

Kelly Kennedy

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Profile

Highly versatile public policy attorney, strategic thinker, skilled communications professional and results-focused manager with expertise in government administration, government affairs, advocacy, communications & PR. Strong analytical, critical thinking, plain language writing, and technology skills. Adept at delivering measurable, meaningful results that advance the organization's mission/vision/goals. Experience in private, public and nonprofit sectors. Online portfolio at www.think-plan-do.net/portfolio.

Education

University of Connecticut School of Law, Juris Doctor. Member, Connecticut Bar.
Pennsylvania State University, Bachelor of Science in Exercise Science
State of Connecticut Executive Management Program, Certificate
Penn Medical Ethics & Health Policy, *From Health Disparities to Health Equity*

Legal & Government Experience

1992 - present

Senior Grant Writer; Manager, Community Affairs & Outreach: Access Health CT (2017 to Present)

- Developing grants program for quasi-public organization that administers the Affordable Care Act for Connecticut. Successfully coordinated proposal for \$1.1 million federal grant. Created [Grants program strategy map](#); [Policies and procedures](#); [Grant concept evaluation tool](#); [Grant opportunity evaluation tool](#); [Grant proposal submission form](#); [30+ Grant Proposal Concepts](#).
- Played lead role in 2020-2021 health disparities initiative, heavily promoting collaboration with external stakeholders and experts. Conduct ongoing best practice research on programs to address health equity and social determinants of health. Completed UPenn course, [From Health Disparities to Health Equity](#). Initiated [AHCT participation](#) in Mass General Hospital's year-long *Health Disparities Leadership Program*. Initiated [email updates](#) to brief co-workers on developments in health equity, SDOH, ACA, health insurance. [Proposed 501\(c\)\(3\) joint venture](#) to address health disparities in CT; [proposed business plan](#) for health equity entity. [Analyzed 501\(c\)\(3\) feasibility](#).
- As Manager of Community Affairs & Outreach (2017-2019), built strategic alliances with state agencies, advocacy groups, community and nonprofit organizations to reduce Connecticut's uninsured rate, focusing on underserved communities. Created [strategic plan for outreach](#) and [engagement](#). Developed [bilingual health insurance literacy survey](#) with UConn HDI, recommended next steps.

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

- Supervised nine auditors in their interactions with taxpayers and their representatives on complex and sensitive tax matters, including filing and reporting obligations, audit assessments, appeals.

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

- Legal Division attorney for state agency that administers Connecticut's tax system. Provided legal guidance to businesses, practitioners and lay public on state tax laws, regulations, policy and compliance matters. Drafted legislation, regulations, legal rulings, policy analyses on personal, corporation, sales, and other tax types. Wrote corporation business tax credit legislation to promote economic development; guidelines for corporate tax auditors; analyses of utilities taxes; white papers for the Governor's Office. Drafted contract requirements for multimillion dollar project to overhaul DRS's tax processing technology, along with other contracts and MOUs for agency.
- **Tax Products Group:** Started up and managed new unit to ensure all State tax forms, instructions and publications were updated, legally accurate, and mathematically sound. Hired and managed staff of 12.
- **Regulations Management:** Managed UAPA regulation process from drafting to legislative approval.
- **Internal Policy Management:** Started up and managed internal program to ensure legislation, regulations, and internal policies were implemented uniformly and consistently across organization.
- **Business Process Re-engineering:** Led large part of a multimillion dollar business process re-engineering contract to streamline operations, increase efficiency and compliance.

- **Communications:** Led major project to revamp internal and external communications. Created plain-language style guide for explaining tax laws and regulations to enhance compliance.

Nonprofit, Communications & Advocacy Experience

2008-2016

Executive Director: Bike Walk Connecticut

- Ran all aspects of 501(c)(3) nonprofit dedicated to making Connecticut a better place to bike and walk, including government affairs; public relations; press outreach; web, social media; membership communications; grassroots organizing; strategic planning; fiscal operations. Developed [advocacy agenda](#), key performance indicators. Worked with 15-member board.
- Advocated successfully for pedestrian/bike safety laws for three years straight (Conn. Pub. Acts [14-31](#), [15-41](#), [16-54](#)). Won CDC/DPH grant funding for five-year [complete streets program](#). Launched statewide [complete streets scorecard](#) for Connecticut's 169 towns.
- Increased web traffic by 38%, Facebook followers by 42%, Twitter followers by 83%, business membership by 500%, individual membership by 17%.

Executive Director: Connecticut Power & Energy Society

- Managed 501(c)(6) trade association focused on energy policy and 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

- 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.
- Designed 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, environmental scorecard, political candidate surveys and endorsements.

Economic Development Associate: Norwich Community Development Corp.

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

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

- Web design; communications; grant writing; PR/media; event planning for major statewide initiatives on green jobs, power and energy, economic development, civic engagement. Clients included CT Association for Human Services, Hill Health Center, CT Economic Resource Center, MetroHartford Alliance/Capital Region Partnership, CT Policy & Economic Council, CT Power & Energy Society, CT League of Women Voters, CT Mirror, Emily Hall Tremaine Foundation, Greenwich Tree Conservancy.

Prior Experience

- Government Affairs Law Clerk at United Technologies headquarters in Hartford, CT.
- Started up and managed two corporate health centers—PaineWebber in Weehawken, NJ (hired and managed staff of 15) and American Brands in Old Greenwich, CT.
- Worked with physicians in exercise physiology clinics at Texas College of Osteopathic Medicine in Fort Worth, TX and Cooper Clinic in Dallas, TX.

Interests

Outdoor enthusiast. Interests include hiking, cross-country skiing, kayaking and paddle boarding, active transportation, environmental conservation, travel. Former half-marathoner. Summited Mount Rainier.