



Gainesville.  
Citizen centered  
People empowered

## Equal Opportunity Director Candidate's Application

August 16, 2018

*This folder includes candidates meeting minimum qualifications  
For the 7/16/2018 – 8/12/2018 search*

W. D. Higginbotham, Jr.  
Mercer Group Florida, LLC  
Daytona Beach Shores, FL 32118  
Cell: 727-214-8673  
[wdhiggin@bellsouth.net](mailto:wdhiggin@bellsouth.net)  
[www.mercergroupincflorida.com](http://www.mercergroupincflorida.com)

*How can I  
empower you?*

CITYOFGAINESVILLE.ORG

**Equal Opportunity Director**  
**Candidate Listing**  
**August 16, 2018**

---

1. CHERYL SEALS MOBLEY GONZALEZ
2. KENNETH JORDAN II
3. BRIDGET S. LEE, PHD
4. TENEESHIA L. MARSHALL
5. THOMAS MURPHY
6. STEPHANIE PENNINGTON
7. GWENDOLY DELORES SAFFO
8. NICOLE ARLEANE ROBERSON, PHD, SHRM – CP, CDP
9. ERIN SCHLAGEL, J.D.
10. ANNETTE SMITH

*Cheryl Seals Mobley Gonzalez*  
*2151 Bartram Road*  
*Jacksonville, Florida 32207*

August 10, 2018

Mr. W. D. Higginbotham, Jr.  
Senior Vice President  
The Mercer Group, Inc.  
E-Mail: [WDHiggin@mercergroupinc.com](mailto:WDHiggin@mercergroupinc.com)

Dear Mr. Higginbotham:

This communication is provided to express my strong interest in the position of Equal Opportunity Director for the City of Gainesville. Having reviewed the posted requirements, I meet and exceed the job requisites for degree attainment, years of experience in the designated fields, and supervision and management in the public, private, and non-profit sectors.

Specifically, I offer more than twenty-five (25) years of dedicated experience in the areas that you seek. My experiences have enabled me to build a strong record of personal and organizational accomplishments with my proven ability to work independently, think critically, communicate effectively, and act responsibly and professionally throughout my career. I am highly regarded and recognized for establishing and maintaining excellent rapport with colleagues and diverse groups, which contribute to my overall ability to develop and sustain success in the workplace and community. My achievements extend to my staff members who I view as integral to meeting expectations of the communities served.

The totality of my experiences extends to functioning in equal opportunity compliance, access, diversity, and advocacy for employment, recruitment, and supplier diversity. This entails compliance reporting; conducting training using various forums; investigating, mediating, and resolving complaints; monitoring trends and issues; and communicating with individual and group stakeholders. Also, recommending, drafting, updating, and adhering to regulations, policies, and procedures; managing recruitment processes; consulting with various levels of organizational leadership and employee sectors; conducting outreach; and leveraging technology to the fullest extent possible. I have singly and co-founded organizations, invigorated and established new departments, created community and organizational initiatives, mentored staff and students, and freely provided consultation to small businesses, a major corporation, and compliance practitioners. Finally, I have engaged successfully with external compliance agencies at the state and federal government levels.

Given the above, I hope that you will find that my qualifications align with your desires and vision. I welcome the opportunity to provide additional information to supplement my attached resume. At your convenience, you may contact me using the personal number I have provided. Meanwhile, I look forward to further conversation with you about this highly attractive opportunity with the City of Gainesville.

Thank you for your time and consideration.

Sincerely,



Cheryl Seals Mobley Gonzalez

*Attachment: Resumé*

*Cheryl Seals Mobley Gonzalez*  
2151 Bartram Road ~ Jacksonville, Florida 32207  
Mobile: 239.961.5678 ~ Work: 904.620.2513  
E-mail Address: [CherylGonzal@yahoo.com](mailto:CherylGonzal@yahoo.com)

**Dynamic leader and goal-driven professional** with more than 25 years of extensive experience in all aspects of conflict resolution (complaint investigations, mediation, facilitation, and ombudsperson); equal opportunity, access, workplace and supplier diversity compliance; and policy in the public and private sectors: higher education, local government, and banking.

### COMPETENCY AND EXPERIENCE SUMMARY

**Administration and Supervision:** Ability to develop and communicate goals with staff to accomplish expected outcomes using desired business and leadership principles involved in research and reporting, strategic planning, grant writing & evaluation, human relations, targeted recruitment, cross-cultural communications, training, fundraising, event coordination, outreach; and community, business and economic development

**Equity and Diversity Policy Leader:** Chaired the Florida Advisory Council on Small and Minority Business Development 8 years, leading Florida's only statutorily recognized body that advises the Governor, Florida Secretary of the Department of Management Services, and legislators on policy matters that impact small and minority businesses; Current statewide coordinator for the American Association for Access, Equity and Diversity (formerly the American Association for Affirmative Action)

**Community Relations:** Statewide community-based footprints in the following Florida cities: Miami, Tallahassee, Naples, Fort Myers, and Jacksonville as a founder of organizations and creator of new firsts that continue today

**Higher Education and Supplier Diversity Leader:** Established the Office of Diversity Enhancement which evolved into the Office of Enhancement and Compliance at Florida State University; co-founded Florida State University's Office of Supplier Diversity; and built and directed the Office of Institutional Equity and Compliance at Florida Gulf Coast University; Collaborates with University of North Florida Purchasing/Procurement Office, state, and local organizations.

**Higher Education Excellence in Diversity:** Led University of North Florida (UNF) towards its first national Higher Education Excellence in Diversity (HEED) Award (2014) through INSIGHT into Diversity Magazine; led change from Committee on Diversity to President's Commission on Diversity and Inclusion at UNF

**City-wide Leadership in Small Business and Supplier Diversity:** *Jacksonville Business Journal* Diversity Award recipient (2013), graduate of Leadership Jacksonville and Leadership Miami; speaker for public, private, and non-profit organizations for contract compliance, diversity, and equity.

**International Pursuits:** Gave presentation on integration of total quality management principles in employment diversity at SHRM Conference, Toronto, Ontario Canada. Was engaged with the Sister City team for City of Tallahassee, FL with St. Maarten, Netherlands Antilles; Was consultant with the St. Maarten Business Association.

### EDUCATION

**University of North Florida** - (Jacksonville, Florida) Doctoral Student, Educational Leadership Program, College of Education and Human Services; Degree to be conferred December 2019

**Antioch University/McGregor** - (Yellow Springs, Ohio) Master of Arts Degree in Conflict Resolution; Degree conferred July 2002

**University of Miami School of Law** - (Coral Gables, Florida), Attended 1990-1991

**Florida State University** - (Tallahassee, Florida) 1971-1972, Undergraduate Coursework; 1996-2000, Graduate Coursework

**Florida A&M University, School of Journalism** - (Tallahassee, Florida) Bachelor of Science Degree in Journalism, Minor in Economics and Finance; Degree conferred June 1978 (Magna Cum Laude)

## PROFESSIONAL EXPERIENCE

**UNIVERSITY OF NORTH FLORIDA** - Jacksonville, FL  
**Director, Office of Equal Opportunity and Diversity;**  
**Title IX Administrator, & Chief Diversity Officer**

**08/2010 – Present**

Leads and directs the University's overall efforts for equal opportunity, diversity/inclusion, and Title IX administration: investigations of discrimination and harassment; internal, state, and federal compliance related reporting; liaison to external agencies and organizations; regulations and policies; designs, facilitates, and conducts training; assists university-wide strategies for recruitment and retention of faculty and staff; collaborates with departments such as enrollment services, procurement, and academic affairs; regularly provides consultation and support to key university stakeholders at all levels.

**FLORIDA GULF COAST UNIVERSITY** - Fort Myers, FL  
**Director, Office of Institutional Equity and Compliance**

**05/2006 – 07/2010**

Established office in May 2006. Led and directed the University's overall efforts for equity, compliance and diversity/inclusion; partnered with the FGCU Small Business Development Center; managed key University advisory committees: Grant-in-Aid, EEO-Diversity, ADA, and Gender Equity; regularly provided consultation and support to key University stakeholders.

**FLORIDA STATE UNIVERSITY** - Tallahassee, FL  
**Associate Director & Human Resources Director**  
**Office of Diversity Enhancement & Compliance**

**07/2003 – 04/2006**

Ushered in change that merged compliance and diversity into one office in July 2003. Provided leadership in executing the University's comprehensive affirmative action, equal opportunity and diversity/inclusion initiative, which included the strategic component of enhancing the University's ability to attract, develop and retain key talent across all levels; oversaw development and administration of supplier diversity and access; developed, facilitated and/or conducted staff training; conducted discrimination complaint investigations; served as employee ombudsperson; oversaw a parking program for persons with disabilities during university football games; was a resource consultant to University stakeholders.

**Assistant Director & Employee Ombudsperson**  
**Human Resources/Office of Diversity Enhancement**

**06/1999 – 07/2003**

Created and supervised the Office of Diversity Enhancement (ODE) and coordinated the Employee Ombuds Program and employee retention initiatives. Engaged extensively in community outreach, grant writing, supplier diversity, and was resource consultant to University administrators, supervisors and human resources units.

**Associate Director**  
**Equal Opportunity and Pluralism/President's Office**

**02/1996 – 06/1999**

Assisted the Executive Assistant to the President/Director, Equal Opportunity and Pluralism in all phases of planning and administering the University's Equal Opportunity and Affirmative Action Programs, that included reporting, monitoring, evaluating policies and procedures, discrimination complaint investigations, training and facilitation of programs, administrative and professional recruitment, and implementation of search and screening guidelines. Directly supervised one professional employee and one office assistant, and indirectly supervised three other employees.

**CITY OF TALLAHASSEE** - Tallahassee, FL  
**Analyst** (promotion from EO Coordinator II)  
**Equal Opportunity Office**

**12/1992 – 02/1996**

Assisted the Director of Equity and Workforce Development in administering a citywide equity policy and compliance program that included reporting, monitoring, evaluating policies/procedures, conducting discrimination complaint investigations/mediations, training, and co-facilitating the Tallahassee Human Relations Council's strategic planning and implementation; participated on the Quality Design Team for a quality culture in local government; coordinated various initiatives such as Focus on Men, Focus on Women; a city-wide public/private sector women's conference, and non-traditional job explorations.

*Resume of  
Cheryl Seals Mobley Gonzalez*

---

**LEON COUNTY SCHOOLS** - Tallahassee, FL  
**Substitute Teacher** (relocated from Miami due to Hurricane Andrew)  
**10/1992 – 12/1992**

**MIAMI-DADE COMMUNITY COLLEGE** – Miami, FL  
**Equal Opportunity Programs Staff Associate** **06/1991 – 08/1992; 06/1988 – 08/1990**

**EEO Design and Development** - Miami, FL  
**President** (Sole Proprietor) **01/1987 – 06/1989**

**All Miami Press Group, Inc.** - Miami, FL  
**General Manager** (Co-owner) **11/1984 – 12/1986**

**Conceptco Conference Planners** - Miami, FL  
**Event Planner** (Co-owner) **02/1984 – 11/1984**

**MLK Economic Development Corp.** - Miami, FL  
**Venture Development Specialist** **08/1982 – 02/1984**

Assisted the Executive Director in all phases of operations, coordinated economic development and community relations functions, wrote grants totaling \$300,000 and assisted in the acquisition of two facilities used as a major community services center, cultural center and office complex. Also served as editor of the MLKEDCO newsletter and founded the Liberty City Merchants Association.

**Miami-Dade Chamber of Commerce, Inc.** - Miami, FL  
**Committee Manager, Communications and Economic Development** **02/1982 – 08/1982**

Facilitated economic development and community relations programs chaired by board members for diverse constituents. Coordinated fundraising activities and wrote a \$100,000 funded grant to establish Sunstreet Festival to promote cultural diversity.

**Pan American Bank, N.A.** (Changed from Wachovia to Wells Fargo) - Miami, FL  
**Personnel Officer and Statewide Affirmative Action Director** **08/1978 – 02/1982**

Began as Management Trainee and subsequently promoted to Statewide Director of Equal Employment Opportunity for bank branches handling affirmative action initiatives, complaint resolution and community relations.

### **SELECT UNIVERSITY SERVICE**

#### **UNIVERSITY OF NORTH FLORIDA (UNF)**

Compliance, Ethics, and Risk Oversight Committee, Member since 2017; Title IX Committee, Chairperson since 2015; Collegiate Achievement Mentoring Program, Member since 2016; Executive Committee, President's Commission on Diversity and Inclusion, since Fall 2016; Clery Act Committee, Member since 2015; Intercollegiate Athletic Committee, Member since 2010; Delores Auzenne Graduate Student Scholarship Committee, 2010 – 2017; Title IX Committee for Athletics, 2010 – 2015; African American Faculty and Staff Association (AAFSFA), Co-Founder and Life Member since 2010

#### **FORMER UNIVERSITY EMPLOYERS**

**Florida Gulf Coast University:** Enrollment and Retention Management Committee, Gender Equity-Title IX Advisory Committee, Grant-in-Aid Advisory Committee, ADA Advisory Committee, EEO-Diversity Advisory Committee, and Long-Range Planning and Institutional Effectiveness Committee

**Florida State University:** Small Business Participation Program Committee, Quality Enhancement Plan Steering Committee, Legislative Liaison Committee, Space Utilization Committee, Mediation Week Committee, Compulsive Gambling Program Action Team, Professional Development Program Committee, Foundation Scholarship Committee for Children of FSU Employees, Title IX Subcommittee on Equity, IRM Coordinator for Office of Equal Opportunity and Pluralism, and Employee Assistance Program Committee.

---

### **SELECT COMMUNITY SERVICE, HONORS, AWARDS, AND APPOINTMENTS**

American Associate for Access, Equity and Diversity (AAAED), New; Florida Small Business Development Center Network Board of Directors, Since 2014; James Weldon Johnson YMCA Board, Since 2014 and Chairperson, 2016 -2017; Jacksonville Business Journal Diversity Award, 2013; Leadership Jacksonville, Class of 2012; Florida Advisory Council on Small and Minority Business Development Chairperson, 2011 - 2017; Lee County NAACP Appreciation Award, 2009; Florida Council on Equal Opportunity and Diversity Chairperson, 2007-2011; Reggie Role Economic Development Champion of the Year Award, City of Tallahassee, 2005; Southside Rotary Club, Charter Member, Tallahassee, 2005-2006; FSU - Jim Moran Business Advocate of the Year Award, 2004; Leon County Minority/Women Business Enterprise Advisory

Committee, 2002-2006; Capital City Chamber of Commerce, Inc., President, 2002-2006; Executive Vice President, Florida Black Chamber of Commerce, 2001-2005; Leadership Miami Class VIII, Greater Miami Chamber of Commerce, Miami, Florida, 1981

### **SELECT FUNDED GRANTS**

- Small Business Development Grant - \$15,000 grant funded by the City of Tallahassee for Capital City Chamber of Commerce, March 2006
- Supplemental Education Program Grant - wrote \$60,000 grant funded by Florida Department of Education for the Tallahassee Urban League, April 2005
- St. Maarten Business Association - wrote \$232,000 grant funded by the Netherlands Antillean Government to assist local entrepreneurs on the Dutch Side of the island, 2003-2004
- Caribbean Carnival International Sister City Exchange Grant - wrote \$7,500 grant funded by the Florida Department of State for program between St. Maarten and Tallahassee, June 2001
- Tallahassee Urban League Community Conflict Resolution - wrote a \$24,000 grant funded by the Florida Department of Juvenile Justice, January 2001
- Mt. Olive Housing and Community Development Corporation - co-wrote \$60,000 micro-lending program grant funded by the Governor's Front Porch Florida Initiative, June 2000
- Crosstown Community and Economic Development Initiative (CCEDI)- co-wrote \$245,000 community development grant as a collaborative initiative with the Capital City Chamber of Commerce and Smith-Williams Service Center, funded by the Governor's Office of Trade, Tourism and Economic development, January 1999

### **PROFESSIONAL AND CIVIC ORGANIZATIONS**

- American Association for Access Equity and Diversity (AAAED)
- National Association of Diversity Officers in Higher Education
- Zeta Phi Beta Sorority, Inc. Omega Zeta Chapter, Jacksonville
- First Coast National Pan Hellenic Council Greek Alumni Association, Jacksonville

### **CO-AUTHOR**

Ohlson, M., Jamison, R. and Gonzalez, C. (2016) Book Chapter: The Community Engaged University: Developing an Intergenerational Network of Leadership and Mentoring in Praxeological Learning: Service-Learning in Teacher Education

**LIST OF REFERENCES**

**Mr. Larry Ellis**

Human Resources Investigator  
Employee Relations, Univ. of Florida  
Post Office Box 115003  
Gainesville, Florida 32611  
Phone: (352) 273-1778  
E-Mail: LTellis@ufl.edu

**Mr. Torey Alston, Compliance Officer**

Economic Equity and Diversity  
Miami-Dade County Public Schools  
Post Office Box 1626  
Fort Lauderdale, Florida 33302  
Phone: (954) 854-8242  
E-Mail: ToreyAlston@yahoo.com

**Mrs. Rachelle Gottlieb, Vice President**

Guidewell/Florida Blue  
Immediate Past Vice President  
Human Resources, Univ. of North Florida (UNF)  
Phone: (904) 635-9268  
E-Mail: Rachelle.Gottlieb@guidewellsources.com

**Ms. Anita Favors-Thompson**

Retired City Manager  
City of Tallahassee  
7056 Standing Pines Lane  
Tallahassee, Florida 32312  
Phone: (850) 545-2602  
E-Mail: talathompson@aol.com

**Mr. Peter Harris, President**

Peter F. Harris & Associates  
1114 Marion Avenue  
Tallahassee, Florida 32303  
Phone: (850) 509-7248  
E-Mail: pharrisii@comcast.net

**Dr. Fred Seamon, Executive Vice President**

MGT of America, Inc.  
2123 Centre Point Boulevard  
Tallahassee, Florida 32308  
Phone: (850) 212-6458  
E-Mail: fseamon@mgtamer.com

**Dr. Charles W. McKinney**

Retired Assistant to the President  
Florida Gulf Coast University  
6822 Highland Pines Circle  
Fort Myers, Florida 33966  
Phone: (239) 218-5306  
E-Mail: cmck@fgcu.edu

**Mr. Talbot "Sandy" D'Alemberte**

Retired President and College of Law Dean  
Florida State University  
Cawthon House  
Tallahassee, Florida 32306  
Phone: (850) 644-0800  
E-Mail: dalembert@mailier.fsu.edu



# Microsoft account

Here's your new recovery code. If you ever need to recover access to your account, this code will help. You should print it or write it down, and store it in a safe place. We strongly recommend that you don't store your recovery code on a device.

If you previously had a recovery code, it is no longer valid. Use this new code instead.

Your new code is **EGH93-Z6Q7V-G7QZL-4RDB9-2JULX**

Created on: 8/10/2018 8:53:49 PM (UTC)

For account: \*\*\*\*\*73

Kenneth Jordan II

Post Office Box 910  
Chattanooga, TN 37401  
423-356-5831  
KenJordan2@Yahoo.com

April 27, 2018

Mr. W. D. Higginbotham, Jr.  
Senior Vice President  
The Mercer Group, Inc.  
3245 S. Atlantic Avenue  
Suite 607  
Daytona Beach Shores, FL 32118

Dear Mr. Higginbotham:

This letter is sent in response to the Equal Opportunity Director, City of Gainesville, Florida posting found on indeed.com. As shown on my enclosed resume, I currently serve as Equal Employment Opportunity (EEO) Officer for Hamilton County, Tennessee.

As EEO Officer, I also serve as the Title VI Administrative Officer and Disadvantaged Business Enterprise (DBE) Liaison. Since 2011, I have investigated and recommended resolutions of multiple complaints of discrimination and/or retaliation filed by employees, citizens, clients and DBE businesses. Additionally, I have conducted in-person trainings annually for 1,200+ employees in the areas of nondiscrimination, harassment prevention and diversity and inclusion.

Having read the City of Gainesville's OEO Annual Report, I believe I am well prepared to further the city's mission as well as assist in achieving its goal of continuous improvement of diversity, equal opportunity, equality and equity.

I welcome the opportunity to discuss this opportunity further. If I can answer any questions or provide additional information, please contact me calling (423) 356-5831 or sending me an email.

Thank you in advance for your consideration.

Sincerely,

Kenneth Jordan II

KJ/

# Kenneth Jordan II

Post Office Box 910  
Chattanooga, TN 37401  
423-356-5831  
KenJordan2@Yahoo.com

## PROFILE

Experienced Equal Employment Opportunity (EEO), Title VI, Affirmative Action and Disadvantaged Business Enterprise (DBE) professional with regard to federal and state nondiscrimination laws, and internal policies. Direct experience receiving and investigating numerous complaints of harassment, discrimination and retaliation based on varied protected traits utilizing FEPA and federal best practices.

## EXPERIENCE

**EEO Officer, Hamilton County Government, Chattanooga, TN 2011 - Present**  
Reporting to the Chief of Staff, administer the county's EEO, Title VI, and DBE nondiscrimination policies procedures. Monitor employment actions with regard to race, gender and national origin. Ensure compliance with federal and state regulations. Develop annual training across county divisions to promote safe, productive and respectful work environments for all employees. Serve as a resource for elected officials, administrators, employees and the community, as needed.

**Licensed Real Estate Agent (Retired), Chattanooga, TN 2004 - 2011**  
Executed residential and commercial real estate contracts including transactions of \$1M+.

**Special Assistant to the Mayor, City of Chattanooga, Chattanooga, TN 2002 - 2003**  
Directed Mayor Bob Corker's Community Education Alliance, an innovative teacher recruitment and retention initiative focused on the City's inner-city elementary schools. Citywide liaison between all city agencies and the master developer in support of an \$84M HOPE VI public housing redevelopment.

**Director of Executive Affairs, RealEstate.com, Atlanta, GA 1999 - 2001**  
Coordinated the CEO's ongoing assessment of companywide and function-specific issues inhibiting growth.

**PIO/Disaster Recovery Center Manager, U.S. SBA DAO-2, Atlanta, GA 1994 - 1998**  
Developed and coordinated agency communications to various media and governmental officials across fourteen states. Oversaw disaster recovery center staff and provided technical assistance to businesses and individual victims of federal and agency declared disasters.

## EDUCATION

Morehouse College, Atlanta, GA - B.A. Business Administration

## SKILLS/CERTIFICATIONS

EEO technical knowledge supplemented by the following certifications: Affirmative Action Programs, Cornell University; Certified Federal Investigator, EEOC Training Institute; SHRM-SCP, Society for Human Resource Management; PHR, Human Resources Certification Institute; Governance Certificate, Kennedy School of Governance - Harvard University; Postgraduate studies in Statistical Analysis, Research Methods and Organizational Skills and Development. Proficient in Microsoft Office and Apple iOS applications;

## MEMBERSHIPS & AFFILIATIONS

Former Diversity Director - SHRM Chattanooga; University of Tennessee at Chattanooga Chancellor's Multicultural Advisory Committee; Chattanooga Chamber of Commerce Diversity and Inclusion Advisory Committee

**Bridget S. Lee, Ph.D.**  
**CPM, CPSD, ECMCA, SHRM-SCP, SPHR, Sr. CAAP**  
[BridgetSLee@aol.com](mailto:BridgetSLee@aol.com)

---

August 1, 2018

To Whom It May Concern:

Please accept this letter for consideration for the Equal Opportunity Director. I am very interested in the position. 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 Equal Opportunity. I have more than 17 years of progressive experience in Equal Opportunity with professional certifications in Contract Compliance, Human Resources, Management, Purchasing and Supplier Diversity. I am currently serving as the Interim Equal Opportunity Director in the Office of Equal Opportunity (OEO). Because of my understanding of the operations of the OEO and the culture of the organization, the transition into this position was smooth which has resulted in continuous operations of the office. Major projects such as the B2GNow Compliance Tool and the ADA Phase II Evaluation are moving forward. This understanding of operations and culture has also allowed me to develop relationships and collaborate with both internal and external customers to provide needed resources and services. Externally, I've secured Strategic Partnership Agreements with the Florida Office of Supplier Diversity and the Small Business Administration. Internally, the OEO is working with departments to bring a new initiative "Open Houses" to city employees to educate them about various career opportunities. OEO is on the move. It is my desire to continue leading the OEO forward with new innovative ideas and initiatives that are "Citizen Centered and People Empowered."

Previously, I served as the Diversity & Inclusion Manager in the Office of Equal Opportunity. My areas of responsibility in this position included Equal Employment Opportunity, Small Business Procurement Program, Americans with Disabilities Act and Diversity initiatives. This position afforded me the opportunity to become fully engaged in all aspects and initiatives of the OEO that enhance its operation and services both internally and externally. 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 Contract Compliance, Human Resources, Management, Purchasing 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 352.682.2445. I can also be reached via e-mail at [BridgetSLee@aol.com](mailto:BridgetSLee@aol.com). Thank you for your time and consideration.

Sincerely,



Bridget S. Lee, Ph.D., CPM, CPSD, ECMCA, SHRM-SCP, SPHR, Sr. CAAP

**Dr. Bridget S. Lee**  
**CPM, CPSD, ECMCA, SHRM-SCP, SPHR, Sr. CAAP**  
[BridgetSLee@aol.com](mailto:BridgetSLee@aol.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

**WORK EXPERIENCE:**

**2/18 - Interim Equal Opportunity Director**  
**City of Gainesville – Office of Equal Opportunity**

- Investigate complaints of discrimination, harassment, retaliation, and other related matters, and propose remedial action, as prescribed by the City's human relations and equal opportunity ordinances.
- Make reports, including an annual report, 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.
- Propose policies for the implementation of comprehensive equal opportunity and diversity programs and adherence to equal opportunity laws, policies, procedures, and related matters.
- Develop, prepare, and monitor the City's affirmative action plan.
- Develop training, conduct workshops, and propose strategies and initiatives related to diversity and equal opportunity and related matters in employment, purchasing, services, programs, and activities.
- Review all proposed changes to current or proposed new City employment policies, procedures, and guidelines, job descriptions, and purchasing policies, procedures, and guidelines for compliance with equal opportunity laws, policies, procedures, and guidelines, and related matters.
- Monitor all hires, transfers, demotions, promotions, and terminations for compliance with equal opportunity laws, policies, procedures, guidelines, and related matters.

- Develop instruments to monitor adherence to diversity and equal opportunity laws, policies, procedures, guidelines, and related matters for City services, programs, activities, employment, and purchasing.
- Compile various equal opportunity reports and related reports required of the City by state and federal agencies or that are necessary for compliance purposes.
- Supervise and coordinate the activities of assigned staff. This includes 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.

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

- Developed training, conducts workshops, and proposes policies, strategies and initiatives related to diversity, affirmative action/equal opportunity and related matters in employment, purchasing, services, programs, and activities
- Developed metrics for measuring and monitoring the effectiveness of diversity, affirmative action/equal opportunity initiatives along with indicators of success and challenge; analyzes program and project outcomes including analyzing statistics and preparing reports to evaluate performance
- Developed the city's diversity EO/AA strategic plan
- Assisted in the preparation and monitoring of the city's diversity and affirmative action plan
- Served as Deputy Project Lead implementing a diversity compliance tool and overseeing integration into current operations
- Served as an ADA generalist and supervised ADA inter-departmental coordination regarding the buildings, services, programs and activities pursuant to federal regulations and city policy; provides advice, expertise and technical support to city staff
- Served as Project Manager for the ADA Phase II Self-Evaluation
- Developed and supervised 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 provide 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
- Oversaw the office's community outreach program
- Oversaw technical assistance, communication and education tools for business owners
- Developed technical assistance manuals and other communication and education tools
- Researched and identified current and emerging issues, trends and opportunities to promote diversity and inclusion
- Developed instruments to monitor adherence to diversity and affirmative action/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 are necessary for compliance purposes

- Worked 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
- 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 lead 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 lead coordinated compliance programs across all levels of management and multiple partner resource areas; provided consultation when requested
- Served as Project Lead for diversity and inclusion team - established goals and objectives, policies and procedures, assignments and timelines to promote diversity and affirmative action/equal opportunity across the organization
- 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
- Developed and implemented 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
- 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
- Reviewed bid notices, timelines and other promotional efforts designed to increase the awareness of projects to generate Diversity Supplier interest and utilization
- Prepared and presented diversity & inclusion related reports
- 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

2/97 – 7/10

**Senior Management Analyst/Operations & Management Consultant  
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
- 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
- Created publications and reports
- 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 AA/EEO reports for agency
- Maintained and Updated organizational charts
- Assisted in facilitating State Awards Program
- Assisted in facilitating the performance appraisal system
- Maintained W-4 cards for agency employees

**CERTIFICATIONS:**

- Certified Professional in Supplier Diversity (CPSD)
- Certified Public Manager (CPM)
- Senior Certified Professional in Human Resources (SHRM-SCP)
- Senior Professional in Human Resources (SPHR)
- Executive Certified Master Compliance Administrator (ECMCA)
- Senior Certified Affirmative Action Professional (Sr. CAAP)
- ADA Coordinator Training Certification Program (ACTCP) certification (pending: Expected 10/18)

**BOARD/ORGANIZATION AFFILIATIONS:**

- American Association for Access Equity and Diversity
- Board Member, American Contract Compliance Association
- Board Member, Florida Diversity Business Council
- Florida Diversity Council
- Society for Human Resource Management
- Institute for Supply Management

*\*References are available upon request\**

**Teneeshia L. Marshall**

14811 66<sup>th</sup> Avenue Ct. E  
Puyallup, WA 98375  
(678) 739-8891

July 22, 2018

W. D. Higginbotham, Jr.  
Senior Vice President  
The Mercer Group, Inc.

Dear Mr. Higginbotham:

I am writing to you today to express interest in the Equal Employment Opportunity Director position for the City of Gainesville. The position as the EEO Director perfectly suits my educational background and my skill-sets. I am confident that I am well suited for this position.

I have been working in the EEO field for 10 years and I have a Master's degree in Human Resource Management and a Master's degree in Project Management. I started my EEO career as an Investigator for the Equal Employment Opportunity Commission (EEOC). While at EEOC, I investigated a variety of different cases, to include class and systemic cases. During my time at EEOC, I was also promoted to an Enforcement Supervisor, where I trained and led three Investigators and three support staff. I also filled an additional role as the Intake Supervisor, where I was responsible for all the incoming charges via telephone, email, and mail. Additionally, while at EEOC, I filled in as the Intake Information Group Supervisor. As the IIG Supervisor, I supervised the staff that were responsible for the telephone calls that came in through the national 800 number.

Currently, I am the EEO Officer for the City of Tacoma and Tacoma Public Utilities, in Tacoma, Washington. As the EEO Officer, I support 3425 City employees, with regards to their EEO complaints, as well as all the City's EEO training. As a direct report to the City Manager, I also am an advisor on EEO trends within the City. Most recently, I have developed a series of events called "We Are Tacoma," which were designed to teach employees, as well as celebrate the rich and diverse cultures we have within the organization. These are just a few of the duties that I fill at the City of Tacoma.

As noted on my resume, my skill-sets and competencies are strongly in line with the requirements in your job description. I believe my background will allow me to be of great service to the City of Gainesville.

I welcome the opportunity to meet and interview with you. Please accept the enclosed resume and thank you in advance for your consideration.

Sincerely,

Teneeshia L. Marshall

14811 66th Ave Ct E, Puyallup,  
WA 98375  
(678) 739-8891  
Teneeshia.treadway@gmail.com

# Teneeshia Marshall

Experienced EEO Officer with a demonstrated history of working in the government administration industry. Skilled in private investigations, mediations, internal investigations, legal compliance, negotiations, and legal research. Highly reliable and detailed oriented professional with excellent time and project management skills and the ability to compile and analyze statistical data. Strong analytical and interpersonal skills coupled with excellent written and oral communication.

---

## Skills

- Conflict Resolution
- Policy Compliance
- ADA and Reasonable Accommodations
- Certified Mediator
- Employment Law
- Public Speaking
- Relationship Building
- Program Assessment
- Employee and Labor Relations
- Training and Development

---

## Experience

JULY 2017-PRESENT

### **EEO Officer / City of Tacoma, Tacoma, WA**

- Conducts, manages, and responds to internal City of Tacoma and Tacoma Public Utilities EEO Complaints.
- Ensures non-discrimination and anti-harassment policies are current and develops new policies and procedures, as necessary.
- Drafts position statements for complaints received from the EEOC and Washington State Human Rights Commission.
- Advises City leadership on matters relating to EEO.
- Develops and conducts training on prevention of sexual harassment and discrimination, and other EEO related matters.
- Works effectively with over 20 Bargaining Units.
- Implemented the City's first diversity event program.

JUNE 2015-JULY 2017

### **Equal Opportunity Specialist / EEOC, Seattle, WA**

- Reviewed and analyzed highly sensitive and complex investigations that were investigated by the Fair Employment Practice Agencies.
- Analyzed, evaluated, and interpreted issues and basis surrounding charge/complaints to assess trends and patterns of discrimination.
- Prepared various management tracking and monitoring reports as required.

- Applied theories of discrimination under applicable laws, legal precedents, and regulations.
- Acted as the Intake Information Group Supervisor from February 2016-October 2016.

MAY 2014-JUNE 2015

### **Enforcement Supervisor / EEOC, Denver, CO**

- Managed the workload of a staff of investigators and clerical staff
- Trained employees in investigative skills and techniques, including analysis, interviewing, fact-finding, on-site investigations, and negotiations.
- Supervised and evaluated the performance of a staff of investigators and clerical employees.
- Participated in Outreach Events.

APRIL 2009-MAY 2014

### **Investigator / EEOC, Various Offices**

- Drafted Charges of Discrimination.
- Investigated Charges of Discrimination.
- Negotiated settlements.
- Drafted determinations, conciliations agreements and memorandums.

---

## **Education**

JUNE 2012

### **Master's of Human Resource Management / Keller Graduate School of Management, Oakbrook Terrace, IL**

4.0 GPA with Distinction

AUGUST 2010

### **Master's of Project Management/Keller Graduate School of Management, Oakbrook Terrace, IL**

3.9 GPA with Distinction

OCTOBER 2007

### **Bachelor's of Business Administration/DeVry University, Decatur, GA**

3.8 GPA Magna Cum Laude

July 18, 2018

W.D. Higginbotham Jr.  
Senior Vice President  
The Mercer Group

Dear W.D. Higginbotham Jr:

I am applying for the Equal Opportunity (EO) Director position with the City of Gainesville located in Gainesville, Florida. Please consider this my letter of interest.

Your posting indicated you were looking for experience in affirmative action (AA), MBE, SBE, Diversity and also had a preference for public sector experience.

I have an MBA and 20 years experience as a Compliance Officer for U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) conducting EO/AA compliance evaluations of federal contractors to determine compliance with the EEO laws we administered. This included writing/evaluating AA Plans, as needed, as well as reaching out to companies with respect to EEO requirements in the area of Disadvantaged Business Enterprises. Finally, we partnered with advocacy organizations to help contractors locate protected group members such as females/minorities/veterans and individuals with disabilities, another of the requirements of AA Plan regulations.

Please contact me at your earliest convenience for an interview.

Best Regards

(Tom)  
Thomas Murphy

THOMAS MURPHY  
469 Greenland Drive  
Lancaster, PA 17602  
Cell: 484-624-9554  
Email: TomMurphy2017@comcast.net

## **WORK HISTORY**

**Employer:** United States Department of Labor  
Office of Federal Contract Compliance Programs (OFCCP)  
**Address:** OASAM, Curtis Center, Suite 600 East, 170 South  
Independence Mall West  
Philadelphia, PA 19106-3305  
**From/To:** March 1998-May 2018  
**Supervisor:** Dianne Robinson  
Assistant District Director, Philadelphia District Office  
**Position Title:** Compliance Officer/Equal Opportunity Specialist

### **Summary of Duties and Responsibilities:**

- Enforced regulations by conducting compliance evaluations of both Supply & Service and Construction federal contractors guiding implementation of Affirmative Action(AA) and Equal Employment Opportunity(EEO) practices as required by Executive Order 11246, the Vietnam Era Veteran's Readjustment Assistance Act, the Americans with Disabilities Act and Section 503 of the Rehabilitation Act
- Evaluated/wrote Affirmative Action Plans as needed, in agreement with Title 41 Code of Federal Regulations Chapter 60
- Conducted and initiated development of cases with indicators of discrimination wherein women or people of color were denied equal employment or were not represented as available rates as indicated by statistical analysis of employment data
- Conducted statistical analysis to support anecdotal evidence of discrimination; Analyzed applicant to hire, promotion, termination and compensation data to ensure employment practices did not deny qualified candidates equal employment opportunity
- Resolved cases with findings of discrimination by negotiating "make whole" relief for identified victims of discrimination
- Conducted investigations when claims made alleging discriminatory conduct, make recommendations consistent with OFCCP policy and protocol
- Researched and recommended diverse recruitment sources for companies whose workforce reflected underutilization and who were obligated to engage in good faith efforts as a requirement of the Conciliation Agreement with the OFCCP
- Provided guidance regarding EEO/AA best practices; Conducted compliance assistance seminars for federal contractor community
- Collaborated with organizations, including but not limited to Community Based

Organizations, such as the State (PA & DE) Unemployment Offices, State (PA & DE) Offices of Vocational Rehabilitation, The Sierra Group, US Department of Labor's Office of Disability Employment Policy, US Department of Labor's Veterans Employment and Training Service, US Department of Veterans Affairs, US Department of Commerce Minority Business Development Agency to develop innovative recruitment strategies directed at underutilized job categories

- Responded to National, Regional and District Office inquiries/assignments as needed. Present recommendations for use in establishing protocol to improve and standardize the investigatory process
- Promote an open, communicative and team environment to move forward to accomplish goals and tasks
- Conduct formal compliance/EEO Power Point based training to keep federal contractor community informed of changing regulatory environment
- Participated in maintaining long and short term strategic planning to facilitate the achievement of the Agency's mission and Regional/District goals consistent with key Agency policy and priorities and economic, political and social trends affecting the organization

#### **EDUCATION**

**School Name:** St. Joseph's University  
**School Address:** 5800 City Avenue, Philadelphia, PA 19131  
**Major Field of Study:** Management  
**Degree Received:** M.B.A.

**School Name:** Morehead State University  
**School Address:** 150 University Avenue, Morehead, KY  
40351  
**Major Field of Study:** History  
**Degree Received:** Bachelor of Arts

#### **REFERENCES UPON REQUEST**



**STEPHANIE GRACE PENNINGTON**

**199 Wilmington Avenue ~ Tonawanda, New York 14150**

**Home: (716) 691-3543**

**Cell: (716) 864-8271**

**Email: stephaniepennington1@gmail.com**

---

July 26, 2018

W.D. Higginbotham, Jr.  
Senior Vice President  
The Mercer Group, Inc.  
5579 B Chamblee Dunwoody Road; Ste. 511  
Atlanta, GA 30338

Dear Mr. Higginbotham:

As an accomplished professional, I have a proven track record of developing and implementing creative programs and policies, advising and informing the community, school districts and students on process improvement methods, and on how to effectively build/manage important relationships. I am dedicated to life-long learning, with a Juris Doctor and a Master's of Science in Interdisciplinary Social Sciences with a concentration in Public Administration and Public Policy from the State University of New York at Buffalo. In addition, I have relied heavily on my strong research and writing background, public speaking expertise and diversity and inclusion experience in the positions that I have had to date. I know that my leadership, coordination, strategic planning and research/analysis abilities would contribute to the success of this position.

The multiple years of management-level and senior management-level experience I have could only benefit the City of Gainesville and this position. I currently manage a department dedicated to minority and woman owned business enterprises and equal opportunity employment engaged in NYS, Federal and Erie County contracts in construction. This position has afforded me the ability to master procurement processes as well as engage with a robust MWBE community. My legal and public administration background helped me transition the only compliance department in a local construction firm to a proactive, well-recognized, well-respected model for MWBE and EEO compliance in the private sector.

Please accept the accompanying résumé which will further provide an overview of my potential for making a worthwhile contribution to the City of Gainesville. I look forward to the possibility of meeting to discuss your goals, and how I can help you achieve them.

Sincerely,

*Stephanie Grace Pennington*

Stephanie Grace Pennington

# STEPHANIE GRACE PENNINGTON

199 Wilmington Avenue ~ Tonawanda, New York 14150

Home: (716) 691-3543

Cell: (716) 864-8271

Email: stephaniepennington1@gmail.com

---

## SUMMARY OF QUALIFICATIONS

- Skilled leader and subject-matter expert with experience in government procurement compliance on the federal, state and local level
- Excellent verbal and written communication skills well-versed in policy, procedure and programmatic development including public presentation and training
- Practiced professional with economic development, small business counselling, procurement and contract negotiation.
- Proficiency with Microsoft Office products and advanced research and writing skills.

---

## EDUCATION & TRAINING

### STATE UNIVERSITY OF NEW YORK AT BUFFALO, Buffalo, New York

#### *Juris Doctor – School of Law*

**Concentrations:** Finance Transactions / Affordable Housing and Community Economic Development

#### *Master of Science in Interdisciplinary Social Sciences-Graduate School*

**Concentration:** Public Administration and Public Policy

### SYRACUSE UNIVERSITY, COLLEGE OF ARTS & SCIENCES, Syracuse, New York

#### *Bachelor of Arts in Sociology and Political Science*

- **Medaille College** Executive leadership training 2014
- **Erie County Department/Buffalo State College** EEO Training for Counselors & Investigators (multiple years)
- **Emerging Leadership/Future Executive Workshop** 2016

---

## PROFESSIONAL EXPERIENCE

### LPCIMINELLI, INC., Buffalo, New York

2012-PRESENT

**Director of Compliance, MWBE/EEO; Lien Mgt.; Corporate Compliance**-Multiple Projects NY, NJ & Ohio

- Subject-matter expert and directly responsible for the educational, technical and documentation functions of all projects with diversity/inclusion compliance goals for MWBE, 8(a), WOSB, veteran and service disabled veteran-owned (SDVOB) businesses including utilization plan review and waiver evaluation on the federal, state and local levels.
- Key figure in the facilitation of relationships among state, federal and local agencies/officials, resource partners, local leaders, the minority and woman-owned business (M/WBE) community, prime contractors, subcontractors and affiliated architects.
- Responsible for overseeing the mentorship of small businesses including adaptation of business plans, understanding business niche to right size contracting opportunities, and matching Owner agencies and prime contractors with small businesses.
- Restructured the Compliance department to be the premier model in the private sector for meeting all rules and regulation promulgated by the OFCCP, NFTA, DOT, various NYS Agencies as well as City of Buffalo, City of Rochester and Erie County
- Spearheaded and implemented compliance-related software to revolutionize private contractor reporting. Level-3 user in B2G compliance software and experienced user in LCP Tracker.
- Extensive outreach, training, programmatic development and collaboration with contracting compliance officers on the federal, state and local levels.
- Oversee and facilitate all internal and external communication related to diversity compliance
- Workshop development, facilitation and implementation on current Affirmative Action/EEO issues; Businesses Diversity Compliance; and Mentor-protégée initiatives.
- Manage all mechanics' liens related to projects throughout the company including investigative expertise for projects teams to fully defend and facilitate resolution
- Development, implementation, policy, and training of overall corporate compliance and ethics program

PROFESSIONAL EXPERIENCE *continued...*ABT ASSOCIATES, INC., Cambridge, Massachusetts

2010-2011

**Site Director BOND Project**-Western NY and Northern PA

Managed the Western New York and Northern Pennsylvania site office for the Benefit Offset National Demonstration Project (BOND). A Social Security Administration research initiative, BOND looked at different disbursements of Social Security Disability income to its recipients allowing additional income limits as well as adding additional vocational counseling. Directed a staff of two specialists including hiring, training, staff evaluation and site office policy/procedure development.

- Extensive outreach and presentation to community stakeholders, federal, state and local governmental agencies and disability-related organizations throughout the 31-county site to market and inform those with a potential service population affected by BOND.
- Drafted policy and procedure related to site operations, study guidelines and federal and state regulation.
- Fostered secondary/alternative enrollment site development throughout Western, Central and Southwestern New York State which included site inspection for project purposes, ADA compliance and proximity to enrollees.
- Complied with all governmental project reporting requirements for the WNY Site Office which included virtual reporting, spreadsheet compilation, narrative discussion, and conference calls on a weekly basis.

ERIE 1 BOCES, West Seneca, New York

2007 – 2009

**Coordinator of Policy Services** – Educational Campus

Developed, drafted, administered, fostered and maintained policy and administrative-related items for over 40 client school districts throughout New York State. Liaised with member districts in order to ensure their effective and efficient compliance both with Federal and State regulation pertaining to the internal administration of their district.

- Conducted professional development workshops and facilitations on policy, regulations and procedures for client school district personnel including Board members, administrators and teachers Coordinated school board policy/administrative manuals and specialty handbooks for client school districts.
- Performed extensive legal research including Federal and State law, Federal and State regulations, scholarly periodical review and other relevant policy matters as they impact school operations.
- Drafted and developed policy/administrative updates which educate Boards of Education and Superintendents on important legal changes which will effectuate substantial changes to the policies and procedures of their districts.
- Partnered with area supervisor to train new staff in departmental procedure and practice.
- Informed Policy staff of any legislative directives/changes and the legal implications of these mandates.

BRYANT & STRATTON COLLEGE, Amherst, New York

2005 – 2007

**Program Director for Paralegal Studies** – Amherst Campus

Developed and expanded Paralegal Studies program, which included hiring, training, supervising, evaluating, advising, and coaching paralegal adjunct faculty members. Counseled and mentored students including "at-risk" students and non-traditional students, offering expertise on career and scholastic opportunities in the legal community and beyond.

- Educated on optimizing college experience through current curriculum, internships, four-year degree options, and exploration of permanent positions upon graduation.
- Ensured program met and exceeded academic requirements by directing faculty on authentic assessment and rubric tools, which leads to complete and accurate student evaluations.
- Taught up to four classes per semester, which encompass such courses as Contracts, Introduction to Law, Law Office Management, Research & Ethics, Legal Research II, Human Relations and Critical Thinking.
- Supported the drafting and launch of the campus Retention Plan and implementation of student activities designed to empower, encourage, and promote life-long learning.
- Increased community awareness of programs offered at Bryant & Stratton College by serving as presenting member of the Experience Your Future program, which educates area high school students on career opportunities, higher education possibilities, and professional/personal life skills.
- Integral member of the Middle States Accreditation Team

PROFESSIONAL EXPERIENCE *continued...***144TH ASSEMBLY DISTRICT OF NEW YORK STATE**

2001 – 2004

***Special Assistant***, Buffalo, New York (2002 – 2004)

Served as the Community, Business Liaison, Internship Director, and Communications Specialist for a region encompassing the West Side of Buffalo and Grand Island, New York. Established agendas, created materials, and led informational sessions for issue-based meetings. Drafted and promoted legislation on a highly-targeted level serving as an “in-office” expert contact for complex governmental issues.

- Effectively represented the 144<sup>th</sup> District by fostering positive relationships with key decision makers, the community and community-based organizations throughout Western New York.
- Established /implemented a “teacher-student” model for the internship program by redesigning the training material, significantly improving participant morale and productivity.
- Provided media with information on issues, including community services, legislation, and policy.
- Supervised the general daily operations of the Buffalo Office during absence of Assembly Member.
- Developed strong partnerships with City Court Justices to abate crime and blight.

***Legislative Director***, Albany, New York (2001–2002)

Drafted, promoted, and furthered legislation. Administered all funding initiatives. Managed the Albany Office during the legislative session. Supervised interns. Organized and supported legislative meetings. Interfaced with lobbyists on a regular basis and addressed a variety of concerns.

- Acted as the Committee Clerk for the Assembly subcommittee on Alcoholism & Drug Abuse, which also included crafting legislation with a focus on addressing substance abuse and assisting in site visits.
- Interfaced with lobbyists on a variety of issues impacting the Assembly District.
- Attended, summarized and advised the Assemblyman on Assembly Sessions.
- Worked diligently to pass bills into laws, successfully securing several chapters.

**COMMUNITY LEADERSHIP - AFFILIATION - PRESENTATIONS & AWARDS**

Canisius College Women’s Business Center-Executive Board Member/Chair of Board Development-2013-2017

Niagara Frontier Education and Industry Council-Board of Directors-2013-2017

City of Buffalo/County of Erie MWBE Certification Committee Nonvoting Member 2012-present

Construction Exchange MWBE Subcommittee-Member-2016-Present

American Contract Compliance Association-Member-2016-Present

Society of Corporate Compliance & Ethics-Member-2017-Present

Buffalo Niagara Partnership Diversity Council-Member Representative-2017-Present

NY/NJ Minority Supplier Development Council- Upstate Advisory Committee Member-2012-Present

MWBE Consortium-City of Rochester-Ex-Officio Member-2017-Present

Canisius College Women’s Business Center Webinar: *How to Respond to an RFP: What’s in a Proposal*-Presenter-2015

Women Making History-Awardee: *Woman of Influence in Diversity*-2016

Associated General Contractors of America Webinar-*MWBE Good Faith Efforts*-Panel Presenter-2016

Canisius College Women’s Business Center Webinar: *Contracting Series: Approved, Now What?*-Presenter-2016

***References and Writing Samples Available Upon Request***

# GWENDOLYN DELORES SAFFO

3432 NW 37th Avenue Gainesville, Florida 32605 • saffogd@cityofgainesville.org • (352) 339-3977

Honorable Mayor and Members of the City Commission:

This correspondence serves to express my interest in becoming the next **Equal Opportunity Director** for the City of Gainesville. I am a consummate professional with many years of experience and I possess a broad base of knowledge that spans over thirty-one (31) years. I am committed to Equal Opportunity, Diversity Management, Affirmative Action, Human Resources/Employee Relations, and the Small & Minority Business Enterprise. I am a highly responsible and forward-thinking leader with a proven record of a proactive commitment to equal opportunity and diversity.

Having served in the capacity of Interim Equal Opportunity Director twice; first in 2009 and again in 2015, I am a proven and trusted asset. I have provided managerial and administrative leadership and policy guidance to the City Commission in all areas of Equal Opportunity. I am dedicated and loyal to the City of Gainesville; both the organization and the community. As such, I am more than capable and well-equipped to assume the position of the Equal Opportunity Director. I am uniquely qualified in that I will bring stability to the office as well as a new and positive direction. My goal entails building the strength and integrity of the Office while providing a transformative vision for the future.

My experience shows that I am skilled as a mediator, investigator, diversity trainer, community organizer, campaign manager, human resources professional and collective bargaining negotiator. Through these experiences, my problem-solving and conflict resolution skills have been enhanced. I have also developed many positive relationships in the organization and the community that will allow me to continue to foster collaborative and diplomatic partnerships.

I have demonstrated that I am a proven asset and I have the respect of my peers, city staff and the community. Having served in the field for so many years, I have demonstrated an understanding of the needs of a diverse and progressive community such as ours. I clearly understand the importance of and the necessity for a holistic and balanced strategy, which is inclusive of the office, the organization, and the community. I believe in continuous improvement. I can effectively and efficiently manage and lead people and processes in a positive way that is motivational and promotes excellence. I am fair, ethical, just, consistent and impartial in my deliberations. I also possess the ability to be bold, aggressive and unintimidated when necessary to achieve positive and meaningful results. I have a record of exhibiting sound judgement, composure and patience when dealing with stressful situations.

I have always been highly visible and active in the community. My community outreach activities include speaking to various community-based organizations and businesses regarding the goals and objectives of the Office of Equal Opportunity and serving as a leader and participant in community organizations. I am committed to listening to the varied opinions of the citizens and ensuring that their input is heard and respected. A person in this position must be sensitive, responsive and accessible to the needs of internal and external stakeholders; however, that individual must also be able to maintain the credibility and integrity of the office through independence and neutrality.

My educational background includes a Master's Degree in Political Science with a certification in Public Administration and a Bachelor's of Arts Degree in Criminal Justice/Public Administration. I have a background in the legal field and I have been certified as a County Court Mediator by the Supreme Court of Florida. I am certified as a Senior Affirmative Action Professional by the American Association for Access, Equity & Diversity. I am a certified Diversity Trainer and I am also certified in the areas of Equal Opportunity and Affirmative Action from Cornell University. In addition, I have taken numerous courses relating to the equal opportunity investigative process.

In summary, my experience is vast in the Office of Equal Opportunity and in the Gainesville community. This position will afford me the opportunity to make a positive impact while continuing to build upon the foundation of strength and integrity of this Office. I look forward to continuing the positive working relationships that have been established with the Mayor and Commissioners. Thank you for considering my application. I welcome the opportunity to discuss my credentials with you.

Sincerely,

*Gwendolyn D. Saffo*

Gwendolyn D. Saffo

# GWENDOLYN DELORES SAFFO

3432 NW 37th Avenue Gainesville, Florida 32605 • saffogd@cityofgainesville.org • (352) 339-3977

## EQUAL OPPORTUNITY DIRECTOR

~Committed to Equal Opportunity, Diversity, Affirmative Action, and Small & Minority Business Enterprise~

*A highly committed, loyal, forward-thinking, innovative and results oriented leader.*

*A leader focused on achieving exceptional results with experience and knowledge that spans over thirty-one (31) years.*

*A proven, well-respected individual that understands the importance of and the necessity for a holistic and balanced strategy, inclusive of the office, the organization and the community.*

*An accessible and sensitive leader who is responsive to the needs of internal and external stakeholders, while maintaining the credibility and integrity of the office through neutrality of actions.*

## EDUCATION

<u>University of Florida</u> , Gainesville, FL <i>Master of Arts in Political Science</i>	1983-1984
<u>University of Florida</u> , Gainesville, FL <i>College of Law</i>	1981-1982
<u>Shaw University</u> , Raleigh, NC <i>Bachelor of Arts in Criminal Justice/ Public Administration (summa cum laude)</i>	1977-1981

## TRAININGS AND CERTIFICATIONS

Senior Certified Affirmative Action Professional, American Association for Access, Equity & Diversity  
Certified Diversity Trainer, C. Cathy Harris, Inc.

Certified County Court Mediator - The Supreme Court of Florida

Equal Opportunity Certification - Cornell University, School of Industrial & Labor Relations

Affirmative Action Certification - Cornell University, School of Industrial & Labor Relations

Advanced Instructional Techniques (Train-the-Trainer) - Langevin Learning Services

## PROFESSIONAL EXPERIENCE

### **Affirmative Action Manager & Chief Investigator**

**2015-Present**

- Responsible for the implementation and administration of the Dismantling Racism Community Initiative and other special community and internal outreach activities.
- Develops, implements and administers the City's Affirmative Action Plans for both General Government & Gainesville Regional Utilities.
- Provides leadership and policy guidance in all areas relating to equal opportunity, affirmative action and diversity in the absence of the Equal Opportunity Director.
- Works closely with the Equal Opportunity Director on budgeting, staffing and strategic planning goals of the Office of Equal Opportunity.
- Serves as the Affirmative Action & Equal Opportunity compliance agent.
- Responsible for reviewing all discrimination final investigative reports prior to submission to the Equal Opportunity Director and the Human Rights Board.
- Conducts independent research, based on developments in equal opportunity law.
- Conducts studies and collects information to evaluate employment practices and determine whether there may be systemic discrimination.

## **GWENDOLYN DELORES SAFFO – PAGE 2**

### **INTERIM EQUAL OPPORTUNITY DIRECTOR, City of Gainesville      January 2015-October 2015**

- Provided leadership and policy guidance to the City Commission for the implementation of a comprehensive equal opportunity and diversity program in areas relating to equal opportunity, affirmative action, minority & small business enterprise, disability programs and diversity initiatives.
- Responsible for the budgeting, staffing and strategic planning goals of the Office of Equal Opportunity.
- Developed training and conducted workshops and strategic initiatives related to diversity and equal opportunity, in employment, housing, public accommodation, fair credit and purchasing.
- Reviewed and approved all changes to personnel requisition action forms and current or proposed city employment policies, procedures and guidelines, job descriptions, and purchasing policies and procedures for compliance with equal opportunity laws.
- Responsible for the preparation and implementation of the city's affirmative action and diversity initiatives.
- Conducted independent research and made recommendations based on developments in equal opportunity law and policy and collected information to evaluate employment practices and determine whether there may be systemic discrimination.
- Supervised and evaluated staff.

### **SENIOR EQUAL OPPORTUNITY SPECIALIST, City of Gainesville      2003-2015**

- Developed, implemented and administered the City's Affirmative Action plan for both General Government & Gainesville Regional Utilities.
- Responsible for the implementation and administration of the Dismantling Racism Community Initiative and other special community outreach activities.
- Provided leadership and policy guidance in all areas relating to equal opportunity affirmative action and diversity in the absence of the Equal Opportunity Director.
- Worked closely with the Equal Opportunity Director on budgeting, staffing and strategic planning goals of the Office of Equal Opportunity.
- Investigated complaints of discrimination and made recommendations.
- Conducted independent research, based on developments in equal opportunity law.
- Conducted studies and collected information to evaluate employment practices and determine whether there may be systemic discrimination.
- Supervised and evaluated staff.

### **CONSULTANT, University of Florida Office of the Vice Provost-Affirmative Action      2003**

- Conducted independent research and made recommendations to managerial staff based on developments in equal opportunity law and policy.
- Responsible for planning the Regional Affirmative Action conference & other special projects as assigned.

### **PERSONNEL/EMPLOYEE RELATIONS COORDINATOR, School Board of Alachua County      2001-2003**

- Conducted investigations of all employment complaints.
- Member of the collective bargaining negotiation team for career service personnel.
- Advised supervisory staff in progressive discipline matters.
- Personnel representative on administrative interview teams, and advisory groups.
- Supervised and evaluated staff.

# GWENDOLYN DELORES SAFFO – PAGE 3

## **CAREER SERVICES SUPERVISOR**, School Board of Alachua County

**1994-2001**

- Assisted in the planning, implementation and evaluation of all personnel functions.
- Screened, interviewed and evaluated applicants' education and experience for job referral, assigned salaries and approved other employee status changes.
- Provided career counseling to Career Service applicants and assisted in the administration of the disciplinary policy.
- Member of the collective bargaining negotiation team for career service personnel.
- Supervised and evaluated staff.

## **HUMAN RESOURCES ANALYST**, City of Gainesville

**1987-1994**

- Advised managerial staff on personnel policies and procedures and EEO/AA guidelines.
- Conducted field/desk audits and other specialized technical research of classification, pay benefit and employment data and developed related reports and recommendations.
- Screened, interviewed, and evaluated applicants' education and experience.

## **FAIR HOUSING SPECIALIST**, City of Gainesville

**1985-1987**

- Drafted the City's First Fair Housing ordinance for approval by U.S. Department of Housing & Urban Development (HUD).
- Conducted investigations of all complaints of housing discrimination.
- Maintained working agreements with federal, state, and county agencies.
- Provided semi-annual reports to the City Commission concerning the status of housing, discrimination within the city.

---

## **VOLUNTEER ACTIVITIES & ORGANIZATIONS**

### **VOLUNTEER ACTIVITIES**

Take Stock in Children (Gainesville Enrichment Mentoring Initiative), The Education Foundation

Guardian Ad Litem, Gainesville, Alachua County, FL

Big Brothers/Big Sisters of Greater Gainesville

Volunteer Coordinator for Phyllis Kotey for Alachua County Judge candidacy

Political Awareness & Involvement Chair (Social Action), Delta Sigma Theta Sorority, Inc. GAC

Campaign Manager for Meshon Rawls, Candidate for Alachua County Court Judge

### **ORGANIZATIONS**

The Education Foundation, Board of Directors

National Diversity Council, Florida Affiliate

Society for Human Resources Management

American Association for Access, Equity & Diversity



## **GWENDOLYN DELORES SAFFO – PAGE 4**

---

National Alumni Association of Shaw University, Southeastern Regional Vice-President

Florida Sunshine Alumni Chapter-Shaw University, President

Delta Sigma Theta Sorority, Inc. Gainesville Alumnae Chapter, President (2001-2005; 2007-2011)

Focus On Leadership

Leadership Gainesville XX

National Forum for Black Public Administrators, President – NCFC (2007-2012)

The Visionaires, Inc.

Mount Carmel Missionary Baptist Church, Usher

.....

# GWENDOLYN DELORES SAFFO

3432 NW 37th Avenue Gainesville, Florida 32605 • [saffogd@cityofgainesville.org](mailto:saffogd@cityofgainesville.org) • (352) 339-3977

## PROFESSIONAL REFERENCES

### **Honorable Judge Denise Ferrero**

County Court Judge  
Alachua County Criminal Justice Center  
220 South Main Street, Room A203  
Gainesville, FL 32601  
Phone: (352) 548-3700

### **Honorable State Judge Phyllis Kotey**

Clinical Associate Professor of Law  
Florida International University  
1601 NW 100<sup>th</sup> Terrace  
Plantation, FL 33322  
Phone: (954) 205-0400  
Email: [koteyp@fiu.edu](mailto:koteyp@fiu.edu)

### **Naima Brown, Ph.D.**

Vice President of Student Affairs  
Office of the President  
Santa Fe College  
3000 NW 83<sup>rd</sup> Street, R-211  
Gainesville, FL 32601  
Phone: (352) 222-7049  
[naima.brown@sfcollge.edu](mailto:naima.brown@sfcollge.edu)

### **Jeff Lane**

Fire Chief  
Gainesville Fire Rescue  
City of Gainesville  
1025 NE 13<sup>th</sup> Street  
Gainesville, FL 32601  
Phone: (352) 334-5078  
Email: [lanejj@cityofgainesville.org](mailto:lanejj@cityofgainesville.org)

### **S. Yvette Carter**

Community & Government Relations  
Officer  
Gainesville Regional Utilities  
301 SE 4<sup>th</sup> Avenue  
Gainesville, FL 32601  
Phone: (352) 393-1207  
Email: [cartersy@gru.com](mailto:cartersy@gru.com)

### **Cecil Howard, JD**

Associate Vice President  
Chief Diversity Officer & Title IX  
Coordinator (Diversity, Inclusion & Equal  
Opportunity)  
University of South Florida  
4202 E. Fowler Avenue  
Tampa, FL 33620  
Phone: (813) 974-8615  
Email: [howardc@usf.edu](mailto:howardc@usf.edu)

### **Milton Reid**

Retired General Services Director  
City of Gainesville  
5751 W. Newberry Road  
Gainesville, FL 32605  
Phone: (352) 318-3318  
Email: [miltonreid@bellsouth.net](mailto:miltonreid@bellsouth.net)

### **Heddie Sumpter**

HR Administrator  
College of Visual and Performing Arts  
University of South Florida  
4202 E. Fowler Avenue  
Tampa, FL 33620  
Phone: (813) 974-1715  
Email: [hsumpter@arts.usf.edu](mailto:hsumpter@arts.usf.edu)

### **Honorable Alexander Killens**

Special Assistant, State of North Carolina  
Governor's Office  
Former Commissioner, State of North Carolina  
Department of Motor Vehicles  
Former Special Assistant, State of North Carolina  
Secretary of the State Office  
2205 Lyndhurst Drive  
Raleigh, NC 27610  
Phone: (919) 208-7242

### **Richard Williams**

Retired Fire Chief  
Gainesville Fire Rescue  
City of Gainesville  
P. O. Box 140443  
Gainesville, Florida 32614  
Phone: (352) 284-8088  
Email: [fire1@gru.com](mailto:fire1@gru.com)

**NICOLE ARLEANE ROBERSON, PH.D., SHRM – CP, CDP**

972-989-8973 (c)

NicoleRoberson181@yahoo.com

The Mercer Group, Inc.  
Daytona Beach Shores, Florida  
Attention: W. D. Higginbotham, Jr., Senior Vice President

Dear Mr. Higginbotham:

As an experienced Equal Employment Opportunity Officer with SHRM – CP, Sr. CAAP and CDP designations, I read the posting for the Equal Opportunity Director position with great interest. I have over 12 years of experience leading the design, implementation and delivery of EEO and Diversity training programs, overseeing the investigations of discrimination investigations, promoting inclusion of MBEs and SBEs in the supplier diversity program, and preparing quantitative reports for internal and external stakeholders. I feel my experience aligns well with the qualifications you are seeking.

My expertise is in providing leadership and oversight for Diversity and EEO programs that achieve an organization's strategic and tactical objectives, most recently at the Director level. I am skilled in assessing, creating or re-designing training programs and curriculum that ensure an organization successfully meets its short and long-term goals. As an expert resource, I have participated in official subject panels and spoken at several diversity conferences and community events at the local, state and national level. As a former federal government employee, I have a solid understanding of government regulations and state/federal employment laws. I am highly collaborative and have superior communication and negotiation skills, and I can build trusting relationships at all levels. I am dedicated to continuous improvement and to employing best practices and protocols specifically regarding Equal Opportunity and Diversity with quantitative metrics. I was rewarded for my efforts in 2015, when I was the 2015 Diversity Champion Award recipient from the Texas Diversity Council.

I am very interested in this opportunity and looking forward to discussing how my skills and qualifications can add to the ongoing growth and success of the City of Gainesville, Florida and its citizens. Please review my attached resume for additional details regarding my relevant skills and career achievements.

Sincerely,

Nicole A. Roberson, Ph.D.

# *Nicole Arleane Roberson, Ph.D., SHRM-CP, Sr. CAAP, CDP*

*2015 Diversity Champion Award Winner from the Texas Diversity Council*

(972) 989-8973

NicoleRoberson181@yahoo.com

## **Professional Summary**

Accomplished, dynamic and forward-thinking Equal Opportunity Officer and certified Diversity Professional with a passion for creating an inclusive workforce and 12+ years of proven achievements leading organizations in EEO, Equity, Diversity, Inclusion, and compliance. Leverages a Ph.D. in Global Leadership and Entrepreneurship, MBA with emphasis in International Management, Master of Human Resources with emphasis in Health Services and Certified Human Resources Professional (SHRM-CP), Sr. Certified Affirmative Action Professional (Sr. CAAP), and Certified Diversity Professional (CDP) to serve as the Subject Matter Expert regarding state and federal employment laws, human relations, FLSA, Affirmative Action, quantitative reporting and training.

## **Professional Certifications**

Certified Diversity Professional  
Senior CAAP  
SHRM-CP  
Distinguished Mediator  
Certified DDI Facilitator  
ACB and ALB  
Myers Briggs Type Indicator

National Diversity Council  
American Association for Access, Equity & Diversity  
Society for Human Resources Management  
Texas Mediator Credentialing Association  
Development Dimensions International  
Toastmasters International  
Center for Applications of Psychological Type

## **Relevant Skills**

- 12+ years of experience in the investigation and resolution of discrimination, harassment, and retaliation claims
- Serve as the Subject Matter Expert in the areas of Equity, Human Resources, EEO, Diversity and Inclusion
- Develop and oversee EEO policies, processes and procedures
- Lead, design, implement and oversee the EEO, Diversity and Inclusion initiatives and strategies
- Conduct outreach efforts for Minority Business Enterprises (MBEs) and Small Business Enterprises (SBEs)
- Design and deliver discrimination, harassment, and retaliation prevention educational/training programs
- Prepare Affirmative Action/Equal Employment Opportunity Plans, set realistic goals and monitor progress

## **Professional Experience**

**Director of Diversity and Equal Employment Opportunity (EEO)  
Diversity and EEO – Dallas Area Rapid Transit**

**February 2013 to Present  
Dallas, TX**

- Re-design and implement the EEO and Sexual Harassment Compliance and Diversity Training Programs.
- Ensure all formal internal complaints of discrimination and Sexual Harassment are resolved within 30 days.
- Prepare the Affirmative Action Plans within 90 days and implemented goals to increase diversity in workforce.
- Review and approve ADA and religious accommodations.
- Develop and implement the annual Diversity Strategy to increase employee retention and satisfaction.
- Partner with Human Resources and hiring officials to increase diversity of women and minorities in leadership.

**Assistant Director of Equal Opportunity  
Equity and Diversity – University of North Texas**

**October 2012 to February 2013  
Denton, TX**

- Re-designed and implemented the Diversity and EEO Training Program for the university.
- Partnered with Human Resources and hiring officials to increase diversity in workforce.
- Ensured all internal complaints were resolved in 30 days or less.
- Coordinated and submitted all responses to audits and charges from federal agencies in 15 days.
- Prepared the annual Affirmative Action Plan in 90 days.

**Academic Dean/Chief Academic Officer**  
**Education – Corinthian Colleges, Inc.**

**August 2010 to April 2012**  
**Fort Worth, TX**

- Developed and implemented curriculum for certification and associate degrees.
- Created and developed a faculty and employee training programs.
- Oversaw six educational departments including over 200 full-time and part-time faculty and staff.
- Responded charges from Accrediting Council for Independent Colleges and Schools within 15 days.
- Counseled students and defused crisis situations through effective mediation 85% of the time.

**Executive Dean**

**December 2007 to August 2010**  
**Irving, TX**

**Business/ IT - North Lake College**

- Oversaw the Business and IT degrees including over 120 full-time and part-time diverse faculty and staff.
- Developed and managed the \$2 million annual budget, including capital purchases, salaries, office supplies, etc.
- Developed and implemented curriculum for 2 new certification programs.
- Increased women and minority faculty by 15%.

**Coordinator, Equal Opportunity and Affirmative Action**

**October 2004 to December 2007**  
**Arlington, TX**

**HR- Department of EO/AA – University of Texas at Arlington**

- Investigated internal and external complaints within 45 days or less.
- Re-designed and created EEO compliance and diversity training courses for all staff and faculty.
- Prepared and submitted the responses to charges from the U.S. Department of Education – Office for Civil Rights, Equal Employment Opportunity Commission, Texas Workforce Commission, etc. within 15 days.
- Prepared the University's Affirmative Action Plans, Veteran's Reports, and EEO1 Reports.
- Designed and implemented the Compliance and Diversity Training Program where 100% of the 200+ faculty graduate assistants were trained resulting in a decrease in formal complaints by 60%.

**Adjunct Professor Positions**

**Amberton University**

**Garland, TX**

**June 2006 to December 2017**

- Taught undergraduate and graduate Human Resources and Research Methodology courses online.

**University of Texas at Arlington**

**Arlington, TX**

**August 2005 to June 2007**

- Taught undergraduate and graduate courses such as Human Resource Management and Organizational Behavior.

**University of North Texas**

**Dallas, TX**

**January 2000 to July 2006**

- Taught undergraduate and graduate courses such as Business Ethics, Human Resources and Org. Behavior.

**Education**

**Master, Human Resource Management**

DeVry University – Keller Graduate School

Irving, TX

**Ph.D., Global Leadership and Entrepreneurship**

Regent University

Virginia Beach, VA

**MBA, International Management**

American Graduate School of International Management (Thunderbird)

Glendale, AZ

**BBA, Strategic Management**

University of North Texas

Denton, TX

**Computer Skills**

Microsoft Office Suite

PeopleFluent

Blackboard

Moodle

August 8, 2018

**GET IN TOUCH**

☎ 352.222.8151  
✉ [erin.schlagel@gmail.com](mailto:erin.schlagel@gmail.com)

**Erin Schlagel, J.D.**

August 8, 2018

W. D. Higginbotham, Jr.  
Senior Vice President,  
The Mercer Group, Inc.

Dear Mr. Higginbotham, Jr.,

It is with great interest that I reach out to you regarding the Equal Opportunity Director position with the City of Gainesville. Below is an outline of the experience and skills listed in the job description along with my experience and skills relevant to each requirement. I am available at your convenience to discuss further and look forward to speaking with you.

Warm Regards,  
*Erin Schlagel*

**Responsibilities**

**YOU WANT...**

- Investigate complaints of discrimination, harassment, retaliation, and other related matters, and propose remedial action, as prescribed by the City's human relations and equal opportunity ordinances.

**I HAVE...**

- Experience in investigating employee complaints of various nature and bringing the matters to a satisfactory solution for all parties involved.

- Make reports, including an annual report, 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.
  - Develop training, conduct workshops, and propose strategies and initiatives related to diversity and equal opportunity and related matters in employment, purchasing, services, programs, and activities.
  - Review all proposed changes to current or proposed new City employment policies, procedures, and guidelines, job descriptions, and purchasing policies, procedures, and guidelines for compliance with equal opportunity laws, policies, procedures, and guidelines, and related matters.
  - Supervise and coordinate the activities of assigned staff. This includes 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.
- Experience in gathering data and compiling monthly, quarterly and annual reports to identify any areas that need complete change or improvement.
  - Experience in training new employees, conducting workshops including diversity training.
  - Experience in reviewing all employment related data including job descriptions and existing policy and procedures to make appropriate changes when necessary.
  - Experience in hiring, training and supervising my staff including approving schedules, issuing instructions and assigning duties, taking corrective actions, conducting annual performance reviews, conducting departmental training and orientation.

## Requirements

### **YOU WANT...**

- The new Director should have a Bachelor's degree with five years experience in the EEO field, preferably accompanied by experience in one or more areas such as AA, MBE, SBE or Diversity; two years in a supervisory or management position preferably in the public sector. The City Commission will consider an equivalent combination of related training or experience, which provide the required knowledge, skills, and abilities.

### **I HAVE...**

- I have a Juris Doctor degree and many years of supervisory experience. I have the combination of all the required knowledge, skills and abilities.



## GET IN TOUCH

☎ 352.222.8151  
✉ erin.schlagel@gmail.com

# Erin Schlagel, J.D.

## Professional Summary

Business management and EEO expert seeking the Equal Opportunity Director position for the City of Gainesville. Hardworking and passionate with a focus on creating a professional environment free of discrimination based on race, religion, color, sex, sexual orientation, physical or mental disability, marital status, age, national origin, ancestry, or any other category protected by law.

## Core Qualifications

- Belief that all humans are created equal and deserve equal opportunities in the workplace
- Strong advocate for civil rights, equality and diversity
- Extensive knowledge and understanding of equal rights legislation on both state and federal levels, EEOC and FCRA guidelines
- Ability to resolve problems and conflicts in a peaceful manner
- Capability of seeing situations from all perspectives
- Organizational and time management skills needed to begin and complete projects in a timely fashion
- Effective analytical problem solving, investigative and decision making skills
- Superior data gathering and analysis skills

## Education

Juris Doctor: University of Mississippi School of Law  
Bachelor of Arts; Political Science: Indiana University

## Experience

**Public Consulting Group**, Gainesville, FL - March 2018 to June 2018  
DISLOCATED WORKER GRANT PROGRAM MANAGER

*Time Limited Grant Funded Project. Providing leadership and direction for the federally funded program; overseeing the financial administration of the \$500,000 grant; ensuring that program staff accomplish their approved program initiatives and that the program meets compliance and reporting requirements.*

**UF Health Shands, Gainesville, FL - March 2009 to November 2017**  
ADMINISTRATIVE MANAGER

*Managing daily operations of a hospital based outpatient clinic with over 100 employees.*

- Responsible for all aspects of hiring, training and supervising personnel
- Preparing weekly, monthly, quarterly and annual reports (financial, patient satisfaction, productivity, compliance)
- Monitoring record keeping and administering filing/tracking systems
- Responsible for HIPAA, JCAHO and Coding Compliance
- Responsible for KRONOS time keeping system
- Reviewing all policy and procedures annually to update when necessary
- Compiling and updating all records, documentation and reports
- Interviewing and placing volunteers

**Gainesville Area Chamber of Commerce - January 2008 to March 2009**  
INDEPENDENT REVIEWER (7/08-3/09)  
EMPLOYMENT CONSULTANT, (1/08-7/08)

*Providing a variety of human resources and employment related labor exchange services including but not limited to job search assistance, job referral, and placement assistance for job seekers, and recruitment services to area employers with job vacancies.*

- Daily monitoring of Employ Florida Marketplace (EFM) website for Federal and State law compliance regarding employment
- Conducting job search workshops and organizing job fairs
- Job seeker assessment of skill levels, abilities and aptitudes, career guidance and providing training
- Contacting area employers for job vacancies and placements
- Preparing and inputting new or recurring job vacancy announcements on employflorida.com, referral of job seekers to available job vacancies
- Analyzing applications and resumes to match job seeker experience with job requirements, skills and other attributes by rating and ranking determinations
- Assisting employers with special recruitment needs
- Preparing weekly reports
- Advising on corrective actions

Annette Smith  
36 Bailey Ave.  
Hillside, NJ 07205

Throughout my fifteen-year career with the State of New Jersey, I have successfully built rapport between State agencies and Unions. In my role as the Employee Relations Coordinator, I manage professional staff, oversee employee performance and day to day operations of the office. Additionally, I administer the Disciplinary Action Programs, manage Human Resources and related activities to resolve employee issues, and create policy and procedure in conformance with established rules and regulations. Lastly, I handle matters such as confidential investigations pertaining to EEO, employees' work performance concerns, providing employee and management counseling, and conducting staff training and new employee orientation.

I attain a high level of problem solving, communication, organizational, and leadership skills. My educational and professional experiences allow me to multi-task, manage and utilize time efficiently, complete the desired projects and tasks while in a fast-paced work environment and firm deadlines.

I am in the process of relocating to the State of Florida and welcome the opportunity to discuss this position with your Department in more detail; please contact me at 973-391-7272.

Thank you for your time and consideration.

Sincerely,

Annette Smith

**Annette Smith, MPA, MHRM**  
(973) 391-7272 [annettesmith81@yahoo.com](mailto:annettesmith81@yahoo.com)

**EXPERIENCE:**

**State of New Jersey- Department of Military and Veterans Affairs-Paramus, NJ**  
**Employee Relations Coordinator- Human Resources March 2017-Present**

- Efficiently conduct confidential investigations on employee relations, workplace violence and EEO matters to improve service to staff and clients.
- Maintain a professional work environment by completing investigation reports and determine appropriate action.
- Facilitate symbiotic relationship between State agencies and Unions.
- Minimize and/or resolve employee conflict by facilitating Labor Management meetings.
- Enforce policies and regulations by administering the Department's Disciplinary Action Program.
- Provide employee and management tools to maintain employee morale and reduce turnover.
- Conduct staff trainings regularly to promote positive employee relations and team building.
- Implement the Bargaining Contract Administration.
- Serve as Management representative in the presentation of Departmental Hearings, arbitrations, mediations, Office of Administrative Law hearings, and during grievance meetings.

**State of New Jersey-Office of Employee Relations -Paterson, NJ**  
**Employee Relations Coordinator- Human Resources- December 2015-April 2017**

- Manage professional staff and oversee employee performance evaluation and day to day operations of the office.
- Conduct confidential investigations on employee relations, workplace violence and EEO matters.
- Maintain a professional work environment by completing investigation reports and determine appropriate action.
- Manage Human Resources related activities to resolve employee issues.
- Minimize and/or resolve employee conflict by facilitating Labor Management meetings.
- Enforce policies and regulations by administering the Department's Disciplinary Action Program.
- Provide employee and management tools to maintain employee morale and reduce turnover.
- Conduct staff trainings regularly to promote positive employee relations, team building, and ensuring compliance.
- Implement the Bargaining Contract Administration.
- Formulate policy and procedure, standard operating procedures and administrative programs.
- Serve as Management representative in the presentation of Departmental Hearings, arbitrations, mediations, Office of Administrative Law hearings, and during grievance meetings.

**State of New Jersey-Department of Children and Families - Paterson, NJ**  
**Employee Relations Officer- January 2013- December 2015**

- Supervise day to day operations of the office.
- Conduct confidential audits and investigations such as EEO matters and Workplace Violence.
- Provide employee and management counseling
- Maintain a professional work environment by completing investigation reports and determine appropriate action.
- Manage Human Resources and related activities to resolve employee issues.
- Minimize and/or resolve employee conflict by facilitating Labor Management meetings.
- Enforce policies and regulations by administering the Department's Disciplinary Action Program.
- Create policy and procedure to ensure conformance with CSC rules and regulations.
- Provide employee and management tools to maintain employee morale and reduce turnover.
- Conduct staff trainings regularly to promote positive employee relations and team building.
- Implement the Bargaining Contract Administration.

- Serve as Management representative in the presentation of Departmental Hearings, arbitrations, mediations, Office of Administrative Law hearings, and during grievance meetings.
- Review and prepare the appropriate corrective and/or disciplinary action.

***State of New Jersey-Department of Children and Families – North Bergen, NJ  
Residential Services Specialist I- April 2007-January 2013***

- Conduct in home interviews of all members of the household.
- Prepare violation and evaluation reports containing findings, violations, and conclusions.
- Effectively communicate with intra and inter-departmental agencies to efficiently service clients.
- Administer citations in accordance to the state of NJ safety regulation and standards.
- Increase the statistics of licensed clients by resolving any outstanding violations.
- Ensure and enforce compliance with government polices and regulations.
- Maintain agency's information systems with updated social data of each client.

***State of New Jersey-Department of Children and Families – Jersey City, NJ  
Family Service Specialist II – November 2003- April 2007***

- Conduct confidential investigations of child abuse and neglect allegations within the required timeframes.
- Prepare investigative reports and determine the findings.
- Identify families' needs and develop appropriate case plan for each assigned family
- Assess any safety risks involved with the children in the home.
- Provide case management and conduct monthly home visits to assigned families.
- Testify in court when necessary.

**EDUCATION:**

***University of Phoenix***

Masters in Management of Human Resources  
Masters in Management/Public Administration

***Saint Peter's College***

Bachelors of Science Degree – Psychology

**SKILLS**

Exceptional problem solver, investigative and interviewing skills, compliance, reporting, public speaking, communication and interpretation skills, strong analytical skills, employee development, management and employee counseling/conflict resolution, computer proficiency in Microsoft Office PowerPoint, Excel, fluent in Spanish