The Public Utility Research Center (PURC) is committed to our role in training, empowering, and equipping regulatory professionals. For each program, we seek out the best faculty, research current issues and trends, and look ahead to future challenges. We do this with one goal in mind: to provide a world-class training and deliver an unparalleled experience for all attendees to become experts.

From live training programs hosted at the University of Florida to locally hosted programs across the globe to online learning options, we seek to provide you with the best professional development you can find.

Did you know that PURC offers live training courses, online courses and customized, in-country courses? Find out how we can meet your training needs at www.purc.ufl.edu. Or contact us at purcinfo@warrington.ufl.edu or +1 352-392-6148.
It was during a performance review of water sector reforms in Uganda when Peter’s journey to PURC began. While discussing the report, one of the consultants in the review team recommended PURC as the best training center to acquire skills and knowledge about utility regulation. Having always been interested in economic foundations of water pricing and its correlations to financial and commercial goals, Peter jumped on his computer to search for PURC. He found the training course content and additional resources, such as the Body of Knowledge on Infrastructure Regulation, rich and intriguing.

“I purposely went to PURC to gain skills in regulation and strategy,” he said. “I believed that the knowledge gained from such training would enable me to perform better in my role, share the knowledge with my fellow workmates, and ultimately translate into a series of technical and managerial solutions that would help the utility to optimize its performance goals.”

In June 2013, Peter joined 81 other fellow participants from 33 different countries to attend the 34th PURC/World Bank International Training Program on Utility Regulation and Strategy in Gainesville, Florida.

“Listening to the facilitators of the course explain regulatory concepts and principles aroused so much interest that I didn’t even want to blink,” he said. “My favorite part of the training was the break-out group sessions which allowed for more focused interactions and discussions among sectors. The facilitators shared a lot of information, references and passionately endeavored to make sure all the participants were gaining from the training course.”

Since then, Peter has transitioned into the energy sector and currently serves as the manager of regulatory affairs and stakeholder relations at Umeme, Ltd, an electricity distribution company in Uganda.

“When I was at the PURC training, I was particularly amazed by the research findings and presentations in Electricity Power Sector Reforms which enumerated not only challenges existing in the power sector but also the untapped opportunities. This particular presentation and others on Electricity Sector stimulated my interest in the power sector. It’s no wonder that when I returned home and an opportunity arose in the energy sector, I was quick to give it a try.”

Peter’s engagement with PURC did not stop there. He continued learning by attending customized training courses conducted by PURC in 2014 and 2016 in Uganda.

“It was another opportunity to reach for deeper understanding of energy pricing and benchmarking utility operations,” he said. “These series of trainings unlocked my focus and strategic considerations in what I could do and contribute to my organization. I felt well-equipped to engage in discussions with my superiors at all levels of policy and management, to cause change towards more liberal and competitive approaches to managing the energy sector.”

Peter Twesigye
PURC/WB International Training Program on Utility Regulation and Strategy Alumnus
Uganda
I saw my role being uplifted as an integral one that could be a driver for policy change decisions.

In 2017, Peter returned to Gainesville as faculty to share his experiences with the participants of the PURC/WB International Training Program. He shared about the challenges that his company faced on implementing tariff increase and interacting with customers in a politically sensitive environment.

“When I was facilitating this session and sharing my experience, it was interesting to realize that most participants face the same challenge in their home utilities but are grappling with how to solve them,” he said. “My experience showed an example of how a focused regulatory approach, with stakeholder support can deliver important goals for the company and the sector to overcome these challenges.”

Determined to continue growing in his role, Peter is currently an advisory member of the Academy of Regulatory Professionals at PURC and a Ph.D. candidate in the management programme in Infrastructure Reform and Regulation at the University of Cape Town. He believes that contributing to transform and change the way regulation and internal operations are done for the better is the most rewarding and satisfying part of his job.

“There is no better place to learn and understand regulation than PURC,” Peter said. “The quality of their facilitators is world-class, and they will help you achieve customized options and solutions to fit your regulatory challenges back home. The rich database of information you get exposed to is priceless.”
PURC/World Bank International Training Program on Utility Regulation and Strategy

43rd offering: January 15-26, 2018

44th offering: June 11-22, 2018

Gainesville, Florida

This intensive program represents an exciting and significant opportunity to enhance the professional competence of utility regulators and senior company staff.

During the first program in 1997 and every program since, our course participants have learned about ongoing infrastructure reform programs, heard from some of the world’s leading authorities, and offered their own insights on regulatory policies.

This is an unparalleled experience to learn problem-solving techniques complemented by an international exchange of ideas and experiences. The program offers an international forum for the dissemination of relevant best practices and research. It is specifically tailored to the professional requirements of utility regulators and service provider regulatory staff. The program is designed to enhance the economic, technical, and policy skills required for managing sustainable regulatory systems for infrastructure sectors.

The program is a collaborative effort between the World Bank and PURC and is offered each January and June in Gainesville, Florida, home of the University of Florida and the foundation for the Gator Nation. Each program encompasses more than 50 sessions that include case studies, practical exercises and panel discussions with leading experts and international faculty.

More than 3,250 world-wide graduates since 1997 from 154 nations
Join the PURC/World Bank International Training Program alumni in contributing to improved regulatory performance in the electricity, telecommunications, water, and gas industries.

Together we can build a world with expanded deployment and efficient delivery of utility services in all countries.

Apply now for acceptance at www.purc.ufl.edu

Be one of the firsts to become certified!

During the January 2018 offering, you will have the special opportunity to earn a foundation-level certification in Public-Private Partnership (PPP), in addition to joining the PURC alumni community!

The Foundation level is the first level of the Certified PPP Professional (CP3P) program, promoted by the World Bank and other multilateral development banks (MDBs), and managed by APMG International. It is aimed at individuals working at basic level of PPP implementation, with little to no prior experience. This is the first time we will be offering PPP sessions during the second week of the course. Participants who pass the exam will receive a foundation level certificate from APMG International.

More information will be provided to the accepted applicants of the 43rd PURC/World Bank International Training Program on Utility Regulation and Strategy.

Don’t miss out on this exciting opportunity! Apply now at www.purc.ufl.edu
Program structure and topics:

The training program involves 10 full days of lectures, sector-specific case studies, practical exercises, and discussions with leading utility experts. Short breaks in between sessions as well as meal times provide additional opportunities for participants to share expertise and experiences with one another.

Based on discussions with representatives from regulatory institutions in more than 100 countries and a continuous needs assessment, The World Bank and PURC have identified broad topics that will be covered during this two-week training course:

i. Market Reform and Regulation of Network Industries
ii. Financial Analysis for Utility Regulation
iii. Principles and Application of Incentive Regulation
iv. Non-Price Aspects of Utility Regulation
v. Managing the Introduction of Competition in and for the Market
vi. Rate Structure
vii. Managing the Regulatory Process
viii. Public-Private Partnership

A number of topics require a basic understanding of economic and financial analysis while others present an overview of comparative administrative law and rule-making procedures. A complimentary, optional Basic Economics Training is offered to attendees on check-in day, Sunday, January 14, 2018/Sunday, June 10, 2018. Sectoral and country cases are also used throughout the course.

The overall number of participants is limited in order to give individuals substantial opportunities to interact with faculty and peers during the training course. A certificate of completion with CEUs (Continuing Educations Units) will be presented to all participants recognizing their training experience and commitment to continued learning.
Our International Faculty

The international faculty has been assembled from regulatory institutions, the World Bank, leading universities, infrastructure companies, financial institutions, and other international organizations. Faculty are selected on the basis of expertise, experience and communications skills.

Listed below are some from past programs:

- Ronald Brisé, Commissioner, Florida Public Service Commission
- Dr. Johannes Bauer, Professor and Chair of the Department of Media and Information, Michigan State University
- Dr. Roxana Barrantes-Caceres, Professor, Pontifica Universidad Catolica del Peru
- Dr. Sanford Berg, Director, Water Studies, Public Utility Research Center, University of Florida
- Dr. Mark Jamison, Director, Public Utility Research Center, University of Florida
- Dr. Lawrence Kaufmann, Partner, Pacific Economics Group
- Dr. Michael Klein, Director, Private Sector Advisory Services, The World Bank
- Dr. Theodore J. Kury, Director, Energy Studies, Public Utility Research Center, University of Florida
- Patrick Masambu, Chief Executive, Uganda Communications Commission
- J. Paul Morgan, former Director General, Office of Utilities Regulation, Jamaica
- Ernest C. A. Ndukwe, CEO and Executive Vice Chairman, Nigerian Communications Commission
- David Brevitz, International Utility Regulatory Consultant, Brevitz Consulting Services
- Dr. David Sappington, Eminent Scholar, Director, Robert F. Lanzillotti Public Policy Research Center, University of Florida
- Dr. Don Stockdale, Former Deputy Chief, Federal Communications Commission
- Stephen Bereaux, Utilities Regulation and Competition Authority (URCA), The Bahamas
- Darick Jonis, Chief Executive Officer, Aquaelectra
- Dr. Anton Eberhard, University of Cape Town and former Board Member, National Energy Regulator, South Africa
- Dr. Vivien Foster, Lead Economist, The World Bank
- Cedric Wilson, Office of Utilities Regulation (OUR), Jamaica
- Araceli Castaneda, Director of Leadership Studies, Public Utility Research Center, University of Florida
- Rauf Tan, Commissioner, Energy Regulatory Commission, Philippines
- Dr. Rajnish Barua, Executive Director, National Regulatory Research Institute
- Dr. Robert E. Thomas, Associate Professor, Department of Management and Legal Studies, University of Florida
- Sophie Tremolet, Economist and Institutional Specialist, Tremolet Consulting
- Tim Ward, Vice President, Intermedia Communications
- Sudharma Yoonaidarma, Dean, Faculty of Law, University of the Thai Chamber of Commerce

Our past presenters have extensive professional experience in over 70 countries. A comparable faculty will make presentations during our 2018 programs.
How to apply and pay for the course

Application can be made online through our website www.purc.ufl.edu. Selection of participants will be made by the program’s Admissions Committee. Criteria for selection will be based on the applicant’s current position, relevant professional expertise, and on achieving a balanced cross-sectoral, cross-regional, and national representation.

Each applicant must submit a completed application form by or before the application deadline (shown below.) Qualified applications received after the application deadlines will be accepted based on availability. Sessions will be conducted in English, so participants should have a good command of the English language. Accepted applicants will be sent a notification letter and an information packet via e-mail.

Full payment must be received by the payment deadline in order to guarantee your seat at the program. If full payment is received after the payment deadline and if there are seats available, this may result in alternate hotel accommodations arranged at the discretion of the PURC Program Committee. There is a cancellation deadline for the program (see below). Cancellations received after this date (in writing) will allow a refund of 70% of the registration fee.

### Program Application Deadline | Payment Deadline | Hotel Nights | Basic Economic Training | Cancellation Deadline
---|---|---|---|---
June 2018 | April 13, 2018 | April 27, 2018 | June 11 - 22, 2018 | June 10, 2018 | May 4, 2018

Course fee is US $7,200 for utility regulators or US $8,400 for staff from private or public infrastructure companies.

**The fee includes:**

- Program tuition
- Living accommodations for 13 nights
- Daytime meals Monday – Friday including breakfast, refreshment breaks and lunch
- Welcome Reception, one dinner and Awards Dinner
- Reading and classroom material
- Plant visit, campus tour and transportation to local shopping area
- Basic Economic Training

**Note: Trips to Disney World/Orlando area in Florida and Kennedy Space Center will be organized during the middle weekend for interested participants. The cost is not included in the program fee.**

**Venue:**

The training will be hosted at the Hilton University of Florida Conference Center in Gainesville, Florida. The facility includes plenary rooms, break-out rooms, and study areas. 1714 SW 34th Street, Gainesville, FL 32607, +1 352-371-3600

Apply for acceptance at [www.purc.ufl.edu](http://www.purc.ufl.edu)
Here’s what a few alumni are saying:

“This course is a must for all involved in utility regulation. It is balanced, well thought out in its content and presented by an excellent faculty and very experienced consultants.”

Regulator-Africa

“For a policy-maker, the seminar provides a rich overview of the challenging requirements of a regulatory environment. It provides principles and practical tools for dealing with the complex demands of the everyday business of a regulatory agency.”

Regulator-Latin America

“The program provided an excellent opportunity for learning regulation techniques. I strongly recommend the program for all who are engaged in the regulatory process.”

Regulator-Middle East

“This program includes an excellent mix of faculty with relevant international, as well as hands-on experience. As a result, they were able to effectively combine theory and practice. Above all, excellent quality of discussion triggers the thought process to expose and expand frontiers of knowledge in utility regulation.”

Regulator-Middle East

“This course puts the most important regulatory issues in perspective and provides excellent background for present and future regulators.”

Regulator-Europe
<table>
<thead>
<tr>
<th>Session</th>
<th>Time</th>
<th>Title</th>
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| 1st Monday | 8:30-10:15 | Welcome and Overview  
I. Market Reform: Fundamentals of Regulatory Systems |
| 1st Tuesday | 8:30-10:00 | I. Market Reform: Sectoral Experiences in Reform  
Session 6 |
| 1st Wednesday | 8:00-10:15 | IV. Incentive Regulation: Price Cap Regulation  
te - WRUF & WUFT Studio Tour  
e & w - III. Financial Techniques: Rate of Return Tools |
| 1st Thursday | 8:30-10:15 | e & w - IV. Incentive Regulation: Case Study in How to Conduct a Price Review  
t - Consumer Protection |
| 1st Friday | 8:30-10:15 | Session 21 |
| 2         | 10:30-12:00 | I. Market Reform: Lessons from the Power Sector Reform and Regulation in Africa |
| 3         | 1:45-2:15 | I. Market Reform: Case Study on Choosing Regulatory Priorities |
| 4         | 2:15-3:30 | e & w - I. Market Reform: Reform and State-Owned Enterprises  
t - ICT Convergence |
| 5         | 3:45-5:00 | e & w - I. Market Reform: Options in Market Reform  
t - ICT Strategies |
| 6         | 8:30-10:00 | I. Market Reform: Sectoral Experiences in Reform  
Session 12  
Session 11 |
| 7         | 10:15-11:30 | I. Market Reform: Establishing Regulatory Policies  
Session 13  
Session 17 |
| 8         | 11:45-1:00 | I. Market Reform: Issues in Sectoral Reforms  
Session 14  
Session 18 |
| 9         | 2:00-3:15 | e & w - I. Market Reform: Practices in Sectoral Reforms  
t - Interconnection Pricing  
Session 15  
Session 19 |
| 10        | 3:30-4:45 | e & w IV. Incentive Regulation: Rate of Return Problem  
t - Radio Spectrum Management  
Session 20  
Session 24 |
| 11        | 5:00-6:15 | e & w - II. Competition: Cases in Market Reform  
t - Over The Top Services  
Session 22  
Session 23 |
| 12        | 8:00-10:15 | III. Financial Techniques: Determining Cost of Capital  
III Financial Techniques: Elements of Finance  
Session 16  
Session 21 |
| 13        | 10:30-12:00 | IV. Incentive Regulation: Performance Based Regulation |
| 14        | 1:00-2:45 | III. Financial Techniques: Case Study and Analyzing Financial Statements  
Session 17  
Session 18 |
| 15        | 3:00-4:30 | e & w IV. Incentive Regulation: Rate of Return Problem  
t - Radio Spectrum Management  
Session 19  
Session 24 |
| 16        | 8:30-10:15 | IV. Incentive Regulation: Case Study in the Design and Implementation of Hybrid Systems  
Session 20  
Session 21 |
| 17        | 8:00-10:15 | I. Market Reform: Interconnection Laws  
Session 16  
Session 21 |
| 18        | 1:00-2:00 | V. Incentive Regulation: Sector Cases  
Session 18  
Session 22 |
| 19        | 2:15-3:45 | IV. Incentive Regulation: Risk Mitigation Strategies  
Session 19  
Session 24 |
| 20        | 4:00-5:45 | VII. Regulatory Process: Independent Management Issues  
Session 20  
Session 24 |
| 21        | 10:45-12:00 | e & w - V. Non-Price Issues: Performance Standards and Social Considerations  
t - Interconnection Dispute Resolution  
Session 21  
Session 22 |
| 22        | 1:00 -2:30 | Session 23  
Session 24 |
| 23        | 10:45-12:00 | e & w - IV. Incentive Regulation: Techniques for Improving Utility Efficiency  
t - I. Market Reform: Interconnection Laws  
Session 21  
Session 22 |
| 24        | 2:45-4:00 | Session 24  
Session 24 |

Afternoon Activities:  
- Campus Tour  
- Trip to Shopping Center  
- Over The Top Services
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<tbody>
<tr>
<td>Session 25 8:30-10:15</td>
<td>Session 30 8:00-10:00</td>
<td>Session 35 7:45-9:30 and 8:30-9:45</td>
<td>Session 40 8:30-11:30</td>
<td>Session 45 8:30-10:00</td>
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<tr>
<td>VI. Rate Structure: Pricing Objectives and Options in Network Industries</td>
<td>w - Water Reclamation Facility Tour</td>
<td>e - VI. Rate Structure: Sector Issues: Basic Techniques</td>
<td>VIII. Regulatory Process: Lessons in Establishing Regulation</td>
<td>VIII. How a PPP Project is Financed</td>
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<td>t - Emerging Spectrum Issues: 5G and Pricing</td>
<td>e - VI. Rate Structure: Sector Issues in Rate Design</td>
<td>w - Roundtable with Sandy Berg</td>
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<td>Session 26 10:15-12:00</td>
<td>Session 31 10:30-12:15</td>
<td>Session 36 10:45 -12:00</td>
<td>Session 41 11:30 -2:30</td>
<td>Session 46 10:15-12:00</td>
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<tr>
<td>VI. Rate Structure: Pricing Objectives and Options in Network Industries - Continued</td>
<td>e &amp; w - VI. Rate Structure: Sector Issues in Rate Design</td>
<td>VII. Regulatory Process: Thinking Strategically</td>
<td>VIII. Motivation and Caveats of PPP</td>
<td>VIII. Cause of Project Failure</td>
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<td>12:00 Introduction of Harborco Case</td>
<td>t &amp; w - Universal Service and Access</td>
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<td>Session 42</td>
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<td>Session 27 1:00-3:00</td>
<td>Session 32 1:30-3:00</td>
<td>Session 37 1-2:15</td>
<td>Session 43 2:45-4:00</td>
<td>Session 47 1:30 -2:45</td>
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<tr>
<td>VII. Regulatory Process: Case Study in Managing the Political Environment</td>
<td>e - VI. Rate Structure: Sector Issues in Rate Design - Continued</td>
<td>VII. Regulatory Process: Legal Frameworks of Regulation</td>
<td>VIII. Basic Structure of a PPP Project</td>
<td>VIII: Key lessons from the Program and Action Plans</td>
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<td>t &amp; w - Universal Access Simulation</td>
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<td>Session 28 3:15-4:30</td>
<td>Session 33 3:15-4:30</td>
<td>Session 38 2:30-4:00</td>
<td>Session 44 4:15-5:30</td>
<td>Session 48 3-4</td>
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<tr>
<td>e - VII. Case Studies in Rate Design</td>
<td>e - VI. Rate Structure: Overview of Transmission &amp; Transportation Pricing</td>
<td>VIII. Introduction to PPP</td>
<td>VIII. PPP Framework Concept and PPP Process Cycle</td>
<td>VIII. PPP Foundation Level Examination</td>
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<tr>
<td>t - ICT Vertical Markets</td>
<td>t &amp; w - Individual Cases</td>
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<td>w - Non-Revenue Water</td>
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<td>Session 29 4:45-6:00</td>
<td>Session 34 4:45-6:15</td>
<td>Session 39 4:15-5:45</td>
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Practicing Leadership in a Political Environment
A One-Day Intensive Training for Emerging Leaders in Utility Policy

Saturday, January 27, 2018
Saturday, June 23, 2018

Many people are called upon to provide leadership. Some succeed. Many fail... but why? In this workshop you will examine the activities, behaviors, mindsets and skills of a successful leader.

As a participant, you will learn and practice the following:

→ Identify and develop your own leadership profile. Learn to create leadership in others.

→ Examine personal practices of successful leaders in developing vision, resolving conflicts and setting priorities. Create a strategy for managing the relationships that are critical to your success.

→ Discover opportunities for growth in your organization and intervention methods that encourage collaboration and team cohesiveness. Learn how executive leaders create an organizational focus around the most important priorities.

→ Analyze what is different about practicing leadership in a political environment.

→ Develop a personal leadership action plan and an accountability system for addressing your most important challenges. Receive feedback to develop skills for managing yourself and others.

Workshop fee is US $595 for the 43rd & 44th PURC/ World Bank International Training Program Participants and US $695 for all others.

**Note: Applicants to the PURC/World Bank International Training Program may simply check a box in the online application to add this workshop.

The fee includes:

→ Tuition, reading and classroom material

→ Continental breakfast, refreshment breaks, and lunch

Apply for acceptance at www.purc.ufl.edu
PURC Leadership Services help you transform your agency or company by identifying what is truly holding it back from realizing its goals and provide the tools to solve the challenges. We equip professionals at every level by leveraging their talents, creativity and energy to take charge of their own future. PURC’s interactive, case-oriented approach is designed for our clients to become world class leaders.

In addition to our standing Leadership Workshop, Practicing Leadership in a Political Environment, PURC can custom design a training to address your needs.

**Customized Leadership Training:**

Our clients typically reach out to us when they:

1. Want to advance the leadership skills of a particular group
2. Need training for their organization overall
3. Are working to resolve a specific challenge

From Workshops to 1-on-1 Coaching, transformation starts at PURC Leadership Services.

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**Here are what just a few of our clients have to say...**

Dear Colleagues,

For the past few years, my agency has been working towards building the leadership capabilities of our staff. This has made a tremendous difference in our organization’s quality, our staff’s energy and morale, and our work’s overall effectiveness. If you can spare a few moments to read on, I would like to share with you the secret to our success, which occurred in two phases.

The first phase was a leadership development program provided by the Public Utility Research Center (PURC). Under the leadership of Araceli Castaneda, PURC’s Director of Leadership Studies, the center provided a series of workshops for our senior and mid-level staff that helped them:

1. Develop a shared vision for the agency,
2. Align their work with the overall common purpose of the organization,
3. Assess their personal leadership styles and build their leadership skills,
4. Develop plans for strengthening their individual parts of the agency,
5. Address adaptive challenges,
6. Overcome obstacles to making important improvements at a personal level and at an organizational level,
7. Building negotiation skills,
8. Conduct crucial conversations, and
9. Assess stakeholders and the agency’s political context.

Leveraging the PURC training, the second phase established team projects that enabled our staff (on a voluntary basis) to evaluate and implement improvement plans to our organization. The staff took complete ownership of these improvements, and, I must say, I am extremely proud of their work.

If you are interested in leadership capacity building for your agency, I highly recommend that you contact PURC. I believe PURC’s efforts were critical to our success.

You can reach Ms. Castaneda at 352-392-6148 or araceli.castaneda@warrington.ufl.edu.

Thank you for your time.

Sincerely,

Executive Director,
(US Public Service Commission)
Here are what just a few of our clients have to say... (continued)

“I’m 30 years old and still have 35 years more to go. Being here was an honor, it really changed my life. I know for sure that I will have lifelong benefits in my career. By this I can contribute even more to my country.”

**Robert Emerenciana**  
*Project Leader Power*  
*Aqualectra Power & Water Company, Curacao*

“10/10 for this course and I most definitely will be using this with my team on my return. This workshop has changed me.”

**Anonymous**

“Being able to discuss issues and challenges with colleagues from around the world is a priceless experience. We were able to discuss political, regulatory, and leadership issues with others in a very safe environment. Highly recommend this workshop to all level of leaders whether you are seasoned or new to the industry.”

**Alexander Washington**  
*Chief Policy Advisor*  
*Mississippi Public Service Commission, USA*
The Academy of Regulatory Professionals is a community of recognized experts who dedicate themselves to the understanding of regulatory issues and practices, developing new knowledge, and mutual professional growth. Membership is extended to professionals that are committed to advancing the ideas and practice of effective infrastructure regulation.

Members of the Academy...

- Contribute to the collective knowledge about regulation by providing examples of interesting ideas for addressing regulatory challenges, explaining their own experiences, advising peers, and commenting on and contributing to regulatory research
- Receive lessons and information on new ideas and basic fundamentals of regulation from faculty and their peers
- Advance their careers by being recognized as an Academy member, and when they earn a Fellows designation
- Receive electronic documentation of their membership
- Become known internationally because of the visibility of their contributions to regulatory knowledge
- Gain practice ideas and advice from their peers
- Enjoy unique opportunities to participate in programs of the Public Utility Research Center (PURC)

The Fellows Program...

- Academy Fellows are individuals who have chosen to engage in a program of study and research that will significantly enhance their ability to perform as a regulatory professional, and who are making continual progress on that program of study
- Fellows that have completed their program of study, including successful conclusion of a capstone presentation and defense of their work before faculty and their peers, receive special designations that indicate their achievements
- Academy Fellows also have an opportunity to serve as Visiting Scholars at PURC to engage in focused studies and to engage with PURC program participants from around the world

Please note that the link is case sensitive
Questions? Contact us at purcadmin@warrington.ufl.edu
The program features two different course tracks for 2018:

→ **Energy Pricing (tentatively July 29 – August 3, 2018)**

→ **Benchmarking Infrastructure Operations (tentatively August 6 – 9, 2018)**

The PURC team is excited to host the advanced courses on-campus at the University of Florida, Warrington College of Business! You will learn problem-solving techniques through case studies, exchange ideas and experiences with your course colleagues, and engage and debate with our world-class faculty. These advanced courses provide you with the technical and strategic skills needed to address the complex infrastructure issues of today and tomorrow.

**Who Should Attend?**

The courses are designed for mid- to senior-level utility regulators and regulatory strategy executives from utility companies with at least three years of professional regulatory experience or have participated in a price review. Alumni of the PURC World Bank International Training Program on Utility Regulation and Strategy are strongly encouraged to apply.

**ENERGY PRICING COURSE, TENTATIVELY JULY 29 – AUGUST 3, 2018**

What are the challenges and best practices in electricity and gas pricing? What are the innovative ideas for addressing efficiency and environmental issues? This course addresses these questions and more as you engage in a case study in energy pricing. You will learn how to obtain relevant financial information, determine cost of capital, adjust financial statements, and assess the financial effects of regulatory policies, allocate costs across the utility and build rate structures necessary to recover those costs.

**After completing the course you will be able to:**

→ Prepare for and perform price reviews
→ Develop economic incentives appropriate for utilities in small economies
→ Evaluate market competition and develop remedies for market failure
→ Analyze financial statements for rate setting and evaluating sector performance
→ Develop price structures that create incentives for consumers and producers to behave in a manner consistent with your utility policy

**The course fee, US $4,900, includes program tuition, hotel accommodations for six (6) nights, daytime meals Monday – Friday (breakfast, lunch and breaks), welcome and closing dinners, and reading and classroom material on Kindle Fire tablet.**

Apply for acceptance at [www.purc.ufl.edu](http://www.purc.ufl.edu)
### Preliminary Course Calendar: Energy Pricing

<table>
<thead>
<tr>
<th>Sunday</th>
<th>Monday 2</th>
<th>Tuesday 6</th>
<th>Wednesday 10</th>
<th>Thursday 14</th>
<th>Friday 18</th>
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<tbody>
<tr>
<td>Session 1</td>
<td>3:30-6</td>
<td>Economics of Pricing Introduction</td>
<td>Refresh of the principles of market economics in English; non-technical explanation of economic concepts used during the program; overview of Rate of Return, Price Caps and Revenue Caps</td>
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### Session 2 | 9 - 10:30
**Introduction, Purpose and Objectives**
Description of the cost allocation methods and pricing models to be used throughout the course

### Session 3 | 11 - 12:30
**Energy Markets**
Structure of the electric and natural gas industries

### Session 4 | 1:30 - 3
**Setting the Base for Regulating Monopoly Prices and Sector Performance**
Analyzing and Using Financial Statements
Establishing and enforcing uniform systems of accounts; establishing accounting separations procedures; priorities in auditing and review financial statement; examples of problems

### Session 5 | 3:15 - 5
**Taking a Balcony Point of View**
Seeing beyond your vision in stakeholder perceptions; stepping back while staying in the action; mapping stakeholder interests; understanding players’ pressures and responses

### Session 6 | 9 - 10:45
**Establishing the Revenue Requirement**
Choosing methods of regulation; analyzing investments; asset valuation; moving from financial statements to revenue requirement

### Session 7 | 11 - 12:30
**Demand and Load Forecasting**
Purpose of demand and load forecasting; identifying load drivers; forecasting techniques and applications

### Session 8 | 1:30 - 3
**Adjusting Financial Statements for Ratemaking**
Standards for accepting investment, revenue and expense data for ratemaking purposes; cases and examples of regulatory decisions; setting investment benchmarks; making financial adjustments; introduction of energy case study

### Session 9 | 3:15 - 5
**Thinking Strategically About a Price Review**
Identifying relationships with stakeholders; developing and implementing stakeholder strategies; understanding the roles and perspectives of those in authority; staying independent while engaging the stakeholders

### Session 10 | 9 - 10:45
**Case Study in Adjusting Financial Statements**
Identifying trends and inconsistencies; comparing financial results with operating facts; analyzing financial performance; cross sector lessons

### Session 11 | 11 - 12:30
**Cost of Service Approaches in Energy**
Determine customer classes; identifying costs and assignment methods; policy and social considerations; introduction of case study

### Session 12 | 1:30 - 3
**Organizational Challenges and Price Reviews**
Identifying challenges with price reviews; small group exchange of ideas; small group presentations

### Session 13 | 3:15 - 5
**Team Exercise in Electric Cost of Service**
Teams work with model cost of service study; determine appropriate cost allocators; determine proper cost categories; allocate costs between customer classes

### Session 14 | 9 - 10:45
**Rate Investigations and Settlements Considerations for a rate proceeding; the settlements process**

### Session 15 | 11 - 12:30
**Economics of Rate Design**
Calculating multi-part tariffs; developing a menu of tariff options; pricing by time and/or location; distributed generation tariffs in an island system (also includes DSM deployment); accounting for incentives for efficiency and conservation; rate design considerations for renewable energy

### Session 16 | 1:30 - 3
**Team Exercise in Electric Rate Design**
Teams complete their decisions and calculations for case study and report their results; teams must consider revenue sufficiency of tariffs; teams must consider cross-subsidies and potential consequences

### Session 17 | 3:15 - 5
**Electric Case Study Debriefing**
Group discussion of electricity study results; compare and contrast different rate designs

### Session 18 | 9 - 10:45
**Operational Perspective on Ratemaking**
Operator’s perspective on the critical features of financial targets, rate design and political environment

### Session 19 | 11 - 12:30
**Challenges in Environmental Issues**
Impacts of regulation on renewable energy use and energy efficiency; example policies for renewable energy and efficiency; policy options and impacts of climate change issues

### Session 20 | 1:30 - 3
**Action Plans**
Develop and presentation of individual action plans; think strategically about your relationships; develop a system of accountability; give and receive critical feedback

### Session 21 | 3:15 - 5
**Tying the Pieces Together and Key Lessons**
www.purc.ufl.edu
BENCHMARKING INFRASTRUCTURE OPERATIONS COURSE, TENTATIVELY AUGUST 6 – 9, 2018

How can utilities be benchmarked for efficiency? Which types of comparisons are valid and which are invalid, possibly leading to significant errors? This course address these questions and more through hands-on engagement in case studies. You will learn how benchmarking can improve operational performance, help in the design of incentives, promote transparency, and lead to more effective regulation.

After completing the course you will be able to:

→ Understand how benchmarking can improve the performance of infrastructure organizations
→ Analyze the implications of partial, limited, or incorrect information
→ Assess how information on trends in key performance indicators helps decision-makers
→ Understand how model specifications and data outliers affect performance comparisons
→ Identify the strengths and limitations of alternative quantitative methodologies and how to communicate results

The course fee, US $3,900, includes program tuition, hotel accommodations for five (5) nights, daytime meals Monday – Thursday (breakfast, lunch and breaks), welcome and closing dinners, and reading and classroom material on Kindle Fire tablet.

**We offer special pricing for attending both courses! US $8,600 includes program tuition, hotel accommodations for twelve (12) nights, weekday daytime meals (breakfast, lunch and breaks), welcome and closing dinners for both courses, and reading and classroom material on Kindle Fire tablet.

Here’s what a few alumni are saying:

“Besides the necessary networking of regulators, [the] PURC course on energy pricing is very helpful...thanks to the experience, expertise and commitment of the speakers the sessions [are] full of interactions useful for better mastery of professional skills.”

Jean Pierre Kedi
General Manager
Electricity Sector Regulatory Agency, Cameroon

“Faced with the responsibility for conducting benchmarking, I needed tools and approaches to give me confidence in the outcome of my research. The course addressed these and more in terms of process, communications and stakeholder engagement on outcome.”

Johanna Mulaudzi
Manager – Industry Development
Ports Regulator of South Africa

Apply for acceptance at www.purc.ufl.edu
### Preliminary Course Calendar: Benchmarking Infrastructure Operations

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
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<tbody>
<tr>
<td>Session 1</td>
<td>9 - 10:30</td>
<td>Session 5</td>
<td>9 - 10:45</td>
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<tr>
<td>Overview of Program Understanding the political economy of benchmarking: who supports benchmarking; who is threatened by comparisons; how can studies be misused; sources of conflict and sector performance: the role of evidence.</td>
<td>Alternative Methodologies for Measuring Performance Beyond key performance indicators; Metrics and productivity trends; statistical analysis (OLS and COLS); data envelopment analysis (DEA), and Stochastic Frontier Analysis (SFA). Strengths and Limitations of alternative methodologies.</td>
<td>Case 5: Utilizing Available Software: DEA Using data from cases 1 and 3, participants will develop performance indicators; results will be shared and evaluated; what are the strengths and limitations of statistical methods? how sensitive are results to selection of inputs and outputs?</td>
<td>Session 13</td>
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<td>Session 2</td>
<td>11 - 12:30</td>
<td>Session 6</td>
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<tr>
<td>Case 1: Selecting Data Productivity, efficiency and effectiveness; identifying inputs and outputs, stocks and flows; prioritizing data needs; implications of partial, limited or incorrect information; conditioning and environmental variables.</td>
<td>Case 4: Utilizing Available Software: Statistical Analysis With data from cases 1 and 3, participants will utilize the Analysis ToolPak in Microsoft Excel to estimate productions and cost functions; evaluating analyses; what are the strengths and limitations of statistical methods? how sensitive are results to model specifications?</td>
<td>Session 10</td>
<td>11 - 12:30</td>
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<td>Session 3</td>
<td>1:30 – 3</td>
<td>Session 7</td>
<td>1:30 – 3</td>
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<td>Case 2: Confidence in Performance Comparisons Additional inputs and outputs; additional years (trends); context and governance variables; introduction to robust comparisons. Moving from KPIs to Overall Performance Indicators.</td>
<td>Case 4 Continued – Group Work Each participant will practice using Analysis ToolPak in Microsoft Excel to analyze the efficiency of utilities in the sample; results of different specifications will be used to strengthen abilities to interpret empirical results.</td>
<td>Session 11</td>
<td>1:30 – 3</td>
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<td>Session 4</td>
<td>3:15 – 5</td>
<td>Session 8</td>
<td>3:15 – 5</td>
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<td>Case 3: Back to the Basics Data definitions; Total Factor Productivity (TFP); evaluating company information systems (sensors, data capture, data consistency, storage, analysis, decisions); checklist for conducting benchmarking studies.</td>
<td>Review of Statistical Analyses Determining scale economies; economic vs. statistical significance; evaluating the robustness of results.</td>
<td>Session 12</td>
<td>3:15 – 5</td>
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<td>Session 14</td>
<td>11:00 – 12:30</td>
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<td>Session 11</td>
<td>1:30 – 3</td>
<td>Case 6: Communicating Results Should the analyst present scores or rankings? who are the different audiences for performance studies? each team will prepare a Press Release or Executive Summary for a different audience (sector ministry, regulator, top management, the press, consumer’s association).</td>
<td>Session 15</td>
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<td>Session 12</td>
<td>3:15 – 5</td>
<td>Session 16</td>
<td>3:15 – 5</td>
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<tr>
<td>Session 13</td>
<td>9 - 10:45</td>
<td>Next Steps and Key Lessons Current capabilities; adequacy of data system; developing strategic plans for engaging allies, opposition and other important players; next steps for your organization; prerequisites to successful benchmarking; planning the next study.</td>
<td>Leadership in Infrastructure Policy</td>
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Facing unique challenges in utilities policy?

Are traditional solutions failing to meet your needs? Customized training programs by PURC are individually designed to help you identify the best solutions to the pressing issues you face today. By working with you to design the program, PURC can deliver the most relevant curriculum, expand upon your organization’s existing competencies, and develop tailored strategies using the right tools for the job.

PURC experts have delivered custom capacity building for organizations in countries including Antigua, Argentina, Australia, the Bahamas, Bolivia, Botswana, Brazil, Bulgaria, Cambodia, China, Ghana, Ireland, Jamaica, Moldova, Montenegro, Namibia, Nigeria, Panama, Peru, Portugal, South Africa, St. Kitts & Nevis, Thailand, Trinidad & Tobago, Turks & Caicos Islands, Uganda, United States, Uruguay and Zambia.

Current and recent individualized programs in energy, telecommunications and water include courses which addressed these specific objectives for the client:

**Improving organizational performance**

Leadership, strategic planning, independence, transparency, stakeholder involvement, negotiating skills, benchmarking, economic and financial analysis

**Expanding understanding of the pricing of infrastructure services**

Electricity transmission and distribution, water and wastewater, natural gas, telecommunications retail and interconnection services

**Developing skills for price reviews and rate cases**

Practical, strategic and technical aspects of conducting rate reviews

**Enhancing knowledge of market structure and design**

Removing barriers to entry in telecommunications, facilitating competition for concessions, assessing market competition and designing electricity markets, including models and case studies

**Building capacity to address environmental considerations**

Siting issues, emissions programs, rate treatment

**Increasing knowledge of sector issues**

Technology issues, best practices, stakeholder perspectives and relationships

**Improving policy-making and implementation**

Formulating and implementing efficient infrastructure strategies, stakeholder involvement, public consultation, media relations

Our programs teach the principles and practices that support effective utility policy and regulation. Instructional approaches include case studies, lectures, client problem-solving, simulations, video, e-learning, and site visits. Training is rigorous, but practical. We are passionate about designing and delivering a training program to help your organization.

For more information on how we can help with your unique needs, please fill out our Customized Training contact form at [www.purc.ufl.edu](http://www.purc.ufl.edu)

Email: purcinfo@warrington.ufl.edu

Or call our office at: +1 (352) 392-6148
A Sample of Recent Customized Trainings Include:

Adapting Regulations and Policy to Platform Convergence
May 1-3, 2017, Bangkok, Thailand

How can a regulator that oversees broadcasting content adapt to the spread of content over multiple platforms? This is what Drs. Mark Jamison and Sylvia Chan-Olmsted addressed in PURC’s course for the National Broadcasting and Telecommunications Commission of Thailand. They examined how technology development, how customers are evolving as new communications platforms emerge, changing business models, customer privacy preferences, and how to analyze converging communications markets.

PURC Regulatory Training Course for the Public Utilities Regulatory Commission of Grenada
November 29 - December 1, 2016, St. George’s, Grenada

What are the four types of conflicts most often encountered in the course of utility regulation? What is the most important aspect of reforming the electricity industry or market structure? These were just two of the important areas for those helping to shape the new Public Utility Regulatory Commission in Grenada. PURC at UF was honored to work with Ministry representatives, utility executives and staff, and engaged community leaders who will be integral in shaping the nation’s new utility regulatory agency and reformed energy market in a 3-day customized program held in St. George’s. Participants first gained valuable insight into fundamentals of a regulatory system, energy markets and utility finance. Then governance models and the classifications of potential Commission staff members were examined, defined, and the respective regulatory functions were outlined. Finally, the participants engaged in small group exercises aimed at putting their new knowledge to work in understanding particular stakeholder interests of the Grenada electric utility industry and their respective goals. As the Public Utility Regulatory Commission in Grenada establishes their rules, participants will have already gained an understanding of the importance of the comprehensive set of procedures that are being developed. The course was facilitated by PURC Director of Energy Studies, Ted Kury and PURC Senior Fellow, Raj Barua.

PURC Advanced International Practices Program for LUCELEC - Utility Pricing
October 31 - November 4, 2016, St. Lucia

The National Utility Regulatory Commission of St. Lucia has recently expanded its scope of regulatory services to include the electricity sector. PURC Director Mark Jamison, PURC Director of Energy Studies Ted Kury, and David Richardson delivered PURC’s one week advanced program on pricing to an audience that included executives and staff from LUCELEC, as well as staff of the regulator and other interested stakeholders. Topics included the development of the revenue requirement, cost allocation, and the derivation of retail prices. Participants not only experienced interactive presentations on these topics, but had the opportunity to practice their new skills in small group, utilizing PURC’s proprietary spreadsheet model. Participants then presented their rate designs and shared the process that the group had discussed. The latter part of the program involved special topics applicable to the water industry, which NURC also regulates. Everyone gained a better understanding of the pricing challenges facing the country and the skills necessary to address them.

Energy Pricing course for The Gambia
May 23 - 27, 2016, Gainesville, FL, USA

What are the challenges and best practices in energy (electricity and gas) pricing? What are the innovative ideas for addressing efficiency and environmental issues? This customized version of PURC’s Energy Pricing course was designed to incorporate the particular challenges faced by The Gambia. Participants included representatives of the National Water and Electricity Company, the Public Utilities Regulatory Authority (PURA), the Ministry of Finance and Economic Affairs, and the Ministry of Petroleum and Energy. The participants in this course learned core principles and engaged in an energy pricing case study from start to finish.
Created with funding from the World Bank and PPIAF, the Body of Knowledge on Regulation Infrastructure (BoKIR) site is a comprehensive online resource for utility and regulation professionals, policy makers, and academics focusing on regulatory reform and the promotion of strong performance in energy, telecommunications, transportation, and water sectors.

The BoKIR site contains summaries of regulatory literature, tutorials, and more than 500 downloadable references for regulatory reform and performance improvements in infrastructure industries. The online glossary has been translated from English into 11 different languages including French, Russian, Portuguese, Chinese and Arabic. The site also provides guidance regarding Frequently Asked Questions related to social pricing, price levels and tariff design, regulating state owned enterprises, private-public partnerships, and other topics. In 2011, the Norwegian Trust Fund for Private Sector and Infrastructure supported the addition of FAQs related to renewable energy and energy efficiency.

In 2015, the Public-Private Infrastructure Advisory Facility (PPIAF) at the World Bank and the Public Utility Research Center embarked on a new initiative entitled “Improving Infrastructure Regulation for Low-Income, Fragile and Low-Capacity Countries Program.” This PPIAF-led initiative aimed to support the development of sustainable regulatory systems and improve the delivery of infrastructure services by building regulators’ capacity to design and implement regulatory functions. The program has a particular focus on low-income and fragile countries, as well as lower-middle income countries with under-developed regulatory systems. This new section, “Launching or Revitalizing Regulatory Systems,” includes an overview of how regulatory systems can be built in fragile situations, self-diagnostic tools, a review of the best literature on the topic, FAQs and an annotated reading list.
Public-Private Partnerships (PPP) Certification

Foundation Level Certified PPP Professional Program

PURC is now an Accredited Training Organization (ATO) of the APMG’s Public-Private Partnerships Certification Program. As the first academic institution in the US to become accredited, PURC is excited to offer this valuable opportunity to our clients.

The PPP has great potential for addressing the infrastructure gap present in every country. However, these arrangements are easily misunderstood and fraught with challenges related to their financing, legal structure, management, and allocation of risk. A thorough understanding of these concepts and their applications is necessary for improvements in the access to, and effectiveness of, the crucial services that these assets provide.

The Foundation level is the first level of the Certified PPP Professional (CP3P) program, promoted by The World Bank and other MDBs, and managed by APMG International. This certification is the only globally recognized PPP credential.

The Foundation level course is for individuals working at a basic level of PPP implementation, with little or no prior experience. It aims to standardize their knowledge of the PPP process and terminology. The PPP Certification Program Guide, authored by a team of international experts, is at the core of certification program.

The certification exam tests whether a candidate has sufficient knowledge and understanding of the PPP Guide to act as an informed team member of a PPP finance project, thus enabling them to participate in a team environment and move on to implementing the process. The Foundation certification is a pre-requisite for the two Practitioner certifications.

**After completing this course, you will be able to:**

- Understand the advantages and disadvantages of different project structures
- Understand stakeholder rights and responsibilities in project finance
- Choose between different types of projects
- Maximize positive outcomes for your project
- Obtain the APMG’s PPP Foundation Level Certificate with a passing exam score

PURC can provide PPP Certification training courses for individuals and organizations pursuing the APMG CP3P certification worldwide. To find out how we can meet your training needs, please contact us at purcinfo@warrington.ufl.edu or +1 352-392-6148.
Spring and Fall 2018

Avoid the pitfalls that stifle regulatory decisions and gain support for difficult issues. Learn how to effectively and rigorously analyze and communicate the impacts of regulations...wherever you are. The course is delivered entirely online through the University of Florida’s course management system, Canvas. In Canvas, you will access video lectures, course materials, course case study and additional resources. Activities will consist of watching lectures, discussion posts, self-tests and assignments with various case studies. Instructions on how to access Canvas will be provided once your application is approved and proof of payment is received.

Active participation with the discussion forums and assignments is incredibly important to your success in the courses. The discussion forums provide an opportunity for you to engage with your course colleagues as well as the PURC faculty on the course material. Completion of assignments is required in order to receive the Certificate of Completion.

These are NOT self-paced courses. The courses will be delivered online over a six week period. A new learning module will be released every Monday by 12pm Eastern Standard Time. It is recommended that participants complete the module by the following Sunday (one-week). All course work must be completed in order to receive the Certificate of Completion.

With our online course, Comprehensive Regulatory Impact Analysis, you will learn from experts and exchange experiences and best practices with peers through the latest in Internet technology. The course Comprehensive Regulatory Impact Analysis provides tools and approaches for regulatory impact analysis (RIA), a systematic appraisal of the potential impacts of a regulatory decision to assess whether the decision is likely to achieve the desired objectives and at what cost. Through case studies, exercises, and lectures, course participants learn how to identify key questions, identify stakeholders and engage them in the analysis, use appropriate analytical techniques, and communicate their findings.

At the conclusion of the course, you will be able to:

- Project impacts of alternative regulatory policies
- Analyze actual impacts based on historical evidence
- Develop strategies and systems for tracking results
- Communicate analysis to decision makers and stakeholders

Course Fee US $995

The fee includes:

- Program tuition
- Reading and online classroom material
- Consultation regarding classroom material with PURC Faculty

Apply for acceptance at [www.purc.ufl.edu](http://www.purc.ufl.edu)

**Week 1**

**Overview**
- RIA and Regulatory PROCESS
- History & Development of RIA
- Elements of RIA

**Week 2**

**The RIA Process**
- Using RIA to enhance the regulatory process
- Rules of RIA
- Elements of effective RIAs
- Scenarios of possible events that require RIA

**Week 3**

**Cost**
- Compliance
- Implementation
- Timing
- Incidence
- Uncertainty

**Week 4**

**Benefits**
- Direct
- Indirect
- Incidence
- Uncertainty

**Week 5**

**Benefit Cost Analysis vs. Cost Effectiveness**
- Cost-Effective Analysis
- Multi-Criteria Analysis
- Sensitivity Tests

**Week 6**

**Further Applications of RIA**
- Examples and critiques of RIA
- Risk Measurement & Mitigation
- Environmental Insurance and Modularity