

EMILY HUNTRESS LAMONT

(b)(6)

Summary

With a Masters in Business and Public Administration, I am an organization builder, budget manager, policy analyst and chief of staff who is passionate about fighting for the underrepresented. In the past decade, I worked in the private & public sector. I can navigate from the weeds of policy & legal documents to political & corporate strategy.

Education

STANFORD GRADUATE SCHOOL OF BUSINESS

Stanford, CA

Master of Business Administration • GMAT: 750 (98th percentile)

2014-2016

- *Key Coursework:* Fiscal Policy with Keith Hennessey, Managing Growing Enterprises with David Dodson, Political Economy Strategy Beyond Markets, Economics, Accounting, Finance

HARVARD KENNEDY SCHOOL

Cambridge, MA

Masters in Public Administration

2013-2016

- *Key Coursework:* Public Leadership in New York City with David Gergen, Great Powers with Nick Burns, Homeland Security with Juliette Kayyem, To Be a Politician, Communications, Negotiations, Statistics
- *Key Activities:* Selected as 1 of 20 members of “From Harvard Square to the Oval Office”, Developed General Assembly/Echoing Green Action Labs, Led LatAm Innovation Study Group

HARVARD COLLEGE

Cambridge, MA

Bachelor of Arts, History

2005-2009

- *Key Coursework:* The American Presidency with David Porter, U.S. Congress & Lawmaking with David King, Justice with Michael Sandel, Science and Religion in America, Understanding Islam
- *Key Activities:* Tenacity Tutoring, Varsity Sailing, Selected twice as a student liaison and study group assistant for Harvard Kennedy School Institute of Politics(IOP) Fellows Carl Cannon and Noelia Rodriguez, Selected as one of 10 members for the IOP Fellows Selection Committee (interviewed and selected the IOP fellows), Co-founder Project East (a now annual fashion show with 800+ attendees)
- *Alumni Activities:* Appointed Co-Chair of the Associates Committee at the Harvard College Fund (led group of 25 in fundraising and reunion strategy), Co-Chair of Harvard 5th Reunion (launched a mental health fund for the first time to bolster undergraduate support systems)

GREENWICH HIGH SCHOOL

Greenwich, CT

- *Key Awards:* Presidential Scholar Semi-Finalist, Robert Byrd Scholarship (for high school students who have demonstrated outstanding academic achievement)
- *Key Activities:* GHS Mentor, Boys & Girls Club Tutor, Varsity Soccer, JV Tennis Captain, Mock Trial

Experience

BIDEN FOR PRESIDENT

Remote, AZ

Policy Associate

8/2020 – 11/2020

- *Reported to:* AZ’s Communications Director (Geoff Burgan) and HQ Deputy Policy Director (Grace Landrieu).
- *Research:* Produced pun-filled weekly **What’s HOT in AZ** for AZ senior leadership, tracking COVID-19 statistics, Governor’s actions, school & business reopenings in addition to knowledge that remote staff would need for proper on the ground understanding (e.g. temperature, wildfires, storms).
- *Policy:* Identified top campaign issues for AZ constituencies. Developed AZ-specific policy stances and published 15 policy papers used by constituency directors. Provided research leverage for HQ policy (e.g. developed tax formulas and interactive spreadsheets to help Policy Associates replicate necessary calculations).
- *Briefings:* Produced AZ briefings for the President, Vice President, First Lady and surrogates.

4-CT, CONNECTICUT COVID-19 CHARITY CONNECTION

**Remote, CT
4/2020 – 8/2020**

Project Manager & Co-Founder, the 4-CT Card

4-CT was launched in March of 2020 to meet the immediate unprecedented needs of CT's population during the pandemic. At 4-CT, I designed, implemented, & operated 4-CT's flagship initiative: [the 4-CT Card](#) provides direct aid via prepaid debit cards to the 190,000 CT residents who are ineligible for federal COVID-19 relief due to immigration status. I managed the 12-person advisory board, 20 Community Based Organizations (CBOs), & 19 Community Health Centers (CHCs). In addition to financial aid, the program strengthened the community's relationship to local health centers, which led to increased testing and vaccinations. Selected by Accelerator for America as a model direct aid program, awarded a grant, and helped guide other programs nationwide.

- **Designed:** In April, charged with creating a solution for CT's undocumented population. Spent a month doing primary and secondary research including conversations with local and national leaders. Quickly zoomed in on the value of direct aid and studied national models specific to the undocumented. Designed a program that capitalized on the best of other models while adjusting for their weaknesses. Pitched the board and received unanimous approval to implement. (Please note I was not a member of the board at this time. I joined the Board after leaving the Biden campaign.)
- **Implemented & Managed:** Self-developed a free software system using only google tools: CBOs filled out a survey for each client that fed data into an individual dashboard for each CHC to schedule appointments and track card distribution, individual CHC dashboards automatically consolidated into one dashboard for an administrator to add \$300 to each debit card, and automatically tracked & flagged errors. Homemade "software" included a results dashboard that can be viewed [here](#).
 - Developed the 4-CT Card Advisory Board with community leaders and healthcare leaders including Kica Matos (Vice President, Vera Institute), Karen Gottlieb (Executive Director, Americares Free Clinics), and Russ Dexter (Chief Quality Officer, Community Health Center Association of Connecticut). Led weekly Board meetings to provide updates, solve issues, and share growth plans.
 - Identified, trained, and managed trusted CBOs and CHCs across CT. Piloted with five CBOs who each partnered with one CHC. Expanded weekly up to 20 CBOs and 19 CHCs. Led weekly check-in calls with the CBOs and separately with the CHCs.
- **Results:** Distributed \$1.5M via debit cards at CHCs across CT to 4,857 undocumented families (equivalent to 14,571 individual beneficiaries) in 138 zip codes. 4-CT Cards continue to be distributed.
 - 75% of funds to date were spent on food and cash (necessary for undocumented to pay rent), and 52% of recipients were introduced to a potential new medical home (secondary goal for the program).
 - Partnerships formed via this program have continued on and led to meaningful vaccine equity initiatives.

STARTUP

**New York, NY
4/2019 – 1/2020**

Co-Founder

- Recruited to build out a business model for a venture that was originally designed to be a revenue producing patent for a new energy efficient machine learning equipped building management system.
- Pitched international architecture firm on the process of building a startup and raising venture capital.
- Secured initial deal to transition firm's patent into equity stake in a new venture-backed company.
- Developed roll out strategy and identified early pilot projects and investors.
- Negotiated final term sheet with fellow co-founders and the architecture firm.

LAMONT FOR GOVERNOR CAMPAIGN

**New Haven, CT
1/2018 – 1/2019**

COO & CFO, Transition Manager

Joined the campaign pre-launch facing a crowded democratic primary field. The Governor's race was considered a top prospect by the RGA given the outgoing Democrat was the least popular Governor in the U.S. After decisively winning the Democratic convention, the Campaign Manager's weaknesses became more apparent. At this point, I quietly took over management of the leadership team and the consultants, developing a campaign ready for the general election. By the time we won the primary in August, new communications and field teams were settling into place. Once the operation was running like a well oiled machine, I shifted my focus to preparing for the transition. We won the election by 3.4% thanks in part to the enthusiastic support of President Biden.

- *Budget*: Developed & managed \$16.5M budget. Utilized actual versus projected budget data to track team's progress and identify upcoming issues. Oversaw payroll, legal team, and fundraising.
- *People Operations*: Built & scaled 10 person leadership team: Hiring, mentoring, conflict mitigation, reorganizations; Set campaign-wide people policy for onboarding, expenses, healthcare, social media etc. At our peak full-time staff of 30 members and part-time staff of 100.
- *Consultant Manager*: Interviewed, selected, & coordinated media consultants. Led weekly consultant meetings. Point person on fundraising & digital persuasion ads. Point person on TV and radio production.
- *Transition Manager*: Led transition activities pre-hand off to Chief of Staff. Set up organizational structure, timeline, & strategy. Identified core team and managed staff transition to the transition.
- *Inauguration Manager*: Organized Governor's Inaugural Ball of 2000 attendees and three surrounding events from guest lists and invitations to budget management and logistics in coordination with the Governor's office.

OXEON PARTNERS

New York, NY

Director of Growth & Strategy, Chief of Staff to Leadership Team

7/2016 – 1/2018

Oxeon Partners is a unique health care services company. I rejoined Oxeon in 2016 during a time of significant change; Oxeon's search business and venture studio were thriving and the company launched four new business lines. In the midst of immense change, I served as the chief of staff to a newly formed leadership team, honing the skill of managing up as well as down. As part of its search business, Oxeon would often take equity in companies in place of a traditional fee; these were the internal investments that I cleaned up, managed, and utilized to create a track record for the venture fundraising efforts. Today, Oxeon has paired back from six to three business lines.

- *Budget Management*: Drove annual \$20M budget & strategy planning. Worked with each President to structure worst, base & best case scenarios for their business lines. Implemented new system for crediting work across business lines to minimize duplication and encourage team work. Combined individual plans into one master plan, working closely with and overseeing our accountant. Presented budget to leadership team, supported team in finalizing the budget, and presented it company-wide. Note: For 6 month period, no CFO on staff.
- *Venture Fund (now known as Town Hall Ventures featuring Andy Slavitt)*: Day-to-day point person reporting to the two managing partners. Drove fundraising activities to launch \$15.4M Oxeon Ventures Fund I.
 - Developed financial track record, evaluating previous internal company investments.
 - Modeled 5-year budget projections that were featured in our legal documents to potential investors.
 - Shaped investment & marketing strategy; Pitched investors (Limited Partners) and managed investor relations through launch of the fund; LP's included healthcare CEOs and investors.
 - Wrote investment case studies and Private Placement Memorandum.
 - Hired and managed lawyers to develop legal materials and legal structure.
 - Built operating and legal structure for efficient operations including hiring accountants, setting up bank accounts, structuring the Customer Relationship Management technology, and securing revolving credit facility.
- *Internal Operations*: Organized and guided leadership team meetings, executive retreats, & company meetings.
 - Managed internal investments: negotiated service for equity deals with client CEOs, executed on past deals, updated valuations, and quantified equity values for employees.
 - Established new company wide equity policies to provide maximum transparency for employees.
 - Redesigned onboarding process, appointing an office manager who owned onboarding, and created a standard set of materials to ensure smooth transition for new employees.
- *Consulting*: Consultant for early-stage startup SirenMD. Developed fundraising and growth strategies. Worked closely with CEO Dr. Lee Kaplan, the director of the University of Miami Sports Medicine Institute.
 - Consultant for PE-backed NewCo. Served as full-time interim Chief of Staff to an unstructured team in the months before General Atlantic and Flatiron Health legally committed to founding a company together. Worked closely with General Atlantic Principal Dave Calouri & Flatiron Health CEO Nat Turner. NewCo now known as OneOncology.

COLLECTIVE HEALTH
Business Development Intern

San Mateo, CA
4/2015 – 8/2015

- Helped drive sales and channel development, working closely with sales & business development teams.
- Drove channel education, marketing, meetings, outreach, and relationship development.
- Re-designed the Request for Proposal (RFP) response and process.
- Quarterbacked RFP responses across the entire team (Product, Analytics, Operations).

OXEON PARTNERS
Summer Associate

New York, NY
5/2014 – 8/2014

- Worked with Oxeon Venture Studios founders from day one to develop name, brand, fundraising strategy, and fund's legal structure.
- Developed the initial budget and built detailed bull/bear case operating and financial models.
- Executed all aspects of the investment process: due diligence, modeling, financing, deal negotiation.
- Identified 10 new companies that were not being tracked, which led to 1 investment.
- Developed internal structure & hiring strategy, interviewed 20 candidates, and built initial team.

MARWOOD GROUP
Healthcare Strategy Associate

Washington, D.C.
5/2011 - 5/2013

Founded in 2000 by Ted Kennedy Jr., the Marwood Group was a healthcare and education-focused advisory and financial services firm that provided consulting services to institutional investors and corporations. After a year, I was promoted to associate and joined a new 4-person strategic group that specialized in providing strategic advisory services to institutional investors and healthcare corporations contemplating changes in strategy.

- Developed, executed, and analyzed 5 surveys regarding the commercial insurance market.
- Completed 6 projects working closely with management teams to develop innovative growth strategies in a variety of different healthcare-related fields.
- Researched and analyzed the impact of federal and states' legislative and regulatory trends on portfolio companies and potential investments for private equity firms, focusing primarily on health care services.
- Produced and published Medicare Advantage (MA) research for hedge fund clients. Served as a resource across both the D.C. and NYC offices for MA expertise.
- Regularly attended and reported internally on federal congressional hearings and think tank briefings.

ABC DOCUMENTARY GROUP
Policy & Outreach Assistant, Part Time

New York, NY
1/2011- 4/2011

10x10 was a groundbreaking film and a global social action campaign to change the world by investing in adolescent girls in the developing world. I joined part-time to help provide policy and research support to the production team to help them better understand the nuances within 10 different countries.

- Analyzed education policy and the role of girls education in developing countries.
- Produced research papers for the writers and production crew on countries pre-production.

CAMPAIGN FOR STATE SENATE
Campaign Manager

Enfield, CT
8/2010 – 11/2010

- Recruited by Connecticut Democratic Party to replace initial Campaign Manager.
- Managed \$130,000 budget and team of 6 to come within 1,000 votes of victory over 18-yr incumbent.
- Implemented an aggressive field operation, recruiting and organizing 200 volunteers across 7 towns.
- Developed and led media strategy for press, print advertising, mail pieces, and TV commercials.
- Assisted with opposition research, debate preparation, policy development and strategic messaging.

LAMONT FOR GOVERNOR**New Haven, CT*****Surrogate, Field & Coalitions Staff*****4/2010 – 8/2010**

- Initiated, organized, and led Women for Lamont: recruited and mobilized 370 members, conducted weekly conference calls, produced women's issues policy materials, and shaped media strategy.
- Organized and led Students for Lamont; Delivered speeches with Q&A to Connecticut College Democrats.
- Strived to serve as an example and connection to the candidate for field staff by making calls weekly from every field office across the state.

MERCY CORPS LEBANON**Beirut, Lebanon*****Research, Monitoring & Evaluation Analyst*****10/2009 – 4/2010**

- Developed strategy for \$11+ million USAID project to overhaul Lebanese education system.
- Researched and reported on existing educational programs and educational needs throughout Lebanon.
- Quantified, analyzed, and documented the impacts and outputs of Mercy Corps programs.
- Delivered a searchable database of all Mercy Corps Lebanon's relationships, grants, and finances.
- Interviewed 40 development and education leaders; developed relationships with potential local partners.

Additional

- *Technical skills:* Budget management & modeling, website building, speech writing, legal contracts, excel
- 4-CT Board, SeriousFun Children's Network YEX Board, Governor's Innovation Fellowship Advisory Board