

**BEFORE THE
FLORIDA PUBLIC SERVICE COMMISSION
DOCKET NO. 080317-EI**

**IN RE: TAMPA ELECTRIC COMPANY'S
PETITION FOR AN INCREASE IN BASE RATES
AND MISCELLANEOUS SERVICE CHARGES**



**DIRECT TESTIMONY AND EXHIBIT
OF
CHARLES R. BLACK**

DOCUMENT NUMBER DATE

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FPSC-COMMISSION CLERK



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1 **BEFORE THE FLORIDA PUBLIC SERVICE COMMISSION**

2 **PREPARED DIRECT TESTIMONY**

3 **OF**

4 **CHARLES R. BLACK**

5
6 **Q.** Please state your name, address, occupation and
7 employer.

8
9 **A.** My name is Charles R. Black. My business address is 702
10 N. Franklin Street, Tampa, Florida 33602. I am employed
11 by Tampa Electric Company ("Tampa Electric" or
12 "company") as President.

13
14 **Q.** Please provide a brief outline of your educational
15 background and business experience.

16
17 **A.** I received a Bachelor of Chemical Engineering degree in
18 1973 from the University of South Florida and I am a
19 registered Professional Engineer in the State of
20 Florida. I joined Tampa Electric in 1973 and have held
21 various engineering and management positions at Tampa
22 Electric and TECO Power Services, TECO Energy's former
23 independent power production operations. In December
24 1991, I was named Vice President, Project Management for
25 Tampa Electric. In that capacity, I was responsible for

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1 the engineering and construction of Tampa Electric's
2 Polk Power Station, a first-of-its-kind 255 MW (net
3 winter capability) integrated gasification combined
4 cycle ("IGCC") unit. From 1996 through October 2004, I
5 held leadership positions of progressively greater
6 responsibility within the organization. Most notably, I
7 was responsible for managing the repowering of Gannon
8 Station and its conversion from a coal-fired facility to
9 the natural gas facility, H. L. Bayside Power Station.
10 This was a cornerstone project in the company's
11 substantial environmental commitment made in 2000. In
12 October 2004, I assumed my current role of President of
13 Tampa Electric, and in that role I am responsible for
14 the overall management of the company.

15
16 **Q.** What is the purpose of your direct testimony?

17
18 **A.** After extensive and careful analysis, Tampa Electric is
19 requesting approval by the Commission for an increase in
20 the company's retail base rates and service charges.
21 The purpose of my direct testimony is to introduce the
22 witnesses who have filed direct testimony on Tampa
23 Electric's behalf, and to provide an overview of the
24 company's filing and its positions in this case.

25

1 Q. Have you prepared an exhibit to support your direct
2 testimony?

3
4 A. Yes. Exhibit No. ___ (CRB-1) entitled "Exhibit of
5 Charles R. Black" was prepared under my direction and
6 supervision. It consists of one document, "List Of
7 Minimum Filing Requirement Schedules Sponsored Or Co-
8 Sponsored By Charles R. Black".

9
10 Q. Briefly describe Tampa Electric.

11
12 A. Tampa Electric was incorporated in Florida in 1899 and
13 was reincorporated in 1949. In 1981, Tampa Electric
14 became a wholly owned subsidiary of TECO Energy, Inc.
15 The company is a public utility regulated by the Florida
16 Public Service Commission ("FPSC" or "Commission") and
17 the Federal Energy Regulatory Commission. The company
18 serves approximately 667,000 retail customers within
19 Hillsborough and portions of Polk, Pasco and Pinellas
20 counties, including the municipalities of Tampa, Plant
21 City, Temple Terrace, Winter Haven, Auburndale, Lake
22 Alfred, Eagle Lake, Mulberry, Dade City, San Antonio and
23 Oldsmar.

24
25 The company maintains a diverse portfolio of generating

1 facilities. Tampa Electric has five generating stations
2 that include fossil steam units, combined cycle units,
3 combustion turbine peaking units, an IGCC unit and
4 internal combustion diesel units. These units are
5 located at Big Bend Power, Bayside Power, Polk Power,
6 Phillips and Partnership Stations.

7
8 **Q.** Please summarize the company's position in this case.

9
10 **A.** Tampa Electric's primary goal is simple: safely provide
11 reliable electric service at the lowest possible cost
12 over the long term. While the goal is simple to state,
13 it is difficult to achieve. We are constantly
14 challenged by changes in the economy, shifting needs of
15 our customers and variations in weather. We are
16 challenged, too, by the ever-increasing need to protect
17 our environment and to comply with new laws and
18 regulations. Still, Tampa Electric has been
19 particularly successful in its efforts. The company has
20 met these challenges by investing billions of dollars in
21 new generating facilities, new environmental equipment,
22 transmission and distribution facilities, and other
23 infrastructure necessary to meet the increases in demand
24 from a growing customer base. We have successfully
25 achieved this goal without a base rate increase since

1 1994, but we have exhausted our options and must now
2 seek a rate increase.

3

4 **Q.** When did the company's last full revenue requirements
5 proceeding take place?

6

7 **A.** The company's last full revenue requirements proceeding
8 was filed May 22, 1992. The Commission issued its Order
9 No. PSC-93-0165-FOF-EI in Docket No. 920324-EI on
10 February 2, 1993.

11

12 **Q.** In general, what changes has Tampa Electric experienced
13 since its last base rate increase?

14

15 **A.** Since the company's last base rate increase, Tampa
16 Electric has experienced tremendous customer growth
17 while providing cost-effective, reliable electric
18 service. The company has been able to maintain its
19 retail base rates while investing \$3.4 billion in
20 generation and infrastructure additions to its system as
21 operations and maintenance ("O&M") expenses dramatically
22 increased. Since 1992, the cost of goods and services,
23 as measured by the Consumer Price Index ("CPI")
24 increased 48 percent. In addition, the costs of
25 commodities essential to the production and distribution

1 of electricity have also increased dramatically since
2 that time. Labor costs have increased 77 percent and
3 steel and concrete prices have increased 72 and 73
4 percent, respectively.

5
6 Tampa Electric has also improved efficiency and
7 performance in all major areas of operations of its
8 electric system, which has experienced an increase in
9 retail peak demand of about 50 percent. In 2007, Tampa
10 Electric served a retail peak load of 4,123 megawatts
11 ("MW") compared to 2,771 MW served in 1992. As the
12 population has grown in our service area, Tampa Electric
13 has expanded its system to meet those needs. Today,
14 Tampa Electric serves approximately 667,000 customers,
15 almost 200,000 or 42 percent more customers than in
16 1992.

17
18 Customer growth in our service area is expected to
19 continue although at a slower pace than the state has
20 experienced in the past. While customer growth and
21 increased efficiencies have allowed the company to
22 operate well, customer growth and productivity
23 efficiencies are no longer sufficient to allow Tampa
24 Electric to continue to effectively and reliably meet
25 the electric needs of existing and new customers at

1 current base rates.

2

3 **Q.** Please identify Tampa Electric's witnesses and summarize
4 the purposes of their direct testimony in this
5 proceeding.

6

7 **A.** The direct testimony submitted by other witnesses on
8 behalf of Tampa Electric and the areas each witness will
9 address are as follows:

10 • **Gordon L. Gillette**, Tampa Electric's Senior Vice
11 President and Chief Financial Officer and TECO
12 Energy's Executive Vice President and Chief
13 Financial Officer, will describe the capital
14 structure of the company, the importance of
15 maintaining the company's financial integrity, and
16 the overall fair and reasonable rate of return
17 needed to accomplish this goal.

18 • **Susan D. Abbott**, managing director with the
19 investment-banking firm of New Harbor, Inc., will
20 discuss the consequences of regulatory action,
21 Tampa Electric's credit worthiness, its credit
22 ratings and the importance of the current rate
23 request.

24 • **Donald A. Murry, Ph.D.**, Vice President and
25 Economist with C. H. Guernesey & Company, will

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address the company's capital structure, cost of capital and fair and reasonable rate of return.

- **Lorraine L. Cifuentes**, Tampa Electric's Manager of Load Research and Forecasting, will discuss the company's load forecasting process, describe the methodologies and assumptions and the company's inflation assumptions.
- **Mark J. Hornick**, Tampa Electric's General Manager of Polk and Phillips Power Stations, will discuss the company's construction and O&M budgets for generation facilities.
- **Joann T. Wehle**, Tampa Electric's Director of Wholesale Marketing and Fuels, will support the company's fuel inventory requirements.
- **Regan B. Haines**, Tampa Electric's Director of Engineering and Field Services, will discuss the company's transmission and distribution system construction and O&M budgets. He will also discuss the company's reliability, service quality and storm hardening activities.
- **Dianne S. Merrill**, Tampa Electric's Director of Staffing and Development, will discuss the company's employee benefit costs, its record of controlling health care costs and the gross payroll expenses for the company.

- 1 • **Edsel L. Carlson Jr.**, Tampa Electric's Risk
2 Manager, will address the appropriateness of the
3 proposed annual storm reserve accrual and the
4 target level for the storm reserve.
- 5 • **Steven P. Harris**, Vice President with ABS
6 Consulting, will address his study supporting our
7 proposed annual storm reserve accrual and the
8 target level for the storm reserve.
- 9 • **Alan D. Felsenthal**, Managing Director with Huron
10 Consulting Group, will support the company's income
11 tax calculations.
- 12 • **Jeffrey S. Chronister**, Tampa Electric's Assistant
13 Controller, will discuss the company's budgeted O&M
14 expenses, income statement, balance sheet and
15 ongoing capital budget and will review Tampa
16 Electric's outstanding record of managing O&M
17 expense below the Commission's O&M benchmark. In
18 addition, witness Chronister will explain the
19 calculation of Tampa Electric's revenue requirement
20 for 2009.
- 21 • **William R. Ashburn**, Tampa Electric's Director of
22 Pricing and Financial Analysis, will discuss the
23 jurisdictional separation and retail class cost of
24 service studies, billing determinants, billed
25 electric revenue budgets and rate design.

1 Q. What is the company's specific base rate relief request?

2

3 A. Tampa Electric is requesting a \$228.2 million increase
4 in base rates and service charges effective on or after
5 May 1, 2009, based on a 2009 projected test year. This
6 increase will cover our costs of service and allows us
7 the opportunity to earn an appropriate return on the
8 company's investments. In establishing an appropriate
9 rate of return for Tampa Electric, the testimonies of
10 witnesses Donald A. Murry, Ph.D. and Gordon L. Gillette
11 reflect that the midpoint of a fair return on equity
12 ("ROE") is 12.00 percent with a range of 11.00 to 13.00
13 percent.

14

15 Q. What are the major factors driving the need for this
16 base rate increase in 2009?

17

18 A. The significant cost drivers that have resulted in the
19 need for a base rate increase are summarized below. The
20 company's various witnesses in this proceeding address
21 them in more detail.

22

23 **Generation**

24 The company has added significant generating resources
25 to its system since 1994. From 1994 through 2007, Tampa

1 Electric has added approximately 1,400 MW of generation
2 to meet growing customer demand. Polk Unit 1 is an IGCC
3 power plant that has been named the cleanest coal-fired
4 unit in North America and was placed in service in 1996.
5 Polk Units 2 and 3, both simple cycle combustion
6 turbines, were placed into service in 2000 and 2002,
7 respectively. Polk Units 4 and 5 (also simple cycle
8 combustion turbines) were placed into service in 2007.
9 In addition, as part of a comprehensive environmental
10 settlement, the Gannon coal-fired generation assets were
11 repowered into the Bayside Power Station, a gas-fired
12 combined cycle plant completed in 2004. Although all of
13 these generation additions were determined to be the
14 lowest cost resources to meet customers' needs, these
15 investments have resulted in incremental costs above
16 incremental revenue to Tampa Electric's system.
17 Consequently, one of the major factors underlying the
18 need for a change in base rates is to reflect these
19 investments that are in rate base.

20
21 The company plans to construct five simple cycle
22 combustion turbines in 2009 and two simple cycle
23 combustion turbines in 2012, all to meet system peaking
24 needs. In addition to generation added since the
25 company's last rate case, Tampa Electric's current 10-

1 year generation expansion plan includes over 2,500 MW of
2 new generation. The 2,500 MW of new generation includes
3 a 533 MW natural gas combined cycle base load unit the
4 company plans to add at its Polk Power Station by 2013.
5 Finally, the company plans to invest in 2008 and 2009
6 for a rail facility at Big Bend Power Station to provide
7 the company with transportation diversity for solid
8 fuel. Tampa Electric witness Mark J. Hornick will
9 address our generation expansion plans further in his
10 direct testimony.

11
12 **Transmission and Distribution**

13 Tampa Electric made and will continue to make
14 significant capital investments in its transmission and
15 distribution infrastructure to meet its obligation to
16 reliably serve customers and to meet the new system
17 hardening requirements implemented by the FPSC after the
18 hurricanes of 2004 and 2005. Since our last rate case,
19 the company has added over 100 net miles of
20 transmission. In 2009 and beyond, transmission capital
21 expenditures are anticipated to be significant,
22 necessitated by additional generation in the state,
23 Florida Reliability Coordinating Council study impacts,
24 as well as hardening of the existing infrastructure as
25 discussed in the direct testimony of Tampa Electric

1 witness Regan B. Haines.

2
3 **Customer Demand**

4 While Tampa Electric has enjoyed strong customer growth
5 since its last base rate change, we expect it to slow
6 considerably over the next few years. Although a number
7 of factors such as increased conservation, improvements
8 in appliance efficiencies and increasing energy prices
9 have resulted in lower consumption, these reductions
10 have been offset to a large degree by the increasing
11 size of new homes and the increasing saturation of
12 electronic appliances and other electric equipment.
13 Energy consumption for the 2009 projected test year
14 includes the impacts of Tampa Electric's recently
15 approved new and modified demand side management
16 programs as well as higher appliance efficiency trends
17 associated with the Energy Policy Act of 2005. Tampa
18 Electric witness Lorraine L. Cifuentes discusses this in
19 more detail in her direct testimony.

20
21 **Operations and Maintenance Expenses**

22 For years, Tampa Electric has worked to control its O&M
23 expenses despite steady growth in demand and the number
24 of customers served, and while maintaining high levels
25 of service reliability and customer service. Total non-

1 fuel operating expenses for 2009 are expected to exceed
2 \$700 million. Tampa Electric's costs are expected to
3 continue to increase due to the cumulative effects of
4 inflation, customer growth and operational requirements.

5
6 Major impacts to the company's O&M since its last rate
7 increase include employee benefits such as healthcare
8 costs, depreciation expense, system hardening expenses,
9 storm reserve accruals and federal and state compliance
10 costs.

11
12 **Q.** Please describe the significant environmental commitment
13 the company has made.

14
15 **A.** Between November 1999 and December 2000, the U.S.
16 Department of Justice, acting on behalf of the
17 Environmental Protection Agency ("EPA"), filed lawsuits
18 against eight utility companies affecting 106 generating
19 units for perceived violations of New Source Review
20 ("NSR"), a complex program created by various provisions
21 of the Federal Clean Air Act. While Tampa Electric
22 contended it had not violated any NSR requirements, it
23 decided the best outcome for customers, the environment
24 and the company was to take early definitive action to
25 significantly lower its emissions and thereby resolve

1 the dispute. The company settled with the Florida
2 Department of Environmental Protection ("FDEP") in late
3 1999 and the EPA in 2000 and began implementing a
4 comprehensive program to decrease future emissions from
5 the company's coal-fired power plants dramatically.
6 Tampa Electric was the first utility in the country to
7 resolve issues raised by the agencies.

8
9 The emissions reduction requirements included flue gas
10 desulfurization systems ("FGDs" or "scrubbers") to help
11 reduce SO₂, projects for NO_x reduction efforts on Big
12 Bend Units 1 through 4 ("SCRs"), and the repowering of
13 the coal-fired Gannon Station to natural gas. The total
14 estimated costs are about \$1.2 billion. While most of
15 the environmental control systems are being recovered
16 through the Environmental Cost Recovery Clause ("ECRC"),
17 the repowering of Gannon Station makes up about \$750
18 million of the total commitment and it is not being
19 recovered through the ECRC nor was it taken into account
20 when the company's current base rates were approved.

21
22 **Q.** What have been the benefits of Tampa Electric's
23 settlement agreements with the EPA and FDEP?

24
25 **A.** Since 1998, Tampa Electric has reduced annual SO₂, NO_x

1 and particulate matter ("PM") from its facilities by
2 162,000 tons, 42,000 tons and 4,000 tons, respectively.
3 The reductions in SO₂ emissions were accomplished in
4 large part through the installation of scrubber systems
5 on Big Bend Units 1 and 2 in 1999. The Big Bend Unit 4
6 was originally constructed with a scrubber but it was
7 modified in 1994 to allow it to also scrub emissions
8 from Big Bend Unit 3. Currently, the scrubbers at Big
9 Bend Power Station remove more than 95 percent of the
10 SO₂ emissions from the flue gas streams.

11
12 The repowering of Gannon Station to Bayside Power
13 Station resulted in significant reductions in emissions
14 of all pollutant types. The installation of the SCRs on
15 all Big Bend units is expected to result in further
16 reduction of emissions. By 2010, these SCR projects are
17 expected to result in the total phased reduction of NO_x
18 by 62,000 tons per year, which is a 90 percent reduction
19 from 1998 levels. To date, these projects have resulted
20 in the reduction of SO₂, NO_x and PM emissions by 93
21 percent, 60 percent and 77 percent, respectively, below
22 1998 levels. In total, by 2010 Tampa Electric's system-
23 wide emission reduction initiatives will result in the
24 reduction of SO₂, NO_x and PM by 90 percent, 90 percent
25 and 72 percent, respectively.

1 Q. Has Tampa Electric reduced its greenhouse gas emissions?

2

3 A. Yes. In addition to the reductions in regulated
4 emissions listed above, since 1998, system-wide
5 emissions of CO₂ have been reduced by over 20 percent,
6 bringing emissions to below 1990 levels.

7

8 Q. What efforts has Tampa Electric taken to control
9 expenditures to avoid the need for higher rates?

10

11 A. Over the past 16 years, Tampa Electric has avoided
12 seeking a retail base rate increase despite having
13 experienced significant increases in operating costs and
14 having made significant capital investments to meet the
15 needs of its customer base. Since its last rate case
16 through year-end 2009, the company will have invested
17 more than \$1.7 billion in the construction of new
18 generating capacity and more than \$1.5 billion in the
19 expansion of Tampa Electric's transmission and
20 distribution system. During this same period of time
21 without rate relief, the CPI has increased by 48
22 percent. The company has been able to manage this
23 because of numerous initiatives. One key initiative has
24 been the concerted effort of Tampa Electric's management
25 and team members to control O&M expenses. Since its

1 last rate case, the company has succeeded in maintaining
2 its total O&M costs under the Commission's O&M benchmark
3 while customer growth increased by 42 percent during the
4 same time frame. Tampa Electric's 2009 total O&M
5 expenses are also below the Commission's benchmark.
6 Tampa Electric continues to pursue efficiency
7 improvements and cost reductions in all aspects of its
8 operations.

9
10 The performance of Tampa Electric's generating units has
11 also played a major role in Tampa Electric's ability to
12 control its base rates. The company has improved the
13 performance and availability of its existing generating
14 units. Some of these improvements have provided, in
15 effect, additional generation at a relatively low cost
16 compared to the costs of constructing new and more
17 expensive units. Additionally, Tampa Electric has
18 continued to provide aggressive demand side management
19 programs to its customers that have resulted in
20 deferring the need for approximately 660 MW of winter
21 generating capacity or the equivalent of almost four
22 simple cycle power plants.

23
24 I am proud of our team members' efforts in managing all
25 categories of expenses and I am pleased with the

1 benefits we have provided to our customers.
2 Unfortunately, we are at a point in time where these
3 actions are no longer sufficient to cover our costs to
4 provide service. For 2008, the company filed a
5 forecasted surveillance report with this Commission with
6 an expected 9.40 percent ROE, well below the bottom of
7 our authorized range. For 2009, without the revenue
8 requirements being sought, we expect the company's ROE
9 to be at 4.38 percent. It is beneficial for our
10 customers to have a financially solid electric utility
11 with access to capital markets as needed to fund a
12 robust and necessary capital program going forward at
13 prices that minimize impacts to customers, so a
14 projected ROE of 4.38 percent for 2009 is not in the
15 best interest of our customers or shareholders.

16
17 **Q.** What are the implications of Tampa Electric being
18 foreclosed from the markets?

19
20 **A.** As indicated in the direct testimony of witness Susan D.
21 Abbott, being unable to access capital markets and fund
22 company needs will increase costs, decrease reliability
23 and eventually result in higher costs to customers.
24 This is not acceptable for our customers.

25

- 1 **Q.** Has Tampa Electric considered its customers before
2 filing for an increase in rates?
3
- 4 **A.** Yes, we have. The company has carefully evaluated all
5 options before making this request. A major tenet of
6 Tampa Electric's operating philosophy is a focus on our
7 customers. While we are keenly aware of the impacts
8 that a price increase has, we remain committed to
9 continuing to find cost-effective conservation
10 initiatives, and to implementing efficiencies and other
11 prudent cost-cutting measures that minimize the need for
12 higher rates.
13
- 14 **Q.** Does Tampa Electric's proposed rate design support
15 statewide energy efficiency efforts?
16
- 17 **A.** Yes. We are proposing a two-block, inverted base energy
18 rate with the break-point at 1,000 kWh and a one cent
19 per kWh differential between the two blocks for the
20 residential standard service rate in lieu of a flat base
21 energy rate. We believe the higher rate above 1,000 kWh
22 provides an appropriate price signal to customers
23 regarding their energy usage because it can serve as a
24 means for encouraging energy conservation. To optimize
25 the advantage of this conservation-oriented rate design

1 and further motivate customers, we will also seek
2 Commission approval of a two-block inverted residential
3 fuel factor in our upcoming 2009 fuel and purchased
4 power projection filing in Docket No. 080001-EI on
5 September 2, 2008. By implementing an inverted rate
6 design for the residential base energy charge and fuel
7 factor, the company is supporting statewide efforts for
8 the efficient use of energy.

9
10 In addition, the company is proposing the continuation
11 of the RSVP rate, our critical peak pricing conservation
12 program known as Energy Planner. Energy Planner allows
13 customers to make energy consumption decisions based on
14 near real-time energy prices by using a programmable
15 "smart" thermostat provided by the company. Both the
16 RSVP and inverted rate designs reinforce state-wide
17 efforts to educate consumers regarding their energy
18 consumption while sending price signals that emphasize
19 the monetary benefits of energy conservation. Tampa
20 Electric witness William R. Ashburn discusses these
21 conservation-oriented rate designs in greater detail in
22 his direct testimony.

23
24 **Q.** Does the company have any special programs for customers
25 with special needs?

1 **A.** Yes. Our special needs programs include our 62+ program
2 and the assistance we provide to a variety of social
3 services programs, including our SHARE program, a
4 program that helps senior customers who have low-incomes
5 and/or who are medically disabled and unable to pay
6 their energy-related bills. We also provide Commission-
7 approved conservation related credits and cash
8 incentives to our customers to encourage them to use
9 electricity wisely. We attempt to communicate to our
10 customers in multiple forums and media to inform them
11 more clearly about energy issues, especially the steps
12 they can take to mitigate the effects of increasing
13 rates.

14
15 **Q.** Please discuss Tampa Electric's proposed overall rate
16 design.

17
18 **A.** Tampa Electric's proposed rates and service charges are
19 designed to produce the company's requested additional
20 revenues of \$228.2 million. Tampa Electric's proposed
21 rate design more accurately reflects the cost to serve
22 the various classes. Cost of service is a major
23 consideration in the rate design as well as revenue
24 stability and continuity. As I previously mentioned,
25 the rate designs for the residential class are designed

1 to produce conservation-oriented price signals. In
2 addition, the company is proposing to combine all demand
3 billed customers into a single rate schedule with cost-
4 effective options for customers that elect to be subject
5 to service interruption. Witness Ashburn discusses rate
6 design in greater detail in his direct testimony.

7
8 **Q.** Please summarize your direct testimony.

9
10 **A.** Tampa Electric has worked very hard to establish itself
11 as a low-cost provider of high quality electric service
12 while being sensitive to the interests of our customers
13 and the environment in which we live. We are extremely
14 proud of our environmental commitments as evidenced by
15 our Polk Unit 1 IGCC facility and our repowered Bayside
16 Power Station. Our accomplishments reflect the efforts
17 of a strong management team and dedicated team members
18 throughout the company. Collectively, our efforts have
19 succeeded in delaying as long as possible the necessary
20 increase in the company's retail base rates and service
21 charges while keeping pace with Florida's rapid growth
22 and demand for power. The central element in Tampa
23 Electric's operating philosophy is to provide customers
24 with reliable electric service at a reasonable price.
25 We know that price increases put economic pressures on

1 our customers but the declining financial condition of
2 the company coupled with our obligation to provide
3 reliable service mandate that we increase our prices in
4 order to have the opportunity to earn a fair return,
5 both in the near term and over time. This will
6 ultimately yield benefits to customers by ensuring that
7 we maintain access to capital markets in order to secure
8 the necessary funding for current and future investment
9 at a reasonable cost. After 16 years, an increase in
10 retail base rates is now necessary to ensure that Tampa
11 Electric can continue to provide reliable, cost-
12 effective electric service at the levels its customers
13 have come to expect.

14
15 **Q.** Does this conclude your direct testimony?

16
17 **A.** Yes, it does.
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TAMPA ELECTRIC COMPANY
DOCKET NO. 080317-EI
WITNESS: BLACK

EXHIBIT

OF

CHARLES R. BLACK

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DOCKET NO. 080317-EI
EXHIBIT NO. ____ (CRB-1)
WITNESS: BLACK
DOCUMENT NO. 1
PAGE 1 OF 1
FILED: 08/11/2008

LIST OF MINIMUM FILING REQUIREMENT SCHEDULES
SPONSORED OR CO-SPONSORED BY CHARLES R. BLACK

MFR Schedule	Title
F-9	Public Notice