

Kevin Knutson, ICMA-CM

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Local Government Management Consultant

Local government executive leadership, strategic planning, budget, process management, media relations, and communications professional with 21 years of experience in high-performing municipal governments. Strong record of successfully delivering large, complex, and politically sensitive projects while creating productive and robust relationships between government and constituents. Developed a strategic planning system that was a key factor in Coral Springs being the first and only local government to be awarded the **Malcolm Baldrige National Quality Award**.

Additional areas of expertise include:

Organization review	Labor relations and negotiations	Legislative affairs
Policy analysis and development	Financial forecasting	Intergovernmental relations
Performance measurement	Process improvement	Facilitation
Benefit structure planning	Emergency management	Grants management
Economic development	Redevelopment administration	Housing and homelessness
Governance	Crisis and emergency communications	Media relations
Social media	Citizen engagement	Community relations

Experience & Results

Envisio Solutions, Inc. **09/2018-present**

Strategy and performance management software, 80+ local government clients, founded in 2012

Vice President of Customer Success

- Oversee the customer success function for a SaaS solution providing strategic plan management, public dashboards performance management, and integrated employee performance evaluations.
- Identify and implement professional services.
- Support sales and marketing functions.

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

- 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.

- Clients I've consulted for include, Alliance for Innovation; Amberley Village, OH; Aurora, CO; Baldwin County Sheriff's Office, AL; Bedford, TX; Bernalillo County, NM; Bladensburg, MD; Blue Ash, OH; Boone County, KY; Bowie, MD; Boynton Beach, FL; Brookeville, OH; Brunswick, OH; Burlington, VT; Capitol Region Council of Governments, CT; Cass County, MI; Cedar Rapids, IA; Center for State and Local Government; Charles Town WV; Charlotte, NC; Chatham County, GA; Cincinnati, OH; Clayton, OH; Clearwater, FL; Columbus, GA; Covington, KY; Dallas, TX; Dallas County, TX; Davie, FL; Dayton, OH; Deer Park, OH; Deerfield Beach, FL; DeKalb County, GA; Delaware County, OH; DuPage County Forest Preserve, IL; Durham, NC; Fairfield, OH; Florence, KY; Foley, AL; Fort Lauderdale, FL; Green Township, OH; Greenville, PA; Gulf Shores, AL; Hamilton County, OH; Hampton Roads Partnership, VA; Hebron, OH; Horseheads, NY; Huron, OH; Huron County Public Health, OH; Independence, MO; Indian Hill, OH; Ingham County, MI; Jefferson County, CO; Kansas City, MO; Kansas City Area Transportation Authority, MO; Kenton County Governance Committee, KY; Lake County, IL; Lake Worth, FL; Lakeland, FL; Lantana, FL; Largo, FL; Little Miami Fire & Rescue District, OH; Loudoun County, VA; Loveland, OH; Mansfield Downtown Partnership, CT; Maple Bluff, WI; Margate, FL; Maryland-National Capitol Park and Planning Commission, MD; Melbourne, FL; Miami, FL; Miami-Dade County, FL; Miami Valley Communications Council, OH; Milford, OH; Missouri City, TX; Monroe, OH; Montgomery, OH; Morgantown, WV; New Bedford, MA; New Concord, OH; New Orleans, LA; Newport, RI; Norfolk, VA; Oakland Park, FL; Orange Beach, AL; Orange County, NC; Oxford, OH; Painesville, OH; Palm Beach County, FL; Parkland, FL; Pinellas County, FL; Port Chester, NY; Port Orange, FL; Port St. Lucie, FL; Raleigh, NC; Ranson, WV; Region 2000 Local Government Council, VA; Regional Economic Area Partnership, KS; Richmond Metropolitan Authority, VA; Rochester, MN; Saint Paul, MN; Sanford, FL; Sarasota County, FL; Scarsdale, NY; Sedgwick County, KS; Silverton, OH; Silverton-Deer Park Joint Fire District, OH; Solid Waste Authority of Central Ohio; South Miami, FL; Spartanburg, SC; Springdale, OH; St. Louis Park, MN; Stephenville, TX; Sycamore School District, OH; Tamarac, FL; Tavares, FL; Tyler, TX; West Palm Beach, FL; Wichita, KS; Worthington, OH; and Yellow Springs, OH.

Senior Advisor, 03/2012-05/2012

- Management consultant specializing in municipal budgeting and organization review. Worked on an organizational review of Long Beach, CA and was project manager on a budget review project for a Milpitas, CA.

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).
- Assigned to 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 for a full-service city. 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.
- Negotiated agreement with International Association of Firefighters Local 731 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.
- Developed and implemented crisis communications response plans, including major hurricane devastation, economic and financial crises, a blimp crash, elected official arrests, officer-involved shootings, ethics violations, and others.

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. Selected and implemented ActiveStrategy as performance management system. 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

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

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

Sound Engineer/Stage Hand/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

Advanced Government Finance Institute

Certificate in Strategic Management

Certified Public Pension Trustee

Incident Command System Certificates

Board of Examiners Training

John F. Kennedy School of Government, Harvard University, 2011

Center for Creative Leadership, 2007

University of Wisconsin - Madison, 2005

Florida Institute of Government, 2000

Florida Public Pension Trustees Association, 2006 - 2008

Federal Emergency Management Administration, 2006 - 2010

Florida Sterling Council, 2000

Master of Fine Arts in Creative Writing

Bachelor of Arts in English

Associate of Arts in Liberal Arts

Florida International University, 1995

Florida International University, 1991

Broward College, 1988