

VICTORIA BAECHER WASSMER

(b)(6)



[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

ERNST & YOUNG LLP 1775 Tysons Blvd, Tysons, VA

5/2019 – Present

Managing Director, Government & Public Sector Practice

- Provide financial executive expertise on CARES Act stimulus execution for clients and EY teams.
- Lead 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.
- Serve 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.
- Lead 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.
- Serve as Finance Competency Lead for sector ensuring optimal staffing, utilization, and quality.
- Hold 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 –2/2020**
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 – 2/2000

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