

OFFICE OF THE PEOPLE'S COUNSEL

FY 2027 PERFORMANCE PLAN

NOVEMBER 10, 2026

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2027 Performance Plan for the Office of the People's Counsel.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are composed of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"

(continued)

Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 OFFICE OF THE PEOPLE'S COUNSEL OVERVIEW

Mission: The mission of the Office of the People's Counsel ("OPC" or "The Office") is to: advocate for the provision of safe and reliable quality utility services and equitable treatment at rates that are just, reasonable, and nondiscriminatory; advocate for climate change policies that transition the District to a clean energy economy and sustainable environment, in support of the District's climate goals, and that benefits District utility consumers; assist individual consumers in disputes with utility providers; provide technical assistance, education, and outreach to consumers, rate-payers, community groups, and associations; and provide legislative analysis and information to the Council of the District of Columbia on matters relating to utilities. The Office's mission further includes consideration of the District's economy and promotion of the environmental sustainability of the District.

Summary of Services: OPC is a party to all utility-related proceedings before the D.C. Public Service Commission, and it represents the interests of District ratepayers before local and federal regulatory agencies and courts. The Office assists individual consumers in disputes with utility companies about billing or services and it provides consumer education and outreach to community groups and associations on emerging issues impacting the quality, reliability, affordability and sustainability of their utility services and associated environmental issues. The Office provides technical assistance to consumers and District community groups. The Office also provides legislative analysis for, assistance to, and testimony before, the District Council on utility matters.

Objectives:

1. Provide consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric, telephone and water services.
2. Ensure effective advocacy on behalf of consumers and ratepayers of natural gas, electric, telephone and water services in the District.
3. Enhance agency operational efficiency to improve agency efficiency and productivity, service delivery and cost reduction.
4. Efficient, Transparent, and Responsive Government

3 OBJECTIVES

3.1 PROVIDE CONSUMER EDUCATION, OUTREACH AND TECHNICAL ASSISTANCE TO DISTRICT RATEPAYERS AND CONSUMERS ON MATTERS RELATING TO NATURAL GAS, ELECTRIC, TELEPHONE AND WATER SERVICES.

Develop and implement programs to educate and inform consumers about their rights, responsibilities, and available services related to natural gas, electricity, telephone, and water. Offer technical assistance to help consumers understand and manage their utility services effectively.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of limited or non-English speakers (NEP/LEP) served by the agency	Neutral	202	Target not required	2,789	**Target not required**
Outcome	Number of consumer outreach meetings for Consumer Services Division (CSD)	Up is Better	203	200	248	**200**
Outcome	Number of consumer outreach meetings for Water Services Division (WSD)	Up is Better	81	100	106	**100**

3.2 ENSURE EFFECTIVE ADVOCACY ON BEHALF OF CONSUMERS AND RATEPAYERS OF NATURAL GAS, ELECTRIC, TELEPHONE AND WATER SERVICES IN THE DISTRICT.

Represent and defend the interests of consumers and ratepayers in regulatory and legislative proceedings. Advocate for fair rates, reliable services, and consumer protections in the areas of natural gas, electricity, telephone, and water services.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of cases litigated before a DC Water Hearing Officer	Neutral	4	Target not required	0	**Target not required**
Quantity	Number of cases litigated before the Public Services Commission, Federal Energy Regulatory Commission, Federal Communications Commission and PJM	Neutral	68	Target not required	90	**Target not required**

3.3 ENHANCE AGENCY OPERATIONAL EFFICIENCY TO IMPROVE AGENCY EFFICIENCY AND PRODUCTIVITY, SERVICE DELIVERY AND COST REDUCTION.

Streamline internal processes and adopt best practices to boost the agency's overall efficiency and productivity. Focus on improving service delivery to consumers while reducing operational costs through innovative solutions and continuous improvement initiatives.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Outcome	Percent of cases closed that were open 90 days or less	Up is Better	55%	75%	58%	**75%**

3.4 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of other consumer outreach meetings (solar, external affairs, tech services division)	Neutral	New in 2026	New in 2026	98	**Target not required**
Outcome	Percent of eligible employees in the agency that have an active performance plan for the fiscal year	Up is Better	New in 2027	New in 2027	New in 2027	**New in 2027**

4 ACTIVITIES

4.1 CONSUMER ASSISTANCE

On a daily basis, OPC provides consumers with pertinent information for city services, not provided by OPC. The agency receives many misdirected calls, and strives to ensure that residents needing assistance are referred to the correct city agency for service.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of general consumer inquiries regarding programs, assistance or services	Neutral	6,087	4,200	5,002	**Target not required**

4.2 OPC CONSUMER ADVOCACY

This operation describes the mission critical work OPC conducts in advocating for consumer regulatory issues.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of consumer complaints received regarding electric, gas, or telephone services (CSD CASES)	Neutral	4,324	3,250	4,100	**Target not required**
Quantity	Number of consumer complaints received regarding water services (WSD CASES)	Neutral	974	900	802	**Target not required**

4.3 DAILY CONSUMER EDUCATION ACTIVITIES

OPC's consumer services division provides daily consumer education and outreach activity by attending and conducting various community meetings on a weekly and monthly basis.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of events requested by outside entities	Neutral	183	110	202	**Target not required**

4.4 ENHANCING AGENCY OPERATIONAL EFFICIENCY

OPC is working efficiently and effectively to assist District consumers with individual inquiries and complaints regarding their utility services and billing on both an informal and formal basis. OPC staff is continuing its comprehensive consumer education program, which includes outreach to non-English speaking and senior consumers. OPC has a robust seniors outreach and education program that is a vital component of its consumer education and outreach program. OPC has enhanced its partnerships with AARP, the Office on Aging and Commission on Aging. OPC staff educates seniors through presentations at community and mini-commission on

aging meetings and at senior centers throughout the District. OPC staff also regularly updates the "Seniors Resource Guide" about home energy efficiency tips and changes in the District's utility markets. OPC's seniors outreach and education program is designed to assist seniors in managing their utility services costs.

No Related Measures

5 PROJECTS

5.1 QUARTERLY SOCIAL SERVICE SUMMIT MEETINGS (PEPCO, WASHINGTON GAS, TELEPHONE, WATER)

Related Activity Name: Enhancing Agency Operational Efficiency

Proposed Completion Date: September 30, 2027

OPCs Consumer Service Division (CSD) & Water Services Division (WSD) will hold quarterly Consumer Financial Meetings/Discussions with Social Services Agencies, Non-profit Organizations, and Public Utilities to assist consumers in learning about how to read their utility bills and manage their finances.

5.2 ANACOSTIA ADOPT -A- SCHOOL PROGRAM

Related Activity Name: Enhancing Agency Operational Efficiency

Proposed Completion Date: September 30, 2027

OPC will serve as DCPS school provider partner for Anacostia High School. OPC has a two-year contract and will chief sponsor an Anacostia Adopt-a-School Program for the school year 2025-2027. OPC will provide programming and curriculum on "Community Justice and the role that it plays in the Government's Utility Advocacy." The program will consist of five two-hour sessions per year facilitated by OPC staff.

5.3 WASHINGTON GAS RATE CASE

Proposed Completion Date: September 30, 2027

To protect DC utility consumers by advocating for 1. Denial of any decoupling mechanism. 2. Cost recovery is limited to construction and climate change programs vetted by stakeholders and approved by the PSC, ensuring alignment with DC's climate goals and benefits to ratepayers. 3. Accountability for leak remediation performance. 4. Promotion of affordability in rate decisions.

5.4 COMMUNITY RENEWABLE ENERGY FACILITIES (CREF) INVESTIGATION

Proposed Completion Date: September 30, 2027

To advocate for a Commission decision that: 1. Defines the harm done to consumers by Pepco's rule violations. 2. Delivers remedies to ensure consumers receive accurate credits for their participation in the CREF program.

5.5 NET ENERGY METERING PETITION

Proposed Completion Date: September 30, 2027

To protect DC consumers by advocating for 1. A comprehensive set of rules for the interconnection of individual solar arrays on homes. 2. Ensuring consumers pay a fair rate for interconnection.

5.6 FC 1167 - UTILITY CLIMATE BUSINESS PLAN

Related Activity Name: OPC Consumer Advocacy

Proposed Completion Date: September 30, 2027

OPC will actively participate in the Commission's Formal Case No. 1167 examining utility climate business plans by reviewing, analyzing, and commenting on Pepco and WGL's climate business plans and related studies and information. OPC will advocate on behalf of DC consumers for utility climate plans that strongly support achieving

the District's climate goal of net-zero GHG emissions by 2045 in a reliable, affordable, equitable, and just manner that benefits DC consumers at all income levels.

5.7 OPC - CONSUMER STUDY

Related Activity Name: Daily Consumer Education Activities

Proposed Completion Date: September 30, 2027

OPC & Vendor will conduct a study to track the ability of OPC to over a 12-month period, provide support, educational resources and advocacy assistance to consumers with a history of utility insecurity; as they effort to break the cycle. A cycle that has not only created Millions of dollars in arrearages and uncollectable billing (which is recovered from all consumers as a surcharge,) but has also caused housing, family and economic instability. OPC along with partners will share wrap-around services ranging from social support to assistance in applying for eligible programs to produce improved outcomes after 1 year.
The measurement and tracking of customer bills, payment plans, and strategies for resolving challenges in the consumer space will help OPC design its outreach approach and areas of concentration to the benefit of all customer classes.

5.8 CONSUMER MANAGEMENT SYSTEM PLATFORM TRANSFORMATION INITIATIVE

Related Activity Name: Enhancing Agency Operational Efficiency

Proposed Completion Date: September 30, 2027

OPC will conduct a full assessment and modernization of its Consumer Case Management System (ServiceNow) to address workflow inefficiencies, reporting limitations, case records, and business processes. The project will establish standardized case lifecycle management, improve intake and assignment processes, enhance automation and communications, strengthen data governance and security controls, and expand analytics and reporting capabilities. Major deliverables include a gap assessment, implementation roadmap, refactored system workflows, enhanced dashboards, automated case milestone tracking, updated business rules, system documentation, and staff training. The project will improve agency operations and enhance the Office's ability to serve District residents efficiently and effectively.

5.9 WATER SERVICES SUMMIT

Proposed Completion Date: September 30, 2027

WSD will develop and host an OPC-sponsored Water Services Summit designed to bring together District residents, utilities, government agencies, and nonprofit organizations to address water, energy, affordability, and sustainability challenges. The summit will feature panel discussions, breakout sessions, and resource tables that will provide residents with information and direct connections to essential utility programs, assistance, and services. The initiative will strengthen collaboration among community partners while creating greater awareness of resources available to consumers. The summit will also support ongoing conversations around utility affordability, infrastructure, and sustainability while strengthening OPC's community engagement efforts.