



**The Mercer Group, Inc.**

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

June 9, 2015

**Summary**

**Torey L. Alston**

- **Master in Business Administration; Bachelor – Business Administration**
- **Executive Director, Office of Economic Opportunity, Miami-Dade County Public Schools**
- **Salary: \$91,335**
- **Internet Research**
- **Florida A&M Board of Trustees**
  - <http://www.famu.edu/index.cfm?BOT&TrusteeDirectory>
- **Board of Adjustment – Oakland Park, FL**
  - <http://www.oaklandparkfl.org/266/Board-of-Adjustment>
- **Various news articles - neutral**

**THE MERCER GROUP, INC.**

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**LETTER OF INTEREST  
&  
RESUME**

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Mayor Braddy & City Commissioners:

Please accept this package as formal submission for Equal Opportunity Director with the City of Gainesville. As you can see from the enclosed package, I am a results-oriented leader with extensive state and local government expertise in program management, budgeting and project management. My background illustrates strong emphasis on building high performing, accountable and customer-focused teams in multiple organizations. I have worked in change environments with constrained resources, truly requiring solid leadership and effective management. I solve problems rapidly should they occur and implement strategies to avoid them. As a key member of senior management, I understand the role of being a trusted advisor, facilitator, problem-solver, overseer of cross-functional teams and effectively moving towards planned objectives and milestones.

Recently, I was honored to present observations, recommendations and best practices in supplier diversity to the City of Gainesville's Equal Opportunity Committee on April 28<sup>th</sup> and subsequent City Commission on May 7<sup>th</sup>. While providing this feedback, I recognized this position would be an opportunity to work with the City and I would be the ideal candidate to hit the ground running on implementation and execution of the City's priorities. With your collective leadership and commitment to diversity initiatives, working for the City of Gainesville would provide an opportunity to develop strong data collection and departmental procedures, institute initiatives to attract a talented workforce at all levels and increase opportunities for local businesses.

In my current role as Executive Director for the Miami-Dade County Public Schools Office of Economic Opportunity, I drafted a Small Business Enterprise Program Administrative Procedures Manual and crafted an M/WBE Policy as a result of a disparity study. Last year, I developed the FY 13-14 Inaugural Report highlighting \$100.2 million of total diverse expenditures, of which \$53.8 million was spent with certified local firms. Furthermore, I created compliance procedures, instituted a vendor feedback process and co-drafted the Anti-Discrimination Policy for the school district.

As a Gubernatorial Fellow to former Governor Bush, I learned the importance of proactive leadership. While managing the State of Florida's supplier diversity program, we increased spending with women, minority, and service-disabled veteran business enterprises, thus reporting \$3.23 billion and \$2.93 billion in the initial two fiscal year annual reports. Under my leadership, we also increased the number of certified business enterprises from 3,600 to more than 5,200 firms and developed a business owners "toolbox" - an e-resource guide for all certified businesses. Through my leadership, the Florida Small and Minority Business Council was re-established and relationships with the Florida Minority Supplier Development Council, Florida Finance Housing Corporation, Black Business Investment Board, Florida Small Business Development Center Network, and U. S. Small Business Administration were developed. In 2010, my team was recognized by *Florida TaxWatch*, receiving a Prudential-Davis Productivity Award for streamlining and reforming the state certification process.

I understand this position will report directly to the Mayor and City Commission. In a previous role as Chief of Staff for the Broward County Commission, I had the opportunity to meet regularly with the county's charter officers and collaborate with department directors on various policy initiatives. As Chief of Staff, I attended all Commission meetings and workshops, drafted policies and monitored critical county and state projects impacting nearly 1.8 million Broward County residents.

In closing, I believe the combination of your expectations and my background would make for a mutually beneficial partnership. I have worked successfully with business organizations, elected officials, executive staff, senior management, residents and community leaders in public and professional organizations. My supplier diversity background establishes me as a strong, innovative leader and I am confident I will be a valuable asset to the City of Gainesville.

Respectfully submitted,  
Torey L. Alston

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**TOREY L. ALSTON**

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**PROFESSIONAL PROFILE**

An innovative and performance driven leader with demonstrated results in state government, local government and private sector. Record of success managing large projects and working in change environments. A thoughtful administrator with demonstrated abilities in working successfully with elected officials, executive leadership, and community leaders in both public and private organizations.

**CORE COMPETENCIES**

<b>Leadership &amp; Financial Management</b>	<b>Strategic &amp; Performance Management</b>	<b>Supplier Diversity &amp; Economic Development</b>	<b>Public &amp; Community Affairs</b>
Listening Leader and Comprehensive Decision Making	Goal Setting and Outcome Driven Decision Making	Managing State and Local Supplier Diversity Programs	Creation of Policy, Procedures and Presentations
Project Management, Contract Management and Negotiations	Research and Statistical Analysis	Strong Relationships with Networks and Organizations	Collaboration with Elected and Appointed Officials
Budgeting and Cost Avoidance Techniques	Leading Cross Functional Teams	Procurement Management and Grant Writing	Communications and Governmental Affairs
Building High Performing Teams	High Quality Judgment	Compliance & Reporting	Engagement with Critical Stakeholders

**EDUCATION**

**Masters of Business Administration**, Florida Agricultural & Mechanical University  
**Bachelor of Science**, Business Administration, Florida Agricultural & Mechanical University  
**Lean Six Sigma Green Belt Certification**, Certificate of Completion, Caterpillar University  
**Florida Certified Contract Negotiator**, State of Florida (in progress)

**CURRENT PROFESSIONAL EXPERIENCE****Miami-Dade County Public Schools***January 2014 - Present***Executive Director, Office of Economic Opportunity**

- Manages the M-DCPS Office of Economic Opportunity whose roles include promoting the economic growth of small, micro and M/WBE firms through certification, community outreach, compliance monitoring and contractor prequalification; provides direction to 9 employees (full-time and contract workers) with direct oversight of 4 employees; Approves payroll and monitors \$1 million budget.
- Regularly briefs School Board Members, the Superintendent and senior management on critical issues; Serves on contract selection committees and recommended more than \$35 million in contract awards, subsequently approved by the Board.
- Drafted a Small Business Enterprise Program Administrative Procedures Manual with an outside supplier diversity consultant; Drafted an M/WBE Policy as a result of a disparity study; Benchmarked national, regional & local supplier diversity programs and compliance monitoring systems to M-DCPS and presented a report to senior staff and several stakeholder groups.
- Designed and drafted the Inaugural Report for the office outlining achievements during the previous fiscal year and reported \$100.2 million of total diverse expenditures, of which \$53.8 million was spent with certified firms; Increased the number of certified firms from 250 in January 2014 to 646 by May 2015, through targeted outreach and community coalitions; Reviewed actual M-DCPS expenditures from FY 13-14 and FY 14-15 through multiple systems including SAP, Internal School Funds and Procurement Card purchases.
- Developed internal reporting systems for all staff to measure progress and report achievements; Crafted new reporting metrics for the Superintendent, Board Members and other stakeholders (internal and external); Created 3 strategic MOUs with the Florida Small Business Development Center Network, Hispanic Business Initiative Fund and the NAACP Miami-Dade Branch.
- Serves as Co-Chair of the Goal Setting Committee working with Capital Construction, Procurement, School Operations, Audit, Maintenance and A/F Selections & Negotiations; Serves as staff director and manages the Small Business Enterprise Advisory Committee and Contractor Prequalification Review Committee.



- Project Manager for integration and full transition of B2GNow compliance tool, improving the district's data collection, compliance monitoring and utilization reports; Sole negotiator with B2GNow and received best value for M-DCPS totaling \$268,518 over a five year period with optional renewal periods; Handled negotiations on several contracts seeking media/advertising services for the school district; Led successful negotiations for media outreach to minority communities with the Daily Business Review, Miami Times, Diario Las Americas, and KOZE FANM Radio.

#### PREVIOUS PROFESSIONAL EXPERIENCE

##### **Urban Academy Schools**

*June 2013 – January 2014*

##### **Chief Administrative Officer**

- Responsible for budgeting, marketing, human resources, facility management, transportation, food service, and local partnerships; In second year of start-up phase for both charter schools, we doubled school enrollment with targeted marketing outreach efforts to parents, community organizations and local churches.
- Assessed the organizational infrastructure of both charter schools (i.e., staffing needs, reporting structures, administrative systems and procedures, and programmatic assessment) and made substantive recommendations for change where necessary; Reorganized the instructional team and replaced inefficient vendors.
- Provided oversight to all administrative areas and projects that assisted in achieving the Board's strategic plans and goals; Worked with other senior management team members to develop and manage policies and procedures; Ensured compliance with relevant state and local laws.
- Served as the CEO's representative in internal and external meetings; Ensured the CEO was informed of all pertinent information.

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

*November 2010 - June 2013*

##### **Chief of Staff, Office of the Vice-Mayor**

- Provided direction and leadership in strategic management, policy development and program management in support of a \$3.3 billion governmental entity with 5,000 employees which is the 2<sup>nd</sup> largest in the State of Florida; Ensured day-to-day functions were delivered efficiently and collaboratively.
- Crafted grant proposal to the Sheriff for available dollars in the Law Enforcement Trust Fund resulting in successful funding for a \$350,000 Homeless Management Information System; Crafted proposal which identified solutions for aggressive and roaming dogs, which was ultimately approved by the commission.
- Wrote the policy and items subsequently passed, securing funding for critical local projects in several municipalities including \$5,000 for cultural initiatives in the City of Miramar, \$5,000 for the City of Hallandale's micro-library, and \$2,000 for community events in the City of West Park; Successfully developed language and passed commission policy updating travel guidelines with performance measures.
- Attended weekly briefings with the County's Administrator, Attorney, and Auditor addressing the needs of more than 1.8 million county residents; Interviewed and built employee structure, managed office budget and assigned on-going special projects to staff; Recommended elected officials and community leaders for county boards and coordinated background and reference checks with the County Attorney.

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

*March 2010 – November 2010*

##### **Chief of Staff, Office of County Commissioner Albert Jones**

- Managed agenda items and worked with senior staff to deliver more than \$30 million to residents including \$7 million for home energy assistance, \$6 million for homeless support services, and \$147,000 for rent/mortgage assistance.
- Protected severe social service impacts from a millage rate reduction including \$1.7 million reduction in transit bus frequency and \$260,000 for children's services homeless child care; worked with senior staff to guard these critical services.
- Responsible for accelerating construction schedule and ultimate ground breaking of the Lauderdale Lakes Library/Educational and Cultural Center from December 2010 to June 2010; resulted in major cost savings and cost avoidance for the City by working with the Mayor, city officials and local leaders.
- Provided direction and leadership to office employees and managed the district office; Attended weekly briefings with the County's Administrator, Attorney, and Auditor.
- Served as lead county commission representative on the Broward County Haitian Relief Task Force; partnered with the Broward Children Services Council as the liaison for community and government relief efforts to support citizens in Haiti after the 2010 earthquake.



**State of Florida***August 2007 – February 2010***Chief Diversity Officer, State of Florida Office of Supplier Diversity****Advisor to Executive Office of the Governor**

- Managed the State of Florida's supplier diversity program and advocated usage of women, minority, and service-disabled veteran businesses; Goals were attained through certification, advocacy/outreach, and matchmaking activities; Directed the state's Mentor Protégé Program, Loan Mobilization Program and coordinated the Florida Economic Recovery Package workshops with the Governor's Stimulus Czar.
- Provided direction and leadership to staff, managed all fiduciary responsibilities, crafted and released the OSD 2010 Plan, a strategic roadmap for the program; Frequently communicated with the Executive Office of the Governor, state agencies, universities, and other stakeholders to achieve common goals and provide continuous improvement.
- Decreased certification process times from 43 days to less than 15 days; Added service-disabled veteran business enterprises to the program through legislative action; Enhanced certification and notifications, by totally automating recertification and allowing business owners to receive automated e-notices for recertification; Expanded certification period from one year to two years; Secured joint certification agreements with the City of Jacksonville and Broward Health. *(Recognized by Florida TaxWatch, receiving a 2010 Prudential-Davis Productivity Award for streamlining state certification.)*
- Partnered with state agencies, universities and community colleges to increase spending with women, minority, and service-disabled veteran businesses, thus reporting \$3.23 billion and \$2.93 billion in the initial two fiscal years; Increased the number of certified business enterprises from 3,600 to more than 5,200 firms; Developed a business owners "toolbox"- an e-resource guide for all certified businesses.
- Created an MOU with the Insight Center for Economic Development and the State of Delaware's Office of Minority & Women Business Enterprise reviewed their functions and made recommendations on a supplier diversity program similar to the State of Florida; Delaware Governor Jack Markell passed Executive Order #14 on December 22, 2009, which created a supplier diversity program for the state.
- Served as Project Manager for the MatchMaker Conference and Trade Show , the state's annual premier event connecting business owners with purchasing officials in government and the private sector, along with executing several regional MatchMaker workshops around the state; Collectively, in 2007, 2008 and 2009, raised nearly \$1 million from public and private sources, managed contract negotiations, event budget, and logistics; Monitored mini-grants with all public and private agencies.

**State of Florida***August 2009 – February 2010***Executive Director, State of Florida Office of Efficient Government**

- Supervised staff in the Florida Office of Efficient Government; Reviewed, evaluated and issued advisory reports on outsourced business cases; Investigated and recommended innovative ideas increasing efficiency and saving taxpayer dollars; Frequently provided policy, budget and technical support to the Executive Office of the Governor, Council on Efficient Government Members, state agencies and procurement officials.
- Provided support services to the Department of Management Services (with 1,000 a \$559 million budget) along with stakeholders impacting nearly 1.1 million customers including other state agencies, universities, community colleges and other local governments.
- Discovered more than \$30 million in savings and cost avoidances to taxpayers in the Department of Juvenile Justice and Department of Financial Services; Assisted agencies in the purchasing process ensuring a high-quality procurement; Advised agencies on performance measurement, contract management and change management.

**State of Florida***June 2007-August 2007***Deputy Director, Office of Supplier Diversity**

- Provided direction and leadership to 21 employees; Established new goals and benchmarks for the office along with instituting accountability measures; Updated the policies and procedures manual for the office and instituted the "Morning Stand-up", a 5 minute ice breaker to set the daily agenda and boost office morale.
- Served as the budget director for the office managing a \$1.2 million budget; Managed the daily operations including certification process, support programs, employee training and conducted employee evaluations; Assisted leadership team with the legislative budget process and created the legislative Long Range Program Plan; Organized, planned, prioritized and executed multiple projects simultaneously.



- Increased the number of black-owned certified firms by more than 1,000 in less than a year; Created new strategic partnership agreements containing measurable goals with the U.S. Small Business Administration, Florida Small Business Development Center Network and the NAACP.
- Supported minority-owned media around the state by placing ads in publications including El Nuevo, Westside Gazette, InFocus Magazine, and the Capital Outlook; Created the OSD Link, a monthly e-newsletter sent to more than 5,000 business owners providing information on diversity issues, helpful tips and business development workshops.
- Re-established the Florida Small and Minority Business Council and developed relationships with the Florida Minority Supplier Development Council, Florida Finance Housing Corporation, Black Business Investment Board, Florida Small Business Development Center Network, FAMBEO and other organizations.
- Served as a key member of a cross-functional team transforming a paper intensive state certification process into a more efficient system; Project manager and subject matter expert on transformation to current automated recertification process.

**State of Florida***August 2006-May 2007***Budget Analyst/Gubernatorial Fellow, Office of Planning and Budget****Procurement Specialist/Gubernatorial Fellow, Division of State Purchasing**

- Served as a key member of a cross functional team responsible for the posting and awarding of a \$53 million RFP for installation of generators and storage fuel tanks at special need shelters statewide; Assisted with each phase from procurement process and contract negotiation to ultimate installation.
- Updated program budgets and expense reports for various programs including Agency Administration, Private Prisons, Public Employee Relations Commission, and Commission on Human Relations; reallocated resources as needed to support program goals.
- Assisted in the preparation of the agency Legislative Budget Request process, Long Range Program Plan, and other legislative requests.
- Budget lead with the Office of Supplier Diversity in planning MatchMaker 2006, state's annual premier event connecting business owners with purchasing officials in government and the private sector; Managed and updated a \$1.2 million spending plan for the Office of Supplier Diversity.
- Attended policy briefings and budget hearings with the Governor and senior staff.

**Caterpillar, Inc.***May 2006-August 2006***Corporate Marketing Specialist Intern**

- Achieved full Yellow and Green Belt Six Sigma Certification, a business methodology and process improvement training recognized in corporate America.
- Participated in three Six Sigma Projects in the Industrial Power Systems Division; reviewed current industries and market sectors with most potential for growth, conducted feedback on "voice of customer," and discovered new ways to maintain the company's website.
- Conducted competitive analysis and research on key competitors in the top 10 new industries where Caterpillar desired to have a presence.

**LEADERSHIP & CIVIC INVOLVEMENT**

- Member, Florida A&M University Board of Trustees (for term ending 01/06/15)
  - Appointed by Governor Crist on 04-12-10 & Re-appointed by Governor Scott on 02-04-11
  - Chair, Trustee-Student Affairs Committee (2011-present)
- Member, Boys & Girls Clubs of Broward County Local Unit Advisory Board
- Member, City of Oakland Park Board of Adjustment
- Former Member of the City of Fort Lauderdale's Audit Advisory Committee
- Former Vice-Chairman & Economic Dev. Chair, Florida Council on the Social Status of Black Men and Boys

**MEMBERSHIPS, AFFILIATIONS & CERTIFICATIONS**

- Member, National Institute of Government Purchasing (NIGP)
- Member, American Contract Compliance Association
- Member, National Forum for Black Public Administrators
- Member, Florida Association of Minority Business Enterprise Officials
- Southern Province Life Member, Kappa Alpha Psi Fraternity, Inc.
- Life Member, Florida A&M University National Alumni Association
- Subscribing Life Member, NAACP
  - 5<sup>th</sup> Vice-President & State Economic Development Chairman, Florida State Conference
  - Successfully drafted mini-grants for community and economic development totaling \$49,000