



**SPENCE AND ASSOCIATES**  
Professional Arbitration, Training, & Consulting Services

**Howard T. Spence MLIR MBA JD**  
Arbitrator, Consultant, Administrative Law Judge (Ret.), Professor

Member American Arbitration Association Panel of Neutrals (Employment Law), NASD Board of Arbitrators, National Arbitration Forum, and University of Phoenix Graduate Business and Management School Faculty

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*"True Peace is Not Merely the Absence of Tension,  
It is the Presence of Justice!" -- Rev. Dr. MLK, Jr.*



## Retainer Agreements and Fee Payments

Legal consulting and attorney services are provided to clients pursuant to retainer agreements which specify the services to be provided and the charges to be paid for those services. Howard T. Spence, PLC, generally provides services on a project basis, rather than on an hourly basis, although the firm is open to addressing specialized needs and circumstances of clients. The firm also accepts payment by Mastercard ® or Visa ® for services provided.



## Best Efforts and Litigation Outcomes/Objectives

Howard T. Spence, PLC, reserves the right to accept or decline representation requests from any prospective client. Decisions in this regard are made for a number of reasons, including scheduling issues, conflicts of interest or potential conflicts of interest, or personal preferences. Most attorney representation will be provided exclusively by Howard T. Spence, Attorney at Law. However, Howard T. Spence, PLC, reserves the right to associate with and employ other qualified attorneys or staff necessary to accomplish agreed upon litigation objectives.

In all cases attorney services are offered and provided on a "best efforts" basis. No litigation outcome can or should be guaranteed. Howard T. Spence, PLC, will vigorously seek to advance the lawful and agreed upon litigation objectives of clients. Unless specifically addressed in a retainer agreement, the attorney representation contracted for between clients and the firm is provided for litigation in a specific administrative or judicial forum, and does not encompass appeals in other forums or to other levels.





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## Legal Representation and Consulting Services

### Overview of Services

Thank you for considering Howard T. Spence, Attorney at Law, to provide legal representation services to you. Howard T. Spence provides services as attorney at law through his firm, Howard T. Spence, PLC. Howard T. Spence is a sole practitioner attorney licensed to provide the full range of legal representation services in the state of Michigan courts and administrative agencies, as well as attorney services in the federal courts. Details about the qualifications and background of Howard T. Spence are set forth in his vita or resume which may be enclosed with this flyer.

Although Howard T. Spence PLC provides a full range of legal representation services, the firm does specialize in providing attorney representation in administrative law matters, including representation in matters relating to occupational licensing and regulatory disputes. Howard T. Spence has expertise in matters relating to occupational license discipline and denial, regulatory code compliance, business regulation, and employment relations and OSHA representation. He also has experience in resolving wage hour disputes. Howard T. Spence has over 10 years experience as an administrative law judge in the state of Michigan where he frequently heard and decided regulatory cases in each of these specialty areas.

Howard T. Spence, PLC operates and does business in the state of Michigan as Spence and Associates, Consultants. Howard T. Spence is also a mediator and arbitrator, and provides mediation and arbitration services through Black-Gold Associates, LLC, doing business as Spence and Associates, Consultants.

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Rev. Dr. Martin Luther King, Jr.