




# Alan Rosen, MPA, ICMA-CM

## CONTACT

 954-644-9999

 816 Arbor Pointe Ave.  
Minneola, FL 34715

 AlanMPA2005@gmail.com

## EDUCATION

### Rockefeller College of Public Affairs and Policy

Master of Public Administration, with Honors - 2005

### University at Albany – State University of New York

Bachelor of Arts in Psychology, Summa Cum Laude - 1999

## CERTIFICATIONS

IS-100.c, (FEMA), 2022

IS-700.b, (FEMA), 2022

IS-800.d, (FEMA), 2022

ICMA Credentialed Manager, 2021

Six Sigma Yellow Belt, 2015

Essential Management Skills Certificate (ICMA), 2011

Certificates in Process Improvement and Advanced Facilitation, 2006

## RELEVANT SKILLS

Microsoft Office 365 Suite

Tyler Munis

Workday

CGI-AMS

Technical Writing

Public Speaking

Process Improvement

Facilitation

Strategic Planning

Performance Measurement

Organizational Analysis

Leadership Development

## WORK EXPERIENCE

### Founder & CEO

Sep. 2021 - Present

#### Local Government Solutions, LLC.

Local Government Solutions was formed to assist local governments in creating more efficient operations, benchmarking, strategic planning, process improvements, interim services, and leadership development.

- Completed an organizational analysis for the Pinellas County Facilities Department that resulted in 18 recommendations aimed at increasing the effectiveness of the department.
- Trained all Dade City, FL staff on customer service using emotional intelligence skill building.
- Served as interim budget manager for Nassau County, FL to ensure the continuity of services, leadership development, and analysis including reviews of economic development grants.
- Assisted Nassau County, FL in reorganizing their Public Works Administration Division to provide more effective support.
- Assisted the City of Mexico Beach with capital improvement planning process enhancements.
- Created a 4-year future staffing strategic plan for the City of Oak Hill.

### County Manager

Feb. 2021 – Aug 2021

#### Lake County, FL

Lake County is the 19th largest county in Florida, serving over 400,000 residents. The budget is over \$753 million and includes almost 1,000 FTEs under the Board of County Commissioners.

- Obtained support from County Commission to significantly increase pay for the EMS Department that had a 50% vacancy rate and significant turnover, without increasing taxes.
- Reorganized the Public Safety Department to provide more appropriate support from the executive level.
- Increased funding for roads by 80% and 300% in FY 21 and 22 respectively without increasing taxes.
- Guided budget development to increase fund balance from 8.6% to 12.6% while increasing salaries to retain and attract county staff in one year.
- Created the county's \$71 million ARPA spending plan.
- Coordinated the first facilitated strategic planning session in the County's history leading to consolidated future goals.
- Reorganized executive management team to allow for more manageable span of control without significantly increasing budget expenditures.
- Created online survey for building and zoning and implemented other improvements based on customer feedback. Within a few months, customer satisfaction averaged 9 out of 10.
- Provided leadership training, direction, and planning for operations of all departments.
- Managed development, planning, and implementation of department goals, objectives, policies, and procedures.
- Directed update on new purchasing manual to increase efficiency and reduce timelines for procuring goods and services for the county.
- Reviewed and approved numerous policy, resolution, ordinance, and regulation changes with the goal of improving county operations.

## PUBLICATIONS AND SPEAKING ENGAGEMENTS

### 2022

Speaker: "Improving Customer Service Through Emotional Intelligence" – Dade City, FL

### 2018

Speaker: "Budgeting: Connecting Revenue and Expenditures for Parks and Recreation" – Florida Recreation and Parks Association

### 2017

Speaker: "Lessons Learned from Hurricane Matthew: How to Increase Your Chances of Reimbursement" – Florida City and County Management Association

### 2015

Rosen, A. & Belknap, A. (2015). Navigating the Economic Upturn: Five Priorities to Guide Managers. *Public Management*, 97 (7), 28.

### 2011

Rosen, A. (2011). Tips for TIFs: How to get a quicker return on your tax increment financing dollar. *Public Management*, 93 (4), 14-17

## WORK EXPERIENCE (CONTINUED)

### Interim City Manager & Assistant City Manager City of Port Orange, FL

Jan. 2015 – Jan. 2021

Port Orange is the 3rd largest city in Volusia County serving 64,230 residents. The city has a budget of \$160 million and 492 FTEs.

- Completed multiple fee studies to better align fees with actual costs in Fire and Parks and Recreation.
- Shared duties as Incident Commander during all hurricanes and tropical storms.
- Supervised FEMA Public Assistance process, obtaining millions in reimbursements for Hurricanes Matthew and Irma.
- Led process to create a fire service fee to help fund Fire Rescue.
- Served as acting Administrative Services Director, directly supervising Human Resources, Information Technology, and Risk Management.
- Created 5-year forecast that highlighted future fiscal concerns.
- Created new fund balance policy that ensured financial stability through COVID-19 and numerous hurricanes and tropical storms.
- Led the city's effort to update the Enterprise Resource Planning (ERP) software, which was completed on time and on budget.
- Analyzed possible savings of switching from local pension program to the Florida Retirement System.
- Managed legislative agenda for the city, monitoring and assessing proposed legislation for policy and financial impacts.
- Worked with local, state, and federal officials in obtaining necessary legislation, grant funding and support for targeted priorities including \$1.5 in stormwater grants.
- Acted as lead negotiator and successfully negotiated all union contracts on behalf of the city in 2015.
- Successfully coordinated multi-jurisdictional effort to update the interlocal agreement on fuel tax distribution.
- Led effort to completely overhaul the city's feral cat program to increase transparency and accountability.

### Senior Management Advisor Management Partners, Inc.

Apr. 2013 – Jan. 2015

Management Partners is a local government management consulting firm with offices in California and Ohio. The firm specializes in helping local government organizations improve their operations.

- Managed a project to determine the feasibility of a regional jail facility for Baldwin County, Alabama.
- Managed an efficiency study for West Palm Beach Parks and Recreation that resulted in 37 recommendations for improving services while reducing expenditures.
- Trained staff in multiple cities and counties on outcome-based budgeting and performance measurement.
- Completed a complex parks and recreation fee structure and market analysis for 10 Northern California cities that improved competitiveness and realigned cost recovery.
- Analyzed financial functions for the City of Sanford as part of an organization-wide study that resulted in 71 recommendations and \$8.7 million in cost savings and revenue enhancements.
- Assisted the City of Los Altos, CA in documenting all Human Resources and Risk Management related functions.

## PROFESSIONAL MEMBERSHIPS & VOLUNTEERISM

### Florida City and County Management Association (FCCMA)

2020-2022 FCCMA At-Large Director  
2019-2020 Chair – Professional Development Committee  
2017-2019 Professional Management Matters Committee  
2016-2017 Conference Planning Committee  
2014-2016 Professional Development Committee

### International City/County Management Association (ICMA)

2004-2005 Conference Planning Committee

### Winding Woods HOA

Treasurer

### Congregation B’Nai Torah

Board Member

### South Lake Youth Sports

Assistant Baseball Coach

## WORK EXPERIENCE (CONTINUED)

### Budget Manager

Feb. 2012 – Apr. 2013

#### Washoe County, NV

Washoe County encompasses approximately 6,542 square miles in northwestern Nevada including the Cities of Reno, Sparks, and parts of Lake Tahoe. The County has a budget of \$834 million and 3,023 FTEs that serve a population of about 485,000.

- Won the GFOA award for distinguished budget presentation.
- Created a new 3-year planning process, which incorporated long-term strategic planning into the budget process.
- Expanded the capital improvement process to include larger groups of decision makers for a more well-rounded approach to capital planning.
- Simplified the quarterly budget report to better reflect the audience of elected officials and department heads.
- Created new budget book presentation for easier reading by the public.

### Financial Systems Manager

Jun. 2009 – Feb. 2012

#### Fulton County, GA

Fulton County is the largest county in Georgia, serving a population of over 1 million with a budget of over \$1.25 billion and about 4,800 FTEs.

- Supervised the county’s transition to outcome-based budgeting, which helped save over \$50 million annually.
- Worked with the Sheriff to analyze the impact of a new county jail, and the possible closure of the regional Peace Officer Standards and Training Academy.
- Edited the budget books, which received the GFOA award.
- Organized the \$25 million five-year capital program.
- Saved \$3.1 million by seeking creative cost reductions.
- Created a community-based budgeting activity, which the county used to gather citizen input and increase involvement in the budget process.
- Facilitated process improvements, which reduced process times by up to 50%.

### Senior Budget and Management Analyst

Jun. 2005 – Jun. 2009

#### Broward County, FL

Broward County is the second largest county in the State with a population of 1.9 million, a budget of approximately \$5.6 billion and 6,667 employees.

- Assisted in the creation of the outcome-based budget process, which saved \$80 million.
- Facilitated process improvements in budget, purchasing, and housing finance, saving over \$100,000 annually.
- Created and coordinated new IT capital request process for the entire county.
- Managed \$450 million annually in operating and capital.
- Responsible for performance measurement, process improvements and facilitations for assigned departments.
- Wrote synopsis of The Price of Government, which the county used to create the outcome-based budgeting process.