

Reliability Council, Large Public Power Council, Western Electricity Coordinating Council, Northwest Public Power Association, Public Generating Pool, and Energy Northwest.

Early in Gary's career with City Light, the governor of Washington appointed him to the regional committee to review the future of the Bonneville Power Administration. Through the years, Gary's expertise and influence with other Northwest utilities has helped steer BPA through difficult financial periods while preserving its benefits for the region.

City Light explored innovative market-based rate approaches with its large industrial customers, and when energy markets ran amuck, Gary partnered with the same customers on cost sharing and conservation investments that kept Seattle's industrial base strong, family wage jobs in place and the city's lights on.

Gary is making customer relationships a primary focus for Seattle City Light. For example, the account executive unit Gary established helped a major research hospital identify and resolve electrical engineering problems that were having an adverse impact on research equipment. Cost-effective monitoring equipment City Light now provides is helping dozens of large commercial customers plan electricity usage more efficiently and effectively. Suburban jurisdictions once threatened to leave the City Light service territory. Now they have anchored themselves to City Light with long-term, predictable franchise agreements.

An experienced and effective manager

Over the more than twenty years he has served Seattle in top management positions, Gary has built an impressive number of critical public works projects. At City Light, he completed the South Fork of the Tolt generating plant, the last hydroelectric facility of significant size built in the Northwest. At the City's Engineering Department, Gary played a key

role in the construction of the downtown bus tunnel and the First Avenue South Bridge. The award-winning West Seattle low-level bridge was built on his watch at Engineering. He was one of the City's managers whose foresight in making major earthquake improvements to the City's roads, buildings and bridges helped soften the effects of the Nisqually Earthquake.

Gary's environmental record also includes the responsible cleanup of several Superfund hazardous waste sites, including the closure of two major Seattle-owned landfills in Kent. Utility operations produce large amounts of hazardous waste and reducing hazardous waste is a priority for Gary. Since 1995, City Light disposal of hazardous materials has dropped from 50 tons a year to 10.

Gary has taken on the leadership of two of the City's largest departments during periods of very low morale and has turned them into efficient, high performing organizations. He has a record of emphasizing respectful working relationships with labor unions and other employee groups.

Four mayors (Royer, Rice, Schell and Nickels) have recognized Gary's extraordinary leadership skills and have asked him to serve in some of the most difficult assignments in their cabinets. Gary is widely respected as a developer of management talent. Over his tenure, four mayors have promoted 12 of Gary's managers to cabinet level positions and many others have served in key management positions throughout the City.

Gary Zarker **a valued public servant**



Gary Zarker

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Message from Mayor Nickels

“Under Gary Zarker’s leadership, City Light has weathered the west coast energy crisis, cut costs, set a new ethic for customer service and improved the bottom line. We are now positioned for another century of reliable, high quality service. Gary has given us years of steady, strong leadership and I believe he’s the right person to continue leading City Light. That’s why I’m sending his name to the Seattle City Council for reconfirmation.” – Mayor Greg Nickels

A strong leader with his eye on the basics

Under Gary’s leadership, Seattle City Light has a strong focus on the reliable delivery of one of our community’s most fundamental services. City Light is a progressive utility that is making careful investments in new technologies that improve service, maintain high reliability and help keep our rates low.

Immediately before he came to City Light in late 1994, an independent engineering firm had found that the utility’s generating resources were in dire need of improvement. Gary provided the leadership to change maintenance priorities so that the Skagit Projects and Boundary Dam, the source of 60% of the power we use, could be completely rehabilitated. Today, the project is winding down and the foundation of City Light’s low rates and high reliability is once again secure.

Reliable service is a fundamental customer expectation, and Seattle City Light has become an industry leader in outage response, restoration, and service reliability. Gary rebuilt service centers, replaced out-dated equipment and instituted innovative working procedures that enable City Light crews to deliver high quality service for Seattle’s neighborhoods. Industry benchmarking shows that City Light has one of the best reliability rates of large urban utilities in the United States.

Recognizing that intense economic growth and technological change had stressed reliability and service capacity in Seattle’s commercial core, Gary launched and completed a major rehabilitation of the downtown Seattle network. On Gary’s watch, City Light put into service a new, state-of-the-art system control center that can manage the highly complex task of integrating generation, transmission and consumer demand instantaneously.

Meeting the demands of economic growth is a challenge for all electrical utilities, but Seattle’s growth in the late 1990’s was extraordinary. Meeting customer expectations for the timely and cost-effective completion of thousands of new service connections became a primary objective for utility engineers, customer service employees and line crews. Since the second quarter of 2001, City Light has reduced the backlog of residential service applications from 3,700 to zero.

The right values for Seattle

Working for a better environment, a diverse workforce that looks like the city it serves, respect for the basics, help for low income customers and a desire to innovate have characterized Gary’s tenure at City Light and other positions in his public service.

When Gary arrived at City Light, the utility had a history of serious personnel problems.

Under Gary’s leadership, the utility now enjoys an open and respectful culture that is proud of its diversity. City Light is far more diverse today than it was before Gary came to the office.

City Light has one of the finest low-income rate relief programs in the country. Since the energy crisis began, City Light brought in more than 5,000 new customers to these programs with its aggressive outreach. Today, more than 70% of low income elderly customers who qualify actually are participants in the program, an extremely high participation rate.

A trusted environmental steward

Gary has been an environmental leader throughout his career in city government and has an impressive number of accomplishments. When Gary was in charge of the city’s Engineering Department, he instituted the most successful residential recycling program in the country. He closed two city landfills and found a new approach for disposal of the city’s waste that continues to serve us well. He created the city’s Drainage Utility, a solution to help alleviate the chronic flooding problems that had plagued the city for decades.

Under Gary, City Light has become a national leader in environmental protection and clean energy production. In Gary’s first year, nearly all the utilities in the Northwest abandoned their conservation programs as energy prices dropped. City Light kept its program and has since doubled it. The result is over 40 average Megawatts of new savings, 2,500 businesses working more efficiently and thousands of super efficient apartments constructed during the recent housing boom.

City Light is ahead of schedule in securing the City’s goal of meeting future load growth through conservation and nonpolluting renewable resources. City Light partnered with the builders of the largest wind energy plant ever built in the Northwest and helped pioneer the ability to bring that energy efficiently into the

region’s energy grid. The City opted for a goal of fully mitigating the greenhouse gas emissions of City Light and, in just two years, Gary developed the plans, policies and infrastructure to meet that goal.

Gary recognizes that a municipal utility has an important public mission that goes beyond the provision of electricity. City Light is working with the city’s Office of Neighborhood Planning to improve public lighting and support the neighborhood plans. City Light is also participating in key transportation improvement projects throughout the City.

When Gary came to City Light it was in dire need of updating its customer billing system. Gary worked with Seattle Public Utilities to put in place a new joint billing system that provides a more accurate review of bills before they go to customers. The new system will be the platform for many future improvements in customer service. While the transition was difficult with predictable and unpredictable challenges, it is performing more effectively every day and meeting the demand of calculating and processing four million bills a year

Regional leadership – local benefits

Gary came to work at City Light at a time when electric deregulation in the United States was just beginning to take shape. The utility, however, was focused inward on a series of internal personnel and budget problems and was not well positioned on this emerging challenge

Gary has helped prepare the utility for the new business environment and derail the deregulation juggernaut in the Washington state legislature. Building on strong working relationships with regional utilities and national consumer interest groups, Gary continues to be recognized as an effective leader working against the federal electricity deregulation agenda. His involvement in regional and national utility organizations include the American Public Power Association, North American