



Seattle City Council

May 5, 2010

Ray Hoffman, Acting Director, Seattle Public Utilities
Seattle Public Utilities
PO Box 34018
Seattle, WA 98124-4018

RE: City Council Expectations for the Seattle Public Utilities Director

Dear Mr. Hoffman:

This letter has been placed in the Clerk File that contains Mayor McGinn's request for your confirmation as director of the Seattle Public Utilities (SPU). This letter documents the City Council's expectations for your job performance if you are confirmed.

The Council expectations (*listed below*) are intended to enhance the SPU director's accountability to the Legislative Branch. The expectations also provide a basis for Council evaluation of the director if and when he is brought forward for reconfirmation. Council expectations are intended to add to the Mayor's expectations and the director responsibilities established in the City Charter and Seattle Municipal Code.

I. City Council General Expectations for SPU Director

A. Relationship with Council. The director is expected to maintain a constructive working relationship with the Council, as demonstrated by:

1. Prompt and complete responses to Council information inquiries.
2. Pro-active updates on policy development, operational concerns and financial matters of significance, so that the Council is informed of significant changes or controversies before the information reaches the media and/or the Executive submits a request for Council action.
3. Dependable implementation of formal policy direction provided by the Council.
4. Assistance in the research and development of Council policy initiatives.

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An EEO employer. Accommodations for people with disabilities provided upon request.

B. Management Skills. The director is expected to demonstrate strong management skills, with particular focus on the following Council priorities:

1. Public Communication

- a. Conduct inclusive outreach to relevant stakeholders.
- b. Implement a strong ethic of customer service.
- c. Make information available so that the public can track the department's performance in delivering services.

2. Organizational Management

- a. Coordinate productively with other City departments.
- b. Maintain strong working relationships with other governmental entities.
- c. Operate within budget constraints and pro-actively manage expenditures.
- d. Provide a fair and equitable approach to the award of City contracts.

3. Personnel Management

- a. Develop and maintain strong morale among employees.
- b. Provide an inclusive work environment that offers equitable opportunities for all.
- c. Address issues of succession planning and the professional development of existing staff.

4. Service Delivery –including both routine operations and emergent situations

- a. Ensure that on-going day-to-day services are provided effectively and efficiently, and that the department tracks its performance in delivering such services.
- b. Make certain the department is able to deal with localized emergencies or service disruptions and has thoroughly planned how to manage its operations in case of a City-wide emergency.

II. Specific Expectations for SPU Director in 2010 to 2013

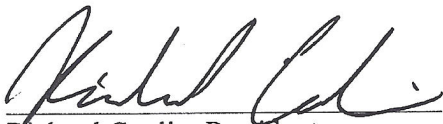
During his initial term, the director is expected to implement (and provide regular progress reports on) the following Council expectations:

- A. Zero Waste Strategy Implementation.** Implement the zero waste strategy outlined in Resolution 30990 and propose additional actions (as needed) to further reduce landfilled waste and achieve City recycling goals.
- B. Transfer Station Rebuilds.** Advance the timely rebuilding of solid waste transfer stations that will meet the City's changing solid waste needs. Work with stakeholders to identify and address neighborhood concerns about the stations.
- C. Reservoir Covering.** Advance the timely covering of in-City water reservoirs, to improve water supply security and provide space for new parks.
- D. Clean Water Act (CWA) Compliance.** Work with the Washington Department of Ecology and the U.S. Environmental Protection Agency to shape a Seattle compliance program that cost-effectively meets regulatory requirements. Establish accountability systems to ensure that SPU CWA requirements are met.

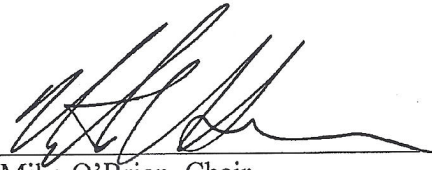
- E. **Call Center Performance.** Reliably meet Call Center performance measures by implementing SPU's plan to improve Call Center performance through measures such as work force management, customer relationship management systems, and redesigning the Call Center organization.
- F. **Financial Management and Rates.** Manage SPU finances to control costs, maintain compliance with Council-approved financial policies, and avoid unnecessary rate increases.
- G. **Race and Social Justice.** Advance the City's Race and Social Justice Initiative.
- H. **Environmental Leadership.** Provide leadership in environmentally conscious utility service, including advancing green storm water infrastructure to manage drainage and combined sewer overflows.

The next SPU director will be leading the utility through many challenges. The Seattle City Council looks forward to working cooperatively with the director to ensure that SPU continues to provide reliable, cost-effective and environmentally responsible utility services.

Sincerely,



Richard Conlin, President
Seattle City Council



Mike O'Brien, Chair
Seattle Public Utilities and
Neighborhoods Committee

Cc: Michael McGinn, Mayor, City of Seattle
Seattle City Council Members

