




**PUBLIC SERVICE
COMMISSION**
District of Columbia

Your Energy. Your Voice.

INTERCONNECTED
THE POWER OF MANY

ANNUAL REPORT 2021





Your Energy. Your Voice.

The Honorable Muriel Bowser
Mayor, District of Columbia
Executive Office of the Mayor
1350 Pennsylvania Avenue NW Suite 316
Washington, DC 20004

Dear Mayor Bowser:

The Public Service Commission of the District of Columbia (the Commission) has the honor of submitting to you its 2021 Annual Report, titled **Interconnected: The Power of Many**.

Through another year marked by pandemic-related challenges, we are proud of the substantial progress we've made, not only in serving the best interests of District residents and businesses but also in retaining our position as a leading national model for clean energy initiatives.

This annual report highlights the year's achievements and summarizes expenditures against our 2021 budget. The report also forecasts some of our next steps for 2022. The Commission's work was guided by our mission to serve District utility customers by ensuring that financially healthy utility companies provide safe, reliable and high-quality services at reasonable prices while promoting the District's climate goals.

Respectfully submitted,

Emile C. Thompson
Chairman

Richard A. Beverly
Commissioner

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MESSAGE FROM CHAIRMAN THOMPSON

I'm grateful for the opportunity to present this year's annual report as the Commission's Chairman. All of us at the Commission understand that achieving and sustaining clean energy requires us to foster strong connections among everyone involved in the process. Ratepayers, utilities, regulators, solar and climate activists—we need everyone at the table. That understanding is the impetus for this year's theme. **Interconnected: The Power of Many** speaks to the need for collaboration and shows what's possible when stakeholders pull together for a shared purpose.

As evidenced in this report, the Commission is aggressively pursuing energy solutions that are not only renewable, but reliable. The District of Columbia has achieved top-decile performance for electric system reliability—a direct result of commissioners prioritizing grid improvements and encouraging Pepco to maintain and achieve operational excellence, while implementing best practices.

For instance, the Commission recently approved the third phase of the District of Columbia Power Line Undergrounding (DC PLUG) initiative, which will enhance electric system resiliency and reliability for many customers in the District. At our request, Pepco is exploring improvements to its solar energy interconnection process with the aim of making it faster and more seamless for ratepayers. We approved a distribution system upgrade cost-sharing subsidy, which will help expand and accelerate the development of Community Renewable Energy Facilities (CREFs) in the District. The Commission

also approved an Advanced Leak Detection pilot program that will help Washington Gas Light (WGL) better manage and maintain its distribution system while reducing harmful methane emissions. We continue to work with all stakeholders to further shape this key initiative.

To make initiatives like these happen, we take full advantage of our size and operating conditions. The District has fewer than one million residents and no large central station utility-owned or managed power generators inside city limits. There are only two large utilities to regulate in the District where states like Pennsylvania have more than 15 utilities under regulation. Limited bureaucracy and a more manageable level of competing interests enables us to innovate at a faster pace than many of our national counterparts. As a result, we ended calendar year 2021 with more than 10,000 solar systems deployed across the District.



Our smaller size also allows us to develop genuine relationships with consumers. That was demonstrated again this year by the continuation of programs to protect District residents facing pandemic-related financial hardships from losing vital services. Mayor Bowser, the D.C. Council, Pepco and WGL worked in partnership to offer flexible payment options that many customers benefit from today.



These are just a few of the ways the Public Service Commission of the District of Columbia is bringing people together and leveraging the Power of Many to have the greatest impact on District residents, our energy grid and our future.



All of us look forward to making even more progress in these areas in the years to come.

Emile C. Thompson



INTERCONNECTED POWERING PROGRESS

The District of Columbia remains a national leader in and model for sustainable energy and environmental conservation. In fact, the District has one of the **most aggressive renewable energy standards of any American city**.

As the local utility regulator, the Commission is leading the clean energy transition in the District. Examples of the Commission's dedication to decarbonization run the gamut from adding more renewable energy sources to educating consumers about how they can mitigate climate change impacts.



In 2021, we made tremendous strides toward realizing the future articulated in the **Clean Energy Omnibus Amendment Act of 2018**. The Act increased the District's Renewable Energy Portfolio Standard, setting the District on the path to:

- 100% renewable energy by 2032
- 50% reduction in greenhouse gas emissions by 2032
- 10% of electricity from solar energy sources by 2041
- Carbon neutrality by 2050*

*Under the recently enacted Climate Commitment Act of 2022, the District aims to meet the following:

- 100% renewable energy by 2032
- 60% reduction or greater in greenhouse gas emissions by 2030
- 10% of electricity from solar energy sources by 2041
- Carbon neutrality by 2045



DISTRICT OF COLUMBIA
**CLEAN
ENERGY
SUMMIT**

PATH TO
DECARBONIZATION

Achieving the District's clean energy goals requires ongoing collaboration among public- and private-sector organizations, utilities, activists and other groups. With the goal of fostering this vital collaboration, the Commission hosted a landmark event on September 28, 2021, at the newly modernized Martin Luther King Jr. Memorial Library, the District's central library.

CLEAN ENERGY SUMMIT:

Path to Decarbonization

The first annual **Clean Energy Summit: Path to Decarbonization** combined engaging discourse by expert panels with informative, inspiring keynote addresses. Federal government officials, state and local regulators, renewable energy leaders, utility executives and climate activists talked openly about their prime objectives, related obstacles and possible solutions.

The day-long virtual and in-person event covered topics including:

- Effective decarbonization policies, programs and strategies, such as increasing clean energy installations
- The potential for switching from fossil fuels to electricity to reduce greenhouse gas emissions
- Ways to ensure equity and fairness in renewable energy solutions
- Last-mile clean energy issues in the District
- The impact of federal policies and regional market rules on local clean energy goals

“Having worked in city government, I know how important these types of convenings are, so I commend the Commission for pulling this outstanding group of speakers and professionals together in the same room to share ideas, talk about issues and complexities and share successes. We have a lot of work to do together and there isn’t a minute to waste.”

The Honorable Jeff Marootian, Special Assistant to the President for Climate and Science, The White House

“The stakes are high. Your work is critical. We [at the Department of Energy] know that an enduring challenge is coordinating efforts to maximize impact and we’re trying to fix that. Because we are all in this together.”

The Honorable Kelly Speakes-Backman, Acting Assistant Secretary and Principal Deputy Assistant Secretary for the Office of Energy Efficiency and Renewable Energy at the U.S. Department of Energy

DISTRICT OF COLUMBIA
CLEAN ENERGY SUMMIT

PATH TO
DECARBONIZATION



“Ratepayers, utilities, regulators, solar and climate activists—we need everyone at the table.”

Chairman Emile C. Thompson
On The Power Of Many

The Clean Energy Summit created a marketplace for businesses to showcase their latest clean energy technologies and solutions. The exhibition served as a valuable business networking platform for summit attendees to meet and exchange insights on the latest developments in the renewable energy sector.



Public Service Commission
District of Columbia



American University Office of
Sustainability



District Department of Energy
& Environment



DC Green Bank



District of Columbia Sustainable
Energy Utility (DCSEU)



DC Water



New Columbia Solar



Office of the People's Counsel
for the District of Columbia



District Department
of Public Works



University of the District of Columbia
Center for Sustainable Development
and Resilience



Chesapeake Solar and Storage
Association (CHESSA)



District Department of
Transportation

DISTRICT OF COLUMBIA CLEAN ENERGY GOALS



100% renewable
energy by 2032



10% of electricity from solar
energy sources by 2041



50% reduction in greenhouse
gas emissions by 2032



Carbon neutrality
by 2050

Progress Report:

Renewable Energy Portfolio Standard Program

Electricity suppliers in the District are required, by law, to increase the percentage of electricity that comes from renewable energy sources. To implement the law and create a market in the District for this type of electricity, the Commission established the Renewable Energy Portfolio Standard Program (RPS).

The Commission's **2022 Renewable Energy Portfolio Standard (RPS) Report** demonstrates electricity suppliers' progress. Pepco and 45 other competitive electricity suppliers submitted reports demonstrating compliance with RPS requirements through purchasing renewable energy credits (RECs) and/or compliance payments.

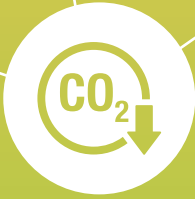
RPS report highlights for the past year include:

- A significant expansion of RPS-certified solar facilities: 2,337 new solar energy systems approved by year-end 2021, including 2,077 District systems and 82 CREFs
- A sharp increase in CREFs, from 12 in 2019 to 219 by the end of 2021
- Continued growth in solar energy generator applications in the District

- A total RPS-certified solar capacity of 191.8 MW at year-end 2021, which exceeds the estimated solar capacity of 182.3 MW required to meet the 2.5% solar requirement for 2021

As of year-end 2021, the Commission had certified a total of 10,013 solar energy systems in the District, representing 154.7 MW of capacity.

The District continues to take steps toward achieving 100% renewable energy by 2032 with a 10% solar carve-out by 2041.



PLANNING FOR CLIMATE CHANGE

Planning for Climate Change

The Commission's mission is to ensure that financially healthy utility companies provide safe, reliable and quality utility services at reasonable rates for District customers. These companies must also foster grid modernization, conservation of natural resources, preservation of environmental quality and advancement of the District's climate policy commitments.

In June 2021, the Commission directed Pepco and WGL to submit details of their Climate Solutions Plan and Climate Business Plan, respectively, and the companies' plans for helping the city achieve its energy and climate goals in **Formal Case No. 1167**.

Specifically, the Commission directed Pepco to file its high-level Climate Solutions Plan as well as a detailed list of proposed programs and initiatives, implementation plans and an electrification study. Meanwhile, WGL was directed to file work papers, models and related projections along with a detailed list of proposed programs and initiatives that support all scenarios provided in its Climate Business Plan. The Commission invited other stakeholders to file electrification studies and comments on Pepco and WGL's filings.

The Commission also invited stakeholders to file proposed scopes of work for the Commission's consideration in developing a Request for Proposal (RFP) for an independent consultant to assist the Commission. After reviewing the utilities' plans, additional stakeholder filings and plans from other states, this consultant will advise the Commission on a comprehensive strategy for how the Commission's regulated utilities can help the District achieve its climate goals.



Commission Approves New Energy Efficiency Options by Pepco

In August 2021, Pepco proposed a \$118 million, 3-year package of energy efficiency and peak-shaving initiatives, known collectively as the **Energy Efficiency and Demand Response (EEDR) Program**.

By Order No. 21417, released on August 11, 2022, the Commission approved a modified set of EEDR programs consisting of the following:

- Efficient Products Program
- Quick Home Energy Check-Up Program
- Residential Behavior-Based Program
- Low- and Moderate-Income Home Energy Program
- Commercial Behavior-Based Program
- Midstream Program
- Existing Buildings Program
- Low- and Moderate-Income Community Pilots
- Small Business Program

The modified total program budget is \$92.4 million, with 33% of the budget allocated to programs that benefit low- and moderate-income customers. Over the 3-year program cycle, this modified set of EEDR programs is forecasted to achieve approximately 226,831 MWh (or nearly 1% based on 2019 retail rates) of energy savings and reduce CO² emissions by roughly 181,000 metric tons.



Breaking Down Barriers to Solar

Thanks to growing consumer awareness and the Commission's implementation of an automated solar facility application process, demand for solar energy options—and initiatives to meet this demand—continue to increase in the District.

Some homeowners have complained about the upgrade costs required of the customer-generator in order to interconnect with the electric distribution system. To address this concern, the Commission published a notice of proposed rulemaking amending the District's solar interconnection rules to provide a subsidy that helps offset distribution system upgrade costs. The Commission is reviewing the comments received on the proposed rulemaking to determine the next steps. During 2021, the Commission approved an annual \$500,000 distribution system upgrade cost-sharing subsidy program to further foster and expand the development of CREFs in the city.

The Commission also required Pepco to stand up and maintain an online public **interconnection queue** fostering greater transparency, accountability and efficiency around the interconnection process. The public interconnection queue, which went live in February 2022, provides developers and customers with, among other information, the status of their interconnection applications.





PowerPath DC: Mapping Out Modernization

PowerPath DC outlines the critical next steps for realizing a more reliable, sustainable, affordable and resilient energy grid.

PowerPath DC began in 2015 to identify technologies and policies that could modernize the District's distribution energy delivery system. The Commission continues to bring together stakeholders, policy makers, residents and businesses to find new and innovative ways to meet the city's aggressive climate goals. The Commission has approved many PowerPath DC working group recommendations, including those on best practice rate design solutions. More recently, the Commission has studied how distributed energy resources (DERs) allow communities to generate clean, potentially cheaper energy from renewable sources.

A Pilot Project Governance Board is also responsible for reviewing, selecting and

overseeing innovative pilot projects and studies that are in line with the PowerPath DC Vision Statement. This board administers a \$21.55 million fund created by the Commission's approval of the PHI-Exelon merger. The Commission recently issued an RFP for the first pilot project recommended by the Governance Board, a community heat pump. The Board continues to consider additional pilot projects:

- An aggregated solar-to-grid and communications project
- A virtual power plant or DER management system
- A transactive neighborhood renewable microgrid



THE END OF AN ERA

Like every other major city across the country, the District once was home to thousands of payphones. However, just six outdoor public payphones remained in the entire city as of 2021. Through its #LastPayphonesInDC campaign on social media, the Commission highlighted each remaining phone as an homage to times past. The story was picked up by several local **news outlets** which linked the “death of payphones” to many other aspects of a modern, changing city and world.



Upgrading Vital Infrastructure

Grid modernization efforts, such as those described below, include replacing aging infrastructure to help ensure greater reliability and safety for the District's energy delivery system. A modern grid is also essential for the deployment of solar and other renewable energy resources.

DC PLUG

The DC PLUG initiative is a public-private partnership between Pepco, the District of Columbia Department of Transportation (DDOT) and other District agencies. The goal: improve electric service reliability and reduce the impact of storm-related outages in the District by placing vulnerable overhead distribution lines underground in Wards 3, 4, 5, 7 and 8.

Signed into law in May 2017, the revised DC PLUG statute authorizes a combined total expenditure of no more than \$500 million by Pepco and DDOT to move selected overhead primary feeders underground. Pepco is authorized to spend \$250 million, DDOT is authorized to spend \$187.5 million and the remaining \$62.5 million will come from DDOT's capital budget

A total of 20 feeders will be undergrounded through DC PLUG over three biennial filings. Approximately 8,000 customers, 13,000 customers and 5,000 customers will benefit directly from the First Biennial Plan (\$134 million), the Second Biennial Plan (\$264 million) and the Third Biennial Plan (\$85 million), respectively. The third and final Biennial Plan was filed in September 2021 and approved by the Commission on January 27, 2022, in **Formal Case No. 1168**.

Underground power lines currently serve approximately one-half of the District. Once construction on all 20 feeders is completed, DC PLUG will provide increased reliability and resiliency to approximately 26,000 additional customers.

DC PLUG will benefit District residents by reducing the severity of power outages during major storms, thereby improving reliability and resiliency. DC PLUG also offers significant economic opportunities for District businesses and residents. Construction activities authorized by these plans will continue concurrently for many years into the future.



Upgrading Vital Infrastructure

Capital Grid Project

Pepco's Capital Grid Project is a long-term, Commission-approved infrastructure initiative focused on updating aging infrastructure, enhancing system resiliency, improving reliability and managing load growth.

More than 300,000 electric customers in the District and many Pepco customers in Maryland will realize the reliability and resiliency benefits of this project. All told, the project will create a networked high-voltage underground transmission system and rebuild and upgrade an existing substation, rebuild and repurpose an existing substation and construct a new substation in the District.



Pepco will also provide about 70 MW of additional hosting capacity for future DERs along with a 1 MW pilot battery energy storage unit within the Mt. Vernon Substation capable of producing 3 MWh of energy.

The Commission also made clear that it expects Pepco to explore pilot and demonstration projects to integrate more non-wires alternatives throughout the electric distribution system in the District in future projects.

Capital Grid Project: Key Elements

- Rebuilding and upgrading the Takoma Substation in Maryland and the Harvard Substation in the District
- Rebuilding and repurposing the existing Champlain Substation in the District
- Creating a networked system by building 10 miles of new 230 kV underground transmission line between the Takoma Substation and the Waterfront Substation
- Constructing a new Mt. Vernon Substation to accommodate forecasted load growth and to ensure continued reliable service

202 THE NEW ★ ★ ★ 771 CODE IN TOWN

Since 1947, the District has used the 202 telephone area code, which has become synonymous with city pride.

On June 16, 2020, the North American Numbering Plan Administrator (NANPA) filed a petition with the Commission requesting a new District area code, as 202 phone numbers would soon run out.

With Order. No. 20627, issued September 16, 2020, the Commission approved the petition and started the process of adding a new overlay area code for the entire geographic area of the 202 code.

The new 771 area code was officially introduced in November 2021. Those customers with a 202 area code did not have to change numbers, but all customers must dial 10 digits (the area code and number) for all calls. Customers were also required to update automated dialing systems (e.g., life-safety systems, voicemail services, alarm and security systems) to accommodate 10-digit dialing.



Upgrading Vital Infrastructure

PROJECT*pipes*

In 2014, the Commission approved WGL's PROJECT*pipes*—a 40-year program to replace aging pipe infrastructure in the District and recover associated costs through a billing surcharge.

In December 2020, the first phase of PROJECT*pipes* (PP1) concluded with approximately 22 miles of pipe and 4,300 service lines replaced. During PP1 WGL also installed service safety valves and new locating technology, updated mapping of facilities and upgraded low-pressure systems—all of which will help improve safety and reliability for nearly 165,000 gas customers in the District.

Following an intensive review period, the Commission approved a modified 3-year, \$150 million Phase 2 plan (PP2), which began on January 1, 2021. The Commission estimates that, during the 3-year period of PP2, benefits will include:

- Over 100 avoided methane gas leaks
- A cumulative reduction of 6,000 metric tons of carbon dioxide (CO² equivalent) emissions
- A remediation of over 14 miles of gas main pipe and 4,200 service lines

At the end of PP2, WGL will have replaced or remediated approximately 36 miles of gas main pipe and over 8,500 service lines.



Rate Cases

Our mandate as utility regulator involves ensuring that a utility's rates are just and reasonable. The Commission conducts formal rate case proceedings whenever a utility company files an application requesting an increase in rates due to the rising costs of providing utility service.



The Commission presided over two such proceedings in 2021:

Pepco

On May 30, 2019, Pepco filed a proposal requesting a \$162 million increase for the existing electric distribution rates in the District through a multi-year rate plan (MRP). In June 2021, the Commission approved a Modified Enhanced Multiyear Rate Plan (Modified EMRP) that gradually increases electrical distribution service rates in the District. The Modified EMRP is a pilot program that goes through the end of 2022, equating to an 18-month initial MRP term.

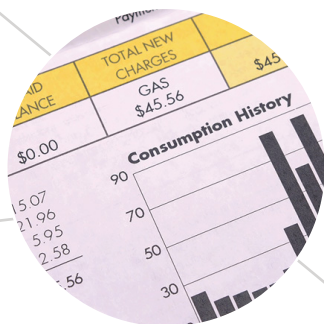
- A \$5 million small commercial customer energy efficiency program, encompassing rebates and loans
- Reconciliation and prudence review filings
- A set of Clean Energy Tracking Performance Incentive Mechanisms focused on the District's climate and clean energy goals
- A stay-out provision prohibiting Pepco from filing a new MRP application before January 2, 2023, with rates to be effective no earlier than January 1, 2024

The program includes, among other things:

- Cumulative revenue requirements of \$108.6 million over three years, resulting in an annualized monthly bill increase for the average residential customer (excluding those in the electric Residential Aid Discount Program) of \$1.07, \$2.33 and \$1.85 between 2021 and 2023, respectively (a 33% reduction from Pepco's original \$162.0 million MRP proposal)
- A total package of \$11.4 million in shareholder-funded customer benefits, including \$7.8 million for residential and streetlight bill offsets and \$3.6 million for residential Customer Base Rate Credits

For customers, this plan leads to greater certainty about the monthly bill and clarity into future costs. The Commission and Pepco also save considerable resources by avoiding annual rate case litigations.

In 2021, the Office of the People's Counsel filed a Petition for Review of Order Nos. 20755 (Decision) and 21042 (Reconsideration) in the District of Columbia Court of Appeals. Oral arguments will occur in September 2022.



WGL

On January 13, 2020, WGL filed an application requesting authority to increase existing rates and charges for gas service in the District.

Parties subsequently entered into a Settlement Agreement filed on December 8, 2020, resolving the issues in the case. The Commission held a public interest hearing on the Settlement Agreement on January 27, 2021, and approved the Agreement in Order No. 20705, released February 24, 2021.

As a result of the Settlement Agreement, WGL received a \$19.5 million revenue increase, which included a transfer of \$8.3 million previously collected through the PROJECTpipes surcharge. The authorized increase will be collected through a 15% increase in the Customer Charge for all residential classes, with the remainder collected through the Distribution Charge. For non-residential rate classes, the revenue increase would be distributed on an equal percentage basis to all charges. Additionally, WGL agreed to file an annual report with the Commission that reports on GHG emissions associated with the delivery of gas to District of Columbia customers in the previous calendar year.



INTERCONNECTED

Outreach and Engagement

As the uncertainties and hardships of the COVID-19 pandemic continued into a second full year, the Commission remained steadfast in providing reliable and easily accessible information, assistance and assurance to District residents.

Commission departments operated at almost 100% virtual capacity and made sure residents received timely briefs, financial relief, chances to voice their concerns and updates on progressive initiatives.

Several technology tools helped the Commission maintain seamless operations. For example, virtual meeting platforms kept community and evidentiary hearings on track. Remote phone coverage for the Commission's main line helped ensure no calls went unanswered. Additionally, electronic docketing allowed the Commission to serve confidential pleadings to involved parties and simplify public commenting.

Expanding Assistance

Additional District ratepayers who were impacted financially by the COVID-19 pandemic received relief in Spring 2021 when the Commission increased the income eligibility threshold for electric and gas utility discount programs (UDPs). The Commission directed Pepco and WGL to raise the threshold from 60% of the state median income level to 80% of the area median income.

The new requirements applied to Pepco's Residential Aid Discount program and WGL's Residential Essential Service program. The Commission directed the Department of Energy and Environment (DOEE) to inform customers who were denied relief under the

previous threshold that they could reapply and to increase awareness of the new requirements to those who had never applied.

Additionally, the Commission directed WGL to propose and later approved its Arrearage Management Program to help participating customers eliminate arrearages and avoid disconnection through WGL's arrearage forgiveness plan. The Commission plans to collaborate further with Pepco, WGL, DOEE and the Office of the People's Counsel for the District of Columbia in 2022 to ensure ratepayers who remain financially impacted by the pandemic continue to receive these necessary services.

Outreach and Engagement

Answering Calls for Change

For several months during 2021, WGL customers faced extremely long wait times when attempting to contact the utility to start, stop or change their service or to set up payment plans.

In September 2021, the Commission directed WGL to submit a corrective action plan to address the wait times and bring the company into compliance with the Commission's Natural Gas Quality of Service Standards (NGQSS). The Commission also prohibited WGL from disconnecting customers for non-payment until they achieved compliance. During that period, Commission staff placed anonymous, periodic calls to WGL's customer service center to assess wait times firsthand.

The moratorium on disconnecting customers for non-payment ended in April 2022. The Commission determined in Order No. 21142

that WGL fully complied with the NGQSS and satisfied requirements to meet WGL's customer service standards regarding call center answering time and abandoned calls in the first quarter of 2022.

The Commission also approved WGL's Arrearage Management Program (AMP) designed to provide guidance, resources and assistance to customers unable to pay their utility bills on time during the COVID-19 pandemic. The AMP helps customers bring their accounts current and avoid disconnection by lowering or eliminating pandemic-related past due balances.

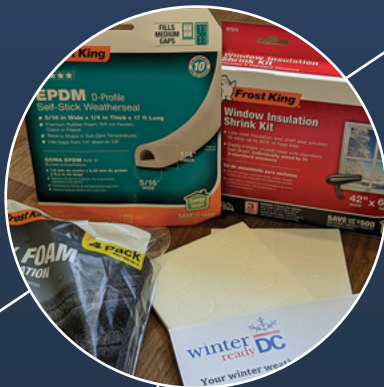
Complaints With a Click

Among its many responsibilities, the Commission's Office of Consumer Services (OCS) helps consumers with problems they may have with a utility company or competitive provider.

Customers historically submitted complaints to the Commission by phone or in-person at our offices. While a [Customer Complaint and Inquiries Form](#) was available on our website pre-pandemic, customer use of that form to register their complaints and receive a prompt response increased dramatically in 2021.

2020-2021 WINTER READY DC

Through its Winter Ready DC campaign, the Commission distributed 2,500 home weatherization kits to District residents.



Outreach and Engagement

Bundled Up: Winter Ready DC

For the sixth straight year, the Commission conducted its Winter Ready DC campaign to help District residents prepare for cold weather and weather-related events.

The Winter Ready DC website—the campaign centerpiece—urges residents to take small steps to realize big savings on their winter utility bills, especially those hit hard by the pandemic. The site features:

- Tips for winterizing homes inside and out
- Suggestions for reducing energy use (and costs) in colder months
- Links to the latest pandemic-related updates and payment assistance
- A list of essential supplies to have on hand

In addition, the Commission gave away 2,500 free home weatherization kits to help residents save money on their winter utility bills.

WINTER READY DC FREE WINTERIZING KITS

Contents

Potential Benefit

| | |
|--------------------------------|--|
| Door/window weatherstripping | 5-10% energy savings |
| Foam pipe insulation | 3-4% energy savings |
| Foam switch and outlet gaskets | 20% reduction on heating/cooling bills |
| Window insulation shrink kit | 12.2% energy savings |



FIGHT UTILITY SCAMS

Fighting Back Against Scammers

Hard times attract scammers, who set out to trick residents into divulging private information, sending money or even switching energy providers.

Early in 2021, customers reported that scammers were “spoofing” the Commission’s main phone number to call Pepco customers and demand cash or prepaid credit cards to prevent a service disconnection. With spoofing, scammers disguise their identity by using someone else’s number to appear on caller ID.

To help customers protect themselves and their families, the Commission relaunched its Fight Utility Scams awareness campaign and [website](#), which features tips and community resources curated specifically for District utility consumers.

Quarterly Connections: ANC Meetings

The Commission met virtually with commissioners from Advisory Neighborhood Commissions (ANCs) during each quarter of 2021 to present information on, and answer questions related to, Commission activities. Residents in each neighborhood were especially interested in learning about the COVID-19 resources available to help consumers during the public health emergency and other assistance available through Commission initiatives, such as the #Here2HelpDC campaign.



All Inclusive

The Commission's commitment to, and work on, diversity, equity and inclusion leads the nation.

In 2019, we formed a first-of-its-kind Advisory Council on Utility Supplier and Workforce Diversity. Throughout 2021, the Council provided advice and recommendations for improving diversity and inclusion within the District's energy workforce and utility suppliers.

Among its accomplishments, the Council also worked to have the Commission sign revised Memoranda of Understanding with Pepco, WGL and Verizon DC to renew their commitment to increased opportunities for diverse businesses. The Advisory Council's working groups also collaborated to create a Suggested Best Practices guide recommending revisions to the memorandums of understanding with the regulated utilities.

Empowering Opportunities: Certified Business Enterprises

In 2021, the Commission completed the first full year of its Certified Business Enterprise (CBE) initiative. CBEs are typically defined as small and/or local businesses, or historically under-represented businesses, headquartered in the District and certified by the Department of Small and Local Business Development.

Activities in the past year included a series of webinars bringing together more than 50 CBEs and non-CBEs to discuss the Commission's procurement plans, how to become a CBE and how to partner with a non-CBE.

Supporting the development of CBEs in the District remains a top strategic priority for the Commission. CBEs receive preferential status in procurement opportunities and, in general, the program helps position businesses to better compete in District Government contracting opportunities.

The Commission is actively engaging stakeholders to get certified as CBEs and participate in bidding for professional services, especially in the areas of engineering, accounting, economics, law and marketing/communications. Commission staff coordinate and participate in outreach efforts that publicize procurement opportunities as well as establish strategic partnerships to help advance CBE participation in procurement.



INTERCONNECTED ONE COMMISSION



ONE COMMISSION



The Office of the Deputy
Executive Director (ODED)

The Office of Information
Technology (OIT)



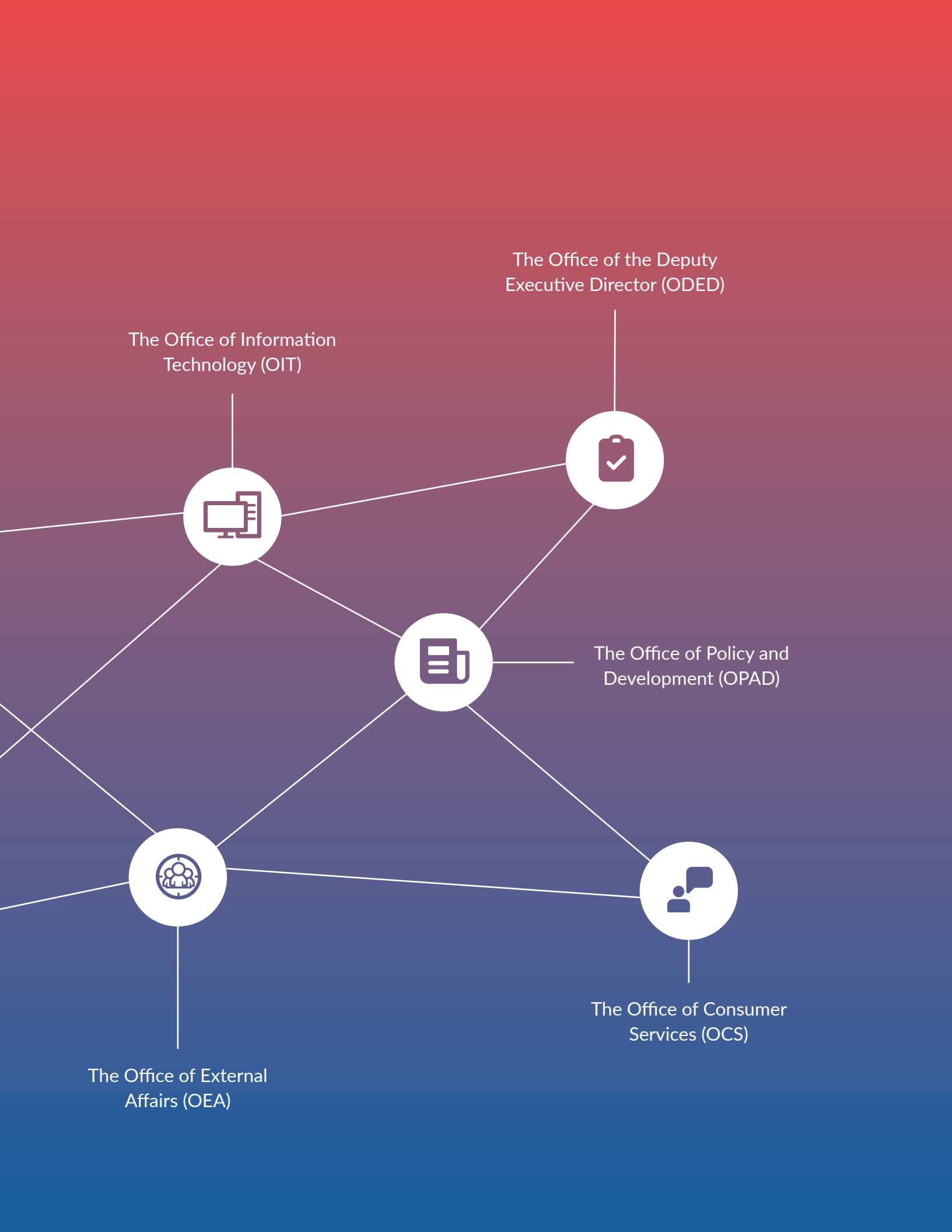
The Office of Policy and
Development (OPAD)



The Office of External
Affairs (OEA)



The Office of Consumer
Services (OCS)



The Power of Many

The Commission exemplifies the “power of many” through the work of multiple specialized offices, headed by a Chairperson and two Commissioners, all working toward one mission.



The Office of the General Counsel (OGC)

Oversees legal issues surrounding the Commission’s daily operations and regulatory responsibilities. OGC represents and advises the Commission on all actions and proceedings set forth in the enabling statute or any other legislation. The attorneys on staff prepare orders, create advisory memoranda and help the Commissioners conduct proceedings.



The Office of the Deputy Executive Director (ODED)

Oversees a range of management and administrative areas, including IT, fiscal management, contracts and procurement, facility management and emergency preparedness. In partnership with the Agency’s Fiscal Officer, ODED helps develop and carry out the Commission’s financial goals and objectives, including compliance with the District’s small and local business development initiatives.



The Office of the Executive Director (OED)

Serves as the Performance Officer for the Commission. OED develops and executes all strategic planning initiatives and oversees the agency’s budget and financial management. The Deputy Executive Director, Chief of Human Resources, Chief of Policy & Development and Director of Consumer Services all report to the Executive Director.



The Office of Information Technology (OIT)

Is the heart of the Commission’s technology support. Housed under the Office of the Deputy Executive Director, OIT develops, implements and maintains the Commission’s technology infrastructure, enterprise applications and platforms. The Office also establishes and oversees the Commission’s technology policies and standards while developing solutions to enhance internal and external services, applications and network configurations.



The Office of Human Resources (OHR)

Helps the Commission increase productivity and improve performance by recruiting, training, managing and motivating a highly skilled and diverse staff. OHR initiatives include tuition reimbursement programs, professional development opportunities and employee appreciation policies.



The Office of Consumer Services (OCS)

Mediates and resolves consumer complaints against utilities and retail electric, natural gas and telecommunications suppliers. OCS also conducts outreach events to educate consumers about their rights and responsibilities under the District's Consumer Bill of Rights.



The Office of External Affairs (OEA)

Advances stakeholder and community engagement efforts through positive and transparent messaging. OEA develops and disseminates public notices, press releases, newsletters, social media updates, website updates, explanatory videos and more. These materials play key roles in engaging external stakeholders such as the public, press, D.C. Council, the Mayor, District agencies and federal agencies.



The Office of Technical and Regulatory Analysis (OTRA)

Advises Commissioners in formal cases involving accounting, economic and engineering issues. OTRA staff also monitor electric, natural gas and local telecommunications markets at the retail and wholesale levels. Additionally, OTRA conducts compliance reviews and audits, manages the Commission's gas pipeline safety program and gauges the status of local competition through annual surveys.



The Office of the Commission Secretary (OCMS)

The Office of the Commission Secretary (OCMS) is responsible for maintaining the official files and records of the Commission. OCMS serves as the keeper of official documents, files and records, ensuring the safety and integrity of the Commission's records and providing appropriate access to records and files. In addition, OCMS assists the Commission with the conduct of evidentiary, community, and public interest hearings and is also responsible for the management and oversight of content updates on the Commission's website.



The Office of the Agency Fiscal Officer (OAFO)

Develops, implements and administers the Commission's budgeting, accounting, financial reporting and auditing systems. Mandates come from the Office of the Chief Financial Officer and roll out alongside management directives from the Commissioners and the Commission's Chairperson.

COMMISSIONERS

The Commission is headed by a Chairperson and two Commissioners, all of whom are appointed to 4-year terms by the Mayor, with the advice and consent of the D.C. Council. During 2021, the third Commissioner position was vacant.



Chairman Emile C. Thompson

Emile C. Thompson was appointed to the Public Service Commission of the District of Columbia by Mayor Muriel Bowser in 2021 and re-appointed as Interim Chairman on December 1, 2021. He was confirmed as Chairman on June 7, 2022.

Before the Commission, Chairman Thompson was an Assistant United States Attorney in the U.S. Attorney's Office for the District of Columbia. As an AUSA, he prosecuted homicides and served as a supervising Deputy Chief in the Misdemeanor Section. He has also served as a Principal Member of the D.C. Water Board of Directors since 2016. While on the Board, Chairman Thompson chaired the Human Resources and Labor Relations Committee and served on the Governance, Strategic Planning, and D.C. Retail Rates committees. Chairman Thompson began his career as a clerk for the Honorable (Ret.) Herbert B. Dixon, Jr. of the Superior Court of the District of Columbia. He also served in the

Mayoral Administrations of Vincent Gray and Muriel Bowser.

Chairman Thompson is an active member of the National Association of Regulatory Utility Commissioners (NARUC), representing public service commissions that regulate telecommunications, energy, and water utilities. He serves as NARUC Co-Vice Chair of the Committee on Critical Infrastructure established after the September 11, 2001, terrorist attacks to provide state regulators a forum to analyze solutions to utility infrastructure security and delivery concerns. He is a member of the NARUC Committee on Energy Resources and the Environment, which focuses on energy efficiency, environmental protection, renewable and distributed resources, consumer protection, and low-income weatherization and assistance. He also serves on the Board of Directors of the Organization of PJM States, Inc., which promotes and protects the public interest

in providing reliable and reasonably priced electric service.

Chairman Thompson graduated from Morehouse College with a degree in Computer Science and minors in Math and Biology. His law degree was conferred from Wake Forest University School of Law.

Born in Washington, D.C., Chairman Thompson resides here with his wife and children. He is active in the District community serving as a board member of the Abramson Scholarship Foundation, and is a former board member of the Boys and Girls Club of Greater Washington.



Commissioner Richard A. Beverly

Richard A. Beverly served as General Counsel to the Commission until he was appointed as Commissioner by Mayor Bowser in 2016, and re-appointed in 2021.

Commissioner Beverly graduated from Howard University, Magna Cum Laude. He went on to obtain a Juris Doctor from American University in 1981 and became a member of the District of Columbia Bar that same year.

He entered the District Government as a hearing officer with the Office of Employee Appeals in 1983 and quickly rose to the position of General Counsel, a position where he gained extensive administrative law and litigation experience. During this time, he also served as an Advisory Neighborhood Commissioner and as a volunteer arbitrator for the Better Business Bureau.

In 1997, the Chairperson of the Commission asked Commissioner Beverly to accept a position as General Counsel and he served in that position until obtaining a presidential appointment to serve as a member of the U.S. Department of Labor's Administrative Review Board (ARB). The ARB functioned as an appellate review board for decisions of federal administrative law judges.

In 2002, a new Commission Chairperson asked Commissioner Beverly to return as an advisor and he was later unanimously asked by all three Commissioners to again serve as General Counsel.

In addition to being a member of the D.C. Bar, Commissioner Beverly is also a member of the Bar for the U.S. District Court for the District of Columbia and the Bar for the U.S. Court of Appeals for the District.

Commissioner Beverly is a longtime resident of the District.

MISSION AND GOALS

Our mission is at the heart of our work. It informs our goals, decisions and initiatives in serving District residents. It also links to the District of Columbia's energy and climate action policies.

Our Mission

The mission of the Public Service Commission of the District of Columbia is to serve the public interest by ensuring that financially healthy utility companies provide safe, reliable and quality utility services at reasonable rates for District of Columbia customers, while fostering grid modernization, conservation of natural resources, preservation of environmental quality and advancement of the District's climate policy commitments.

We do this by:

- Motivating customer- and results-oriented employees
- Protecting consumers by ensuring public safety, reliability 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
- Resolving disputes among consumers and service providers
- Educating consumers and informing the public

Our Goals

The Commission has identified three goals for carrying out its mission:

1. Grid Modernization

The Commission's top priority is modernizing the District's distribution energy delivery system. A modern grid is essential for deploying solar and other renewable energy resources in order to achieve our clean energy commitments.

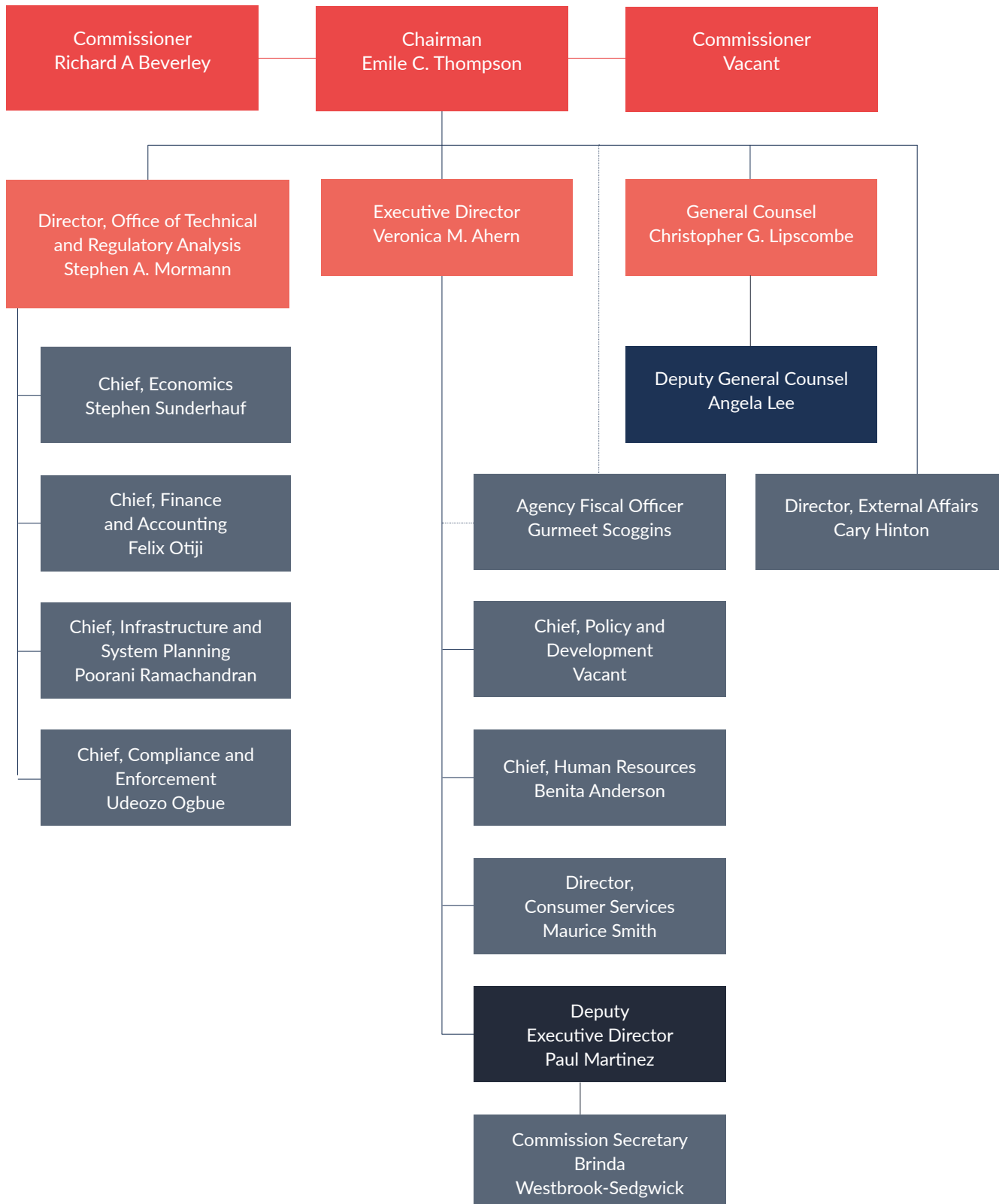
2. Infrastructure Improvements

The Commission works to ensure that the District's energy delivery system remains safe, reliable and affordable while also becoming more sustainable, interactive and secure.

3. Community Engagement

The Commission conducts its operations in a transparent way, engaging D.C. customers through an aggressive outreach program, using social media, traditional media, community events and programs and our website. Our Consumer Service Specialists interact with the public daily while resolving consumer complaints and other issues.

Organizational Structure



2020 Fiscal Year Budget

The Commission's budget is comprised of two primary revenue types: **Operating Funds** (or Special Purpose Revenue) and **Grant Funds**.

As an independent District Government agency, the Commission's operating budget is not funded by taxpayers, but rather by assessments levied on regulated utility companies based on their share of revenue derived in the District marketplace.

Public Service Commission (DH0) Budget vs Expenditure Summary FY 2019 - FY 2022

| (\$'s in thousands) | FY2019 | |
|--|---------------|-------------|
| Comptroller Source Group | Actual | Exp. |
| 0011 - Regular Pay - Cont Full Time | 8,153 | |
| 0012 - Regular Pay - Other | 695 | |
| 0013 - Additional Gross Pay | 113 | |
| 0014 - Fringe Benefits - Curr Personnel | 1,797 | |
| 0015 - Overtime Pay | 2 | |
| Subtotal - Personnel Service (PS): | 10,760 | |
| 20 Supplies And Materials | 89 | |
| 30 Energy, Comm. And Bldg Rentals | 1 | |
| 31 Telecommunications | 87 | |
| 32 Rentals - Land And Structures | 1,597 | |
| 35 Occupancy Fixed Costs | 1 | |
| 40 Other Services And Charges | 1,782 | |
| 41 Contractual Services - Other | 239 | |
| 70 Equipment & Equipment Rental | 208 | |
| Subtotal Non-Personnel Services (NPS) | 4,004 | |
| Gross Funds | 14,765 | |

Full Time Employees (FTEs)

| (\$'s in thousands) | FY2019 | |
|--------------------------|---------------|-------------|
| Appropriated Fund | Actual | FTEs |
| Special Purpose Revenue | 70.3 | |
| Federal Grant Funds | 3.3 | |
| Gross Funds | 73.6 | |

| FY2020 | | | | FY2021 | | | | FY2022 | |
|----------------|---------------|--------------------------|--------------|-----------------|---------------|--------------------------|------------|----------------|------------------------------|
| Revised Budget | Actual Exp. | Variance: Budget vs Exp. | (%) Variance | Approved Budget | Actual Exp. | Variance: Budget vs Exp. | % Variance | Revised Budget | Budget Variance over FY 2021 |
| 8,776 | 8,726 | 50 | 1% | 9,372 | 9,101 | 271 | 3% | 9,650 | 278 |
| 527 | 517 | 10 | 2% | 764 | 689 | 75 | 10% | 1,089 | 325 |
| 104 | 106 | (2) | -2% | - | 134 | (134) | - | - | - |
| 1,956 | 1,913 | 43 | 2% | 2,149 | 1,958 | 191 | 9% | 2,298 | 149 |
| - | 1 | (1) | - | - | - | - | - | - | - |
| 11,363 | 11,263 | 100 | 1% | 12,285 | 11,882 | 403 | 3% | 13,037 | 752 |
| 48 | 41 | 7 | 15% | 61 | 25 | 36 | 59% | 91 | 30 |
| 2 | 1 | 1 | 60% | 2 | 2 | (0) | -26% | 1 | (1) |
| 86 | 99 | (13) | -16% | 83 | 84 | (1) | -2% | 95 | 12 |
| 1,935 | 1,856 | 79 | 4% | 2,147 | 2,064 | 83 | 4% | 2,082 | (65) |
| 41 | 4 | 37 | 90% | 21 | 10 | 11 | 53% | - | (21) |
| 2,278 | 1,895 | 383 | - | 2,381 | 1,676 | 705 | 30% | 2,247 | (134) |
| 162 | 148 | 14 | 9% | 192 | 114 | 78 | 41% | 192 | 0 |
| 369 | 287 | 82 | 22% | 374 | 349 | 25 | 7% | 301 | (73) |
| 4,921 | 4,331 | 590 | 12% | 5,261 | 4,324 | 937 | 18% | 5,009 | (252) |
| 16,285 | 15,596 | 691 | 4% | 17,546 | 16,206 | 1,340 | 8% | 18,046 | 500 |

| FY2020 | | | | FY2021 | | | | FY2022 | |
|---------------|-------------|----------------------------|--------------|---------------|-------------|----------------------------|------------|---------------|---------------------------|
| Approved FTEs | Actual FTEs | Variance: Budget vs Actual | (%) Variance | Approved FTEs | Actual FTEs | Variance: Budget vs Actual | % Variance | Approved FTEs | FTE Variance over FY 2021 |
| 82.1 | 71.3 | 10.8 | 13% | 86.4 | 76.0 | 10.4 | 12% | 86.4 | - |
| 3.5 | 3.2 | 0.3 | 9% | 3.2 | 3.0 | 0.2 | 6% | 3.2 | - |
| 85.6 | 74.5 | 11.1 | 22% | 89.6 | 79.0 | 10.6 | 12% | 89.6 | - |

LEADING THE WAY TO HELP AND INFORMATION

Learn more about the
District's Clean Energy
Goals.

dcpsc.org/CleanEnergy



Protect yourself from
utility scams.

fightutilityscams.com



DC POWER CONNECT

You have a choice for
your electricity.

DCPowerConnect.com



Take small steps now
to realize big savings on
your winter utility bills.


dcpsc.org/WinterReadyDC



Find out how your
business can become
a Certified Business
Enterprise.

dcpsc.org/CBE




**PUBLIC SERVICE
COMMISSION**
District of Columbia
Your Energy. Your Voice.



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