

City of Seattle



General Manager and Chief Executive Officer

Seattle Public Utilities

**Confirmation Packet
April 26, 2022**

Andrew Lee



April 26, 2022

The Honorable Debora Juarez
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Juarez:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Andrew Lee as General Manager/CEO of Seattle Public Utilities (SPU).

The materials in this packet are divided into two sections:

1. Andrew Lee

This section contains Mr. Lee's appointment and oath of office forms and his resume.

2. Background Check

This section contains the report on Mr. Lee's background check.

Andrew Lee has served as Interim General Manager/CEO of SPU for the last six months, and after review of his remarkably well-regarded performance, it is with total confidence that I recommend him for you and your colleagues' consideration today. He has the right combination of compassionate managerial skills, inspirational leadership ability, strong personal integrity, and technical knowhow to run our publicly-owned utility with distinction.

Andrew has over a decade of experience at Seattle Public Utilities, working his way up the ranks as a Program Manager, Deputy Director, and now as Interim General Manager/CEO. He has spent his entire 20-year career working on water, wastewater, and stormwater issues, including as Deputy Director of the City of Bellevue's Utilities Department. Andrew has maintained a dedicated focus in implementing the SPU Strategic Business Plan and consistently stays attuned to costs, maintaining the utility's stellar bond rating, and providing a positive customer experience. He is quick to absorb and understand highly complex issues and consults with his team to develop practical strategies to address new challenges.

Mr. Lee has served as Interim General Manager/CEO of Seattle Public Utilities since mid-October. My office has since consulted stakeholders regarding his performance, including with the Chair of the SPU Customer Review Panel, the Executive Director of the Duwamish River Cleanup Coalition, the Utilities Director at the City of Bellevue (his former employer), the immediate former Director of SPU, and several SPU employees who work with him on issues ranging from diversity and inclusion in the utility's workforce to environmental justice. It was readily evident that Andrew Lee has the technical knowledge, even-keeled temperament, and political acumen to run our \$1.3 billion-dollar public utility with the full faith of its customers. Review of his performance at SPU, even when he was a Program Manager or Deputy Director, and the overwhelming positive feedback from affected stakeholders is the process that informed my decision to advance Mr. Lee for your consideration today.

The Honorable Debora Juarez
Andrew Lee Confirmation Letter
April 26, 2022
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I trust that after reviewing Mr. Lee's application materials, meeting with him, and following Councilmember Pedersen's diligent Transportation & Seattle Public Utilities Committee review, you will find that Andrew is beyond capable and the right choice to serve as permanent General Manager/CEO of Seattle Public Utilities. When I heard that Andrew was out in his boots wading in the flooding South Park neighborhood earlier this year, I knew how fortunate I was to have someone who was on the ground and solving problems with our impacted residents.

If you have any questions about the attached materials or need additional information, my Chief Operating Officer Marco Lowe would welcome hearing from you. I appreciate your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Bruce A. Harrell". The signature is written in black ink and is positioned above the typed name.

Bruce A. Harrell
Mayor of Seattle

SECTION

A



City of Seattle

Mayor Bruce Harrell

April 20, 2022

Andrew Lee
Seattle, WA
Transmitted via e-mail

Dear Andrew,

It gives me great pleasure to appoint you to the position of General Manager and Chief Executive Office of Seattle Public Utilities at an annual salary of \$265,370.

Your appointment as GM/CEO 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 and the end of your initial term will be December 31, 2025.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as GM/CEO and wish you success. We have much work ahead of us, and I am confident that the Utilities will thrive under your leadership.

Sincerely,

A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell
Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Andrew Lee</i>		
City Department Name: <i>Seattle Public Utilities</i>		Position Title: <i>General Manager and Chief Executive Officer</i>
<input checked="" type="checkbox"/> Appointment <i>OR</i> <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		Term of Office: <i>City Council Confirmation to December 31, 2025</i>
Legislated Authority: <i>Seattle Municipal Code Section 3.32.010</i>		
Background: Andrew has over a decade of experience at Seattle Public Utilities, working his way up the ranks as a Program Manager, Deputy Director, and now as Interim General Manager/CEO. He has spent his entire 20-year career working on water, wastewater, and stormwater issues, including as Deputy Director of the City of Bellevue's Utilities Department. Andrew has maintained a dedicated focus in implementing the SPU Strategic Business Plan and consistently stays attuned to costs, maintaining the utility's stellar bond rating, and providing a positive customer experience. He is quick to absorb and understand highly complex issues and consults with his team to develop practical strategies to address new challenges.		
Date of Appointment: <i>4/26/2022</i>	Authorizing Signature (original signature): 	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor</i>



CITY OF SEATTLE ▪ STATE OF WASHINGTON

OATH OF OFFICE

State of Washington

County of King

I, Andrew Lee, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of General Manager and Chief Executive Officer 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 the General Manager and Chief Executive Officer of Seattle Public Utilities.

Andrew Lee

Subscribed and sworn to before me

this ____ day of _____, 2022.

[Seal]

Monica Martinez Simmons, City Clerk

Andrew Lee, PE, PMP, PgMP

P

E

A

Seattle, Washington

L

<https://www.linkedin.com/in/andrew-lee-6101661/>

SUMMARY

Andrew Lee has worked for Seattle Public Utilities (SPU) for over 11 years and is currently SPU Interim General Manager / Chief Executive Officer (GM/CEO). Andrew has spent his entire 23-year career working on water, wastewater, and stormwater issues, with 17 of those years in local government for Seattle, San Francisco, and Bellevue. Andrew is regionally and nationally recognized for his expertise in water/wastewater regulations, smart water technology, and asset management. He is committed to delivering high quality utility services, maintaining affordable rates, and partnering with and serving the community with a focus on environmental justice. He is also passionate about developing high performance organizations through an emphasis on shared leadership, employee engagement, continuous improvement and diversity/equity/inclusion.

EXPERIENCE

2021 - Present

Interim General Manager / Chief Executive Officer, Seattle Public Utilities, Seattle, WA

Oversees more than 1,400 employees who provide drinking water, drainage and wastewater, solid waste, and clean city services for the City of Seattle and the broader King County region. Highlights include:

- Negotiating contract extensions for regional wholesale water supply with retail water agencies across King County.
- Providing executive oversight on the City's Superfund sediment clean-up efforts in the Lower Duwamish and East Waterways, in coordination with the Port of Seattle, King County, Boeing, and the U.S. EPA.
- Providing executive oversight on SPU's \$2.1B 6-year Capital Improvement Program, including the \$570M Ship Canal Water Quality Project.
- Leading multiple equity-related initiatives department-wide including employee hiring improvements and environmental and health improvement efforts in South Park and Georgetown.
- Co-lead the National Association of Clean Water Agencies (NACWA) inaugural Environmental Justice Sub-Committee to provide advocacy for environmental justice issues and a community of practice.

2019 - 2021

Deputy Director, Drainage & Wastewater, Seattle Public Utilities, Seattle, WA

Oversee more than 300 employees who provide planning, program management, operations and maintenance, asset management, emergency management, regulatory compliance, logistics, pollution prevention, and

EDUCATION

- B.S. Civil and Environmental Engineering, Stanford University, 1998
- M.S. Environmental Engineering & Sciences, Stanford University, 1999

PROFESSIONAL REGISTRATIONS

- Civil Engineer, State of Washington
- Civil Engineer, State of California
- Project Management Professional (PMP)®
- Program Management Professional (PgMP)®

ADDITIONAL TRAINING/EDUCATION

- Lean Process Improvement, State of Washington, 2015
- Leading, Educating, and Developing Program, University of Virginia, Darden School of Business, 2014
- Leadership Acceleration Program (LEAP), Performance Dimensions Group, Seattle, WA, 2013-2014
- Project Management Certificate Program, University of Washington, 2009

MEMBERSHIPS/AFFILIATIONS

- Project Management Institute
- Smart Water Advisory Network
- U.S. Water Alliance
- National Association of Clean Water Agencies
- Water Agency Leaders Alliance

sediment clean-up for the drainage and wastewater utilities. Highlights include:

- Worked on a modification to Seattle's sewage overflow consent decree with the Environmental Protection Agency (EPA), Department of Ecology, and the Department of Justice (DOJ) to provide communities with more innovative solutions, rate-payers with more affordable bills, and the environment with equal or greater environmental benefit.
- Served as SPU's incident commander during the COVID-19 pandemic, overseeing all aspects of safety, human resources management, logistics, communications, and operations.
- Provided executive oversight on the \$570 million Ship Canal Water Quality Project, in compliance with the wastewater Consent Decree.
- Provided executive oversight on the expansion of Green Stormwater Infrastructure city-wide.
- Served as executive sponsor over the Workspace Reimagined and Return to Office initiatives.
- Launched a pilot program to pump-out RV wastewater, significantly reducing costly and damaging sewage spills to waterways.
- Led multiple equity-related initiatives department wide including environmental and health improvement efforts in South Park and Georgetown, employee hiring improvements, and equity "tailgates" to improve conditions for front-line workers.

2014 - 2018

Deputy Director, Bellevue Utilities, Bellevue, WA

Oversaw 130 employees who provide planning, engineering, operations and maintenance, development services, asset management, emergency management, and smart technology implementation for the drinking water, wastewater, and stormwater utilities. Highlights included:

- Provided executive oversight of the Utility's budget and rate-making process, including cost of service analyses and evaluation of programs for low-income rate assistance.
- Co-authored Bellevue's Smart City Plan, a strategic plan to embed smart technology into delivery of water, transportation, public safety, building, and energy services.
- Led Bellevue's Smart Water Meter Program.
- Led implementation of department-wide diversity, equity, and inclusion (DEI) plans, including changes to hiring/recruitment, policies, budget, communications, community empowerment, and employee training.

2006 - 2014

Drainage & Wastewater Capital Portfolio Manager and Combined Sewer Overflow (CSO) Program Manager, Seattle Public Utilities, Seattle, WA

Served as the capital portfolio manager for Seattle's Drainage & Wastewater (DWW) Capital Improvement Program (CIP). Highlights included:

- Negotiated the 2013 Sewage Overflow Consent Decree with EPA, Ecology, and DOJ.
- Led the transition to a projectized capital program management office for the CSO Program, including a CIP portfolio ramp-up from \$5 million per year to over \$100 million per year.
- Worked in partnership with community to implement green infrastructure projects and site wastewater and stormwater infrastructure to prevent sewage overflows into Lake Washington.
- Oversaw the development of a sewage overflow Long-Term Control Plan (LTCP) that was approved by EPA and Ecology.

1999 to 2006

Project Manager, Brown and Caldwell, Seattle, WA

Utility Specialist, San Francisco Public Utilities Commission (SFPUC), San Francisco, CA

Staff Engineer, Olivia Chen Consultants (now AECOM Water), San Francisco, CA

REFERENCES

Mami Hara, [REDACTED]

Nav Ota, [REDACTED]

SECTION

B



City of Seattle

Seattle Department of Human Resources

Kimberly Loving, Interim Director

April 26, 2022

TO: Adam Schaefer, City Budget Office

FROM: Annie Nguyen, Seattle Department of Human Resources

SUBJECT: Background check for Andrew H. Lee

The Seattle Department of Human Resources has received a copy of **Andrew H. Lee** background check provided by Global Screening Solutions. There were no findings that would impact their employment eligibility.

Cc: Personnel File

Seattle Department of Human Resources

Seattle Municipal Tower, 700 5th Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028
(206) 684-7999 • TTY: 7-1-1 Fax: (206) 684-4157 • Employment Website: www.seattle.gov/jobs

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