

LAUREN LARSON

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Executive Experience

Chief Financial Officer and Chief Administrative Officer

2024-2025

Natcast, Inc.

- Spearheaded the rapid scaling of a national semiconductor non-profit, transforming a \$4 million start-up into the operational engine for \$10 billion in planned capital investment to advance U.S. competitiveness.
- Architected 10-year financial strategy to leverage federal CHIPS Act funding and achieve self-sufficiency; secured buy-in from diverse stakeholders including funders and customers.
- Led enterprise strategic planning, defining value drivers and lead indicators for research, manufacturing, and digital lines of business. Headed IT, HR, and Procurement, building cross-collaborative culture.
- Orchestrated orderly corporate dissolution following a federal funding shift. Operated as a trusted partner to the Board of Trustees, ensuring fiduciary compliance (Delaware), and mitigating risks.

State Budget Director and Executive Director

2018-2023

Governor's Office of State Planning & Budgeting, State of Colorado

- Appointed by two Governors to this Cabinet CFO position responsible for a \$40 billion enterprise with twenty diversified lines of business, including capital and operating planning that achieved bold goals.
- Led fiscal response to the COVID-19 pandemic. Negotiated investment strategy with legislature that maximized return on assets and doubled rainy day reserves from 7.25% to 15%.
- Recognized as a data-driven, mobilizing leader by CFO-peers in the 50 states, and elected President of the National Association of State Budget Directors, a board chair position.

Director of State Operations

2016-2018

Office of the Chief Operating Officer, State of Colorado

- Responsible for statewide operations and performance management, driving a 44% increase in process improvements and cutting time to the customer in half.
- Delivered the *Cut the Burden* regulatory reform initiative, reducing measurable compliance burdens and saving businesses nearly \$8 million and over 2 million hours—featured by *The Pew Charitable Trusts*.

Director, Division of Professions & Occupations

2012-2016

Department of Regulatory Agencies, State of Colorado

- Reduced licensing burdens for 1 in 7 workers in Colorado while leading an agency of 200 staff and 190 Governor-appointed Board members.
- Reduced agency operating costs by 10% by breaking down silos and empowering front-line employees.

U.S. Department of the Treasury, Washington DC

2009-2010

Senior Advisor, Internal Revenue Service

Negotiated with the heads of revenue authorities from 42 countries and the *Organization for Economic Cooperation and Development* in Paris to develop protocols for joint audits of multinational corporations.

White House Office of Management and Budget (OMB), Washington DC

2000-2009

Chief, Treasury Branch (2006-2009)

- Chief of \$50 billion budget under **Presidents Bush** and **Obama**, including U.S. Treasury, SEC, and banking regulators. Led the *\$700 billion TARP financial rescue* in 2008 (Troubled Asset Relief Program).

OMB, continued

Senior Program Examiner, OMB Housing Branch (2000-2006)

- Budget analyst for HUD's FHA mortgage insurance program insuring 1 in 7 mortgages in the country. Diagnosed fraud and developed new forecasting models and management solutions to protect assets.
- Housing finance economist. Authored regulations for Fannie Mae and Freddie Mac heralded by *The Wall Street Journal* editorial page as "an act of bravery second only to taking on Saddam Hussein."
- Detail assignments as an insurance industry analyst for the *U.S. Senate Banking Committee*, and as Budget Director for the *State Department* Office of the Global Aids Coordinator.

PricewaterhouseCoopers LLP, Boston

1998-2000

Economist/Senior Associate

- Corporate economist analyzing and pricing the profit drivers in aerospace, software, and pharmaceutical companies, helping clients expand overseas and maintain profitable business and tax models.
- Authored best practices in economic analysis for corporate compliance with state tax requirements.

Institute of Public Administration, New York City

1992-1996

Senior Staff

- Managed good governance projects in Eastern Europe, Central Asia, and Indonesia.

Central London Training and Enterprise Council, London, England

1991

- Awarded grants to small business start-ups in Central London; advised on government privatization.

Boards and Advisory Positions

T-Mobile (NASDAQ: TMUS) Public Sector Advisory Committee

2024-present

Brookings Institution Municipal Finance Conference Advisory Committee

2023-present

National Academy of Public Administration Board of Directors

2023-present

National Association of State Budget Officers President (Board Chair) 2022-23,
Executive Committee (Board) 2019-23, Lifetime Member 2023-present

Joint Budget Committee, Colorado General Assembly As Governor's Budget Director, 2018-2023
briefed legislative committee quarterly on high-stakes spending and revenue forecasts

Speaking Engagements - U.S. Treasury, OECD (Paris), Brookings Institution, Volcker Alliance, NASBO, Chamber of Commerce (Denver Metro), Colorado Business Roundtable

Research & Education

Brookings Institution - Nonresident Fellow,
2024-current

Appointed expert in state & local finance and federal fiscal policy.

Harvard University Kennedy School -
Executive Education, 2002

Women and Power leadership advancement.

University of Michigan, Ann Arbor — Master's of
Public Policy, 1998

Quantitative program in economics and statistics. MBA coursework in finance and accounting. GPA 4.0/4.0.

Syracuse University — Bachelor of Arts, 1991
Political Science with Honors

Phi Beta Kappa, study abroad in London.