

Dear Hiring Manager:

I currently serve as the Acting Equal Opportunity Director for the City of Gainesville. I bring Equal Employment Opportunity and Small, Women, Minority, and Service-Disabled Business Enterprise program experience to this role. Additionally, I possess approximately 10 years of Affirmative Action (AA), American with Disabilities (ADA), as well as Diversity, Equity, and Inclusion experience.

I am continuously looking for ways to make good, better, and to make better, best. I possess strong interpersonal skills because I have experience managing diverse groups of people and have learned that everyone communicates and processes information differently. Learning how to communicate with individuals based on their learning styles has made me an effective leader.

Equality, fairness, and a healthy work environment that is conducive to employee growth and development are all things that are important to me. I love to see people succeed, especially those who have the odds stacked against them. I am a motivator by nature and believe that work should not be seen as a task but an opportunity to build and create. I have learned two essential truths during my lifetime, "You cannot lead if you are not humble enough first to follow" and "You are never truly successful until you have helped others succeed. This is where I find my greatest satisfaction, leading others to success.

As a part of the organization's diversity initiatives, I have been tasked with coordinating and facilitating workshops and various outreach events designed to offer valuable training and resources to small business owners as well as additional community outreach efforts detailed below, to name a few:

- Technical Assistance Workshops-Specialized training for small business owners in various areas.
- Building Strategic Partnership-Building strong partnerships with government and non-government agencies to further advance organizational goals and initiatives.
- Local workforce and community hiring events- Bringing services and job opportunities to the community. Partnering with government, industry, and community organizations to make lasting contributions in the communities in which we work.
- Neighborhood expos-Connecting community service agencies and local businesses with our local communities. Uniting community organizations, local leaders, neighbors, and friends to build stronger, healthier communities.
- Gainesville Matchmakers- Creating platforms for business matchmaking and connecting business owners seeking procurement opportunities by connecting them with buyers, suppliers, subcontractors, and other agencies within the region.

Key proficiencies that I bring to any role are:

- **Compliance Oversight:** Investigating and proposing remedial action in cases of discrimination, harassment, retaliation, and other similar issues, as mandated by the City's human relations and equal opportunity ordinances.
- **Supplier Diversity Experience (SBE, WBE, MBE, & SDVBE):** Responsible for the oversight of diversity in contracting and monitoring all City diversity expenditures, focusing on small, veteran, women, and minority businesses; proposing regulations and procedures to aid in this effort. I ensure that qualified local small businesses are provided opportunities to participate on a nondiscriminatory basis in all aspects of the City's contracting and procurement programs. I also ensure that bids are structured in a manner to maximize access to small and diverse businesses without reducing the City's ability to acquire supplies and services at the best value for the price.

- **Affirmative Action Experience:** Instrumental in the organization's Affirmative Action (AA) Management Training. Participates annually as part of the AA training team tasked with training management on the importance of creating a diverse workforce and the importance of creating diversity in contracting.
- **Statistical data management:** I monitor the progress of the City's Small Business Procurement and Small Business Enterprise Programs and prepare statistical reports on the Programs' progress.
- **Training and development.** I am skilled in teaching/training within my area of expertise, being responsible for training small business owners and government management employees. It is my goal to educate business owners to help them understand the government procurement process. Additionally, I assist with training management staff within the organization on diversity in contracting.
- **Program management:** I develop and coordinate the City's Small Business Procurement Program, identify qualified (SMB), and assist them in participating in the City's bid process.
- **Collaboration:** I am adept at developing strong, sustainable partnerships. I have partnered with many other agencies, local and non-local, to ensure that the needs of our local (SMB) owners are being met. I am fully engaged in their promotion and success.

I have approximately ten years of experience in an appropriate area of specialization. I would appreciate the opportunity to interview for this position and am looking forward to speaking with you soon.

Sincerely,

Sylvia Warren

LinkedIn URL: www.linkedin.com/in/sylviadwarren

SYLVIA D. WARREN

(386) 546-7094 • sdtwarren@gmail.com

Experience

Acting Equal Opportunity Director

Currently appointed and assuming responsibilities of Equal Opportunity Director. Responsible for investigating and proposing remedial action in cases of discrimination, harassment, retaliation, and other similar issues, as mandated by the city's human relations and equal opportunity ordinances.

Currently finalizing annual reports to present to charter officers and the commission on the year's activities. Responsible for revising the city's human relations and equal opportunity ordinances, policies, and programs pertaining to, but not limited to, equal opportunity, affirmative action, and local small and diverse business.

Responsible for the oversight of diversity in contracting as well as monitoring all City diversity expenditures, with a focus on small, veteran, women, and minority businesses; proposing regulations and procedures to aid in this effort.

Responsible for creating training, leading workshops, and recommending plans and initiatives in the areas of diversity and equal opportunity in employment, purchasing, services, programs, and activities.

Responsible for assessing all proposed modifications to current or proposed new municipal employment policies, procedures, and guidelines, job descriptions, and buying rules, processes, and guidelines for compliance with equal opportunity laws, policies, procedures, and guidelines, as well as other relevant issues.

Tracking of all new hiring, transfers, demotions, promotions, and terminations to ensure that they comply with equal opportunity laws, policies, procedures, and guidelines.

Responsible for engaging in the assessment and review of the city's employment procedures, including recruiting, appointment, and promotion, as they apply to all municipal employees and candidates at all levels.

Responsible for developing instruments to track diversity and equal opportunity laws, regulations, processes, guidelines, and other pertinent concerns for city services, programs, activities, employment, and procurement.

Responsible for compiling a variety of equal opportunity reports and associated reports that are required of the city by state and federal authorities or are required for compliance.

Responsible for overseeing and coordinating the actions of appointed personnel. Determine work processes and schedules; issue instructions and assign responsibilities; review work; take personnel actions; conduct performance reviews; provide departmental training and orientation; and recommending a budget to the City Commission.

Equal Opportunity Manager • December 16, 2019-Present

City of Gainesville-Office of Equal Opportunity •222 E. University Ave. Gainesville, Fl. 32605

Oversee the compliance program by reviewing cases submitted by the compliance investigator on EO and Fair Housing Complaints.

Conduct studies, independent research, and surveys and makes recommendations on systemic issues within the organization and recommendations based on developments in Equal Opportunity to the EO Director.

Oversee the SBE, MBE, WBE small business program by monitoring and conducting independent research, studies, and surveys based on development in the Minority Business Enterprise. Conducts research to develop new ways to enhance the SMWB program by assisting with workshops, speaking with vendors and conducting community engagement.

Oversee the Affirmative Action program by conducting independent research, studies, and surveys, while making recommendations to the EO Director based on developments in Affirmative Action. Oversees the development of the Affirmative Action Plan. Works with Affirmative Action Staff and management to ensure compliance of the plan.

Conduct studies and collects information to evaluate employment practices. Conducts studies on proposed ordinances to minimize the impact the ordinances may have on disadvantaged communities and small businesses.

Monitor all hires, transfers, demotions, promotions, and terminations for compliance with equal opportunity laws, policies, procedures, guidelines, and related matters. Tracks trends in recruitment, appointment and promotion processes.

Serves as staff support to citizen advisory boards, or special committees assigned by the Equal Opportunity Director.

Acts in the absence of the Equal Opportunity Director

Assists in the administration and implementation of all aspects of Equal Opportunity

Small Business Program Coordinator • October 1, 2012-December 16, 2019

City of Gainesville-Office of Equal Opportunity •222 E. University Ave. Gainesville, Fl. 32605

Professional and administrative work managing economic development program activities with a focus on Small & Minority Business (SMB) Development.

Develops and coordinates the implementation of the City's Small Business Procurement Program (General Government and Gainesville Regional Utilities)

Administers and manages the Program on a day-to-day basis. Assists small and minority businesses in participating in the City's bid process.

Identifies qualified small and minority businesses and assists them in participating in the City's bid process.

Develops, maintains, and distributes SMB Directory.

Ensures that bids are structured in a manner to maximize access to small and minority businesses without reducing the City's ability to acquire supplies and services at the best value for the price.

Monitors the progress of the City's Small Business Procurement Program; and prepares statistical reports on the Program's progress.

Keeps apprised of federal, state, and local laws and regulations impacting SMB programs, and ensures the City's compliance.

Conducts seminars and workshops in order to assist contractors and vendors in understanding and meeting the requirements to prepare City bids.

Assists other departments in meeting federal or state SMB requirements.

Assist with City's Affirmative Action Management Training-Diversity in Contracting

Equal Opportunity Technician ▪ November 2011-October 1, 2012
City of Gainesville-Office of Equal Opportunity ▪222 E. University Ave. Gainesville, Fl. 32605

Assist with investigations of complaints of discrimination.

Preparation of required reports (i.e. intakes, counseling sessions, preparing witness interview questions, drafting final investigative reports for complaints) and maintain appropriate records on investigations, findings, and agreements.

Schedule appointments and assist with coordination of activities and compose correspondence.

Gather information relating to EO programs and activities and preparation reports and findings.

Administration of a comprehensive community outreach

Student Mentor ▪ December 2010 – November 2011
St. John's River State College ▪ 5001 St. John's Ave. Palatka, Fl. 32177

Educate, motivate, and help students prepare for a successful college education.

District Supervisor ▪ June 2000 – October 2009
Sunbelt Credit ▪ 400 N. State Rd. 19. Ste. 65 Palatka, Fl. 32177

Supervised overall operations of seven branches with a ledger balance worth \$12,000,000.

Ensured branches met monthly as well as yearly objectives.

Recruited, hired, and trained staff. Conducted training seminars as well as performed daily coaching visits to branches to ensure individual branch as well as territory success.

Department Supervisor ▪ 1997 – June 2000
J.C. Penny's ▪ State Rd. 19 Palatka, Fl. 32177

Ensure that sales objectives were met for departments. Opened and closed department store.

Hired and trained employees for individual as well as department success.

Skills

- Mastery of Microsoft Office programs (Word, Excel, PowerPoint, Publisher)
- Ability to visualize a problem and produce a logical solution
- Strong Leadership, Interpersonal, Organizational, Planning, and Goal-Setting Skills
- Self-motivated, Adaptable, Responsible, Punctual, Innovative
- Strong Marketing ,Sales, Collections, Recruiting, Customer Service, and Training skills
- Strong business development, networking, and business relationship building skills
- Project Management

Education

Saint Leo University
Anticipated graduation date April 2023 ▪ Doctoral Candidate

Saint Leo University
Graduate April 2019 ▪ MBA Business Administration

Santa Fe State College
Graduate December 2016 ▪ BAS Organizational Management

St. John's River State College
Graduate December 2011 ▪ AA Business Administration & Management

Accomplishments

Branch Manager of the year for North Florida 5 consecutive years

Supervisor of the year 1st year as a Florida Supervisor 2006

Diamond Club Member awarded for being in State's Top Percentile for Dollar Profit

Elected as School of Success Class President among nations new supervisors

Creator of City of Gainesville's first Small Business Mentoring Program

Recent/Current Major Projects

Liaison for project with the City of Gainesville and B2GNow. Project contact for all departments and B2GNow ensuring deliverables and scheduling for parties involved with the project. Active role was project manager; worked closely with B2GNow and City staff members with the implementation of the Diversity Compliance Tool. Managed reports and necessary documentation for the City in order to ensure milestones were accomplished.

Currently project manager for City of Gainesville Disparity Study. Study's intent is to analyze equity in procurement and to determine whether there is a factual basis for a race- and/or gender-based program. Operating as liaison between organization and consultants. Some responsibilities include working with consultant on RFP, Town Hall planning, advertising campaign, stakeholder assembly, hosting and facilitating large group meetings, and keeping officials abreast of project status.

Cecil Howard, JD
P. O. Box 7178
Brandon, FL 33508
(850) 294-0226
cehoward06@gmail.com

To Whom It May Concern:

I am happy to offer this Letter of Recommendation on behalf of Ms. Sylvia Warren, a candidate for the position of Equal Opportunity Director for the City of Gainesville.

I hired Ms. Warren into an Administrative Assistant position with the City of Gainesville over ten (10) years ago while I served the City as Equal Opportunity Director. Within a year's time, she progressed to the point that I was able to promote her into the inaugural Small Business Development Officer position as she championed the City's supplier diversity efforts.

As Small Business Development Officer, Ms. Warren led workshops, trainings, and community engagements regarding the City's efforts to include underrepresented minority vendors in its purchasing strategies. She literally built a program from the ground, up. Additionally, she continued her growth and development in her role such that it inured to the benefit of the program. By the time I left the City, its supplier diversity program had become recognized throughout the State of Florida, thanks to Ms. Warren's efforts.

Additionally, Ms. Warren has always been a team player and has always participated in other aspects and disciplines of the office that are separate and apart from supplier diversity. She understands the notion of the whole being greater than the sum of its parts. As a result, many of the gains and accomplishments of the Equal Opportunity Office are attributable to Ms. Warren's efforts.

Finally, Ms. Warren is a dedicated public servant who genuinely attends to the care and interests of the citizens of the City. She presents herself as a calm, understanding, listener who considers all scenarios before making any decisions. She was a joy to work with and is someone I would quickly hire again if given the opportunity.

Thank you for this awesome opportunity to offer this letter of recommendation on behalf of Sylvia Warren. It is my belief that she will be a great hire for the City of Equal Opportunity position, and I urge you to give her your strongest consideration. I am available to answer any questions you might have.

Sincerely,

Cecil E. Howard

Cecil E. Howard
Associate V.P. & Chief Diversity Officer, University of South Florida

July 6, 2021

Dear Hiring Manager:

As the former Equal Opportunity Director, it is with great pleasure that I write this letter of recommendation for Mrs. Sylvia Warren. I have been acquainted with Mrs. Warren for more than five years. I was her supervisor for two of those years while serving as the Director of the Office of Equal Opportunity, City of Gainesville. Mrs. Warren has 11 years of experience with Equal Employment Opportunity and Small, Women, Minority, and Service-Disabled Business and Affirmative Action programs. During her tenure with the City of Gainesville, she has worked collaboratively with other employees in advancing the organization's initiatives and routinely offered training, including assisting with the organization's Affirmative Action (AA) Management Training. Mrs. Warren was a part of the AA training team tasked with training management on the importance of creating a diverse workforce and creating diversity in contracting. Mrs. Warren offered training surrounding program, policy, expectations, and efforts necessary to create diversity in contracting for the City.

Mrs. Warren has consistently displayed strong leadership skills as she served her community while managing the Small, Minority, and Service-Disabled Veteran Business Program for the City of Gainesville. She has been highly instrumental in the growth and development of local businesses and businesses within Gainesville and its surrounding areas. She worked to ensure diversity and equity in contracting for the City of Gainesville and GRU. Her responsibilities significantly increased when we combined the GRU and General Government Small Business Programs. Mrs. Warren was up to the task and facilitated this merger seamlessly as we transferred the Small Business Programs to an online platform.

Mrs. Warren is without question a great leader, intelligent, and an independent thinker. Mrs. Warren has exceptional interpersonal skills; moreover, she also works equally well independently or within a group. I can also attest that she is well-liked and respected by her peers and her superiors, regardless of the capacity in which she serves. Additionally, she possesses the fortitude to think creatively and pursues performing duties that may not be expressly stated within her job description but need completing. She has been responsible for coordinating and facilitating workshops designed to offer valuable training and resources to small business owners as well as additional community outreach. Mrs. Warren is dedicated, passionate, enthusiastic, and consistently maintains a positive attitude.

I know Mrs. Warren has tremendous potential as a leader and I am confident she has the mettle required to be an asset to any organization fortunate enough to hire her. Please feel free to contact me should you need additional information.

Sincerely,

Torey Alston
Chief of Staff
Florida Department of Transportation
(954) 854-8242

The Board of Directors of the

American Contract Compliance Association
and
Center for Continuing and Professional Studies
Morgan State University

certify that

Sylvia Warren

has successfully completed the requirements for
and is hereby granted the title of

Certified Compliance Administrator

with all the rights, privileges, and prerogatives pertaining thereto.

Presented this first day of September, 2018.



Risa Alexander
President

Shirley A. Bragg
Assistant Dean, School of Graduate Studies

Title	Subformat	Status
Being a Leader vs. Being a Boss	Module: Video Training	Complete
Adaptive Leaders Celebrate the Uniqueness of Each Employee	Learning Support: Article	Complete
Four Fundamentals of Giving Fabulous Employee Feedback at the Office	Learning Support: Article	Complete
Coaching Log Management- Embrace Giving Feedback	Learning Support: Application	Complete
Complaint Interview Checklist	Quick Tip Video	Complete
The Three Types of Coaching Feedback	Learning Support: Application	Complete
Be a Respected Leader	Quick Tip Video	Complete
Emotional Intelligence: Personality styles and their effects on EI	Video	Complete
How Bosses and Leaders Are Different	Learning Support: Informational	Complete
Leadership Best Practices: The Irrefutable Laws of Leadership	Video	Complete
Leadership Best Practices: The Four Competencies of Great Leaders	Quick Tip Video	Complete
HR Law	Virtual Seminar	Attended
Are You Guilty of These 10 Decision Making Biases?	Learning Support: Article	Complete
Emotional Intelligence Assessment	Learning Support: Application	Complete
Going From Individual Contributor to Leader	Learning Support: Informational	Complete
Communicating with Different Personality Types	Module: Video Training	Complete
SELF Personality and Communication Styles	Learning Support: Informational	Complete
Coaching and Feedback	Module: Video Training	In Progress
Leadership Best Practices: The Leaders in Leadership	Quick Tip Video	Complete
Leadership Best Practices: How to Develop Your Own Leadership Style	Quick Tip Video	Complete
Coaching and Mentoring Employees Is More Critical Than Ever	Learning Support: Article	Complete
Project Management One-Day Workshop	Virtual Seminar	Attended

Dealing With Personality Clashes at Work	Learning Support: Article	Complete
Excelling as a Manager, Supervisor or Team Leader	Learning Support: Article	Complete
This is How a Smart Boss Stops Being a Micromanager	Learning Support: Article	Complete
Five-Step Approach to Adaptive Leadership	Learning Support: Informational	Complete
Strategies for Working with Different Communication Styles	Quick Tip Video	Complete
Using SELF Profile of Personalities	Learning Support: Informational	Complete
A Valuable Lesson in Creative Problem Solving	Learning Support: Article	Complete
Active Listening Behavior	Learning Support: Informational	Complete
Benefits of Developing and Mentoring Employees	Quick Tip Video	Complete

Memorandum

Date: 10/9/20

Subject: Performance Accomplishments for FY20

From: Sylvia Warren

Company: City of Gainesville/Office of Equity & Inclusion

To: Teneeshia Marshall, Director

Mrs. Marshall,

For a portion of the fiscal year 2020, I maintained the Small Business Program Coordinator's role and transitioned into the Equal Opportunity Manager Position in December 2019. From that time until the beginning of May 2020, I managed the Small Business Program Coordinator Position and the Equal Opportunity Manager Position as we navigated the open position through the HR process for advertising and hiring a new person to take my previous role. I continued to service small business owners, process certifications, service other City departments with small business-related matters, and perform all other duties associated with the program coordinator position and my new responsibilities for about five months.

I created and fine-tuned the small business outreach plan and articulated its intent to the new program coordinator and led the small business department to move everything virtually during our training sessions. Other accomplishments include:

- Launched Collaboration kick-off meeting with City departments to discuss plans for partner opportunities for the fiscal year and later reopened the discussion for us to decide how we would now move these efforts to a virtual platform
- Worked with the Communications department to develop a *Small Business Emergency Resource Page* in response to the pandemic. The page includes Covid-19 updates for neighbors and community builders. Additionally, I created a space for small business owners to access other emergency resources.
- Worked with City Manager's office, communications, and outside partner agencies and facilitated Townhall for Small Business Owners in response to the pandemic to provide small

business owners with valuable information for small business support in light of the pandemic, which included GNVCares, EIDL Loans, and the Payroll Protection Program

- Instrumental in presenting historical data, research projects that I previously conducted citing potential disparities in contracting, as well as conducted research and reported data regarding City spend and trends as well as Good Faith Efforts supporting the need for a Disparity Study to the Commission, Community Builders, and Gainesville Neighbors
- Facilitated process of having subject matter expert come and present to CC as well as staff and Gainesville neighbors
- Created a formal onboarding plan that facilitated a smoother onboarding process for new employees under my responsibility
- Assisted with Annual Report
- Supported GNV Cares Program with City Manager's Office: Worked with the department through the entire process (i.e., applications, selections, meetings, discussions, and ensuring equity was in the process)
- Interpreters for COVID-19 Organizational Communications
 - Researched agencies/Assisted with procurement and contract execution
 - Booked and continue to book all City-related events that include Covid-19 discussions
- Directed Compliance team to virtual orientation, seeing that the process was no longer in place for new hires in the traditional setting
- Directed Compliance team to create an online internal outreach training and am also currently working with the team on creating a similar platform for external agencies
- Selected and attended voluntary free training that I felt would make me a more effective leader:
 - Decision-making biases (completed 3/30/20)
 - Coaching and Feedback (completed 3/31/20)
 - A valuable Lesson in Creative Problem Solving (completed 4/1/20)
 - Communicating with Different Personality Types (completed 4/3/20)
 - Being a leader vs. Being a Boss (4/8/20)
 - Be a Respected Leader (4/9/20)

- Facilitating significant lift for the organization for RFP, including searching out consultants and calling references to get feedback on the chosen consultant's work. Requesting data from other organizations who have conducted studies for comparative analysis, analyzing pros and cons, pitfalls other gov't organizations have experienced, and meeting with other government agencies to understand their experiences with disparity studies better.
- Facilitating several meetings with consultants and city departments, including the Disparity Study kick-off and post kick-off meeting with over 20 City staff along with data gathering and discussion regarding the study
- Other areas of responsibility involving study include:
 - Intent to advertise
 - Planning for town halls related to study
 - Press releases
 - Selection of evaluation committee
 - Planning of advertising campaign

TERRILL L. HILL
MAYOR-COMMISSIONER

TAMMIE McCASKILL
COMMISSIONER

WILL JONES
COMMISSIONER

JUSTIN R. CAMPBELL
COMMISSIONER

RUFUS J. BOROM
COMMISSIONER



CITY of Palatka
FLORIDA

Regular meeting 2nd and 4th Thursdays each month at 6:00 p.m.

DONALD E. HOLMES
CITY MANAGER

LAUREN R. SHANK
FINANCE DIRECTOR

JASON L. SHAW, SR
CHIEF, POLICE DEPT.

CHRIS TAYLOR
CHIEF, FIRE DEPT.

VALERIA BLAND THOMAS, ESQ.
CITY ATTORNEY

SUNNI L. KRANTZ
ACTING CITY CLERK

July 6, 2021

Dear Hiring Manager:

I am more than happy to support Mrs. Sylvia Warren and would like to highly recommend her for the Interim Equal Opportunity Director position with the City of Gainesville. I have been acquainted with Mrs. Warren for over a decade and have worked closely with her on community events that she has led in the City of Palatka. These events required Mrs. Warren to build a rapport with the Palatka City Commission, Police Department Chief and officers, Fire Department as well as several other entities. I am also aware of Mrs. Warren's work with the City in the various areas of Equal Employment Opportunity and Small, Women, Minority, and Service-Disabled Business and Affirmative Action programs.

Mrs. Warren has displayed strong leadership skills as well as interpersonal skills as she served her community on a voluntary basis and our local governing body has always supported her efforts and appreciate the passion that she has shown to serve in marginalized communities. One such effort is the Annual Palatka Community Outreach which paused during the pandemic but will resume later. Mrs. Warren managed a City-wide effort to bring services to marginalized communities. Free clothes, food, family self-sufficiency education, fire safety, and crime prevention were just a few things that were a part of these events. I have had the pleasure of working with Mrs. Warren as the Mayor of Palatka and have personally witnessed her successful efforts of equity efforts, relationship building, collaboration, community outreach, project management, and public service.

Mrs. Warren is without question an asset to your organization and I would count it a privilege if I were to be able to hire someone of her caliber with the City of Palatka. I fully support her and hope that she is your choice.

Please feel free to contact me should you need additional information.

Sincerely,

Terrill L. Hill
Mayor
City of Palatka
(386) 937-1846

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