



February 1, 2021

By Electronic Mail

The Honorable Gary F. Clark
Chairman
Florida Public Service Commission
2540 Shumard Oak Boulevard
Tallahassee, Florida 32399-0850

Re: Test Year Notification Pursuant to Rule 25-6.140, Florida Administrative Code

Dear Chairman Clark:

Tampa Electric Company (Tampa Electric or the company) has been serving customers in west central Florida since 1899. We provide retail electric service to almost 800,000 customers in a 2,000 square mile service territory in Hillsborough and portions of Polk, Pasco, and Pinellas counties. Tampa Electric and its 2,400 employees are focused on safety, providing cleaner and greener energy for our communities, and making it easier for our customers to do business with us – when and where they want.

Tampa Electric last requested a general base rate increase almost eight years ago. Since then, the company has been operating under two Commission-approved settlement agreements that have limited our ability to request general base rate relief, but have nevertheless allowed us to continue making sound investments to serve our customers and communities. These investments, combined with disciplined cost management, have enabled us to transform our company while maintaining customer rates that are among the lowest in Florida and well below the national average.

The first agreement was a Stipulation and Settlement Agreement (2013 Stipulation) that resolved Tampa Electric's 2013 rate case. Therein, Tampa Electric agreed that the general base rates established in the 2013 Stipulation would remain in effect through December 31, 2017, and thereafter, until the company's next general base rate case, except for a Generation Base Rate Adjustment (GBRA) for the Polk Power Station (Polk).

The second agreement, which ends December 31, 2021, is the 2017 Amended and Restated Stipulation and Settlement Agreement (2017 Agreement). This agreement amended and restated the 2013 Stipulation by extending the general base rate freeze included in the 2013 Stipulation and replacing the Polk GBRA mechanism with a Solar Base Rate Adjustment (SoBRA) mechanism that included a strict cost-effectiveness test and a cost cap to protect customers. It also included an asset optimization plan, a tax savings provision, and a storm cost recovery mechanism that have delivered real benefits to our customers.

Both agreements required Tampa Electric to continue using the depreciation and amortization rates approved by the Commission in 2012, relieved the company of the need to file depreciation and dismantlement studies every four years, and directed the company to file a depreciation study no more than one year nor less than 90 days before the filing of its next general rate proceeding, such that the proposed depreciation rates can be considered contemporaneously with the company's next general rate proceeding. Tampa Electric filed a depreciation and dismantlement study with the Commission on December 30, 2020.

Transformation and Customer Benefits During the Term of the Agreements

For over eight years now, the 2013 Stipulation and 2017 Agreement have created a constructive regulatory framework for Tampa Electric, promoted rate stability and predictability, and delivered important benefits to our customers. Pursuant to the 2017 Agreement, the Commission approved two general base rate decreases for Tampa Electric totaling approximately \$107 million to reflect reductions to federal and state corporate income tax rates. The Commission also approved storm cost recovery for Tampa Electric of over \$90 million for four named storms without imposing a general base rate increase or storm surcharge on customers.

Transforming Generation. The 2013 Stipulation allowed the company to harness the energy associated with waste heat at its Polk Power Station by converting Polk Units Two through Five into highly efficient combined cycle generating units. Under the 2017 Agreement, the company built and recovered the cost of its investments in 600 MW of cost-effective photovoltaic solar generating capacity and began important transformational projects such as construction of the Big Bend Modernization Project, discussed further below. By December 31, 2020, the Polk and SoBRA projects combined to reduce the company's carbon emissions and saved our customers over \$184 million in fuel costs since 2013.

Solar Energy Leader. Tampa Electric is now one of Florida's solar energy leaders. Our existing solar generating units power more than 100,000 homes, businesses, and schools. We are planning to build an additional 600 MW of solar capacity in a way that will allow all our customers to enjoy the benefits of additional solar. When we complete these additional solar projects, nearly 14 percent of our energy will be from solar. This cost-effective long term energy solution will be enough to power more than 200,000 homes, and will promote price stability for customers, increase our fuel diversity, and reduce carbon emissions.

Safety, Reliability and Customer Experience. The two agreements gave the company an opportunity to sharpen its focus on safety, cost-control, and system reliability, and to implement customer-friendly projects like our new Customer Relationship and Billing System (CRB) and Advanced Metering Infrastructure (AMI).

We have committed ourselves to achieving World Class safety, and to the beliefs that (1) all injuries are preventable and (2) no business consideration can take priority over safety. We established a 10-element comprehensive safety management system founded on employee ownership and engagement in safety initiatives.

Our digital enhancements since 2013 have given customers more convenience, choices, and self-service offerings, including an on-line Customer Preference Center (CPC). The CPC offers alerts and notifications through a customer's channel of choice, and a customer portal that allows customers to conduct business with us at their convenience. We have developed enhancements to our outage map and outage communications, as well as process improvements and transactional enhancements that make it easier for customers to do business with us.

We are replacing streetlights and area lights with smart LED technology. This new technology uses less energy (which means lower carbon emissions), is better for the environment, and saves money. The new LED lights automatically notify us when they are out for a quicker repair, which helps our communities stay well-lit and safe.

Investments and programs like these have improved the company's safety, reliability, efficiency, and customer service performance as shown below:

Safety: Tampa Electric's reportable OSHA incidents have declined from 26 in 2014 to a low of 14 in 2020. Our incident rate has declined from 1.28 in 2014 to a low of 0.59 in 2020.

Reliability: Our system reliability and related metrics have improved. Our outages were 26 percent shorter and our "flickers" were 40 percent less frequent. Our System Average Interruption Duration Index (SAIDI) declined from a high of 98.45 in 2016 to a low of 70.02 in 2020. Our Momentary Average Interruption Frequency Index (MAIFI) declined from a high of 12.77 in 2013 to a low of 6.18 in 2020. Our Customer Average Interruption Duration Index (CAIDI) declined from a high of 75.48 in 2014 to 59.34 in 2020.

Efficiency: Our average net system heat rate (Btu/kWh), which reflects the efficiency of our generating fleet, has declined from about 9,200 in 2013 to 7,600 in 2020, an improvement of about 17 percent.

Customer Service: We have made big improvements in our customer contact center. The company's contact center improved the telephone service level from 46.7 percent in 2016 to over 80 percent in 2020.¹ The company's average time for answering calls declined from over five minutes in 2016 to about 45 seconds in 2020 and the percentage of answered calls increased from 85 percent in 2016 to 97 percent in 2020.

¹ Telephone service level represents the percentage of customer phone calls answered within our service level goal (80 percent of calls answered in 30 seconds or less).

The total number of calls answered annually declined from about 2.2 million in 2016 to 1.5 million in 2020, which reflects efficiency and process improvements and the popularity of our self-service options with customers.

Customer Satisfaction: Our J.D. Power ranking for residential customer overall satisfaction has improved from the fourth quartile in 2017 to the top of the second quartile in 2020. We are ranked in the first quartile for three out of six drivers of customer satisfaction including Price, Billing and Payment, and Customer Care, and in the second quartile for the remaining three drivers, i.e., Communications, Corporate Citizenship, and Power Quality and Reliability. For business customers, we are currently in the first quartile, ranked second in our segment for overall customer satisfaction, and ranked in the first quartile for all drivers of satisfaction. We have steadily improved our industry ranking year-over-year for both residential and business and are now ranked 40th out of 143 national residential brands and 4th out of 86 national business brands.

Financial Profile. Tampa Electric's financial profile has also changed since 2013. With more than 20 million residents, Florida is one of the nation's fastest growing states, and the Tampa Bay/I-4 Corridor is its fastest growing area. We now serve almost 800,000 customers, up 14 percent from about 700,000 customers in 2013. Our rate base investments have grown from about \$4 billion in 2013 to \$6.7 billion today and are expected to be \$7.9 billion in 2022. Our annual base revenues have increased from about \$900 million in 2013 to almost \$1.2 billion in 2020, or by about 33 percent. Major portions of our rate base growth have helped us reduce the level of fuel expenses borne by our customers.

Fuel Expenses. Our annual fuel expenses, which are a direct pass-through to customers, have declined by about 40 percent from a peak of over \$700 million in 2014 to approximately \$425 million in 2020. We reduced our overall fuel expenses and delivered the value of lower natural gas prices to our customers through prudent construction of solar generation, expansion of dual-fuel capability at our power plants, continued investments in efficient natural gas fired combined cycle technology, and careful dispatching of our generating units.

Fuel Mix and Carbon Reduction. We made two of our most significant improvements in the mix of fuel we use to generate electricity and the way we have reduced our carbon emissions. We reduced our coal consumption by 90 percent since 2015. In 2013, about 59 percent of Tampa Electric's electricity was generated using coal, about 41 percent was natural gas-fired, and we had no solar generation. By 2020, about five percent of our electricity was generated using coal, about 89 percent was natural gas-fired, and about 6 percent was from solar. These changes in our fuel generation mix resulted in a significant reduction in our carbon emissions, which fell from 15.7 million tons in 2013 to about 8.8 million tons in 2020. By 2023, we will have reduced our carbon dioxide emissions by the equivalent of removing one million cars from local roadways.

O&M Expenses. Despite upward pressure on the costs of providing service from inflation and significant customer growth, we have made all these changes while keeping our operations and maintenance (O&M) expenses essentially flat from 2013 to 2020.

Lower Customer Bills. Adding solar generation and transitioning away from coal has allowed us to capture the value of declining natural gas prices and “no-fuel” solar to drive our typical monthly residential bill lower in 2020 than it was in 2013. Our typical monthly residential bill in 2013 was \$102.58 and in 2020 was \$97.69, a decrease of almost \$5 a month. Our typical monthly residential bills are among the lowest in Florida and are 21 percent below the national average. We expect them to remain well below the national average even with our upcoming request for rate relief.

More Transformation and Customer Benefits to Come

Tampa Electric is safer, cleaner, and greener, and provides a better customer experience than in 2013; however, our work is not complete. To continue delivering the value our customers expect, we must plan for the long term and invest now to create an even cleaner, greener, and more efficient energy future. We constantly strive to identify and implement projects and strategies that will further improve our safety, reliability, customer experience, and environmental profile. The following projects - planned or currently underway - are vital to our vision for our customers and company:

1. Big Bend Modernization (Units One and Two)

The company will retire Unit Two and repower Unit One as a clean natural gas-fired two-on-one combined cycle generating facility. The repowered Unit One will be the most efficient generating unit in the company’s fleet. Among other benefits, these changes will generate approximately \$750 million in cumulative present value revenue requirement (CPVRR) savings for our customers.

2. Retirement of Big Bend Unit Three

Retiring Unit Three in April 2023 - rather than operating it on coal or gas until its planned retirement in 2041 - will reduce environmental risks and carbon emissions, provide operational benefits, and generate approximately \$250 million in cumulative present value cost savings for our customers.

3. Additional 600 MW of Solar Generation

Through 2023, Tampa Electric plans to add an additional 600 MW of utility-scale solar generating capacity through 11 specific projects across our service territory in three phases. These projects are expected to generate over \$70 million in CPVRR savings for our customers.

4. Smart Grid and AMI

Tampa Electric has plans to further empower customers through technology via a multi-year project to build a smarter grid that delivers safe, more reliable, and affordable energy to our customers. A key element of our plan is a system-wide replacement of Automated Meter Reading (AMR) meters with state-of-the-art AMI.

Term of Agreements Ending

The agreements described above have clearly benefitted Tampa Electric's customers, but will be expiring at the end of this year. We note that Florida Power & Light Company (combined with Gulf Power Company) has recently advised the Commission of its intent to seek a multi-step rate increase over four years beginning in 2022, and that Duke Energy Florida, Inc. has filed an agreement to increase its base rates in phases over a three-year period beginning in 2022. Like FPL and Duke, Tampa Electric finds itself with a need to file a request for a general base rate increase, described below, as its 2017 Agreement draws to a close. When the company's proposed new base rates and charges become effective on January 1, 2022, over eight years will have elapsed since the Commission approved the 2013 Stipulation, and we anticipate that the worst of the COVID-19 pandemic will be behind us.

Helping Our Communities Through the Pandemic

Tampa Electric is acutely aware of the impact that the pandemic has had on our customers and the communities we serve. Some of our team members and/or their family members have endured COVID-related illnesses, and by now, we all know someone who has been affected by the virus.

Since the onset of the pandemic in early last year, Tampa Electric, its sister company Peoples Gas, and their employees together have donated over \$2 million to local organizations providing pandemic relief. These donations, which were not made using ratepayer funds, include:

- \$1 million in bill credits to approximately 12,000 customers in need in early 2021. The bill credits were one-time, \$85 credits for residential customers who received certain federal low-income assistance during 2020, including the Low-Income Home Energy Assistance Program (LiHEAP) and Emergency Home Energy Assistance for the Elderly Program (EHEAP).
- \$500,000 from Tampa Electric and Peoples Gas to the Share Program which supports customers who struggle paying their utility bills. Our employees and other generous customers contributed additional support to approximately 5,000 customers.

- \$500,000 to other charitable partner organizations working on the front lines of the pandemic to provide critical support to our communities, including \$200,000 to the United Way's efforts for those who lost income, \$25,000 to the Florida Virtual School, and \$275,000 to other charitable organizations that provide meals and housing.
- Tampa Electric employees served our communities in 2020 by volunteering more than 28,670 hours.

Tampa Electric has taken other extraordinary steps to assist our customers, and to be an energy-solution partner that cares, including:

1. imposing a moratorium on disconnections from March until September 14, 2020;
2. offering modified payment arrangements allowing residential customers with past due balances to make an initial down payment of 10 to 40 percent of the balance owed, with the remainder spread over three to 12 monthly, interest-free installment payments;
3. making a mid-course correction to the company's fuel and capacity cost recovery factors, which resulted in bill credits in June, July, and August of 2020, and lower fuel charges through December 2020;
4. providing more frequent communications to our customers delivering pandemic-related information and prompting customers to address past due balances through alternative payment plans and to help them get payment assistance from third parties; and
5. coordinating extensively with governmental and non-profit organizations offering bill payment assistance, through programs such as: Salvation Army Share Program; City of Tampa's LiHEAP and EHEAP programs; Hillsborough County's Rapid Response Recovery Assistance Program (R3); The Society of St. Vincent DePaul Conferences' customer referral program; the Tampa Bay Lightning; and the Tampa Bay Buccaneers.

As a result of these efforts, our customers received bill payment assistance totaling more than \$10 million in 2020.

Test Year Request

We understand that there is never a good time to request a rate increase. It was, therefore, only after thorough and careful consideration of financial projections that we reached the conclusion that we must request Commission approval for an increase in our

retail base rates and changes in service charges effective January 1, 2022. Accordingly, pursuant to the provisions of Rule 25-6.140, Florida Administrative Code, Tampa Electric proposes the projected 12-month period January 1, 2022 through December 31, 2022, as the appropriate and representative test year for the company's petition for a permanent increase in its general base rates and service charges. The proposed test year is a calendar year that corresponds with the company's fiscal year. The new rates and charges to be developed are expected to be effective January 1, 2022. This proposed 2022 projected test year will: (1) most accurately reflect the economic conditions during the first 12 months the new rates will be in effect and (2) match projected revenues with the projected costs and investment required to provide customers with service during the period following the effective date of the anticipated final order in this proceeding.

Major Factors Necessitating a General Base Rate Increase

To continue delivering the value our customers expect and knowing that our customers' expectations continue to evolve based on the service they receive from non-energy companies, we must plan for the long term and invest now to create an even cleaner, greener, and more efficient and reliable energy future. The major factors driving the need for a rate case include continued growth in rate base and associated depreciation expense increases, modest increases to O&M expenses to meet customer expectations, and revenue growth that has not kept pace with the needs of our system. More specifically:

1. The company's investment in rate base assets has grown 68 percent since 2013 to \$6.7 billion today and is expected to be \$7.9 billion in 2022. Some of this rate base growth has been addressed through incremental GBRA and SoBRA revenues, but general revenue growth will not be sufficient to allow the company to recover the costs associated with important projects like the Big Bend Modernization, Smart Grid/AMI, the additional solar generation capacity described above, and the general capital needs associated with our growing system.

2. Our investment in Energy Supply assets (production plant) will have increased by approximately \$2 billion from 2013 to 2022. Some of these investments have been recovered via a GBRA or SoBRA, but all have improved efficiency and environmental performance, are cost-effective, and in the long-run best interests of our customers. They include the Polk conversion, 655 MW of solar generating capacity, and the capital costs associated with major planned outages at Big Bend, Bayside, and Polk Power Stations.

3. Tampa Electric's Energy Delivery system has grown and become stronger and more resilient since 2013. We have added approximately 40 miles of overhead transmission lines and 890 miles of underground distribution lines. The company has placed eight new substations in service and added over 900 single and three phase reclosing devices on our distribution system. Our major capital spending in the Energy

Delivery area from 2013 to 2022 includes distribution system enhancements to serve new customers, preventive maintenance and other replacements, AMI, and new transmission lines and expanding existing transmission facilities needed to add the required capacity to provide electric service to new residential and business customers.

4. Our rate base growth has been accompanied by a commensurate increase in depreciation expense, which has grown from about \$215 million in 2013 to \$310 million in 2020. While some of this depreciation expense growth relates to GBRA and SoBRA assets, a significant portion of it is attributable to the growth in non-GBRA and non-SoBRA rate base described above.

5. We filed a depreciation and dismantlement study on December 30, 2020 in accordance with the 2017 Agreement. Depreciation expense during 2022 will be approximately \$450 million, of which \$44 million will be attributable to the higher depreciation rates in the study. Although the depreciation study filing moratorium in the 2013 Stipulation and 2017 Agreement reduced cost pressures during the term of the agreements by deferring rate-driven depreciation expense increases, delaying depreciation and dismantlement studies had the predictable effect of pushing a material depreciation expense increase into the 2022 test year.

6. Our December 30, 2020 depreciation and dismantlement filing also outlines a need to establish capital recovery schedules for the undepreciated net book value on December 31, 2021 of our investment in: (a) the portions of Big Bend Units One, Two, and Three to be retired and (b) the AMR meters to be retired in conjunction with our Smart Grid initiative. The company has proposed that the net book value of these assets to be retired be amortized over ten years at an annual total cost of \$63 million.²

7. Tampa Electric has invested extensively in information technology (IT) to improve its customer experience. These improvements include our CRB system and the infrastructure that will support AMI. How we have invested and the costs we have incurred for IT have been significantly influenced by requirements of the Federal Energy Regulatory Commission, the North American Electric Reliability Corporation, and the Sarbanes-Oxley Act of 2002, as well as increased customer cyber-security and privacy demands.

² Cost recovery for some of the environmental compliance assets associated with Big Bend Units One, Two, and Three is currently being accomplished through the Environmental Cost Recovery Clause ("ECRC"). The capital recovery schedule amounts for Big Bend Units One, Two, and Three in the company's December 30, 2020 depreciation filing reflect total company amounts without regard to whether the costs of the assets are being recovered through the ECRC or base rates. The company will be requesting recovery of the portion of the capital recovery schedules associated with assets being recovered through the ECRC when it makes its projection filing for ECRC in 2021. The company will request cost recovery for the portions of the capital recovery schedules associated with assets being recovered through base rates when it files its request for a general base rate increase.

8. Although the company has been able to keep its overall O&M expense levels essentially flat since 2013 through steps such as the smart use of technology and prudent cost management practices, the costs of labor, contractors, materials, insurance, and health care benefits are accelerating at a pace that is causing the company's O&M expenses to increase.

9. Although the Tax Cuts and Jobs Act of 2017 benefitted our customers by reducing our federal income tax rate, it also eliminated "bonus" depreciation for federal income tax purposes. The combination of the loss of bonus depreciation and the required re-valuation of our accumulated deferred income tax balances has reduced the amount of zero-cost capital in our capital structure, thus requiring additional equity.

10. An appropriate return on common equity (ROE) is essential for a regulated utility to attract capital necessary to make long-term investments, maintain and improve the company's quality of service, and lower costs for customers over time. Tampa Electric currently projects that its earned ROE in 2022 without rate relief will be below five percent. Tampa Electric will request that the Commission approve an authorized ROE of 10.75 percent, with a range of plus or minus 100 basis points.

The company is currently finalizing its 2022 revenue requirements; however, our preliminary estimate is that a \$280 million to \$295 million general base rate increase will be needed effective January 1, 2022. We expect our 2022 test year request to address Phase One of the Big Bend Modernization, our investment in AMI and 225 MW of our planned solar capacity. Our upcoming petition will be filed on April 2, 2021 and will also propose GBRA's in 2023 and 2024. The 2023 GBRA (about \$100 million) is expected to address Phase Two of the Big Bend Modernization and 225 MW of solar capacity. The GBRA for 2024 (about \$30 million) is expected to address 150 MW of solar capacity. These base rate increases are expected to be partially offset by fuel savings.

We will continue to design our rates so that it is less expensive to consume electricity under 1,000 kilowatt-hours (kWh) in a month, which will benefit our low-income customers. If our anticipated request for 2022 is granted, our new rates will be only 4 percent higher than they were in 2009, will be 18 percent lower than they were in 2009 on an inflation-adjusted basis, will still be among the lowest in Florida, and will remain well below the national average.

Tampa Electric will not request that its petition for rate relief be processed using the proposed agency action process authorized in Section 366.06(4), Florida Statutes, because its annual sales to end-use customers exceed 500 gigawatt hours.

Actions Taken to Avoid a Retail Base Rate Increase

Since 2013, Tampa Electric has worked diligently to keep its costs low. The company continues to pursue efficiency improvements, innovation and cost reductions in all areas of its operations. Here are some of the steps we have taken to avoid seeking a general base rate increase:

- Since 2013, we have voluntarily limited our ability to request general base rate increases by entering into the 2013 Stipulation and 2017 Agreement. These agreements have provided demonstrable benefits to our customers.
- We reduced base revenues by a total of approximately \$107 million without delay to give our customers 100 percent of the expense savings from federal and state tax rate reductions.
- The company has used cost discipline, process and system improvements, smart asset management and investments, and thoughtful spending analyses to control O&M expenses since 2013. This has resulted in exemplary cost metrics, as well as proposed O&M expense levels for our 2022 test year that will be significantly below the Commission's benchmark.
- We have worked deliberately and aggressively since 2013 to capture the benefit of lower borrowing costs for our customers. The company has refinanced higher cost debt at lower rates, issued new debt at historically low rates, and transformed our short-term borrowing portfolio to optimize the use of instruments with the lowest possible rates.
- The company has used the asset optimization plan authorized in its 2017 Agreement to deliver benefits to customers that have helped mitigate the need for rate relief. In 2018, 2019, and 2020, our customers received benefits of \$5.2 million, \$5.3 million, and \$5.4 million, respectively.

Tampa Electric continues to be a recognized leader in offering cost-effective demand side management (DSM) programs. The company offers more DSM programs than any other utility in Florida. The design of our comprehensive DSM portfolio ensures that all customers, particularly low-income customers, have opportunities to participate.

Tampa Electric and its customers have realized significant savings from the DSM programs offered since the inception of DSM in Florida in 1980. These DSM programs have reduced the need of 779 MW of summer peak demand, 1,289 MW of winter peak demand, and 1,722 GWh of annual energy. These demand and energy reductions have eliminated the need for seven – 180 MW peaking power plants along with the significant savings on fuel usage and emissions from the reduction in annual energy use each year.

Based on the October 6, 2020 United States Energy Information Administration's Annual Electric Power Industry Report, Tampa Electric ranks 69th out of the 693 reporting electric utilities in total peak demand savings and 99th in total incremental energy saved. Tampa Electric is ranked first out of the 29 Florida reporting electric utilities in total incremental energy saved and fourth in total peak demand savings in Florida.

Tampa Electric is recognized as the leading utility in Florida in providing DSM programs for low-income customers. The company currently offers two DSM programs (Energy and Renewable Education, Awareness and Agency Outreach; and Neighborhood Weatherization) specifically designed to provide and install a package of conservation measures at no cost to the customer to assist low-income families in reducing their energy usage. From 2013 through 2020, 55,877 low-income families participated in these programs. The company also offers free residential online, phone, and walkthrough energy audits to assist customers by increasing awareness of energy usage in their homes. From 2013 through 2020, Tampa Electric assisted 202,645 residential customers through these two energy audit programs.

Conclusion

Tampa Electric is focused on safety, providing cleaner and greener energy for our communities, and making it easier for customers to do business with us – when and where they want. We are working diligently to meet customer expectations and to deliver high quality electric service to them at just and reasonable rates. The general base rate relief to be addressed in the company's upcoming petition will be critically important to enable Tampa Electric to maintain its financial integrity while continuing to provide safe, reliable, responsible, and efficient electric service and to meet our customers' expectations.

Sincerely,

A handwritten signature in black ink, appearing to read "Nancy Tower", written in a cursive style.

Nancy Tower, President
Tampa Electric Company

cc: All via Electronic Mail
Honorable Julie Imanuel Brown, Commissioner
Honorable Andrew Giles Fay, Commissioner
Honorable Art Graham, Commissioner
Honorable Mike LaRosa, Commissioner
Forrest Boone, Chief Advisor to Chairman Clark
Katherine Fleming, Chief Advisor to Commissioner Brown
Jim Varian, Chief Advisor to Commissioner Graham
Eddie Phillips, Chief Advisor to Commissioner Fay
Ana Ortega, Chief Advisor to Commissioner LaRosa
Braulio Baez, Executive Director
Keith Hetrick, General Counsel
Apryl Lynn, Deputy Executive Director, Administrative
Mark Futrell, Deputy Executive Director, Technical
Adam Teitzman, Commission Clerk (also via e-filing portal)
Judy Harlow, Director, Division of Economics
Andrew Maurey, Director, Division of Accounting & Finance
Thomas Ballinger, Director, Division of Engineering
Dale Mailhot, Director, Office of Auditing & Performance Analysis
Cynthia Muir, Director, Office of Consumer Assistance & Outreach
Cayce Hinton, Director, Office of Industry Development & Market Analysis
Charles Rehwinkel, Deputy Public Counsel