

# City of Seattle



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## Director Seattle Public Utilities

Confirmation Packet  
July 29, 2016

Mami Hara



**City of Seattle  
Mayor Edward B. Murray**

FILED  
CITY OF SEATTLE  
2016 AUG - 1 PM 11:16  
CITY CLERK

July 29, 2016

The Honorable Bruce A. Harrell  
President, Seattle City Council  
Seattle City Hall, 2<sup>nd</sup> Floor  
Seattle, WA 98104

Dear Council President Harrell:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Mami Hara as Director of Seattle Public Utilities (SPU).

The materials in this packet are divided into two sections:

- A. Mami Hara**  
This section contains Ms. Hara's appointment and oath of office forms, her resume, and the press release announcing her appointment.
- B. Background Checks**  
This section contains the report to the Mayor's Office on Ms. Hara's background check.

Mami Hara has a wealth of experience in utilities, planning, and public service that make her an ideal fit for Director of Seattle Public Utilities. Ms. Hara is currently the network coordinator of a practitioner network that supports communities seeking to expand green storm water infrastructure programs. While in Philadelphia she helped implement national models that Seattle aspires to today. *Green City, Clean Waters* is the nation's most ambitious green infrastructure program and its successes are helping to define national practice. Philadelphia is creating living landscapes to reduce the storm water pollution and to enhance quality of life. Seattle has long been a leader in this field and her experience will help us to continue defining best practice.

Prior to that, Ms. Hara served for five years as Chief of Staff at Philadelphia Water, a 2,000-person utility serving more than 2 million customers across 200 square miles, with a \$700 million annual operating budget and a \$6 billion Capital Improvement Program.

Ms. Hara brings a strong foundation of public and private sector leadership to the City, along with a commitment to advancing equitable and sustainable cities through collaboration and thoughtful infrastructure investment. Her cross-sector experience will allow for a holistic view of our utilities and the needs of the 1.3 million regional customers both in Seattle and the 26 municipalities served by SPU. I strongly urge you to confirm her as Director.

If you have any questions about the attached materials or need additional information, please contact Deputy Mayor Kate Joncas at 206-684-3790, or via e-mail, at [kate.joncas@seattle.gov](mailto:kate.joncas@seattle.gov).

Sincerely,



Edward B. Murray  
Mayor, City of Seattle

**SECTION**

**A**



**City of Seattle**  
**Mayor Edward B. Murray**

July 28, 2016

Mami Hara  
Philadelphia, PA  
Transmitted via e-mail

Dear Mami,

It gives me great pleasure to appoint you to the position of Director of Seattle Public Utilities (Executive 4), effective September 1, 2016 at an annual salary of \$223,562.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, you serve at the pleasure of the Mayor for a four-year term.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave. If you have questions about your employment with the City of Seattle please contact Susan Coskey, Human Resources Director, at 206-615-1622.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that Seattle Public Utilities will thrive beyond expectation under your leadership.


Sincerely,

Edward B. Murray  
Mayor, City of Seattle

cc: Seattle Department of Human Resources



# City of Seattle Department Head Notice of Appointment

<b>Appointee Name:</b> <i>Mami Hara</i>		
<b>City Department Name:</b> <i>Seattle Public Utilities</i>		<b>Position Title:</b> <i>Director</i>
<input checked="" type="checkbox"/> <b>Appointment</b> <i>OR</i> <input type="checkbox"/> <b>Reappointment</b>		<b>Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		<b>Term of Office:</b> <i>09/1/16 to 08/31/2020</i>
<b>Legislated Authority:</b> <i>SMC 3.32.010</i>		
<b>Background:</b> Mami Hara has a wealth of experience in utilities, planning, and public service that make her an ideal fit for Director of Seattle Public Utilities. Ms. Hara is currently the network coordinator of a practitioner network that supports communities seeking to expand green storm water infrastructure programs. While in Philadelphia she helped implement national models that Seattle aspires to today. <i>Green City, Clean Waters</i> is the nation's most ambitious green infrastructure program and its successes are helping to define national practice. Philadelphia is creating living landscapes to reduce the storm water pollution and to enhance quality of life. Seattle has long been a leader in this field and her experience will help us to continue defining best practice.  Prior to that, Ms. Hara served for five years as Chief of Staff at Philadelphia Water, a 2,000-person utility serving more than 2 million customers across 200 square miles, with a \$700 million annual operating budget and a \$6 billion Capital Improvement Program.  Ms. Hara brings a strong foundation of public and private sector leadership to the City, along with a commitment to advancing equitable and sustainable cities through collaboration and thoughtful infrastructure investment. Her cross-sector experience will allow for a holistic view of our utilities and the needs of the 1.3 million regional customers both in Seattle and the 26 municipalities served by SPU.		
<b>Date of Appointment:</b> <i>6/29/2016</i>	<b>Authorizing Signature (original signature):</b> 	<b>Appointing Signatory:</b> <i>Edward B. Murray</i> <i>Mayor</i>



**CITY OF SEATTLE - STATE OF WASHINGTON  
OATH OF OFFICE**

**STATE OF WASHINGTON**

**COUNTY OF KING**

**I, Mami Hara, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of Seattle Public Utilities; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as *Director of Seattle Public Utilities*.**

**Mami Hara**

**Subscribed and sworn to before me  
this 27<sup>th</sup> day of September, 2016**

**Monica Martinez Simmons, City Clerk**



# Mami Hara, AICP ASLA

Experienced executive, planner, and designer committed to advancing equitable and sustainable cities and regions through collaboration and strategic investment. Proven leadership in overseeing the management and policy coordination of a renowned public utility and an international design and planning firm. Established in the planning and implementation of award-winning green infrastructure, sustainability, economic development, and waterfront programs. Effective at cultivating leaders, partnerships, and participation. Instrumental in bringing together and presenting to national and international experts to exchange best practices.

## PROFESSIONAL EXPERIENCE

### Green Infrastructure Leadership Exchange, Philadelphia, PA

#### Founder and Network Coordinator

The Green Infrastructure Leadership Exchange is a national practitioner network that supports communities seeking to expand green stormwater infrastructure programs through peer learning, innovation and partnerships. The Exchange develops, hosts and shares resources to advance the benefits and viability of green infrastructure. Responsibilities include cultivating and facilitating support for, participation in and effectiveness of the initiative.

### Philadelphia Water, Philadelphia, PA

#### First Deputy Commissioner and Chief of Staff, 2011–2016

Chief of Staff is a senior executive management position for Philadelphia Water—a regional, 2000-person utility serving over 2 million customers across 200 square miles, with a \$700 million annual operating budget and a \$6 billion Capital Improvement Program. Under direction of the Water Commissioner, the Chief of Staff provides overall leadership and direction for the organization's strategic initiatives and administration, supporting its ability to deliver water, wastewater, and stormwater services.

- ◇ Oversees and facilitates:
  - ◇ Executive team management
  - ◇ Decision-making and development of departmental policy
  - ◇ Organizational development and efficient utility operations
  - ◇ Human resources, employee relations, and staff engagement
  - ◇ Internal and external communications
  - ◇ Information technology and knowledge capture
  - ◇ Inclusion, participation, and partnerships
  - ◇ Enforcement
- ◇ Participates in financial planning, budget development, and revenue management
- ◇ Shepherds the department's sustainability efforts, including climate planning and its Long Term Control Plan for Combined Sewer Overflows, *Green City, Clean Waters*, anticipating to exceed five year targets by 35%
- ◇ Contributes to citywide and interdepartmental planning and implementation initiatives such as Philadelphia's Climate Readiness Plan, Green 2015, and the Citywide Task Force on Flood Risk Management
- ◇ Established departmental strategic planning, overseeing the development of a comprehensive strategic plan, ensuing updates, and performance tracking
- ◇ Advances a diverse local business community through substantially increased contract participation by disadvantaged businesses, business education and readiness programs, and ensuring development and management of Project Labor Agreements
- ◇ Increases workforce strength and diversity through successful initiatives

## EDUCATION

Harvard University Graduate School of Design, Cambridge, MA.  
Master of Landscape Architecture, Norman T. Newton Scholar. 1997.  
University of Pennsylvania, Philadelphia, PA.  
Bachelor of Arts in Design of the Environment. 1987.

## MEMBERSHIPS AND AFFILIATIONS

American Institute of Certified Planners  
American Planning Association  
American Society of Landscape Architects  
US Water Alliance  
National Association of Clean Water Agencies

## ADVISING

Rose Center for Public Leadership in Land Use  
Urban Land Institute Daniel Rose Fellowship Program  
Sustainable Cities Design Academy  
Urban Land Institute  
Community Design Collaborative  
Mayor's Institute for City Design  
US Water Alliance  
Value of Water Coalition  
Green for All  
National Resources Defense Council



## PROFESSIONAL EXPERIENCE (continued)

in recruitment, safety, apprenticeships, and programs such as PowerCorpsPHL

- ◇ Manages audits of departmental customer services, field operations, and other areas to identify opportunities for improvements in service and cost effectiveness

### **Wallace Roberts & Todd, Philadelphia PA**

Principal and Owner, Planning and Urban Design Group, Leader of firmwide Waterfronts and Watersheds Practice, 2005–2011

Senior Associate, Landscape Architecture Group + Planning and Urban Design Group, 2002–2005

Associate, Landscape Architecture Group + Planning and Urban Design Group, 1999–2002

Landscape Designer and Planner, Landscape Architecture Group, 1997–1999

Designer and Planner, Architecture, Planning and Landscape Architecture Groups, 1987–1995

- ◇ Managed multiple large scale, prominent projects concurrently
- ◇ Worked with communities throughout the U.S. to develop plans, priorities for investment, and funding strategies
- ◇ Planned for, designed, and oversaw construction of infrastructure systems, including circulation networks, stormwater management, waterfronts, parks, cultural institutions, and trails
- ◇ Managed large, multi-disciplinary teams including specialists in engineering, environment, design, and cultural and historic resources
- ◇ Designed and led civic engagement processes, including large scale public meetings
- ◇ Advised, presented to, and facilitated discussions among elected officials, community advocates, environmental organizations, universities, government agencies, municipal agencies, professional organizations, and business leaders
- ◇ Conducted research for private foundations to assist policy direction and investment decisions
- ◇ Expanded in-house and affiliates' knowledge of green infrastructure, sustainability planning and design, and waterfront planning and design
- ◇ Led firmwide Waterfronts and Watersheds Sector, including setting strategic direction for core practice area and managing client relationships, marketing, and sales
- ◇ Collaborated on the strategic direction of the Planning and Urban Design practice
- ◇ Participated in administration of the firm, including its information technology, human resource, and marketing groups
- ◇ Managed and fostered professional development of industrial design, graphic design, landscape architect, urban design, planning, and architecture staff
- ◇ Developed and supervised project budgets and plans and staffing plans
- ◇ Developed often cited project reports, research reports, project communications, and marketing materials and strategies

### **O2 Planning + Design, Calgary, Alberta** Landscape Designer and Planner, 1996

- ◇ Developed advanced conceptual modeling for large scale resource management planning

## AWARDS

**American Planning Association**, National Honor Award for Implementation, Green City, Clean Waters, 2015.

**American Planning Association Pennsylvania Chapter**, Award for Planning Excellence in Implementation, Green City, Clean Waters, 2014.

**American Society of Landscape Architects**, National Honor Award in Planning, GreenPlan Philadelphia, 2011.

**American Planning Association**, National Planning Excellence Award for a Planning Firm, WRT (inaugural award), 2011.

**American Institute of Architects** National Honor Award, A Civic Vision for the Central Delaware, 2010.

**American Society of Landscape Architects**, National Honor Award in Planning, A Civic Vision for the Central Delaware, 2009.

**American Society of Landscape Architects NJ Chapter**, Planning and Analysis Honor Award, North Camden Waterfront Plan, 2009.

**NJ Smart Growth**, Participatory Neighborhood Plan Award, North Camden Waterfront and Cramer Hill, 2009.

**Community Design Collaborative**, Gold Medal Firm Award, WRT, 2009.

**Congress for the New Urbanism**, Charter Award, A Civic Vision for the Central Delaware, 2008.

**Waterfront Center**, Award, A Civic Vision for the Central Delaware, 2008.

**American Institute of Architects**, Philadelphia Chapter, Urban Design Award, A Civic Vision for the Central Delaware, 2007.

**American Institute of Architects**, Boston Chapter, Special Citation for a Physical Plan, The Anacostia Waterfront Initiative, 2005.

**American Society of Landscape Architects**, National Honor Award in Planning, Anacostia RiverPark and Riverwalk Master Plan and Trail Design Guidelines, 2004.

**American Society of Landscape Architects**, Firm Award, WRT, 2004.

**Community Design Collaborative**, Volunteer Award for Planning, 2003.

**American Planning Association Pennsylvania Chapter**, Planning Award, Neighborhood Revitalization Strategy for Asociación de Puertorriqueños en Marcha (APM), 2003.

**Philadelphia American Institute of Architects**, Urban Design Award, Neighborhood Revitalization Strategy for Asociación de Puertorriqueños en Marcha (APM), 2003.

- ◇ Designed visual preference assessment methodology and performed visual preference and tourism analysis
- ◇ Collaborated on town planning for historic village in the Canadian Rockies

## TEACHING EXPERIENCE

Massachusetts Institute of Technology, Department of Urban Studies and Planning, Cambridge, MA  
Visiting Scholar, 2015

University of Pennsylvania, School of Design, Philadelphia, PA  
Visiting Faculty, Department of City and Regional Planning, 2008–2011

- ◇ Planning Workshop, a practicum course on sustainable planning and urban design methodologies

Guest Lecturer and Critic, 1999–2012

- ◇ Architecture, landscape architecture, and urban design studios
- Studio Instructor, Department of Landscape Architecture, 1999
- ◇ Design studio for 3<sup>rd</sup> year graduate students

Temple University, Architecture Department, Philadelphia, PA  
Adjunct Professor, 2005–2009

- ◇ Instructor in Site Investigations
- ◇ Lecturer in Sustainable Design
- ◇ Resource advisor for thesis students

Harvard University, Graduate School of Design, Cambridge, MA  
Teaching Assistant, 1996–1997

- ◇ Planning and Design of Landscapes
- ◇ Theories and Methods of Landscape Planning

Research Assistant

- ◇ The Visual Landscape: Analysis and Management

## SELECTED COMMUNITY SERVICE

**Conference Organizer, National Green Cities Clean Water Practitioner Exchange.** Philadelphia, PA. In partnership with the Urban Sustainability Directors Network, 2015.

**Board Member.** Mayor's Fund for Philadelphia. Philadelphia, PA, 2014–present

**Board Member.** Community Design Collaborative. Philadelphia, PA, 2006–2013  
Volunteer since 2002

**Advisor.** Climate Adaptation and Resilience: A Resource Guide for Local Leaders. Version 3.0. Institute for Sustainable Communities. Washington, DC, 2013

**Committee Member.** Food Systems Stakeholder Committee. Delaware Valley Regional Planning Commission. Philadelphia, PA, 2008–2010

**Conference Organizer.** Urban Water Sustainability Leadership Conference. U.S. Water Alliance. Philadelphia, PA, 2010

**Infill Philadelphia:** Food Access. Community Design Collaborative, The Reinvestment Fund, and the Food Trust. Philadelphia and Chester, PA, 2008–2009

Committee Member. Program Development Committee.  
Moderator. Public events and design juries.

**Advisory Board Member.** Forum on Children and Nature. The Conservation Fund. Washington, DC, 2007–2008

**Lead Designer, Construction Coordinator, Committee Member.** Philadelphia Cherry Blossom Festival Committee. Japan America Society. Philadelphia, PA, 1998–2008

## AWARDS (continued)

**Environmental Design Research Association,** Place Planning Award, Above the Falls: A Master Plan for the Upper Mississippi Corridor, 2001.

**Waterfront Center,** Certificate, Above the Falls: A Master Plan for the Upper Mississippi Corridor, 2000.

**American Society of Landscape Architecture,** Minnesota Chapter, Honor Award for Public Planning, Upper Mississippi River Corridor Master Plan, 1999.

**Partners for Livable Communities,** Investors in American Award, Oriole Park at Camden Yards, 1998.

**Harvard University,** Penny White Award, 1997.

**American Institute of Architects,** Philadelphia Chapter, Transformation Honor Award, Altoona Railroaders Museum, 1997.

**Pennsylvania Historical and Museum Commission,** Historic Preservation Award, Altoona Railroaders Museum, 1997.

**Harvard University,** Norman T. Newton Scholar, 1996.

**Urban Land Institute,** Award for Excellence, Oriole Park at Camden Yards, 1994.

**The Waterfront Center,** Excellence on the Waterfront Award, Liberty State Park, 1994.

**American Society of Landscape Architects,** New Jersey Chapter, Honor Award, Liberty State Park, 1994.

**American Society of Landscape Architects,** Pennsylvania/Delaware Chapter, Honor Award, New Jersey AIDS Living Memorial Competition, 1994.

**State of New Jersey,** First Place Award, New Jersey AIDS Living Memorial Competition, 1993.

**American Institute of Architects,** National Honor Award, Oriole Park at Camden Yards, 1993.

**American Society of Landscape Architects**  
National Honor Award, Oriole Park at Camden Yards, 1992.

**American Society of Landscape Architects,** Pennsylvania/Delaware Chapter, First Place People's Choice Award, Oriole Park at Camden Yards, 1992.



City of Seattle  
Edward B. Murray, Mayor

## **NEWS RELEASE**

**FROM THE OFFICE OF THE MAYOR  
FOR IMMEDIATE RELEASE**

**Contact:** Jeff Reading, Mayor's Office, 206.681.8172

### **Murray appoints new Seattle Public Utilities Director**

**Seattle (July 28, 2016)** - Mayor Ed Murray today announced his appointment for the Director of Seattle Public Utilities (SPU), Mami Hara. Hara is an experienced utility executive and planner.

"Mami brings a strong foundation of public and private sector leadership to the City, along with a commitment to advancing equitable and sustainable cities through collaboration and thoughtful infrastructure investment," said Murray. "Her cross-sector experience will allow for a holistic view of our utilities and the needs of the 1.3 million regional customers both in Seattle and the 26 municipalities served by SPU."

"Thank you to Mayor Murray for the opportunity to serve the residents of this region. Seattle Public Utilities is one of the most progressive and respected utilities in the nation and I am honored to join the team," said Hara. "I look forward to continuing and expanding the City's traditions of modeling sustainable water management practices; delivering safe, reliable, and affordable utility services; and enhancing quality of life through strategic infrastructure management."

Hara is currently the network coordinator of a practitioner network that supports communities seeking to expand green storm water infrastructure programs. While in Philadelphia she helped implement national models that Seattle aspires to today. *Green City, Clean Waters* is the nation's most ambitious green infrastructure program and its successes are helping to define national practice. Philadelphia is creating living landscapes to reduce the storm water pollution and to enhance quality of life. Seattle has long been a leader in this field and her experience will help us to continue defining best practice.

Prior, Hara served for five years as Chief of Staff at Philadelphia Water, a 2,000-person utility serving more than 2 million customers across 200 square miles, with a \$700 million annual operating budget and a \$6 billion Capital Improvement Program.

Hara, once confirmed by Seattle City Council, will replace Ray Hoffman, SPU Director since 2009, who will retire tomorrow. Hara is expected to start September 1, with an annual salary of \$223,500.

SPU is comprised of three lines of business that provide efficient and forward-looking utility services in Seattle: solid waste and sewage and drainage for Seattle residents and businesses and drinking water for the 1.3 million regional customers both in Seattle and the 26 municipalities and special water districts also served by SPU. SPU's annual budget is approximately \$1 billion, including Operations and Maintenance and Capital Improvement.

###

**SECTION**

**B**



# City of Seattle

**Edward B. Murray, Mayor**

**Seattle Department of Human Resources**

Susan L. Coskey, Director

Date: July 28, 2016  
To: Adam Schaefer, City Budget Office  
From: Kate Moore, SDHR  
Subject: **BACKGROUND CHECK – Mami Hara**

The HR Department has received a copy of Mami Hara's background check run by ADP. There were no findings that would impact the employment eligibility of Ms. Hara.

cc: Personnel File

