

Charlene Wang

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EDUCATION

Kennedy School of Government, Harvard University, Cambridge, MA
Masters in Public Policy, Concentration in Social and Urban Policy, *May 2020*

School of Engineering & Applied Science, Columbia University, New York, NY
B.S. in Earth and Environmental Engineering, Concentration in Waters Resources and Climate Risks, *May 2012, cum laude*

WORK EXPERIENCE HIGHLIGHTS

Biden for President, Philadelphia, PA

National Events Manager, *October – November 2020*

- Managed nation-wide program comprising of 14.2k events, 45 trainings, 138 volunteer leaders, and 85.9k total volunteers.
- Owned the implementation of key systems and processes for volunteer management, rapid response, data, and reporting to shape strategic decisions for senior digital organizing leadership for get-out-the-vote period.
- Increased volunteer turnout by 8.1x for critical get-out-the-vote period by running peer-to-peer texting program.
- Creative director for national virtual events with up to 5k attendees. Proposed, planned, and directed national events such as the campaign's bilingual National Día de Muertos Celebration and Reflection, featuring actor Eugenio Derbez. Delivered several speeches to live audiences ranging in size from 200 to 5k+ to generate volunteer enthusiasm.

Massachusetts Unaccompanied Homeless Youth Commission, Boston, MA

Policy Advisor, *September 2019 – March 2020*

- Delivered 120+ page report on implementation of a state-wide problem solving strategy and protocol to divert 20% of 3,790 homeless youth and young adults in MA from developmentally inappropriate adult shelters to community-based solutions to fulfill degree requirement. Received Harvard Kennedy School Distinguished award, given to top 5% of class and recommendations are currently being implemented.
- Led presentations, stakeholder meetings and interviews with homeless youth, youth-serving non-profits, shelter providers, and state agencies including the Office of Child Advocate, Executive Office of Health and Human Services, Department of Housing and Community Development, Department of Children and Families, Department of Mental Health, and the Department of Elementary and Secondary Education to achieve buy-in.

Michelle Wu, Boston City Councilor At-Large, Boston, MA

Transportation Policy Fellow, *June – August 2019*

- Prescribed recommendations to restructure the Boston's Transportation and Public Works Departments by adjusting \$289M budget and staffing of 835 FTEs to improve project delivery speed and ability meet transportation equity and climate change resilience goals as outlined in city's transportation plan, Go Boston 2030.
- Recommended merger of Transportation and Public Works Departments into one department with divisions for Project Delivery, Public Space Regulation, and Maintenance. Documented 28 organizational problems throughout the lifecycle of a street, from project initiation and funding, to design phase (concept, 25%, 75%, 100%), construction, and maintenance.
- Interviewed key stakeholders and experts such as the former Massachusetts Transportation Secretary, NACTO, Boston's Chief of Streets Office, transportation advocacy groups, consulting firms, and transit think tanks.
- Researched budgeting, staffing structures, and agency assets at best-practice municipal transportation departments and lessons learned from restructuring efforts in Washington, D.C., Oakland, Denver, and Atlanta.
- Managed a team of six interns, delegating policy research tasks based on strengths and bandwidth, monitoring progress, and providing supervisory technical assistance.
- Represented Councilor Wu's office at public design meetings ranging from smaller street calming projects to major infrastructure initiatives such as the North Washington Street Bridge Replacement.

New York City Department of Education, Division of Early Childhood Education, New York, NY

Head of Outreach Strategy & Analytics, *April 2017 – July 2018*

- Directed analytics-driven strategy and technology for community outreach to ensure enrollment of 140k+ into universal preschool ("Pre-K for All", "3-K for All") and Head Start programs, high-visibility initiatives requiring biweekly reporting to Deputy School Chancellor. Oversaw 9% enrollment increase in district Pre-K schools, compared to 2% in prior year. Prioritized low income, homeless, minority and immigrant communities.
- As member of 4-person executive team, supervised 1 direct report and 45 indirect reports consisting of 5 managers and 40 community outreach staff. Developed performance metrics, launched employee recognition award system, and created series of policy and analytics trainings to proliferate strategic capacity across entire team.

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- Innovated methods of outreach into low income and underserved communities, including home visits to public housing residents and spearheading expansion of \$2.5M advertising campaign on subways, busses, newspapers, and social media into 10 languages.
- Managed 3-person team at the NYC Department of Information Technology and Telecommunications to implement data integration processes and technology enhancements for community outreach staff.
- Publicly represented Pre-K for All and Department of Education at community outreach events such as town halls, church events, and street fairs.

Hillary for America, Arlington, VA

Regional Data Director for Virginia, *August - November 2016*

- Designed and developed analytical tools and training for 200+ field staff, and provided strategic guidance to state leadership on key tactical decisions based on data analysis using SQL and Tableau.
- Engineered automation of processes using NGP VAN, SQL, Google Docs, and internal campaign applications, saving about 60+ hours/week across the data and analytics team.
- Innovated numerous mapping tools to optimize logistics such as staging location placements for get-out-the-vote period.

Optimity Advisors, Washington, D.C.

Senior Associate, *August 2015 - July 2016*, Associate, *March 2013 - August 2015*

- Provided expertise on Affordable Care Act (ACA), Medicare, and Medicaid policy implementation for 11 public health clients specializing in programs for elderly, low-income, and disabled populations. Received 2 employee recognition awards for outstanding work.
- Managed the deployment of 3 non-profit health start-ups in collaboration with Freelancers Union and 6 vendors, an effort featured on CNN and NPR due to enrollment of over 125k+ in its first year as part of Affordable Care Act initiative to disrupt monopolized insurance markets with non-profits.
- Led cross-functional projects overhauling business processes for clients at risk for non-compliance of federal and state Medicare, Medicaid, and ACA regulatory requirements. Reduced one client's projected financial loss in three months by \$31M, or 50% of initial loss projections prior to process overhauls.
- Advised nation's largest mental health organization serving 50+ million individuals on federal and state regulatory compliance at health centers targeting the rural and indigenous underserved in California.
- Led and procured multiple high-stakes procurement projects, managing stakeholder teams of 30+ and contract negotiations totaling \$9 million to provide healthcare services for 2.8+ million individuals.

UnitedHealth Group, Basking Ridge, NJ

Technology Development Associate, *July 2012 - March 2013*

- Communicated business and system requirements to developers on a variety of enterprise IT solutions, implemented process changes to streamline Electronic Medical Record (EMR) systems, and analyzed healthcare data to provide insights into insurance coverage demographics.

United Nations Environment Programme: Haiti Regeneration Initiative, New York, NY

Engineering Student Advisor, *September 2011 - May 2012*

- Led five-person group in proposal of flash flood mitigation system in Port-a-Piment, Haiti as part of degree fulfillment requirement. Proposal included dam design, disaster plan, SMS warning system, and climate monitoring systems.

NASA Goddard Institute for Space Studies, New York, NY

Climate Data Intern, *September 2011 - February 2012*

- Evaluated accuracy of NASA's model predicting greenhouse gas levels, submitted annually to the Intergovernmental Panel on Climate Change (IPCC), reporting to Executive Director Gavin Schmidt.
- Attended monthly meetings with top climatologists to discuss modeling results, implications and necessary adjustments.

AECOM Technology, New York, NY

Water Resources Engineering Intern, *May - August 2011*

- Assisted on design proposals to the NYC Department of Environmental Protection by providing quality assurance review of design specifications and facilitating discussions with contractors. Performed hydrological modeling to assess risk of dam failure from catastrophic flooding events.
- Identified inefficiencies at power plants and water treatment plants and proposed operational changes to reduce greenhouse gas emissions by 15%.
- Researched federal, state, and municipal laws regarding LEED standards and other sustainable construction strategies.

Chandran Earth & Environmental Engineering Lab, Columbia University, New York, NY

Research Assistant, *September 2010 - May 2011*

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- Studied bacteria genetically modified to produce fossil fuel alternatives, remove pollutants in water, and sequester carbon. Research funded by the U.S. Department of Energy. Presented findings in report in comparison to competing technology.

LEADERSHIP & VOLUNTEERING

California Coalition for Women Prisoners, Writing Warriors Advocate, 2020

- Assist inmates with their sentencing appeals and documenting conditions they face under Covid-19.

Kennedy School Student Government, President, 2019 – 2020, Gender-Based Violence Committee Co-Founder, 2018 – 2019

- Represented 1100 students, overseeing 32 representatives, 12 committees, 87 student organizations, and \$200k+ budget.
- Established Harvard Kennedy School's first need-based financial aid fund, a departure from merit-based aid policies, creating a methodology to target students based on Pell Grant status and Title I school attendance along with other indicators of low-income background. Effort was featured in university newspaper [here](#).
- Led gender violence initiatives such as hosting self-defense workshops, partnering with organizations to provide free contraceptives, and organizing awareness campaigns.

Harvard Women and Public Policy Program, Lara Warner Fellow, 2019

Rosie's Place Women's Shelter, Kitchen Volunteer, 2019

PUBLICATIONS & WORK SAMPLES

Chi, Emily, and Charlene Wang. "[COVID-19 Exposes the Limits of Our Education on Race and Racism: Why Harvard Kennedy School Must Aspire to Be an Anti-Racist Institution](#)". HKS Citizen, 25 May 2020.

Kuo, JR. "[Why are so many of us secretly depressed? Excavating the layers of Asian Americans' struggle with mental health](#)". Interview by Charlene Wang. Asian American Policy Review. 29th Edition.

Wang, Charlene. Pre-K for All Summer Outreach Analytics Map. <https://charlene-wang.carto.com/builder/35888523-999c-4556-b741-62fc1ccbc590/embed>

Optimity Advisors, ICMPD, ECRE (2015): A study on smuggling of migrants - Characteristics, responses and cooperation with third countries. Final report. Brussels: European Commission, DG Migration & Home Affairs/ European Migration Network.

SKILLS

Public speaking, political campaigns, project management, data & analytics (SQL, STATA, Excel, Tableau, Google Data Studio, Google Sheets, GIS, Carto), SMS messaging and email platforms, political campaign platforms, CRM systems, Zoom, Slack, web design, graphic design