

RAYMOND HOFFMAN

CAREER OVERVIEW

Over 30 years of increasingly responsible public policy experience, emphasizing resource conservation and utility issues. Assignments have ranged from research and executive director positions with non-profit agencies to senior management-level planning and policy formulation on solid waste, water, wastewater, drainage and energy issues for the City of Seattle. Several projects recognized nationally for innovation. Personal attributes include fluency in team or individual situations, proven leadership ability, strong analytical and communication skills, ability to troubleshoot; known as an analytical and creative person who is reliable, honest and forthright.

EXPERIENCE

Director, Seattle Public Utilities (Jan. 2009-present)

Responsibilities Managing Director of Seattle Public Utilities (SPU), with a \$925 million annual budget and four business lines with more than 1,400 employees. SPU's services include delivering drinking water to 1.4 million customers in Seattle and the surrounding region, and wastewater, drainage and solid waste in the city of Seattle. More specifically SPU provides:

- Water supply through 26 wholesale water contracts to suburban municipalities and special districts
- Solid waste collection and disposal services, including recycling and composting
- Call Center and customer service for Seattle Public Utilities and Seattle City Light
- Maintenance and operation of water, sewage, drainage and solid waste facilities within the city of Seattle
- Design and construction of large construction projects for all four lines of business and an annual capital budget of approximately \$190 million
- Conservation of the 90,000-acre Cedar River and 12,500-acre South Fork Tolt River watersheds for water quality, endangered species and habitat protection
- Regulatory compliance with federal and state laws affecting utility operations and capital investments
- Human resources and labor management of the utilities' work force
- External and internal communications of utility business with media, customers and stakeholders

Accomplishments Include: Successful rollout and implementation of new solid waste, recycling and organic collection contracts affecting 150,000 single-family households, significantly reducing capital and operations and maintenance expenditures to address recessionary issues while preserving SPU's core services to its customers.

Director – Corporate Policy and Performance – Seattle Public Utilities (2002-2009)

Responsibilities: Responsible for corporate risk management, complex project and program negotiations, external relations, federal and state regulated contaminated sites, valuation, analysis and measurement of utility assets and performance, managed external negotiations regarding essential utility policy and was central point of coordination for Council relations for the utility, and federal and state relations, Chief policy advisor to the SPU Director.

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Accomplishments Include: Long-term water supply contract with the Cascade Water Alliance, successful negotiations with the Bonneville Power Administration for a regional transmission line through the Cedar River Watershed, lead staff on historic long-term settlement with the Muckleshoot Indian Tribe, and a comprehensive natural drainage system at Seattle Housing Authority's 110-acre High Point Development

Policy Advisor to Mayor Paul Schell – Utilities and Environmental Issues (2000-2001)

Responsibilities: Represented the Mayor, troubleshooting with City departments, citizens, businesses, and government agencies; working with city councilmembers.

Accomplishments Include: Establishing program that made Seattle City Light the first no net carbon emissions utility in the country, adoption of the LEEDS Silver standard to over forty City buildings from 2000-2005, a 30% reduction in pesticides use, creation of the Office of Sustainability and Environment, and development of the Cedar River Habitat Conservation Plan.

Regional Affairs and Negotiations – Seattle Public Utilities (1995 –2000)

Responsibilities: Represented the City on regional governance issues, worked with government agencies at all levels and negotiated utility contracts.

Accomplishments Include: Principal policy architect of Seattle's 1% water conservation program which saved 9 million gallons of water per day by the end of 2009, lead negotiator with commercial garbage haulers bringing them under City control from WUTC regulation.

Program Development/Policy Formulation – Waste Reduction and Recycling Supervisor, Strategic Planning – Seattle Solid Waste Utility (1990 - 1994)

Responsibilities: Contract management, tracking, analysis, and drafting of legislation; market development for products/commodities, employee management, intergovernmental relations, utilities regulatory compliance, public speaking, and general troubleshooting.

Accomplishments Include: Award winning (\$100,000) application to the Ford Foundation for innovative recycling program, Seattle's "Buy Recycled" ordinance which changed City's purchasing policies, nationally distributed educational mathematics video on recycling, collaborative design, and construction of Model Conservation Home.

Legislative Advocate - Executive Director, Washington Citizens for Recycling (1988 – 1990)

Responsibilities: Fundraising, grantwriting, membership development, staff supervision, volunteer coordination, quarterly newsletters, policy analysis, education, and legislation associated with the promotion of waste reduction and recycling.

Accomplishments Included: Increased membership, successful negotiations with Rainier Brewery to keep refillable bottles, nationally recognized "Packaging Awards and Booby Prizes," and integral role in the crafting and passage of the Waste Not Washington Act.

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Public Policy Review and Evaluation - Research Director, Municipal League of Seattle/King County (1985 – 1987)

Responsibilities: Development and implementation of regional issues tracking system, writing/editing regional information products (Issue Brief/Issue Watch) designed to promote citizen awareness on public policy issues of local or regional concern, engaging in research, analysis and evaluation of public policy with a non-partisan focus.

Accomplishments Include: Co-author of "Setting Regional Priorities: Tools for Planning and Choosing Capital Projects," series of pieces on the troubles with solid waste management in Seattle/King County.

EDUCATION

PhD Business, Government and Society from University of Washington Graduate School of Business. Minors in Business Policy, and Social Management of Technology.

Master of Accounting Science from University of Illinois. Arthur Andersen Award for outstanding masters' student in Accounting.

B.S. Accounting (*cum laude*) from University of Illinois.

Personal references available upon request