

# Kelly Kennedy

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## Summary

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- Seasoned professional brings extensive cross-functional collaboration experience, including **legal analysis and compliance, project and personnel management, strategic planning, and communications**, from private, public and nonprofit sectors.
- High degree of comfort working as part of a team and independently and across various technical areas, such as tax law; economic development; health and medicine; energy; environment; government administration.
- Highly focused on outcomes and operational excellence. Skilled at ensuring that the “left hand knows what the right hand is doing,” and that activities advance the enterprise’ s mission, vision, values and goals.
- Can be relied on to develop a strategic plan and objective measures of success, and implement them with excellence.
- Adept at analyzing, distilling and organizing complex ideas and data, and communicating them clearly. Strong presentation skills.
- Creative, organized, energetic, resourceful.

## Professional Experience

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### **NORWICH COMMUNITY DEVELOPMENT CORP, NORWICH, CONNECTICUT**

*Economic Development Associate, NOVEMBER 2011 TO PRESENT*

Promote business opportunities and community development with a focus on downtown revitalization. Create directory of corporate tax credits and incentives. Design, manage Access database of downtown buildings. Work with city to abate blight. Help manage historic preservation grant program.

### **CONSULTING AND FREELANCE WORK, WEST HARTFORD, CT**

*2002 TO PRESENT*

- Consultant to nonprofits on public policy, planning and communications. Expertise includes monitoring and explaining proposed and enacted legislation; strategic planning; project, personnel and organization management; all aspects of communications, including web design, social media, persuasive writing, editing and design.
- Subject areas have included green jobs, power and energy, environmental advocacy, economic development, regional cooperation, civic engagement, financial literacy, asset-based community development, the arts, public health.
- Past and present clients include CT League of Women Voters, The Connecticut Mirror, The Emily Hall Tremaine Foundation, CT Power & Energy Society, CT League of Conservation Voters, MetroHartford Alliance/Capital Region Partnership, CT Economic Resource Center, CT Association for Human Services, CT Policy & Economic Council, CarrierClass Group, CT Assets Network, Hartford’s former Monday Night Jazz.

**TESTIMONIAL:** *“Your personal efforts delivered the highest quality in the website, the printed materials, the radio and television promotions, and the substance of the dialogue at each forum [on regional collaboration]...” -- Oz Griebel, Metro Hartford Alliance President & CEO, 2007.*

**CONNECTICUT LEAGUE OF CONSERVATION VOTERS, HARTFORD, CONNECTICUT**  
*Communications Director, April 2008 to November 2011*

Managed all aspects of the communication for nonprofit's 501(c)(3), 501(c)(4), and PAC. Built data management systems for bill tracking, legislator votes, scorecard analysis, candidate surveys and endorsements, and environmental advocates' proposals. Explained legislative developments in alerts; handled outreach to media and legislators. Redesigned, maintained three websites. Built, managed social media communications (Twitter, Facebook, blog, wiki). Built electronic newsletter and expanded its distribution; launched podcasting initiative; Managed production of Annual Environmental Scorecard; managed planning for Annual Environmental Summits; managed interns.

**TESTIMONIAL:** *"Looking at this product of your work, I have to say once again how proud I am to claim you as a colleague. I think of the legions of well compensated bureaucrats and corporate minions who labor for weeks and produce nothing of this quality..."*  
-- Russ Breneman, Environmental Attorney and CTLCV Director, 2008.

**CONNECTICUT POWER & ENERGY SOCIETY, HARTFORD, CONNECTICUT**  
*Executive Director, February 2009 to MAY 2010*

Managed all aspects of the organization, including 20-person board and committees; membership affairs; finance and accounting; planning board meetings. Provided guidance on nonprofit governance and lobbying rules. Developed and implemented strategic plan. Redesigned, maintained website; handled electronic newsletters; conference planning.

**TESTIMONIAL:** *"It's just incredible how much you've done with this organization, and in only one year..."* -- Tom Starr, CPES Director and Yale Power Plant Manager, 2010.

**CONNECTICUT DEPARTMENT OF REVENUE SERVICES, HARTFORD, CONNECTICUT**  
*Legal Division Staff Attorney, 1992 to 2006*

Served as staff attorney for an executive branch agency responsible for administering 42 tax types. Routine duties included **writing legislation and regulations; analyzing and explaining Connecticut tax law** for lay and professional audiences. **Explained compliance rules** in legal opinions, rulings, and administrative publications. Worked on such public policy issues as e-commerce; utility companies; gas marketing; corporation business tax credits based on economic development goals; Native American issues; state government guidelines for auditing corporations; ethics. Special assignments:

- **Started up and managed agency policy management program.** Coordinated tax policy-making among commissioner's office and all DRS divisions, consistent with laws and regulations. Developed roundtable approach for resolving regulation, legislation, policy and communication issues. Established system to apprise employees on new developments in litigation, legislation, new releases of publications and forms.
- **Started up and managed new 12-person Tax Products Group,** responsible for content and design of all the agency's tax forms, publications and newsletters to facilitate compliance. Responsible for legal interpretations, editing, proofreading, document design, organizational development, database design, and staff training. Set writing and style standards.
- **Managed agency regulation projects,** from drafting through approval of Legislative Regulation Review Committee, complying with Uniform Administrative Procedure Act.
- **Led business process reengineering team,** with CSC consulting group, to redesign and streamline DRS's legal, education, communications processes.
- **Led communications projects** to revamp the agency's internal and external communications.

**UNITED TECHNOLOGIES CORPORATION, HARTFORD, CONNECTICUT**

*Government Affairs Law Clerk, 1990 to 1991*

- Helped monitor and explain legislative and regulatory developments in Connecticut.
- Wrote executive summaries of legislative developments for executives and managers.

**PAINWEBBER, WEEHAWKEN, NEW JERSEY**

*Corporate Fitness Program Manager, 1988 to 1989*

- As consultant, started up, managed and marketed new 17,000 square-foot corporate fitness center for 3000 employees. Managed 15 professional and support staff; managed program budget.

**AMERICAN BRANDS, INC., OLD GREENWICH, CONNECTICUT**

*Corporate Fitness Program Manager, 1986 to 1988*

- As consultant, started up, managed and marketed new 1800 square-foot corporate fitness center for 300 employees. Managed one assistant, student interns and program budget.

**TEXAS COLLEGE OF OSTEOPATHIC MEDICINE, FORT WORTH, TEXAS**

*Exercise Test Technologist, 1984 to 1986*

- Administered, interpreted ECG stress tests and tests for pulmonary function, strength, flexibility, and body composition. Certified by American College of Sport Medicine.
- Worked with physicians, exercise physiologists, and medical students. Managed interns.

## Education

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- Admitted to Connecticut Bar
- University of Connecticut School of Law; Juris Doctor
- Pennsylvania State University; Bachelor of Science
- State of Connecticut Executive Management Program; Certificate
- Specialized Coursework:
  - *Business Planning*
  - *Managing Organizational Dynamics*
  - *Commercial Law*
  - *Corporate Finance*
  - *International Business Transactions*
  - *International Commercial Law*
  - *European Community Law and Institutions*
  - *State and Local Taxation*
  - *Federal Income Tax*
  - *International Aspects of US Tax*
  - *Income Taxation of Corporations and Shareholders*

## Community Involvement

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- CT Public Broadcasting Network Community Advisory Board; June 2011 to present
- Sustainable West Hartford, Member; 2007 to present
- Bristow Middle School PTO, Vice President; 2008-2009
- West Hartford Land Trust, Secretary; 2006 – 2007; Trustee; 2004 - 2006
- Citizens Network of the Capitol Region, Interim Director; 2006 to 2008
- West Hartford Freecycle, Founder & Moderator; 2004-2005
- West Hartford Girls Soccer League, Coach; 2003 – 2007
- West Hartford Women's Soccer; 2007

## Personal

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- Interests include running, cross-country skiing, hiking and backpacking, gardening, intramural soccer, communications technology, environmental issues
- Completed multiple half-marathons
- Summited Mount Rainier, Washington