
ALAN D. BUSH

Executive Accomplishment Portfolio

Operations and Systems Strategist

Organizational Excellence | Municipal Leadership | Business Systems | Digital Innovation

SELECTED INITIATIVES AND CASE STUDIES

Public service redesign, enterprise workflow requirements, workforce safety, financial oversight, infrastructure planning and operational systems development.

October 2026 • Professional portfolio • AlanBush.me

Executive perspective

Across public administration, independent consulting, business solutions and technology, my work begins with understanding how an operation actually functions. I examine its people, processes, financial controls, equipment, data, incentives and decision pathways before recommending a change.

My approach is to preserve effective components, identify the real source of a problem, assess the available resources, and implement improvements proportionate to the need. Sometimes that means redesigning a municipal service; sometimes a better reporting system or a different uniform solves the problem.

Professional scope

Former Deputy Director of Public Works for the City of New Haven, overseeing a substantial municipal operation with approximately 120 employees and an operating budget of roughly \$12 million. Earlier City of Stamford experience includes operations programs, capital-project oversight and municipal systems requirements. Subsequent experience includes New Milford capital-project consulting, municipal Fleet operations, and AI-assisted digital platform development.

What the portfolio demonstrates

The case studies address six recurring capabilities: direct operational investigation; financial and resource analysis; requirements architecture; stakeholder collaboration; quality assurance and regulatory awareness; and implementation or informed assessment of sustainable solutions.

How to interpret the evidence

Implemented: Alan initiated or executed an improvement that was put into practice. Designed, implemented later: Alan authored core requirements or planning documents, with rollout occurring after his departure. Proposed: planning and procurement activity occurred but a project was not deployed. Reported outcome: a firsthand recollection awaiting independent records or quantitative validation.

This portfolio is an accomplishment narrative, not a claim that every proposal advanced to implementation or that every estimated benefit is an audited result.

Portfolio at a glance

Case	Initiative	Status
01	Stamford citywide service system	Designed / implemented later
02	Municipal recycling redesign	Adopted / implemented
03	CRRA contractual decision support	Opt-out adopted
04	New Haven safety modernization	Implemented / sustained by account
05	Administrative workflow and staff development	Implemented in selected activities
06	Asphalt patching and cost-variance controls	Reported improvements
07	Public Works capital facilities planning	Engineering initiated; halted
08	Environmental monitoring and compliance	Ongoing operational responsibility
09	Fleet reporting and financial intelligence	Implemented reporting practice
10	Surplus auction logistics transformation	Implemented / time savings reported
11	Oracle Fusion invoice process assessment	Assessed; change not implemented
12	Digital products and service platforms	Developed / iteratively maintained
13	New Haven enterprise RFP comparison	Proposed; not deployed

Reading order: major implemented or adopted municipal improvements first; completed operational assessments and technology initiatives follow. Case 13 contrasts system architecture with organizational adoption.

CASE STUDY 01

Citywide customer service and work order management

CITY OF STAMFORD | OPERATIONS PROGRAMS SPECIALIST II

Situation and operating challenge

City service inquiries required reliable intake, routing, departmental action and visible disposition. The opportunity was to connect resident requests with an internal work-management system rather than leave departments with disconnected intake practices.

Alan Bush's contribution

Conceived the integrated model and authored the RFP and functional requirements. Defined resident intake, departmental and staff assignment, decline/redirect decisions, conversion to work orders, labor/material/equipment/photos, service status, reference inventories and management reporting. Consulted Citizen Services and incorporated its requested features to gain functional buy-in.

Outcome and institutional impact

The City awarded and implemented the vendor system after Alan had been laid off. Alan reports that it served city departments other than emergency services and remained operational roughly 10–15 years before replacement. The original award, vendor name, go-live and retirement dates need confirmation.

Capabilities demonstrated

Enterprise requirements architecture; government procurement scoping; cross-department workflow design; citizen-centered service delivery; stakeholder requirements elicitation.

Evidence and attribution: Alan's firsthand account and older résumé reference to drafting approximately 95% of the RFQ/RFP framework. Authorship and planning are directly attributed; post-departure implementation is not represented as personally managed.

CASE STUDY 02

Recycling collection and workforce redesign

CITY OF STAMFORD | MUNICIPAL OPERATIONS

Situation and operating challenge

Stamford historically supplied backyard refuse collection with crews that included employees assigned to bring containers to the curb. Residents voted to discontinue that service, threatening the relevance of at least a dozen pulling positions. Recycling pickup was then contracted externally for approximately \$1 million annually.

Alan Bush's contribution

Linked the service-policy change to a broader workforce and recycling strategy. Analyzed labor, collection routes, equipment and contract costs; proposed discontinuing outsourced recycling pickup, acquiring dual-stream collection trucks through a capital financing approach, and redeploying displaced pulling staff to the reorganized service.

Outcome and institutional impact

The proposal was adopted, according to Alan's account. The central accomplishment was redesigning two related service systems together, preserving useful employee roles while changing the delivery model. The \$1 million figure represents the original contract baseline, not confirmed recurring net savings.

Capabilities demonstrated

Municipal service transformation; scenario and cost analysis; workforce redeployment; capital-equipment strategy; systems thinking.

Evidence and attribution: Firsthand recollection; confirm final staffing counts, capital terms, executed contracts and calculated net financial benefit.

CASE STUDY 03

Contractual exposure and recycling strategy

CITY OF STAMFORD | CRRA REPRESENTATION

Situation and operating challenge

Changes in the recycling market created a contract decision point under a Connecticut Resources Recovery Authority arrangement. Alan learned that failing to submit a formal opt-out notice could expose the City to significant future charges.

Alan Bush's contribution

Acted as Stamford's designated CRRA representative. Identified the opt-out requirement, raised it to Bureau Chief Alexander Tergis, and supported escalation to the Mayor and municipal legal counsel. Also engaged qualified consulting and project-management expertise in developing recycling strategies favorable to Stamford.

Outcome and institutional impact

Stamford elected to opt out. The exact avoided costs are not established, and the later shutdown of CRRA operations is a separate historical event rather than proof of particular savings.

Capabilities demonstrated

Contract intelligence; intergovernmental representation; executive escalation; proactive financial exposure assessment.

Evidence and attribution: Firsthand chronology; obtain CRRA notices, City decision correspondence and program accounting before assigning dollar savings.

CASE STUDY 04

Workforce safety through practical redesign

CITY OF NEW HAVEN | DEPUTY DIRECTOR OF PUBLIC WORKS

Situation and operating challenge

Employees performing refuse collection and roadway work were repeatedly failing to use separate high-visibility vests and were wearing unsuitable footwear. Frontline discussions and prospective disciplinary action had not produced sustainable behavior change.

Alan Bush's contribution

Worked with the existing uniform supplier to incorporate ANSI Class 2-type high-visibility protection into everyday uniforms at no additional departmental cost. Separately reviewed budget capacity and arranged a mobile safety-footwear vendor to fit and distribute one pair of boots to more than 100 employees on site.

Outcome and institutional impact

Alan reports that both initiatives became normal practices and were still in use approximately a decade later. He recalls improved morale and fewer injuries; injury-rate reductions and garment certifications have not been independently audited.

Capabilities demonstrated

Safety systems design; cost-conscious procurement; vendor coordination; employee adoption; occupational risk reduction.

Evidence and attribution: Firsthand account; obtain uniform specifications, safety-boot invoices and any workplace injury trend records.

CASE STUDY 05

Administrative workflow and employee development

CITY OF NEW HAVEN | DEPUTY DIRECTOR OF PUBLIC WORKS

Situation and operating challenge

Administrative operations contained repetitive tasks, employee frustrations and unclear opportunities for workload improvement and professional development. The actual work differed in important ways from what could be inferred from job descriptions.

Alan Bush's contribution

Spent multiple days observing administrative employees individually at their workstations. Documented interactions, workflows and obstacles, then returned to ask what would make their work easier, which tasks were unnecessary and what professional goals mattered to them. Streamlined and automated selected tasks, provided training and mentoring, and assigned certain compensated special projects.

Outcome and institutional impact

The initiative established direct observation and participative staff engagement as the basis for selected improvements. Specific throughput savings, individual promotions and lasting procedural changes are not yet documented.

Capabilities demonstrated

Participative management; job and process observation; training needs assessment; change design; employee development.

Evidence and attribution: Firsthand account; retrieve examples of automated workflows, special-project records and subsequent staff outcomes.

CASE STUDY 06

Asphalt repair and expenditure variance controls

CITY OF NEW HAVEN | ROAD MAINTENANCE

Situation and operating challenge

Road-patching and asphalt activities presented excessive costs or unexplained operating variances. Recurring concern was not resolving the cause of the spending and performance problems.

Alan Bush's contribution

Observed the real field and administrative processes, investigated root causes, established quality-control practices and introduced reporting to make materials, work execution and variances more visible. Alan reports using the same investigatory method in other divisional operations.

Outcome and institutional impact

Alan reports that the identified problems were substantially reduced and that the controls were later discontinued by leadership. The exact financial impact, duration and underlying records still need reconciliation. Allegations about individuals' motives or misconduct are not treated as established.

Capabilities demonstrated

Root-cause analysis; quality assurance; cost variance investigation; performance measurement; public-resource stewardship.

Evidence and attribution: Firsthand account. Preserve original reports, materials records and trend comparisons before publishing quantified savings or misconduct allegations.

CASE STUDY 07

Municipal facilities capital improvement planning

CITY OF NEW HAVEN | DPW FACILITIES

Situation and operating challenge

Public Works headquarters, fleet maintenance, fueling infrastructure, truck washing and transfer-station facilities had capital and operational deficiencies requiring engineering evaluation. Some original installations no longer met the intended operating needs.

Alan Bush's contribution

Initiated facility assessment and coordinated engineering engagements, including Fuss & O'Neill. Advanced concepts for a redesigned/relocated fueling station, truck wash, transfer-station retaining wall and covered drop-off area; evaluated site, structural, utility, environmental and equipment needs. Sought to re-energize a natural-gas connection in the fueling plan.

Outcome and institutional impact

Engineering proposals and some contracts were completed, but not all planned construction was performed. A December 16, 2014 consultant email confirms fueling-station and truck-wash design work was stopped following a December 5 discussion. The transfer-station contract was executed according to an April 2016 authority email, though services were described as unperformed.

Capabilities demonstrated

Capital planning; facility condition assessment; consultant management; scope development; regulatory considerations; executive project coordination.

Evidence and attribution: Contemporaneous 2014 project correspondence and 2016 contract email support planning status. Do not characterize unbuilt facilities as completed improvements.

CASE STUDY 08

Environmental and regulatory stewardship

CITY OF NEW HAVEN | PUBLIC WORKS

Situation and operating challenge

Closed-landfill obligations and operating facilities required continuity of environmental monitoring, testing, reporting and compliance-related coordination.

Alan Bush's contribution

Maintained or coordinated ongoing closed-landfill environmental monitoring, testing and reporting through outside professional resources. Also arranged for environmental training proposals addressing stormwater pollution prevention, spill controls, universal waste and inspection readiness for operations leadership and staff.

Outcome and institutional impact

Monitoring and reporting remained part of departmental operations during Alan's tenure. An August 2014 proposal documents environmental training being arranged; whether each proposed training session was delivered is not established.

Capabilities demonstrated

Environmental oversight; consultant coordination; regulatory awareness; compliance planning; record stewardship.

Evidence and attribution: Firsthand account plus dated consulting proposals. Original landfill reports, consultant name and testing schedules remain to be recovered.

CASE STUDY 09

Fleet cost intelligence and reporting

CITY OF STAMFORD | FLEET MANAGEMENT

Situation and operating challenge

Fleet management and the City's budget office repeatedly requested fuel costs, consumption, prices and department-level expenditure detail, often during budget and quarterly review cycles. Reactive responses duplicated work.

Alan Bush's contribution

Independently consolidated and charted historical fuel information by fiscal and calendar year, with department drilldowns. Extended the method to equipment repair and parts costs. Organized information centrally so recurring management questions could be answered from continuously maintained reports.

Outcome and institutional impact

Created an operational reporting practice designed to reduce repeated preparation and improve visibility of spending patterns. Actual time saved, data integration and any formal enterprise adoption have not been measured.

Capabilities demonstrated

Management reporting; trend analysis; financial data organization; proactive process design; budget support.

Evidence and attribution: Firsthand account; locate examples of charts, report distribution and actual reporting-frequency records.

CASE STUDY 10

Municipal surplus auction logistics

CITY OF STAMFORD | FLEET MANAGEMENT

Situation and operating challenge

Municipal surplus auction property was stored in constrained, congested areas. Locating numbered lots, preparing release paperwork and loading items caused substantial buyer delays and wasted staff effort.

Alan Bush's contribution

Created an equipment floor map keyed to lot numbers, standardized auction pickup terms for the listing company, scheduled pickup windows sufficiently in advance to rearrange property in collection order, prefilled release documents, organized special paperwork, and escorted buyers to readily accessible lots. Coordinated equipment loading or personally operated a forklift when appropriate.

Outcome and institutional impact

Alan reports that many pickups previously taking hours could be completed in minutes. This is a practical, implemented logistics redesign, although no audited baseline or median transaction-time metric is available.

Capabilities demonstrated

Lean flow design; logistics scheduling; space management; customer experience; cross-department coordination; administrative standardization.

Evidence and attribution: Firsthand account; seek floor plans, listing terms, appointment instructions and buyer release records.

CASE STUDY 11

Invoice processing capacity and control assessment

CITY OF STAMFORD | ORACLE FUSION CLOUD ERP

Situation and operating challenge

Fleet received approximately 50 or more invoices daily. Paper and emailed invoices entered an ERP ingestion workflow with occasional silent failures or document-separation problems. The partsman independently confirmed delivery but did not use the ERP system.

Alan Bush's contribution

Mapped the end-to-end flow and evaluated an interim management proposal for vendors to submit invoices directly to the ERP address. Identified potential coding errors, lost submissions, receiving-verification dependencies and downstream manual bottlenecks. Estimated a five-minute ideal uncomplicated transaction and a more realistic sustainable individual capacity near 28 invoices over seven hours.

Outcome and institutional impact

The proposed direct-vendor process was not implemented. No claim is made that Alan's advice alone determined that outcome or that the forecast problems occurred. The capacity figures are a practical individual assessment, not an independently validated study.

Capabilities demonstrated

ERP workflow analysis; segregation-of-duties awareness; transaction capacity modeling; exception management; ergonomics-sensitive process evaluation.

Evidence and attribution: Firsthand account; preserve process maps, operational notes and the proposed change documentation.

CASE STUDY 12

Digital systems and service platforms

INDEPENDENT TECHNOLOGY AND BUSINESS VENTURES

Situation and operating challenge

Across civil-process service routing, digital marketing, business resources and specialized information sites, Alan identified opportunities to translate operational concepts into accessible software and web-based workflows.

Alan Bush's contribution

Conceptualized requirements, routing logic, user actions, admin controls, reporting and business rules for platforms including StateMarshalService.com, CivilProcessNetwork.com and GoHop.pro. Coordinated iterative AI-assisted implementation, testing, release management, documentation and subsequent redesigns as requirements evolved.

Outcome and institutional impact

Functional applications and digital properties have been developed and maintained. Platform sophistication and product scope are distinct from commercial results: revenue, active users, profitability and software ownership/licensing need to be assessed separately for each product.

Capabilities demonstrated

Product ownership and direction; workflow specification; digital service architecture; testing and acceptance; automation; change management.

Evidence and attribution: Project/version records and live properties provide technical evidence; avoid claims of independently authored code or significant revenue without specific support.

CASE STUDY 13

Enterprise service management Two municipal outcomes

STAMFORD IMPLEMENTATION | NEW HAVEN PROPOSAL

Situation and operating challenge

The same broad enterprise problem appeared in two municipalities: centralize service intake, route issues to the correct department, manage work orders and provide consistent oversight. Organizational readiness and departmental preferences differed.

Alan Bush's contribution

In Stamford, Alan authored the procurement requirements and engaged Citizen Services; the vendor system was implemented after his departure. In New Haven, as Deputy Director, he initiated or advanced a related enterprise service/work-order RFP and interviewed vendors. He reports that New Haven departments favored discrete applications instead of a shared citywide architecture.

Outcome and institutional impact

Stamford reportedly achieved widespread multi-department use over approximately 10–15 years. New Haven's integrated initiative did not proceed. Some departments reportedly obtained limited standalone applications costing around \$10,000 each; purchases and values need verification. No failed deployment of a New Haven citywide system occurred.

Capabilities demonstrated

Enterprise standardization; stakeholder alignment; comparative organizational analysis; procurement and digital transformation planning.

Evidence and attribution: Stamford and New Haven first-person accounts; 2014 New Haven memo mentions asset/work-order RFP work by division. Verify scope and chronology against original RFP documents.

Leadership capabilities and next evidence priorities

Recurring management method

Observe operations in the field; map people, processes and dependencies; separate symptoms from causes; test the financial and operational consequences; involve stakeholders; implement proportionate changes; monitor outcomes and preserve effective controls.

Best-supported professional positioning

Operations and Systems Strategist; former municipal Deputy Director; Lean Six Sigma Black Belt; public-sector operations and capital-program leadership; financial and regulatory oversight; enterprise workflow and digital-systems requirements architecture.

Evidence priorities for a future verified edition

The Stamford citywide system RFP, vendor award and dates; recycling workforce and cost records; CRRRA opt-out correspondence; high-visibility uniform and safety-boot procurement records; asphalt variance reports; New Haven engineer engagement and project dispositions; Fleet reporting artifacts; auction maps; ERP process notes; and platform technical documentation.

How to use this portfolio

Share as a professional conversation starter. Use the concise résumé and LinkedIn profile for position history, and the individual case studies when interviewers or prospective partners request examples of judgment, system design, project oversight, execution or organizational impact. Distinguish firsthand accounts and estimates from documents independently reviewed.

Professional contact and portfolio: [AlanBush.me](https://alanbush.me) | LinkedIn: linkedin.com/in/alanbush2

Prepared October 2026 from Alan D. Bush Comprehensive Career Master Record v1.4 and detailed firsthand project accounts. Private supporting records and employment-dispute material are not reproduced.