



QUESTIONS & ANSWERS FOR OPC REQUEST FOR PROPOSAL

#OPC-2025-01

Strategic Planning Retreat Facilitation

1. Is this virtual, hybrid or in person only workshop?
Response: *The retreat(s) will be in-person only.*
2. Approximately how many participants are expected in the two-day session?
Response: *Approximately 15 OPC participants will participate in the two-day session. The facilitator and their staff are not included in this count.*
3. What is the seniority/levels of the participants in the two-day session?
Response: *OPC Senior Leadership (The People's Counsel & Directorate, Deputy People's Counsel, Chief of Staff, Chief Operations Officer, External Affairs Officer and Managers for Consumer Services, Water Services, Litigation Services, Technical Services, Human Resources, Communication and Information Technology).*
4. Approximately how many participants are expected in the one-day session?
Response: *Approximately 60 OPC staff members.*
5. What is the seniority/levels of the participants in the one-day session?
Response: *Consumer and Community Outreach Specialist, Program Support and Intake Specialist, an Economist and an Engineer, Program and Resource Analysts, Assistant People's Counsels, Climate and*

Water Attorney's, Paralegals, IT Assistant, Policy Analyst, HR Specialist, Receptionist, Support and Administrative Officer.

6. What are the expectations for the information gathering session? I.e. Should we plan for individual interviews or a group session?

Response: *Individual interviews are recommended if time permits. Otherwise, divisional group interviews can be conducted.*

7. If the information gathering sessions are to be conducted individually, approximately how many individuals will need to be interviewed? What are the titles/seniority levels?

Response: *See response to questions #3, #5 & #6.*

8. Is there a previously designated venue for the retreat? Is OPC looking for a vendor to provide a quote for venue within the overall bid?

Response: *Yes. OPC has reserved and paid for a venue for the retreats.*

9. Have you selected a venue, or will that be part of our planning process?

Response: *Yes, OPC has reserved and paid for a venue for the retreats.*

10. If it is an in-person or hybrid workshop, will we need to provide IT services (Wi-Fi, projectors, microphones)?

Response: *The retreat(s) will be in-person only. The venue and OPC will provide Wi-Fi, projectors and microphone; however, the selected facilitator, at their own expense, is permitted to bring their own technology equipment.*

11. If this is a virtual or hybrid workshop is the meeting platform going to be provided or will we need to provide it?

Response: *The retreat(s) will be in-person only.*

12. Do we need to provide food & Beverages for attendees?

Response: *No.*

14. What is your proposed budget for the event?

Response: *Undecided.*

15. How many people will attend the event as staff and will there be any others people who need to be included in the count?

Response: *Approximately 15 OPC participants will participate in the two-day session and approximately 60 OPC staff members will participate in the one-day session.*

16. Have efforts such as this been undertaken previously? If so, were the objectives achieved? What obstacles were encountered?

Response: *Yes OPC's objectives were achieved which consisted of an organizational restructuring, HR position description rewrite, divisional strategic plans and senior leadership training/development.*

17. How many managers will participate in the staff retreat brainstorming session on day one?

Response: *Approximately 15 OPC participants will participate in the two-day session.*

18. How many OPC staff members will participate in the staff retreat on day two?

Response: *Approximately 60 OPC staff members will participate in the one-day session.*

19. Do you have a budget you are working with that you can share?

Response: *Undecided.*

20. Do you have an existing format for the retreat or are you expecting a firm to develop?

Response: *OPC does not have an established format for the retreat; the selected facilitator should develop it after discussing OPC goals and objectives with OPC leadership.*

21. Can OPC share a copy of its Vision for FY2025 and its strategic plan?

Response: *See OPC FY 24 & FY25 Agency performance plans below (FY24-pages 5-6; FY25-pages 7-8).*

22. Is OPC's plan to have the manager's retreat the week of 11/18 and the staff retreat a few weeks later?

Response: *OPC's manager's retreat will be conducted on 2-days November 18th & 19th 2024. OPC's staff retreat will be conducted November 25th, 2024.*

23. Rather than one information-gathering session, is OPC open to individual interviews of representative staff?

Response: *See response to question #6.*

OPC FY24 Agency Performance and Strategic Plans

A	B	C	D	E	F	G	H	I	J
The Office of the People's Counsel- FY24 Performance Plan Dashboard									
FY 24-OPC Plan									
Strategic Objectives									
Objective # Strategic Objective									
1	Provide consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric, telephone utilities, 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	Create and maintain a highly efficient, transparent and responsive District government agency.								
KEY PERFORMANCE INDICATORS (KPIs)									
Measure									
1	Provide consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric, telephone and water utilities (2 Measures)	FY23 Actual	FY24 Target	FY24 Q1 Actual	FY24 Q2 Actual	FY24 Q3 Actual	FY234 Q4 Actual	FY24 Actual	
a	Percent of consumer complaints for electric, gas, telephone and water utilities closed within 90 days annually. <i>Linda Jefferson/Stephen Marenco</i>	n/a	n/a	Due 1/12/24	Due 4/5/24	Due 7/5/24	Due 10/4/24		enter # here
b	TOTAL Number of consumer outreach meetings <i>Linda Jefferson/Stephen Marenco</i>			273	305				
	Consumer Services Division (CSD)- <i>Linda Jefferson/Stephen Marenco</i>			20	30				
	Water Services Division (WSD)- <i>Linda Jefferson/Stephen Marenco</i>			2	2				
	Litigation Services Division (LSD)- <i>Laurence Daniels/Tamika Dodson</i>			45	56	41	47		
	Technical Services Division (TSD)- <i>Nick Singh Gurner</i>			127	136	123			
	Solar Energy- <i>Palm Nelson</i>			38	33	29			
	External Affairs- <i>Alya Solomon</i>			41	58	50			
Workload Measures									
Operations Measure									
1	Consumer Assistance (4 measures)	FY23 Actual	FY24 Q1 Actual	FY 24 Q2 Actual	FY24 Q3 Actual	FY24 Q4 Actual	FY24 Actual		
	TOTAL: Number of consumer complaints received regarding water services- <i>Antaeus Hayes/Stephen Marenco</i>	1172	245	313	244				
	Number of NEP/LEP persons served by the agency - <i>Linda Jefferson/Silvia Garrick/Cheryl Morse</i>		883	518	957				
	Number of consumer complaints received regarding gas, electric and telephone services - <i>Linda Jefferson/Stephen Marenco</i>		540	805	660				
	Number of general consumer inquiries regarding, programs, assistance, or services- <i>Linda Jefferson/Stephen Marenco</i>		724	994	1036				
	Number of consumer complaints closed regarding water services- <i>Antaeus Hayes/Stephen Marenco</i>		193	397	705				
1	Daily Consumer Education Activities (2 Measures)								
	Number of Consumer Outreach Meetings in Water Services Division (WSD) - <i>Antaeus Hayes/Stephen Marenco</i>		2	2	8				
	Number of Consumer Outreach Meetings in Consumer Services Division (CSD) - <i>Linda Jefferson/Stephen Marenco</i>		20	30	31				
	<i>Hayes</i>								
2	OPC Consumer Advocacy (2 Measures)								
	Number of cases litigated before PSC, FERC, FCC, PIM - <i>Laurence Daniels/Tamika Dodson</i>		22	10	15	10			
	Number of cases litigated before a DC Water Hearing Officer - <i>Laurence Daniels/Tamika Dodson</i>	3	0	0	2	1			

Definitions for filling out Strategic Initiatives

- status of impact:** please select one of the options below and enter into the spreadsheet.
- None:** the initiative has had no impact on the agency, the agency's mission, or agency's customers to date.
- Incremental:** The initiative has had an impact to the agency, the agency's mission or agency's customers to date, but evidence of the impact is anecdotal. May come from observations from you or your team members.
- Demonstrable:** The initiative has had demonstrable change to the agency, the agency's mission, or the agency's customers to date.
- Transformative:** The initiative led to a significant transformation in the outcomes for agency's programs, services or the agency's customers.

The Office of the People's	
FY 24-OPC Plan	
Strategic Initiative Title	Strategic Initiative Update
Daily Consumer Education Activities (2 Strategic Initiatives)	
Consumer Financial Assistance Education Campaign	OPC will conduct an outreach campaign to educate utility consumers on available financial assistance programs and options to prevent disconnections. OPC will host informational sessions in Wards 1, 4, 5, 7, and 8; where disconnections and consumer complaints are the highest. [REDACTED]
Climate Change Conference	
OPC Consumer Advocacy (4 New Strategic Initiatives)	
Litigation of Washington Gas Rate Case	OPC will litigate the Washington Gas rate case, advocating for (1) denial of any decoupling mechanism, (2) costs recovery for only climate change programs that have been vetted by stakeholders and approved by the PSC as advancing DC's climate goals and beneficial to ratepayers, (3) PSC consideration of the future of natural gas in DC, (4) accountability for leak remediation performance, (5) fundamentally, affordability. [REDACTED]
Litigation of Pepco Rate Case	OPC will litigate the Pepco rate case, where it will advocate for (1) review and evaluation of multi-year rate plan pilot for cost-effectiveness and impact on residential ratepayers, (2) appropriate review and approval of climate change program costs for only those programs that have been vetted by stakeholders and approved by the PSC regarding benefits to ratepayers and DC Government, (3) adequate reliability and resiliency measures, and (4) ultimately, affordability. [REDACTED]
Community Renewable Energy Facility (CREF) Petition	The Office of the People's Counsel and the District of Columbia Government filed a Joint Complaint and Petition for an Investigation into Pepco's CREF Practices. In the Petition, the Joint Petitioners allege Pepco is in violation of numerous Commission statutes and rules. The Office will continue to litigate this case to ensure that Pepco complies with all of the Commission statutes and rules and that consumers receive the full benefit of the CREF [REDACTED]
Net Energy Metering Petition	OPC filed a petition requesting the Commission investigate the status of Pepco's compliance with the Commission rules regarding the interconnection of individual solar arrays of consumers' homes. OPC's goal is to have the Commission require Pepco to be consistent in complying with the method to calculate the consumers costs to install an array and to be transparent with sharing data with solar installers. [REDACTED]

OPC FY25 Agency Performance and Strategic Plans

The Office of the People's Counsel- FY25 Performance Plan Dashboard

FY 25-OPC Plan								
Strategic Objectives								
Objective #	Strategic Objective							
1	Provide consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric, telephone utilities, 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	Create and maintain a highly efficient, transparent and responsive District government agency.							
KEY PERFORMANCE INDICATORS (KPIs)	Measure	FY24 Actual	FY25 Target	FY25 Q1 Actual	FY25 Q2 Actual	FY25 Q3 Actual	FY25 Q4 Actual	FY25 Actual
	Provide consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric, telephone and water utilities (2 Measures)			Due 1/12/25	Due 4/5/25	Due 7/5/25	Due 10/4/25	
a	Percent of consumer complaints for electric, gas, telephone and water utilities closed within 90 days annually. <i>Linda Jefferson/Stephen Marcenic</i>	n/a	n/a					enter # here
b	TOTAL: Number of consumer outreach meetings <i>Linda Jefferson/Stephen Marcenic</i>							
	Consumer Services Division (CSD)- <i>Linda Jefferson/Stephen Marcenic</i>							
	Water Services Division (WSD)- <i>Linda Jefferson/Stephen Marcenic</i>							
	Litigation Services Division (LSD)- <i>Laurence Daniels/Tamika Dodson</i>							
	Technical Services Division (TSD)- <i>Nick Singh Gumer</i>							
	Solar Energy- <i>Ram Nelson</i>							
	External Affairs- <i>Alya Solomon</i>							
Workload Measure	Operations Measure	FY24 Actual	FY25 Q1 Actual	FY 25 Q2 Actual	FY25 Q3 Actual	FY25 Q4 Actual	FY25 Actual	
1	Consumer Assistance (4 measures)							
	TOTAL: Number of consumer complaints received regarding water services - <i>Antaeus Hayes/Stephen Marcenic</i>							
	Number of NER/LEP persons served by the agency - <i>Linda Jefferson/Silvia Garrick/Cheryl Morse</i>							
	Number of consumer complaints received regarding gas, electric and telephone services - <i>Linda Jefferson/Stephen Marcenic</i>							
	Number of general consumer inquiries regarding, programs, assistance, or services- <i>Linda Jefferson/Stephen Marcenic</i>							
	Number of consumer complaints closed regarding water services- <i>Antaeus Hayes/Stephen Marcenic</i>							
2	Daily Consumer Education Activities (2 Measures)							
	Number of Consumer Outreach Meetings in Water Services Division (WSD) - <i>Antaeus Hayes/Stephen Marcenic</i>							
	Number of Consumer Outreach Meetings in Consumer Services Division (CSD) - <i>Linda Jefferson/Stephen Marcenic</i>							
	Number of outreach events or communications based on consumer complaint data- <i>Linda Jefferson/Antaeus Hayes</i>							
3	OPC Consumer Advocacy (2 Measures)							
	Number of cases litigated before PSC, FERC, FCC, PIM - <i>Laurence Daniels/Tamika Dodson</i>							
	Number of cases litigated before a DC Water Hearing Officer - <i>Laurence Daniels/Tamika Dodson</i>							

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Demonstrable: The initiative has had demonstrable change to the agency, the agency's mission, or the agency's customers to date.
Transformative: The initiative led to a significant transformation in the outcomes for agency's programs, services or the agency's customers.

Plan Dashboard	
FY 25-OPC Plan	
Strategic Initiative Title	Strategic Initiative Update
Daily Consumer Education Activities (2 Strategic Initiatives)	
Quarterly Consumer Financial Meetings	CSD 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- [REDACTED]
Citywide Climate Change Conference	OPC will develop and host a citywide climate change and environmental justice advocacy workshop for DC youth to empower them to advocate for, organize their communities, and engage government regulators and lawmakers in their efforts to halt or mitigate climate change with a focus on the environmental justice, socio-economic and racial equity implications of environmental policies and actions. [REDACTED]
OPC Consumer Advocacy (4 New Strategic Initiatives)	
Litigation of Washington Gas Rate Case	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. [REDACTED]
Community Renewable Energy Facility (CREF) Petition	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. [REDACTED]
Net Energy Metering Petition	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. [REDACTED]