

Kevin Knutson, ICMA-CM

15626 37 Avenue
Surrey, British Columbia V3Z 0L4

604.404.9270
kevinknutson@yahoo.com

Local government executive leadership, strategic planning, budget, process management, performance management, media relations, and communications expert with 21 years of experience in high-performing municipal governments and eight years in local government consulting. Strong record of successfully delivering large, complex, and politically sensitive projects while creating productive and robust relationships between government and constituents.

Additional areas of expertise include:

Performance management	Process improvement	Strategy development
Financial analysis	Financial forecasting	Intergovernmental relations
Data analysis and reporting	Customer service management	Facilitation
Emergency management	Economic development	Governance
Community Relations	Crisis and emergency communications	Media relations
Social media	Citizen engagement	Lean/six sigma/GE Work-Out

Experience & Results

Envisio Solutions, Inc. **09/2018-present**
Strategy and performance management software, 100+ local government clients, founded in 2012

Vice President of Planning & Performance Solutions

- Contribute to the development, market, sales and customer success functions for a SaaS solution providing strategic plan management, public dashboards, performance management, and integrated employee performance evaluations.
- Provide thought leadership and deliver webinars, presentations, journal articles and blog posts.
- Assist customers in addressing organizational culture issues, designing planning systems, conducting training, facilitating board workshops, communicating with residents, and improving performance management.

Management Partners, Inc. **03/2012-08/2018**
Local government management consulting, 1,000+ clients in 42 states, founded in 1994

Regional Vice President, 05/2012-08/2018

Senior Advisor, 03/2012-05/2012

- Manage all activities of the eastern practice covering 32 states from the Atlantic Ocean to the Rocky Mountains. Supervise professional consultants and management analysts, coordinate business development and client relations, and provide oversight for all projects in the region. **Managed 202 projects for 124 different clients.**
- Manage operational assessment, long-range financial planning, and process improvement projects. Serve as facilitator for goal setting, strategic planning, and governance workshops.

City of Reno, Nevada**01/2008-02/2012****218,000 population, \$320 million budget, 1,123 employees, 7 council members, council-manager government***Assistant City Manager, 08/2011-02/2012*

- Direct oversight of Human Resources; Neighborhood Services (including public information, media relations, Council support, and call center); Federal, State, and local intergovernmental affairs; grants management; Community Resources; economic development; and the Reno Redevelopment Agency.
- Organized Northern Nevada Economic Development Coalition's "ReCharge Nevada" event that brought together more than 200 stakeholders to kick-off a regional economic development effort.
- Provided executive oversight of numerous projects and committees, including shared services; managed competition; negotiations on tax increment agreements and sales tax districts; redevelopment land sales; facility leases; parks development; and fire deconsolidation.
- Acted as Emergency Operations Center Director and management liaison during November 2011 Caughlin Fire (2,000 acres, 9,500 evacuated) and January 2012 Washoe Drive Fire (3,200 acres, 10,000 evacuated).
- Performed level two grievance resolution for several bargaining units; negotiated resolutions. Chaired health benefits appeal committee. Lead negotiator for collective bargaining.

*Interim City Manager, 03/2011-06/2011**Interim Executive Director, Reno Redevelopment Agency, 03/2011-06/2011*

- Unanimously appointed as interim city manager. Provided leadership to a redevelopment agency with two districts, a new AAA baseball stadium, numerous catalyst projects, and retail properties.
- Prepared, presented and adopted \$170 million Fiscal Year 2011-2012 General Fund budget that began to provide steps toward **financial stability** for the first time since the recession began in 2008, by adding \$3.8 million to stabilization reserves, investing \$4.0 million in capital projects, and shoring up fund balances across all fund types.
- During the recession, negotiated agreement with International Association of Firefighters after 15-month impasse before going to binding interest arbitration, meeting the City's goal of **7.5% reduction in salaries** with related benefits, including no salary increases for the next two years. Negotiated contract with Fire administrative union that had been at impasse for 12 months before going to fact-finding by an arbitrator. Closed two-year contracts with three Police bargaining units and a professional group with various concessions.
- Successfully avoided State takeover of City finances when process was initiated in February 2011. The City of Reno met 11 of 23 conditions defining "severe fiscal emergency" under Nevada Revised Statutes, and was called before Senate Revenue Committee, Assembly Taxation Committee, and the Committee on Local Government Finance. Developed corrective action plan to remedy all issues. Negotiated with Department of Taxation.
- Planning and negotiations with creditors of a **\$634 million debt portfolio** experiencing severe revenue losses.

Director of the Office of Management & Budget, 06/2010-08/2011

- Designed budgetary response to major revenue losses, including a 30% drop in sales tax related revenues and a 16% drop in ad valorem property taxes. **Implemented budget reductions totaling \$27 million.** Staff reductions totaled 32% over two years, from 1,648 to 1,123.
- Implemented process improvement program using lean manufacturing tools. First project in business licensing division reduced cycle time from 30-day to 6-day average and **generated more than \$90,000 a year in savings.**

- Managed professional staff engaged in Community Development Block Grant program, federal grants program, homelessness initiative and Community Assistance Center, neighborhood stabilization program, low income housing, American Recovery & Reinvestment Act programs, and federal legislative lobbying.

Director of Community Relations, 01/2008-06/2010

- Direct responsibility for public relations, media relations, issue management, crisis communications, Reno TV (channel 213 on Charter Communications), the City's web site (reno.gov), the City's intranet (CORE), advertising, in-house video production, and numerous other print collateral for City of Reno. **Reduced overall cost of community relations function by \$1.1 million** between 2008 and 2010.
- Managed community relations and ombudsman programs, including a neighborhood services program, eight Neighborhood Advisory Boards, the Community Pride Grant program (\$220,000 - \$440,000), Reno Direct call center (45,000+ calls per year), and town hall meetings.
- Launched Reno's first blog, *Around the Arch*, in April 2009. Developed and implemented social media communications outreach using Facebook (13,500+ fans), YouTube (127,500+ video views, 187 subscribers), Twitter (3,700+ followers), Flickr, LinkedIn (440+ followers), and Friendfeed. Wrote and established social media policies and procedures. Program won 2011 3CMA Award of Excellence – Social Media.

City of Coral Springs, Florida

05/1991-01/2008

135,000 population, \$170 million budget, 820 employees, 5 commissioners, council-manager government

Director of Communications & Marketing, 11/2005-01/2008

- Creative and editorial direction of *Coral Springs* magazine, *CityTV* (channel 25 on Advanced Cable Communications), *CityRadio* (AM 1670), the City's web site (coralsprings.org), the City's intranet (The Knowledge Network), advertising, public relations, media relations, in-house video production, and other print collateral.
- After a 2006 comprehensive redesign, **market penetration** of *Coral Springs* magazine, mailed to 53,000 households and commercial addresses, was **72%**, well above the major local daily, the South Florida Sun-Sentinel, at 46%. (Readership as a percent of total population.) This was a significant increase from 60% in 2006. In 2007 was awarded 3CMA's Savvy Award for best magazine.
- Planned campaign, wrote and directed design of advocacy materials for a General Obligation bond issue that **generated 84% votes in favor of the referendum** during a period of public concern over tax rates. The campaign won the 2006 3CMA Award of Excellence - Community Issue.
- Resident satisfaction with communications in Coral Springs **rose from 89% in 2005 to 92% in 2007**. Satisfaction ratings for major communications vehicles in 2007 included 83% for *CityTV*, 91% for the magazine, and 89% for the website.

Budget & Strategic Planning Manager, 10/1998-11/2005

- Managed the preparation and execution of an annual operating budget of up to \$135 million and a capital budget of \$15 million for a large municipality (population 132,000), **maintaining or lowering ad valorem tax rates each year**, from 1998 through 2005.
- Created strategic planning process that linked policy direction to operations at all levels. Directed a professional staff that created reports, forecasts, variance analyses, trend analyses, financial models, and feasibility studies for

revenues, programs, and capital acquisitions. Prepared and delivered financial and statistical reports and presentations. Established policies and internal controls. Performed internal audits and program evaluations.

- Developed, wrote, designed, and published Strategic Plan, Business Plan and Budget documents that won the Government Finance Officers Association Distinguished Budget Presentation Award from 1998 through 2005. For 2001 through 2005, budget documents were given additional designations as an "Outstanding Policy Document," "An Outstanding Communications Device," "An Outstanding Financial Plan," and as an "Outstanding Operations Guide." Received special recognitions for Capital Improvement Program and for integration of performance measures numerous times.
- Mostly based on the strategic planning model and financial results, City of Coral Springs General Obligation Bonds and Water & Sewer Bonds were **rated AAA** by Moodys, Standard & Poors, and Fitch-ICBA from 1998 through 2005.
- Managed organization-wide performance measurement system, linking operational management to strategic goals. Performed performance audits and analyzed results. Charter member of the Florida Benchmarking Consortium. Charter participant in ICMA Center for Performance Measurement.
- Directed managed competition program. Wrote winning bid for City's Utility Billing Team during privatization of billing function. Wrote winning bid for operation and maintenance of a 60 acre community park. Wrote successful bid to provide neighboring city with Fire Rescue service in 2004. Successfully outsourced ongoing park maintenance and management of a performing arts center.
- **Central participant in implementing quality management program based on Baldrige criteria, culminating in 1997 and 2003 Florida Governor's Sterling Awards and the 2007 Malcolm Baldrige National Quality Award for Performance Excellence**, making Coral Springs the first government to earn the Baldrige Award. Served as a Sterling Examiner in 2001-2002. Coral Springs was also selected as the first entity to receive the Florida League of Cities' City of Excellence Award in 2004 and was listed in Money Magazine's Ten Best Places to Live in 2006.
- Coral Springs' Strategic Planning process was used as a best practice model for performance measurement in the National Partnership for Reinventing Government and the American Quality & Productivity Center and was a case study in Bob Paladino's *Five Key Principles of Corporate Performance Management* (2007) and Shayne Kavanagh's *Financing the Future: Long-Term Financial Planning for Local Government* (2007). Budget process was featured in the 2001 edition of GFOA's *Best Practices in Public Budgeting*.

Senior Budget Analyst, 07/1996-10/1998

Museum Director, Coral Springs Museum of Art, 10/1995-07/1996

Director of Event Services, Professional Facilities Management, 10/1994-10/1995 (subcontractor to City of Coral Springs)

Acting General Manager, Coral Springs Center for the Arts, 04/1994-10/1994

Business & Information Systems Manager, Coral Springs Center for the Arts, 05/1991-04/1994

Other Positions

Box Office Manager, Omni Auditorium, Broward College, 10/1989-05/1991

Sound Engineer/Stagehand/Gaffer's Assistant, Freelance/Self-employed, 06/1982-05/1991

Overseas service in the US Army, 3rd Infantry Division, 12/1984-12/1986 (Honorable discharge, 10/1992)

Education

Senior Executives in State & Local Government Leadership Development Program	John F. Kennedy School of Government, Harvard University, 2011
Incident Command System Certificates	Center for Creative Leadership, 2007
Certified Public Pension Trustee	Federal Emergency Management Administration, 2006 - 2010
Advanced Government Finance Institute	Florida Public Pension Trustees Association, 2006 - 2008
Board of Examiners Training	University of Wisconsin - Madison, 2005
Certificate in Strategic Management	Florida Sterling Council, 2000
	Florida Institute of Government, 2000
Master of Fine Arts in Creative Writing	Florida International University, 1995
Bachelor of Arts in English	Florida International University, 1991
Associate of Arts in Liberal Arts	Broward College, 1988

Selected Professional Activities

International City/County Management Association (ICMA)

Achieved Credentialed Manager designation, 2011

Member, Digital Strategies Advisory Board

Government Finance Officers Association (GFOA)

Advisor to the Budget & Fiscal Policy Committee

Member, Resiliency Task Force

City-County Communications & Marketing Association (3CMA)

Communicator of the Year, 2011

Active in the Alliance for Innovation, Engaging Local Government Leaders, and the Florida City/County Management Association

Presentations and Publications

- "Building Trust through Strategy and Performance Communications"; City-County Communications & Marketing Association Annual Conference in Denver, Colorado on September 5, 2019.
- "Be a Data Storyteller"; City-County Communications & Marketing Association Webinar; August 20, 2019.
- "Three key elements to effective strategy deployment: How Maplewood drives strategy to the front line"; Alliance for Innovation's *Local Government Solutions Journal*; June 13, 2019.
- "Does Your Budget Support Your Strategy? Three Things You May Be Missing"; Alliance for Innovation *Local Government Solutions Journal*; December 6, 2018.
- "Building Trust through Strategic Planning"; *GovLove* Podcast; October 2, 2018.
- "Finding Your Leadership Mojo"; *Government Finance Review*; February 2017; Vol. 33, No. 1; pp. 46-49.
- "Social Media: Telling the Story of Local Government"; International City/County Management Association 102nd Annual Conference, Kansas City, Missouri; September 27, 2016. (Included in the Local Government 201 curriculum.)
- "Experimenting with Innovation"; *Government Finance Review*; April 2015; Vol. 31, No. 2; pp. 46-49.
- "Getting Past the Quick Fix: On the Road to Financial Resiliency"; *Government Finance Review*; October 2012; Vol. 28, No. 5; pp. 32-36.
- *Images of America: Coral Springs*; Arcadia Press, May 2003. Co-written with Wendy Wangberg.
- Editor for authors Reid Ewing and Michael King; *Flexible Design for New Jersey's Main Streets*, New Jersey Department of Transportation and the Voorhees Transportation Policy Institute at Rutgers University, 2002.

Personal Attributes

- In a 2007 Center for Creative Leadership Benchmarks 360-degree review, the greatest strengths identified by superiors, peers, and direct reports included being a quick study, resourcefulness, straightforwardness and composure, doing whatever it takes, and **leading employees**. In a second 360-degree designed to identify leadership competencies, highest scores were for **ethics, leading change, embracing flexibility, and leveraging differences**. **The lowest score for any of the 11 competencies was 4.48 on a five-point Likert scale.**
- The ICMA Management Practices Applied Knowledge Assessment in 2011 showed an overall score of 91% (as compared to the ICMA median of 84%) and identified scores significantly higher than the median (15 points or more) in the following core content areas: **staff effectiveness; initiative, risk taking, creativity and innovation; technological literacy; budgeting; financial analysis; human resources management; strategic planning; and media relations.**
- Team creativity climate assessment in 2007 showed very high scores from direct reports for **supervisory encouragement**, work group supports, and freedom.
- A 2012 DiSC Management Assessment showed my management style as heavily leaning toward **Support, Encouragement**, and **Collaboration**. The behavioral strengths identified included:
 - Likes a fast pace, change and variety
 - Quick to act and creates a sense of urgency in others
 - Enjoys challenges and competition
 - Can move forcefully to get results
 - Uses direct, action-oriented approach to solving problems