

FLORENCE CHEN

(b)(6)

**EXPERIENCE**

**Generate Capital – \$1B Clean Energy and Sustainable Infrastructure Investment Firm** San Francisco, CA  
*Investment Operations Associate* August 2020-Present

- Developed three-year strategy and staffing plan to invest (b)(4); in distributed renewable energy generation and energy efficiency projects. This plan will enable the company to (b)(4); its annual investment target from (b)(4); in 2020 to (b)(4); in 2023
- Managed investment target setting and execution for 28-person investment team, enabling the team to exceed its 2020 investment target by (b)(4);
- Created a meeting and reporting structure to hold 12 deal teams accountable for originating new (b)(4); investment opportunities across 8 technology sectors
- Developed inaugural “Partner Success” measurement process to achieve a Net Promoter Score of (b)(4); with portfolio companies. This is nearly (b)(4); the average Net Promoter Score in financial services (34)

**Pete for America – Mayor Pete Buttigieg’s Presidential Campaign** South Bend, IN and Las Vegas, NV  
*Special Assistant for Policy* August 2019-March 2020

- Led development for two of Mayor Buttigieg’s major federal policy plans:
  - *Infrastructure plan:* Investing \$1 trillion in transportation, water, climate resilience, and job creation
    - Managed 4 volunteers responsible for drafting sections of the plan
    - Met with 50+ external stakeholders to refine and improve the plan
  - *Asian American and Pacific Islander plan:* Ensuring equal access to health care, education, and jobs
- Led 156-member Climate Policy Volunteer Team to develop climate change policy positions and statements
- Served as project manager for policy rollouts: coordinated with 70 staffers to release 20 policies to the public
- Managed 2 interns and 7 volunteers to train 200 organizers on communicating impacts of Buttigieg’s policies
- Prepared 80+ policy briefings to prepare Mayor Buttigieg for news appearances and events in early states
- Earned “Rules of the Road – Respect” award for exemplifying Buttigieg Campaign values. One of two campaign employees to receive this award

*Out of State Director (Nevada)* January 2020-February 2020

- Recruited and trained 400 volunteers to travel to Nevada from other states and represent the Buttigieg campaign by knocking on doors to persuade undecided voters and serving as voter protection specialists
- Managed 1 Deputy Out of State Director in charge of recruitment, volunteer allocation, and voter protection

**Kingfish Group – Private Equity** San Francisco, CA  
*Investment Associate* June 2018-August 2019

- Sourced and led due diligence process on 2 potential investments: \$1B industrial distributor and \$250M HR services firm. Presented these investments to Investment Committee (CEO and Managing Directors)
- Established new consulting partnership with leading private equity firm that increased revenue by 10%
- Sourced exclusive deal and co-led management meeting to invest in a \$22M Internet of Things company
- Initiated impact investing program by partnering with CEOs and entrepreneurs to identify two new sectors for growth equity investments: electric transformer recycling and rural broadband in Western Canada
- Managed investment analyst on deal operations. Coached him on communication and project management

**McKinsey & Company** San Francisco, CA  
*Business Analyst* October 2016-June 2018

- Served in project manager role for five months at high-profile, fees-at-risk client: only pre-MBA consultant across ten teams to hold project manager role
- Developed office recycling and food waste reduction initiatives as Co-Lead for Office Sustainability

**Selected Project Experience**

- *Turnaround for \$5B energy company*
  - Coached President of Sales to develop new sales training program for 1200-person team
  - Created and implemented plan to save company \$180M on operations in 70 countries
  - Led team of 30 VP-level employees across 8 countries to develop \$90M sales growth plan
- *Digital transformation of \$12B gold mine (company’s largest mine)*
  - Managed launch of autonomous mine vehicle (trucks, bulldozers, drills) program
  - Built and trained miners on ore production tracking tool to optimize mine productivity
  - Increased ore production by 20%
- *Supply chain optimization for \$4B energy producer:* Saved company \$2M per week by creating new system to measure and reduce the cost of buying and transporting water for use at production sites
- *Merger for \$25B software company:* Managed financial reporting and integration of divisional headcount and budgets for SVPs and VPs of 14 divisions, representing 33% of company

- *Merger for 15,000 person healthcare company*: Created plan to integrate C-suites of two companies and establish a new high-performance culture. Worked directly with new C-suite to implement plan

## **EDUCATION**

### **Cambridge University**

**Cambridge, UK**

*Fulbright Scholarship Recipient to United Kingdom. MPhil Degree, Earth Sciences* October 2015-October 2016

- Delivered first-author talk at Goldschmidt: world's largest geochemistry conference
- Published first-author paper in *Chemical Geology*: ranked among top 10 most cited geochemistry journals

### **Harvard University**

**Cambridge, MA**

*A.B. Degree in Earth and Planetary Sciences. Minor in Government. GPA: (b)(6)* September 2011-May 2015

- Led Mock Trial Team as Team Captain to place 3<sup>rd</sup> out of 650 teams at National Championship Tournament
- Ran 2 policy conferences for mayors and members of Congress as Institute of Politics Special Events Chair
- Published first-author paper in *Journal of Climate*: ranked among top 10 most cited climate journals

## **ADDITIONAL RELEVANT EXPERIENCE**

### **Biden-Harris Transition**

**Remote**

*Department of Transportation Agency Review Team Executive Secretary* November 2020-Present

- Led team of 21 transportation experts to develop 15 policy recommendations and 20 "state of the agency" reports on DOT's operations from 2017-2020
- Facilitated interviews with 100+ Department of Transportation employees and 200+ external stakeholders from unions, climate advocacy groups, environmental justice groups, industry, local governments, and tribes
- Prepared 6 oral briefings and 15 written briefings for Secretary-Designate Mayor Buttigieg

### **Joe Biden for President**

**Remote**

*Infrastructure Policy Committee Convenor* May 2020-November 2020

- Led team of 400 infrastructure experts to develop 63 policy recommendations for campaign staff
- Managed 8 subcommittees, which each included 20-80 members and 2-4 subcommittee leaders
- Developed processes to propose, prioritize, and quality check policies on climate, equity, worker empowerment, economic recovery, and COVID-19 response
- Developed GOTV initiative to mobilize 200+ volunteers and make 5000 calls into Pennsylvania

### **#CaliforniansForAll, California Volunteers, Office of Governor Gavin Newsom**

**San Francisco, CA**

*Senior Advisor, Volunteer Experience*

*May 2020-August 2020*

- Launched pilot program to reach 2100 volunteers by text and identify most common barriers to volunteering
- Designed awards program to increase retention and engagement for 40,000 volunteers

### **US Water Alliance**

**Oakland, CA**

*Summer Research Fellow*

*May 2020-August 2020*

- Designed an online course to train water utilities to build trust with customers and community stakeholders
- Prepared 5 case studies to highlight leadership approaches that water utility CEOs have used to build trust

### **U.S. DEPARTMENT OF ENERGY, GENERAL COUNSEL'S OFFICE**

**Washington, DC**

**Intern in the Office of National Environmental Policy Act (NEPA) Policy and Compliance**

*Summer 2015*

- Drafted Office of Fossil Energy proposal for \$200 million to fund public-private-academic collaboration in geologic reservoir research and monitoring – included in Secretary of Energy's annual federal budget
- Reviewed environmental impacts of federal nuclear, transmission line, and clean energy projects

### **OFFICE OF U.S. SENATOR JEANNE SHAHEEN**

**Washington, D.C.**

**Legislative Intern**

*Summer 2012*

- Researched energy and environmental policies and prepared 10 reports on legislative proposals/hearings
- Wrote memo to the Senator on sponsoring a bill to increase federal benefits for veterans

## **PUBLICATIONS**

- Chen, F., Turchyn, A.V., Kampman, N., Hodell, D., Gázquez, F., Maskell, A., and Bickle, M. (2016), Isotopic Analysis of Sulfur Cycling and Gypsum Vein Formation in a Natural CO<sub>2</sub> Reservoir, *Chemical Geology*, 436: 72-83.
- Chen, F., S. Friedman, C. Gertler, J. Looney, N. O'Connell, K. Sierks, and J.X. Mitrovica (2014), Refining Estimates of Polar Ice Volumes During the MIS 11 Interglacial Using Sea Level Records from South Africa, *Journal of Climate*, 27: 8740-8746.