

ALICE ROBERTS-DAVIS, ESQ.

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LEAD EFFECTIVE TEAMS | CUSTOMER-FOCUSED DIVERSITY AND INCLUSION | NEGOTIATE PROFITABLE TERMS

Passion for real estate and procurement. Build high-functioning teams, create, and execute efficient and cost-effective strategies. Highly ethical leader. Effective communicator across all organizational levels and external business partners. Leverage legal background in negotiations and decision-making.

PROFESSIONAL EXPERIENCE

STATE OF MINNESOTA, Saint Paul, MN

2015 to present

Commissioner, Department of Administration (2019-present)

- Developed the strategies for operational excellence and budget priorities for the agency.
- Transformed the agency into a customer-first, team member focused environment. Partner agency and team member satisfaction have increased dramatically.
- Manage the agency's >\$500M budget.
- Leading 25 distinct divisions that provide central services to state agency partners and directly to Minnesotans.
- Responsible for the state's Real Estate strategy and portfolio including >6,100 owned buildings, >5M sq. ft. of owned property, and >6M sq. ft. of leased property.
- Responsible for the state's construction activities which average >200 projects annually including planning and design using sustainable building principles as an anchor.
- Responsible for the state's Facilities Management Division which provides custodial, groundskeeping, and skilled trades services for the Capitol Complex's 23 buildings, monuments, and grounds.
- Responsible for the Enterprise Real Property division that uses Archibus to quantify building condition, deferred maintenance, and asset preservation needs.
- Responsible for the state's Office of Enterprise Sustainability which reduced Greenhouse Gas Emissions by 30%, four years ahead of its 2025 goal.
- Responsible for the state's >2,000 vehicle fleet. Ensured that agencies lease electric and hybrid vehicles whenever possible.
- Responsible for the state's >\$3B in annual enterprise procurement.
- Responsible for the state's Equity in Procurement and Procurement Technical Assistance Center which focus on diverse spending with the state's minority, women, and veteran-owned businesses. These programs are modeled by the University of Minnesota, local governments, and across the country.
- Responsible for the state's enterprise Continuous Improvement initiatives.
- Led the state's efforts to acquire and distribute >50M pieces of protective equipment to Minnesota's nurses, caregivers, first responders, and students.
- Led the state's home COVID testing strategy including the acquisition and expedient distribution of more than 2.4M COVID tests directly to Minnesotans through Amazon.
- Work closely with the Governor's Office on agency initiatives, budgets, and priorities.
- Effectively manage relationships with legislators and work to expediently resolve issues.
- Testify before the legislature to advocate for agency budget needs, priorities, and responding to questions about agency operations.

Assistant Commissioner, Property and Procurement (2015-2019)

- Responsible for the state's \$2.5B+ annual enterprise procurement.
- Established the state's Office of Equity in Procurement and implemented practices that more than doubled enterprise spend with Targeted Group Businesses (\$65M in 2015 to \$149M in 2022).
- Responsible for the state's Real Estate portfolio of 5M sq. ft. of leased space and 6M sq. ft. of owned buildings.

- Managed the Enterprise Real Property division that uses Archibus to quantify building condition, deferred maintenance, and asset preservation needs.

TARGET, Minneapolis, MN

2003 to 2015

Group Manager, Compliance (2011 to 2015)

Managed a team of 10, including Managers, responsible for all aspects of global compliance program's foundational elements including enterprise communications, training, integrity hotline, code of conduct, corporate policies and Governance, Compliance and Risk eGRC tool. Managed a budget of about \$500K for travel and expenses.

- Designed and implemented compliance strategy for company's 1st international expansion, which became the model and standard for revamping the domestic program.
- Created compliance plans for all aspects of international operations (160+ plans), ensuring that teams built operations and best practices around compliance obligations.
- Planned and implemented strategies for achieving >90% training completion across the enterprise (~370K employees) creating defensibility for the company in the event of a non-compliance event.
- Developed the company's first enterprise communications plan for ethics and compliance creating awareness around all relevant topics at least once annually.
- Built and led eGRC implementation strategy which allowed for a comprehensive view of risk and obligations across 14 integral business teams.
- Employed risk profiles for internal compliance teams which fed an enterprise assessment of corporate risk and mitigation efforts. This resulted in identifying, mitigating and removing 2 high risk programs from the corporate risk profile.
- Earned 97% favorability in 360-degree performance feedback.

Group Manager, Supplier Diversity (2009 to 2011)

Promoted to enterprise Key Management Group. Led the team managing enterprise strategic sourcing vendor management initiative. Facilitated underrepresented groups gaining access to corporation's supply chain, a \$1B nationally recognized initiative.

- Partnered with senior leaders to elevate the importance of supplier diversity in sourcing activities resulting in mandatory inclusion of at least one diverse supplier in the bid process, and increasing diversity metrics 3-4%.
- Developed diversity initiatives, creating mutually beneficial business relationships between Target and ~1,400 diverse vendors.
- Implemented strategy achieving \$1B in sourcing with minority and woman-owned businesses, elevating Target to industry elite status for supplier diversity initiatives.
- Perennially received awards from national and local industry groups recognizing highly effective programs.

Regional Real Estate Manager (2003 to 2009)

Gained market knowledge, performed site selection and negotiated legal documents. Promoted to company's Key Management Group (KMG) which represents the top 1% of company's leaders. Through a series of in-role promotions, led teams in the Midwest, South, and West for store new development program.

- Became most productive deal maker 2 consecutive years opening more than 10 locations annually.
- Made land acquisition and investment decisions of ~\$30M per location.
- Presented to and gained approval monthly from the CEO, CFO, CMO, and Pyramid Leader, resulting in effective communication skills in a matrixed organization.
- Managed internal and external cross-functional teams of market research, finance, design, and construction for each location.
- Identified, negotiated, entitled, and internally coordinated with Design, Construction, Legal, Environmental, Operations and Finance for new stores and remodels.
- Drove approvals for ~30 locations, adding over 3M sq. ft. of retail space, representing capital investments of over \$1B, generating Net Present Value > \$500M.
- Identified potential markets, performed site selection, negotiation, deal structuring, project management and property management for one year after operations commenced.
- Rebuilt highest volume location in the chain despite significant political adversity resulting in over \$120M in annual sales.

- Successfully negotiated with developers and landlords for substantial changes to the operating agreement, allowing for changes to use restrictions and building footprints and inclusion of grocery creating over 10% sales increase per location.
- Remodeled about 80 stores in 2 years boosting brand equity, guest loyalty, and delivering ~10% sales increase per location.
- Started as Real Estate Manager, Remodels & Expansions- Midwest Region (2003). Promoted to Real Estate Manager, Western Region (2005) and promoted to Regional Real Estate Manager, Southern Region (2007).

ADDITIONAL RELEVANT EXPERIENCE

SEARS– Real Estate Manager (2001 to 2003)

Conducted site selection for small format locations. Negotiated leases and lease renewals for leased properties. Maintained a portfolio of <800 locations nationally. Evaluated leased properties for potential purchase, renewal or sale.

SEARS – Document Research Specialist (1999 to 2001)

Reviewed legal documents such as OEAs, leases and SNDAs. Reviewed and developed position on company's rights related to contracts and site plans for .2K properties.

EDUCATION

Juris Doctor, College of Law, Florida State University, Tallahassee, FL
Bachelor of Science - Communications, University of Illinois, Urbana-Champaign, IL

HONORS / AWARDS

2017 Star of the North Award for Project Execution, Department of Administration
2015 Star of the North Award for Project Execution, Department of Administration
2010 Top 100 under 50 Emerging Executives, Diversity MBA Magazine
Virgil Hawkins Fellowship, Florida State University
Presidential Scholar, Florida State University
Phi Eta Sigma National Honor Society, University of Illinois