



## **ALVIN C. COLLINS**

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### **PROFESSIONAL EXPERIENCE**

#### **PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS, MARYLAND**

**Chief of Supporting Services, 4/2015 to 4/2016**

Appointed by the Chief Executive Officer as a Member of the Executive Management Team, responsible for facility capital projects, capital development, maintenance and construction, security services, transportation services, food and nutrition services and other associated activities for a large urban/suburban/rural school district. Interface with the County Executive, County School Board, County Council, broader school community and local and state agencies.

#### **THE STATE OF MARYLAND, DEPARTMENT OF GENERAL SERVICES (DGS)**

**Secretary**

**2/2007 to 12/2014**

Gubernatorial/Executive appointment to provide policy development, leadership, management, and service delivery for DGS programs:

- 1 billion in annual contract administration
- 6.3 million square feet of state owned facilities
- 4.6 million square feet of leased space

Responsibilities included:

- Be proactive in the delivery of services to all levels of governmental, private, and community partners
- Develop and implement targeted activities for minority businesses
- Planning, design, and construction management of state facilities
- Facilities management, including goods and services procurement
- Disposal of excess goods and properties
- Supervision and management of security and police services for state facilities
- Energy conservation and renewable energy activities

Additional responsibilities included:

- Construction Advisor to Board of Public Works
- Chair, Government House Trust
- Member, General Professional Services Selection Board
- Member, Procurement Advisory Board
- Member, Information Technology Board
- Member, Interagency Committee for Public School Construction
- Member, Governor's Council on Chesapeake Bay
- Member, Maryland Food Center Authority

#### **ANNE ARUNDEL COUNTY, OFFICE OF THE COUNTY EXECUTIVE**

**11/2002 to 12/2006**

Chair, Criminal Justice Coordinating Committee

11/2002 to 12/2006

Human Services Officer

11/2002 to 12/2006

Chief of Staff

11/2003 to 12/2006

Responsible for the coordination and resolution of criminal justice issues involving multiple agencies; responsible for the development of criminal justice grant funding and the effectiveness and efficiency of criminal justice policies and programs; supervised the operations of the County offices of Health, Mental Health, Aging Housing, Community Development, Workforce Development and Social Services and their collaboration on complex issues; identified service gaps and recommended policies to better service County citizens.

Managed the daily operations of the Office of County Executive, including the activities of governmental relations, human relations, land use policy, criminal justice coordination, and public information. Insured the appropriate and effective implementation of the County Executive's policies and programs, recommending improvements, and managed collaborative team building.

**STATE OF MARYLAND, OFFICE OF THE GOVERNOR**

Chief of Staff to Governor

Deputy Chief of Staff

2/2001 TO 10/2002

5/2001 to 10/2002

2/2001 to 5/2001

From 5/2001 to 10/2002, served as **Chief of Staff** to the Governor for all facets of daily operations of Maryland State Government:

- \$22 billion annually/80,000 employees
- Worked daily with the Governor, Deputy Chiefs of Staff, and Agency Heads.
- Maintained direct operational relationship with Department of Health and Mental Hygiene
- Assumed operational oversight of Homeland Security activities, including Chair of Maryland Security Council
- Functioned as lead contact with Federal Office of Homeland Security and related organizations

From 2/2001 – 5/2002, served as **Deputy Chief of Staff** and primary advisor to the Governor for development and implementation of policies and programs related to health and human services. These programs totaled over \$6 billion and 15,000 employees in the Departments of Human Resources, Health and Mental Hygiene, Aging, Individuals with Disabilities, and Maryland Insurance Commission. The scope of these programs' responsibilities included: medical assistance and public health, public assistance for families, child support enforcement, child and family foster care, mental health, developmental disabilities, and senior issues.

- Responsible for proposing policy and fiscal options to the governor on these programs
- Advised Cabinet Secretaries on the Governor's policies in these area
- Developed and Maintained working relationships with State Government Executive, elected officials, and advocacy groups/organizations

**UNITED STATES DEPARTMENT OF HEALTH AND HUMAN SERVICES**

Executive Director, Office of Family Assistance

1998 to 2001

Presidential appointment to lead, direct and oversee policies governing the Temporary Assistance for Needy Families (TANF) program, a \$17 billion Federal/State public assistance program. Responsible for developing, guiding and directing Federal policy for TANF in cooperation with the White House, Congress, Federal Agencies, the States, and national advocacy groups.

- Provided leadership in the formulation and execution of Federal policies for TANF, including guidance on linkages with other Federal programs , such as employment housing,, transportation and community development, to implement creative funding strategies for services and best practices for community and resource development
- Devised an accountability strategy to ensure TANF met Federal statutory and regulatory requirement, including processes to develop and maintain productive working relationships with the States to enhance TANF programmatic policies and goals
- Provided technical assistance through written guidance conference, peer interaction, and media outlets
- Served as lead Administration representative before national organizations, national conferences and Congressional committees on topics related to welfare reform and TANF, making keynote speeches, providing testimony, and delivering public remarks
- Led and directed national professional staff in meeting the challenges of TANF program

**STATE OF MARYLAND, DEPARTMENT OF HUMAN RESOURCES**  
**Secretary**

**1995 to 1998**

Gubernatorial appointment to lead and manage departmental operations (\$1.3 billion, 6,500 employees, 25 office sites). Program responsibilities included public assistance for families, child support enforcement, child and family foster care, community services for the disabled and elderly, and child protective services. Critical accomplishments included:

- Led state-wide welfare reform effort that maximized the economic independence and self-sufficiency of all employable individuals receiving public assistance, resulting in the lowest level of recipients in decades
- Initiated and directed strategic planning and implementation efforts to reduce child welfare caseloads
- Privatized parts of the child support enforcement operations
- Enhanced services to protected individuals threatened by neglect, abuse or exploitation
- Forged working relationships with State Legislators and Advocacy organizations to pass legislative initiatives, such as direct delivery of services through one point of entry
- Facilitated and supported staff development and advancement using information technology

**BALTIMORE CITY, DEPARTMENT OF SOCIAL SERVICES**

Director

1992 to 1995

Business Manager

1980 to 1989

In this capacity, directed and managed activities and operations of programs and services. Primary responsibilities:

- Oversaw and controlled agency \$600 million budget and personnel operations (3,000 employees)
- Initiated city-wide efforts to address specific need of targeted populations
- Developed and implemented comprehensive management system

**OTHER PROFESSIONAL AND ACADEMIC EXPERIENCES**

**ARLINGTON COUNTY, VIRGINIA – DEPARTMENT OF SOCIAL SERVICES**  
Administrative Services Officer 1989 – 1992  
**NEW HAVEN, CONNECTICUT**  
Director, Department of Human Services 1979 - 1980  
Executive Director, Dixwell Opposes Alcohol, Inc. 1977 - 1979

**EDUCATION**

**POST MASTER IN SOCIAL ADMINISTRATION** - University of Maryland at Baltimore,  
School of Social Work

**MASTER OF ARTS IN EDUCATION** – Harvard University

**BACHELOR OF SCIENCE IN POLITICAL SCIENCE** – Southern Connecticut State  
University