



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Scott Haskins	
Board/Commission Name: City Light Review Panel	Position Title: Financial Analyst, Position 2
<input checked="" type="checkbox"/> Appointment <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 4/12/2020 to 4/11/2023 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: View Ridge, District 4	Zip Code: 98115 Contact Phone No.: [REDACTED]
Background: Mr. Haskins is a project manager, leader, technologist, subject matter expert, and industry and management consultant for water, wastewater, power, and municipal clients in North America and abroad. He is a senior executive with extensive leadership and professional experience in management and finance and his international experience includes benchmarking, financial evaluation and capacity building. Mr. Haskins is a subject matter expert and industry leader in utility financial management, asset and risk management, alternative contracting, social equity, utility management, operations and maintenance, strategic planning, P3, leadership development, performance management, benchmarking, environmental management and sustainability, resilience, risk management, and triple bottom line and business case analysis. His background includes 30 years of utility management experience, primarily as Deputy Director for Seattle Water Department and Seattle Public Utilities, directing finance, project development, operations and maintenance, community programs, planning and executive leadership over the full range of wastewater, drinking water, and solid waste functions for City of Seattle. As a global director in Strategic Consulting for CH2M, now Jacobs, Mr. Haskins has worked closely with international industry organizations leading innovation and standards for benchmarking, optimization, asset management, and organizational development.	
Authorizing Signature (original signature):  Date Signed (appointed): 4/7/2020	Appointing Signatory: Alex Pedersen Seattle City Councilmember – District 4

*Term begin and end date is fixed and tied to the position and not the appointment date.

EDUCATION

- Master of Public Administration, University of Washington, Seattle, Washington
- BA, Political Science, University of Washington, Seattle, Washington

CERTIFICATIONS

- Design-Build Institute of America, Professional Designation (now expired)

PROFESSIONAL AFFILIATIONS

- American Water Works Association
- Water Environment Federation
- International Water Association
- Design-Build Institute of America
- Water Research Foundation
- National Association of Clean Water Agencies
- Water Services Association of Australia
- Environmental Protection Agency



Scott Haskins

**Strategic Consulting-
Water Market Director**

Jacobs, formerly CH2M

SUMMARY BACKGROUND

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As a global director in Strategic Consulting for CH2M, now Jacobs, Mr. Haskins has worked closely with international industry organizations leading innovation and standards for benchmarking, optimization, asset management, and organizational development.

WORK HISTORY

Jacobs Engineering (2018-Present):

Strategic Consulting Water Market Director - Buildings Infrastructure & Advanced Facilities. Scott Haskins sits on the global leadership team for Strategic Consulting within the Solutions & Technology organization in Buildings Infrastructure & Advanced Facilities at Jacobs. In this capacity, he delivers the full range of consulting services across markets and geographies in the fields of asset management and reliability, management consulting, and financial and P3 services. These practices and resources help our clients solve their management and operations challenges; adapt to a changing business environment; secure the resources they need for successful operations; and make their operations more efficient, effective and sustainable.

CH2M (2007-2017):

Senior Vice President and Director of Strategic Consulting (2014-2017). Mr. Haskins served as senior vice president and director of Strategic Consulting, overseeing delivery of CH2M's full range of consulting services across markets and geographies, with stewardship responsibility for consulting services in the fields of asset management and reliability, management consulting, and financial and P3 services.

Senior Vice President and Director of Technology, Quality & Innovation - O&M Business Group (2008-2013). Mr. Haskins served for five years as director of technology, quality and innovation for CH2M HILL's former Operations Management Business Group, where he was on the global leadership team and had responsibility for external consulting services, as well as internal organizational support for environmental compliance, sustainability, quality, technical services and innovation.

Vice President & Principal Management Consultant - Water Business Group (2007-2008). Responsible for providing business development, project management and delivery, and related management consulting services to utilities and municipal clients to meet their needs in the areas of asset management, business planning, human resource and financial planning, alternative delivery, sustainability and climate change, leadership development, operations and maintenance, and other management services.

Seattle Public Utilities (1997-2007)

Deputy Director (Branch Executive), Seattle Public Utilities, Seattle, WA. As the Deputy Director of Seattle Public Utilities, Mr. Haskins was responsible for utility systems management for drinking water, surface water, wastewater and solid waste functions. He provided executive oversight for emergency management and security, asset management, water conservation, its race and social justice program, and major interdepartmental projects. His experience also includes triple bottom line evaluation of projects and programs that incorporates social benefits and risk for utility investments. Previously, he was the Utility's Deputy Director for Operations and Maintenance, Resource Management, and Finance and Administration. Scott has also provided leadership for major industry innovations, particularly in asset management, benchmarking, alternative project delivery, and utility management. These roles required extensive interface with the City Council, Mayor's Office, community groups, consultants, regulators, and Federal, State, Regional and other agencies.

Branch Executive, Utility Systems Management (2005-2007). Responsible for utility management of drinking water, surface water, wastewater and solid waste functions.

Branch Executive, Operations and Maintenance (2001-2005). Responsible for the regional drinking water supply system, the operation and maintenance of the City's drainage, wastewater collection and solid waste system, and for providing support services to all of SPU.

Branch Executive, Resource Management (1997-2001). Responsible for all planning and community programs for water, wastewater, storm water and solid waste at SPU; water quality, supply, system operations, and watershed management; capital project development for major CIP program; and alternative delivery.

Seattle Water Department (1975-1997)

Deputy Director for Finance and Administration (1990-1997). Directed all finance, human resource and Information Technology functions for Department. Also served as **Acting Superintendent of Water** for six months in 1995 during department transition to new department head.

Finance Director (1980-1990). Served as Chief Financial Officer for Seattle's water utility. Responsible for full range of functions, including: financial policies, forecasting and rates; budget/CIP development and administration; economic analysis; performance management; grants; procurement; accounting; auditing; financial systems; debt issuance; financial and utility reporting. Liaison with City Budget Office, Mayor's Office and City Council. This included multiple debt issuances, debt portfolio refinancing and restructurings, development of new financial policies, rating agency presentations, financial advisor and legal counsel and auditor liaison for all financial activities. Responsible for CIP, budget, accounting, grants, management controls and procurement services.

Budget / CIP Manager (1975-1980). Responsible for all aspects of budget and capital programs, development and administration. Coordinated utility processes, supervised staff.

CITY OF SEATTLE PROJECTS AND EXPERIENCE

- **City Light related activities:** These activities encompassed such things as coordination with City Light on street related projects; participation on city-wide committees involving City Light such as Board of Public Works; classification and compensation studies, labor management committees and interface, City rate and financial policy formulation; city-wide customer service and permitting issues; presentations on Seattle Public Utilities asset management program; and periodic review of City Light budgets for City Council and OMB.
- **Capital Improvement Program, Seattle, WA.** Mr. Haskins was responsible for all finance, budget, capital improvement program development and administration for Seattle Water Department. He provided executive oversight for debt issuances, rate studies, financial policy development, and financial system development; member of City of Seattle's Debt Management Committee. He was responsible for regular communications and presentations before Seattle City Council, Mayor's Office, rating agencies and other committees. He worked with regional utilities to further collaboration and consensus on capital, rate, legal, conservation and supply issues.
- **Capacity Building (Water Sector volunteer work for U.S. Agency for International Development, Indonesia).** Conducted capacity building for Indonesia's largest utilities; management to leadership development and alternative contracting. Visited country for four extended visits on U.S. Agency for International Development missions, originally to evaluate

capability of utilities to issue debt; signed a twinning agreement with the Government of Indonesia on behalf of AWWA; conducted training in Seattle for 25 utility directors and industry leaders from Indonesia on full range of management, finance, capital planning, contracting, and utility issues.

- **Executive Lead; Cedar River and Tolt River Water Treatment Plants, Seattle, WA.** Mr. Haskins led development, implementation, and financing for the City of Seattle's Cedar River and Tolt River water treatment plants. He led the City negotiation team for these design-build-operate projects and served as Principal in Charge for project issues and agreements. He served as a technical advisor to other cities and utilities on major projects.

CONSULTING PROJECTS AND EXPERIENCE

- North American and Global Lead for International Asset Management Benchmarking, Water Services Association of Australia (2008-2020). Mr. Haskins has served as the North American lead and most recently as the global lead for WSAA's Asset Management Customer Value Benchmarking Program. This practice based benchmarking is the most advanced consortium process and tool globally, and Scott has participated with some 75 utilities, domestically and internationally, over the last 15 years, working directly with organizations on maturity assessments and leading practices. This has included preparation of utility and industry reports, identification of improvement initiatives, and facilitating leading practice workshops. Social equity practices are one feature of this benchmarking.
- Water Research Foundation's Tailored Collaboration Project: Collaborative Utility Benchmarking in North America, Denver, Colorado (2015-2017). Mr. Haskins provided asset management benchmarking support for the Water Research Foundation, which included a Benchmarking Workshop with Steering Group, comprised of utility leaders, AWWA, WEF, and WSAA, and Project Advisory members, a Benchmarking Workshop Results Summary Report, and the development of an evaluation survey. The project, completed in 2017, focused on evaluating benchmarking in North America and integrated Effective Utility Management and leading research principles, ISO 55000, AWWA's utility metric survey and management standards, and other industry wide sources and considerations.
- **Executive Lead for City of Vancouver and Metropolitan Water District of Southern California SCADA projects (2017-2018).** Provided leadership and guidance, and actively participated, in development of plan, business case, stakeholder involvement, innovation and decision-making process for upgrade and replacement of its SCADA system for water and wastewater treatment facilities.
- Project Director and Lead Strategist for City of Columbus Department of Public Works (Water, Wastewater, Power) Asset Management Program; Columbus, Ohio (2010-2014). The effort focused for 5 years on enterprise asset management development and delivery, service level development, strategic plan, implementation of performance management, business cases, CMMS implementation, operations optimization, training/knowledge transfer, risk management and automation and culture development. The utility achieved a 7 to 1 return on investment for this program.

- **Strategic Advisor and Asset Management Consultant for Cincinnati Metropolitan Sewer District; Cincinnati, Ohio (2008-2016).** Mr. Haskins worked for utility executives and supported asset management and utility improvement efforts in the utility. He helped advance asset management, capacity building, strategic planning, alternative contracting, leadership development, financial and human resource planning, social equity, and utility management.
- **Lead consultant for Metropolitan Council for Environmental Services (MCES) (2014-2020).** Scott has been the lead resource, assisting utility in development of their Strategic Plan and vision for utility; served as executive coach for utility director and leadership team; helped establish performance management; conducted WSAA benchmarking program for utility; trained and helped develop asset management for utility; assisted with human resource planning and system integrations; provided maintenance optimization, and facilitated enterprise risk management efforts.
- **Consulting for SABESP, Brazil (2013).** Conducted asset management workshops and training for approximately 100 members of utility leadership, including modules for asset management framework, risk management, maintenance and operations, change management, strategic planning, performance management, condition assessment, business case evaluation and triple bottom line reporting.
- Strategic Advisor/Asset Management Consultant, Central Arizona Project, Central Arizona Water Conservation District, Phoenix, AZ (2010-2017). Part of a team performing an organizational assessment of the maintenance organization. Conducted benchmarking of practices, evaluation of organizational functions, and identification of opportunities for improvement. The project included interviewing key personnel, documenting and analyzing findings, and developing recommendations.
- **Utility Operations and Innovation Improvements (2008-2020).** Scott has participated in project and strategy development and training for numerous large and globally significant projects, including automation and strategic plans covering the full range of utility services. Melbourne Water, Water Care, Cincinnati, Columbus, DC Water, San Diego, LA Sanitation, Seattle City Light, Toho Water Authority, Metropolitan Water District of Southern California, Portland Water, Metropolitan Council for Environmental Services, CH2M's 200 water/wastewater operations contracts, and Seattle Public Utilities.
- **Industry Projects.** Over his career, Mr. Haskins has been one of the most active members and spokespersons in our industry, having served in numerous leadership roles on committees and research projects, as well as authoring several AWWA books, journal articles and many presentations at conferences and workshops. He served on the Study Group on Resilience for NACWA/AMWA; was chair of QualServe and AWWA's Benchmarking Committee for 20 years; conducted an evaluation of benchmarking alternatives for AWWA and documented its program for marketing purposes; serves on IWA's Strategic Group for Asset Management; participated and led WRF focus groups, formulating more than a dozen research projects; served on numerous Project Advisory Committees for WRF; helped formulate and then participated on WERF asset management and utility improvement projects; led four consortium practice benchmarking programs, involving dozens of utilities; was on the original formulating committee that created Effective utility Management; facilitated CEO and CFO workshops on

financial management for WRF; convened and facilitated best practice conferences for our industry; and introduced a number of utilities to social equity research and leaders.

- **Municipal Government Support and Projects.** As a consultant, Mr. Haskins has worked with the US Conference of Mayors, most major cities, American Society of Public Administration, and utilities in the US and abroad. Included was a consulting engagement in 2011-2012 with Seattle City Light to introduce Asset Management to the organization. It included development of an asset management framework, engagement with leadership, and conducting a Blue-Ribbon Panel--- bringing national leaders in the power industry to Seattle to share their asset management journey experiences, leading practices and lessons learned with executives.

EXAMPLE PUBLICATIONS AND PRESENTATIONS

Co-Author of two AWWA books: The Changing Water Utility: Creative Approaches to Effectiveness and Efficiency, and The Evolving Water Utility: Pathways to Higher Performance. In addition, major contributor to Reinventing Water and Wastewater Systems, Global Lessons for Improving Water Management.

Journal Articles & Other Research Publications (author, co-author or major contributor to the following partial list):

“Seattle’s Approach to Asset Management.” Underground Infrastructure Management, December 2004.

“Benchmarking: Performance Indicators for Water and Wastewater Utilities: Survey Data and Analysis Report.” American Water Works Association.

“Selection and Definition of Performance Indicators for Water and Wastewater Utilities.” AWWA Research Foundation and American Water Works Association.

“Creating Effective Information Technology Solutions.” AWWA Research Foundation.

“Financial and Economic Optimization of Water Main Replacement Programs.” AWWA Research Foundation.

“Triple Bottom Line Reporting of Sustainable Water Utility Performance. AWWA Research Foundation and CSIRO. Spring, 2007

“Findings and Recommendations for a Water Utility Sector Management Strategy.” APWA, AWWA, AMWA, NACWA, NAWC, US EPA, WEF. March, 2007.

OTHER SIGNIFICANT ROLES

American Water Works Association Research Foundation (AWWARF)

Research Advisory Council member

Project Advisory Committee or Case Study Lead (Triple Bottom Line Reporting; Asset Management; SIMPLE for Drinking Water Sector; Water Main Replacement/Renewal; Energy Management; Enhancement of Qualserve Tools

Water Environment Research Foundation (WERF)

Steering Committee or Challenge Project member for: Asset Management; Performance Measures; Strategic Planning; SIMPLE and AMPLE, including current tool enhancement, decay studies, and asset management benchmarking

International Water Association (IWA)

Member; regular presenter at international conferences on asset management, alternative contracting, leadership, performance management and benchmarking

Member of Program Committee and topic coordinator and rapporteur on risk for 2007 Leading Edge Strategic Asset Management Conference (Portugal)

Global Water Research Coalition (GWRC)

Representative for AWWARF and WERF on asset management research collaboration

Environmental Protection Agency (EPA)/Collaborating Industry Organizations

Steering Committee Member for Effective Utility Management Initiative

Member of EPA's Environmental Finance Advisory Board (EFAB)

Design Build Institute of America (DBIA)

Chair, Water/Wastewater Specialty Conference; Program Committee; Water Committee; Trainer.

OTHER

Numerous papers, presentations and trainings conducted annually for conferences and utilities, including conferences and seminars for EPA, AWWA, WEF, NACWA, AWWARF, WERF, IWA, DBIA, WSAA, and GWRC.

City Light Review Panel

9 Members: Pursuant to Ordinance 123256, all members subject to City Council confirmation, 3-year terms:

- 4 City Council- appointed
- 5 Mayor- appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	M	4	1.	Economist	Chris Mefford	4/12/17	4/11/20	1	Mayor
6	M	4	2.	Financial Analyst	Scott Haskins	4/12/20	4/11/23	1	City Council
6	F		3.	Non-Profit Representative	Sara Patton	5/1/18	4/30/21	2	Mayor
6	M	6	4.	Residential Customer Representative	Thomas Buchanan	10/1/16	9/30/19	1	City Council
6	M		5.	Commercial Customer Representative	Mikel Hansen	4/13/18	4/12/21	1	Mayor
6	M	4	6.	Industrial Customer Representative	Patrick Jablonski	10/1/16	9/30/19	1	City Council
2	M	3	7.	Low-Income Customer Representative	Leon Garnett	4/12/19	4/12/21	2	Mayor
6	M	4	8.	Member at Large	John Putz	10/1/16	9/30/19	1	City Council
6	F		9.	Suburban Franchise Representative	Gail E. Labanara	5/1/18	4/30/21	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

(1) (2) (3) (4) (5) (6) (7) (8) (9)

	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	3	2				1				4			
Council	4	0								4			
Other													
Total	7	2											

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
- **G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown
- RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.