings, services, programs and activities pursuant to federal regulations and city policy; provided advice, expertise and technical support to city staff
- Served as Project Manager for the ADA Phase II Self-Evaluation
- Developed and oversaw strategic partnership agreements and memorandums of understanding (MOUs) created with business organizations, local groups and community based organizations
- Ensured diversity in contracting by reviewing Requests for Proposals (RFP's), Requests for Quotes (RFQ's), Invitations to Bid (ITB's) and all formal solicitations, prior to public release, identifying small, veteran, women and minority businesses that provided the commodities or services to supplement the purchasing bid list; recommended affirmative procurement initiatives including sheltered market initiatives for small and service-disabled veteran businesses when adequate availability exists
- Developed metrics for measuring and monitoring the effectiveness of diversity initiatives along with indicators of success and challenge; analyzed program and project outcomes including analyzing statistics and preparing reports to evaluate performance
- Managed the office's community outreach program
- Managed technical assistance, communication and education tools for business owners
- Served as staff support to Citizen and Employee Diversity & Inclusion Advisory Committees
- Managed the Local Workforce Initiative for the city; Conducts comprehensive compliance reviews of the Local Workforce Initiative
- Acted in the absence of the Equal Opportunity Director

**8/10 – 2/17 Diversity & Inclusion Coordinator
Orlando Utilities Commission (OUC)**

- Managed and led a wide range of activities related to diversity with an emphasis on developing and implementing effective strategies to attract and retain a diverse supplier and workforce base
- Administered and led coordinated compliance programs across all levels of management and multiple partner resource areas; provided consultation when requested

- Served as Project Lead for diversity team - established goals and objectives, policies and procedures, assignments and timelines to promote diversity and inclusion across the organization
- Developed diversity strategic plan
- Developed diversity policies to align organizational spending with strategic diversity initiatives
- Developed and maintained internal procedures designed for fostering understanding, acceptance and support of diversity outreach efforts
- Prepared and presented diversity & inclusion related reports
- Assisted in the preparation and Implementation of the organization's Affirmative Action Plan.
- Assisted in the development of internal/external D&I communication strategies
- Worked with internal departments on the development, implementation and maintenance of applicant selection, hiring, promotion, termination, organizational hierarchy, EEO/AA, performance management and other related systems, programs and plans
- Coordinated with Communications/Public Relations to create D&I campaigns
- Designed and developed marketing materials, annual reports, graphics/charts and publications
- Managed & supervised Summer Youth Employment Program/Students - established work plans, procedures and schedules; reviewed and evaluated work from June to August annually
- Served as Project Lead for Internal Career Expo – established & managed work plans, assignments, timelines, and subcommittees
- Reviewed bid notices, timelines and other promotional efforts designed to increase the awareness of projects to generate Diversity Supplier interest and utilization
- Conducted research or investigations to identify trends and analyze problems and issues regarding diversity and inclusion (*i.e. Disparate Impact Analysis*)
- Developed and monitored 2nd tier spend program initiatives
- Assisted with Office of Contract Compliance Programs audits
- Planned, coordinated, and conducted analytical work related to OUC Diversity Programs
- Identified company-wide contracting/purchasing opportunities and goals to ensure that diverse businesses have the opportunity to bid competitively
- Sought diverse businesses for sourcing from traditional and non-traditional areas to bid on opportunities in all departments
- Built and maintained relationships with appropriate external agencies, community based organizations, educational institutions, and vendors
- Provided informational forums/seminars to the community, organizations and minority business owners regarding diversity and inclusion initiatives and opportunities
- Monitored diversity spend to ensure compliance with the policy by internal units and suppliers
- Assisted with public records requests

2/97 – 7/10

**Senior Management Analyst/Operations & Management Consultant
State of Florida - Office of Supplier Diversity**

- Provided contract consultant services to promote the efficient and effective utilization of minority business enterprises (MBEs) to senior management and governmental agencies

- Managed assigned agency/university teams - served as Project Lead for state agencies/universities teams to establish Minority Business Enterprise (MBE) utilization benchmarks/goals and best practices
- Managed community outreach resource partners, agency representatives, and vendors; determined speakers; and established schedules – served as Project Lead for Statewide Business Matchmaker Conference & Expo education and Regional Business Matchmakers
- Managed organization subcommittees – served as Project Lead for Big Bend Minority Enterprise Development Week (MEDWeek) and Small Business Week
- Coordinated and/or conducted special compliance studies, or investigations to identify, analyze and resolve problems and issues stemming from MBEs and procurement officials' practices
- Conducted agency and vendor on-site certification and compliance review audits
- Coordinated with Communications/Public Relations to create D&I campaigns
- Assisted in the development of internal/external D&I communication strategies
- Designed and developed marketing materials, annual reports, graphics/charts and publications
- Analyzed agencies' MBE plans and reports
- Established and maintained a reporting system to include statistics on MBE participation and utilization
- Monitored MBE operation activities to assure compliance with statewide operation goals
- Monitored state agencies' compliance with industry goals
- Evaluated and made recommendations on proposed bids from state agencies for MBE utilization
- Performed on-site analysis of operational problems and made recommendations
- Built and maintained relationships with appropriate governmental agencies, community based organizations, educational institutions
- Developed outreach training programs for MBEs and coordinated MBE outreach activities
- Provided training and assistance to state agencies and minority business enterprises
- Provided management consultant services and assistance on personnel and human resource development issues
- Reviewed and certified applications for statewide MBE certification
- Served as training liaison
- Served as personnel liaison

8/95 - 2/97

**Personnel Technician III
Florida Department of Corrections**

- Assisted section supervisor in providing guidance on a daily basis to statewide personnel offices
- Prepared and process payroll actions
- Coordinated and process group insurance enrollments, changes, and premium transmittals
- Coordinated and process retirement actions
- Coordinated and process workers' compensation claims
- Provided training and assistance to staff and employees
- Maintained and audit leave and attendance records
- Maintained employee personnel records
- Conducted new employee orientation

- Fingerprinted new employees and took I.D. pictures

**10/94 - 7/95 Personnel Technician II
Agency for Health Care Administration**

- Processed payroll/personnel actions
- Coordinated and process benefits enrollment
- Provided benefits training to employees
- Coordinated and process retirement actions
- Coordinated and process workers' compensation claims

**7/93 - 10/94 Personnel Technician I
Agency for Health Care Administration**

- Prepared EEO reports for agency
- Updated organizational charts
- Assisted in facilitating State Awards Program
- Assisted in facilitating the performance appraisal system
- Maintained W-4 cards for agency employees

ORGANIZATION AFFILIATIONS:

- Alpha Kappa Alpha Sorority, Incorporated – (Graduate Advisor)
- American Association for Access Equity and Diversity
- American Contract & Compliance Association – (Board Director)
- FBI Tampa Citizens Academy Alumni Association – (Membership Committee)
- Florida Chapter – American Association of Blacks in Energy –(Vice President & Diversity Committee Chairman)
- National Forum for Black Public Administrators – North Central Florida Chapter – (Secretary)
- Society for Human Resource Management

Dr. Bridget S. Lee

Professional References

Supervisors

Charlie R. Jackson

Phone: (352) 374-5289

Torey Alston

Phone: (954) 854-8242

Professional Colleagues

Kathy Judkins

Phone: (352) 303-8470

Darcel Webb

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