

January 24, 2003

The Honorable Greg Nickels
600 Fourth Avenue
12th Floor
Seattle, WA 98104

Mayor Nickels,

I have been working at Seattle City Light since 1998 as a consultant and as Director of Generation Operations. I have had a unique situation from the beginning of my assignment. I was brought into the organization to provide independent oversight to the Boundary Rehabilitation Program as a result of the City Council's effort to better control major capital projects. Mr. Zarker and his management group recognized the benefits of proposed improvements and asked me to join the organization to implement them

Mr. Zarker recognizes where change is appropriate. He acts on valid information and has the insight to bring in or grow the expertise required to create improvement. He is not precipitous in his response to the daily turmoil of the utility business. He is careful and thoughtful. Making organizational changes that are proper and permanent takes time and patience. Mr. Zarker has demonstrated those traits and will use them in good fashion to guide City Light into the future.

While there has been a lot of press and a lot of pressure on Mr. Zarker and City Light as a result of reviews and audits, Seattle City Light is not in trouble as a utility. The rates are still very low, the service is very reliable and our attention to civic and environmental responsibility is recognized as part of our culture rather than a side line business.

In any other venue, the City Light senior management should be getting very good reviews for the status of our utility in the aftermath of the recent crisis in electric markets. As a new citizen of Seattle and one who cares about the future of Seattle City Light, I believe that this organization has the appropriate core to move into the future and keep our values in tact.

Gary has publicly recognized that additional changes need to be implemented to be successful in the electricity future. I am confident that he will use the same foresight, care and patience that he has demonstrated in the recent past to move us forward.



Dave Howell
Sr. Manager, Tennessee Valley Authority
Assigned:
Director, Generation Plant Operations Division
Seattle City Light