



City of Seattle
Gregory J. Nickels, Mayor

Jorge Carrasco

Jorge Carrasco is a Chief Executive with extensive experience leading private and public organizations to enhance financial performance, achieve growth and diversification, and overcome challenges due to economic fluctuations. His proven ability to create a measurable impact on infrastructure and productivity is based on strong leadership, effective negotiations, and astute financial management. A dedicated leader who is highly responsive to client and constituent needs, Jorge consistently advances organizational goals by inspiring his team toward a common vision.

Most recently, Jorge was President of American Water Services, a \$424 million subsidiary of American Water that provides water, wastewater, and related services in the United States and Canada to cities, industries, and the federal government. American Water, which was acquired by RWE/Thames in January 2003, is a \$2.2 billion water resource manager based in Voorhees, New Jersey. Jorge was promoted into this role to launch this new subsidiary and lead the company through a period of tremendous growth, including the addition of three key acquisitions which brought diverse lines of business, increased geographic presence, and a significant new base of talent. Jorge integrated and stabilized these businesses, appointed a new executive team, installed new business and accounting systems, and reduced overhead by 14 percent. Today, American Water Services is the fourth largest contract operator in the United States, with 2,200 employees serving 6.1 million customers in the U.S. and Canada. In 2003, American Water Services will achieve an operating profit of \$20.7 million.

Jorge was initially recruited to American Water as Vice President, Operations in the Western Region to expand the company's presence in the West. After only two years in this role, he was approached by American Water's new CEO to transform the business from a traditional regulated water company into a water resource manager serving diverse clients in highly competitive markets. As President of American International Water Services Company, Jorge strategically positioned the company for success with a transformation initiative based on the acquisition of companies involved in the delivery of water and wastewater services and products to cities, industry, and the federal government.

Prior to joining American Water, Jorge was General Manager of East Bay Municipal Utility District, the second largest urban water and wastewater utility in the western United States with 1.2 million water customers and 600,000 wastewater customers in Oakland, Berkeley, and the eastern San Francisco Bay area.

Jorge transformed this \$450 million organization into an environmental leader with a Water Supply Management Program that has been recognized as one of the most advanced integrated resource planning strategies of any water utility in the nation. In addition, he resolved \$150 million in environmental lawsuits and established environmental best practices; rebuilt the District's emergency financial reserves from less than \$2 million in 1991 to over \$34 million in 1995; and overhauled infrastructure policies and preventive maintenance programs, resulting in improved management of capital assets and an annual net savings of \$1.6 million.

Early in his career, Jorge established himself as a local government and community leader with roles as City Manager of Scottsdale, Arizona (1988-1991) and City Manager of Austin, Texas (1984-1987). In both cities, challenged with economic downturns and high rates of population growth, Jorge identified infrastructure needs and gained voter approval for programs to stimulate revenue growth, attract businesses, and strengthen the economy, leaving the communities more resilient and better prepared for the future.

Jorge holds an M.B.A. from St. Edwards University in Austin, Texas, and earned his B.A. *magna cum laude* from the University of Texas in Austin. He maintains active memberships in the American Water Works Association and the International City/County Management Association. Jorge currently lives in Medford, New Jersey, with his wife, Jer, and their son, Ben.

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