

Kelly J. Kennedy

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Profile

Strategic, results-focused attorney, manager, and skilled communicator who succeeds by taking a broad view of the organization's interests; finding and executing sound, creative solutions to legal, business issues, and by informing, advising and persuading internal and external constituencies. Especially skilled at distilling complex topics into plain language. Experience in private, public and nonprofit sectors.

Education

University of Connecticut School of Law,
Juris Doctor. Member, Connecticut Bar.

Pennsylvania State University,
Bachelor of Science

**State of Connecticut Executive Management
Program,** Certificate

Competencies

Tax Law & Government Affairs: Tax Law, Tax Credits, Economic Development, Public Policy Advocacy; Legal Writing (legislation, regulations, contracts, MOUs, RFPs), Regulatory Compliance, Legal Analysis

Advocacy, Communications & PR: Grassroots advocacy. Press Releases, Media Outreach, Media Spokesperson, Email Marketing, Marketing/Branding, Web Design, Social Media, Presentations. Portfolio at www.think-plan-do.net/portfolio

Management: Management (organizational, program, project, process, personnel, financial), Start-Up Planning & Implementation, Strategic Planning, Goal Setting and Performance Measurement

Computer Skills: "Power User." Microsoft Office Suite, Web design, Email marketing, Complex spreadsheets, online surveys, Quickbooks for finance/bookkeeping, MS Project Management, Legal research software

Legal, Management, Government Experience

1992-2008, 2017-present

Manager, Community Affairs & Outreach: Access Health CT, Hartford, CT (2017 to present)

- Oversee new Community Affairs and Outreach program to strategically engage external business partners, state agencies, advocacy groups, community and nonprofit entities in helping residents get access to health insurance. Access Health CT, a quasi-governmental entity, is Connecticut's official health insurance marketplace for the Affordable Care Act.

Internal Audit Section Chief: Vermont Department of Taxes, Montpelier, VT (2017)

- Supervisory and high-level analysis work for the Vermont Department of Taxes. Supervised nine auditors in their interactions with taxpayers and their representatives on complex and sensitive tax matters, including filing and reporting obligations, audit assessments and appeals. Introduced strategic planning and key performance indicators to Compliance Division to prioritize work, reduce the tax gap, and embed a continuous learning program for internal audit staff.

Tax Attorney: Connecticut Department of Revenue Services, Hartford, CT (1992-2008)

- **Staff Attorney role:** Served as legal division attorney for state agency that administers revenue system for Connecticut. Provided legal guidance to businesses, practitioners and lay public on state tax laws, regulations, policy and compliance matters. Drafted legislation, regulations, legal rulings, and policy analyses.
- **Management roles:** As change agent, catalyzed organizational changes to execute the agency's mandates more effectively, efficiently and predictably. Continually identified and solved policy and process problems.
 - **Tax Products Group:** Started up and managed 12-person department charged with ensuring that all State tax forms, instructions and publications were updated, legally accurate, and mathematically sound.
 - **Policy Management:** Started up and managed internal policy management program to ensure that tax laws were applied uniformly, both internally across matrix environment and externally among taxpayers.
 - **Business Process Re-engineering:** Led large part of a multimillion dollar business process re-engineering contract to streamline operations, increase efficiency and compliance.
 - **Regulation Management:** Managed UAPA regulation process from drafting to legislative approval.

- **Communications:** Led major project to revamp internal and external communications. Implemented plain-language style guide for explaining tax laws and regulations to enhance compliance.
- **Special Projects:** Wrote corporation business tax credits for economic development. Wrote guidelines for corp tax auditors; analyses of utilities taxes; analyses of ethics laws for administration. Wrote white papers for the Governor's Office. Drafted contract requirements for multimillion dollar project to overhaul DRS's tax processing technology. Drafted miscellaneous other contracts and MOUs for agency.

Nonprofit Experience

2008-2016

Executive Director: Bike Walk Connecticut, Inc., Hartford, CT

- Ran small 501(c)(3) nonprofit focused on making Connecticut a better place to bike and walk. Handled all aspects of operations, communications, government affairs, strategic planning and implementation.
- Promoted and carried out the organization's mission, initiatives and brand through government affairs, public relations, press outreach, web and social media communications, grassroots organizing.
- Worked with 15-person board of directors; managed finances, accounting, membership; built revenue and membership base; drove advocacy agenda, key performance indicators, strategic business planning.
- Introduced business processes for governance, financial management, member management, recordkeeping, advocacy agenda, key performance measures, balanced scorecard.
- Served as Governor's appointee to Connecticut Bicycle & Pedestrian Advisory Board.
- Communicated successfully for pedestrian/bike safety laws in 2014, 2015, 2016 (Pub. Acts 14-31, 15-41, 16-54).
- Won state/federal funding for a five-year "complete streets" program. Launched complete streets scorecard and statewide survey covering Connecticut's 169 towns.
- Redesigned website and collateral communications. Increased web traffic by more than 38%, Facebook followers by more than 42%, Twitter followers by more than 83%.
- In down economy, grew business membership by 500%, individual membership by 17%. Added contractual income where none existed.

Executive Director: Connecticut Power & Energy Society, Hartford, CT

- Ran small 501(c)(6) trade association focused on energy policy, traditional energy, green energy alternatives. Raised profile, expanded audience among energy professionals. Worked with 20-member Board, committees.
- Managed overall communications including branding, website development and content, press releases, social media, newsletters, finance and accounting, member management, strategic planning and implementation.

Communications Director: Connecticut League of Conservation Voters, Hartford, CT

- Created comprehensive communication program for 501(c)(3), 501(c)(4), and PAC. Expanded audience, brand awareness, and credibility among legislators, funders and other key stakeholders.
- Built and managed three websites, newsletter, social media, and blogs.
- Explained legislative developments, handled outreach to media and legislators; wrote position papers.
- Built data management systems in Excel and Access for legislative bill tracking, legislator votes, scorecard analysis, political candidate surveys and endorsements.

Economic Development Associate: Norwich Community Development Corp., Norwich, CT

- Promoted downtown revitalization, blight abatement, historic preservation. Created guide to economic development tax credits.

Communications Freelance Work: www.think-plan-do.net/portfolio

- Served as catalyst on major statewide initiatives on green jobs, power and energy, economic development, civic engagement. Services include web design; communications; grant writing; PR/media; event planning.
- Clients include CT Economic Resource Center, MetroHartford Alliance/Capital Region Partnership, CT Policy & Economic Council, CT Power & Energy Society, CT League of Women Voters, The Connecticut Mirror, The Emily Hall Tremain Foundation, CT Association for Human Services, Hill Health Center, Greenwich Tree Conservancy, CarrierClass Green Infrastructure, CarrierClass Deployment Services.