



# City of Seattle

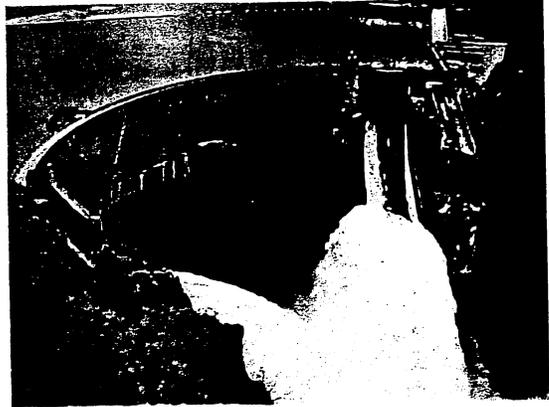
---

Greg Nickels, Mayor

**Seattle City Light / Boundary Powerhouse**  
James Collen, Manager

January 22, 2003

The Honorable Greg Nickels  
Mayor, City of Seattle  
600 Fifth Avenue  
12<sup>th</sup> Floor  
Seattle, WA 98104  
Attn: Regina LaBelle



Your Honorable Greg Nickels,

I would like to introduce myself, I am James Collen, Manager of Seattle City Light's Boundary Dam Project. I am forty-seven years of age and have been employed with the City of Seattle for twenty-eight years. I have been in my current position of leadership at Boundary for the last fifteen years. I am writing in passionate support of the reconfirmation of Superintendent, Gary Zarker.

The Boundary Project is located in the northeastern corner of Washington State in Pend Oreille County. Pend Oreille County has a population of 11,732 and an unemployment rate of 8.4%. In a non-rate payer environment, Seattle City Light is one of the largest employers in the county, and is viewed positively as a large business contributing to the prosperity and economic development of the population of the area. Boundary generation provides 55.7% of Seattle's owned hydroelectric energy. Its importance to the City of Seattle is evident.

For years of my career, in particular as a member of management, I felt we were stifled by a corporate culture that I can only describe as "captured in our own environment". That drastically changed in 1995 with the appointment of Mr. Zarker. A needed change occurred posturing us for success in the future. A business plan was developed. Clear direction included such valuable tools as benchmarking and networking with other utilities, and an emphasis of "thinking out of the box". Boundary's concerns of infrastructure needs, generation reliability, and future FERC relicensing of this project were brought forward.

---

Boundary Powerhouse, P.O. Box 219, 10382 Boundary Road, Metaline Falls, WA 99153  
Tel: (509) 446-3083 (206) 706-0125, Fax: (509) 446-2928 (206) 706-2040

An equal employment opportunity, affirmative action employer, Accommodations for people with disabilities provided upon request.

Page 2

Mr. Zarker has continued to take a personal interest in the Project and I might add it's surrounding community, which is equally important to the upcoming relicensing of Boundary. As one of many examples, in 1997 I was directed by Mr. Zarker and my management team to negotiate a partnering agreement to build and provide fiber optic cable from Spokane. The installed cable resolved many of our business needs and provided technology to the county residents and schools, a much needed and non-existing medium for education through video conferencing and information technology.

Superintendent Zarker guided and removed us from the obsolescence of a corporate culture of years gone by. We now go forward facing the many future challenges of our industry with an analyzing posture, a common strategic goal to be the best in the industry, always evaluating our performance, and correcting our course as needed to assure the best in service at the lowest cost for our customers and their children in the future.

I urge you to reconfirm Superintendent Gary Zarker.

Sincerely,  
James Collen  
Manager  
Seattle City Light  
Boundary Powerhouse

JCC/tjb