



**The Mercer Group, Inc.**

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**CITY  
of  
GAINESVILLE,  
FLORIDA**

**EQUAL OPPORTUNITY  
DIRECTOR**

**SEMI-FINALISTS**

**May 16, 2018**

**THE MERCER GROUP, INC.**  
W. D. Higginbotham, Jr.  
Senior Vice President  
Daytona Beach Shores, Florida 32118-8202  
727-214-8673  
[WDHiggin@mercergroupinc.com](mailto:WDHiggin@mercergroupinc.com)  
[www.mercergroupincflorida.com](http://www.mercergroupincflorida.com)

**Gainesville, Florida**  
**Equal Opportunity Director**  
**May 16, 2018**

<b>Candidate</b>	<b>Education</b>	<b>Other</b>	<b>Agency</b>	<b>Current/Recent Position</b>	<b>Salary Base</b>	<b>Other</b>
Marquita M. Booker Fort Worth, TX	Juris Doctor; MPA; BA-Political Sci.	Amer. Bar; FL Bar	Univ. No. Texas; Palm Beach County	Director Equal Oppor. Senior EO Investigator	\$125,000	Sharp individual; Good fit & knowledgeable;
Kenneth Jordan, II Chattanooga, TN	BA-Bus. Admin.	Certified Fed. Invest.	Hamilton County Govt., TN	Equal Emp. Opportunity	\$91,520	Knowledgeable & comfort. in similar position.
Bridget S. Lee Gainesville, FL	Phd-Philosophy MPA; BS-Pub. Mgt.	Cert Pub.Mgr.; Cert. H.R; Others	Gainesville, FL Gainesville, FL	Interim E.O. Director; Diver/Inclus. Manager	\$114,000	Employed by prior E O Dir; Very knowledgeable, sharp & good fit.
ShaQuana Newsom Norfolk, VA	Juris Doctor; MPA; & BA;	State Bar, CA	Old Domin. Univ., VA	Director, Equity & EO/AA	\$96,500	Level headed, good speaker, knowledgeable & people person.
A. Joy Stewart Fort Lauderdale, FL	Juris Doc; BA-Bus. Admin.	FL Supreme Court Certified; Others	Broward County; Broward County	Office Intergov. Affairs E. O. Investigator	\$90,000	Sharp person; good fit and good personality; Similar work w/Broward County 10 Yrs.



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**GAINESVILLE, FLORIDA**  
**EQUAL OPPORTUNITY DIRECTOR**

May 16, 2018

**Summary**  
**Marquita M. Booker**

- **Master of Law-Juris Doctor; Master of Public Administration; Bachelor in Political Science**
- **American Bar Assn.; Florida Bar; Others.**
- **Director Office of Equal Opportunity, University North Texas; Senior Equal Opportunity Compliance Investigator.**
- **Salary: \$125,000**
- **Internet Research**
- **September 2017 – Interim Director of Equity, Diversity and Inclusion**  
University of North Texas System
- **Texas Bar – Employment Law – Good standing**
- **Florida Bar - Good standing**
- **Texas Diversity Council – Board of Directors**  
<http://txdc.org/our-board/board-of-directors/>
- **Various news articles – neutral mention**
- **Linkedin**

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**LETTER OF INTEREST  
&  
RESUME**

**THE MERCER GROUP, INC.**

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MARQUITA M. BOOKER

4200 Bridgeview Drive, Unit 318 | Fort Worth, Texas | (321) 946-7559 | Marquita@BookerLawFlorida.com

March 27, 2018

City of Gainesville, Florida  
222 E University Ave  
Gainesville, Florida 32601

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

**Re: Equal Opportunity Director (Job # 0000-0)**

Dear Mr. Higginbotham,

It is with great enthusiasm that I submit my resume in consideration for the **Equal Opportunity Director** position with the City of Gainesville, Florida! I have dedicated my decade long career to achieving equal opportunity, and diversity and inclusion in the workplace. To that end, I am confident that my continued commitment to the same will serve as an invaluable asset in this role.

By description, the skills required for this position reflect my own professional development. Specifically, I began my career as an Equal Opportunity Compliance Specialist, where I promulgated nondiscrimination policies, practices, and procedures. After graduating law school, I worked as an employment law attorney, providing advice and counsel on a wide range of employment issues such as discipline, resource distribution, leaves and accommodations, investigations, and optimal litigation results. During this time, I discovered my passion for civil rights in the employment context. As a result, I expanded my professional experience by working in local government as a Senior Equal Opportunity Compliance Investigator. While serving in this capacity, I investigated and mediated hundreds of employment, housing, and public accommodations discrimination complaints, and became the lead investigator for the systemic discrimination investigative team. I am currently the Director of Equal Opportunity, Diversity and Inclusion for the University of North Texas System Administration. My core responsibilities include guiding efforts and creating strategies to define, assess, and promote equal opportunity, diversity and inclusion, and cultural competency.

My distinctive background as a workplace discrimination attorney coupled with my extensive experience in equal opportunity compliance, and diversity and inclusion programs make me an ideal candidate for this position. Moreover, my leadership style focuses on the importance of accountability, responsiveness, and transparency. Each of which are necessary to cultivate a productive and engaged working environment.

I am thrilled at the possibilities the Equal Opportunity Director position offers and look forward to discussing the value I can bring to the City of Gainesville, Florida. Thank you in advance for your consideration.

Kindly,

/s/ Marquita M. Booker, Esquire

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**MARQUITA M. BOOKER**

4200 Bridgeview Drive, Unit 318 | Fort Worth, TX 76109  
(321) 946-7559 | Marquita@BookerLawFlorida.com

**WORKPLACE DISCRIMINATION ATTORNEY / EO COMPLIANCE INVESTIGATOR**

A highly accomplished professional complemented with over 10 years of employment law and equal opportunity compliance experience including the following competencies:

- Complaint and Conflict Resolution
- Policy & Procedure Development
- EEO Regulation
- Communication and Consultation
- Workforce Demographics Analysis
- Diversity & Inclusion Initiatives
- Compliance Reviews/Audits
- Legal Research & Writing
- Educational Programs, Workshops, & Trainings
- Disparate Treatment and Impact Investigations

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**PROFESSIONAL ACCOMPLISHMENTS**

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**UNIVERSITY OF NORTH TEXAS SYSTEM ADMINISTRATION**

**12/2016-Present**

**Office of Equal Opportunity, Diversity and Inclusion (Dallas/Fort Worth, TX)**

Director

- Investigate systemic and individual complaints of discrimination, harassment, and retaliation.
- Develop, execute, and monitor the institution's Affirmative Action Plan ("AAP").
- Manage a team of two direct reports and eight indirect reports.
- Ensure compliance with all statistical and narrative reporting requirements, including data collection, database management, data analysis, and reporting of employment and compensation practices.
- Develop and maintain auditing systems and controls to measure compliance.
- Provide legal counsel to executive management on the development of strategic plans and other related policy matters.
- Interpret and apply federal, state and local regulatory requirements.
- Counsel and inform faculty, staff, and applicants for employment on EO/D&I related issues.
- Provide clarification and advice on the equal opportunity complaint process to individuals alleging discriminatory practices and/or violations of policies and procedures.
- Monitor all hires, transfers, promotions, demotions, and terminations for compliance with equal opportunity laws.
- Design results-oriented programs to increase participation of women, minorities, veterans, and individuals with disabilities.
- Oversee efforts to review and assess the impact and effectiveness of a wide range of diversity and inclusion programs and activities.

**SELECTED ACCOMPLISHMENTS:**

- Revised non-discrimination, sexual harassment, sexual assault, and retaliation policies and instituted mandatory reporting requirements.
- Started an anti-hostile working environment initiative aimed at promoting accountability and responsiveness at all leadership levels.

**PALM BEACH COUNTY BOARD OF COMMISSIONERS**

**02/2014 – 11/2016**

**Office of Equal Opportunity (West Palm Beach, FL)**

Senior Equal Opportunity Compliance Investigator

- Ensured all investigations into claims of discrimination were conducted in accordance with EEOC, DOJ, and HUD standards.
- Provided technical advice, assistance, and opinions to junior investigators, national employers and employment agencies, and labor unions.
- Reviewed proposed activity regulations for legal sufficiency and impact on other regulations, and on programs, procedures and methods of operations.

- Managed a team of four junior investigators and two intake specialists.
- Created training materials and conducted training sessions with local employers and human resources professionals to plan and develop legally sound employment policies and practices.
- Negotiated consent order/degrees and aided in establishing policies for handling enforcement cases after reasonable cause determinations were issued.
- Conducted systemic discrimination investigations.
- Submitted written reports, memorandums of law, and legal briefs.
- Complied data and other reports to the EEOC, DOJ, and HUD.

**SELECTED ACCOMPLISHMENTS:**

- Successfully mediated and conciliated over 45 employment and housing discrimination cases with an average of approximately \$30,000 in settlement awards, 20% above the Office's 10-year average.
- Reduced case backlog by 15%, exceeding the quarterly target of a 5% decrease.

**B&B LAW GROUP, P.A.****09/2010 – 01/2014****Employment and Labor Law Division (Orlando, FL)**Employment/Labor Counsel

- Drafted and presented memorandums of law, legal briefs and case reports with respect to common employment relations statutes such as the FMLA, FLSA, ADA including the Pregnancy Discrimination Act (PDA), state workers compensation.
- Developed employment handbooks, policy and procedure manuals, and standard of practice manuals for corporate clients.
- Represented clients in EEOC, OFCCP, DOL wage and hour, OSHA workplace safety investigations, and DOJ public accommodations investigations, audits and litigation.
- Established and maintained relationships, credibility and trust with clients, legal team members and other colleagues.
- Educated clients and stakeholders on legal matters, policies and procedures.

**SELECTED ACCOMPLISHMENTS:**

- Reduced client employee grievance costs by 30% by developing successful working relationships with union leadership and training managers to exercise disciplinary authority in compliance with collective bargaining agreements and/or employment contracts.
- Negotiated contracts on behalf of client for employee benefits programs with outside third party vendors, which decreased premium renewal costs by 25% and improved benefit plans for employees.

**PAYLESS INC.****Human Resources Department (Waterloo, SC)****03/2005 - 08/2008**Equal Opportunity Compliance Specialist

- Developed and implemented compliance programs for the organization.
- Investigated complaints of discrimination, harassment, and retaliation.
- Monitored of business activities for compliance with applicable rules and regulations.
- Ensured compliance and consistency on all pre-hire and on-boarding requirements.
- Conducted research to understand HR compliance requirements and employment best practices to develop and implement employment practices to support the organization.

**SELECTED ACCOMPLISHMENTS:**

- Promoted from coordinator to specialist within first year of employment.
- Revised non-discrimination and anti-retaliation policies.

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**EDUCATION**

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**Master of Law (LLM)**, Employment Law, Atlanta's John Marshall Law School, Atlanta, GA (2017)  
**Master of Public Administration (MPA)**, Human Resources, Pennsylvania State University, University Park, PA (2012)  
**Juris Doctor (JD)**, Ethics & Compliance, Florida A&M University College of Law, Orlando, FL (2010)  
**Bachelor of Arts (BA)**, Political Science and Criminal Justice, University of South Carolina, Columbia, SC (2006)

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**PROFESSIONAL DEVELOPMENT & TRAINING**

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**Evolving Employment Law Issues**, Continuing Legal Education Institute, (2017)  
**Fair Housing Training**, National Fair Housing Training Academy, (2015)  
**Advanced EEOC Investigator Training**, Equal Employment Opportunity Commission (2015)  
**Mediation/Conflict Resolution Training**, Mediation Training Group (2015)  
**LexisNexis Legal Research Certificate**, Penn Foster, (2014)

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**AFFILIATIONS**

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**Member**, American Bar Association/Young Lawyers' Division  
**Member**, Florida Bar (Active & In Good Standing)/ Employment Law Division  
**Member**, United States District Court, Southern District, Florida  
**Member**, Texas Bar (Active & In Good Standing) / Employment Law Division  
**Advisory Board Member**, Texas Diversity Council/ Fort Worth Chapter  
**Member**, National Association of Professional Women





**The Mercer Group, Inc.**

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**GAINESVILLE, FLORIDA**  
**EQUAL OPPORTUNITY DIRECTOR**

May 16, 2018

**Summary**  
**Kenneth Jordan, II**

- **Bachelor in Business Administration**
- **Certified Federal Investigator; Others.**
- **Equal Employment Opportunity, Hamilton County Government, TN.**
- **Salary: \$91,520 (\$44 per hour annualized)**
- **Internet Research**
- **July 28, 2011 - Ken Jordan named as Hamilton County's equal employment opportunity officer**  
<http://www.timesfreepress.com/news/local/story/2011/jul/28/chattanooga-ken-jordan-named-hamilton-county-post/55038/>
- **The Chancellor's Multicultural Advisory Council**
- <http://nooga.com/151710/coppinger-appoints-new-equal-employment-opportunity-officer/>
- **Chattanooga Area Chamber Advisory Council**  
<http://www.chattanoogachamber.com/diversityandinclusion/AdvisoryCouncil>
  
- **Various news articles – neutral mention**
- **Linkedin**

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## 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



**The Mercer Group, Inc.**

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**GAINESVILLE, FLORIDA**  
**EQUAL OPPORTUNITY DIRECTOR**

May 16, 2018

**Summary**  
**Bridget S. Lee**

- **Doctor of Philosophy; Master of Public Administration; Bachelor in Public Management.**
- **Certified Public Manager; Certified Professional in Supplier Diversity; Certified Professional in Human Resources; Others.**
- **Equal Opportunity Director (interim), Gainesville; Diversity and Inclusion Manager, Gainesville.**
- **Salary: \$114,000**
- **Internet Research**
- **February 15, 2018 – In Gainesville, black families find challenges for home loans**  
<http://www.gainesville.com/news/20180215/in-gainesville-black-families-find-challenges-for-home-loans>  
Bridget Lee, diversity and inclusion manager at Gainesville's Office of Equal Opportunity, said records going back to 2012 showed no complaints of lending discrimination based on race.
- **February 15, 2017 – Office of Equal Opportunity Welcomes New Diversity and Inclusion Manager**  
<http://www.cityofgainesville.org/OfficeofEqualOpportunity/OEONews/tabid/1092/PostID/1134/Equal-Opportunity-Director-Alston-Welcomes-New-Diversity-and-Inclusion-Manager.aspx>
- **December 4, 2015 - Secretary at Central Florida Disability Chamber of Commerce**  
[https://www.bizjournals.com/orlando/potmsearch/detail/submission/5320932/Dr\\_Bridget\\_S\\_Lee\\_CPSD\\_CPM\\_MCA\\_SHRMSCP\\_SPHR](https://www.bizjournals.com/orlando/potmsearch/detail/submission/5320932/Dr_Bridget_S_Lee_CPSD_CPM_MCA_SHRMSCP_SPHR)



## **The Mercer Group, Inc.**

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- **American Contract Compliance Association Board of Directors**  
[http://accaweb.org/acca\\_bod.html](http://accaweb.org/acca_bod.html)
- **Florida Diversity Business Council Board of Directors**  
<http://myfdbc.org/board-of-directors/>
- Various news articles – neutral mention
- LinkedIn

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## **Bridget S. Lee, Ph.D.**

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May 11, 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 have 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 [LeeBS@cityofgainesville.org](mailto:LeeBS@cityofgainesville.org) . Thank you for your time and consideration.

Sincerely,

A handwritten signature in cursive script that reads "Bridget S. Lee".

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

# **Dr. Bridget S. Lee, CPM, CPSD, ECMCA, SHRM-SCP, SPHR**

[BridgetSLee@aol.com](mailto:BridgetSLee@aol.com)

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## **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:**

**1/18 - 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 2<sup>nd</sup> tier spend program initiatives
- Assisted with Office of Contract Compliance Programs audits
- Planned, coordinated, and conducted analytical work related to OUC Diversity Programs
- Identified company-wide contracting/purchasing opportunities and goals to ensure that diverse businesses have the opportunity to bid competitively
- Sought diverse businesses for sourcing from traditional and non-traditional areas to bid on opportunities in all departments
- Built and maintained relationships with appropriate external agencies, community based organizations, educational institutions, and vendors
- Provided informational forums/seminars to the community, organizations and minority business owners regarding diversity and inclusion initiatives and opportunities

- Monitored diversity spend to ensure compliance with the policy by internal units and suppliers
- Assisted with public records requests

**2/97 – 7/10 Senior Management Analyst/Operations & Management Consultant  
Florida Office of 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 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) (*pending: Expected 6/18*)
- ADA Coordinator Training Certification Program (ACTCP) certification (*pending: Expected 7/18*)

**BOARD/ORGANIZATION AFFILIATIONS:**

- ADA National Network
- American Association for Access, Equity and Diversity
- American Association of Blacks in Energy
- 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\**



**The Mercer Group, Inc.**

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**GAINESVILLE, FLORIDA**  
**EQUAL OPPORTUNITY DIRECTOR**

May 16, 2018

**Summary**  
**ShaQuana Lanay Newsom**

- **Juris Doctor; Master of Public Administration; Bachelor of Arts.**
- **State Bar of California; State Bar of Illinois; Others.**
- **Director, Equity and EO/AA and Deputy Title IX Coordinator, Old Dominion University, VA.**
- **Salary: \$96,500**
- **Internet Research**
- **California Bar - Inactive**
- **Various news articles – neutral mention**
- **Linkedin**

**THE MERCER GROUP, INC.**

W. D. Higginbotham, Jr.  
Senior Vice President  
Daytona Beach Shores, Florida 32118-8202  
727-214-8673

[WDHiggin@mercergroupinc.com](mailto:WDHiggin@mercergroupinc.com)  
[www.mercergroupincflorida.com](http://www.mercergroupincflorida.com)



**The Mercer Group, Inc.**

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**LETTER OF INTEREST  
&  
RESUME**

**THE MERCER GROUP, INC.**

W. D. Higginbotham, Jr.

Senior Vice President

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## ShaQuana Lanay Newsom, JD

slanay@yahoo.com

(630) 269-7851

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March 22, 2018

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

Dear Higginbotham:

Please consider this letter and accompanying documents my application for the Equal Opportunity Director position at the City of Gainesville.

I have completed over 15 years of progressively responsible work in equal employment opportunity, diversity, affirmative action and organizational development. I currently serve as the Director, Equity and EO/AA in the Office of Institutional Equity and Diversity at Old Dominion University. My responsibilities include oversight of the University's compliance with all federal anti-discrimination laws as well as the University's anti-discrimination policies. I also manage the affirmative action program for faculty and staff. Additionally, I provide leadership to foster an inclusive, multi-cultural community that promotes faculty/staff development, improve retention and ensure that the campus climate is inclusive for everyone.

I am a transformational and visionary leader and understand how to manage change. I value the opinions of others and enjoy working in a shared environment where collaborating is essential. Accustomed to positions that require initiative and the ability to multi-task, I am now postured for a position offering me new opportunities and fresh challenges. I can bring excellent oral and written communication skills, project management, dynamic leadership, and technical expertise. To illustrate:

- I have developed, implemented and monitored equal opportunity programs and affirmative action plans.
- I have investigated, advised, prepared, and recommended findings in response to various EO/AA complaints, charges, and inquiries.
- I have consulted on administrative and instructional recruitments and served as a resource for diversity recruitment and outreach efforts.
- I have developed policies (including, but not limited to, sexual harassment, discrimination and accommodations for individuals with disabilities) contributing to the recruitment, retention, motivation, and development of employees capable of meeting current and future organizational needs and objectives.
- I have facilitated trainings and workshops ensuring that all employees are informed of their obligations to comply with equal opportunity and affirmative action.

My experience includes working at a complex public higher education institution as well as at private organizations and in state government. I believe this broad degree of experience provided me with a wealth of knowledge that goes beyond the legal ramification of this body of work but includes a passion for social equity and inclusiveness.

As illustrated in my resume, I am dedicated to diversity, inclusion and equality of opportunity. Therefore, I believe my management skills, leadership abilities and breadth of experience are a good match for the City of Gainesville in the progression of the organization. I have dedicated my career to working in the areas of equal employment opportunity, affirmative action and accessibility. I would welcome the opportunity to work with members of the Gainesville community to advance these efforts.

I look forward to hearing from you regarding my candidacy for the Equal Opportunity Director position. Please contact me at (630) 269-7851 or via email at [slanay@yahoo.com](mailto:slanay@yahoo.com) if additional information would be of assistance in the review of my application.

Sincerely,

ShaQuana L. Newsom, JD

**SHAQUANA L. NEWSOM, JD**

**(630) 269-7851**

[slanav@yahoo.com](mailto:slanav@yahoo.com)

[www.linkedin.com/in/slanaynewsom](http://www.linkedin.com/in/slanaynewsom)

## **Summary**

Professional with comprehensive experience in investigations, equal employment opportunity, affirmative action, alternative dispute resolution, disability program services and project management.

## **Experience**

**Old Dominion University, Norfolk, VA**

**Office of Institutional Equity and Diversity**

**Director, Equity and EO/AA and Deputy Title IX Coordinator**

**2012- present**

**Sr. Equal Opportunity Officer**

**2011-2012**

- Receive and conduct objective and timely investigations of discrimination, harassment, salary inequity or other claims filed internally or externally with state or federal enforcement agencies, and prepare written reports of findings when necessary.
- Provide oversight of the University's compliance with all federal and state anti-discrimination laws, statutes and executive orders.
- Manage the development, coordination, and implementation of a campus wide affirmative action plans in compliance with federal and state statutes.
- Provide clarification and advice on the equal opportunity complaint process to individuals alleging discriminatory practices and/or violations of university policies and procedures.
- Review and evaluate university policies and procedures for program compliance and make recommendations for revisions as appropriate.
- Deliver and develop training and programming in collaboration with various campus units to enhance diversity.
- Negotiate solutions to complaints and recommend corrective action where appropriate in order to minimize disruptive behavior and negative effects on work and learning productivity.
- Track, monitor, and evaluate activities related to faculty, and staff recruitment, interviewing, selection activities to discern their impact efforts toward diversity and inclusion in the hiring, promotion, transfer, and retention of employees.
- Develop and implement effective training programs to for search committees and others involved in the recruitment and selection process.
- Evaluate employee ADA accommodation requests and act as a liaison between employee and the department to ensure reasonable accommodations are being made in accordance with the Americans with Disabilities Act.
- Provide support to the Assistant Vice President in the evaluation of the composition of workforce, salary equity and the compilation of statistical reports to assure compliance with federal and state guidelines.
- Serve on university committees and participate in strategic planning as appropriate in capacity as EEO/AA officer, to identify and address issues, problems and strategies affecting the affirmative action planning and implementation processes, enhancement of cultural diversity, and advancement of equal access to university sponsored educational opportunities.

**Comerica Bank, San Jose, CA****2007-2009****Employee Relations Manager, Vice President**

- Investigated working conditions, disciplinary actions, complaints, and work-related conflicts, to successful resolution, improving employee morale in the Western and Texas Markets.
- Monitored Ethics hotline and investigate all employment related reports.
- Assessed, managed and provided remedies for compliance programs improvements in accordance with Company policies, procedures, and state and federal regulations including, the DOL, EEO, OFCCP, and ICE.
- Managed the corporate affirmative action program for evaluation of progress made and identification of areas of further concern regarding affirmative action/equal opportunity employment goals, policies and practices.
- Maintained metrics needed to comply with legislative and internal requirements and prepared, analyzed, and distributed reports as appropriate.
- Partnered with employment counsel for the successful resolution of employee claims filed with federal and/or state agencies.
- Crafted and re-designed employee policies and communications supporting a clear corporate understanding while reducing employee relations issues and related costs.

**Hanson Bridgett Marcus Vlahos & Rudy LLP, San Francisco, CA****2005-2007****Attorney**

- Conducted fact-finding interviews and investigated complaints and work-related conflicts, interpreted the findings and created strategies to successfully resolve issues.
- Responded to employee claims filed with federal and/or state administrative agencies ultimately achieving company favorable outcomes.
- Provided management personnel training, guidance, and consultation on employment policies and laws increasing subject matter knowledge within company.
- Assessed and evaluated equal opportunity/affirmative action compliance requirements, recommending changes to policies and procedures as needed to ensure compliance.

**Little Mendelson, San Francisco, CA****2003-2005****Attorney**

- Conducted investigations as neutral third-party to address potential violations of the law.
- Partnered with clients to ensure compliance with equal opportunity/affirmative action guidelines and laws.
- Facilitated trainings to create consistent adherence to the law.
- Conducted extensive research on various employment law issues and prepared conclusions as to investigation and recommendations for remedial actions when necessary.

**Illinois Labor Relations Board, Chicago, IL****2001-2003****Administrative Law Judge**

- Drafted legal memorandums summarizing facts and analyzing legal issues resulting in accepted recommendations by the Illinois Labor Relations Board.
- Investigated unfair labor practices charges made by both unions and employers, which often resulted in the implementation of reformed policies or procedures.

**Education**

**Juris Doctor**

University of Illinois College of Law, Urbana-Champaign, IL

**Bachelor of Arts**

University of North Carolina at Chapel Hill, Chapel Hill, NC

**Professional Memberships**

American Association for Access, Equity and Diversity

Hampton Roads Industry Liaison Group

State Bar of California

State Bar of Illinois



**The Mercer Group, Inc.**

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**GAINESVILLE, FLORIDA**  
**EQUAL OPPORTUNITY DIRECTOR**

May 16, 2018

**Summary**  
**A. Joy Stewart**

- **Juris Doctor; Bachelor in Business Administration.**
- **Florida Supreme Court Certified Mediator; Certified Fraud Examiner; National Bar Association; Florida Bar; Others.**
- **Office of Intergovernmental Affairs, Broward County Board, FL; Equal Opportunity Investigator, Broward County Board, FL.**
- **Salary: \$90,000**
- **Internet Research**
- Florida Bar – Good standing
- Various news articles – neutral mention
- LinkedIn

**THE MERCER GROUP, INC.**

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

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**LETTER OF INTEREST  
&  
RESUME**

**THE MERCER GROUP, INC.**

W. D. Higginbotham, Jr.

Senior Vice President

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March 28, 2018

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

Re: Equal Opportunity Director Recruitment – Letter of Interest

Dear Mr. W. D. Higginbotham, Jr.:

I am aware that City of Gainesville is currently seeking a highly qualified candidate to serve as Equal Opportunity Director. Hence, it is with great interest that I respectfully submit the attached resume for your review and consideration. I previously had the wonderful experience of residing in Gainesville, and getting to know the community, while attending the Federic G. Levin College of Law.

Upon your review of my professional history, you will find that I have a diverse legal background, and several years of extensive experience in large-scale, local government, conducting fact-finding investigations of complex employment discrimination, harassment, and retaliation (Equal Employment Opportunity (EEO)) complaints received from government employees, as well as external parties, related to the administration of local ordinances. Therefore, I have assessed various employment practices, and prepared numerous written, comprehensive determinations, detailing the findings of complex investigations. Accordingly, I proposed related remedial actions, policy changes, and new strategies when applicable.

I am an innovative, self-starter, and my unique professional experiences have provided me with the benefit of honing excellent analytical, and communication skills. Hence, my ability to convey pertinent information in an effective manner to various stakeholders, including, but not limited to public officers and high-level management. Internally, I also engage in joint efforts with the Human Resources Division, ADA/HIPPA Section, and the Office of Economic Small Business Development, regarding compliance determinations. Furthermore, I provide training to high-level management about equal opportunity matters to promote diversity, and ensure compliance with applicable state and federal laws related to discriminatory employment practices.

A great deal of my career has been spent working diligently in the area of EEO practices pertaining to state, federal, and local laws. While challenging, and at times controversial, I remain excited about, and dedicated to this practice area. Therefore, I welcome the opportunity of interviewing for the Equal Opportunity Director position, to share the value I would contribute to the City of Gainesville.

Sincerely,



A. Joy Stewart



## **A. Joy Stewart**

1600 Southwest Twelfth Street • Fort Lauderdale, Florida 33312

Phone: 954.288.7347 E-mail: [ajoystew@gmail.com](mailto:ajoystew@gmail.com)

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### **ADMITTED**

#### **TO PRACTICE:**

**State of Florida**

**United States District Court Southern District of Florida**

### **PROFESSIONAL**

#### **ACCREDITATION:**

**Florida Supreme Court Certified Circuit Court Mediator**

**Certified Fraud Examiner**

**Leadership in Energy and Environmental Design Accredited Professional**

### **EDUCATION:**

**University of Florida Levin College of Law**

Gainesville, Florida

**Juris Doctor**, May 1999

**Florida Agricultural and Mechanical University**

Tallahassee, Florida

**Bachelor of Science in Business Administration**, August 1996

### **PROFESSIONAL**

#### **MEMBERSHIPS:**

**Chair**, Florida Bar Grievance Committee – 17H, 2016-2017

Association of Certified Fraud Examiners

National Bar Association

T. J. Reddick Bar Association

### **EXPERIENCE:**

#### **Broward County Board of Commissioners**

##### **Office of Intergovernmental Affairs and Professional Standards**

Fort Lauderdale, Florida

December 2009 - Present

Professional Standards Specialist

- Conduct highly specialized and sensitive investigations of complex complaints involving allegations related to union and non-union employees, vendors, and members of the public:
  - federal/state civil rights statutes and local ordinances involving discrimination in employment, housing, and public accommodations; and
  - whistleblower matters involving suspected acts of gross mismanagement, malfeasance, misfeasance, gross waste of public funds, and/or violations of federal/state statutes, and/or local laws/regulations.
- Process Americans with Disabilities Act (ADA) reasonable accommodation requests.
- Develop, direct, implement, and monitor agency compliance with regulatory standards involving the implementation and enforcement of federal/state employment discrimination statutes, the ADA, and the Health Insurance Portability and Accountability Act (HIPPA). Recommend improvements when necessary.

- Develop, direct, implement, and monitor agency compliance with regulatory standards involving the implementation and enforcement of federal/state/local laws related to ethics and professional standards.
- Develop accurate, comprehensive, analytical reports of investigative findings pertaining to violations of federal/state civil rights statutes, ADA, and local ordinances.
- Communicate critical issues and findings of investigative reports to high-level management, the Human Resources Division, County Attorney's Office, County Administrator, internal employees, external attorneys, union officials, and members of the public.
- Provide advice to the Human Resources Division, and County Attorney's Office about EEO related matters.
- Review and recommend updates annually to the organization's discrimination, ethics, ADA and HIPPA policies and procedures to ensure continuing appropriateness and relevance.
- Plan, prepare, and deliver training programs related to employment discrimination and ADA enforcement.
- Assess the utilization of "best practices" throughout the organization. Make recommendations regarding the implementation of "best practices."
- Plan and conduct outreach to employees and members of the public regarding civil rights protections related to employment, ADA, and Fair Housing Act (FHA).
- Make recommendations regarding the implementation of disciplinary actions, or corrective measures regarding previously issued employee disciplinary actions.
- Mediate employee concerns, issues, and disputes.
- Coordinate with, and provide advice to the Human Resources Division, and County Attorney's Office about employee discipline and/or discharge.
- Refer employees to the Employee Assistance Program (EAP). Advise high-level management of when to refer employees to EAP.
- Administer local employment and procurement related ordinances: Wage Recovery, Living Wage, and Cone of Silence.

### **Broward County Board of Commissioners**

#### **Civil Rights Division - Fair Employment Practices Agency**

Fort Lauderdale, Florida

March 2008 – December 2009

Equal Opportunity Investigator

- Dual-filed complaints of employment discrimination with the EEOC.
- Prepared and investigated complaints of employment discrimination arising under federal/state statutes and local ordinances.
- Developed accurate, comprehensive, and analytical investigative reports pertaining to complex cases involving employment discrimination.
- Researched policies, procedures, laws, and court findings related to employment discrimination.
- Conducted complainant, respondent, and witness interviews.
- Negotiated settlements involving cases related to employment discrimination.
- Planned, prepared, and delivered training programs related to employment discrimination.
- Planned and conducted outreach to members of the public regarding civil rights protections related to employment, ADA, and FHA.

**Park World Entertainment, Inc.**

Los Angeles, California

Vice President, October 2007 – March 2008

Managed athletes, entertainers, and models. Secured and negotiated contracts related to talent performance, print media, music rights, and sponsorships/endorsements. Scouted and signed new entertainment and athletic talent. Developed new business relationships and opportunities. Developed strategic plans for talent development centers.

**The Law Offices of W. George Allen**

Fort Lauderdale, Florida

**Associate Attorney**, May 2003 – June 2007

- Litigated criminal, employment, personal injury, wrongful death, family, probate, real estate, and commercial matters. Evaluated, analyzed and investigated cases. Conducted pre-trial, discovery, and trial proceedings. Drafted and filed complaints, answers, briefs, responses, motions, objections and other various pleadings. Secured subpoenas for criminal and civil proceedings. Deposed witnesses and secured affidavits. Prepared clients and witnesses for trial. Represented clients' interests in various mediation and arbitration proceedings. Negotiated various criminal and civil settlements. Consulted clients.
- Represented plaintiffs' interests against the Broward Sheriff's Office, and the Florida Department of Financial Services regarding personal injury, police brutality, religious accommodations, and high-speed automobile chases.
- Represented an employee's claims of civil rights violations against Broward County.
- Represented employees against the Florida Department of Education Commissioner.
- Negotiated settlements with Broward County, the Environmental Protection Department, the City of Fort Lauderdale, and the Lennar Corporation concerning real property matters.
- Represented plaintiffs' interests regarding commercial matters in federal court.
- Managed five employees.
- Marketed firm to prospective clients.

**Office of the State Attorney**

Seventeenth Judicial Circuit

Broward County, Florida

**Assistant State Attorney**, May 2001 – February 2003

Prosecuted misdemeanor and felony criminal cases before County and Circuit Courts, as lead trial counsel. Filed criminal cases. Interviewed and deposed victims and witnesses. Secured affidavits. Secured subpoenas. Evaluated, analyzed and investigated criminal cases. Compiled evidence necessary to prosecute criminal cases. Prepared victims and witnesses for trial. Performed trial preparation and discovery compliance. Conducted hearings, arraignments and docket calls. Drafted and responded to various pleadings and motions. Negotiated various plea agreements. Managed and maintained a voluminous caseload. Managed employees.

**COMMUNITY  
AFFILIATIONS:**

Urban League of Broward County

National Association for the Advancement of Colored People

T. J. Reddick Bar Association

Election Protection, **Voting Rights Attorney, Volunteer, 2008**

Opportunities Industrialization Centers of America (OICA), **Board Member 2006-2007**

Portrait of Achievement, **Board Member, 2006-2007**