

Senate Commerce Committee Nominee Questionnaire, 117th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used): **Victoria Baecher Wassmer**

- **Former name: Victoria Baecher (maiden name)**

2. Position to which nominated:

- **Chief Financial Officer, Department of Transportation**

3. Date of Nomination:

- **4/12/2021**

4. Address (List current place of residence and office addresses):



- **Work: 1200 New Jersey Ave, SE, Washington, DC 20590**

5. Date and Place of Birth:

- **05/06/1967, Chicago, IL**

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

- **Spouse - Franklin Wassmer, Director of Data, EL Haynes Public Charter School**
- **Child - Alexander Wassmer, 23**

- **Child - Christophe Wassmer, 21**

7. List all college and graduate degrees. Provide year and school attended.

- **Bryn Mawr College, BA, degree received in 1990**
- **Harvard Kennedy School of Government, MPP, degree received in 1995**

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Nomination Position Related Management Level positions:

Deputy Assistant Secretary for Finance and Budget, Office of the Secretary, DEPARTMENT OF TRANSPORTATION 1200 New Jersey Avenue, SE, Washington, DC, January 2021 – present

Managing Director, ERNST & YOUNG LLP 1775 Tysons Blvd, Tysons, VA, May 2019 – January 2021

Director of Agency Operations, Office of the City Administrator, GOVERNMENT OF THE DISTRICT OF COLUMBIA 1350 Pennsylvania Ave, NW Washington, DC, February 2018– March 2019

Assistant Administrator, Office of Finance and Management, FEDERAL AVIATION ADMINISTRATION 800 Independence Ave, SW, Washington DC, August 2011 – February 2018

Acting Deputy Administrator & Chief NextGen Officer, Office of Administrator, FEDERAL AVIATION ADMINISTRATION 800 Independence Ave, SW, Washington DC, July 2016 – June 2017

Vice President/CFO, Administration & Finance, MILLENNIUM CHALLENGE CORPORATION 875 15th Street, NW, Washington DC, May 2010 – August 2011

FEDERAL AVIATION ADMINISTRATION 800 Independence Ave, SW,
Washington DC, **November 2004 – May 2010 (Manager to Executive roles
listed below)**

- **Manager**, Performance & Cost Analysis Division, **Office of Budget**,
November 2004 to September 2007
- **Deputy Director, Office of Budget**, September 2007 to February 2009
- **Deputy Assistant Administrator/CFO, Office of Finance Services**,
February 2009 to May 2010

Nomination Position Related non-managerial positions Post Graduate School:

Senior Associate, CARMEN GROUP, 1301 K Street, NW, Washington, DC,
20005, **February 2003-November 2004**

Capital Program Analyst, Office of Capital Programming and Oversight,
WASHINGTON METROPOLITAN TRANSIT AUTHORITY, 600 5th St, NW
Washington, DC, 20001, **March 2002- February 2003**

OFFICE OF MANAGEMENT AND BUDGET, 725 17th St, NW, Washington,
DC, 20503, **January 1996-February 2002 (Listed in Chronological Order)**

- **Policy Analyst/Special Assistant (GS 11, GS 12, GS 13), Office of
Information and Regulatory Affairs**, January 1996- November 1998
- **Program Examiner/Acting Branch Chief Transportation Branch (GS 13
& GS 14), Transportation Branch**, November 1998- February 2002

Post Undergraduate Employment

Research Assistant, DEVELOPMENT BANK OF SOUTHERN AFRICA
1685 Midrand, South Africa, **summer June-August 1994**

Research Assistant, INSTITUTE FOR POLICY STUDIES, Washington, DC,
May-August 1993

Development Consultant, ALEXANDRA CIVIC ORGANIZATION, Alexandra
Township, South Africa, **January-June 1992**

Project Manager, STEIN & COMPANY, Inc., Chicago, Illinois, October 1990-December 1991 & June-September 1992

Job Developer, CHICAGO WOMEN IN TRADES, Chicago, Illinois, August 1989- September 1990

9. Attach a copy of your resume.

- **See attached**

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

- **Commissioner (Alternate), Washington Metrorail Safety Commission (August 2020-January 2021)**

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

- **Trustee, Maret School Board of Trustees, Washington, DC (June 2018-present)**

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

- **Member, Bryn Mawr College, Presidential Advisory Committee (April 2012- October 2015)**

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

- **No, I have not.**

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

- **Not applicable**

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

- **Ernst & Young (EY) PAC, 2/29/2020, \$300**
- **Kamala Harris for the People, 2/13/2019, \$500**

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

- **Federal Aviation Administration, Senior Executive Service Member, 2009**
- **Office of Management and Budget, Special Achievement Award, 2001**
- **Harvard Institute for International Development, Summer Travel Grant, 1994**

Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. Also list any speeches that you have given on topics relevant to the

position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

- **December, 2020, Tracing My Roots**, <https://www.youtube.com/watch?v=WsSX29rIyw8>, I created this video last year that's been shared at work and with family.
- **October, 2020, Perry House Histories**, <https://digitalprojects.brynmawr.edu/perryhousehistories/acknowledgements/>, I participated in an oral history project for Perry House at Bryn Mawr College.
- **April, 2020, Government Matters: Transformation by Design**, <https://govmatters.tv/transformation-by-design/>, I appeared as a guest on the broadcast as part of my work at EY.
- **April, 1995, Managing organizational change in a quasi-public organization: implementation of organizational reform at Massport with labor as a partner**, https://hollis.harvard.edu/primo-explore/search?tab=everything&search_scope=everything&vid=HVD2&lang=en_US&mode=basic&offset=0&query=lsr01,contains,990056915350203941, I published a Policy Analysis Exercise with a partner for my graduate studies.

17. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an "alias" or "handle" you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

- **LinkedIn:** <https://www.linkedin.com/in/victoria-wassmer/>

19. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

- October 20, 2015, Senate Energy and Natural Resources Committee, Nomination as the Under Secretary at the Department of Energy: <https://www.energy.senate.gov/services/files/1D449CD1-33C8-43D3-A1E7-9B2210442E58>
- December 17, 2013, Senate Environment and Public Works Committee, Nomination as the Chief Financial Officer at the Environmental Protection Agency: https://www.epa.gov/sites/production/files/2015-08/documents/2013_12.17_wassmer_nomination.pdf

20. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I am eager to bring my mix of leadership skills and management experience to the Department of Transportation as the nominee for CFO. I have served in senior executive financial management roles at the Federal Aviation Administration (Deputy CFO, Assistant Administrator for Finance and Management, acting Deputy Administrator) and at the Millennium Challenge Corporation (Vice President for Administration and Finance & CFO). Those executive positions provide me a strong foundation for the role for which I have the honor to be nominated. I have worked with C-suite Management teams and Boards, advising on federal budgets, financial management concerns, internal controls, enterprise risk management and program performance.

And, I will also draw upon my first years of service in federal government at the Office of Management and Budget, where I had oversight responsibilities for different surface transportation operating administrations, including the National Highway Traffic Safety Administration, the Federal Railroad Administration and the Federal Motor Carrier Safety Administration.

21. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

In the position that I am nominated for, I will be directly responsible for the management and accounting controls at the Department. My experience in federal service, particularly at the FAA, where I was responsible for the Finance and Management organization, provide me with a strong foundation for this nomination. At the FAA, I was responsible for its \$16 billion annual budget and all financial management services of the agency. This included the Franchise Fund and the federal financial shared service provider, the Enterprise Service Center, which serves as a provider for all of the Department's financial accounting along with other federal customers, including the SEC and GAO. I have worked with senior teams and third party auditors, as they performed the financial statement audits. I have also worked to improve the internal controls and enterprise risk management practices, including updating agency practices based upon the latest Office of Management and Budget guidance.

22. What do you believe to be the top three challenges facing the department/agency, and why?

Three challenges at DOT that I am mindful of are:

- (1) Managing the significant emergency COVID-19 relief funds provided by Congress in response to the pandemic.**
- (2) The structural imbalance of the Highway Trust Fund in relation to the receipts coming into the fund and the planned expenditures from the fund.**
- (3) Succession planning of the federal workforce, including in our safety, financial and program organizations.**

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

My arrangements are fully described in Part 3 of my Public Financial Disclosure Report.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

No, I do not.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement I have entered into with DOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement I have entered into with DOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify potential

conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement I have entered into with DOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

None.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group?

No, I have not.

If yes:

- a. Provide the name of agency, association, committee, or group;
 - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - c. Describe the citation, disciplinary action, complaint, or personnel action;
 - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.
2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No, I have not.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

No, I have not.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No, I have not.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No, I have not.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes, I commit to timely compliance.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Yes, I commit to doing so.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes, I will cooperate with the Committee.


4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes, I agree.

(Nominee is to include this signed affidavit along with answers to the above questions.)

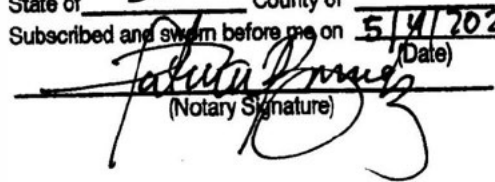
F. AFFIDAVIT

Victoria Baecher Wassner being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.


Signature of Nominee

Subscribed and sworn before me this ^{5th} day of May, 2021.


Notary Public

State of DC County of DC
Subscribed and sworn before me on 5/4/2021
(Date)

(Notary Signature)



VICTORIA BAECHER WASSMER



[linkedin.com/in/victoria-wassmer](https://www.linkedin.com/in/victoria-wassmer)

PROFILE

Proven Executive of Transformative Change in complex organizations. **Possesses 25+ years of experience in financial management, shared service delivery, policy, and stakeholder engagement.** Brings deep knowledge of government operations and demonstrated commitment to improving public service.

Core Competencies: Innovative Leadership, Policy Analysis/Development/Execution, Strategy Formulation, Resource Optimization, Legislative and Regulatory Expertise, Federal Budgeting, Change Management

SELECTED EXPERIENCE

Department of Transportation, 1200 New Jersey Avenue, SE, Washington, DC **1/2021 – present**
Deputy Assistant Secretary for Finance and Budget, Office of the Secretary

- Provide financial, budget and performance executive expertise for the Secretary and senior leadership team.
- Lead the Department's central budget and finance team in comprehensive, enterprise-wide key reporting and control functions for Covid-related emergency fund activities. This includes both immediate needs for distributing and tracking the supplemental funding and longer-term needs for establishing a consistent reporting structure and monitoring outcomes.
- Serve as the co-lead for implementation of the President's Executive Order on Economic Relief due to the Pandemic, ensuring the full tracking and reporting of the Department's implementation activities.
- Hold Top Secret Security Clearance.

ERNST & YOUNG LLP 1775 Tysons Blvd, Tysons, VA **5/2019 – 1/2021**
Managing Director, Government & Public Sector Practice

- Provided financial executive expertise on CARES Act stimulus execution for clients and EY teams.
- Led a team assisting the U.S. Department of Commerce and its Bureaus (EDA, NOAA, NIST, and MBDA) in developing a comprehensive, enterprise-wide, approach towards managing key reporting and control functions for CARES Act-related activities. This includes both immediate needs for distributing and tracking the supplemental funding and longer-term needs for establishing a consistent reporting structure and monitoring outcomes.
- Served as Quality Assurance Partner on State of TN Department of Human Services Transformation Program integrating major business operational changes with IT modernization to improve the delivery and quality of programs for residents of Tennessee.
- Led a team engaged by Consumer Financial Protection Board to evaluate the current operating model and provide recommendations on future state organizational models focused on best practices in Customer Experience and excellence in operational delivery.
- Served as Finance Competency Lead for sector ensuring optimal staffing, utilization, and quality.
- Held DOD Top Secret Clearance

GOVERNMENT OF THE DISTRICT OF COLUMBIA 1350 Pennsylvania Ave, NW Washington, DC **2/2018–3/2019**

Director of Agency Operations, Office of the City Administrator

- Served as Chief Strategist of Government Operations Cluster, which included Human Resources, General Services, Motor Vehicles, Public Works, Risk Management, Technology, Contracting & Procurement.
- Partnered with Chief Technology Officer to develop cybersecurity strategy improvements and policies.
- Designed the Customer Experience framework for District Agencies to improve delivery of key services to residents and internal customers, including Department of General Services service level agreements.
- Key Architect of a new Capital Investment Review Board; piloted two investment review boards for information technology and facilities for 2020 budget.
- Oversaw the Office of Risk Management’s successful launch of E-Risk, including Workman’s Compensation conversion to in-house offering.
- Created the Labor Management Partnership Roundtable as a forum for senior management and labor leadership to promote mutual understanding of issues, challenges and opportunities facing District government and its employees.
- Improved governance of complex automation of enterprise resource planning with the Office of the CFO, including change management processes.
- Facilitated and Oversaw the IT assessment of the Department of Consumer and Regulatory Affairs (DCRA) systems to improve automation strategy through gap analysis of the current state and to-be state for the future.
- Oversaw Department of General Service School modernization, Small Cap and School Readiness operations.
- Worked with Snow Team agencies (Departments of Public Works, General Services, Homeland Security and Emergency Management Agency and Transportation) to improve Snow Program operations, communications and executive decision-making.

FEDERAL AVIATION ADMINISTRATION 800 Independence Ave, SW, Washington DC **8/2011 –2/2018**

Assistant Administrator, Office of Finance and Management

- Championed and successfully built out innovative shared service organization comprised of Finance, Acquisitions and Procurement, Information Technology, and Region/Center Operations.
- Oversaw FAA’s \$16.3 billion annual budget, directing a Finance & Management workforce of 47 executives and 3,500 employees in delivery of corporate support shared services. Recruited and secured top talent executives and centralized support functions.
- Delivered sustained cost savings of 8 percent over five years (\$65million) and improved efficiencies in new service model.
- Established service level agreements and customer commitments with internal customers across all shared service offerings. Instituted strong performance measures and accountability. Buttressed assessment of customer service through satisfaction survey instruments and established action plans to address results year over year. Instituted active communication strategy with customers as part of transformation to shared services, and sustained on-going collaborative business partner relationships
- Led FAA’s strategic budget formulation and execution efforts for the agency. Designed innovative planning, budgeting, investment analysis and oversight processes. Served as the executive liaison with the Department of Transportation’s senior management team, the Office of Management and Budget leadership, and financial auditors. Presented agency resource needs and programs to external stakeholders, including Congress and industry. Successfully navigated the agency through sequestrations cuts and secured additional resources in the agency’s appropriation for critical needs.
- Built a strategic framework with Finance & Management executive team, with mission, vision, and values of the new shared services organization and used this to engage customers and employees. Tied outcome measures and initiatives to FAA’s strategic initiatives and individual performance plans.

- Served as the Franchise Fund Council chair, overseeing the agency's multi-billion-dollar franchise operations. Successfully expanded to new customers business offerings in financial management as a federal shared service provider, IT, logistic services and international technical training.
- Held Top Secret/SCI Clearance.

Acting Deputy Administrator & Chief NextGen Officer, Office of Administrator (7/2016 – 6/2017)

- Led FAA's NextGen transformation, a multi-year effort to modernize national air traffic control system by shortening routes, traffic delay and fuel use reduction, and improving safety using emerging technologies.
- Oversaw senior executive team charged with delivery of NextGen goals and commitments.
- Served as Designated Federal Official for the NextGen Advisory Committee (NAC) ensuring smooth transition of industry committee chairs. Collaborated with NAC Chair on Northeast Corridor plans; presented key initiatives/progress to industry partners and stakeholders, including the A4A Board of Directors.
- Achieved deployment of DataComm digital communication of flight plans and routes 30 months ahead of schedule for 55 most active domestic air traffic control towers resulting in significant cost savings.
- Served as Designated Federal Official of the Drone Advisory Committee (DAC) for inaugural year; collaborated with members to prioritize strategic areas and guided governance structure formation.
- Advised and Collaborated with Administrator and Senior Management team on effective transition strategies to ensure the agency kept focus and momentum on the top strategic priorities and initiatives.
- Led the U.S. delegation to the Brazil International Air Show and International Air Transport Association (IATA) Wings of Change conference in Rio de Janeiro in March 2017. Presented the U.S. position in speeches and held bilateral and multilateral discussions with international partners and stakeholders.
- Presented keynote speeches and made agency presentations at a variety of national conferences, industry panels, agency forums and employee events.
- Held Top Secret/SCI Clearance.

MILLENNIUM CHALLENGE CORPORATION 875 15th Street, NW, Washington DC

5/2010 –8/2011

Vice President/CFO, Administration & Finance

- Delivered financial management/oversight advisement on \$7.9B portfolio to CEO and Board of Directors.
- Led team of 65 in delivery of corporate support services in financial management, HR, acquisition/grant management, administrative service, overseas administration, IT, and security.
- Championed financial management best practices such as upgrade of financial management system, creation of Financial Integrity Task Force, and financial management policies.
- Traveled to compact countries in Africa and Central America on diplomatic mission to review projects, financial management systems, and risk management practices.
- Reconstituted Senior Assessment Board and served as Chair. Provided leadership and guidance on agency's internal controls, risk management, and closure of audit findings and recommendations.
- Conducted Baseline Customer Satisfaction Survey of internal customers. Action plans developed to improve metrics in communication, service delivery and quality of products.
- Championed improved financial management practices including acquisition of upgrade of financial management system; formation of Financial Integrity Task Force; and financial management policies.
- Spearheaded turnaround of critical agency IT system for integrated financial, performance and results reporting. Efforts included comprehensive internal verification and validation of existing system, business case development, and securing necessary funding for improvements.
- Oversaw improvements in agency Procurement and Acquisition activities. Met reduction targets for high-risk contracts, secured significant cost savings, and achieved small & disadvantaged business goals.
- Held Top Secret Clearance.

FEDERAL AVIATION ADMINISTRATION 800 Independence Ave, SW, Washington DC

11/2004 – 5/2010

Deputy Assistant Administrator/CFO, Office of Finance Services (2/2009 – 5/2010)

- Oversaw FAA's \$16 billion budget, leading an organization of executives, career staff and contractors in delivery of financial management services including financial reporting (award-winning), financial systems, internal controls, audit/accounting standards, budget formulation and execution, and cost control.
- Led FAA's integrated team in successful execution of \$ 1.3 billion received for airport grants and Air Traffic facilities and equipment under the American Recovery and Reinvestment Act. Worked with core team, Department, and external oversight organizations to ensure strong standards of risk management, transparency and accountability.
- Served on agency's Employee Engagement executive committee to address FAA's human resource policies in the area of recruitment, retention, training and compensation.
- Served as Advisor to FAA Administrator and Deputy Administrator on strategic policy, regulatory and financial matters while serving on detail assignment to the Administrator's Office (January-May 2010).

Deputy Director, Office of Budget (9/2007 – 2/2009)

- Navigated \$15B budget formulation and execution activities through Office of Management and Budget (OMB) and Congressional reviews. Prepared agency witnesses for Congressional Hearings; Conducted briefings for Congressional, Department of Transportation and OMB staff.
- Spearheaded reorganization of office and implemented new organizational design resulting in improved alignment of functions and operating efficiencies.
- Navigated agency through challenging legislative and financial terrain of expiring programmatic and financing authorizations. Developed FAA's strategic response to lapse of Reauthorization Trust Fund authorities, activities included: analysis of statutory authorities; briefed executives; collaborated with key agency staff to create strategic response; provided on-going updates of budget and funding status to C-suite; prepared strategic communication materials; represented agency at OMB, Department & Congressional briefings; provided technical assistance to legislative staff on bill draft.

Manager, Performance & Cost Analysis Division, Office of Budget (11/2004 – 9/2007)

- Led Reauthorization Funding Work Group to develop five-year funding baseline and needs-based forecasts. Designed and effected corporate cost control program producing agency savings of \$240M.
- Formulated agency's \$14 billion+ Performance Budgets; Supported budget requests through Departmental, OMB and Congressional reviews; Wrote Administrator's appropriation testimony; shepherded agency's requests through appropriations process, including Congressional appeals.
- Managed corporate Business Plan process for agency; Improved alignment of performance and budgetary information in organizations' plans; Instituted rigorous process of resource reviews of organizations' business plans at key points in the appropriations cycle.
- Designed and implemented agency's corporate cost control program, resulting in cost efficiencies of over \$240 million.
- Led performance team's development of award-winning Performance & Accountability Reports; Worked with Audit team in its review of agency's performance result documentation; Created improved internal verification processes of performance information in response to audit findings.
- Facilitated OMB's Program Assessment Rating Tool review of FAA's Air Traffic Organization over a three-year period that resulted in the organization's higher ratings.

ADDITIONAL CAREER EXPERIENCE

CARMEN GROUP 1301 K Street, NW, Washington, DC

2/2003-11/2004

Senior Associate

- Formulated and implemented strategic government relations programs for public and private clients, with special emphasis on transportation, environment and water related policy issues.

- Successfully navigated important legislative efforts to final passage and awards of local, state and federal funding.
- Analyzed and synthesized legislation and regulatory issues for clients to improve their business strategies.
- Created community outreach program for new city government development to revitalize local neighborhood; Coordinated and presented at public meetings; Designed and wrote project newsletter for local residents.

WASHINGTON METROPOLITAN TRANSIT AUTHORITY 600 5th St, NW Washington, DC **3/2002- 2/2003**

Program Analyst, Office of Capital Programs & Oversight

- Developed Capital Program Prioritization Process designed to maximize capital resources.
- Established new capital budget criteria to improve executive management decision making.
- Facilitated changes in capital project management for improved transparency and enhanced stakeholder information.
- Worked on legislative proposals for Surface Transportation Act reauthorization related to transit and innovative financing solutions.

OFFICE OF MANAGEMENT AND BUDGET 725 17th St, NW, Washington, DC **1/1996 – 2/2002**

Program Examiner/Acting Branch Chief, Transportation Branch (11/1998- 2/2002)

- Analyzed budget submissions; Worked to align agency funds with President's policy priorities; Presented analysis to senior policy officials; Finalized President's Budget; Helped implement Administration's appropriations agenda.
- Coordinated with Department and senior White House policy officials to develop legislative proposals in highway and rail safety, intercity passenger rail service, agency reauthorization, and economic development.
- Oversaw review and implementation of new rail credit program; Established standard procedures for review of credit subsidy calculations using industry benchmarks of finance and operations; Ensured credit program goals were consistent with statute and Administration's policy objectives.
- Provided leadership in Branch; Served as Acting Branch Chief; Presented transportation funding priorities and legislative agenda to senior management; Coordinated staff in production of quality work products; Worked with Department, Congressional staff, local and state governments, and non-profit organizations.

Policy Analyst/Special Assistant, Office of Information and Regulatory Affairs (1/1996- 11/1998)

- Analyzed significant federal regulations; Presented findings and recommendations to senior policy officials; Facilitated interagency review of controversial rulemakings in international trade, highway safety, technology, and drug policy.
- Served as Special Assistant to OIRA Administrator; Coordinated Division workload; Drafted weekly reports and special memorandums for senior White House management; Supported Administrator in implementation of office-wide policies targeted to improve internal and external communication.

EDUCATION

HARVARD UNIVERSITY, John F. Kennedy School of Government, Cambridge, MA **1995**

Master of Public Policy Concentration: **Business and Government**

BRYN MAWR COLLEGE, Bryn Mawr, PA **1990**

Bachelor of Arts in Political Science

Aspen Institute Seminar *Fellow* (2015); FAA Senior Leadership Development Program *Graduate* (2009)

HONORS & ACTIVITIES

- **Commissioner** (Alternate), Washington Metrorail Safety Commission (August 2020-January 2021)
- **Trustee**, Maret School Board of Trustees, Washington, DC (June 2018-present)
- **Co-Chair**, Maret School Scholarship Auction (2016-2017 School Year)
- **Presidential Nominee, Undersecretary of Management and Performance**, Department of Energy, approved Unanimously by Senate Energy Committee, (2015)
- **Member**, Bryn Mawr College, Presidential Advisory Committee (April 2012- October 2015)