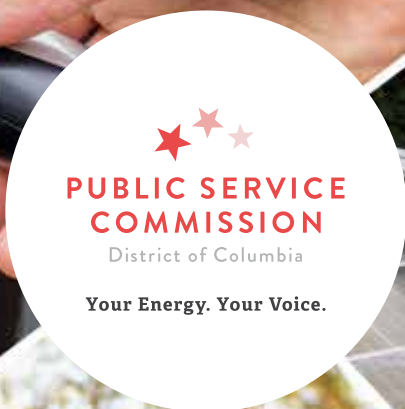




LEADING THE WAY

ANNUAL REPORT 2020



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 2020 Annual Report, titled **Leading the Way**

In an extraordinary year that challenged all of us in new ways, we are proud of the progress we made in both serving the best interests of District residents and businesses and in retaining our position as a leading model for clean energy and diversity initiatives.

This annual report highlights the year's achievements and summarizes expenditures against our 2020 budget. The report also forecasts our next steps for 2021. 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,

Richard A. Beverly
Commissioner

Willie L. Phillips
Chairman

Emile C. Thompson
Commissioner

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Message from Chairman Phillips

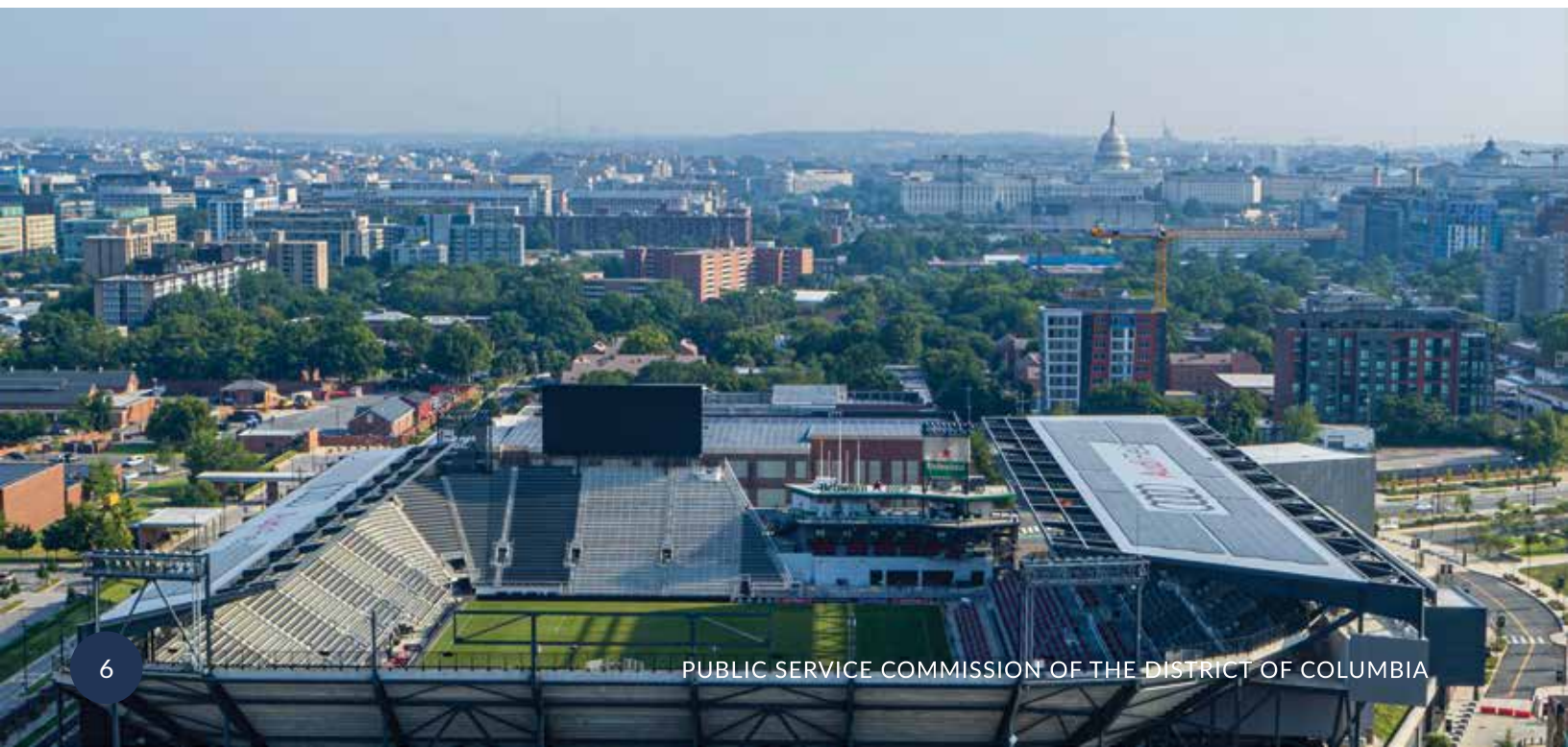


In a year characterized by massive challenges, the Commission stayed on course to do what's best for District residents while providing a model for the entire nation to follow.

Without a doubt, 2020 was a year like no other. The pandemic disrupted everyone's lives in countless ways. Communities, including our own, again grappled with issues of racial injustice. For many, it was a year of profound loss.

But 2020 was also a story of resilience, of how we can help each other when we are tested. I must give credit to the dedicated staff here at the Commission. With practically no advance notice, our entire team pivoted seamlessly to a remote working arrangement. They remained patient, flexible and compassionate. Through it all, they never faltered in meeting the needs of District residents.

I would also like to publicly thank Mayor Bowser, the Council of D.C. and the utilities who worked in partnership with us to ensure that no District resident facing financial hardship lost vital services. Many customers are still benefiting from these flexible payment options.





Looking back, we learned some very real lessons about the importance of building resilience for whatever comes our way—whether that means minimizing the impact of disruptive events or preventing them altogether. That’s the driving force behind our standard-setting clean energy work.

Climate change causes tremendous instability and invites threats to our collective wellbeing, from extreme weather events to the spread of deadly infectious diseases. This is among the many reasons why Washington, D.C., remains a national leader in sustainability and environmental conservation. In fact, the District has the most aggressive renewable energy standards of any city in the country.

The Commission is also blazing new trails in addressing issues of social equity. We continued working with the Advisory Council on Supplier and Workforce Diversity—the first of its kind for state commissions. We launched our Certified Business Enterprise initiative to channel millions of dollars in project funds to local and historically underrepresented businesses.

These are just a few examples of how the Public Service Commission of the District of Columbia is “Leading the Way” toward a more reliable grid and a more just society.

I look forward to making even more progress in these areas in the years to come.

Willie L. Phillips

**Raising the
Bar for Clean
Energy**

The Commission's precedent-setting work in clean energy runs the gamut from upgraded infrastructure and new solar panels to educating consumers about their role in minimizing harmful climate change impacts. In 2020, we made tremendous strides on numerous fronts to future-proof our infrastructure while empowering residents to do their part.

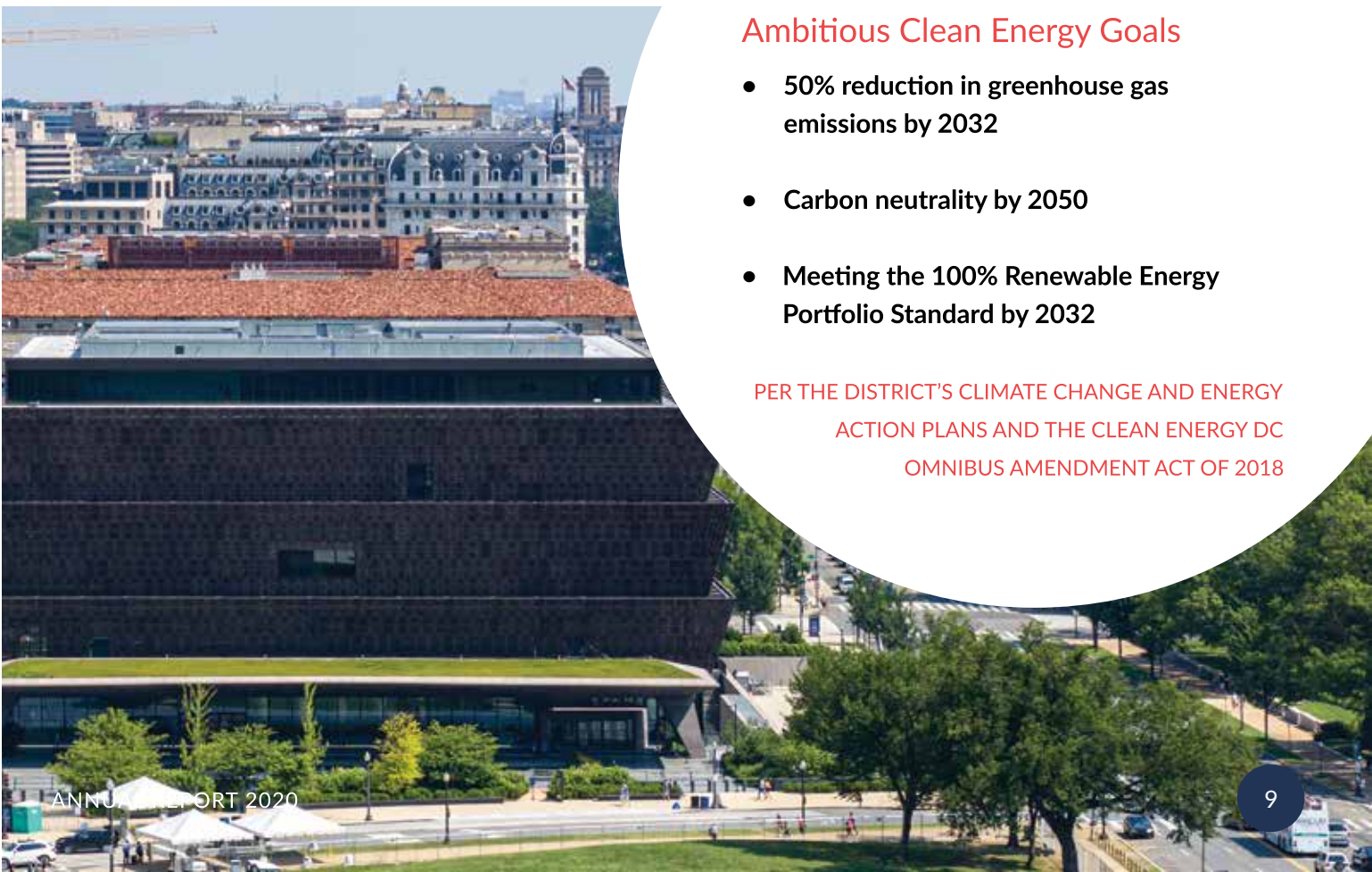
DC Climate Goal Guidance

The Commission continues to focus on our responsibilities under the Clean Energy Omnibus Amendment Act of 2018 (Clean Energy Act). In November 2020, we opened a new case to start a climate policy proceeding. The goal was to first consider whether and to what extent utility or energy companies under our purview were helping the District achieve its energy and climate goals and then to guide companies as necessary in the right direction.

Ambitious Clean Energy Goals

- 50% reduction in greenhouse gas emissions by 2032
- Carbon neutrality by 2050
- Meeting the 100% Renewable Energy Portfolio Standard by 2032

PER THE DISTRICT'S CLIMATE CHANGE AND ENERGY
ACTION PLANS AND THE CLEAN ENERGY DC
OMNIBUS AMENDMENT ACT OF 2018



PowerPath DC: Moving Toward Modernization

If a modernized energy delivery system is the destination, PowerPath DC is the map.

PowerPath DC outlines the critical next steps for realizing a system that is at once more reliable, sustainable, affordable and resilient.

“By aligning PowerPath DC with the District’s clean energy goals, we take another important step towards achieving our strategic vision of a customer-focused, clean and renewable energy grid for the District.”

CHAIRMAN WILLIE L. PHILLIPS

Six Working Groups comprising government, industry, environmental, consumer and other stakeholders make recommendations through PowerPath DC for modernization projects. To start 2020, the Commission issued the first in a series of Orders to approve several of these recommendations, including:

- Adopting a new distribution system planning process to promote open, transparent stakeholder engagement
- Launching the PowerPath DC pilot projects governance board
- Establishing separate microgrid and energy storage proceedings

In June 2020, the Commission approved a decision addressing the remaining recommendations from stakeholders, including:

- Simplifying data access for all residential customers through Pepco’s “Green Button Connect My Data”
- Issuing a notice of inquiry and inviting stakeholder input on distributed energy resources (DERs) ownership rule
- Directing Pepco and Washington Gas to make system-level data available on their websites
- Aligning the PowerPath DC vision statement with the District’s clean energy and climate commitments



Knowledge is Power

Per Working Group recommendations, in June 2020 the Commission launched a new DC Power Connect website and campaign to educate District residents about their choices for clean, affordable energy.

As the District's authorized provider choice website, **DC Power Connect** is a one-stop shop of approved third-party electricity suppliers serving District residents and small businesses.

With a few clicks, consumers can compare offers based on factors like a fixed price, renewable energy options or additional services, such as receiving an energy audit or a programmable thermostat. Consumers can even get help understanding their energy bill and find tips on saving both energy and money.

The Commission also went live with a new **Clean Energy** website to inform residents about the Commission's clean energy commitments and its active initiatives targeting renewable energy, infrastructure, energy efficiency and consumer engagement.

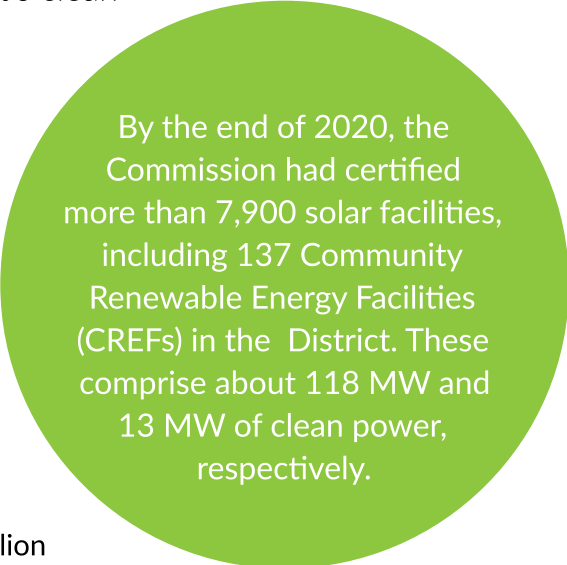
An Invitation to Innovation

In October 2020, the PowerPath DC Pilot Projects Governance Board sponsored a **call for concept papers**. The goal: Invite private entrepreneurs to propose energy system modernization pilot projects that will advance the District's clean energy and grid modernization goals, such as:

- Reducing greenhouse gas emissions
- Expanding DERs
- Increasing enrollment of low- and moderate-income customers into assistance programs

These projects will support PowerPath DC's guiding principles, which dictate that the District's modern energy delivery system must be well-planned, safe, reliable, secure, affordable, innovative, interactive and nondiscriminatory.

Selected pilot projects will receive support by way of a \$21.55 million account created as the result of the Pepco Holdings, Inc.-Exelon Merger approved by the Commission in Order 18148, released March 23, 2016.



By the end of 2020, the Commission had certified more than 7,900 solar facilities, including 137 Community Renewable Energy Facilities (CREFs) in the District. These comprise about 118 MW and 13 MW of clean power, respectively.

Investing in Renewables

In April 2020, the Commission approved an innovative pilot program to procure renewable energy through a long-term **purchase power agreement (PPA)** for electricity generated by solar or wind power facilities. The PPA targets 5% of the District's Standard Offer Service (SOS) procurement portfolio. For calendar year 2020, electricity suppliers serving the District, including Pepco, reported that about 12% of total energy sold in the District came from renewable energy sources.

The SOS program is the default electric supply service for residential and commercial consumers who opt to buy wholesale electric commodity service from Pepco rather than from a third-party or competitive supplier. Pepco administers the SOS program and purchases electricity from wholesale suppliers through a competitive bidding process regulated by the Commission.

The Commission expects that energy supply from the PPA will begin to serve the target quantity of 5% of SOS load by the end of 2024.



Upgrading Vital Infrastructure

Grid modernization includes replacing aging infrastructure to help ensure the District's energy delivery system's reliability and safety.

DIGGING DEEPER FOR RELIABILITY: DC PLUG

Approximately 50% of District customers receive electric service from underground power lines. That number continues to rise thanks to the District of Columbia Power Line Undergrounding (DC PLUG) initiative.

Breaking ground in 2019, DC PLUG is a public- private partnership between the Commission, the District Department of Transportation (DDOT) and Pepco. The overall investment for DC PLUG is \$500 million. DC PLUG aims to move approximately 20 of the most vulnerable overhead power distribution lines underground over the next several years. As a result, neighborhoods receiving new underground service in Wards 3, 4, 5, 7 and 8 can expect to see about a 90% reduction in storm-related outages.

In January 2020, the Commission approved Pepco and DDOT's Second Biennial DC PLUG Plan, which explores undergrounding 10 feeder lines. Construction of the First Biennial DC PLUG Plan's Feeder 308 was completed in late 2020. This feeder, located in Ward 3, serves approximately 600 customers in American University Park and Friendship Heights neighborhoods.

Plans for DC PLUG #3 are expected to be filed in September 2021

PREPARING FOR A RESILIENT FUTURE: PEPCO'S CAPITAL GRID

The Commission approved Phase II construction of Pepco's Capital Grid Project in December 2020. Pepco filed its original two-phase Capital Grid Application in 2018. While Phase I addressed aging infrastructure, Phase II focuses on meeting the increasing energy needs of District residents in areas experiencing rapid growth and development.

The project targets a significant improvement in system reliability and resiliency, and addresses pockets of load growth, while boosting the District's DER hosting capacity by 70 megawatts. Key elements include:

- Rebuilding and upgrading an existing substation in the city (Harvard Substation) and one existing substation in Maryland (Takoma Substation)
- Rebuilding and re-purposing an existing substation in the District (Champlain Substation)

- Building 10 miles of new 230 kV underground transmission line between the Takoma Substation and the Waterfront Substation to create a networked system
- Constructing one new substation, Mt. Vernon Substation, to accommodate forecasted load growth and to ensure continued reliable service

After reviewing many filings and public comments, the Commission concluded that the Capital Grid Project is needed to address aging infrastructure, enhance system resiliency, improve reliability and address load growth. The project will help prepare the city for extreme weather events and allow for additional DER hosting capacity.

Construction of the new Harvard Substation and underground transmission line commenced in early 2020 and both are expected to be completed by the end of 2023.

CONDUITS FOR PROGRESS: PROJECTpipes

Strengthening the safety and reliability of the District's natural gas service demands an infrastructure overhaul. That's the purpose behind PROJECTpipes—Washington Gas's 40-year, Commission-approved program to replace aging pipe infrastructure and recover the associated costs through a billing surcharge.

Phase 1 of PROJECTpipes (PP1) was slated for five years, starting in 2014. Through a series of orders, the Commission approved a 15-month extension for PP1 through December 31, 2020. In addition to line replacements and remediation, Washington Gas has 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. PROJECTpipes will benefit nearly 165,000 gas customers in the District.

As of December 31, 2020, WGL had a total spend eligible for surcharge recovery of \$141 million over approximately six years of PP1. Since the inception of PP1, WGL has replaced or remediated about 22 miles of gas main and over 4,300 services. PROJECTpipes will benefit nearly 165,000 gas customers in the District.

Following an intensive review period, the Commission approved a modified three-year, \$150 million Phase 2 plan (PP2) in December 2020. During PP2, Washington Gas will continue to selectively replace portions of the District's gas distribution pipe on an accelerated basis, which will improve safety and reliability while reducing greenhouse gas emissions from leaks associated with aging infrastructure. The modified PP2 targets remediation efforts on about 14 miles of gas main pipe and 4,200 service lines over three years.

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 2020.

Pepco

In 2019, Pepco filed a proposal requesting a \$162 million increase for the existing electric distribution rates in the District of Columbia— the first such increase since 2017—through a multi-year rate plan (MRP) for the years 2020 through 2022.

Then, in June 2020, PEPCO subsequently filed an Enhanced MRP (“EMRP”) to address the ongoing COVID-19 pandemic and streamline the approval process. A modern alternative to traditional cost-of-service rate setting approaches, the EMRP called for gradual rate increases for customers over three years to cover recent or ongoing utility infrastructure investments to meet Commission-directed reliability improvements.

The Commission held a virtual community hearing in September 2020, as well as two virtual evidentiary hearings in October. The Commission ultimately approved a Modified EMRP in 2021, which represented a 33% reduction from the initial Pepco request. The approved Modified EMRP also sets forth a package of Clean Energy Performance Incentive Mechanisms (PIMs) on an initial tracking basis. These tracking metrics will ultimately provide a long-term system to reward or penalize utilities based on their efforts to help the District achieve its climate and clean energy goals.



kWh

Among other things, the Modified EMRP authorizes:

- 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 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 of Customer Base Rate Credits for residential customers
- Initiation of a \$5 million small commercial customer energy efficiency program, encompassing rebates and loans
- Customer bill offsets\credits, reconciliation and prudence review filings, a stay-out provision and a reopener provision

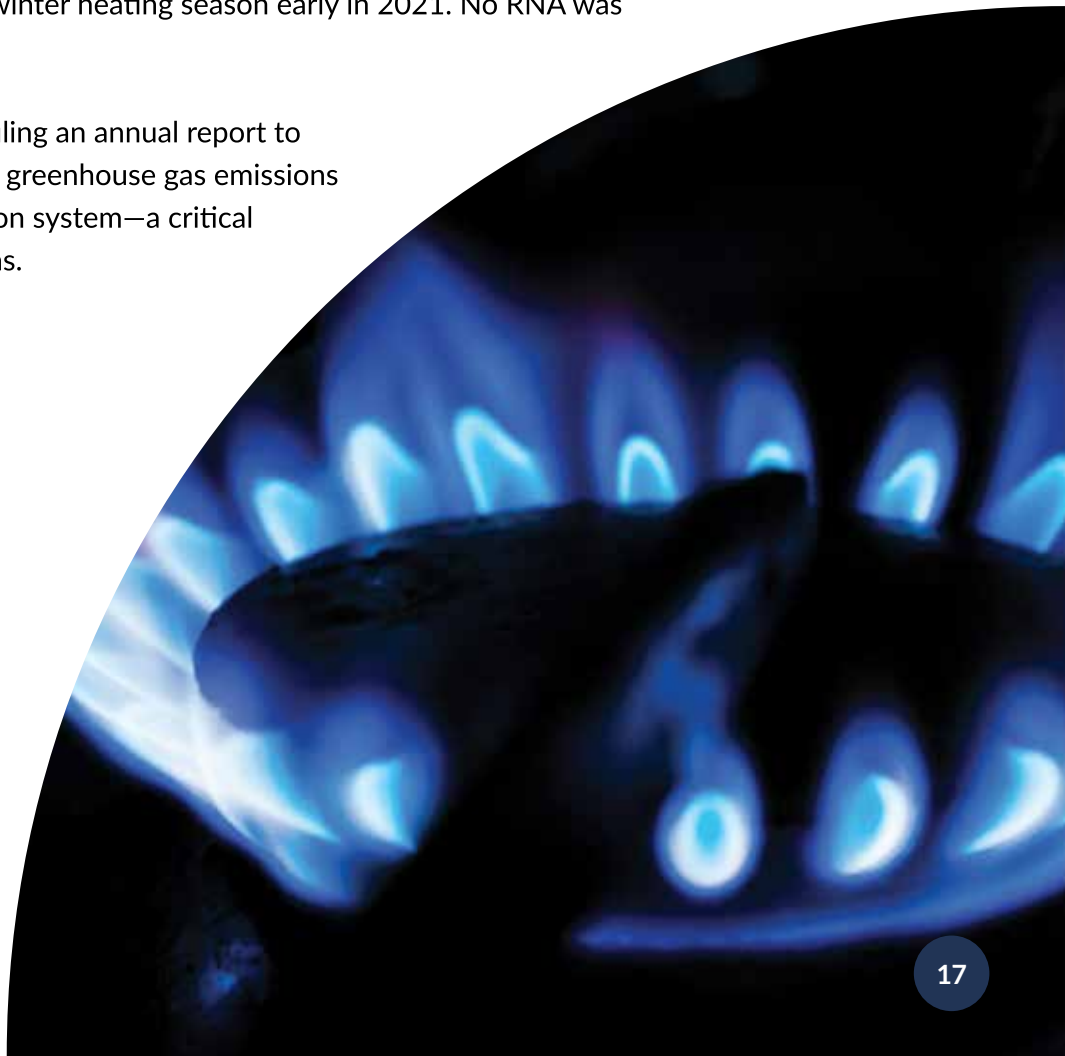
Washington Gas (WGL)

In January 2020, WGL Holdings, Inc., applied for an increase in rates and charges for gas service in the District. The proposed rate increase equated to an increase in WGL's weather-normalized annual revenues of no more than \$35.2 million and about a 14.7% increase in revenue, compared to current bills.

The revenue increase request included a transfer of \$9.1 million earmarked for natural gas system upgrades previously approved by the Commission. Currently, customers fund these upgrades through monthly PROJECTpipes 1 Plan surcharges. WGL also proposed an RNA (Revenue Normalization Adjustment), which is a decoupling mechanism, in the proposed rate structure.

The Commission held a Virtual Community Hearing on Tuesday, October 20, 2020, to discuss this application. However, on December 8, 2020, WGL filed a non-unanimous Settlement Agreement. After holding a Public Interest Hearing in January 2021, the Commission approved a rate increase of \$19.5 million, which was 45% less than WGL originally requested. This resulted in a \$5.25 increase in the monthly distribution bill for the average residential heating customer. The approval included increasing the low-income discount program to cover 100% of the distribution charge for eligible customers through the winter heating season early in 2021. No RNA was provided in the settlement.

In addition, WGL committed to filing an annual report to quantify the amount and type of greenhouse gas emissions associated with its gas distribution system—a critical tool for reducing future emissions.





Outreach and Engagement

A Mission in Motion

Like no time in recent memory, District residents in 2020 needed reliable sources of information, assistance and assurance.

Fortunately, educating and guiding the public are core elements of the Commission's mission.

Despite operating at an almost 100% virtual capacity, the Commission adapted to ensure residents received timely briefs, financial relief, chances to voice concerns and updates on progressive initiatives.



Helpful Hands in Troubled Times

District-wide shutdowns and quarantine orders through most of 2020 led to notable increases in two areas: utility usage and financial hardships. Challenges paying higher utility bills—especially for those who lost income—quickly became one of COVID-19’s more serious side effects.

Emergency District laws enacted in March 2020 mandated that utilities could not disconnect electric, natural gas or telecommunications services due to non-payment. Meanwhile, recognizing the severity of the public health emergency early in 2020, the Commission teamed with three fellow utility-related agencies to launch Here2HelpDC. The awareness campaign spread the word to District residents and businesses about energy- and money-saving initiatives to help minimize the pandemic’s negative financial impacts.

Together with the District Department of Energy & Environment, the DC Sustainable Energy Utility and the Office of the People’s Counsel for the District of Columbia, the Commission used a new website and a series of webinars to link District residents to programs and resources such as:

- **STAY DC** for District renters and housing providers

Commission
Chairman Willie L. Phillips
called Here2HelpDC another
way of assuring District businesses
and residents that, “we are with
them every step of the way during
the COVID-19 recovery.”

- **Utility Discount Programs** to help qualified customers lock in reduced rates on their Pepco, Washington Gas and Verizon bills
- **The Low Income Home Energy Assistance Program**, which received an additional \$2.78 million from the Coronavirus Aid, Relief and Economic Security (CARES) Act
- **Weatherization Assistance Program** to make homes more energy efficient
- **One-time bill assistance**, up to \$2,000, for residents struggling with unpaid DC Water bills
- **Whole Building Deep Energy Retrofit Program** targeted primarily towards both affordable multifamily units and master metered multifamily buildings in the District which include low- and limited-income residents

A Seasonal Tradition: Winter Ready DC

For five consecutive years, the Commission's Office of Consumer Services (OCS) kicked off the Winter Ready DC campaign to help District residents prepare for winter and weather-related events. Starting October 30, 2020, the Commission hosted virtual public forums to discuss utilities' plans to minimize outages, financial assistance options for District residents and the District government strategy for emergency preparedness.

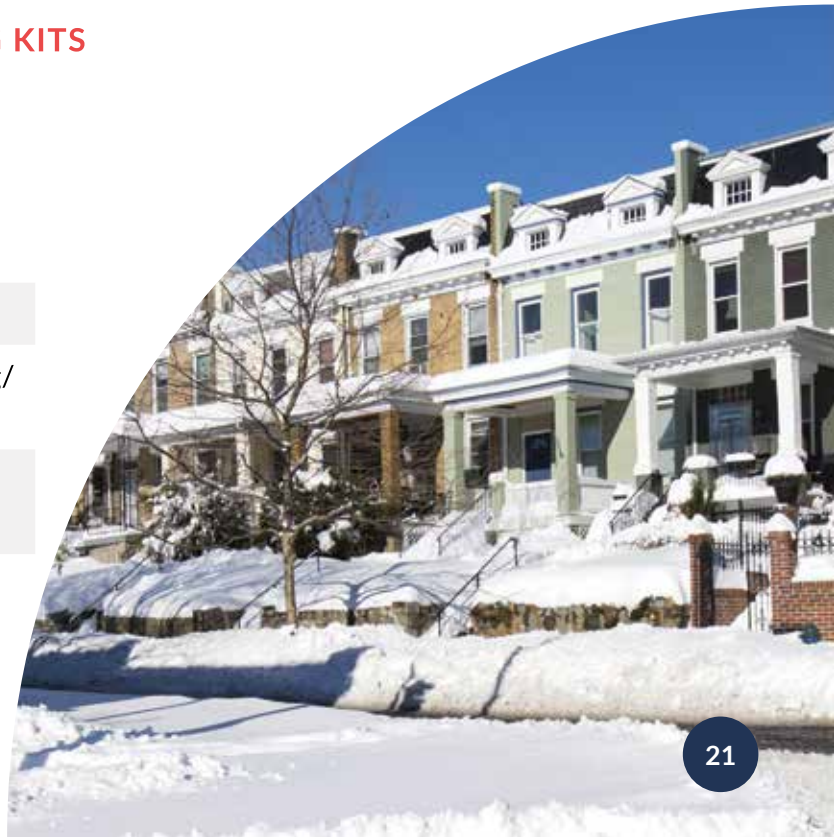
The Winter Ready DC website—the campaign centerpiece—urged residents to take small steps to realize big savings on their winter utility bills, especially those hit hard by the pandemic. The site featured:

- 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 free Winter Ready DC kits to support residents in their weatherization effort.

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



Pioneering Work Advances Diversity

The Commission's commitment to, and work on, diversity, equity and inclusion leads the nation. In September 2019, the Commission formed the Advisory Council on Utility Supplier and Workforce Diversity—a first of its kind for utility regulators in the United States. With more than 50 organizations taking part, the Advisory Council provides advice and recommendations for improving diversity and inclusion within the District's energy workforce and utility suppliers.

Workgroup meetings, external experts, surveys and a review of online resources informed the Advisory Council's best practices.

The Council's Working Groups met throughout 2020 to discuss diversity issues, challenges and solutions on multiple fronts. On December 1, 2020, the groups presented their compiled list of Suggested Best Practices, which included:

Business Development and Outreach

- Education and training
- Targeted outreach
- Industry partnerships
- Metrics

Job Training and Retention

- Identification of target population and program goals
- Employability skills
- Disability inclusion programs
- Positive youth development
- Local business utilization
- Comprehensive training programs
- Follow-up services
- Partnerships
- Documenting success
- Continuous improvement





Supplier Diversity

- Advocacy
- Early involvement
- Executive leadership
- E-commerce
- Internal processes
- Goal setting
- Good Faith efforts
- Procurement processes
- Monitoring and reporting
- Commission annual legislative-style hearing
- Communications

Working Group meetings, external experts, surveys and a review of online resources informed the Advisory Council's best practices. The Council also introduced changes to the 2012 Memorandum of Understanding on Supplier Diversity with Pepco, Washington Gas and Verizon DC. Notable modifications included an aspirational goal of 25% diverse spend for all utilities as well as new designations for veterans, service-disabled veterans and LGBTQ+-owned enterprises as diverse suppliers.

Sharing the Wealth: Certified Business Enterprises

The Commission expanded its efforts to increase equity and opportunity by establishing the 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.

Through the CBE initiative, the Commission aims to achieve or exceed providing 35% of the Commission's total procurement contract dollars to CBEs. To help achieve this goal, the Commission has set a requirement for CBE participation in any procurement of \$100,000 or more for professional services.

The initiative comprised 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 become 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.

DC Power Connect Webinars

Residents logged in for an engaging introduction to the new DC Power Connect website courtesy of Maurice Smith, The Commission's director of the Office of Consumer Services. Maurice hosted the first of several webinars to educate consumers on supplier choice, how to purchase electricity from various suppliers and how to understand a utility bill in relation to these different suppliers.

Quarterly ANC Meetings

The Commission met virtually with commissioners from Advisory Neighborhood Commissions (ANC) each quarter to present information on, and answer questions related to, Commission activities. Of particular interest to residents in each neighborhood, the meetings shared the COVID-19 resources available to help consumers during the public health emergency and other assistance available through Commission initiatives such as Here2HelpDC.



One Commission

Working Together as One Commission

The Commission comprises multiple specialized offices, all 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 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 OED, 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 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 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 Policy & Development (OPAD)

Identifies emerging trends in regulated industries and develops resources and processes to successfully execute Commission initiatives. OPAD is the Commission's "innovation champion," both substantively and organizationally.



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. City Council, the Mayor, District agencies and federal agencies.



The Office of Technical and Regulatory Analysis (OTRA)

Advises Commissioners in formal cases involving accounting, economic, engineering and financial 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 PSC's gas pipeline safety program and gauges the status of local competition through annual surveys.



The Office of the Commission Secretary (OCMS)

Maintains and safeguards the Commission's official files. Whenever members of the public need access to Commission filings, orders or other documents, the OCMS is there to help.



The Office of the Agency Fiscal Officer (OAF0)

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.



About the Commission

Commissioners

of the D.C. Public Service Commission



Chairman Willie L. Phillips

Willie L. Phillips was appointed to the Public Service Commission of the District of Columbia (PSC) by Mayor Vincent Gray in 2014 and reappointed by Mayor Bowser to serve as Chairman in 2018.

Chairman Phillips is an experienced regulatory attorney combining over a decade of legal expertise in private practice and as in-house counsel. He has an extensive background in the areas of public utility regulation, bulk power system reliability, and corporate governance. Chairman Phillips has represented the District of Columbia in national and international energy policy discussions, including dialogues at the Federal Energy Regulatory Commission (FERC), U.S. Congress, and U.S. Department of State. He has also led efforts to influence PSC communications and to update public-facing platforms.

Prior to coming to the Commission, Chairman 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. He also worked for a Washington, D.C. law firm, Van Ness Feldman LLP, where he advised clients on regulatory compliance and policy

matters and assisted on litigation and administrative proceedings on the Federal and State level.

Chairman Phillips is an active member of the National Association of Regulatory Utility Commissioners (NARUC) where he currently serves on the NARUC Board of Directors, as Chair of the Select Committee on Regulatory and Industry Diversity. He is also President of the Mid-Atlantic Conference of Regulatory Utility Commissioners (MACRUC), a member of the Executive Committee for the Advisory Council to the Electric Power Research Institute (EPRI), Keystone Policy Center Energy Board, Energy Bar Association, Dentons Smart Cities & Communities Think Tank, the American Association of Blacks in Energy, and the Center for Public Utilities Advisory Council. Chairman Phillips also serves on the Board of Directors of the Organization of PJM States, Inc. (OPSI) and is Chair of the Living Classrooms Foundation of the National Capital Region.

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



Commissioner Richard A. Beverly

Richard A. Beverly served as General Counsel to the Public Service Commission until he was appointed as Commissioner by Mayor Bowser in 2016.

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 DC 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 DC 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 of Columbia.

Commissioner Beverly is a longtime resident of the District of Columbia.



Commissioner Emile C. Thompson

Emile C. Thompson was appointed to the Public Service Commission of the District of Columbia by Mayor Muriel Bowser in 2021.

Prior to the Commission, Commissioner 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 was also served as a Principal Member on the DC Water Board of Directors since 2016. While on the Board, Commissioner Thompson chaired the Human

Resources and Labor Relations Committee and served on the Governance, Strategic Planning, and DC Retail Rates committees.

The Commissioner 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. Commissioner 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.



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.

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 to ensure 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

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. We work to ensure that our energy delivery system remains safe, reliable and affordable while also becoming more sustainable, interactive and secure.

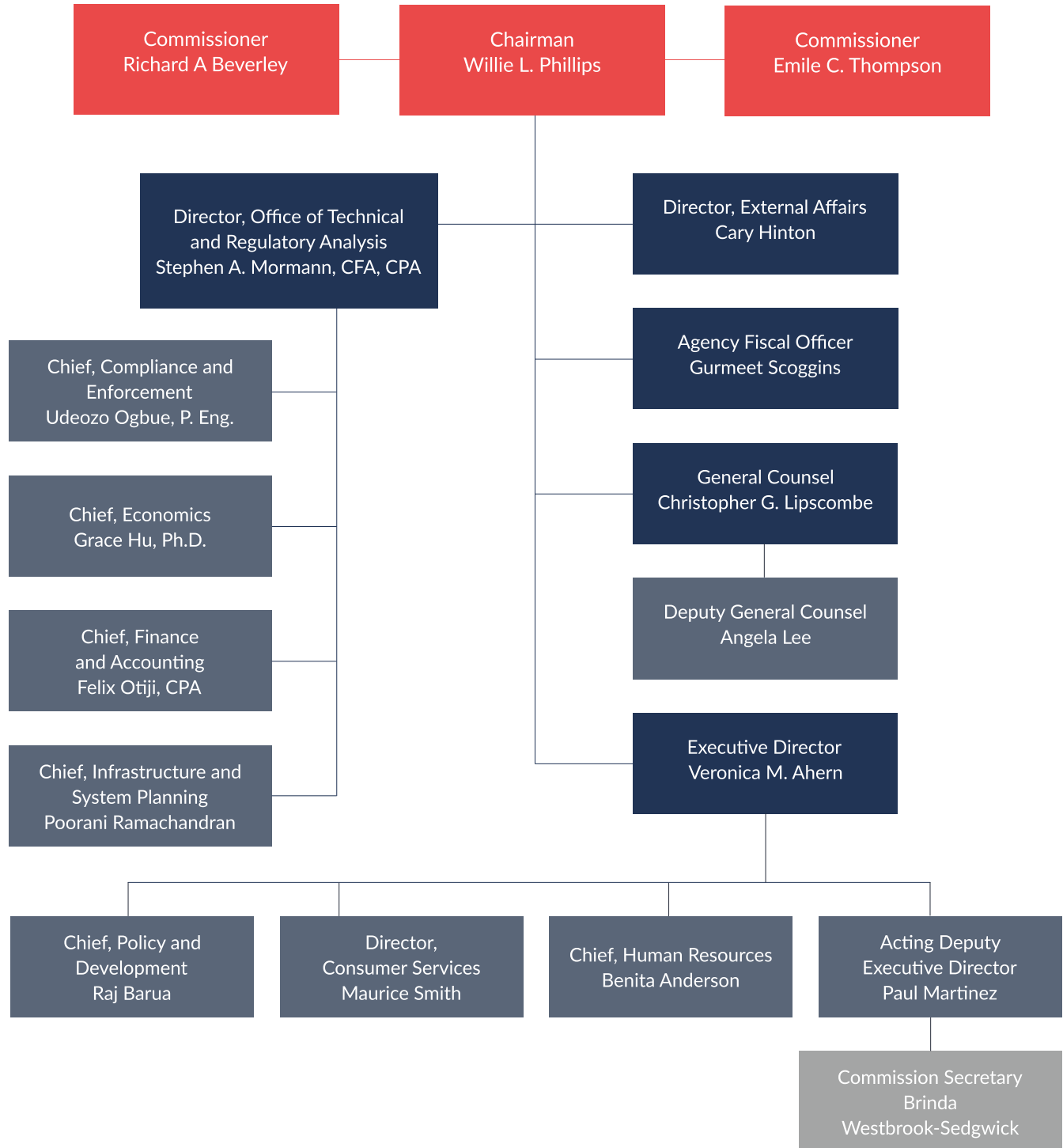
2. **Infrastructure Enhancements**

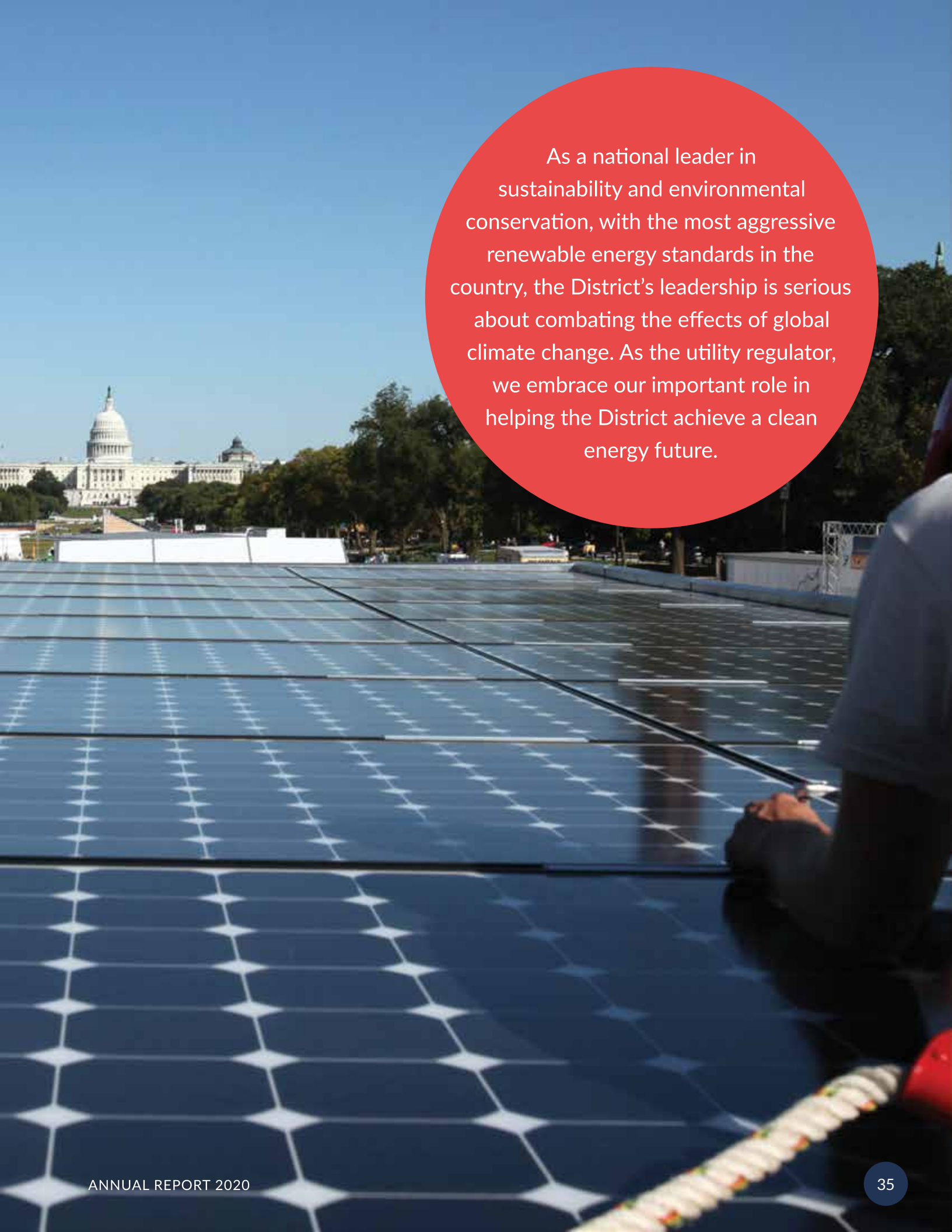
The Commission acts on applications for infrastructure investments and monitors their implementation. Our goal is to ensure the safety, reliability and sustainability of the District's utility distribution systems.

3. **Community Engagement**

The Commission conducts its operations in a transparent way, engaging DC 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



A wide-angle photograph of a flat roof covered in rows of blue solar panels. In the background, the U.S. Capitol building is visible under a clear blue sky. A red circular graphic is overlaid on the right side of the image, containing white text. A person's arm and hand are visible in the lower right foreground, working on the panels.

As a national leader in sustainability and environmental conservation, with the most aggressive renewable energy standards in the country, the District's leadership is serious about combating the effects of global climate change. As the utility regulator, we embrace our important role in helping the District achieve a clean energy future.

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 D. C. 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 D.C. marketplace.

FY 2018 - 2021 Budget Summary (\$'s in thousands)

Comptroller Source Group

0011 - Regular Pay - Cont Full Time

0012 - Regular Pay - Other

0013 - Additional Gross Pay

0014 - Fringe Benefits - Curr Personnel

0015 - Overtime

Subtotal - Personnel Service (PS):

0020 - Supplies and Materials

0030 - Energy, Comm. and Bldg Rentals

0031 - Telephone, Telegraph, Telegram etc.,

0032 - Rentals - Land Structures

0033 - Janitorial Services

0034 - Security Services

0035 - Occupancy Fixed Costs

0040 - Other Services and Charges

0041 - Contractual Services - Other

0050 - Subsidies and Transfers

0070 - Equipment and Equipment Rental

Subtotal Non-Personnel Services (NPS)

Gross Funds

Full Time Employees (FTEs)

Appropriated Fund

Special Purpose Revenue

Federal Grant Funds

Gross Funds

	FY 2018 Actual Exp.	FY 2019 Budget	FY 2019 Actual Exp.	FY 2019 Variance: Budget vs Exp.	(%) Change over Budget	FY 2020 Approved Budget	FY 2020 Actual Exp.	FY 2020 Variance: Budget vs Exp.	% Change	FY 2021 Approved Budget	FY 2021 Budget Variance over FY 2020
	7,710	8,632	8,153	479	6%	8,705	8,727	(22)	0%	9,549	844
	804	1,148	695	453	39%	1,227	517	710	58%	1,164	(63)
	97	0	113	(113)	0%	-	106	(106)	0%	-	-
	1,702	2,092	1,797	295	14%	2,125	1,913	212	10%	2,292	167
	1	0	2	(2)	0%	0	1	(1)	0%	-	-
	10,314	11,872	10,760	1,112	9%	12,057	11,264	793	7%	13,005	948
	60	51	89	(38)	-75%	63	41	22	35%	91	28
	1	2	1	1	50%	2	1	1	50%	2	-
	89	75	87	(12)	-16%	86	99	(13)	-15%	83	(3)
	1,576	1,634	1,597	37	2%	1,663	1,856	(193)	-12%	1,708	45
	0	0	0	-	0%	0	0	-	0%	-	-
	0	1	0	1	100%	1	0	1	100%	-	(1)
	24	1	1	-	0%	41	4	37	90%	21	(20)
	1,205	1,634	1,783	(149)	-9%	1,905	1,895	10	1%	2,143	238
	391	192	239	(47)	-24%	192	148	44	23%	192	-
	0	0	0	-	0%	0	0	-	0%	-	-
	309	289	208	81	28%	275	287	(12)	-4%	301	26
	3,655	3,879	4,005	(126)	-3%	4,228	4,331	(103)	-2%	4,541	313
	13,969	15,751	14,765	986	6%	16,285	15,595	690	4%	17,546	1,261

	FY 2018 Actual FTEs	FY 2019 Approved FTEs	FY 2019 Actual FTEs	FY 2019 Variance: Budget vs Actual	(%) Change	FY 2020 Approved FTEs	FY 2020 Actual FTEs	FY 2020 Variance: Budget vs Actual	% Change	FY 2021 Approved FTEs	Variance over FY 2020
	73.2	81.9	70.3	11.6	14%	82.1	71.30	10.80	13%	86.4	4
	3.1	3.7	3.3	0.4	11%	3.5	3.20	0.30	9%	3.2	(0)
	76.3	85.6	73.6	12.0	14%	85.6	74.50	11.10	15%	89.60	4.00

Leading the Way to Help and Information

Learn more about the District's Clean Energy Goals

at dcpsc.org/CleanEnergy



Protect yourself from utility scams at fightutilityscams.com



You have a choice for your electricity.

Learn how to pick your supplier at
DCPowerConnect.com



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

Start at dcpsc.org/WinterReadyDC



Find out how your business can become a Certified Business Enterprise

at dcpsc.org/CBE



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