

Stephen J. Hershey Kroes

Fair Oaks, California

916.633.4835

steve@2redwoods.com

My passion is to do meaningful, high-quality work with organizations pursuing a public purpose. My strengths lie in public policy analysis, economics, political strategy, fundraising, communications, board development, finance, and community relations. I am committed to open collaboration, thorough communication, critical thinking, and creativity in solving organizational and societal problems.

PROFESSIONAL EXPERIENCE

Two Redwoods Consulting, Fair Oaks, California

2017-Present

My own consulting practice, employing my 27 years of professional experience for the benefit of clients in the public, private, and nonprofit sectors across the western states. www.2redwoods.com

Specializing in:

- Public policy analysis and advocacy
- Strategic planning
- Communications
- Political strategy and voter engagement
- Economic and fiscal analysis
- Nonprofit advisement and leadership coaching
- Financial, human resources, and organization management
- Board and donor engagement
- General organizational problem solving

The Highlands Consulting Group, Sacramento, California

2017-Present

Providing management consulting services to both public sector and private sector clients since 2002, offering subject matter expertise in a variety of industry areas, such as health care, social services, environment, and transportation. www.highlandsconsulting.com

Consultant

I am affiliated with Highlands part-time, providing expertise on California state government projects, especially those with public policy implications.

Utah Foundation, Salt Lake City, Utah

2001-2017

The mission of Utah Foundation is to promote a thriving economy, a well-prepared workforce, and a high quality of life for Utahns by performing thorough, well-supported research that helps policymakers, business and community leaders, and citizens better understand complex issues and providing practical, well-reasoned recommendations for policy change.

A 501(c)(3) nonprofit research group, with a reputation for insightful, objective research on the most crucial issues facing Utah. Known and respected by leaders across the political spectrum in business, government, the news media, academia and the nonprofit sector. www.utahfoundation.org

President

Transformed a somewhat sleepy organization into a powerhouse on public policy issues. Responsible for research oversight, communications, government and community relations, donor relations and fundraising, human resources and financial management.

- Honored with the organization's [Insight Award for distinguished leadership and public service](#) in 2017.
- Tripled the budget over time, adding research and communications staff, expanding research output and quadrupling media attention to 200 articles per year.
- Successfully led the large Board of Trustees through organizational review, change of mission, and development of new operating principles to make the Foundation more active and effective on public policy issues.
- Performed organization-initiated public policy research as well as policy consulting for clients, supervising teams of analysts, and engaging in hands-on writing, editing, and analysis.
- Conducted public, press, and governmental relations activities, representing the Foundation before state and local governments, on official commissions and task forces, and with business and community groups.
- Made the Foundation more visible and relevant with lawmakers in public policy discussions.
- Created major election-year public service program (the Utah Priorities Project) for each gubernatorial election year since 2004, providing information on the top issues facing Utah, with participation from major gubernatorial candidates, news media, academia, and the business community.

University of Utah, Salt Lake City, Utah**2009-2017**

The Master of Public Policy (MPP) program, within the College of Social and Behavioral Science, emphasizes policy and economic analysis for students seeking to effectively solve public policy problems. mpp.utah.edu

Adjunct Professor

Instructor for the applied policy project course, guiding students through the development and completion of their capstone projects, which utilize policy analysis skills learned in the MPP program. Completion of this project is required for graduation with the MPP degree. Also taught a policy analysis course to MPP and MPA students.

Synergy Consulting, Inc., Sacramento, California**2000-2001**

A firm providing business process reviews, feasibility studies, strategic planning, technology strategy and implementation, and other services to state and local government agencies.

Manager

Conducted business process reviews and other analysis for state government agencies seeking to update and improve organization processes to better serve customers.

- Evaluated agencies' current practices through conducting focus groups and interviews with internal and external stakeholders and experts, examining documentation, and analyzing regulations and legislation.
- Maintained knowledge of current technologies and provided guidance to agencies on technical solutions to enhance their effectiveness.
- Wrote detailed reports for diverse audiences to document current practices and to propose and justify process, technology, and organizational changes.
- Developed client relationships and helped build and manage effective teams of consultants and agency staff.

California Taxpayers' Association (Cal-Tax), Sacramento, California**1990-2000**

A non-profit research and advocacy organization serving business taxpayers by promoting efficient, quality government services and protecting taxpayers from unnecessary taxes.

Vice President, Director of Research, Senior Research Analyst, and Research Analyst

Managed highly skilled professional and clerical staff and contractors, developed advocacy strategies, advocated for members' interests with Legislature, Governor's office, state and local agencies, communicated with the press and the public, conducted public policy research, managed and implemented information technology improvements for the association, assisted in financial management and general leadership of association.

EDUCATION

Master of Public Administration, University of Southern California**1990**

- Emphasis in public policy.

Bachelor of Science, Economics, Brigham Young University**1989**

COMMUNITY SERVICE

- Governmental Research Association – a national network of public policy researchers, president in 2005-2006 and again in 2008-2010. Honored with the Gruenberg Award in 2017 for lifetime achievement in public policy research.
- Governor's Education Excellence Commission, also serving on its executive committee. This commission was personally attended by Governor Gary Herbert and Lieutenant Governor Spencer Cox.
- Boards of Governors for Salt Lake Chamber and Utah Valley Chamber.
- Board of Directors, Olene S. Walker Institute of Politics and Public Service at Weber State University.
- Utah Economic Council, member of a group of economists who also serve as the board of the Economic Club of Utah.
- Trained Master Gardener through the Utah State University Extension. I share my love of gardening through my blog at www.valleygardens.com
- Cedar Hills Planning Commission, member from April 2003 to 2008 (Chairman from 2006 to 2008).