

# City of Seattle



FILED  
CITY OF SEATTLE  
2014 JAN 30 PM 1:24  
CITY CLERK

## Director Seattle Public Utilities

Confirmation Packet  
January 30, 2014

**Ray Hoffman**



City of Seattle  
Mayor Edward B. Murray

FILED  
CITY OF SEATTLE  
2014 JAN 30 PM 1:24  
CITY CLERK

January 30, 2014

The Honorable Tim Burgess  
President, Seattle City Council  
Seattle City Hall, 2<sup>nd</sup> Floor  
Seattle, WA 98104

Dear Council President Burgess:

I am pleased to transmit to the City Council the following confirmation packet for the re-appointment of Ray Hoffman as the Director of Seattle Public Utilities.

The materials in this packet are divided into two sections:

A. **Director Name**

This section contains Ray's appointment and oath of office forms, his resume, and the press release announcing his re-appointment.

B. **Background Checks**

On file from original appointment.

Ray Hoffman has worked for the City since 1990 in a number of roles in SPU and its predecessor utility and as a policy advisor. During his time at SPU he has taken on a number of challenges, including a long-term water supply contract with the Cascade Water Alliance, the Cedar River Watershed Habitat Conservation Plan and the deal between the City and Boeing to clean up a Superfund site on the Duwamish Waterway.

Ray has also played an integral role in some of the City's most significant conservation programs, including its waste reduction and recycling effort, the 1% water conservation initiative, Seattle City Light's greenhouse gas mitigation program, and SPU's goal to become carbon neutral by 2015. Ray's leadership during the last four years includes overseeing SPU's Strategic Business Plan process and the consent decree with the EPA. He has also supported SPU's development of a Community Engagement and Equity Planning Toolkit, and worked with staff to successfully apply it to various services, projects and programs.

The Honorable Tim Burgess

January 30, 2014

Page 2

His stewardship has led to a strengthened Capital Improvement Projects plan and asset management program as well as better internal financial controls. I am excited to re-appoint Ray as the leader of SPU and I urge you to support his re-appointment as Director.

If you have any questions about the attached materials or need additional information, please contact Uriel Ybarra of my office, at 206-684-8162, or via e-mail, at [uriel.ybarra@seattle.gov](mailto:uriel.ybarra@seattle.gov).

Sincerely,



Edward B. Murray  
Mayor, City of Seattle

**SECTION**

**A**



**Edward B. Murray**  
**Mayor of Seattle**

January 30, 2014

Ray Hoffman  
700 Fifth Avenue, 49<sup>th</sup> Floor  
P.O. Box 34018  
Seattle, WA 98124

Dear Ray,

It gives me great pleasure to re-appoint you to the position of Director of Seattle Public Utilities, effective February 16, 2014. All other terms of your previous appointment continue into your next term.

Your term of office is concurrent with that of the Mayor, ending on December 31, 2017. Your re-appointment as Director is subject to City Council confirmation. Therefore, you will need to attend the confirmation hearings of the full City Council.

I thank you for your service to date and look forward to working with you in your role as Director of Seattle Public Utilities

Sincerely,



Edward B. Murray  
Mayor of Seattle

cc: SPU Human Resources

# City of Seattle

## Notice of Appointment

<b>Name:</b>  <b>Ray Hoffman</b>	<input checked="" type="checkbox"/> <b>Executive Appointment</b>  <input type="checkbox"/> <b>Legislative Appointment</b>
<b>Appointed to:</b>  <b>Director, Seattle Public Utilities</b>	<b>Date of Appointment:</b>  <b>2/16/2014</b>
<b>Authority (Ord., Res.):</b> SMC 3.32.010	<b>Term of Office</b> <b>From:</b> City Council Confirmation <b>To:</b> 12/31/2017
<p><b>Comments:</b> Ray Hoffman has worked for the City since 1990 in a number of roles in SPU and its predecessor utility and as a policy advisor. During his time at SPU he has taken on a number of challenges, including a long-term water supply contract with the Cascade Water Alliance, the Cedar River Watershed Habitat Conservation Plan and the deal between the City and Boeing to clean up a Superfund site on the Duwamish Waterway.</p> <p>Ray has also played an integral role in some of the City's most significant conservation programs, including its waste reduction and recycling effort, the 1% water conservation initiative, Seattle City Light's greenhouse gas mitigation program, and SPU's goal to become carbon neutral by 2015. Ray's leadership during the last four years includes overseeing SPU's Strategic Business Plan process and the consent decree with the EPA. He has also supported SPU's development of a Community Engagement and Equity Planning Toolkit, and worked with staff to successfully apply it to various services, projects and programs. His stewardship has led to a strengthened Capital Improvement Projects plan and asset management program as well as better internal financial controls.</p>	
<b>Authorizing Signature:</b>  	<b>Name and Title of Officer Making Appointment:</b>  <b>Edward B. Murray, Mayor</b>



**CITY OF SEATTLE - STATE OF WASHINGTON  
OATH OF OFFICE**

**STATE OF WASHINGTON**

**COUNTY OF KING**

**I, Ray Hoffman, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director 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 *Director of Seattle Public Utilities*.**

\_\_\_\_\_  
**Ray Hoffman**

**Subscribed and sworn to before me  
this \_\_\_\_\_ day of \_\_\_\_\_, 2014**

(affix seal)

\_\_\_\_\_  
**Monica Martinez Simmons, City Clerk**

# 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.

## **RAYMOND HOFFMAN**

**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.

## RAYMOND HOFFMAN

### **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**

## Mayor-Elect Murray Announces Initial List of Departmental Retentions and Changes

November 22, 2013

FOR IMMEDIATE RELEASE:

Contact: Jeff Reading, (206) 684-3952 or Sandeep Kaushik, (206) 355-9230

Seattle (Nov. 22) – Seattle Mayor Elect Ed Murray today issued an update on where things currently stand on his ongoing conversations with department directors.

Mayor Elect Murray began meeting individually with the heads of city departments to discuss his plans and priorities for when he takes office in January. These are ongoing meetings that will continue through December.

“I mentioned earlier in the week that there would be some changes in personnel, as can be expected with any transition to a new administration. I wanted share where things stand in that regard at the present time,” Murray said.

The following department heads will be not be returning once the new administration takes office:

**Beth Goldberg**- City Budget Office

**Peter Hahn** – Department of Transportation

**Marco Lowe** – Director of Intergovernmental Affairs

**David Stewart** – Personnel Director

In addition, **Rick Hooper**, the current director of the Office of Housing, is announcing his retirement, and **Catherine Lester**, the interim Director of Human Services, has been asked to stay on for now as the City conducts a search for a permanent director.

“We enter public service with a belief that government can and should be partners with the people we serve, and responsive to the community. I want to thank all of these dedicated public servants for their commitment, professionalism and hard work for the people of Seattle. I wish them all the best in their next endeavors,” Murray said.

Mayor Elect Murray has also met with and asked for the continued service of the following:

**Fred Podesta** – Director of Finance and Administrative Services

**Bernie Matsuno** – Director Department of Neighborhoods

**Ray Hoffman**- Seattle Public Utilities

**Gregory Dean** – Fire Chief, Seattle Fire Department

**Erin Devoto** – Director, Department of Information Technology

**Steve Johnson** – Director of Department of Economic Development

**Diane Sugimura** – Director of Department of Planning and Development  
**Randy Engstrom** – Director of Arts and Cultural Affairs  
**Robert Nellams** – Director of Seattle Center  
**Jorge Carrasco** – Superintendent of City Light

Mayor Elect Murray's transition will make additional announcements in the future as these meetings continue.

###