



42ND INTERNATIONAL TRAINING PROGRAM
**UTILITY REGULATION
AND STRATEGY**



A COLLABORATION BETWEEN
THE PUBLIC UTILITY RESEARCH CENTER
AT THE UNIVERSITY OF FLORIDA
AND THE WORLD BANK

JUNE 12 - 23, 2017
GAINESVILLE, FLORIDA

UF UNIVERSITY of
FLORIDA

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Dear Utility Professional:

On behalf of PURC at the University of Florida and The World Bank, it is our pleasure to extend to you a special invitation to participate in the 42nd International Training Program on Utility Regulation and Strategy, June 12 - 23, 2017.

As a senior decision maker, you are well aware of the many challenges infrastructure development and regulation present for regulatory agencies, service providers, investors, and governments. As countries place utility operations on a commercial basis and open infrastructure markets to competition, governments are creating new agencies or adapting existing regulatory institutions to the new operating environment. This also creates new rules on how companies may pursue these markets. To ensure that operators are able to thrive, infrastructures are developed, regulation is sustainable, and benefits are delivered to customers, the following is essential: both industry and those responsible for implementing regulatory policies need to understand the strengths and limitations of various incentive regimes, market reforms, and regulatory decision-making processes.

This course is designed to enhance the economic, financial, and strategic skills of a select group of senior utility regulators and regulatory strategists from around the world. About 70 utility regulators and government officials will be in attendance. Approximately 15 mid-to senior-level staff from regulatory strategy groups and private infrastructure companies will also participate in the course, providing additional insights on the implementation of different types of incentive regulation.

This intensive program represents an exciting and significant opportunity to enhance the professional competence of utility regulators and senior company staff. Over 150 countries have been represented during the 40 programs held since 1997, during which 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. During the 42nd program scheduled for June 2017, you will learn methods of translating principles into practice in your own country from a world-class faculty by using sector-specific cases and exercises, studying cross-country comparisons, and sharing your expertise and experiences with other participants. Presentations on the fundamental principles of regulatory design, economic decision-making, and financial analysis will establish a framework for the development of regulatory policies appropriate for different situations.

This collaborative effort between PURC and The World Bank will contribute to improved regulatory performance in the electricity, telecommunications, water, and gas industries. Please take a moment to learn more about our program by reading our application packet.

We look forward to hearing from you soon!

Sincerely yours,



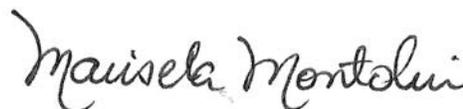
Mark Jamison, PURC Director and Gunter Professor

 **PUBLIC UTILITY
RESEARCH CENTER**

WARRINGTON COLLEGE of BUSINESS

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Warrington College of Business Administration
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Marisela Montoliu Munoz
Senior Adviser, FEU
Head, Spatial and Local Development Team
Acting Manager, Economics Team
Sustainable Development Network



“This course is a must for all involved in utility regulation.”

Regulator-Africa



Together we can achieve our vision to have expanded deployment and efficient delivery of utility services in all countries.

PURC Team

Why does PURC Offer This Course?

The World Bank and the Public Utility Research Center (PURC) at the University of Florida are collaborating to deliver our 41st two-week international training program for utility regulators and regulatory strategy staff from utility operators. In recent decades the world has seen a shift in the provision of electricity, telecommunications, water, and gas utility infrastructure. Greater private participation, commercialization, and liberalization have led countries to place new emphasis on their ability to establish sustainable regulatory arrangements that carry credibility with investors and legitimacy in the eyes of the public, and that deliver greater efficiency for the economy as a whole.

Many countries are responding to these challenges by creating utility regulatory agencies or adapting existing institutions so they function more effectively. Newly appointed regulators play a critical role in this new environment: their ability to effectively perform regulatory functions as they interface among government, the private sector, the public, and other interest groups is a key factor influencing the implementation of reforms and the sustainability of regulatory arrangements. At the same time, the introduction of new functions has increased the demand for professional utility regulators.

Who Should Attend?

Mid- to senior-level utility regulators and regulatory strategy executives from utility companies.

Our training programs are designed for a select group of mid- to senior-level utility regulators from the Organization for Economic Cooperation and Development (OECD) and non-OECD countries, and regulatory strategy executives from utility companies, in the telecommunications, electricity, gas, and water industries.



Why Attend?

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

More than 3218 utility professionals from 153 countries have participated in this premier program since 1997, during which they 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 implementing policies and managing sustainable regulatory systems for infrastructure sectors.



The overall number of participants is limited in order to give individuals substantial opportunities to interact with faculty and peers during lectures and small group discussions.

Participants will be selected according to their experience and with the goal of achieving sectoral and regional balance (see the Application and Payment section for deadlines and notification).

Join the PURC/World Bank International Training Program graduates 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.

PROGRAM FOCUS

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 seven broad topics that will be covered during this two-week training course:

I. Market Reform and Regulation of Network Industries

- Why are countries reforming their utility sectors?
- What are the basic approaches?
- What are the constraints to introducing competition in network industries?
- What are key economic and legal principles for ensuring their sound implementation?
- How should the interface between monopoly and competition be regulated?
- What are the impacts of different forms of vertical separation and service unbundling on competition and regulation?

II. Financial Analysis for Utility Regulation

- What principles and practices of cost accounting can be applied to the treatment of operating costs, capital expenditures, depreciation, and taxes of utility companies?
- How can regulators determine the cost of capital and assess the projects, particularly in countries with scarce or unreliable cost information?
- How do regulatory practices affect risk for investors and customers?
- What are the information requirements for regulators? How can regulators improve data quality and minimize information rents?

III. Principles and Application of Incentive Regulation

- What should be the extent of regulation?
- What are the trade-offs between flexibility and predictability of regulatory arrangements?
- What has been the experience with alternative schemes of incentive regulation?
- What incentive rules promote competition, efficiency, and innovation?
- What are the strengths and limitations of alternative forms of price regulation?
- How does the choice of regulatory scheme affect the system's overall credibility, efficiency, and legitimacy?
- What has been the experience with conducting price reviews under alternative incentive systems?

IV. Non-Price Aspects of Utility Regulation

- What rationale and methods are used for introducing performance standards and incentives related to quality of service, health, safety, and environmental factors?
- How can regulators develop and implement systems for improving service to the poor?
- What are effective regulatory strategies for monitoring performance and enforcing compliance?

V. Managing the Introduction of Competition in and for the Market

- Where can competitive forces be introduced or strengthened?
- What policies hinder competition and which promote competition?
- When should regulators intervene in market structure?
- What has been the experience with different types of market mechanisms for unbundled utility services?
- How should regulators apply competition rules and antitrust principles?

VI. Rate Structure

- What are key considerations in rate design?
- What rate design options create win-win opportunities for customers and investors?
- How do the joint and common costs associated with network industries affect pricing rules?
- How does the introduction of competition affect decisions about tariff rebalancing, cross-subsidization, and funding of social obligations?
- How does regulation affect providers' investment and service strategies? How should universal service obligations be developed and funded?

VII. Managing the Regulatory Process

- What are key considerations for the establishment and functioning of regulatory institutions?
- How can the regulatory process promote legitimacy and credibility of regulatory decisions?
- What leadership practices improve regulators' effectiveness?
- What strategies are at the disposal of regulators to effectively manage complex and often politically sensitive negotiations involving government, investors, consumers, and other interest groups?
- What has been the experience with alternative mechanisms for consensus building and dispute resolution?
- What strategies can regulators use to effectively communicate with the public?
- How can regulators become more efficient and effective in accomplishing their tasks in different institutional settings?

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, June 11, 2017. Sectoral and country cases are also used throughout the course.

PROGRAM FORMAT AND TEACHING METHOD

The training program involves 10 full days of lectures, sector-specific case studies, practical exercises, and discussions with leading utility experts. A typical training day starts at 8:30 in the morning and finishes before dinner at 6:30 in the evening, featuring a combination of three to four plenary presentations and one to two break-out sessions for case studies and sector-specific applications. Short breaks between sessions as well as meal times provide additional opportunities for participants to share expertise and experience with one another.

The course features approximately 50 different teaching modules. Topics are presented in a manner that emphasizes their interrelationships. Lessons are drawn from cross-sectoral comparisons and national experiences.

Lectures: Plenary presentations will be used to illustrate fundamental principles in utility regulation and pro-competitive sector policies, showing the strengths and limitations of alternative approaches. A wide range of country and sectoral examples will highlight the experience in different regulatory jurisdictions. Active involvement by participants is encouraged.

Sector-specific sessions: Parallel break-out sessions for electricity, telecommunications, water, and gas give participants the opportunity to apply principles and techniques to sector-specific situations. Some sessions involve presentations by sector experts. Others are highly interactive and involve discussions to examine cross-country experiences.

Case study teams: Participants are grouped into small, cross-sectoral and cross-regional teams. These teams work on specific regulatory assignments and develop recommendations.

Financial techniques: Participants learn how to get the right financial information, determine the cost of capital, analyze and adjust financial statements, and assess the financial effects of regulatory policies. The purpose, content, enforcement, analysis, and confidentiality of utility reports are emphasized.

Policy implementation skills: Participants explore how regulatory institutions can enhance the credibility and legitimacy of regulatory commitments. Effective regulation involves a well-defined rule-making process, identifying data requirements, collecting information, auditing information for accuracy and relevance, organizing hearings and consultations, establishing effective communication with the public on regulatory issues, and where applicable, resolving disputes among stakeholders.

Agency management: The effective management of regulatory institutions requires careful attention to internal procedures, including team management, staff development, funding, and contracting out of agency functions. Experienced regulators share their knowledge of effective administrative procedures with participants. Leadership experts explain how to help organizations and stakeholders adapt to new circumstances and policies.

“...provides principles and practical tools...”

Regulator-Latin America



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 communication skills. Listed below are some of our faculty for 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
Stephen Bereaux, Utilities Regulation and Competition Authority (URCA), The Bahamas
Darick Jonis, Chief Executive Officer, Aqualectra
Dr. Anton Eberhard, University of Cape Town and former Board Member, National Energy Regulator, South Africa
Daniel W. L. Fessler, S.J.D., former Partner, Holland & Knight
Dr. Vivien Foster, Lead Economist, The World Bank
Cedric Wilson, Office of Utilities Regulation (OUR), Jamaica
Dr. Hethie Parmesano, NERA Economic Consulting
Araceli Castaneda, Director of Leadership 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
Jorge Ivan Ramirez, General Manager, Intransforming Consultants
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
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 in June 2017.



*“...excellent
background for
present & future
regulators.”*

Regulator-Latin America

WHAT PARTICIPANTS 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

“I benefited immensely from interacting with world class speakers, and enjoyed sharing experiences with attendees from all over the world. If you are involved with utilities and regulation, you can’t afford to miss this forum.” Executive-Asia

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

“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

“...you can’t afford to miss this forum.”

Regulator-Middle East



BENEFITS OF ATTENDING



Alumni of this program tell us the benefits of attending this training last a lifetime and significantly impact nations.

We take our role in training, empowering, and equipping regulatory professionals seriously. For each program we seek out the best faculty, research current issues and concerns, and look ahead to changes coming in this space. We do this with one goal in mind: A world class training, delivering an unparalleled experience for all attendees.

Those who complete the course will have earned:

A Certificate of Completion recognizing your training and commitment to professional development

An invitation to the Academy of Regulatory Professionals* (See below)

70 contact hours

7 Continuing Education Units

**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 by invitation only.*

This training is ideal for those wanting to:

Advance their countries to be leaders in the field

Be on the leading edge of current best practices and forward thinking in utility regulation

Take a giant leap in their long term career development

Accelerate their learning for the quickest implementation in their organization

Be trained by some of the world's leading scholars and professionals in utility regulation and economics

Be mentored through an internationally recognized program

Learn methods of translating principles to practice in their country

APPLICATION AND ACCEPTANCE PROCESS

Application and Payment

To be considered for the course, each applicant must submit a completed application form. 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. Applicants will be informed of their status via e-mail. 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. The payment deadline is Friday, April 21, 2017. 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. The cancellation deadline is Friday, May 5, 2017. Cancellations received after this date (in writing) will allow a refund of 70% of the registration fee.

Cost:

The total cost of the program is US \$7,200 for utility regulators and US \$8,400 for staff from private or public infrastructure companies. The fee covers:

- Program tuition
- Living accommodations for 13 nights (arrival Sunday, June 11, departure Saturday, June 24)
- Most meals (Monday-Friday) breakfast, refreshment breaks, lunches, and six dinners
- Welcome Reception and Awards Dinner
- Reading and classroom material
- Campus tour and transportation to a shopping area
- Basic Economic Training (June 11, 2-5:30 pm)
- Plant visit

**Note: Trips to Disney World/Orlando, 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 program will be held in Gainesville, Florida. The state of Florida is known worldwide for its beaches, wildlife, warm climate, and attractiveness to national and international business. Gainesville is located in north central Florida about halfway between the Atlantic Ocean and the Gulf of Mexico. The city is close to Orlando (Disney World), Tampa, Jacksonville, and the old Spanish town of St. Augustine.

PURC is part of the University of Florida, one of the largest universities in the nation with 50,000 students and a distinguished faculty of more than 5,000. The training program will be held at the Hilton University of Florida Conference Center Gainesville. The facility includes plenary rooms, break-out rooms, and study areas. Participants will be housed at the hotel for 13 nights.

To be considered for acceptance, apply online to:
www.purc.ufl.edu
or complete enclosed application and email to:
purcecon@warrington.ufl.edu
space is limited

PRELIMINARY COURSE CALENDAR

1st Monday	1st Tuesday	1st Wednesday	1st Thursday	1st Friday
<p>Session 1 8:30-10:15</p> <p>Welcome and Overview I. Market Reform: Fundamentals of Regulatory Systems</p>	<p>Session 6 8:30-10:00</p> <p>I. Market Reform: Sectoral Experiences in Reform</p>	<p>Session 12 8:00-10:15</p> <p>t - WRUF & WUFT Studio Tour 8:30-10:15 e & w - III. Financial Tech- niques: Rate of Return Tools</p>	<p>Session 16 8:30-10:15</p> <p>IV. Incentive Regulation: Price Cap Regulation</p>	<p>Session 21 8:30-10:15</p> <p>e & w - IV. Incentive Regulation: Case Study in How to Conduct a Price Review t - Consumer Protec- tion</p>
<p>Session 2 10:30-12:00</p> <p>I. Market Reform: Lessons from the Power Sector Reform and Regulation in Africa</p>	<p>Session 7 10:15-11:30</p> <p>I. Market Reform: Establishing Regulatory Policies</p>	<p>Session 13 10:30-12:00</p> <p>III. Financial Techniques: Determining Cost of Capital III Financial Techniques: Elements of Finance</p>	<p>Session 17 10:30-11:45</p> <p>IV. Incentive Regulation: Performance Based Regulation</p>	<p>Session 22 10:45-12:00</p> <p>e & w - IV. Incentive Regulation: Techniques for Improving Utility Efficiency t - I. Market Reform: Interconnection Laws</p>
<p>Session 3 1:45-2:15</p> <p>I. Market Reform: Case Study on Choosing Regulatory Priorities</p>	<p>Session 8 11:45-1:00</p> <p>I. Market Reform: Issues in Sectoral Reforms</p>	<p>Session 14 1:00-2:45</p> <p>III. Financial Techniques: Case Study and Analyz- ing Financial Statements</p>	<p>Session 18 1:00-2:00</p> <p>V. Incentive Regulation: Sector Cases</p>	<p>Session 23 1:00 -2:30</p> <p>e & w - V. Non-Price Issues: Performance Standards and Social Considerations t - Interconnection Dispute Resolution</p>
<p>Session 4 2:15-3:30</p> <p>e & w - I. Market Reform: Reform and State- Owned Enterprises t - ICT Convergence</p>	<p>Session 9 2:00-3:15</p> <p>e & w - I. Market Reform: Practices in Sectoral Reforms t - Interconnection Pric- ing</p>	<p>Session 15 3:00-4:30</p> <p>e & w IV. Incentive Regu- lation: Rate of Return Problem t- Radio Spectrum Man- agement</p>	<p>Session 19 2:15-3:45</p> <p>IV. Incentive Regulation: Risk Mitigation Strate- gies</p>	<p>Session 24 2:45-4:00</p> <p>VII. Regulatory Process: Independent Mänge- ment Issues</p>
<p>Session 5 3:45-5:00</p> <p>e & w - I. Market Reform: Options in Market Reform t - ICT Strategies</p>	<p>Session 10 3:30-4:45</p> <p>e & w - II. Competition: Economics of Market Structure t - Net Neutrality</p>	<p>Afternoon Activities:</p> <ul style="list-style-type: none"> •Campus Tour and/or •Trip to Shopping Center 	<p>Session 20 4:00- 5:45</p> <p>IV. Incentive Regulation: Case Study in the De- sign and Implementa- tion of Hybrid Systems</p>	
	<p>Session 11 5:00-6:15</p> <p>e & w - II. Competition: Cases in Market Reform t - Over The Top Services</p>			

PRELIMINARY COURSE CALENDAR

2nd Monday	2nd Tuesday	2nd Wednesday	2nd Thursday	2nd Friday
<p>Session 25 8:30-10:15</p> <p>VI. Rate Structure: Pricing Objectives and Options in Network Industries</p>	<p>Session 30 8:00-10:00</p> <p>w- Water Reclamation Facility Tour</p> <p style="text-align: right;">8:30-10:15</p> <p>e- VI. Rate Structure: Sector Issues: Basic Techniques</p> <p>t - Emerging Spectrum Issues: 5G and Pricing</p>	<p>Session 35 7:45-9:30 and 8:30-9:45</p> <p>e- Energy Tour</p> <p>t- Infrastructure Sharing</p> <p>w- Roundtable with Sandy Berg</p>	<p>Session 40 8:30-11:30</p> <p>VII. Regulatory Process: Strategic Concepts and Preparation for Negotiations</p>	<p>Session 45 8:30-10 :00</p> <p>VII. Regulatory Process: Public Communications: How to Get Your Message Across Effectively</p>
<p>Session 26 10:15-12:00</p> <p>VI. Rate Structure: Pricing Objectives and Options in Network Industries - Continued</p> <p style="text-align: right;">12:00</p> <p>Introduction of Harborco Case</p>	<p>Session 31 10:30-12:15</p> <p>e & w - VI. Rate Structure: Sector Issues in Rate Design</p> <p>t & w - Universal Service and Access</p>	<p>Session 36 10:45 -12:00</p> <p>VII. Regulatory Process: Thinking Strategically</p>	<p>Session 41 11:30 -2:30</p> <p>VII. Regulatory Process: Application of Strategic Negotiation to Utility Restructuring</p> <p>Session 42 VII. Regulatory Process: Harborco Negotiation Exercise</p>	<p>Session 46 10:15-12:00</p> <p>VII. Regulatory Process: Working with the Media/ Public Communications Strategies</p>
<p>Session 27 1:00-3:00</p> <p>VII. Regulatory Process: Case Study in Manging the Political Environment</p>	<p>Session 32 1:30-3:00</p> <p>e - VI. Rate Structure: Sector Issues in Rate Design - Continued</p> <p>t & w -Universal Access Simulation</p>	<p>Session 37 1-2:15</p> <p>VII. Regulatory Process: Legal Frameworks of Regulation</p>	<p>Session 43 2:45-4:00</p> <p>VII. Regulatory Process: What Holds Us Back From Success?</p>	<p>Session 47 1:30 -2:45</p> <p>VII: Regulatory Process: Exercise in Public Communication: Conducting a Press Conference</p>
<p>Session 28 3:15-4:30</p> <p>e - VII. Case Studies in Rate Design</p> <p>t - ICT Vertical Markets</p> <p>w - Non-Revenue Water</p>	<p>Session 33 3:15-4:30</p> <p>e - VI. Rate Structure: Overview of Transmission & Transportation Pricing</p> <p>t & w - Individual Cases</p>	<p>Session 38 2:30-4:00</p> <p>VII. Regulatory Process: Lessons in Establishing Regulation</p>	<p>Session 44 4:15-5:30</p> <p>VII. Regulatory Process: Courageous Conversations</p>	<p>Session 48 3-4</p> <p>VII. Key Lessons from the Program and Action Plans</p>
<p>Session 29 4:45-6:00</p> <p>VI. Rate Structure: Sector Issues in Rate Design</p>	<p>Session 34 4:45-6:15</p> <p>e & w - Implementing Renewable Energy</p> <p>t - Individual Cases</p>	<p>Session 39 4:15-5:45</p> <p>VII. Regulatory Process: Conflicts of Interest, Case Study Teams</p>		

**Sector distinctions for sessions: e=electricity, w=water, t=telecom

ABOUT PURC

Leadership in Infrastructure Policy Since 1972

PURC is an internationally recognized academic center dedicated to research and to providing training in utility regulation and strategy, as well as the development of leadership in infrastructure policy.

Our training programs teach the principles and practices that support effective utility policy, regulation, management, and leadership. With these tools, we help government and industry officials develop efficient utility infrastructure to better meet the needs of their customers.

We have several courses to meet your needs

Regulators and industry professionals, seasoned and new to the field, benefit from continuing education as the regulatory landscape continues to change. With educated employees, organizations benefit from better decision making and thus a more promising future. Rely on us to help you navigate through the changing regulatory landscape with our utility infrastructure training programs, research, and content experts.

Live Trainings:

- PURC/World Bank International Training Program on Utility Regulations and Strategy
June 12-23, 2017
- PURC Leadership Workshop: Practicing Leadership in a Political Environment
June 24, 2017
- PURC Advanced International Practices Programs
 - Energy Pricing, July 31 - August 4, 2017
 - Benchmarking Infrastructure Operations, August 7 - 10, 2017
 - Advanced Topics in Telecom Policy and Regulation, August 7 - 10, 2017

Online Trainings:

- Comprehensive Regulatory Impact Analysis, Spring and Fall 2017

Customized Trainings

If traditional solutions are failing to meet your needs, our Customized Training Programs by PURC may be the answer. They are individually designed to help you identify the best solutions to the pressing issues you face today. We consult with you, design the program, and deliver the most relevant curriculum. We expand upon the organization's existing competencies then develop tailored strategies to equip our clients for success.

**Public Utility Research Center
at the University of Florida**

Reach out to us by phone or on our website:

+1 (352) 392-6148

www.purc.ufl.edu



FOR MORE INFORMATION, PLEASE CONTACT US AT:

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