

2010 News Archive

December 2010

- **Remembering Alfred E. Kahn, Dean of Regulatory Economists (October 17, 1917 – December 27, 2010)**
Everyone at PURC extends condolences to the family of Alfred E. Kahn, recipient of the 1989 PURC Distinguished Service Award. Fred Kahn earned a distinguished record as academic economist, regulator, and government advisor. He earned his doctorate in economics from Yale University in 1942. After a period of government and academic service, in 1947, he moved to Cornell University, where he served as Chairman of the Department of Economics, as a member of the Board of Trustees of the University, and as dean of the College of Arts and Sciences. He most recently served as the Robert Julius Thorne Professor Emeritus of Political Economy at Cornell University. Over the years, he also maintained a relationship with NERA Economic Consulting.

The Transportation and Public Utility Group (which meets jointly with the American Economic Association and other organizations) put it this way: "In addition to groundbreaking scholarship in the field of regulation, Kahn was a seminal figure in the deregulation movement of the 1970s, serving as Chair of the New York Public Service Commission and subsequently the Civil Aeronautics Board. In each position, he granted regulated firms greater discretion in pricing while opening the industries to entry and increased competition. The success of transportation deregulation stands as a monument to his vision."

His two volume work, *The Economics of Regulation: Principles and Institutions* (1970/71), consolidated the extant literature and provided numerous applications to specific infrastructure industries. The books introduced several generations of graduate students to regulatory issues. Along with the new *Bell Journal of Economics*, his books served as catalysts for innovative research and for policy reviews. The books remain a valuable resource for those who would design agencies to implement evidence-based policies.

During one of his visits to the University of Florida in the early 1970s, he met with graduate students in Sandy Berg's Public Utility Economics class. Those present will never forget the breadth of the knowledge he displayed, nor his kindness and humility. Dr. Berg recalls his forcefulness in emphasizing the principles of rate-making (including cost causation), incentives under different regulatory schemes, and other topics where which he had made scholarly contributions. He was as eloquent in his writing as when he was giving a lecture or presentation. An extract from the last paragraph of Volume 2 captures his commitment to translating principles into practice:

"To the pragmatist and twentieth-century liberal, competition is the preferred method for both restraining and prodding private management. To the extent that it can be relied on, the institution itself, rather than either political or managerial *policy*, takes over responsibility for the public interest. All competition is imperfect; the preferred remedy is to try to diminish the imperfections. Even when highly imperfect, it can often be a valuable supplement to regulation. But to the extent that it is intolerably imperfect, the only acceptable alternative is regulation. And for the inescapable imperfections of regulation, the only available remedy is to try to make it work better. That is the modest underlying assumption of these volumes."

He was a featured speaker at the first PURC/World Bank International Training Program on Utility Regulation and Strategy in January 1997. Due to a broken leg over the holidays, he spoke to the group via a speaker-phone. His message that regulation could improve monopoly performance was a good way to start a program that has now hosted more than 2,300 infrastructure professionals from 142 nations. He, through his writings and by his example, continues to speak to us all.

November 2010

- **PURC Senior Fellow Meets with Industry Representatives**
During a visit to Tanzania and Kenya, PURC Senior Fellow (and former public utility executive) Karen

Johnson met with infrastructure representatives, many of whom had previously attended the PURC/World Bank International Training Program on Utility Regulation and Strategy in Gainesville.

Find the more information about the program [here](#).



PURC Senior Fellow Karen Johnson gathers with Antony Karembu, Collins Juma, Nyamu Henry, Francis Kioko and Michael Ogonji.

- **8th Annual Conference for the Organisation of Caribbean Utility Regulators**

Hurricanes cause billions of dollars worth of damage every year. Beyond the monetary damage, hurricanes damage our sense of security and provoke emotional responses from customers, regulators, and utilities alike. Despite this emotional effect, it is important to exercise good judgment when evaluating policy with regards to storm hardening activities, as poor economic decisions can have implications long after the storms are forgotten. At the 8th Annual Conference for the Organisation of Caribbean Utility Regulators in Ocho Rios, Jamaica, PURC Director of Energy Studies Ted Kury discussed his paper on Florida's efforts to quantify the costs and benefits of hurricane hardening activities and the relocation of electric distribution lines underground. He discussed the process initiated by the Florida Public Service Commission after the storm seasons of 2004 and 2005, and the computer simulation model that has resulted from the effort, stressing the importance of coordinated response and evidence-based decision-making.

Mr. Kury also presented a paper by PURC Director of Water Studies Sanford Berg on a new benchmarking initiative for Caribbean water utilities that can lead to more efficient provision of water service. The conference was a valuable opportunity to hear from distinguished speakers on issues relating to all facets of utility regulation in the Caribbean, and to reconnect with numerous alumni of the PURC/WB International Training Program, who attended as both participants and speakers.

Find more presentations on the [faculty page](#).

- **Energy Training for the Bermuda Department of Energy**

Establishing the regulatory process is a complicated matter of assessing both where you stand and where you want to be, as well as understanding how these may change over time. Mr. Kury and PURC Senior Fellow Raj Barua worked with commissioners and staff of the Bermuda Department of Energy in Hamilton, to assess the state of current electric regulatory authority in and planning the future goals for that authority. They delivered several instructional sessions on regulatory process and ratemaking that spurred vigorous discussion of theory and practice in Bermuda. They also implemented a hands-on exercise in cost of service allocation and electric rate design, to help the department better understand the process of determining electric rates that balance the interests of ratepayers and the utility, and the tradeoffs necessary to achieve policy goals.

Find more information about the course [here](#).

October 2010

- **Global Water Operators Partnerships Alliance**

Sandy Berg met with infrastructure professionals from the Regulated Industries Commission (RIC) of Trinidad and Tobago where he discussed the CWWA Pre-Conference activities in Grenada, including an overview of the Caribbean component of the Global Water Operators Partnerships Alliance (www.gwopa.org) initiative in the Caribbean (CariWOP). The proposal aims to strengthen institutional capabilities in monitoring sector performance; to promote improved operating performance and public policies; to collect and update information regarding sector challenges; to support Performance Improvement Plans by utilities in the region (drawing upon benchmarking information); and to provide



training that supports continuing professional development (and increased public awareness of the sector). In addition, RIC professionals shared their perspectives on regulatory issues in the region, including possible topics for future PURC Advanced Courses.

- **Workshop on Information Systems for Performance Indicators**

The operators of large and small water and wastewater systems in the Caribbean have identified performance indicators as an important area for capacity-building. This collaborative workshop presented the results from Phase I of the CariWOPs Program (funded by U.N.-HABITAT and IDB). Information management is crucial for improving water sector performance: data collection, analysis, interpretation, and dissemination. The workshop included presentations, team exercises, and panel discussions enabling participants to implement diagnostic processes for financial and operational data. PURC Director of Water Studies Dr. Sanford Berg presented a checklist for conducting benchmarking studies during the workshop.

Find more information about the course [here](#).

- **2010 Wireless U.**

What are the key issues that state legislators face on wireless telecommunications? What core knowledge do they need to address these challenges? These topics were addressed at Wireless U., a program of the National Conference of State Legislators delivered with the assistance of PURC and CTIA-The Wireless Association. PURC Director Mark Jamison spoke at a Wireless U., session that examined the effectiveness of federal and state regulations for the wireless industry.

Find more information about the course [here](#).

September 2010

- **Florida Energy Systems Consortium Annual Summit**

Energy policy research is critical for understanding the impact of policy on the future direction of Florida's economy. Energy researchers, policymakers, and industry participants from around the state of Florida gathered at the Florida Energy Systems Consortium Annual Summit at the University of Central Florida to discuss the Florida's energy future and to share their research. PURC Director of Energy Studies Ted Kury shared two research projects with the participants, and served as team leader for the Policy working group.

In his first presentation on the Marginal Effects of CO2 Pricing on Rate Design, co-authored by Hethie Parmesano, he showed that the introduction of two policies with noble goals: marginal cost pricing to promote economically efficient use of resources, and carbon pricing designed to reduce emissions, can have unintended consequences. These two policies, when implemented together, can create disincentives to invest in technologies that work to shift load from on-peak to off-peak time periods, such as appliances that can delay their operating cycles and energy storage devices.

In his second presentation on the state's efforts to study the damage from hurricanes, he explained the efforts of the Florida Public Service Commission and the electric utilities in Florida to better understand the nature of storm damage in the state, and the cost effectiveness of the measures available to the utilities to mitigate that damage.

Find more presentations on the [faculty page](#).

- **Telecommunications and Electric Utilities: Current Issues**

What makes a good broadband policy? An effective broadband policy should emphasize improving the efficiency whereby customers can obtain the services they want and that are worth paying for, according to PURC Director Mark Jamison. During his presentation at the Florida Bar Association's symposium in Tallahassee, A Tale of Two Broadband Strategies, he contrasted the Florida approach to broadband with the U.S. federal approach. The State of Florida is in the process of a comprehensive review of how governmental entities in the state procure broadband to see if the system can be made more efficient and effective, leaving it to individual decision-makers to determine their needs and the value of services. PURC is conducting this study, which includes examination of other state systems, inventories of Florida's resources, and modeling of

the financial impacts of possible system improvements. In contrast, the federal initiative was driven in part by myths about how the U.S. compares with other countries, and embraced a prescriptive policy that presumed to know what customers should have, regardless of the actual value that customers might receive from the service.

Find more presentations on the faculty page [here](#).

- **Competition Seminar in Thailand**

How can telecommunications regulators assess the potential competitiveness of emerging markets? That was the subject of a competition seminar delivered by PURC Director Dr. Mark A. Jamison for the National Telecommunications Commission (NTC) of Thailand, in cooperation with Thammasat University. The Bangkok seminar began with an examination of the purposes of regulation and how they guide regulators in thinking about competition. Approximately 30 regulatory staff and university students attended the seminar.

Find more information about the course [here](#).

- **Leadership Seminar in Thailand**

Can neuroscience really reveal how utility regulators can do their jobs more effectively? Yes, says Dr. Jamison. During his seminar at Thammasat University, "Leadership and the Independent Regulator," he noted that utility regulation is dangerous work. He explained that the regulator's basic job includes telling stakeholders that they cannot have what they believe the regulatory system should deliver. Nearly 40 university faculty and staff, regulatory staff and media attended the seminar.

- **Find more information about the course [here](#).**

- **Mobile broadband workshop in Thailand**

Should mobile broadband providers be required to open their networks to any phone manufacturer or app developer? That was the subject of a 2-day workshop designed for the National Telecommunications Commission (NTC) of Thailand and delivered by PURC Director Dr. Mark Jamison in Bangkok. Beginning with an analysis of stakeholder perspectives, the participants learned about mobile broadband value change, conditions under which vertical integration can benefit customers and conditions under which it might lead to anticompetitive conduct, and the history and specific concerns that led to the development of mobile open access proposals. Approximately 35 people from the NTC and from the legal community in Thailand attended the workshop.

Find more information about the course [here](#).

July 2010

- **Telecommunications Seminar in Uganda**

How can telecommunications regulators use financial and market data to assess current and future telecommunications markets? That was the focus of the telecommunications seminar "Competitive Analysis in Telecoms: Current and Future Markets," delivered by PURC Director Mark Jamison to the Uganda Communications Commission (UCC). Staff from the UCC, representatives from the telecom industry in Uganda and regulatory agencies from Kenya and Tanzania participated in the program.

Find more information about the course [here](#).

- **Executive Leadership Workshop**

How can executive managers help their regulatory agencies prepare for and adapt to new challenges? That was the topic of the workshop "Executive Leadership, Strategic Planning, and Organizational Development in Utilities Regulation" that PURC delivered in Kampala, Uganda. Hosted by the Uganda Communications Commission, the 27 participants representing seven countries studied how executive leadership involves knowing one's strengths and limitations, preparing one's organization for its work, and managing the external environment.

Find more information about the course [here](#).

- **Business Separation in Telecommunications**

As more people take advantage of business separation in the United States, more people are also finding PURC Director Dr. Mark Jamison and PURC Senior Fellow James Sichter's knowledge helpful in their work. Their paper, "Business Separation in Telecommunications: Lessons from the U.S. Experience," was published with Berkeley Press in February. The article examines experiences with business separation in the United States to draw lessons about impacts and considers the separation of local and long distance, separation between telecommunications and information services, and separation between wholesale networks and retail services. The article has been downloaded more than 100 times since its publishing date. To download the published paper, visit <http://www.bepress.com/rme/vol9/iss1/3>.

June 2010

- **28th PURC/World Bank International Training Program on Utility Regulation and Strategy in Gainesville, FL**

In attendance for the 28th program were a record 115 participants from 36 nations.

Find the more information about the program [here](#).

- **Practicing Leadership in a Political Environment: A One-Day Intensive Training Workshop for Emerging Leaders in Utility Policy in Gainesville, FL**

PURC Director Mark Jamison and Assistant Director Araceli Castañeda delivered a leadership workshop for regulatory professionals.

Find the more information about the program [here](#).

May 2010

- **Energy Risk USA**

The quantification of the marginal effects of CO₂ emissions pricing is important to not only determine the costs associated with environmental policy, but to evaluate policy alternatives as well. Further, these emissions costs may have additional implications for energy policy. Speaking at Energy Risk USA in Houston, PURC Director of Energy Studies Ted Kury discussed some results from efforts to model the effects of emissions pricing in Florida and their implications for the global energy industry. He first discussed the problem of 'flat spots' on the emissions surface, areas where an increase in emissions costs results in little reduction in emissions, and talked about why the areas where these flat spots occur are likely to differ across markets. He then discussed the effects of emissions pricing on the economic value of technology such as plug-in hybrids, electricity storage, and appliances that can delay their operating cycle, and showed how these prices might destroy the economic value of these technologies.

Find more presentations on the faculty page [here](#).

- **Water Utility Benchmarking in Mexico**

More than 200 participants learned about the strengths and limitations of current initiatives to improve data collection and analysis during the presentation, [Benchmarking: Indicators for Measuring Water Utility Performance](#), delivered by PURC Director of Water Studies Sanford Berg at a seminar on Information Systems



Analysis for Water Utility Operators in Metepec. The [event](#) was sponsored by the Instituto Mexicano de Tecnológico del Agua and the National Association of Water Companies (ANEAS). For more information, visit <http://www.aneas.com.mx/>.

Find more presentations on the faculty page [here](#).

April 2010

- **Regional IEEE Meeting in Jacksonville**

There is a famous parable in which blind men describe an elephant by touching only parts of the animal. The one who feels its leg envisions a tree. The one who feels its tail envisions a rope, and so on. If we can see the challenge in trying to describe an elephant by handling only parts of it, imagine the complications involved in building one. Yet, without national vision and leadership, that's the same path on which we're embarking while building the smart grid. PURC Director of Energy Studies Ted Kury participated in a panel discussion on the future of the smart grid at the Regional IEEE meeting at the Jacksonville Omni Hotel. He offered his perspectives on the need for a definition of the smart grid and analyses of the costs and benefits, and addressed questions from the audience.

Find more presentations on the faculty page [here](#).

- **Methods in Radio Spectrum Planning and Management,**

Turks and Caicos Islands Telecommunications Commissioners, staff, and industry professionals examined techniques for allocating and assigning radio spectrum in this workshop delivered by PURC Director Mark Jamison.

Find more details about the course [here](#).

- **Practicing Leadership in a Political Environment**

How can a regulatory agency thrive in a politically charged environment? That was the question addressed at this PURC leadership workshop for the Telecommunications Commission of the Turks and Caicos Islands. Twenty-five participants from the commission and operators first studied how to assess their organization's needs, strengths, and weaknesses, and how to identify their roles in developing the organization. The workshop was delivered by PURC Director Mark Jamison and by PURC Assistant Director Araceli Castañeda.

Find more details about the course [here](#).

- **CARILEC Workshop**

What is the essential role of the regulator during good times and bad? What are the new regulatory roles in times of crisis? These were the questions addressed during a PURC workshop April 23 for the Caribbean Electric Utility Service Corporation (CARILEC) sponsored by the Organization of American States (OAS). The workshop in St. Lucia engaged utilities, regulators, and ministry officials in a scenario-planning exercise to study their roles. PURC Director Mark Jamison and Ted Kury delivered the workshop.

Find photos and more details about the workshop [here](#).

Find more presentations on the faculty page [here](#).

- **LUCELEC Town Hall Meeting**

How can governments construct governance systems for regulation that promote efficiency and sustainability? How can these systems work with government-owned utilities? These were the questions addressed by Dr. Mark Jamison at a town hall meeting in St. Lucia hosted by the St. Lucia utility, LUCELEC. Addressing an audience of 80 utility officials, business leaders, political leaders, and citizens, he explained the essential features of utility regulation by describing the development of utility regulation in the U.S. and elsewhere. Basic problems of information and opportunism made it important to develop specialized agencies whose decisions would remain predictable even when political winds were changing directions. He also explained that the government as a utility owner needs to keep its ownership role separate from its policymaking and regulatory roles.



In addition, Ted Kury delivered the presentation, [Models of Regulatory Reform](#), at the forum. Market reform itself is not a goal, but one possible means to accomplishing a goal. The question of electricity market reform, then, has many answers, but not all apply to everyone asking the question. Before embarking on reform, it is

useful to consider all of the market options that are available and to select the ones that move your country towards its goals. At the Regional Forum and Workshop on Regulatory Reform in the Electricity Sector of the Caribbean on April 22 and 23, 2010 in St. Lucia, Ted Kury described the various options in market reform, and their strengths and weaknesses, to the Caribbean regulatory professionals in attendance.

Find more presentations on the faculty page [here](#).

March 2010

- **Regulatory Foundations Training Program for the Rwanda Utilities Regulatory Agency**

How can policymakers provide direction without micromanaging regulatory agencies? Is there any way to minimize the political interference and forum shopping that can occur with government-owned utilities? These were some of the key questions addressed in this training program delivered by PURC for high-level officials in Rwanda. Heads of ministries, operators, and the regulatory agency participated in the program, along with senior staff. Approximately 30 people participated in the course, taught by Dr. Mark Jamison, and University of Cape Town Professor Anton Eberhard. This course was preceded by a December 2009 program on regulatory foundations for RURA.

Find photos and more details about the course [here](#).

- **Promoting Water Management Efficiency**

PURC Director of Water Studies Dr. Sandy Berg delivered the presentation, Promoting Water Management Efficiency, via video to the 15th International African Water Association Congress in Kampala, Uganda.

Find more presentations on the faculty page [here](#).

- **Multi-year Expert Meeting on Services, Development and Trade**

How do utility regulators work across jurisdictions? That was the topic of Dr. Mark Jamison's presentation to the United Nations's event, "Multi-year Expert Meeting on Services, Development and Trade: The Regulatory and Institutional Dimension." Speaking to the audience in Geneva, Switzerland via video conference, he explained that research by PURC Director of Water Studies Dr. Sanford Berg found that regulatory networks address four objectives, namely coordination of action, personal capacity building, institutional development, and economies of scale for regulatory functions. To pursue these goals, regulatory networks provide events and meetings, data for benchmarking, public pronouncements, materials for stakeholders, capacity-building for professional staff, news, technical studies, and best practice laws, procedures, and rules. Dr. Jamison's presentation was adapted from PURC paper #07-27, OOCUR as a Network of Regulatory Agencies.

Search for the publication [here](#).

Find more presentations on the faculty page [here](#).

- **6th Annual Lecture of the Fair Trading Commission**

What does regulation look like in 10 years? That will depend upon how well we manage change, according to PURC Director, Dr. Mark Jamison. During his presentation, [Function, Formulas and Fiction](#), he explained that there are some things that will remain important in regulation. These include treating investment fairly, providing economic incentives for services and efficiency, providing transparent regulatory processes that engage stakeholders, and developing strong institutions and respecting lines of authority.



These basic features of regulation will remain important because their underlying premises will stay, namely that utility services will continue to be capital intensive and rely upon investments with long lives, that operators will continue to enjoy an information advantage over their regulators, that it will still be the public that ultimately authorizes the work of regulation, that regulation will still require high levels of expertise, and

that accountability for results must be matched with authority to produce the results. However, where the basic features of regulation apply will change as services, service architectures, service providers, and policy objectives change. Properly adjusting to an uncertain future will depend on the application of three juxtapositions: Focusing on next practices rather than best practices; focusing on why rather than what; and providing leadership rather than being a leader. These practices enable stakeholders and government to learn, experiment, and make hard choices about what traditions have to be left behind if the sector is to move forward. More than 200 government officials, service providers, business community, educators, and private citizens were in attendance at the Barbados event.

Find more presentations on the faculty page [here](#).



February 2010

▪ **INFORMS Conference on Optimization: Energy, Sustainability and Climate Change**

Consider yourself a soldier of the Sustainable Revolution. That was part of the message that PURC Senior Fellow CD Hobbs delivered at the INFORMS Conference on Optimization: Energy, Sustainability and Climate Change in Gainesville, where he delivered one of the keynote speeches. Just as the Industrial Revolution changed every facet of civilization, the Sustainable Revolution will change people's lifestyles, livelihoods, values, practices, and opportunities, he said at the conference. Hobbs's presentation, [Creating the Sustainable Business](#), examined the opportunities and accountabilities of entrepreneurs, the leaders who will transform institutions and businesses over the next 25 years, and the impact new priorities and behaviors have on the concepts of efficiency and effectiveness. The very drivers of the Sustainable Revolutions are the negative by-products of the Industrial Revolution – waste, environmental destruction, and over-consumption of natural resources, he said. The traditional economic classification of air and water as free goods has become an absurdity as people look at economics from the sustainability perspective. Hobbs asked the audience to consider how the embedded presuppositions of a growth-oriented economy based on expanding industrialization fail to place appropriate importance on the environmental challenges people face today. "Issues of global warming, waste disposal, air and water quality, and failing states are global problems that require coordinated global solutions," he told the participants.

Find more presentations on the faculty page [here](#).

▪ **Second Water Institute Symposium on Sustainable Water Resources**

What holds Florida back from updating its water policies? Speaking at a conference of the University of Florida Water Institute, PURC Director Mark Jamison explained that there are two major problems. One is that any policy change will disappoint major stakeholders. Even a new policy with something for everyone will leave major interest groups with less than they believe they deserve. This makes the system immune to change even though there is nearly unanimous agreement that new policies are needed. He explained that helping a complex system adapt requires the application of three juxtapositions. The first one focuses on next practices, not best practices. Best practice is about following in someone else's footsteps, whereas next practice is about going into areas where no one has gone before. The second one focuses on why rather than focus on what. Asking "What should we do next?" emphasizes practice whereas asking "Why have certain practices been successful?" searches for underlying needs and context. The third juxtaposition exists between leading and leadership. A leader provides direction, which is proper when the right direction is known. In contrast leadership mobilizes people to tackle difficult and often ambiguous problems and circumstances. The other major problem that holds Florida back is the difficulty of communicating complex ideas and values across groups, including the scientific community, politicians, residential citizens, governmental stakeholders, and commercial interests. Too often communication is limited to a few lines in a newspaper, or on the evening news, or in a crowded public forum. Groups such as university research centers can help with this problem by engaging groups in structured dialogues that surface real conflicts and areas of agreement.

Dr. Jamison's presentation was based on the paper "Reset for Regulation and Utilities" that he coauthored with PURC Assistant Director Araceli Castañeda.

View results of the survey, [Moving Forward on Florida's Water Issues](#).
Search for the publication [here](#).

- **A Primer on Infrastructure Economics for Engineers**

PURC Director of Water Studies Dr. Sanford Berg, was invited to be a visiting scholar for a day at Jones Edmunds—a consulting firm specializing in Water/Wastewater, Solid Waste, and Compliance Monitoring. He delivered the workshop, "A Primer on Infrastructure Economics for Engineers," and focused on problems with benefit-cost analysis, and outlined how Net Present Value Analysis could improve comparisons among projects by taking risk explicitly into account. Dr. Berg also led a discussion about the application of infrastructure economics to project evaluation.

Find more presentations on the faculty page [here](#).

- **37th Annual PURC Conference: "Smart Technology vs. Smart Policy?" in Gainesville, FL**

Hethie Parmesano was the recipient of the 2010 PURC Distinguished Service Award. Kathy Welch, of the Florida Public Service Commission, was the recipient of the 2010 Gerald L. Gunter Distinguished Service Award. Following the conference, speaker Roger Noll from Stanford University delivered an Economics seminar at the UF Warrington College of Business Administration entitled, "Regulatory Institutions and Economic Performance: Wireless Communications in Middle-Income Developing Nations."

Find the speakers' presentations and more information [here](#).

January 2010

- **Practicing Leadership in a Political Environment: A One-Day Intensive Training Workshop for Emerging Leaders in Utility Policy in Gainesville, FL**

PURC Director Mark Jamison and Assistant Director Araceli Castañeda delivered a leadership workshop for regulatory professionals.

Find the more information about the program [here](#).

- **27th PURC/World Bank International Training Program on Utility Regulation and Strategy in Gainesville, FL**

In attendance for the 27th program were 89 participants from 37 nations.

Find the more information about the program [here](#).