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SERVICES WITHIN THE
STATE OF MICHIGAN

Legal representations in Arbitrations,
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proceedings of both Formal and
Informal Nature

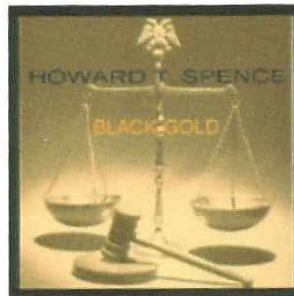
Interpretation of Contract Language
and Collective Bargaining Agreement
Provisions

Application of Federal and State
Laws to Workplace and Business
Disputes and Occupational Licensing
and Regulation Matters

Assisting Clients to
Achieve Reasonable and Acceptable
Settlements, Agreements
and Dispute Resolutions consistent
with Public Policy and Requirements
of Law

SPECIALIZING IN OCCUPATIONAL
LICENSING AND ADMINISTRATIVE LAW
DISPUTE RESOLUTION SERVICES,
CONTRACT INTERPRETATIONS,
AND DETERMINATION OF INDIVIDUAL
RIGHTS

Bringing fair and Lawful Resolutions to Disputes in the
Workplace or Commercial Settings



LEGAL REPRESENTATION IN
ARBITRATIONS, ADJUDICATIONS,
MEDIATIONS, & ADMINISTRATIVE LAW
HEARINGS

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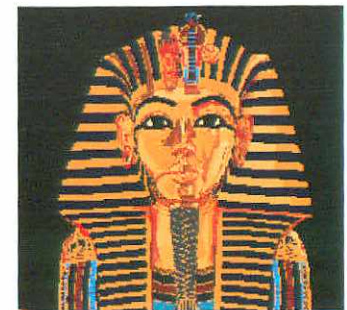
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Helping to Bring Fair and Lawful Resolutions to Business and Work
Place Disputes

An Affiliate of Spence and Associates, Consultants

HOWARD T. SPENCE, PLC
Attorney at Law

SPECIALIZING IN ARBITRATIONS,
MEDIATIONS, OCCUPATIONAL
LICENSING, AND ADMINISTRATIVE
LAW MATTERS



"TRUE PEACE IS NOT MERELY THE
ABSENCE OF TENSION, IT IS THE
PRESENCE OF JUSTICE"

-- Rev. Dr. MLK, Jr.

Howard T. Spence, PLC, is a minority owned business enterprise which provides professional legal consulting and representation services within the state of Michigan, and within the federal judicial system. Legal services are provided by or under the guidance of Howard T. Spence, who is a licensed attorney in the state of Michigan.

The firm is affiliated with Spence and Associates, Consultants, and also Black-Gold Associates LLC. Black-Gold Associates LLC provides mediation and arbitration services relating to a wide range of disputes which are amenable to alternative dispute resolution ("ADR").

While the firm is engaged in the general practice of law in the state of Michigan, the firm specializes in providing legal consultations and representations in matters relating to Occupational Licensing and Administrative Law.

The firm operates out of offices in Lansing, Michigan



**HOWARD T. SPENCE,
MLIR MBA JD
ATTORNEY AT LAW**



Howard T. Spence has been a licensed attorney in the state of Michigan since 1976. (License number P-27045) He has extensive experience in employment relations matters, and presently also serves as an arbitrator for several national arbitration panels. He independently provides legal consulting and attorney representation services as Howard T. Spence, PLC. He has many years of experience in regulatory and licensing matters as well as employment relations matters.

Howard served in the state of Michigan as deputy Insurance Commissioner responsible for licensing and enforcement matters, assistant director for policy in the Michigan Public Service Commission, and also as Personnel Administrator for the Michigan Department of Commerce. He ended his state career serving as an Administrative Law Judge. He adjudicated a wide range of disputes as an ALJ and also helped negotiate compliance and enforcement resolutions for over 10 years. Howard has taught a variety of management and law courses at the University of Phoenix in both their undergraduate and MBA programs, and also has taught law students as an adjunct professor of law at Thomas Cooley Law School.

Howard holds a Masters Degree in Labor and Industrial Relations and also a Masters Degree in Business Administration from Michigan State University. He has a Juris Doctor degree from the University of Michigan Law School.

Expertise in Administrative Law
Matters

Expertise in Occupational
Licensing and Regulation Matters

Considerate and Sensitive to the
Needs and
Litigation Requirements of
Clients

Willing to Travel to meet Client
Needs

Specializing in Defense of
Occupational Licensing
discipline matters, and in
occupational license
reinstatements

Consultations, "second
opinions," and Attorney
Representations in Administrative
Law Hearings and Judicial
Proceedings

