

People Serving the Community



**Public Service Commission
District of Columbia**

**EVOLUTION OF THE ORGANIZATIONAL
STRUCTURE OF THE PUBLIC SERVICE COMMISSION
OF THE DISTRICT OF COLUMBIA
(1913 – 2015)**



THE PUBLIC SERVICE COMMISSION



The Public Utility Commission of the District of Columbia (Commission) was established by Congress in 1913 as a District Government agency to regulate the electric, natural gas, telephone, and transportation companies (street cars, taxicabs, etc.) in the District. PUC regulation of streetcars and busses ended in March 1961 when a regional Washington Metropolitan Area Mass Transit Commission (WMATC) became effective. In 1964, the Commission's name was changed to the Public Service Commission after it became responsible for also regulating the securities industry. The Commission stopped regulating most transportation companies in 1987 when taxicab regulation was moved to a newly created Taxicab Commission. Jurisdiction over the securities industry was moved from the Commission to a newly created District Government agency called the Department of Insurance, Banking, and Securities in 1997.



PUBLIC SERVICE COMMISSION



CHAIRMAN



Betty Ann Kane
Chairman

First appointed by Mayor Adrian Fenty, Betty Ann Kane began her term as a Commissioner in March 2007, and she was appointed the Chairman of the PSC in March 2009. Mayor Fenty reappointed her in 2011. Chairman Kane has over 30 years of service to the District Government in elected and appointed positions such as elected member of the DC Board of Education in the mid 1973 and three terms on the DC Council from 1978 to 1990. Her DC Council service included chairing the Public Services and Cable Television Committee, with legislative, budgetary and oversight responsibility for the PSC, Office of the Peoples Counsel, and Office of Cable Television.

Chairman Kane has also been a government relations advisor. She wrote a telecommunications and cable television guidebook for the National League of Cities. Chairman Kane also served as a Trustee and Executive Director of the DC Retirement Board, and led the transformation of the Board from an investment agency managing \$3.2 billion in pension funds to a full-service retirement and investment agency.

Chairman Betty Ann Kane currently serves as chairman of the Telecommunications Committee of the Mid-Atlantic Conference of Regulatory Commissioners, is a member of the Telecommunications Committee of NARUC and has been appointed by the FCC to the Joint Conference on Advanced Telecommunication Service and the North American Numbering Council. Chairman Kane is a graduate of Middlebury College and has a Masters Degree in English from Yale University. She is a 40-year resident of the District of Columbia. She and her husband, attorney Noel W. Kane, have two grown children.



PUBLIC SERVICE COMMISSION

COMMISSIONER



Willie L. Phillips
Commissioner

Willie L. Phillips was nominated by Mayor Vincent Gray and confirmed as a PSC Commissioner by the D.C. Council effective July 14, 2014, for a term ending June 30, 2018.

Commissioner Phillips is an experienced regulatory attorney combining over a decade of legal expertise in private practice and as in-house counsel. Commissioner Phillips has an extensive background in the areas of public utility regulation, bulk power system reliability, and corporate governance.

Prior to coming to the PSC, Commissioner Phillips served as Assistant General Counsel for the North American Electric Reliability Corporation (NERC), a not-for-profit international regulatory authority, in Washington, D.C. Before joining NERC, Phillips was an attorney at Van Ness Feldman LLP in Washington, D.C., and Balch & Bingham LLP in Birmingham, Ala., where he advised clients on regulatory compliance and policy matters and assisted on litigation and administrative proceedings on the Federal and State level. He has also worked as an aide on Capitol Hill.

Commissioner Phillips is a member of the National Association of Regulatory Utility Commissioners where he serves on the Committee on Electricity. He is also a member of the Mid-Atlantic Conference of Regulatory Utility Commissioners, Energy Bar Association, and American Association of Blacks in Energy.

Commissioner Phillips has a Bachelor of Science degree from the University of Montevallo and a Juris Doctor degree from Howard University School of Law. He is also a member of the District of Columbia Bar and Alabama State Bar Association.



PUBLIC SERVICE COMMISSION COMMISSIONER



**Richard A. Beverly
Commissioner**

Richard A. Beverly was nominated by Mayor Muriel Bowser and confirmed as a DCPSC Commissioner by the D.C. Council effective December 20, 2016, for a term ending June 30, 2020.

Commissioner Beverly has a long and distinguished record. He served as a Clinton Appointee to the U.S. Department of Labor's Administrative Review Board and has served as General Counsel for both the DCPSC and the Office of Employee Appeals for a total of over 30 years.

A Ward 1 resident, Mr. Beverly received a Bachelor Degree in Political Science from Howard University and a Juris Doctorate from American University.



MISSION STATEMENT



- **The mission of the Public Service Commission of the District of Columbia is to serve the public interest by ensuring that financially healthy electric, natural gas and telecommunications companies provide safe, reliable and quality utility services at reasonable rates for District of Columbia residential, business and government customers.**
- **We do this by:**
 - **Ensuring safe, reliable, and quality services;**
 - **Regulating monopoly services to ensure their rates are just and reasonable;**
 - **Fostering fair and open competition among service providers**
 - **Conserving natural resources and preserving environmental quality**
 - **Educating consumers and informing the public;**
 - **Resolving disputes among consumers and service providers, and**
 - **Ensuring customer satisfaction by motivating customer-and results-oriented employees.**

OUR JOB AT THE COMMISSION

Natural Gas



Pay Telephones



Customer Service



Electricity



Telecommunications



COMPANIES UNDER THE JURISDICTION OF THE COMMISSION

- Electric*
 - **Pepco** (Has a monopoly over the distribution of electricity to consumers)
 - **103** Competitive Electric Suppliers (CES) licensed. They supply the generation and interstate transmission of electricity to Pepco's distribution system.
- Natural Gas**
 - **Washington Gas** (Has a monopoly over the distribution of natural gas to consumers)
 - **48** Competitive Commodity Gas Suppliers (CGS) licensed. They supply the natural gas that flows through Washington Gas's pipes and mains.
- Local Telephone***
 - **Verizon**
 - **262** Competitive Local Exchange Carriers (CLECs) certificated as of 12/12. **96** have withdrawn, leaving a balance of **166**.

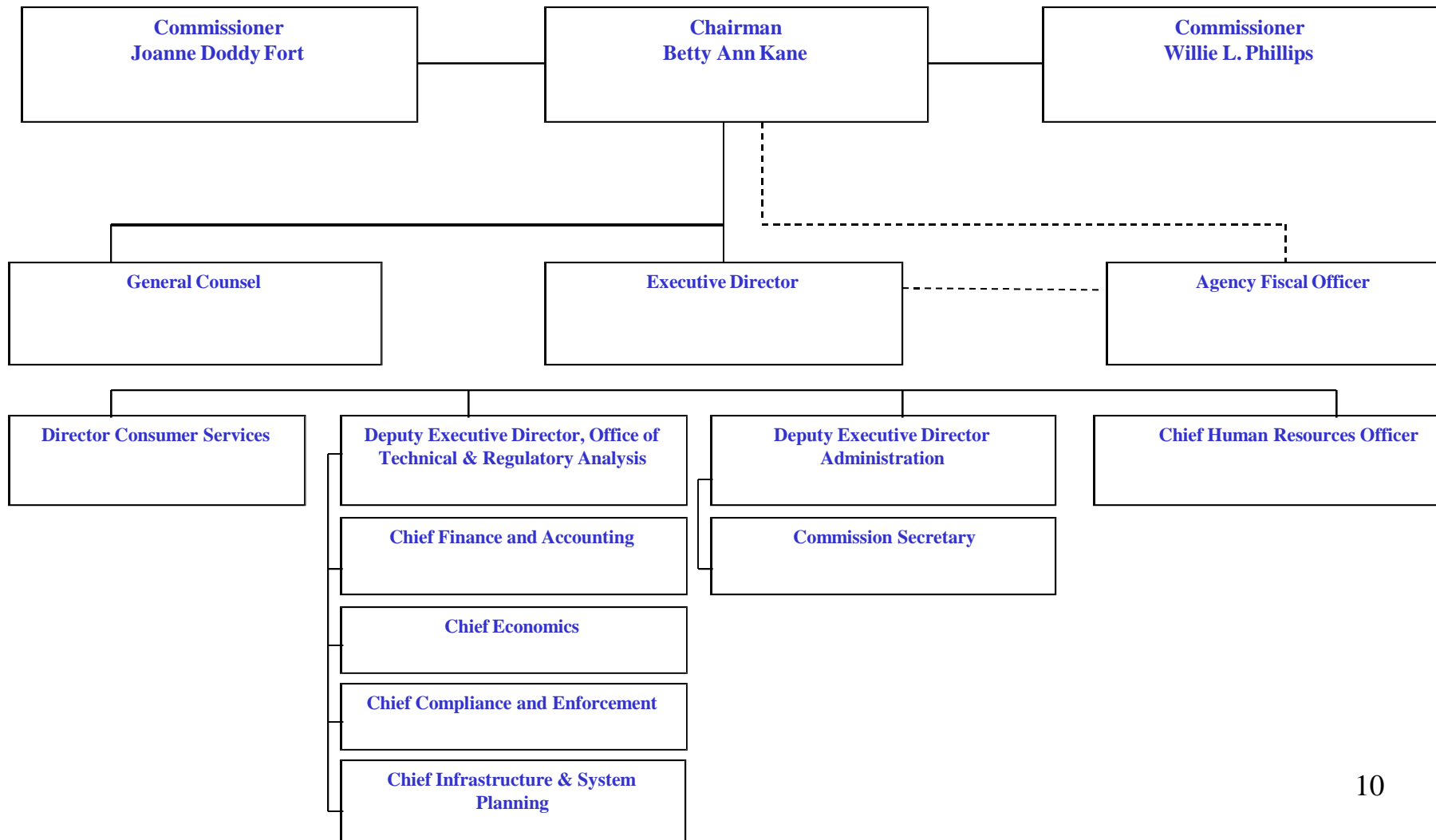
* Electric competition began in 2001.

**Natural gas competition began in 1999.

***Local telephone competition began in 1997.



Public Service Commission of the District of Columbia FY 2015 Organizational Chart



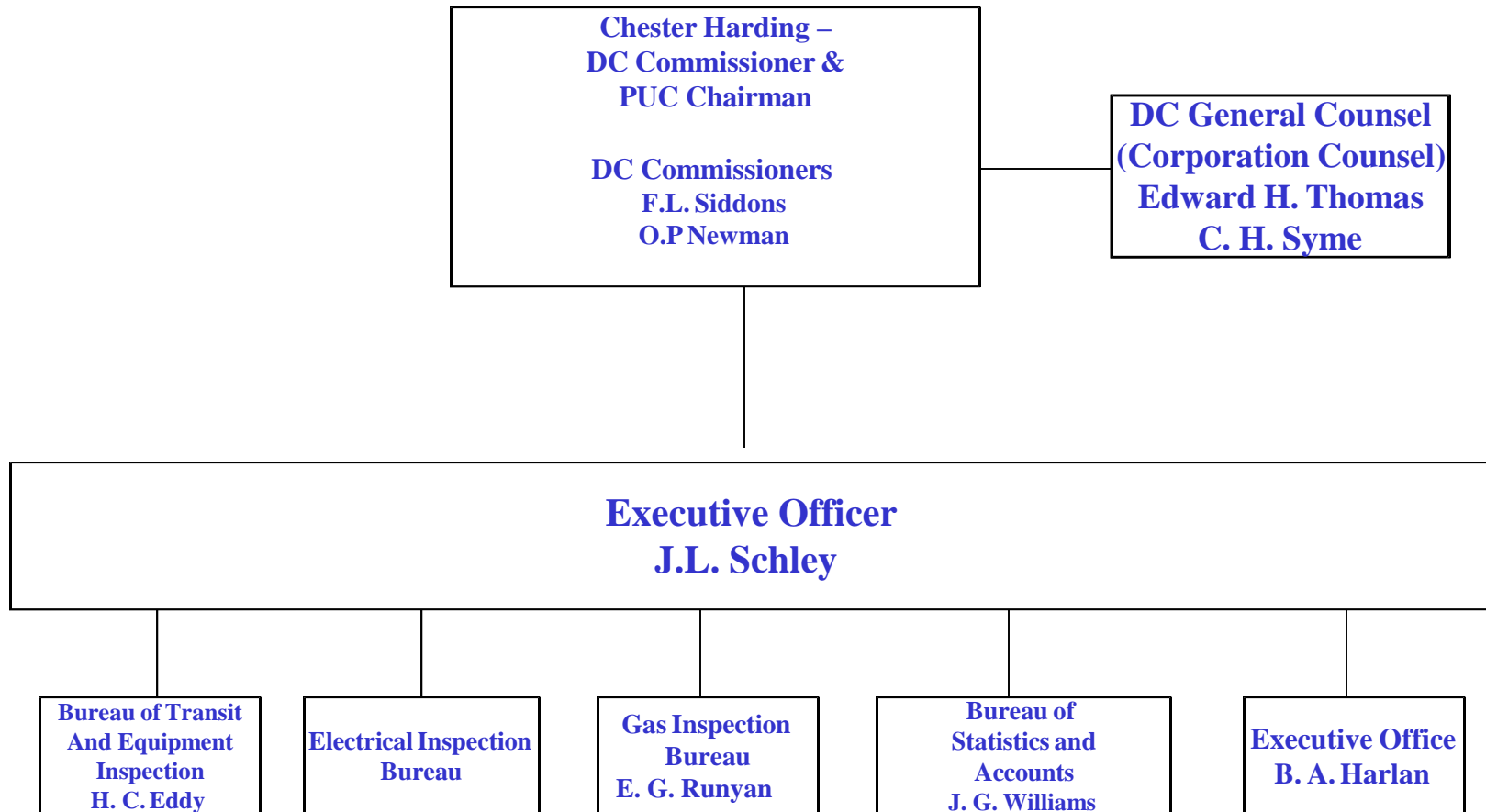
THE COMMISSION IS A QUASI-JUDICIAL AGENCY - LIKE A COURT

- **The Commissioners are the judges.**
- **The Commissioners' staff, the offices of the General Counsel, Executive Director, and Technical Staff are all advisors to the Commissioners; in some cases, Consumer Services staff also serve as advisors.**
- **The Office of the Commission Secretary and the Administrative Offices (Executive Director, Human Resources, and Information Technology) are like the Clerk of the Court.**
- **The Office of Consumer Services provides mediation services to consumers and businesses re utility complaints and payphone complaints and the Office of the General Counsel serves as hearing officers when these complaints are appealed.**

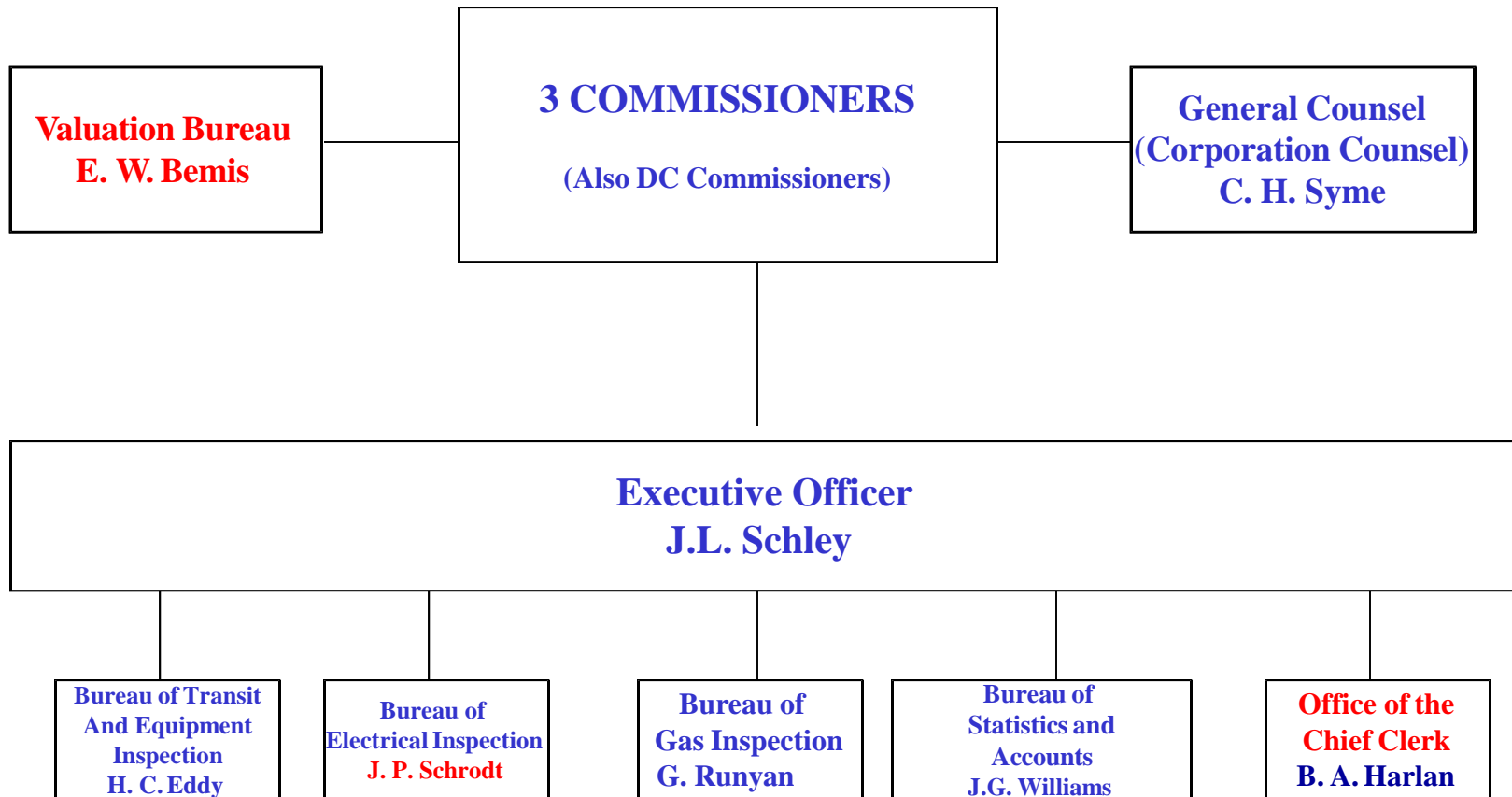


EVOLUTION OF THE COMMISSION'S ORGANIZATIONAL STRUCTURE 1913 TO DATE

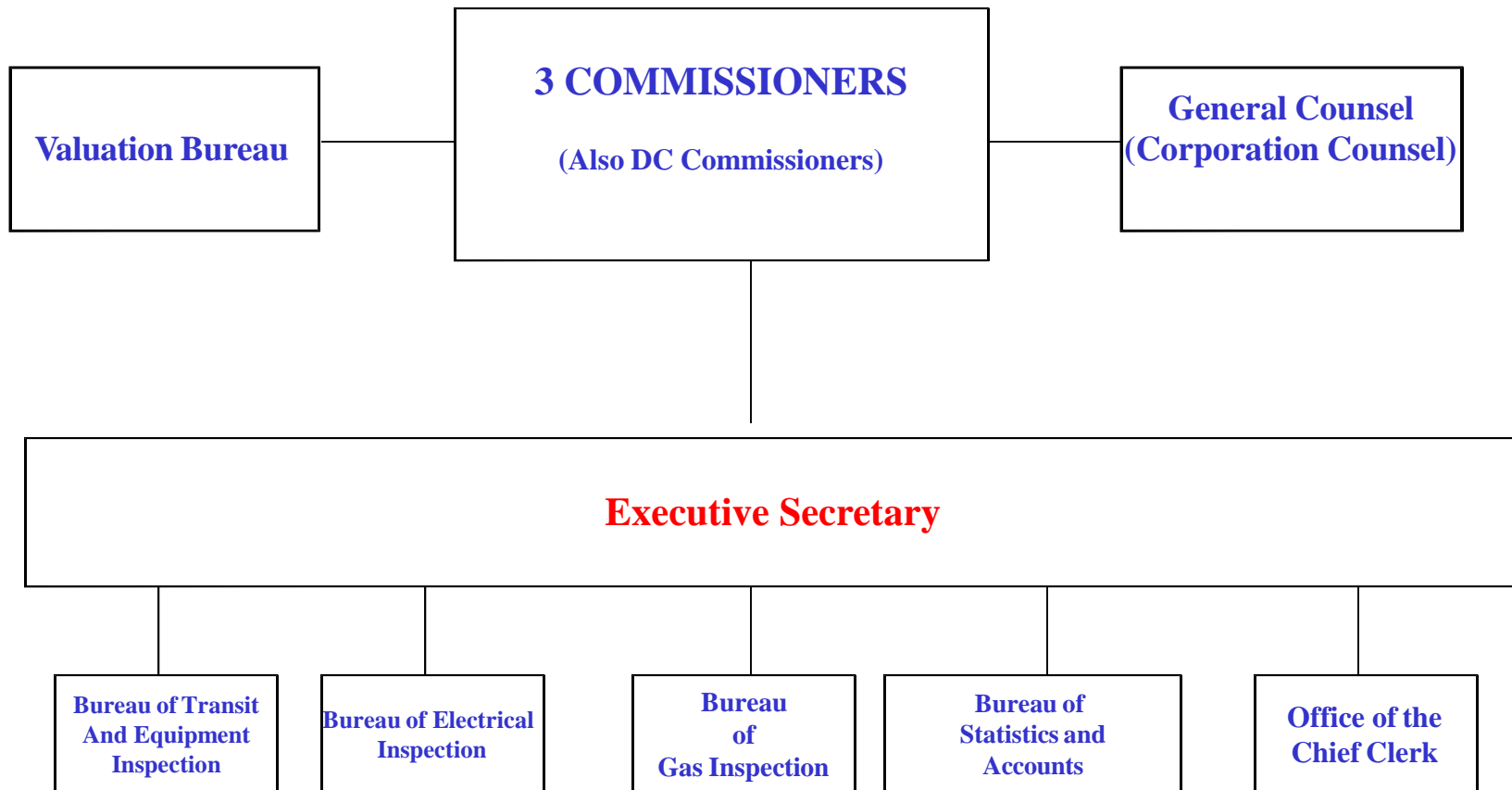
PUBLIC UTILITIES COMMISSION OF THE DISTRICT OF COLUMBIA 1913



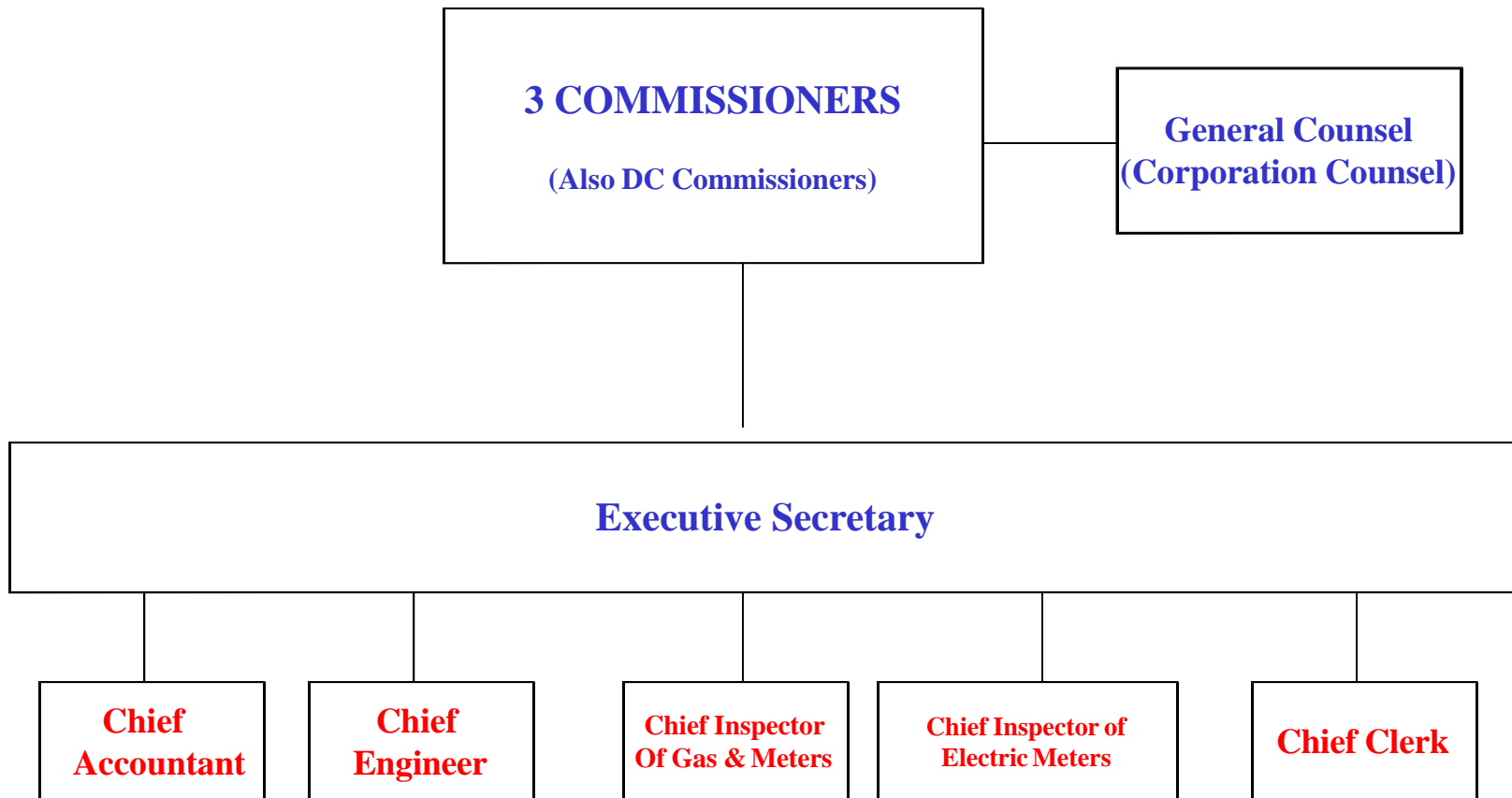
PUBLIC UTILITY COMMISSION OF THE DISTRICT OF COLUMBIA 1914 - 1915



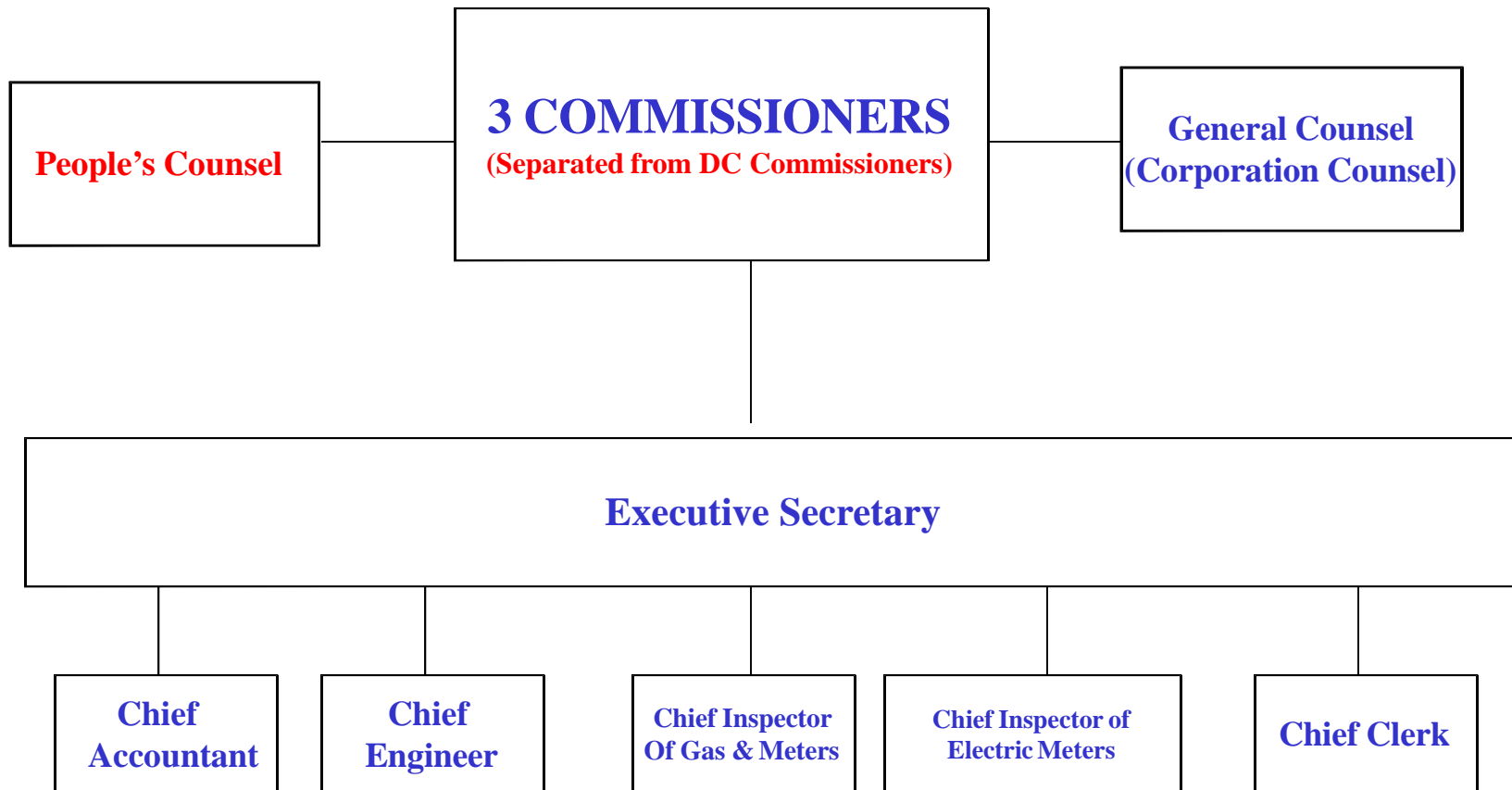
PUBLIC UTILITY COMMISSION OF THE DISTRICT OF COLUMBIA 1916 - 1919



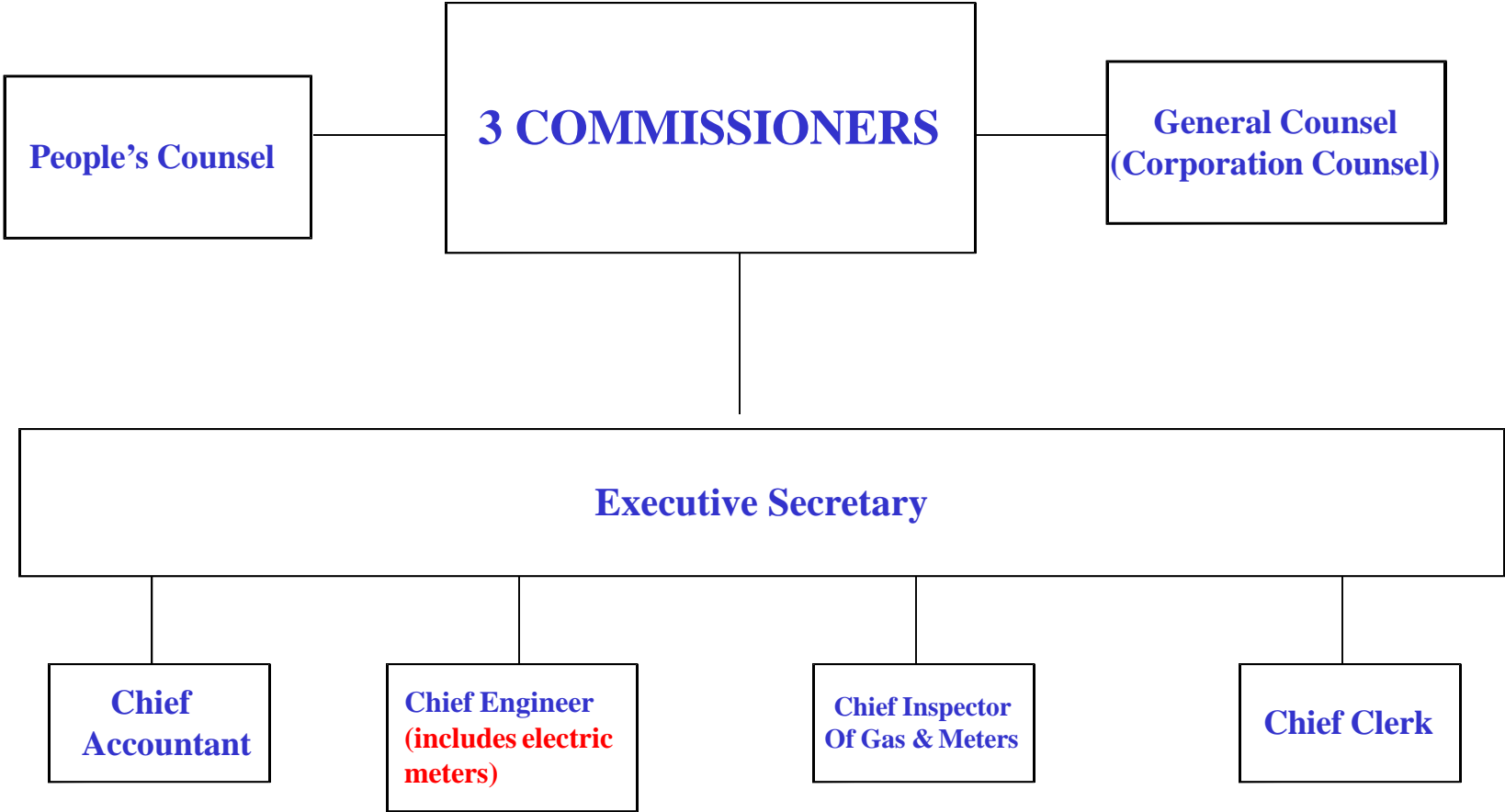
**PUBLIC UTILITY COMMISSION
OF THE DISTRICT OF COLUMBIA
1920 - 1926**



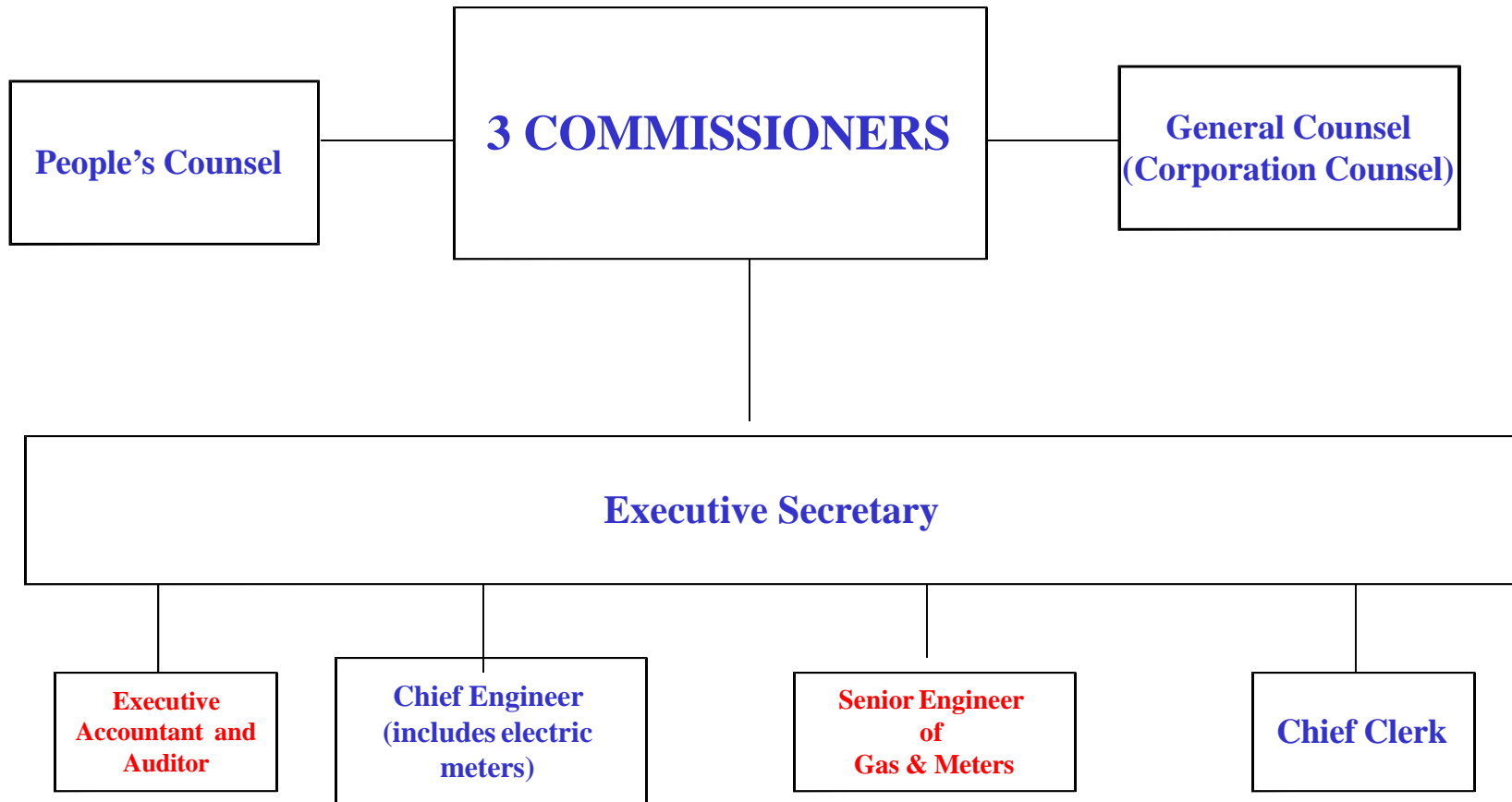
PUBLIC UTILITY COMMISSION OF THE DISTRICT OF COLUMBIA 1927



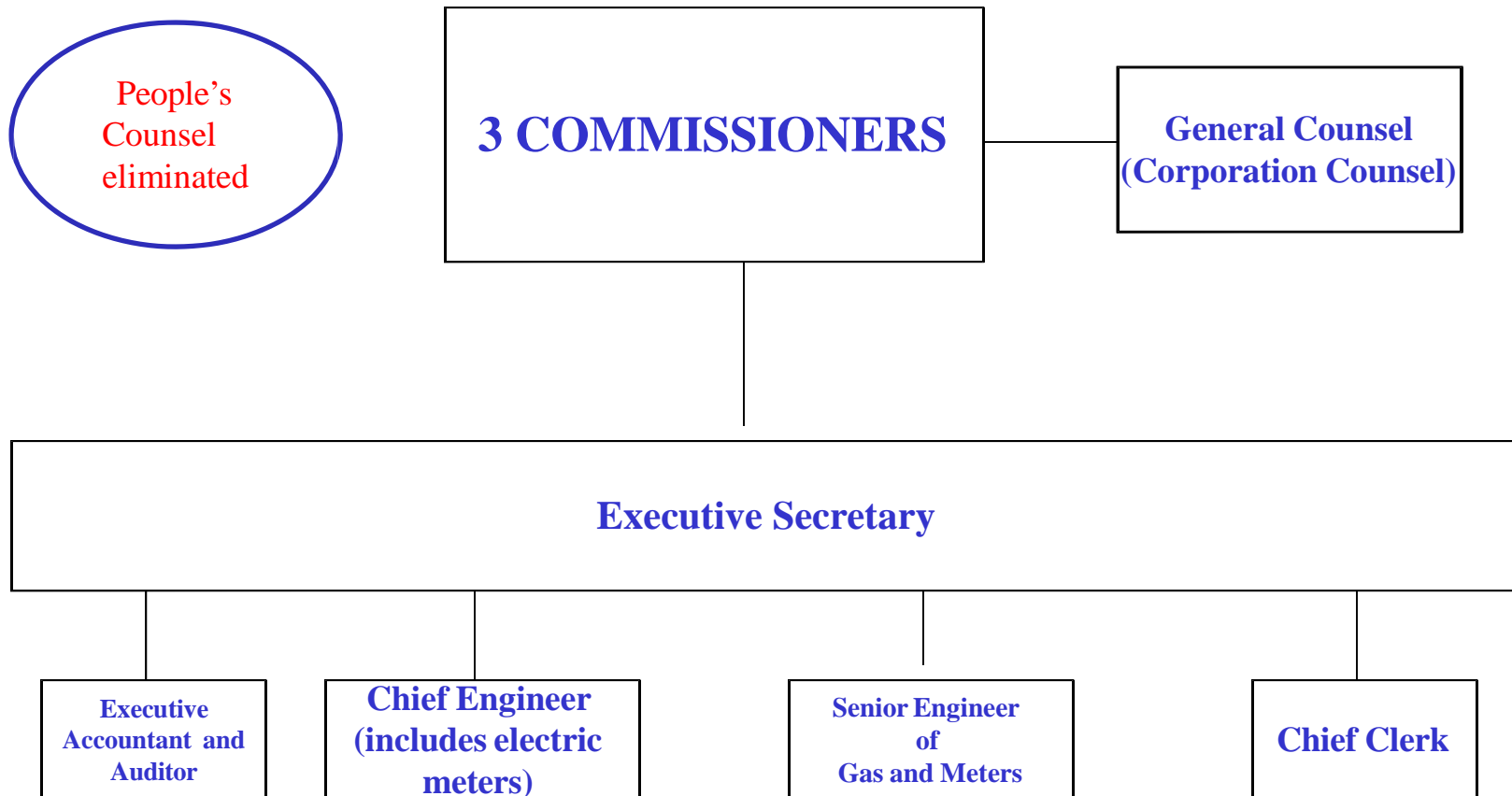
**PUBLIC UTILITY COMMISSION
OF THE DISTRICT OF COLUMBIA
1932 - 1949**



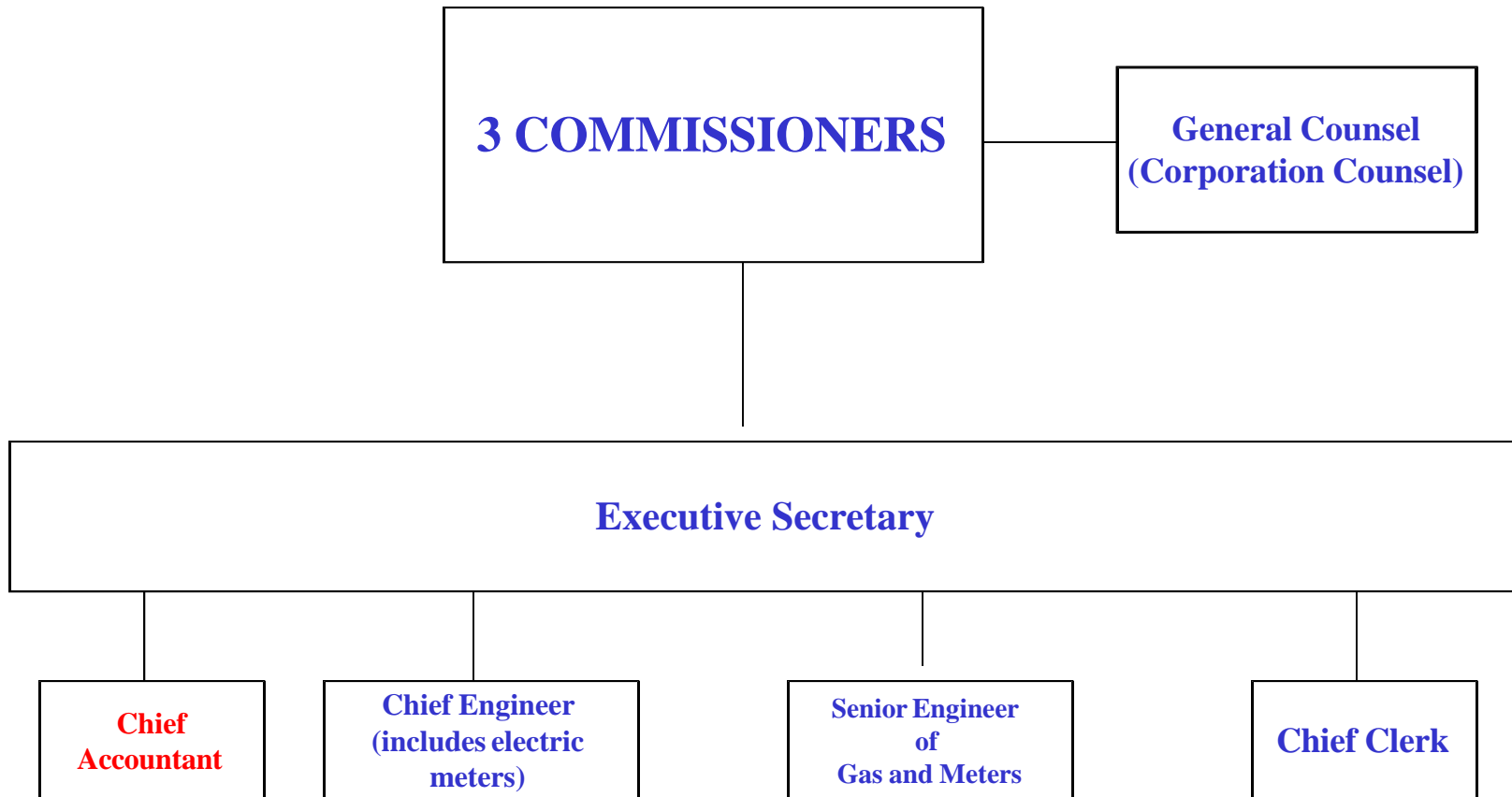
**PUBLIC UTILITY COMMISSION
OF THE DISTRICT OF COLUMBIA
1950 – 1951**



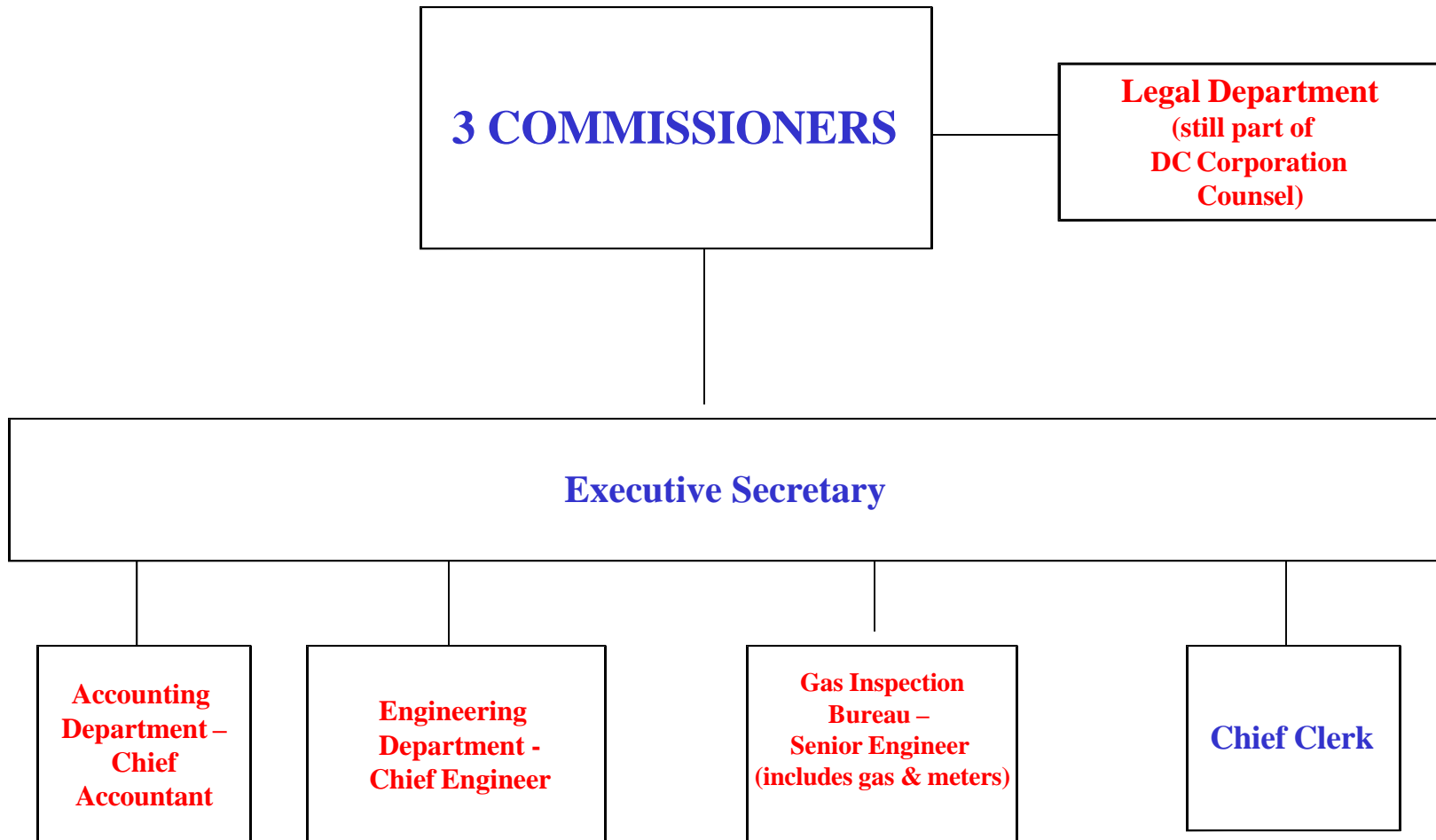
PUBLIC UTILITY COMMISSION OF THE DISTRICT OF COLUMBIA 1952 – 1953



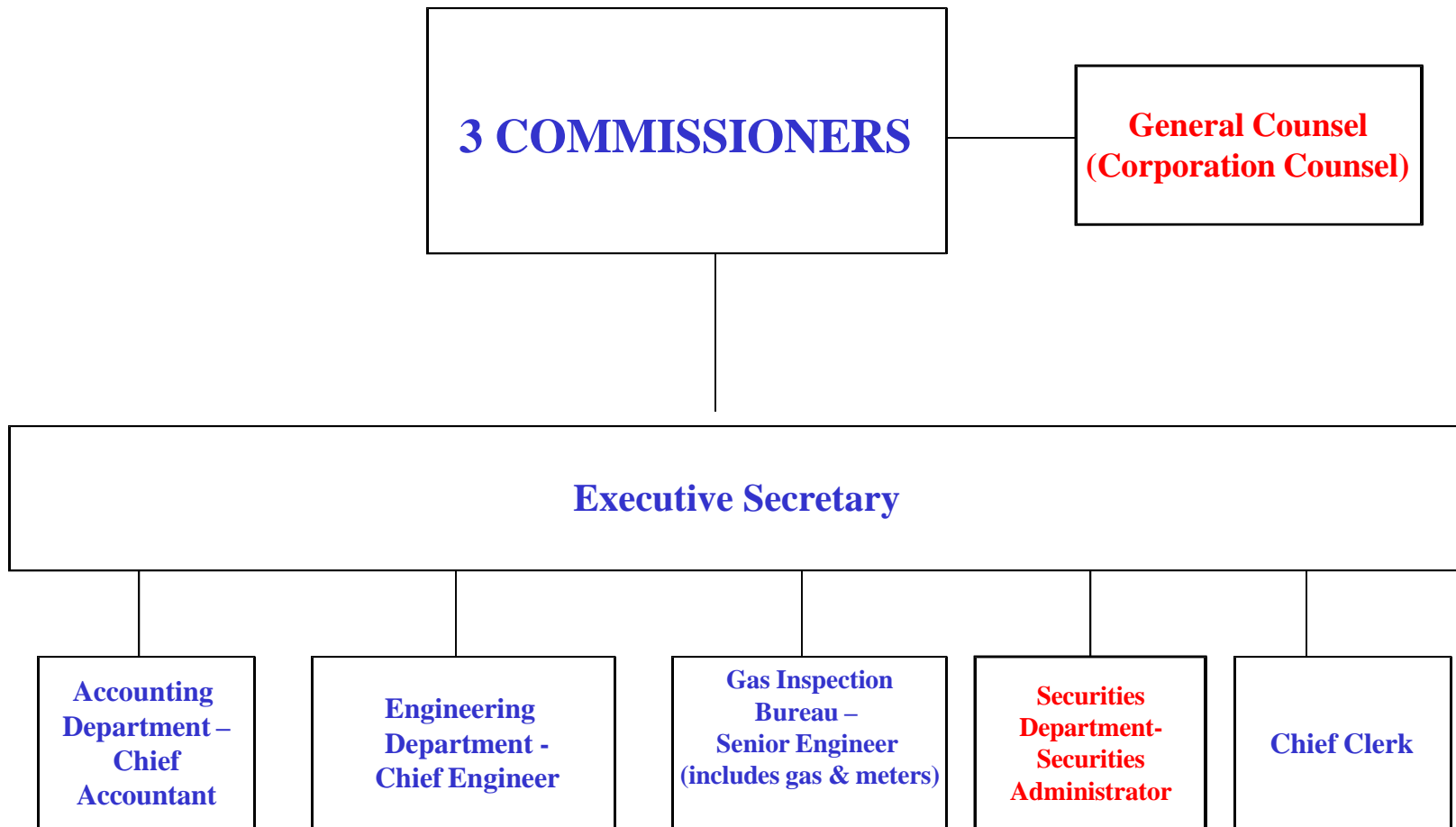
**PUBLIC UTILITY COMMISSION
OF THE DISTRICT OF COLUMBIA
1954**



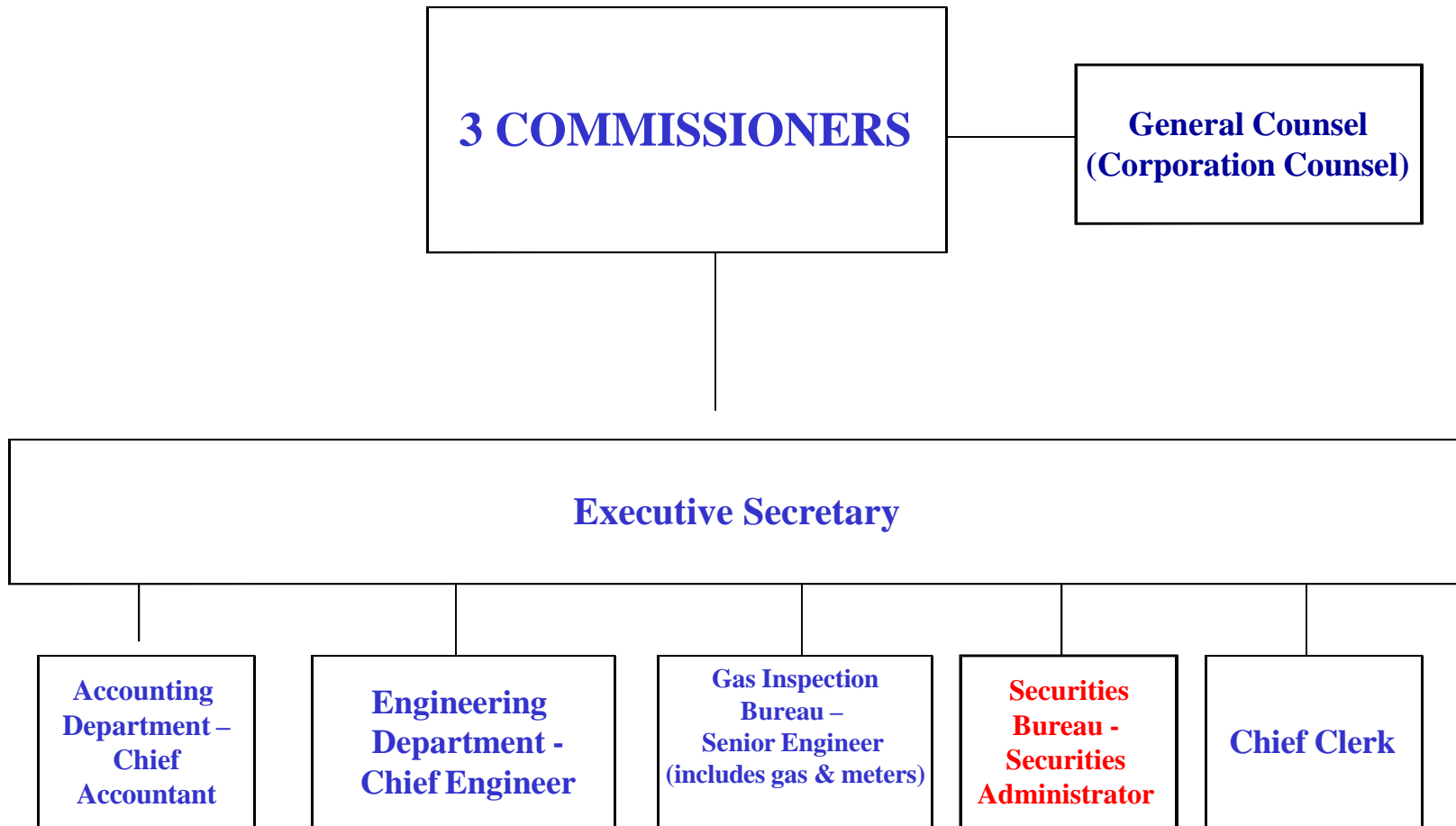
**PUBLIC UTILITY COMMISSION
OF THE DISTRICT OF COLUMBIA
1958 – 1963**



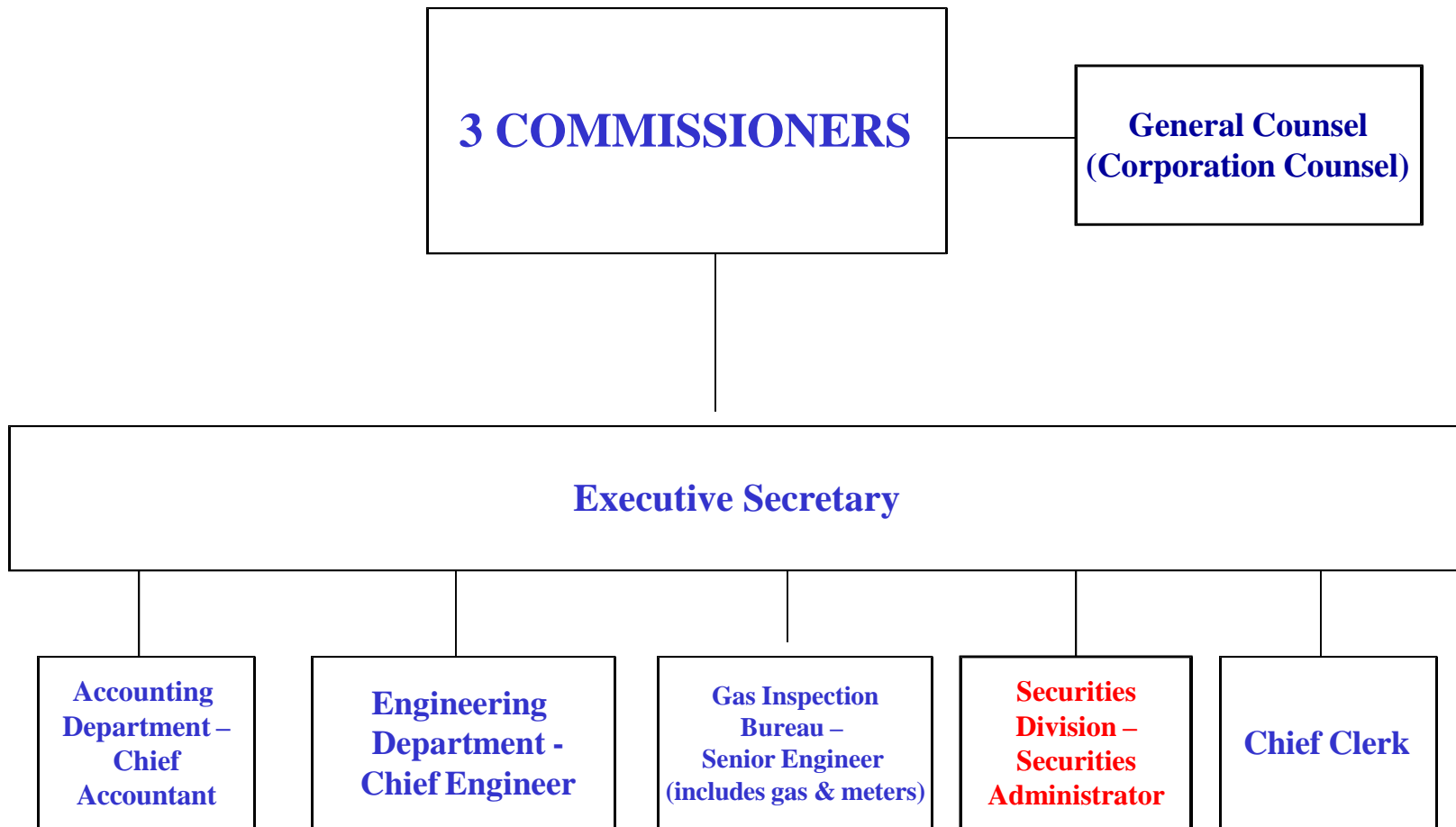
PUBLIC SERVICE COMMISSION OF THE DISTRICT OF COLUMBIA 1964



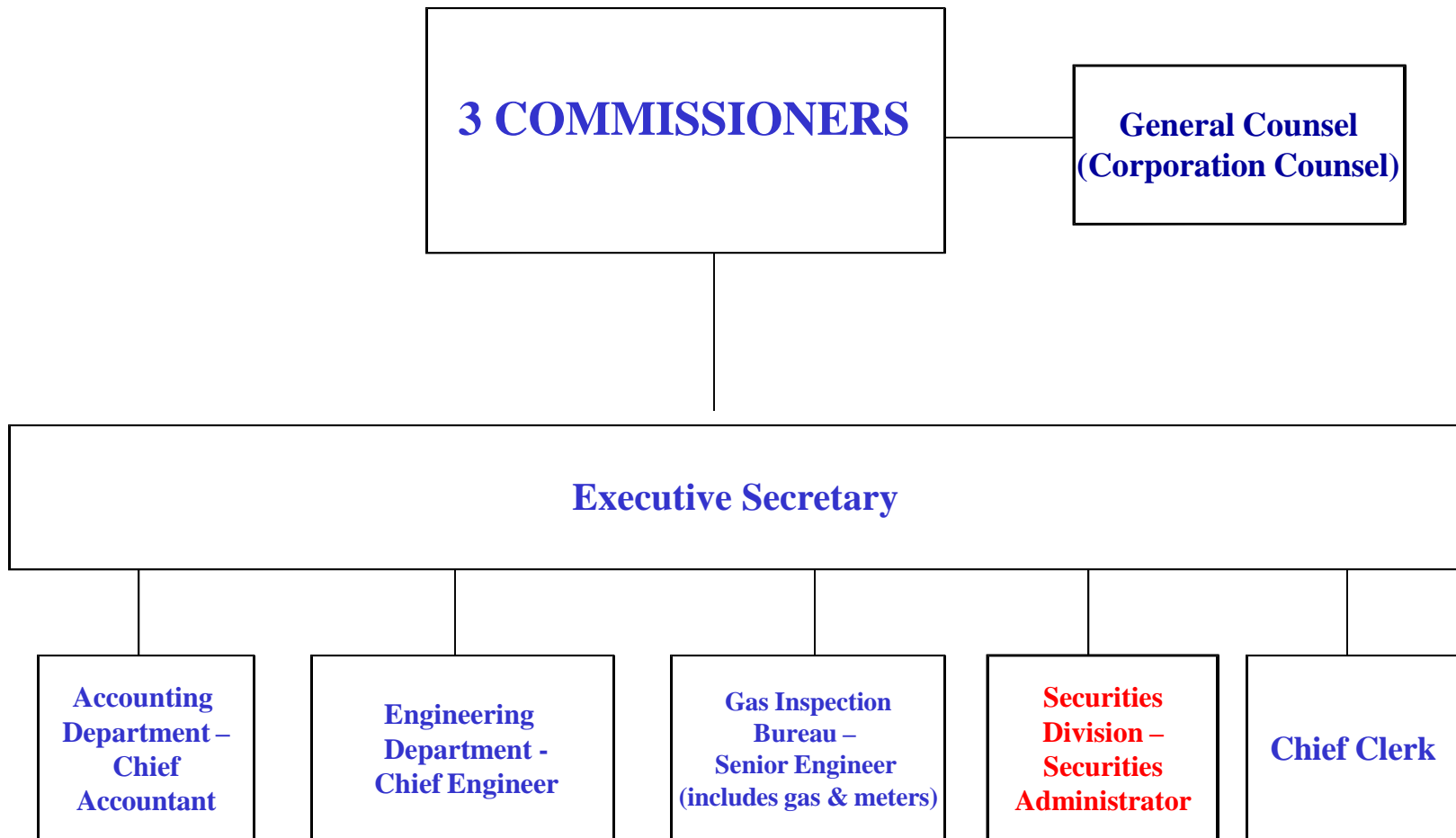
**PUBLIC SERVICE COMMISSION
OF THE DISTRICT OF COLUMBIA
1966-1968**



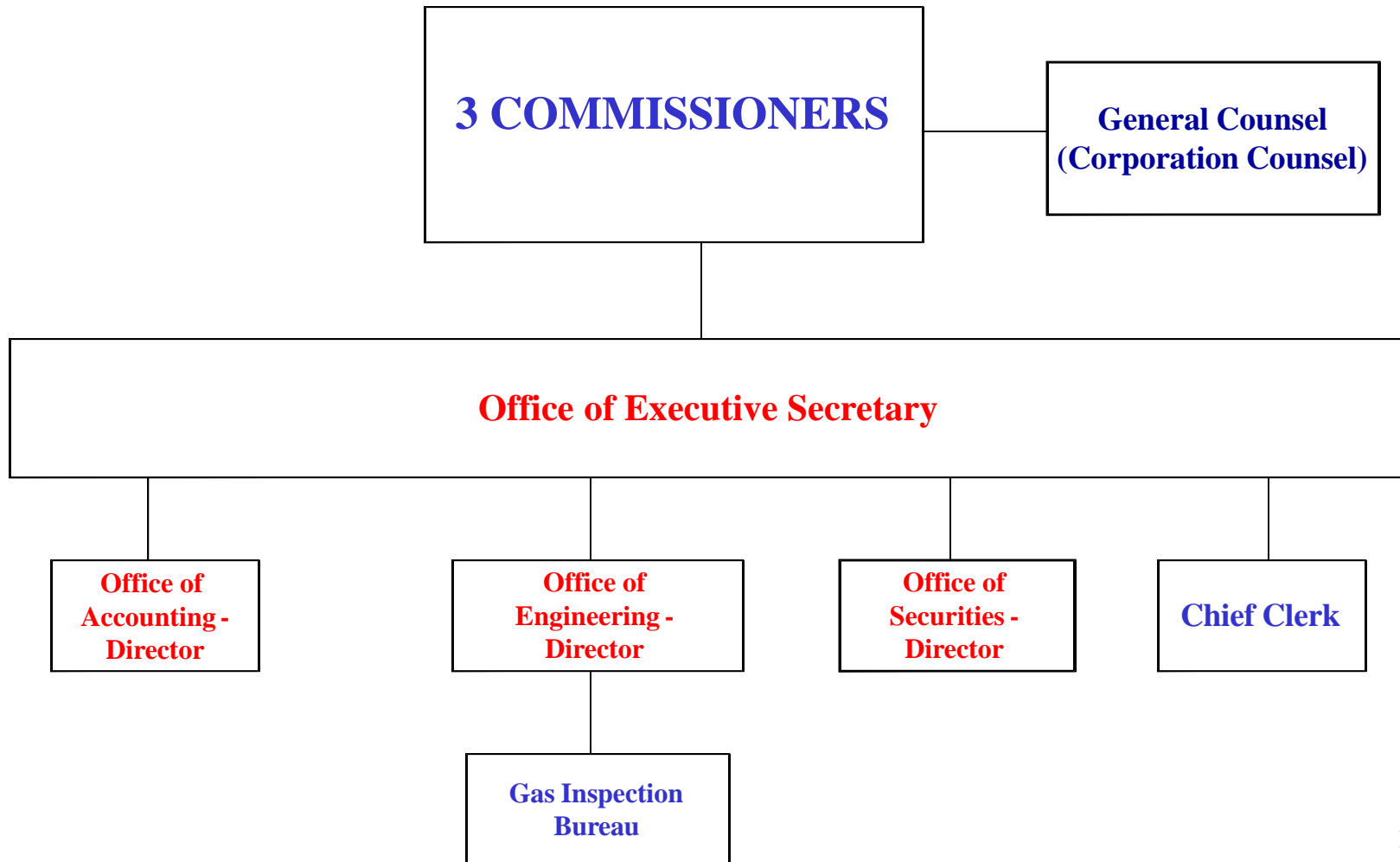
**PUBLIC SERVICE COMMISSION
OF THE DISTRICT OF COLUMBIA
1969-1978**



**PUBLIC SERVICE COMMISSION
OF THE DISTRICT OF COLUMBIA
1969-1978**



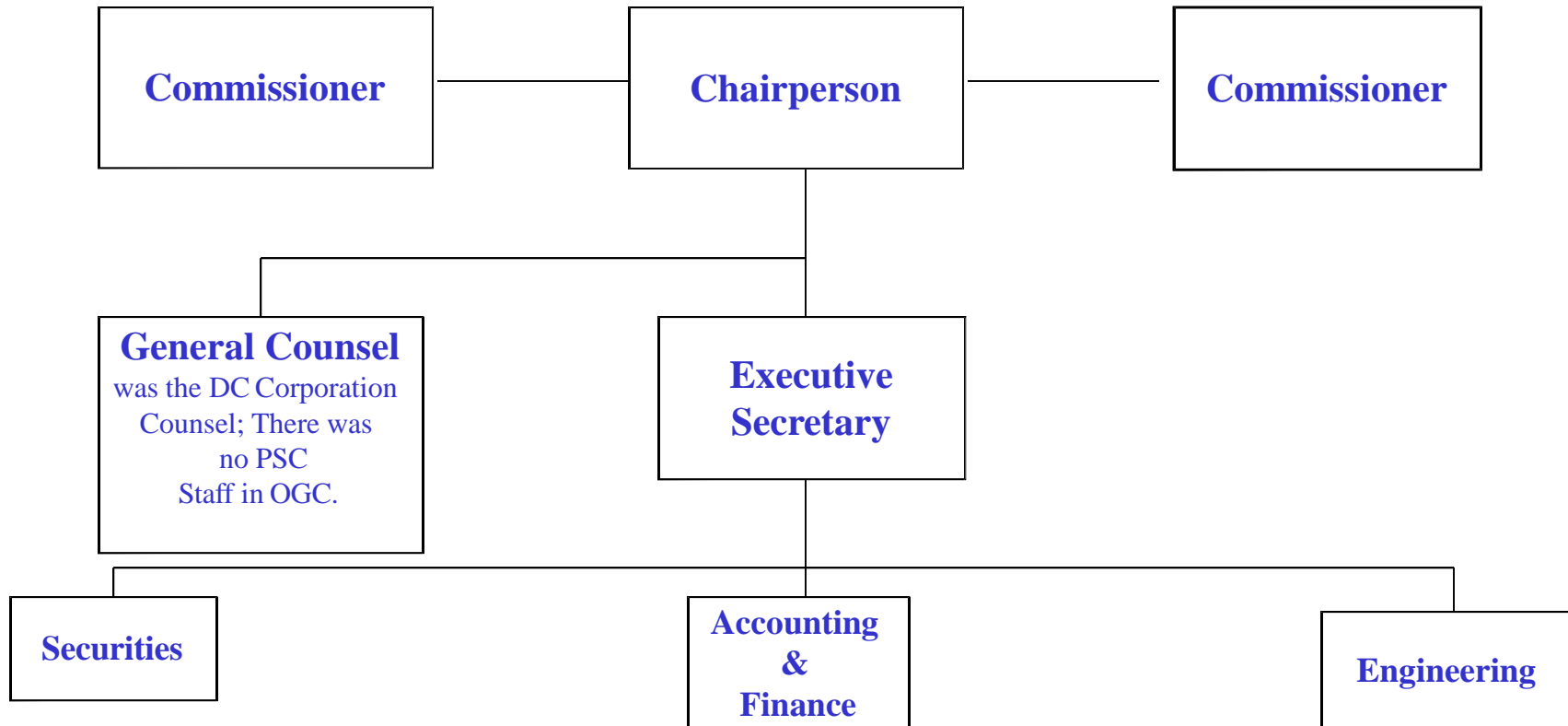
**PUBLIC SERVICE COMMISSION
OF THE DISTRICT OF COLUMBIA
1979**



ORGANIZATIONAL STRUCTURE BY OFFICE

Pre- 1980

(Structure Prior to Implementation of Reorganization Study)

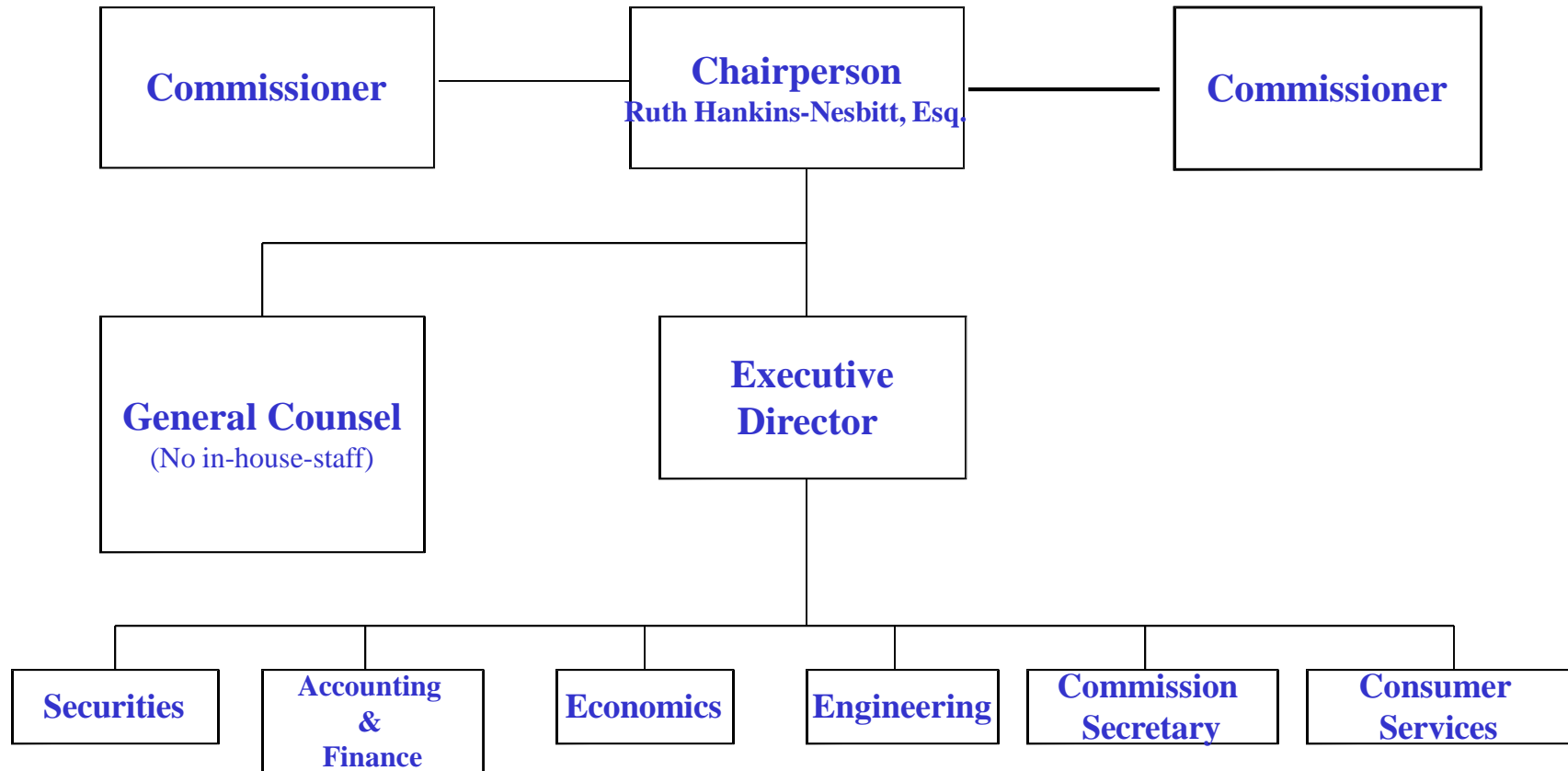


The Commission was located at 1625 I Street, N.W. The Chairperson was selected by the Commissioners. The Commission regulated Pepco, Washington Gas, C&P telephone company, securities, and taxicabs. Engineering handled consumer complaints, which dealt mostly with public safety issues. Technical Staff were bifurcated in order to “complete the record.” One or two staff served as advisors to the Commissioners in formal case proceedings while other technical staff served as expert witnesses who filed testimony or comments, participated in discovery, and were cross examined in the formal hearings. Accounting and Finance supervised staff’s participation in cases and engaged consultants as necessary. The Commissioners also engaged legal and technical consultants as their advisors.

ORGANIZATIONAL STRUCTURE BY OFFICE

1980 - - March 1984

(27-45 Budgeted Positions)



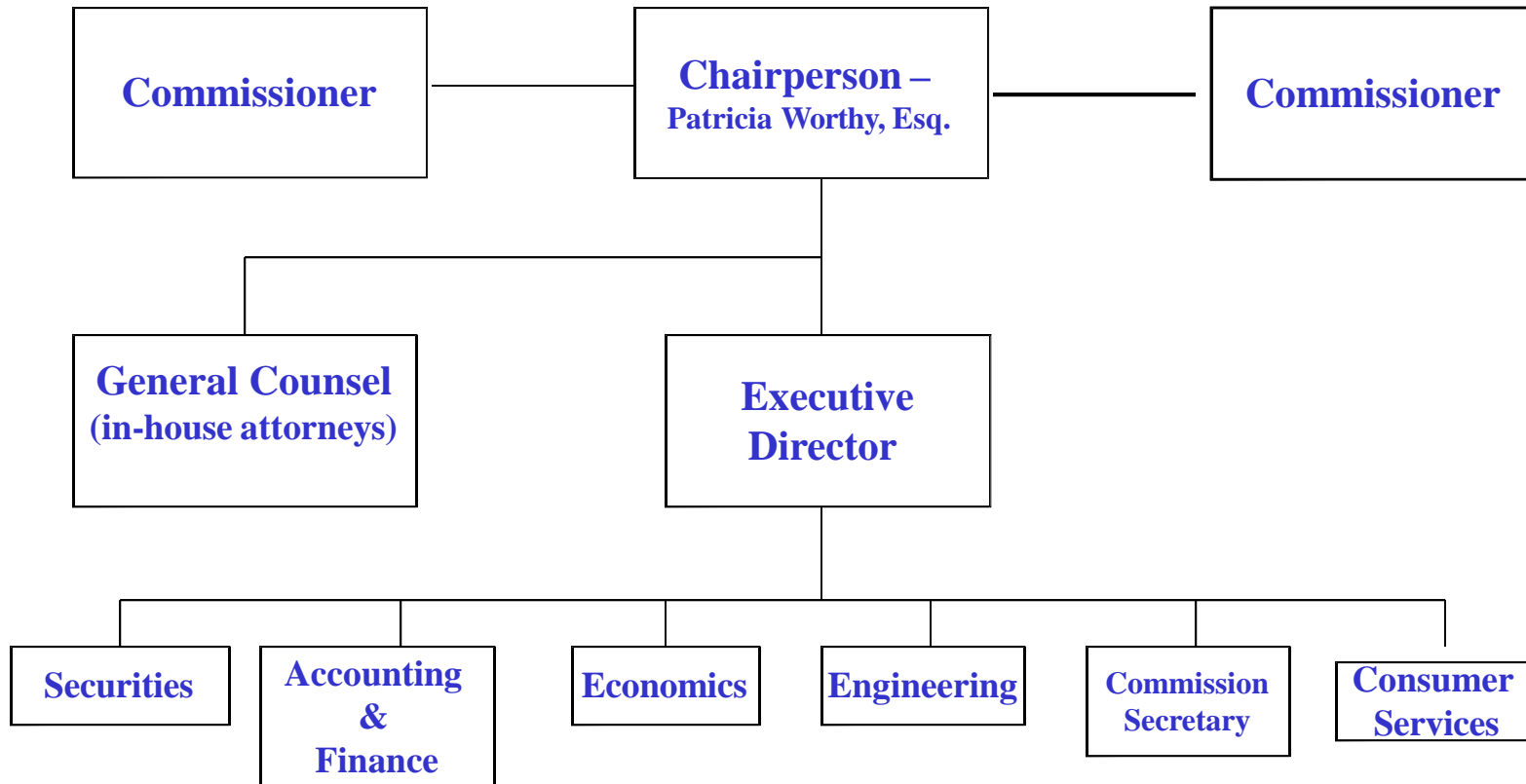
The Commission moved to the Old City Hall at 451 Indiana Avenue, NW in 1980. The Office of the Executive Director was established in 1980. Mel Dixie was the first Executive Director. The office handled administrative matters such as personnel, budget, and procurement.

The Office of Economics was established in 1980. Gordon Pozza was the first Director of the Office.

The Office of Consumer Services (OCS) was established in 1981 to implement the new Consumer Bill of Rights. The first OCS Director was V. Jordan Webb. The first in-house General Counsel was Lloyd N. Moore, Jr. in 1980. He was the first General Counsel who was not the D.C. Corporation Counsel.

ORGANIZATIONAL STRUCTURE BY OFFICE

March 1984 – 1991
(45-80 Budgeted Positions)

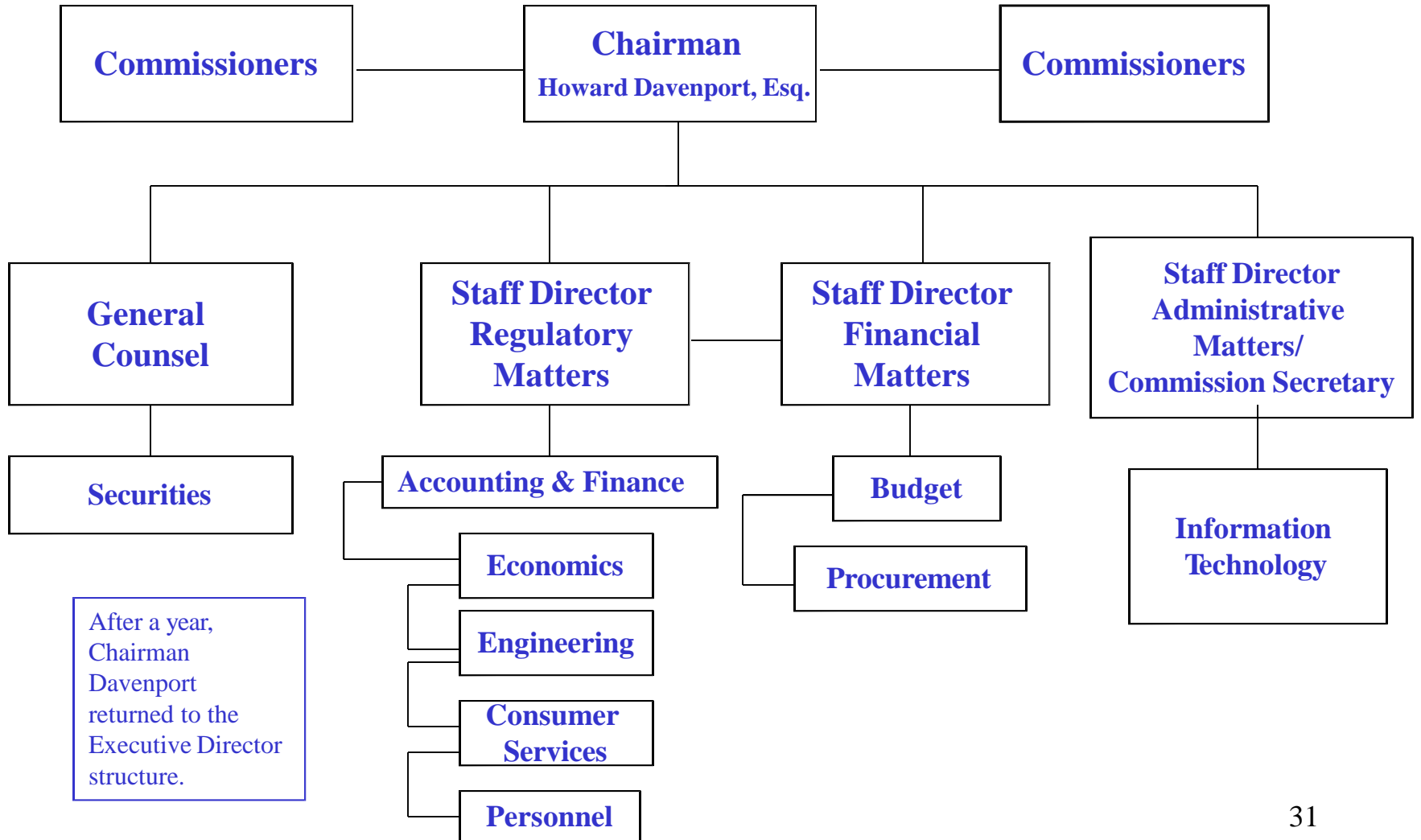


In 1983, Commissioner Wes Long conducted a cost/benefit analysis, which showed that it would be more cost-effective to expand the Commission and hire attorneys and technical staff in-house rather than engaging more expensive legal and technical consultants. In 1984, the Chairperson was appointed by the Mayor, with the approval of the DC Council and the Commission began hiring in-house attorneys and more technical staff. The Commission got its first computer in 1984. In 1987, the Commission's jurisdiction over taxicab rates was transferred to a newly created DC Government Taxicab Commission. In that same year, the Commission moved to 450 5th Street, NW in the Securities and Exchange Commission building.

ORGANIZATIONAL STRUCTURE BY OFFICE

1991 – 1992

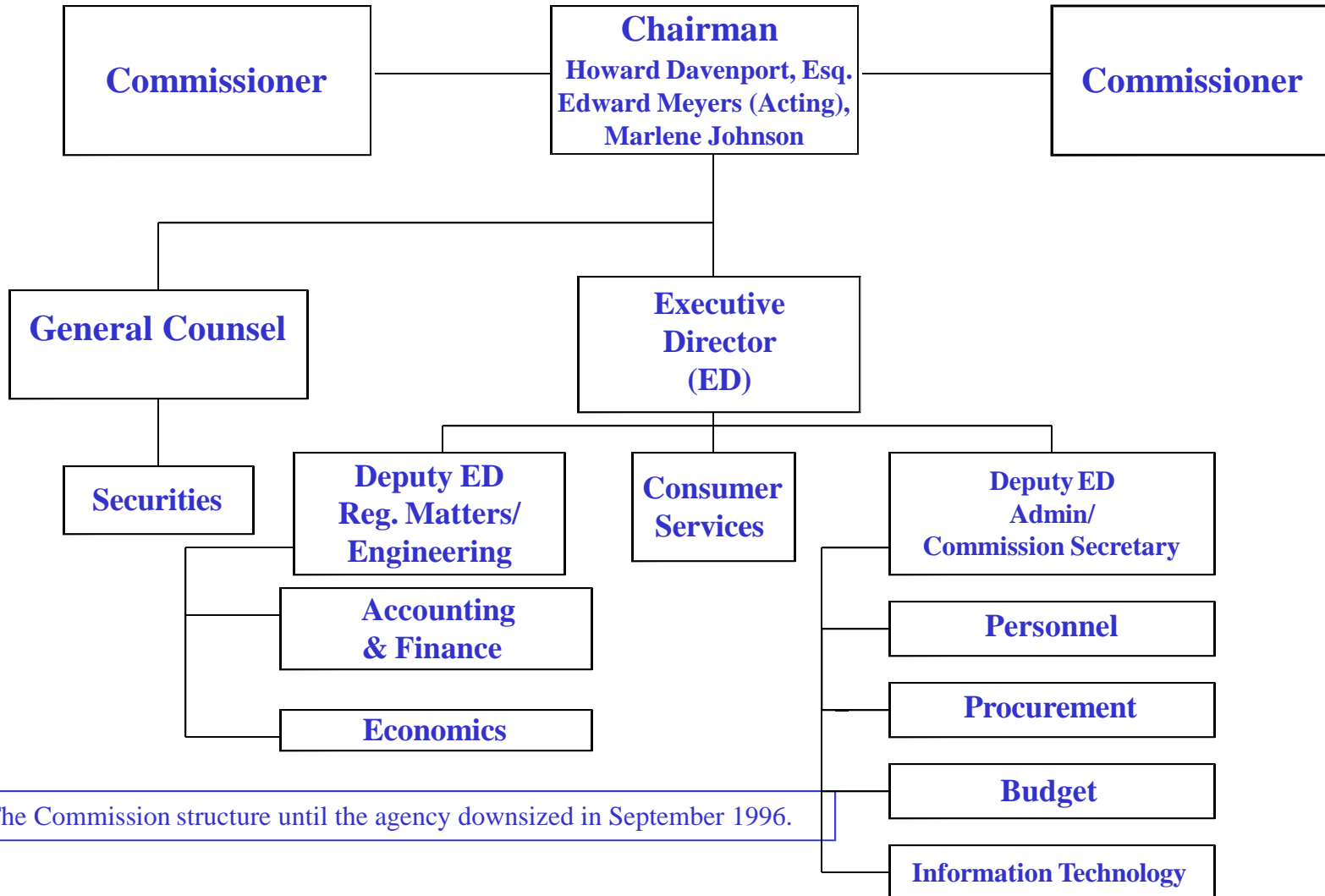
(80 Budgeted Positions)



ORGANIZATIONAL STRUCTURE BY OFFICE

January 1993 – September 1996

(The Number of Budgeted Positions Peaked at 95 in 1995)



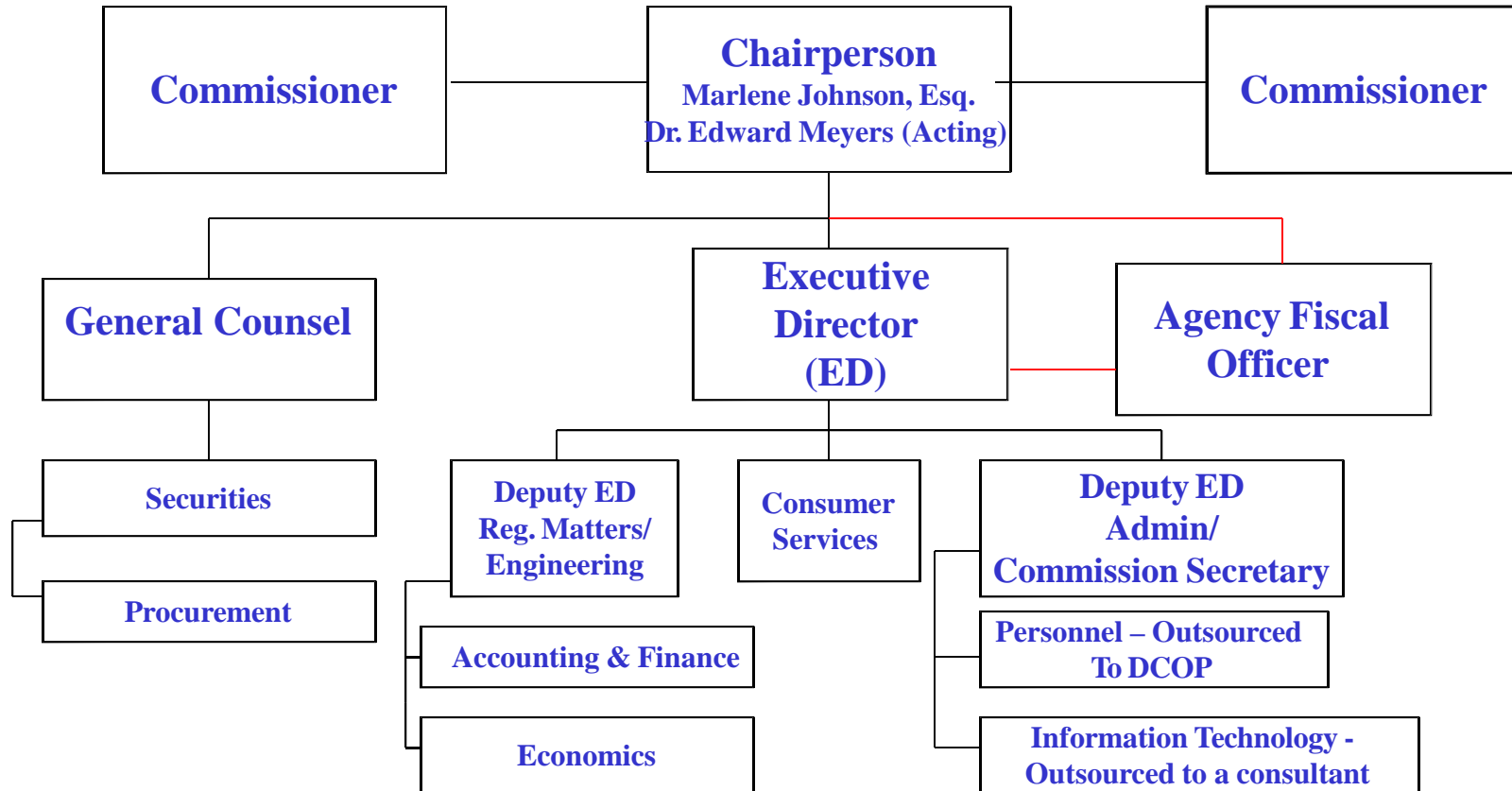
RESTRUCTURING THE COMMISSION AND CHANGING ROLE OF STAFF AFTER SIGNIFICANT DOWNSIZING IN 1996

- **In 1996, the Commission had to eliminate 41 positions or over 40% of its FTEs. Of these, 15 vacancies were eliminated and 26 employees were rified. As a result, the Commission restructured itself as follows:**
 - **Eliminated Staff’s filing of testimony in formal cases “to complete the record” and converted all staff to advisory. Previously, staff participated in proceedings as if it were a party, except for the fact it did not file briefs.**
 - **There were two exceptions after the downsizing. Staff continued to file comments on Pepco’s annual Productivity Improvement Plans (PIPs) in FC 766 and on Washington Gas’s Gas Procurement Report (GPR) in FC 874.**
 - **Staff in the Offices of Accounting and Finance, Economics, and Engineering were combined under the Deputy Executive Director for Regulatory Matters, who was also the Commission’s Chief Engineer.**
 - **The Commission outsourced its Personnel responsibilities to the DC Office of Personnel and its Information Technology responsibilities to an individual consultant.**
 - **The procurement function was moved to the Office of the General Counsel.**
 - **The Commission enhanced its productivity, given the reduced staff, by purchasing a new telephone system and new computers.**

ORGANIZATIONAL STRUCTURE BY OFFICE

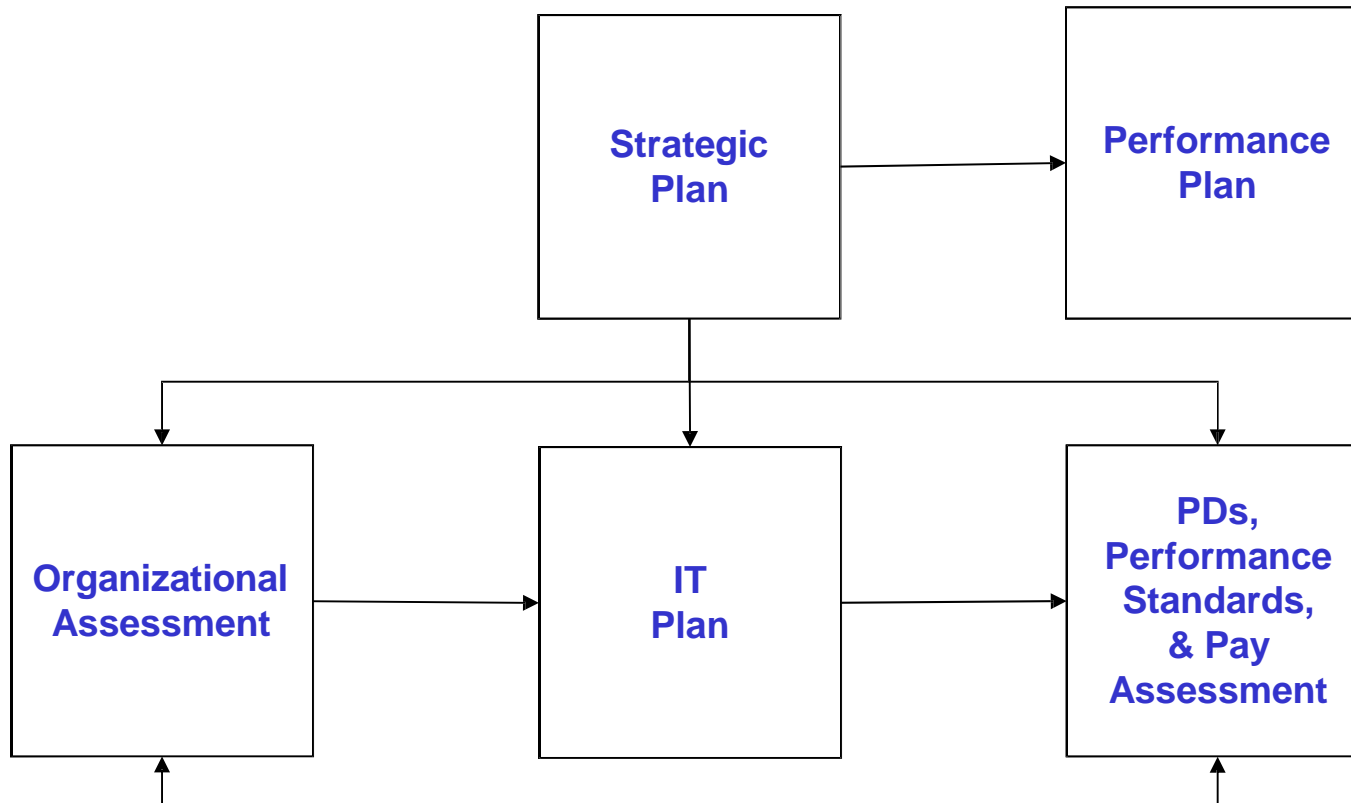
October 1996-October 2000

(54 -58 Budgeted Positions)



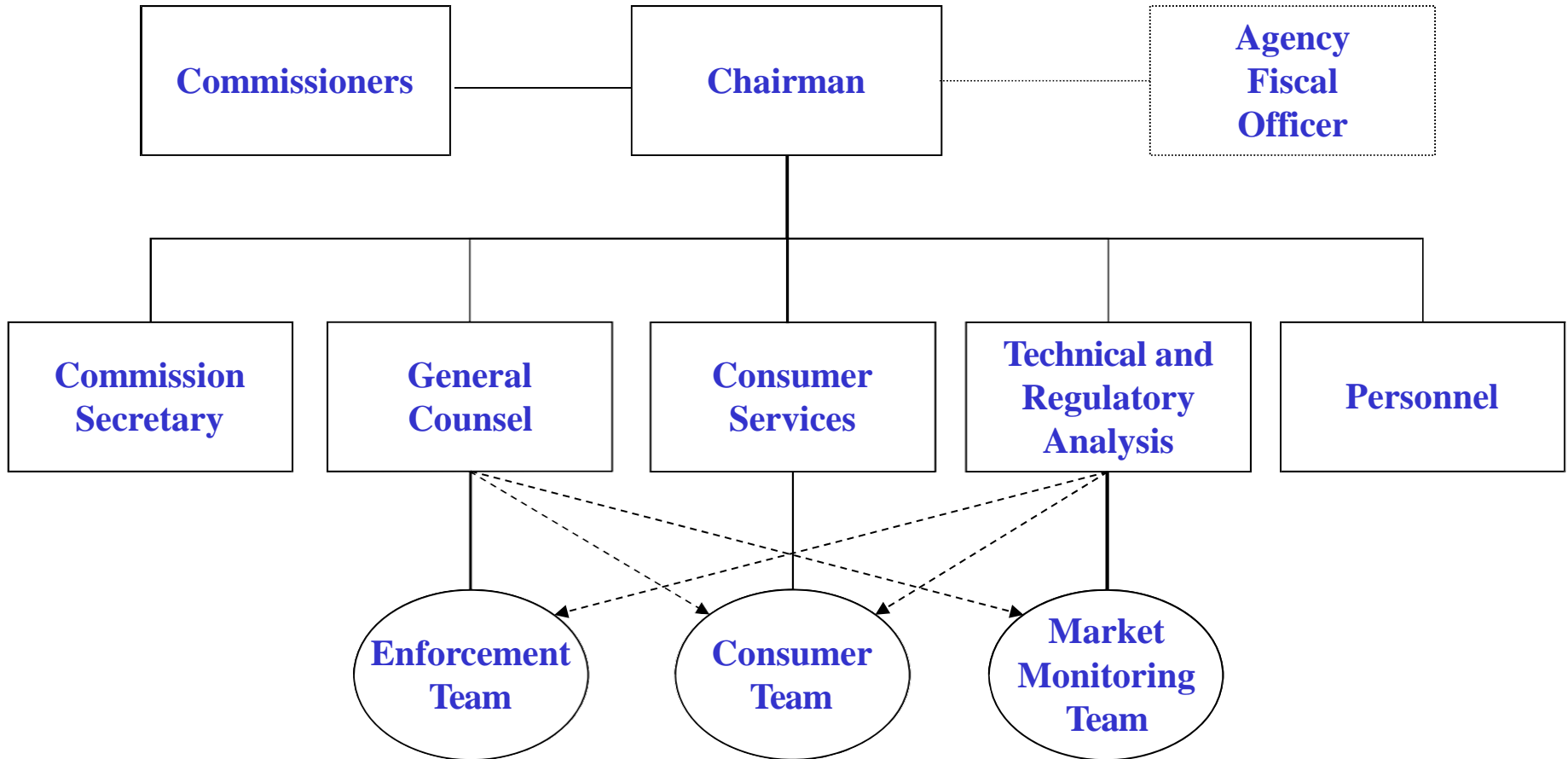
In late 1995, Chairperson Marlene Johnson moved the procurement function to the General Counsel's office. In late 1996, as part of the restructuring of the DC Government by the Financial Control Board, Agency Fiscal Officers were removed from each agency and placed in a centralized Office of the Chief Financial Officer. In December 1996, the Commission moved to 717 17th Street, NW. In 1997, the Office of Securities was transferred to a newly created District Government agency combining insurance and securities. Meanwhile, during this period, the PSC began opening the electric, natural gas, and local telephone markets to competition, which greatly expanded the Commission's workload. In 1998, the Commission relocated part of the staff to 1333 H Street, NW under a 10-year lease. Remaining staff moved into the building in the Spring of 2000. In 2008, the lease was extended for 5 years, until November 2013.

SCOPE OF 2000 – 2001 STRATEGIC PLANNING PROJECT UNDERTAKEN BY HEADSTRONG CONSULTANTS



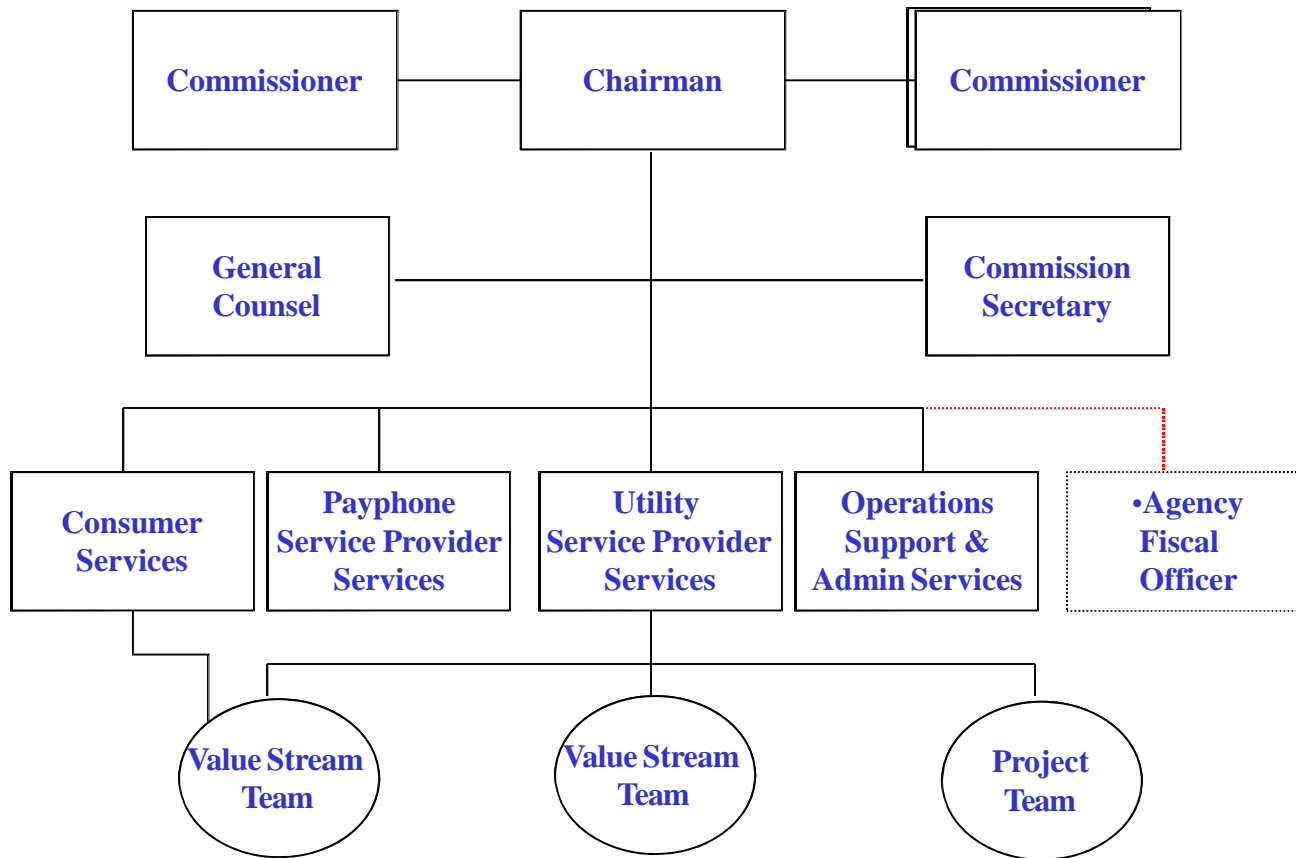
Input relationships depicted; assessments can provide feedback.

CHAIRMAN CARTAGENA'S PROPOSED RESTRUCTURING PLAN THAT WAS NEVER IMPLEMENTED



Instead of the teams, the technical staff developed a market monitoring plan and the consumer services staff prepared annual communications plans. No enforcement plan was prepared.

ILLUSTRATIVE OFFICES/RELATIONSHIPS



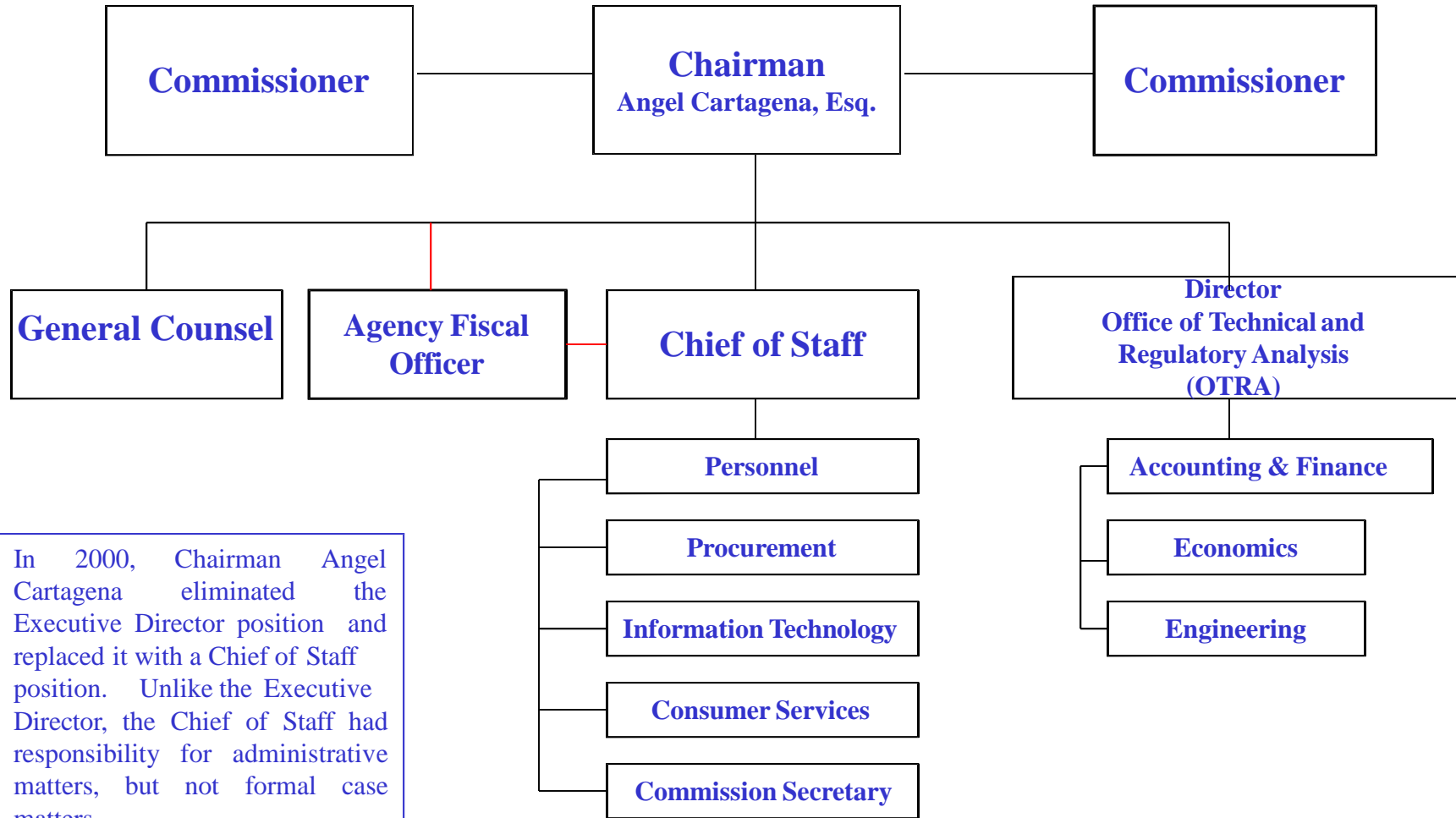
- Names are important
- Standing Value Stream Teams
- Short-term Project Teams
- Policy Vs. Operations?
- Customer focus

Headstrong's proposal was never implemented. It attempted to reorganize the PSC as if it were a business serving customers. However, the structure did not adequately take into account the PSC's judicial functions. In retrospect, an attorney should have been part of the consultant's team.

ORGANIZATIONAL STRUCTURE BY OFFICE

October 2000 – July 2003

(58-69 Budgeted Positions)

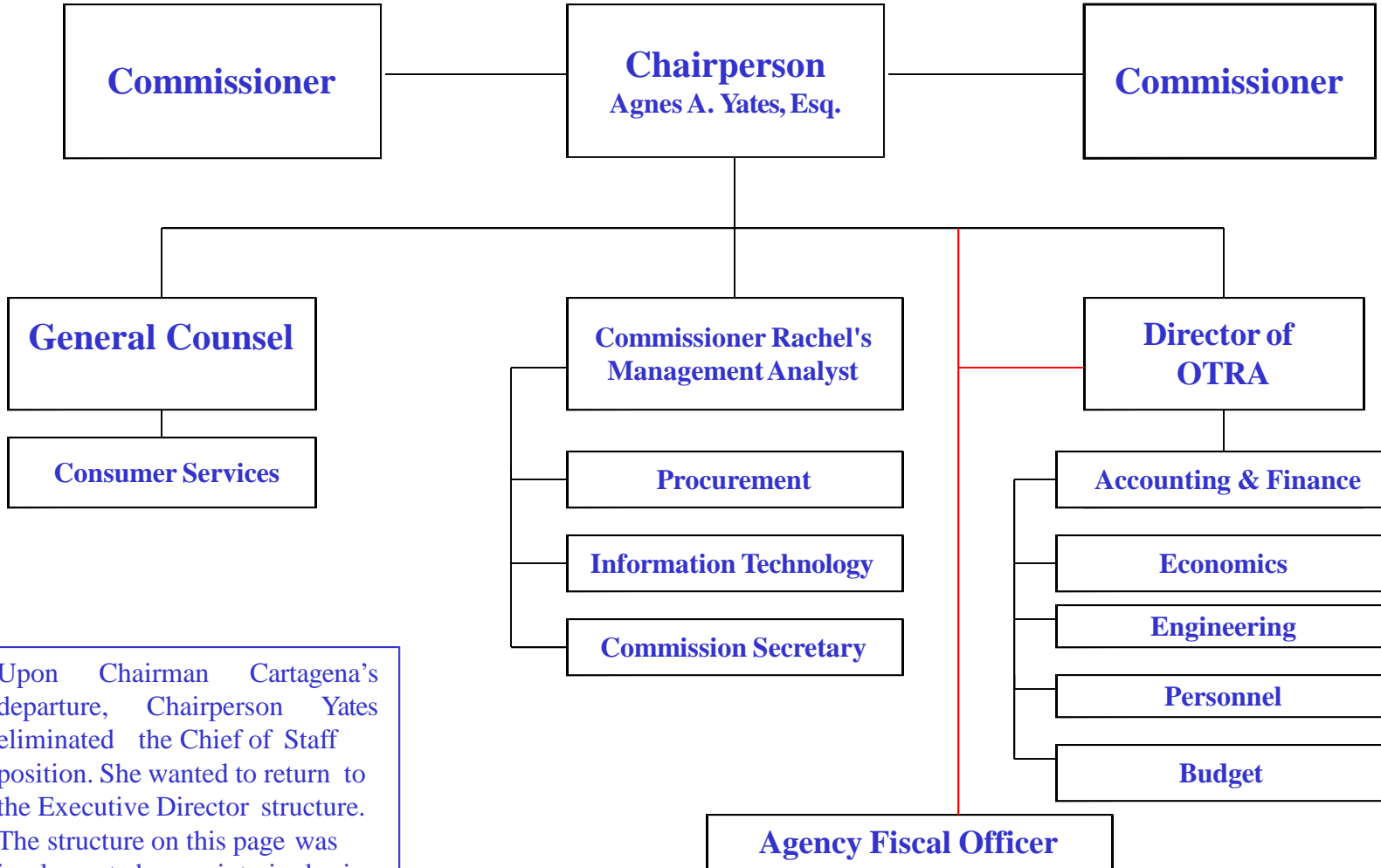


In 2000, Chairman Angel Cartagena eliminated the Executive Director position and replaced it with a Chief of Staff position. Unlike the Executive Director, the Chief of Staff had responsibility for administrative matters, but not formal case matters.

ORGANIZATIONAL STRUCTURE BY OFFICE

July 2003 – December 2003

(69 Budgeted Positions)

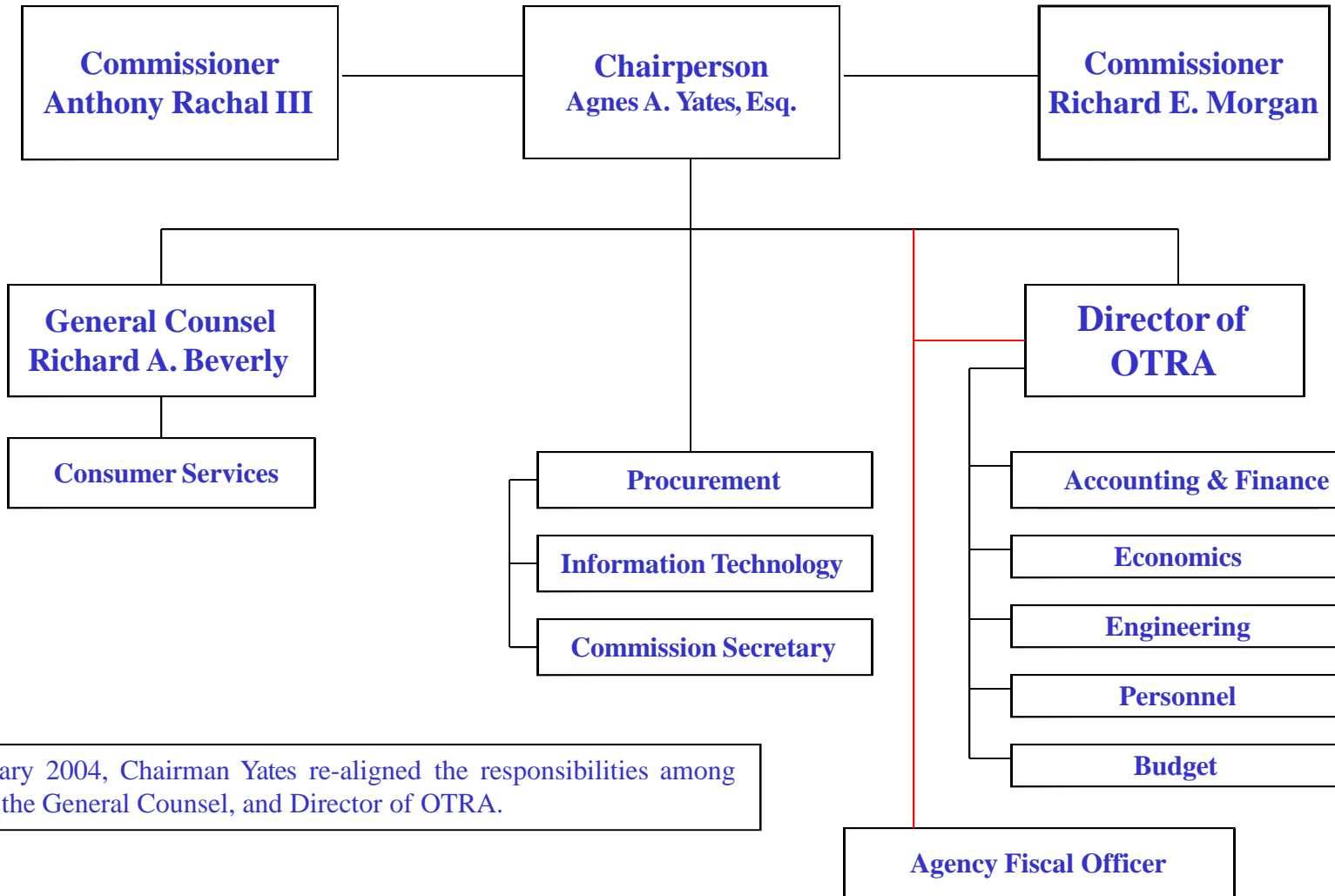


Upon Chairman Cartagena's departure, Chairperson Yates eliminated the Chief of Staff position. She wanted to return to the Executive Director structure. The structure on this page was implemented on an interim basis.

ORGANIZATIONAL STRUCTURE BY OFFICE

January – 2004 – November 2004

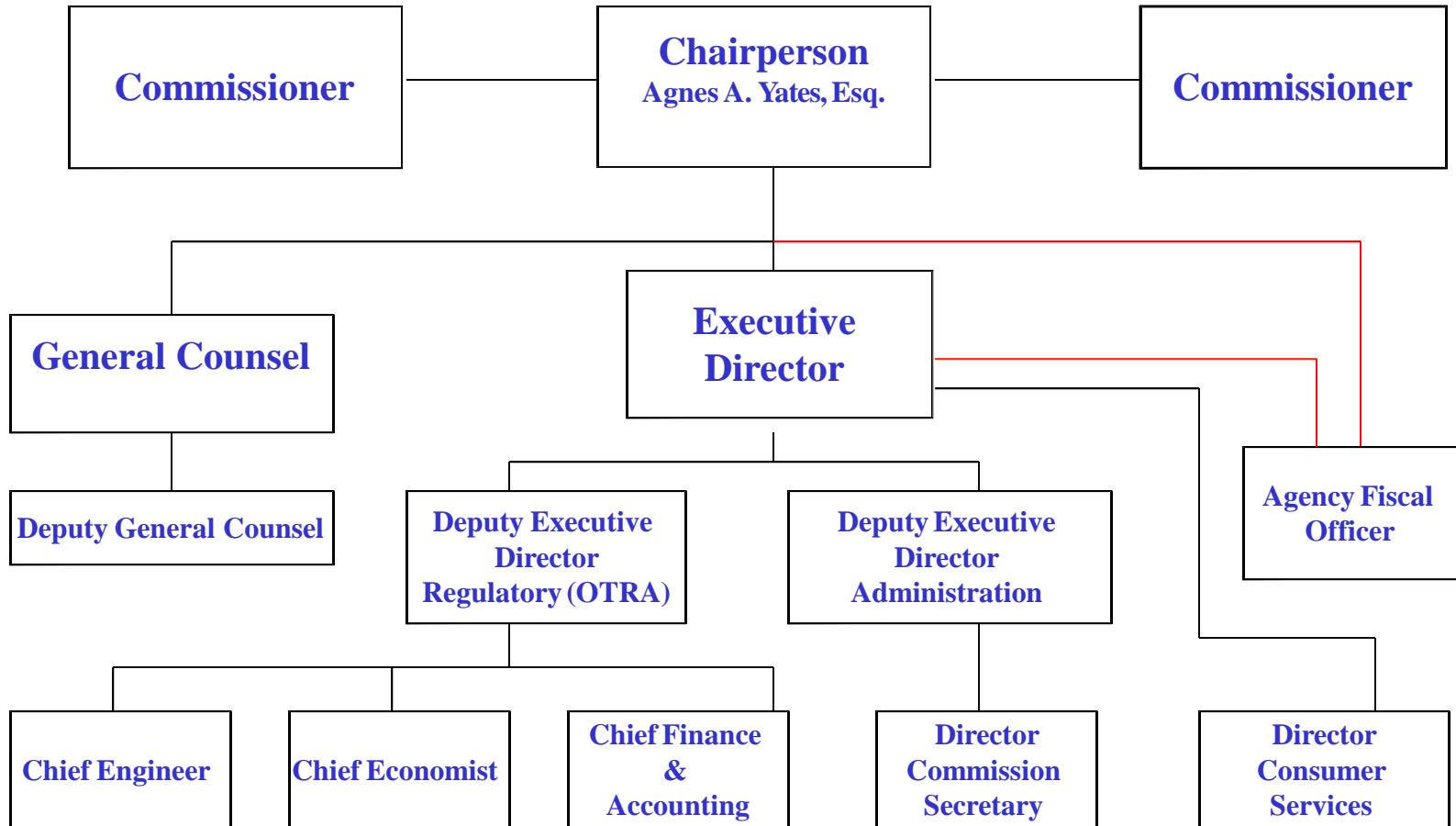
(69 Budgeted Positions)



ORGANIZATIONAL STRUCTURE BY OFFICE

December 2004-2008

(69 - 68 Budgeted Positions)

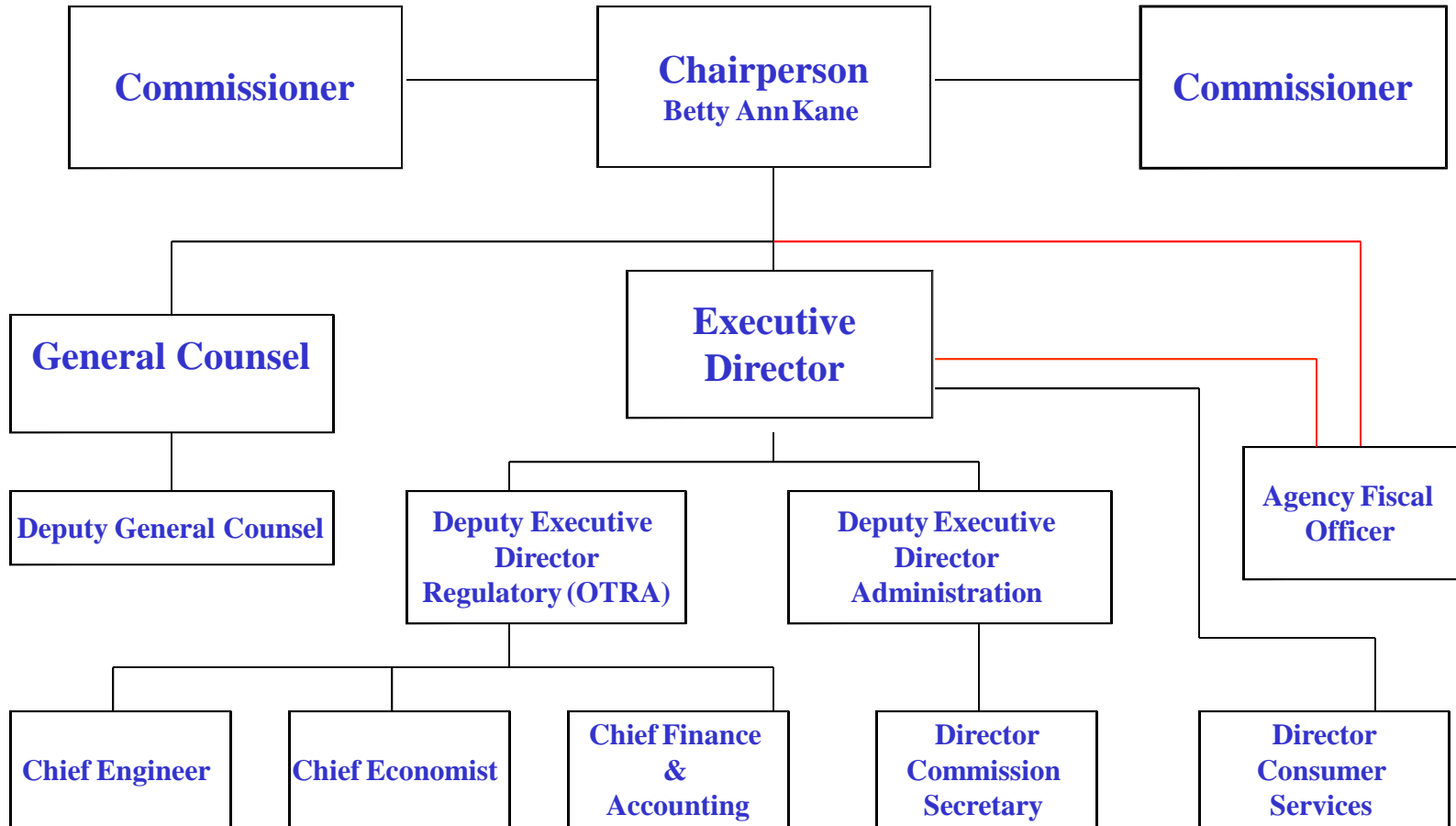


In December 2004, the PSC returned to the Executive Director structure. Two separate Deputy Executive Director positions were created. The Deputy Executive Director for Regulatory Matters position was filled in October 2005 and the Deputy Executive Director for Administrative Matters position was filled in January 2006.

ORGANIZATIONAL STRUCTURE BY OFFICE

2009-September 2013

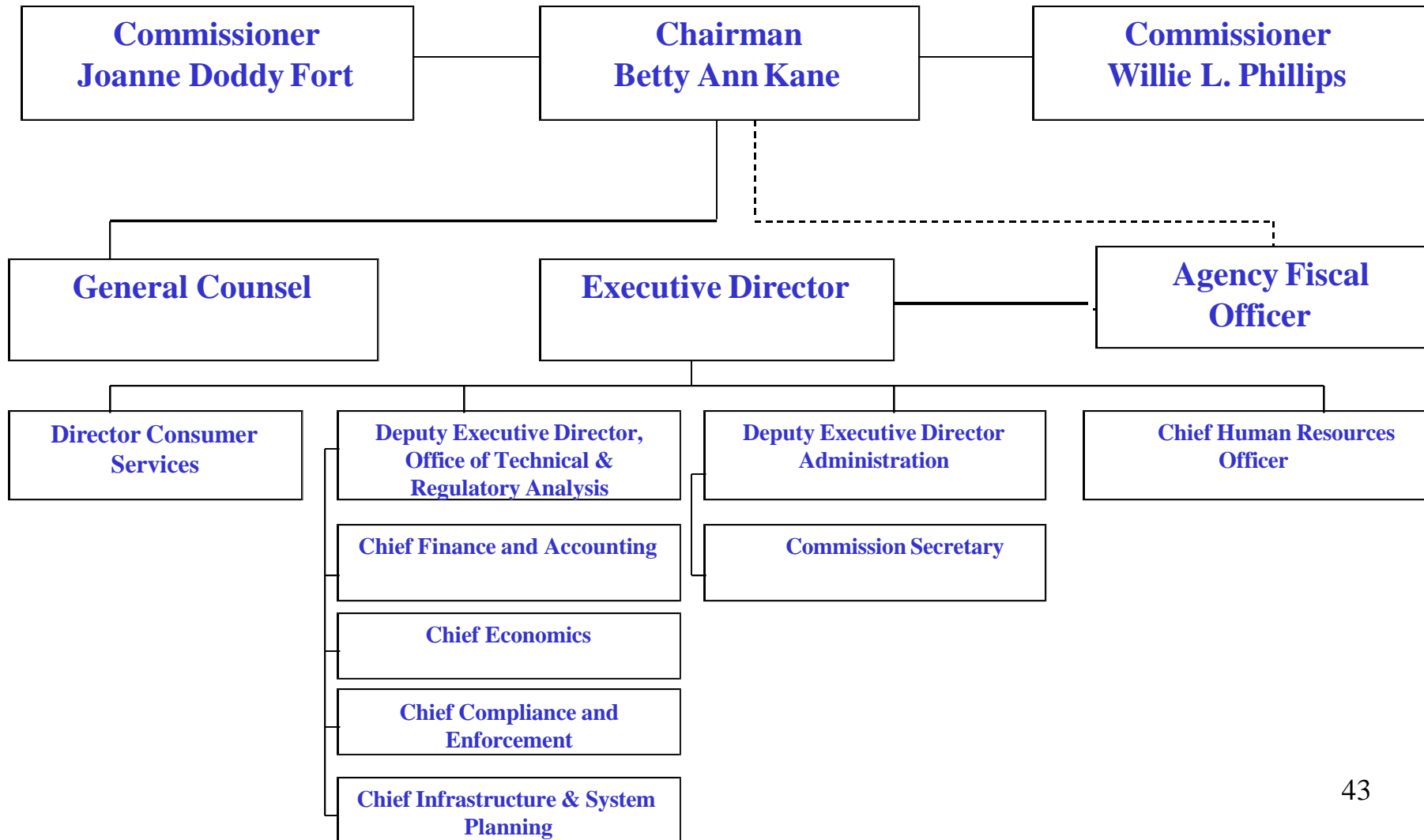
(72.6 Budgeted Positions)



In 2009, the PSC received 4 new electricity related positions funded by a 3-year federal stimulus (ARRA) grant.



Public Service Commission of the District of Columbia
FY 2014 Organizational Chart
79.6 FTEs





Public Service Commission of the District of Columbia
FY 2015 Organizational Chart
82.6 FTEs

