

CHRISTINA E. CHEN

EMPLOYMENT HISTORY

North Carolina Coordinated Campaign (Biden for President)

Raleigh, NC

Operations Director

July 2020 – Nov. 2020

- Oversaw organization-wide systems related to 1) people management, 2) operations, and 3) budget and expenses

People management: Led day-to-day operational, logistical, and administrative aspects of a 300-person organization from hiring to offboarding, including payroll, IT, procurement, and emergency management

- Hiring and vetting: By Election Day, the organization had 278 Coordinated Campaign employees, 30 Campus fellows, 20 supply hub managers, and 10 Biden for President staff
 - Overhauled and scaled hiring and vetting processes for all staff (separate processes for different positions depending on funding sources) to more than double number of employees
 - Utilized hiring platform (Quickbase) and coordinated approvals and vetting with directors, National HQ, DNC, and DSCC
 - Approved job descriptions and templates for offer letters and contracts
 - Approved start dates and salaries, in coordination with HR director
- Onboarding and offboarding: Oversaw onboarding of over 225 employees and contractors and offboarding of all employees
 - Improved new hire paperwork and developed FAQs on key onboarding topics
 - Revised offboarding process that involved removing employee email and access to other platforms (Google Groups, Slack, T-Sheets)
 - Maintained confidentiality of onboarding, offboarding, and HR issues
- Payroll: Verified and approved payroll for all Coordinated Campaign employees and contractors
 - Payroll was run nearly weekly with approximately 170 field organizers paid hourly on a biweekly schedule and 108 non-field organizers paid by salary on semi monthly schedule
 - Finalized paychecks for 50 contractors paid by third-party organization
 - Reviewed new hire paperwork, including all tax forms and i-9 and direct deposit forms
 - Audited payroll system and corrected start date, salary, and pay frequency inaccuracies
 - Finalized all back pay, prorated pay, health care deductions, tax benefits, additional pay, and severance and other deductions and reimbursements as appropriate
- Internal communication and IT: Set up communication structures to allow our teams to better interact and share files and served as primary liaison between organization staff and HQ IT
 - Created Google Groups, shared Google folder, shared Google drive, and Google Sites for staff to facilitate collaboration and file sharing
 - Led daily directors call for Biden for President and Coordinated Campaign leadership teams
 - Directed the Operations Associate to develop and maintain an organization-wide events calendar and weekly all-staff newsletter with department updates and upcoming events
- Emergency management: Responsible for ensuring the safety and wellbeing of all staff and volunteers
 - Tracked movement and severity of natural disasters, including hurricanes, forest fires, and earthquakes (Hurricanes Isaias, Laura, Sally, Delta, and Zeta; NC earthquake; CA forest fires)
 - Developed process that required managers to check in with staff impacted by storms and regularly status updates to leadership and National HQ
 - Drafted guide for how to prepare and respond to a hurricane
 - Developed, executed, and maintained health and safety protocols for supply hubs and events
 - Plans included: sign-in / sign-out protocols, self-certified temperature checks, signage, cleaning schedule, capacity maximums, supply hub zones, etc.
 - Trained staff on protocols and ensured supply hubs were adequately stocked with PPE

(masks, gloves, cleaning wipes, hand sanitizer, forehead thermometer, etc.)

- Lead for all potential and confirmed COVID-19 cases connected with supply hubs
 - Executed recommendations of National HQ Office of Health
 - Oversaw contract tracing and the closure and professional cleaning of supply hubs
 - Notified staff and volunteers potentially exposed to COVID and clearly communicated situation and next steps to the public
- Other projects: Completed critical projects that allowed the organization to operate more effectively
 - Time tracking: Rolled out new time tracking platform (T-Sheets) to all field organizers and managers with written guidance and office hours
 - Emails: Successfully transitioned 120 employees from Microsoft email domain to G-Suite in coordination with National HQ
 - Chromebooks and technology: Developed process for centrally distributing approximately 100 Chromebooks to staff and coordinated with National HQ to ship technology to new hires

Operations: Executed the programmatic vision of the leadership team, including the opening, operation and closing of statewide network of supply hubs that distributed 150,000 yard signs, 3 million+ pieces of literature, and other critical materials to 100 counties in the state

- Supply hubs: Set up and managed supply hubs strategically in 13 locations around the state to facilitate the distribution of materials and supplies
 - Ten of these hubs were already leased by the North Carolina Democratic Party or DNC and three of these hubs were scouted and leased under my supervision
 - Developed process for identifying, evaluating, and tracking office leases
 - Directed Operations Deputy to set up internet and stock the supply hubs with PPE and supplies
 - Oversaw the development of supply hub processes including the sign-in / sign-out protocol, supply audit form, materials pick-up form, hub manager scheduler, shipping calendar, and more
- Campaign visibility: Oversaw the production and strategic distribution of yard signs, barn signs, and other chum and literature
 - Produced over 150,000 yard signs (5 designs), 1,500 barn signs, and other materials: flags, buttons, bumper stickers, lapel stickers, placards (8 designs), face masks, T shirts (3 designs), and literature (over 3 million in English and Spanish door hangers and palm cards)
 - Determined supply needs and ideal allocations based on universe size by county
 - Worked with national and local vendors to finalize designs and orders of campaign materials
 - Worked with national shippers and local couriers to distribute materials within our timeline
 - Managed process for receiving deliveries and coordinated with external groups on pick-ups
 - Monitored supplies and tapped volunteers and couriers to redistribute supplies between hubs
- Volunteer exempt mail program: Oversaw mail house volunteer program in Raleigh and Greensboro, ensuring that over 40 mail pieces were efficiently and compliantly delivered to voters
 - Recruited, trained, and managed volunteers (15 total) for shifts in Raleigh and Greensboro
 - Trained volunteer leaders to prepare appropriate documentation for each mail piece completed
- Virtual events: Primary operations lead for all statewide virtual events (Zoom)
- GOTV boiler rooms: Executed hybrid in-person / virtual boiler room during GOTV
 - Facilitated discussions with leadership and directors on their vision for GOTV
 - Executed hybrid model with some staff participating in-person and some participating virtually
 - Advised Operations Deputy on plans with Raleigh hotel for set-up of rented ballroom spaces, catering, and hotel room arrangements for staff traveling to Raleigh
 - Enforced health and safety guidance and hired off-duty police officer for additional security
 - Developed back-up plans for physical spaces and technology
- Post-election cure and provisional program: Oversaw execution of logistical aspects of post-election cure and provisional ballot program
 - Advised Operations Deputy on orders of new materials and delivery of supplies to supply hubs
 - Facilitated discussions on processes for collecting, scanning and returning completed attestation

- forms to the local county board of elections office before the November 12 deadline
- Ensured that staff staying on to help had housing and transportation if needed
- Shutdown: Managed the shutdown of supply hubs and operations of the organization
 - Developed taskmaster of actions, including inventory audit, dumpster drops, supply pick-ups, landlord walkthroughs, and other, and managed process for completing all tasks
 - Facilitated conversations with the State Party and leadership team to build consensus
 - Made key decisions about supply hub operations
 - Decided to extend supply hub operations at skeletal level through November 13
 - Decided to transition staffing from supply hub managers to Organizing Team
 - Oversaw coordination with vendors to arrange dumpster drops and furniture pick-ups
 - Communicated daily shutdown priorities to supply hub staff
 - Oversaw shutdown of internet service and return of equipment and the closing or transfer of accounts (AT&T, Verizon, Staples, Adobe, Canva, etc.) to the NC Democratic Party

Budget and expenses: Managed \$2 million+ non-personnel budget that translated leadership vision into coordinated virtual / in-person campaign strategy

- Managed the flow of money from several funding sources (DNC, Biden for President, DSCC) through the State Party and out to the appropriate vendors
- Worked with directors to spend their budgets and execute their GOTV visions. Select expenses include: 200 personal hotspot devices for each field organizer; 7 food trucks for coalition events; partnership with Uber on Rides-to-the-polls program; over 200 gas cards
- Tracked expenses against budgets for records and to prevent overspending and ensure compliance
- Developed multiple budget requests, including GOTV budget, shutdown budget, staff travel budget, DSCC budget, post-Election budget
- Managed vendors and payments process
- Developed reimbursement process and approved reimbursement requests

Leadership: Managed team and cultivated community relationships

- Operations Team: Directly managed team of 3 (two Deputy Operations Directors and one Operations Associate)
 - Held daily team check-ins and weekly 1:1 sessions
 - Balanced workloads of team to ensure even coverage of work
 - Advised on operations projects and elevated concerns as needed
- Community relationships: Cultivated relationships with local political and activist organizations
 - Collaborated with internal teams, HQ, DNC, DSCC, county party chairs, and other groups to identify and resolve issues and establish efficient workflows

DC Green Bank

Contractor (Part time)

Washington, DC
Apr. 2020 – July 2020

- Developed and managed process for hiring first wave of leadership at start-up organization
 - Developed candidate tracker and hiring process that included outcomes, review and interview process, approval process, and selection criteria
 - Identified job boards and organizations for recruiting candidates
 - Drafted job descriptions for Director of Operations, Controller, General Counsel, and Chief Investment Officer positions
 - Monitored submission and screened candidates and made recommendations to CEO
 - Prepared first round interview matrix with questions and developed evaluation criteria
 - Drafted writing sample prompts and prepared second round interview matrix with presentation prompts and guidelines and developed evaluation criteria
 - Communicated updates and progress to candidates, CEO, and Board
 - Completed reference checks for advancing candidates

- Researched, evaluated, and rolled out applicant tracking systems
- Worked with staffing agency to review, interview, and hire temporary executive assistant
 - Onboarded, advised, and managed the work of the executive assistant
- Advised on administrative structure, communications and branding, and community engagement initiatives
 - Board Meetings: Managed operations for three public monthly Board Meetings from conception to execution
 - Developed taskmaster template with roles and responsibilities and tasks and deadlines
 - Coordinated with CEO to develop and finalize agenda and meeting materials
 - Coordinated with IT team, Legal team, and Communications consultants to make sure all tasks before and after meetings were completed
 - Addressed technical and attendance issues during meeting
 - Communications and branding:
 - Reviewed press releases and budget hearing talking points
 - Advised on branding proposals submitted by communications consultants
 - Community engagement: Advised on stakeholder strategy and potential contacts

Warren For President

Manchester, NH; Raleigh, NC

New Hampshire Deputy Operations Director; North Carolina Operations Manager Nov. 2019 – Mar. 2020

- Supported the goals of the organization by 1) allocating resources, 2) developing operating policies and guidelines; and 3) recruiting and training staff and volunteers

Resource allocation: Ensured field organizers had the office spaces and supplies needed to launch campaign events and maintain an office for volunteer activities

- New Hampshire field offices:
 - Worked with the Operations Director to identify, vet, and secure the 3 remaining office spaces
 - Balanced budgetary constraints with leadership requests for location, size and features (such as ADA compliance)
 - Researched vacant spaces in target locations, contacted real estate agents, and tracked leads
- New Hampshire supply requests:
 - Managed supply audit and request processes for existing offices
 - Updated form and instructions for requesting supplies and monitored submissions
 - Placed approved orders and had materials shipped directly to the field offices or coordinated for an organizer to pick up the order from our HQ in Manchester
 - Prioritized or denied certain requests and communicated appropriately to staff
 - Fulfilled supply requests for events - town halls, rallies, speeches, training events, etc.
 - Worked with caterers on orders that met dietary restrictions and budget guidelines
- North Carolina supply requests:
 - Developed an inventory template to track quantities of key office supplies, such as toner, printers, stickers, etc.
 - Used audit submissions to develop a plan for redistributing supplies within the state
 - Developed an event supplies and budget tracker that was used to successfully execute events with Rep. Ayanna Pressley

Operating policies and guidelines: Developed and rolled out policies and guidelines to set expectations and direct behaviors

- New Hampshire policies and guidelines:
 - Developed a checklist of key actions to take before leaving for the holidays
 - Developed guidelines for staying safe during Winter months for staff and a packing list for canvassers that were later rolled out as part of the Volunteer Welcome Packet

- Worked with Voter Contact team to draft the Volunteer Welcome Packet, which included information about the primary, canvassing tips and tools, and guidelines on supporter housing

Staff and Volunteer Training and Recruitment: Managed out-of-state volunteer and supporter housing programs, and filled 800 shifts with volunteers from 25+ states and completed 300 requests for housing

- New Hampshire out-of-state volunteer program:
 - Revised process, including intake forms, process documents, and training materials, and developed a database to track the status of out-of-state volunteers and groups
 - Developed process for deciding volunteer placements with approval from Organizing Director
 - Worked directly with out-of-state volunteers to understand their plans and requests, such as for transportation or supporter housing, and communicate volunteer program and expectations
 - Fulfilled out-of-state volunteer requests and sent final trip details to volunteers, including supporter housing information and Volunteer Welcome Packet
 - Gathered feedback from out-of-state volunteers after volunteer shift
 - Managed reassignment process for out-of-state volunteers as higher priority canvassing locations were identified
- New Hampshire Supporter Housing Program:
 - Refined and managed process for recruiting, vetting, and matching supporter housing hosts with out-of-state volunteers
 - Gathered information from potential hosts about their home, availability, and other preferences
 - Refined and managed tracker for supporter housing hosts and matches
 - Identified and confirmed housing matches and communicated key information to host and guest
 - Thanked hosts with written thank you cards and correspondence from Senator Warren
- North Carolina support housing program:
 - Managed program for vetting, approving, and matching supporter housing hosts
 - Secured housing for approximately 25 organizers from South Carolina during GOTV
 - Strategically assigned organizers to field offices and secured nearby supporter housing
 - Drafted a background memo and schedule for each South Carolina team member along with detailed information about their canvassing location and supporter housing host

Other operations projects:

- New Hampshire Packetland: Worked with Operations Director to execute a centralized process for printing, compiling, and delivering materials required to equip each staging location with the necessary supplies, literature and printed turf packets in the final weeks of the primary
 - Supported the Operations Director in developing and executing the Packetland plan
 - Calculated supplies needed at each of the 54 staging locations based on their shift goals and ordered them with enough time to assemble supplies centralizing from Manchester HQ
 - Supplies included banker boxes, blue tape, staplers, power strips, flashlights, and more
 - Assembled supply boxes and filled boxes with supplies, labeled, audited and packaged boxes for delivery to staging locations
 - Counted and sorted bundles of door hangers that were unique to polling locations and packaged and delivered specific quantities to staging locations based on weekend shift goals
 - Prepared back-up printed turf packets with addresses of targeted voters within a geographic area that are used by canvassers to track their conversations with voters
 - Worked with Operations Director and leadership team to outsource 100% of turf packet printing, instead of printing in-house
 - Managed relationships with one of the vendors (Sir Speedy) responsible for half of the printing job, which included turf packets, scripts, sign-in sheets, and other files
 - Tested the printing timeline to ensure that deadlines could be met during GOTV
 - In total for GOTV, printed approximately 20,000 pages within a 48 hour turnaround
 - Boxes of turf packets were audited before sealed and packaged for delivery

- Executed plan for delivering assembled supply, literature, and turf packet boxes to appropriate staging location, using volunteer drivers, rented vans, and color coding system
- Recruited and trained volunteers and staff to support and run Packetland
- New Hampshire pledge-to-vote card mailback program:
 - Researched and evaluated various mailback options from mail permits and online printing
 - Recruited staff and volunteers to audit the cards for incomplete or out-of-state addresses, add disclaimers as needed, and add the stamps
 - Packaged stamped and audited postcards and prepared them for drop off at the postal office
 - Developed unique process for returning postcards to students on college campus
- North Carolina GOTV program:
 - Oversaw regional audit of supplies and determined which supplies needed to be redistributed between field offices
 - Decided which print jobs to outsource and which to complete in-house, balancing printing needs with budget and production timelines
 - Allocated and distributed door hangers, palm cards, placards, flyers, fans, and stickers and to the regional offices based on inventory and shift goals
 - Provided 3 drivers with delivery manifests with instructions for deliveries to field offices
- North Carolina field office shutdown program:
 - Developed shutdown plan during GOTV with different options based on primary results
 - Worked with the senior leadership to identify Shutdown Captains and provided captains with guidelines and a checklist for shutting down their assigned field office
 - Shutdown process included 1) disposing, recycling or donating all furniture and office supplies, 2) cleaning up the office and repainting the walls as needed, 3) returning keys to the landlord, and 4) returning the internet equipment
 - Led the Raleigh office shutdown and stayed in close communication with the Shutdown Captains on their progress in the regions

Leadership

- Managed team of six for the final week before the New Hampshire primary

Cube Hydro Partners, LLC

Special Assistant; Government Affairs and Policy Manager

Bethesda, MD

Jan. 2017 – Nov. 2019

- Implemented internal compliance program, including risk assessment, corporate compliance committee, training and reporting, staffing, and efforts to develop tracking system and protocols
 - Developed comprehensive risk analysis and management program implementation and regular reports to management
 - Developed and executed risk assessment of company that involved interviews and tracker of recommendations
 - Implemented systems, policies, and procedures to support compliance
 - Drafted Compliance Dashboard of compliance events and filings that was included in Monthly Reports and managed process for updating dashboard regularly
 - Developed process for reporting compliance events
 - Supported external audits by gathering information and tracking progress toward implementing recommendations
 - Drafted annual Compliance Program annual reports for 2017 and 2018
 - Compliance Committee:
 - Drafted minutes for monthly Compliance Committee meetings
 - Prepared agenda and materials for Compliance Committee meetings
 - Drafted Committee Charter for Compliance Committee
 - Tracked assignments from Compliance Committee meetings
 - Fostered culture of compliance

- Supported preparation of materials for Board Subcommittee on Compliance
 - Drafted quarterly communication from CEO to all staff on compliance
 - Facilitated weekly compliance working group calls and tracked assignments
 - Monthly reports: Coordinated compilation, review and approval, and distribution of monthly financial and operations reports to the Board
 - Quarterly reports: Coordinated compilation, review and approval, and distribution of comprehensive quarterly reports to the Board
 - Operations compliance: Drafted tracker of compliance obligations per operating licensing and other certifications and agreements
- Increased company visibility through public events and stakeholder and media engagement, including overseeing budget and logistics for hydropower plant celebration attended by 100 local leaders and staff
 - Led the planning and execution of travel to hydropower plants in North Carolina and other events and meetings with economic developers and stakeholders
 - Facilitated approximately 15 trips to North Carolina in 2017
 - Drafted press releases and responded to reporter questions
- Advocated for renewable energy policies through outreach, public testimony, and strategic partnerships
 - Created timely and targeted legislative and regulatory advocacy contributions
 - Coordinated submission for FERC's notice of public rulemaking
 - Drafted background memos and presentations summarizing investment and partnership proposals for meetings with Congressional members, federal and state officials, and conferences
 - Tracked regulations and policies that impacted the company and investment opportunities
 - Drafted Congressional letters stating position on legislation
 - Prepared business plan and 1-year schedule of goals and milestones for legislative strategy
 - Coordinated with government affairs consultants on legislative strategy
 - Conducted extensive research on complex energy policies
 - Drafted public testimony for Vice President for state legislative hearings
 - Gave public testimony at state legislative hearing
 - Summarized complex energy tax incentives, energy savings performance contracts, and other energy and infrastructure policies and legislation
- Pursued new revenue streams (secured \$375,000 in incentive payments) and efficiency solutions
 - Coordinated the submissions of our applications for the annual Section 242 incentive program
 - Submissions required gathering yearly data on hydropower production, explaining compliance with incentive program criteria, and calculating expected payment amount
 - Coordinated the submissions of annual reports related to previously awarded Section 1603 grant
 - Coordinated the submissions for USDOE's Fish Passage funding opportunity
 - Reviewed requests for information for potential business development opportunities
 - Maintained company's annual status in federal government's system for award management
 - Annual renewal required verification of company information and financials
- Oversaw other projects:
 - Tax parcel reconciliation:
 - Reviewed legal counsel reports, deeds, and county GIS websites to recreate a simple and complete picture of company's property tax liabilities in North Carolina
 - Developed and updated trackers of tax parcel liabilities to support payment discussions
 - Managed company's website
 - Supported hiring of department staff and interns

U.S. Department of Labor

Special Assistant to the Deputy Secretary (Obama Administration Appointee)

Washington, DC

Jan. 2015 – Jan. 2017

- Managed logistics of Deputy Secretary's internal and external events, from conception to execution;

- drafted memos and remarks, and amplified appearances through press and on social media and blog
- Implemented employee engagement initiatives, including Innovation Council and DE&I training events

Representative Henry Waxman

Committee Intern; Staff Assistant; Legislative Correspondent

Washington, DC
Jan. 2014 – Jan. 2015

VOLUNTEER AND CIVIC ENGAGEMENT EXPERIENCE

Turn It Blue DC / Swing Left / Obama Alumni Association in DC

Jan. 2017 – Apr. 2019

- Recruited and secured transport to VA and PA Congressional districts for 200 canvassers
- Filled 400 shifts and reached 15,500 doors between August 2018 and November 2018
- Filled 150 shifts for Rep. Conor Lamb and VA Delegates between February 2017 and February 2018
- Partnered with DNC, campaigns, and grassroots groups to manage resources and maximize effectiveness
- Organized phone banking sessions and small dollar fundraising events
- Communicated logistical information to volunteers and trained volunteers on canvassing best practices
- Presented accomplishments at grassroots group meetings

DC Local Ambassadors

Jan. 2017 – Apr. 2019

- Managed volunteer systems, communications, and training for protests, including March for Our Lives, Poor People’s Campaign, and Zero Hour Climate March
- Group’s work on Women’s March and other rallies featured in Washington Post and on Comedy Central

EDUCATION

Duke University

B.S. in Psychology; B.A. in Public Policy Studies

Durham, NC
May 2013