DAY ONE	DAY TWO	DAY THREE	DAY FOUR	DAY FIVE
<u>Session 1</u> 9:00 -10:30	<u>Session 5</u> 9:00 – 10:30	<u>Session 10</u> 9:00 – 10:30	<u>Session 14</u> 9:00 – 10:30	<u>Session 18</u> 9:00 – 10:45
Welcome and Introduction Purpose and design of the course; purposes of regulation; overview of Regulatory Impact Analysis (RIA); introduction of the case study	Application to the Case: Stakeholders, Problem and Alternatives  Defining the baseline; establishing time horizons; mapping relationships	Data Gathering Process  Data considerations; internal and external data sources; developing processes for data collection; prioritizing data collection	Tools for Analysis  Developing policy alternatives; comparison metrics; foundations for accessing alternatives	Establishing a Review Process Timeline, resource demands, and information needs for follow-up; accounting for unexpected events; applying reviews to the case
<u>Session 2</u> 11:00 – 12:30	<u>Session 6</u> 10:45 – 12:15	<u>Session 11</u> 10:45 – 12:15	<u>Session 15</u> 10:45 – 12:15	<u>Session 19</u> 11:00 – 12:30
Identifying Priorities and Defining the Problem  Cleary defining priorities and goals for the potential regulatory action; identifying stakeholders and their relationships to the issues; thinking strategically about stakeholders; defining the problem in objective terms	Team Reports on Case Analysis Clearly expressing frameworks and options; comparisons of approaches; prioritizing resource commitments in RIA	Exercise in Customer Program Evaluation  Assess costs and benefits of customer efficiency program; calculate evaluation metrics; discuss implications of analysis; group debrief	Exercise in Consolidating Utility Systems  Assess costs and benefits of consolidating utility systems; calculate evaluation metrics; discuss implications of analysis; group debrief	Case Reporting: Objectives, Alternatives, Consequences, and Follow-through Communications strategies; addressing unanticipated challenges; learning process; stakeholder reactions
Session 3  Developing Regulatory Alternatives  Techniques for brainstorming and synthesis; avoiding cognitive biases; case study work	Session 7 1:15 – 2:45  Foundations for Options and Analysis  Determining legal foundations; the alternative – consequences approach; identifying value created for stakeholders; identifying costs: administrative, economic, social, environmental and enforcement and compliance	Session 12  Analyzing Consequences  Monetize value and costs created; discounting future consequences; political realities of delayed costs; capabilities for enforcement	Session 16  Developing Report and Follow- through  Approaches for engaging stakeholders for learning and education; describing research results to authorities; developing an implementation schedule; establishing means for aligning authority, accountability, and communications	Session 20 Action Plans  Develop and presentation of individual RIA action plans; think strategically about your relationships; develop a system of accountability; give and receive critical feedback
Session 4 3:15 – 5:00  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 8  Group Exercise in Project Valuation  Assess benefits of infrastructure projects; valuing costs of projects; calculating net benefits and benefit ratios; discuss implications of analysis; group debrief  Session 9  4:45 – 6:00  Thinking Strategically about RIA 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 13 Application to the Case: Analyzing Options Mapping effects to stakeholders; aligning analysis with objectives; data and other information requirements; implications of delay	Session 17  Application to the Case: Implementation, Monitoring and Assessment Identifying implementation paths; developing and applying monitoring strategies; determining success; developing lessons learned	Session 21  Thinking Strategically and Concluding Thoughts  Re-mapping relationships and interests; identifying partners, opposition, and other perspectives; key lessons; next steps