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**City of Seattle  
Notice of Appointment**

<b>Name:</b> <i>Jean Becker</i>		<input type="checkbox"/> Executive Appointment <input type="checkbox"/> Reappointment <input checked="" type="checkbox"/> Legislative Appointment <input type="checkbox"/> Agency Appointment <input type="checkbox"/> PDA Council <input type="checkbox"/> PDA Constituency
<b>Residential Neighborhood:</b>	<b>Zip Code:</b>	<b>Contact Phone No.:</b> 206 684-3741
<b>Appointed to:</b> <i>Member, Seattle City Employees' Retirement System Board of Administration</i>		<b>Date of Appointment:</b> <i>August 8, 2011</i>
<b>Authority (Ord., Res.):</b> <i>SMC 4.36.130</i>		<b>Term of Office:</b> <b>From:</b> <i>August 8, 2011</i> <b>To:</b> <i>June 4, 2012.</i>
<b>Background:</b> <p>Jean Becker is a thirty year City of Seattle employee. Her career has included several finance and analysis positions including: budget analyst at Seattle's Office of Management and Budget, senior engineering economist in Seattle City Light's Finance Division and strategic advisor with Seattle City Light's Strategic Planning Unit. Currently, she is leading Seattle City Light's internal business case analysis effort to help insure that decision makers get sound recommendations on capital investments based on best practices and careful economic analysis.</p> <p>Her work experience, technical training and strong financial analysis skills will be of value to the Seattle City Employees' Retirement Board.</p>		
<b>Authorizing Signature:</b> <i>Jean Godden</i> <i>Seattle City Councilmember</i>		<b>Name and Title of Officer Making Appointments:</b> <i>Seattle City Council</i>



## Seattle City Employees Retirement System Board of Administration appointment

### APPOINTMENT BACKGROUND

The Seattle City Employees' Retirement System Board of Administration (Retirement Board) is comprised of seven members serving on a mix of appointed and elected terms. Elected officials serve a term of three years, and all board members' terms are guided by the Seattle Municipal Code, section: 4.36.130. Below is a chart outlining current board membership.

When there is a vacancy in an elected position outside the regular election cycle, the SMC states that the Seattle City Council shall fill the position by appointment. The appointee must come from the same employing unit as the person leaving the position.

In June 2011 a vacancy arose in one of the two employee representative seats on the Retirement Board. The vacated seat was occupied by an employee of Seattle City Light. The appointment of Jean Becker, also City Light employee, meets the Council's responsibility to fill the vacant seat.

This appointment is through June 4, 2012 at which time the seat will become open for election.

### **2011 Retirement Board membership**

<b>Position</b>	<b>Name</b>	<b>Elected/appointed</b>
Ex Officio Chair	Jean Godden, Finance Chair, Seattle City Council	Appointed
Ex Officio Secretary	David Stewart, Director, Personnel Department, City of Seattle	Appointed
Ex Officio Treasurer	Glen Lee, Finance Director, City of Seattle	Appointed
Current City Employee and SCERS member	Rod Rich, Finance and Administrative Services	Elected by SCERS membership
Current City Employee and SCERS member	Jean Becker	Temporary Council appointment, up for election in 2012
City Retiree and SCERS member	Lou Walter	Elected by SCERS membership
At-large, non-member	Robert Harvey	Appointed by the other six members

July 19, 2011  
Seattle City Light  
700 5th Avenue  
Seattle, WA 98104

To Seattle City Employees' Retirement Board,

I understand that your office is seeking to fill a vacant seat on the Retirement Board. I would like to offer my name as a potential candidate. I am interested in the issues facing the Retirement Board and I have background in financial policy and investment analysis, which would give me perspective on the issues that you are currently addressing.

For the past thirty years I have worked for the City of Seattle in increasingly responsible positions providing analysis and leadership on a wide variety of projects... as a budget analyst at Seattle's Office of Management and Budget, a senior engineering economist in Seattle City Light's Finance Division and as a strategic advisor with Seattle City Light's Strategic Planning Unit. Currently, I am leading Seattle City Light's internal business case analysis effort to help insure that our decision makers get sound recommendations on capital investments based on best practices and careful economic analysis.

My work experience includes hands-on financial, policy and performance analysis in the following substantive areas:

- Capital Management
- Financial and Policy Analysis
- Strategic and Business Planning

My resume provides more detail on my professional work experience, including my role, positions held and educational background.

In addition I have earned a reputation within the City as a person who works well with people of differing backgrounds and interests. I have represented Seattle City Light in different capacities over the years and respect the difficult and important work that the City and utility performs. I believe that my work experience, technical training and interpersonal skills will be of value to the Seattle City Employees' Retirement Board. Thank you for your consideration.

Sincerely,

Jean Becker  
206 684-3741 (Work)  
425 562-0337 (Cell)

## Structured Resume:

### **Professional Experience in Capital Management**, including Business Case Analysis, Economic and Investment Analysis and Performance Measurement.

- **Business Case Development Process (2006 - current)** – I am leading Seattle City Light's internal business case analysis effort to insure that our decision makers get sound recommendations on capital investments based on best practices and careful economic analysis. Emphasis is placed on providing analysis that provides feasible options, supports utility priorities and specifies outcomes and deliverables. I work with project managers to prepare business cases, provide training sessions on business case development including benefit/cost analysis and staff the Business Case Review Committee, comprised of SCL directors, to provide feedback to those developing business cases for management consideration and approval.
- **Asset Management (2005)** – Consultant to *Seattle Public Utilities* for eight months on asset management. Duties included preparation of a variety of business cases at SPU, including information technology, flooding and water quality investments, land slide protection, and operations and maintenance improvements.
- **Managing for Results – (1999 to 2000)** – Project manager. Organized SCL's effort to develop its Line of Business and program purpose statements, goals and performance measures as part of the City of Seattle Business Plan. Developed workplan, facilitated meetings with the Executive Team, key staff from SCL and the City, and prepared reports for the Budget Office.

### **Professional Experience in Financial and Policy Analysis**

- **Financial Requirements and Economic Analysis (1982 to 1995, and currently as needed)** - I worked for City Light's Financial Requirements and Economic Analysis Unit (FREA) for over ten years and currently assist Finance on projects as needed. I have a wide range of experience in economic and financial analysis. I have also been fortunate to have the opportunity to participate in a number of cross-utility planning efforts. My efforts included:
  - Developing and conducting financial rate analysis on leasing options to replace the City Light headquarters building, i.e. Seattle Municipal Tower, formerly the Gateway Building.
  - Analysis of strategic borrowing strategies for the utility and their impact on the Department's financial indicators such as debt to equity ratio, % of CIP funded from current revenues and projected rates over time

- Negotiation and analysis of the Utility Financing Agreement for the acquisition of conservation resources with the Bonneville Power Administration.
- Analysis of conservation services, their economic benefits and impacts on customer rates both short and long term
- Preparing, analyzing and explaining capital and O&M forecasts for the City Light's rate proposals, bond official statements and financial policy analysis.
- **Budget Analysis (1980-1982)** – City of Seattle Budget Analyst. I was responsible for O&M and Capital budgets and evaluating rate proposals, evaluating conservation program benefit/cost analyses and other SCL power issues.

## **Professional Experience in Strategic Planning and Policy Analysis**

- **Utility Governance and Industry Benchmarking (2004 and 2005)** – Lead staff supporting the Seattle City Light Advisory Board. Researched and presented findings and analysis to the Board on electric industry governance best practices and traveled with the Board on its fact-finding trips.
- **Human Resources Strategy (2003)** – Consulted with the HR strategic planning team in its effort to identify and address internal and external human resource issues and trends so that SCL could staff its high priority issues, recruit and retain employees and improve employee morale. Assisted the Human Resource Director in building a business case for conducting an employee survey. Served on the Employee Survey Oversight Committee and helped contract for services that resulted in SCL's moving ahead on this effort. Facilitated employee post-survey discussions with field crews and meter readers at the Service Centers and the human resource staff.
- **Strategic Metering Policy (1997- 2002)** – Participate (and chaired) departmental workgroup in developing a metering strategy that would help the utility to solve business problems by selective application of automated metering technology
- **Voluntary Green Power Program (VGP) (2002)** – Project manager responsible for developing City Light's VGP program in response to WA State law. I developed program design options and managed the implementation of the program including call center, marketing, accounting, IT and monitoring and tracking elements. I also arranged our first purchase power contracts for small wind and dairy to biogas green tags. I set up and continue to be a member of the Green Power Oversight Team that administers the program funds.
- **Energy Options 2000** – Project manager. I assisted SCL's customer service executives and finance staff in developing and market testing 10 new electric rates and service options in response to electric restructuring activities, including customer interest in green power as an alternative fuel generation. I managed consultant services hired to conduct the customer interviews and to analyze the market results.

- **Business Planning Analysis** (1996 and 1997). As an analyst in the Business Planning Unit, I developed key customer and competitor profiles for use in developing new utility services and assessing how competitors are responding to anticipated changes in the electric industry. I was also responsible for organizing and leading business scenario and strategy discussions at SCL's Leadership Forums, making presentations and planning and assembling City Light staff to update and track business scenarios. My job also included conducting benefit/cost analysis on highly visible programs and services.
- **Strategic Planning Process** (1995 to 1996). Project manager. In 1995 City Light began its first effort at business planning in response to anticipated restructuring in the electric industry. The business planning process was inclusive of stakeholders from across the utility and the City of Seattle. Workgroups were assembled to discuss where the electric industry might be heading and what options and strategies City Light might use to maintain its financial integrity and preserve its public power values. Scenario planning was introduced to help assess the risk of different business strategies and in a highly uncertain business future. Discussion and analysis culminated in the publication of a *Policy & Options Framework for the Business Plan* in November 1995, which provided the foundation for SCL's *Proposed Business Plan* published in 1996.
- **Productivity Improvement Program** (1990). I was a co-lead on one of six task force teams to review existing planning efforts at City Light and to identify potential changes which might improve the effectiveness of planning efforts and the usefulness of planning products. A key recommendation in the *Long Range Planning Report*, which was ultimately acted on, was that City Light should create a small strategic planning group, reporting directly to the Executive, responsible for coordinating cross-functional teams to conduct research and analysis on strategic issues.

## **Positions Held-**

### Seattle City Light

- Strategic Advisor 2, Corporate Performance, Finance Services Business Unit - current
- Strategic Advisor 2, Strategic Planning Office 1998 - 2010
- Senior Engineering Economist: 1996-1997, Business Planning Unit, Customer Relations Division
- Senior Engineering Economist, Finance Division - 1982 to 1995

### City of Seattle

Office of Management and Budget  
Seattle, WA  
Budget Analyst II

### Morgan State University

Department of Geography  
Baltimore, MD  
Associate Professor, Part-time

### Center for Metropolitan Research

The Johns Hopkins University  
Baltimore, MD  
Research Analyst, Part-time

### Provident National Bank

Marketing Research Department  
Philadelphia, PA  
Marketing Analyst

## **Education**

The Johns Hopkins University, Graduate Studies in Economics and Public Policy  
Department of Geography and Environmental Engineering  
Baltimore, MD

### Clark University, BA

Department of Geography  
Worcester, MA