



SB512
**RESEARCH
PROJECT
REPORT**

CPUC News and
Outreach Office



April, 2018

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I. Summary

This California Public Utilities Commission (CPUC) report complies with Senate Bill 512 (Hill, 2016), which directed the CPUC to: "...undertake one or more studies of outreach efforts undertaken by other state and federal utility regulatory bodies and to make recommendations to the commission to promote effective outreach, including metrics for use in evaluating success."

The research of the News and Outreach Office, in consultation with the Policy and Planning Division, included interviewing 42 different regulatory agencies throughout the U.S. on their outreach activities. The research demonstrated that the CPUC is well within norms of other institutions. However, there are additional outreach methods that the CPUC could implement to improve its program, and this report includes recommendations for future improvement.

Fine Tune CPUC Communications Strategies

- Continue to strengthen and create partnerships with community groups to engage diverse audiences with targeted messages. Groups may include trade groups, chambers of commerce, diversity groups, community based organizations, NGOs, etc. These groups can help the CPUC engage different audiences in different ways with messages that are appropriate for each different audience and message platform.
- Modify current outreach terminology to more public-friendly names, such as Public Forums, Public Comment Meetings, or Town Hall Meetings, rather than Public Participation Hearings.
- Arrange for Commissioners to speak at a specific number of City Council/Boards of Supervisors/Councils of Government meetings per year on specific topics such as rail safety, disadvantaged communities, time of use rates, electric vehicles, consumer programs, etc. This would allow for continuous and improved relationship building between the CPUC and local governments, and would offer the CPUC a platform to focus in on particular issues in local communities.
- Re-engage with the California State Information Officers Council to continuously learn from and share information with other state agencies.
- Create a "best practices" guide for working with local governments. This will allow for all Local Government Liaisons to utilize best practices and allow for a smooth transition as Liaisons change.
- Work with the Administrative Law Judge Division to require utilities to promote Public Participation Hearings through social media and media advisories.
- Provide fact sheets on the proceeding to Public Participation Hearing attendees along with clear instructions on how to submit comments if they choose not to speak at a hearing.

Utilize Technology to Increase Public Participation

- Increase accessibility by ensuring that every public meeting has remote access or is taped to put online thereafter. Additionally, utilize Facebook Live or another social media platform with live broadcast capabilities.
- Investigate livestreaming of events at which the CPUC is seeking public comment.
- Leverage technology to engage and educate audiences, including videos and infographics for CPUC website and social media.
- Utilize readily accessible methods to gain public input, such as online or by phone during the livestream.

Provide for Personal Contact with CPUC Decisionmakers and Staff

- Pilot an informal education session an hour prior to water and energy General Rate Case Public Participation Hearings. The sessions will take place in the same location where the Public Participation Hearing will take place. The applicant utility and any party that would like to participate will host tables, which will allow attendees to obtain fact sheets on the case and talk to the staff at each table to show their perspectives on the case. The Public Advisor's Office will host a table to explain process, how to intervene, how to make comments, how to subscribe to proceeding documents, etc. Further, the Public Participation Hearing will open with an overview of the proceeding.
- Reinstigate office hours for Commissioners when they travel throughout the state to foster a direct relationship with local electeds/officials and consumers/groups throughout the state.

Metrics for Consideration

- Set baseline metrics around social media engagement, website views, etc.
- Engagement with local government officials and other stakeholders.
- Online and event surveys, including but not limited to, number of event attendees and speakers, number of online viewers for event, etc.

In this report, the CPUC's News and Outreach Office describes the research that it undertook to inform the recommendations, and outlines how the recommendations can be implemented.

II. Background

In January 2017, the California Legislature directed the CPUC to improve public accessibility and to seek the participation of members of the public who may be affected by a decision in a proceeding. Senate Bill (SB) 512, among other things, directed the CPUC to “undertake one or more studies of outreach efforts undertaken by other state and federal utility regulatory bodies and to make recommendations to the commission to promote effective outreach, including metrics for use in evaluating success.”

The goal of the News and Outreach Office was to undertake myriad surveys in order to identify best practices for public outreach and engagement, including successes and challenges, resource constraints, and initiatives the CPUC could implement to further the goal of increased public participation. In 2017, the CPUC conducted internal and external research, including interviewing 42 different regulatory agencies throughout the U.S. and one regulatory association. The outreach strategies recommended were then compared with outreach strategies used by the CPUC.

III. Research Approach

For purposes of this study and the language in SB 512, “outreach” was defined as: “communication with stakeholders in an effort to obtain input into CPUC proceedings, pre-decision-making, to raise awareness and obtain more public comment and additional parties to proceedings.”

The News and Outreach Office developed a research plan that included the creation of survey questions and a list of agencies to interview. The research plan was presented at the CPUC Commissioner Committee on Emerging Trends. The Commissioners asked questions and provided insight on the questionnaire, agencies to interview, and the overall plan. Their feedback was incorporated into the final research plan. The interview questions, along with the names of the regulatory agencies interviewed, are attached to this report as appendices.

The types of utility regulatory agencies that contributed information include: Public Service Commissions, Public Service Boards, Utilities Boards, Corporation Commissions, Public Utility (or Utilities) Commissions, a Public Utilities Regulatory Authority, a Department of Public Utilities, and Public Regulation Commissions. The regulatory authority common to all of the participating agencies include electric, natural gas, and telecommunications companies. Several agencies also have oversight and/or statutory authority over water, sewer, cable, motor carrier industries (trucking, passenger transportation, moving companies, etc.), railroad safety, steam heat, pipeline safety, and hydroelectric dams.

IV. Research Findings

The News and Outreach Office collected and analyzed the survey data after conducting 42 interviews and also speaking with the National Association of Regulatory Utility Commissioners, and found that many of the agencies struggle with how to better inform the public and to encourage greater participation in the decision-making process. A number of the agencies also seem to struggle with how to make public comment matter since not all agencies treat it as a part of the official record (public comment at a Public Participation Hearing or in writing is part of the official record for CPUC proceedings) or consider it in the same way as actual testimony in a case.

There were general outreach strategies that were common to nearly all of the agencies interviewed (and to the CPUC). These strategies, or outreach tools, included one or more of the following:

- Website
- Meetings and hearings
- Public notices
- Social media
- Media relations and press releases
- Events and presentations
- Publications
- Consumer information
- Email distribution
- Partnerships with other organizations

A large number of agencies interviewed have one or several employees that conduct outreach as part of their job duties. Typically, the states with higher populations have higher numbers of staff dedicated to outreach work.

In most cases, agencies reported that the budget for outreach is incorporated into the general budget and primarily includes staffing and materials, with some funds allotted for travel.

Most agencies organize or participate in outreach events of various types. The number of events that organizations participated in during 2016 ranged from zero to 200.

The extensive outreach demonstrates that the CPUC is largely in line with best practices. Following is a matrix of identified best practices, as well as a few new ideas generated by the CPUC (noted by *), and whether the CPUC currently engages in each activity.

STRATEGIES USED TO INCREASE PUBLIC PARTICIPATION AND/OR ENGAGEMENT IN REGULATORY DECISION-MAKING OR PROCESSES		
A number of general outreach strategies are in use by the agencies we interviewed to better engage and involve the public. These include:	CPUC Utilizes	CPUC Does Not Utilize
An abundance of consumer resources such as brochures and fact sheets.	X	
Information provided to consumers to help understand the proceeding process, such as how the public can provide written or oral comments and how they can track the progress of a proceeding.	X	
Materials provided in multiple languages.	X	

Use of a language translation service to help with consumer issues or complaints.	X	
Free training sessions throughout the state on Sunshine Laws and the Inspection of Public Records Act.		X
Increased targeted public education through media outreach to ethnic media outlets (radio, print, television) to reach consumers who speak languages other than English. *		X
Strategic planning initiative that gets input from stakeholders on strategic issue areas (such as the launch of <i>NextGrid</i> —a statewide collaborative to transform the state’s energy landscape and economy—to engage stakeholders in forming the Utility of the Future).	X	
Consensus-based proposal for Rulemaking that includes work sessions with various stakeholders, and the use of “investigative review” on bigger policy issues that includes an outside consultant to moderate these sessions.		X
Meeting with practitioners (through the State Bar—utility section) to discuss how to improve the filing process.		X
Close monitoring of complaints by the Executive Office to keep close tabs on the pulse of the public.	X	

STRATEGIES/METHODS USED FOR PUBLIC COMMENT AND/OR REPRESENTATION OF THE PUBLIC (AND/OR RATEPAYERS) IN FORMAL HEARINGS		
Identified Best Practice	CPUC Utilizes	CPUC Does Not Utilize
Staff is separate from the Commission (which is just the five Commissioners), and staff is a party in all cases before the Commission.		X
Public comments go directly to the Commissioners (many of the agencies interviewed said that public comments go immediately online for the Commissioners and the public to see (or to a paper filing system, if they don’t have an online system). Some agencies have someone quickly look for any personal info in order to redact it; only two agencies reported that they have someone review the comments before they post them online. No agency said that the comments go first to a Public Advisor’s office).		X
Having all documents related to a proceeding online and available for the public to view and make comments.	X	
Provide a brief overview of the docket at the beginning of a public comment hearing.	X	
Typically schedule public hearings before the evidentiary hearings.	X	

Providing fact sheets on the proceeding to attendees and clear instructions on how to file comments if they choose not to speak.		X
Scheduling hearings in the evening and not on weekends, and avoiding conflicts with other important days in the local community, such as church events; using less formal settings (the more formal it is, the less likely it is that some members of the public will attend and make comment, though the venue has to be large enough for the meeting—local libraries, college and schools are preferable).	X	
Public input hearings held in various parts of the state with a video conference hook-up to the hearing in the main office (to reduce staff travel and also to make it accessible in different parts of the state).		X
“Smart hearings” that allow the public to livestream agency meetings and to comment via Internet or phone (heavily promoted on the website). Allow the public to listen and provide comments by phone at non-streamed events to maximize participation and reach.		X

STATE AGENCIES AND LOCAL GOVERNMENTS		
Identified Best Practice	CPUC Utilizes	CPUC Does Not Utilize
Maintain close relationships with other state agencies and refer questions to the appropriate agency, when needed.	X	
Coordination with other agencies, such as the Division of Consumer Affairs at the Department of Commerce and Insurance, to help minimize confusion on the part of the public as to where to file complaints.	X	
Partner with other statewide agencies on targeted outreach.	X	
Close coordination with local governments to help get the word out about public meetings (saw a noticeable increase in public attendance and engagement).	X	
Attend events organized by other state agencies, such as financial awareness seminars.	X	
Conduct strategic meetings with city/county and a utility on a specific topic or issue for which we can be of assistance.*	X	

UTILITIES AND/OR CONSUMER AGENCIES		
Identified Best Practice	CPUC Utilizes	CPUC Does Not Utilize
Meet once a year with the utilities, Community Action Agencies, and the state’s Legal Aid agency to share information about rule changes from the previous year and any special topics (such as preparing for cold weather).		X
Partner with the utilities to promote CPUC press releases through the utilities’ outreach channels (media relations, social media, etc.)		X
Partner with the utilities on outreach events that the utilities initiate (with the regulatory agency providing options for consumer complaints).	X	
Partner with the utilities on sharing safety related consumer information, such as what to do if a severe storm front approaches.	X	
Partner with the utilities to organize periodic meetings with social service agencies to discuss consumer programs targeted at low income groups; these meetings focus on what the utilities are required to do, and also on consumers’ obligations.		X
Copy consumer groups on all of the news releases and advisories.	X	
Attend events hosted by senior-focused organizations (such as AARP) that are aimed at improving awareness about utility issues, and present about relevant issues, such as utility scams targeting seniors.	X	

EVENTS/PRESENTATIONS		
Identified Best Practice	CPUC Utilizes	CPUC Does Not Utilize
Host a booth at a State Fair for two weeks.		X
Attend home shows, veteran events, senior centers, Earth Day presentation each year for 400 students, and sometimes participate in outreach events sponsored by the utilities.	X	
Attend open houses hosted by the Commission or by a utility—to provide Q&A on a specific matter, usually a siting case (with maps and tables set up).	X	
Presentations to local chapters of AARP.	X	
Speakers’ bureau.	X	
Commissioners “listening tour.”		X

Be Utility Wise event to prepare for winter.		X
Clean Energy Road Show discussing propane, electric vehicles, natural gas, solar energy (special project of a Commissioner).		X
Several states were involved in promoting energy efficiency programs, such as at schools, with Legislators to let them know if programs available to their constituents, and to rotary clubs and senior centers, etc.	X	
Commission staff as speakers or panelists on conferences focused on energy issues in the state.	X	
Workshops conducted by Consumer Services staff.		X
Conduct “informational hearings” without Administrative Law Judges or Commissioners present, just prior to Public Participation Hearings to help the public better understand what the proceeding is about and to have an opportunity to ask questions and to have them answered by staff, attorneys, and/or a public representative (party to the case) before the Public Participation Hearing where only public comment can be heard. These are held early on in the case.		X
Prepare presentations and information on limited number of issues of priority to the Commissioners. Local Government Outreach Officers also concentrate on these four issues using a packet of information; can let cities and counties know that these are the four issues that our Commissioners are talking about this year and that the Commissioners can come to their city in 2019 if they are interested. Facilitate opportunities for Commissioners to speak or present on these key issues at targeted local government functions, such as regional League of Cities, Councils of Government, City Council, or Board of Supervisor meetings.*		X

MEDIA RELATIONS		
Identified Best Practice	CPUC Utilizes	CPUC Does Not Utilize
Close relationships with reporters and other media contacts; content is provided that meets their needs, and the response for information requests is timely.	X	
Coordinating a monthly meeting with all state and local public information officers.		X
Maximizing cross-agency relationships	X	
Radio and editorial board interviews	X	
Change the name of Public Participation Hearings to Public Forums or such.*		X

Expand list of small, local, or regional media sources or networks, especially ethnic media outlets, that reach populations that do not speak English as their first language. *		X
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SOCIAL MEDIA		
Identified Best Practice	CPUC Utilizes	CPUC Does Not Utilize
Posting a month-ahead calendar of social media posts, including “filler” posts, for advance planning and strategic messaging.	X	
Reciprocal re-posting and re-tweeting of social media activity with sister agencies and utility companies.	X	
Re-posting and re-tweeting relevant posts and tweets from other state and federal agencies.	X	
Promoting hearings on social media.	X	
Commissioners have their own “campaign” social media accounts, which they sometimes use to report on issues.	X	
Link all tweets and posts back to the website to drive traffic there.	X	
Use of paid ads on Facebook and Twitter.		X
Actively scan social media to look for popular scams.	X	
Twitter is used to spread news to journalists and stakeholders who use this channel to pick up news stories.	X	
Using blogs to connect to new audiences.	X	
Posting materials on YouTube to inform the public on utility issues, such as cost of capital.		X
Require utilities to promote Public Participation Hearings through social media and media advisories.*		X
Utilize various social media platforms or networks to augment and target outreach in addition to the current social media work (NextDoor, Reddit AMA, LinkedIn, live capabilities on Facebook and Instagram).*	X	
Research concrete examples of proceedings or events where we have sought public input, which has led to identifiable tangible changes in the outcome of those proceedings; findings would be shared via website and social media.*	X	

SEASONAL OR SPECIAL MARKETING CAMPAIGNS		
Identified Best Practice	CPUC Utilizes	CPUC Does Not Utilize
“LifeLine Awareness Week:” news releases, letters to the editor, Public Service Announcements (PSAs) for radio, proclamation by the Governor.	X	
Railroad safety initiative every fall (train state); big emphasis on rail safety.		X
Aggressive 811 (Call Before You Dig) campaign.	X	
Preparing for cold weather messaging.	X	
Targeted list of stakeholders for communicating specific messages to specific groups of people.	X	

UNIQUE STRATEGIES		
While there are many outreach tools that are common to nearly all of the agencies interviewed, there are a few tools that were unique to one or more of the agencies. These include:	CPUC Utilizes	CPUC Does Not Utilize
Informational co-marketing through the state’s energy efficiency programs and through the agency wide “hold music” when someone calls and is placed on hold.	X	
Quarterly newsletter for the public.	X	
Consumer-friendly website.	X	
Statewide radio network to produce radio ads for free PSAs (agency staff writes the copy).		X
Short video news releases.		X
New webpage created to report progress on legislation passed last year.	X	
Electronic magazine published for the public twice/year.		X
Governor’s Executive Order requires state agencies to provide translation into any language.	X	
24/7 phone number that is answered personally.		X
Consumer choice shopping website for utility options.		X

OTHER		
Identified Best Practice	CPUC Utilizes	CPUC Does Not Utilize
Partner with Congressional representatives on outreach events (one agency had good results from reaching out to the local Black Caucus).		X
Job shadow program, and also a career and energy week with the city's public schools.		X
Work closely with schools (science awards, environmental science awards), and also involve the utilities.		X
Special topic working groups led by the different Division Directors (outreach for these is done via email distribution, meetings, conference calls, and working groups.)	X	
Partner with agencies and organizations that have available funds for special events (811 Day at the State Fair—the Commission sponsors the day and pays for booth space, and the utilities and pipeline staff are involved in demonstrations and outreach).	X	
Organized a Women's Energy Summit (special project of a Commissioner).		X
Partner with community based groups, including those representing ethnic minority populations and those with disabilities.	X	
Partner with local business representative groups, such as chambers of commerce, rotary, and other civic organizations.	X	

V. New Outreach Recommendations

With a state population of more than 39 million diverse residents (U.S. Census Bureau, July 2016) and a mandate to contact people who may be impacted by decisions made by the CPUC, there are always opportunities to work more effectively and with greater efficiency. While the CPUC has an existing toolkit of wide-ranging and robust outreach strategies that are in-line with best practices identified through this research, the News and Outreach Office identified certain enhancements that we propose to add to the CPUC's outreach program. These initiatives include:

Fine Tune CPUC Communications Strategies

- Strengthen and create partnerships with community groups to engage diverse audiences with targeted messages. Groups may include trade groups, chambers of commerce, diversity organizations, community based organizations, NGOs, etc. These groups can help the

CPUC engage different audiences in different ways with messages that are appropriate for each different audience and message platform.

- Modify current outreach terminology to more public-friendly names, such as Public Forums, Public Comment Meetings, or Town Hall Meetings, rather than Public Participation Hearings.
- Arrange for Commissioners to speak at a specific number of City Council/Boards of Supervisors/Councils of Government meetings per year on specific topics such as rail safety, disadvantaged communities, time of use rates, electric vehicles, consumer programs, etc. This would allow for continuous and improved relationship building between the CPUC and local governments, and would offer the CPUC a platform to focus in on particular issues in local communities.
- Re-engage with the California State Information Officers Council to continuously learn from and share information with other state agencies.
- Create a “best practices” guide for working with local governments. This will allow for all Local Government Liaisons to utilize best practices and allow for a smooth transition as Liaisons change.
- Work with the Administrative Law Judge Division to require utilities to promote Public Participation Hearings through social media and media advisories.
- Provide fact sheets on the proceeding to Public Participation Hearing attendees along with clear instructions on how to file comments if they choose not to speak at a hearing.

Utilize Technology to Optimize Public Participation

- Increase accessibility by ensuring that every public meeting has remote access or is recorded to put online thereafter. Additionally, utilize Facebook Live or another social media platform with live broadcast capabilities.
- Investigate livestreaming of events at which the CPUC is seeking public comment in order to reach a broader audience.
- Leverage technology to engage and educate audiences, including videos and infographics for website and social media.
- Seek more convenient methods to gain public input, such as online or by phone during the livestream.

Provide for Personal Contact with CPUC Decision-makers and Staff

- Pilot an informal education session an hour prior to water and energy General Rate Cases. The sessions will take place in the lobby or an adjacent room to where the Public Participation Hearing will take place. The applicant utility and any party that would like to participate will host tables, which will allow attendees to obtain fact sheets on the case and talk to the staff at each table to hear their perspectives on the case. The Public Advisor’s

Office will host a table to explain process, how to intervene, how to make comments, how to subscribe to proceeding documents, etc.

- Reinstigate office hours for Commissioners when they travel throughout the state to foster a direct relationship with local elected/officials/representatives and consumers/groups throughout the state.

We will continue to evaluate the remaining best practices identified in the matrix above that the CPUC does not currently undertake for future implementation.

In addition to the CPUC's current outreach efforts, and the new initiatives that will be implemented, the CPUC also manages the TEAM and CHANGES program, which provides education and complaint resolution in telecommunications and energy related matters to consumers with a focus on those who are not proficient in English. The CPUC also oversees the Energy Upgrade California program, which is a statewide initiative committed to uniting Californians to strive toward reaching our state's energy goals.

VI. Metrics

Many of the agencies interviewed answered “no” when asked if they use metrics to evaluate their outreach. But during the course of the conversation, they did, in fact, list measurement tools that they used to determine the effectiveness of their efforts. They just didn't label them as “metrics” or connect that that they are actually using quantifiable metrics. Some of the tools used to measure the effectiveness of outreach activities include:

- Google analytics to determine the traffic and download activity on the website.
- Use of website and social media analytics to see the effectiveness of certain types of outreach, to track followers and reach, and to see which posts/tweets have the most engagement.
- Use of a public survey on the website, along with website traffic data, to help guide any revamp of their website.
- Use of targeted focus groups, an Advisory Group, Survey Monkey, etc.
- Build measurable goals into the staff performance plans and also vendor contracts.
- Soliciting feedback after public outreach events.
- Subscriptions to multiple electronic media services and at least one web or print service (i.e., one service provides data about the reach of specific agency outreach activities, such as what it would have cost to have used paid advertising, and what the reach would have been with the paid advertising).
- Contracting with Meltwater, a company that provides media and social media monitoring, to compile a regular report of media appearances.
- Number of mentions in the different array of media, including coverage in newspapers, op-ed placements in publications across the state, and television and radio interviews.

- Number of events organized and how many people are attending informational events (i.e., presentations or a booth at a community event), or proceeding-related events (i.e., a public hearing).
- Number of people reached on a listserv or other types of email distribution lists.
- Number of people watching webcasts of agency meetings.
- Quantity of materials given out at agency events, such as pens, bags, and printed materials.
- Number of public comments received about a proceeding to make comparisons over time.

Metrics for Consideration

Set baseline metrics for:

- Social media engagement (followers, “likes”, re-tweets, etc.)
- Website analytics
- Number and type of contacts with local government officials and other stakeholders
- Online and event surveys
- Number of event attendees and speakers
- Number of online viewers for events

VII. Conclusion

This research resulted in the collection of a wide variety of outreach strategies, approaches, and activities used by regulatory agencies across the country. Nearly all of the agencies interviewed for this research share the view that outreach, in one form or another, is important to the work they do.

There are many common outreach tools and strategies used by most, if not all, of the agencies.

In general, the extent to which each agency engages in outreach activity is closely tied to the scope of the regulatory authority of the agency, the number of decision-makers and the way in which they arrived at the agency (elected or appointed), the number of staff and resources directed to outreach, and the organizational structure and purpose of the agency (regulatory decision-making, public participation, representation of ratepayers, consumer education, etc.).

While the CPUC utilizes most of the same outreach methods as other agencies, there are always opportunities to work more effectively and with greater efficiency as embrace our core values of Open Communication, Accountability, Integrity, Excellence, and Stewardship and our Communication and Engagement Strategic Directive. The News and Outreach Office plans to implement certain new initiatives immediately while continuing to research and consider new ideas as we proceed.

We want to thank the many agencies that participated in this study and acknowledge the wealth of information and expertise that was shared with us during our research.

VIII. Appendices

Appendix A: Research Questions

1. What methods do you use to conduct outreach to your stakeholders?
2. How do you know if your outreach is effective? Do you conduct any evaluations or use metrics to evaluate your outreach?
3. What efforts or initiatives have been implemented to increase stakeholder engagement with your agency/organization?
4. Do you utilize any social media platforms as part of your outreach efforts?
5. How many outreach events/activities do you participate in each year?
6. How much do you spend each year on outreach? How is this broken down?
7. How many employees do you have conducting outreach and/or doing other types of communications or outreach work?
8. Do you respond to every comment from the public, whether by email or snail mail, or online? If so, how do you respond: Auto response? Personal response? And how, or in what way, are the comments considered?
9. Do you have the capability to allow the public to submit comments online?
 - a. If so:
 - i. Are those comments made public on your website?
 - ii. Are they reviewed/redacted or do they immediately go online once submitted?
 - iii. Do you use a software system designed to your needs for online comments? What is the cost?
 - iv. Do you utilize any social media platforms for public comment?
10. Are you aware of any other state or federal agencies that have outreach practices or strategies that you emulate or think are great?
11. Do you coordinate any of your outreach with the entities that you regulate and, if so, how do you coordinate outreach?
12. Does your organization seek public input into its regulatory decision-making processes?
 - a. If yes:
 - i. Do any of these regulatory decision-making processes involve quasi-judicial type processes, such as proceedings (attorneys representing parties, presided over by a judge, etc.)?
 - ii. How is public comment weighted in your proceedings?
 - b. If no:
 - i. What types of regulatory processes are implemented by your organization?
13. What methods do you use to conduct outreach to those that are likely to be affected by the outcome of your decision-making processes (consumers, local government officials, the legislature, other stakeholders)?

14. How do you identify the different audiences (public groups noted above) you need to reach/engage with?
- a. Examples:
 - i. Do you engage with each identified group in different ways? If so, how?
 - ii. Do you use non-traditional forums to engage the public in formal proceedings before a proceeding starts (such as workshops, En Bancs, conference calls, etc.)?
 - iii. Do you conduct outreach in other languages? If so, how frequently, and in what format?

Appendix B: List of Agencies Interviewed

The CPUC would like to thank representatives from the following agencies for the time they so generously provided to support this research project. We look forward to sharing the results of the research with all of these agencies, and continuing to work together to ensure that we can progress toward truly inclusive public outreach approaches.

Utility Regulatory Agencies Outside California

Alabama Public Service Commission (PSC)
Arkansas Public Service Commission (PSC)
Connecticut Public Utilities Regulatory Authority (PURA)
Delaware Public Service Commission (PSC)
District of Columbia Public Service Commission (PSC)
Florida Public Service Commission (PSC)
Georgia Public Service Commission (PSC)
Hawaii Public Utilities Commission (PUC)
Idaho Public Utilities Commission (PUC)
Illinois Commerce Commission (ICC)
Iowa Utilities Board (IUB)
Kentucky Public Service Commission (PSC)
Maine Public Utilities Commission (PUC)
Maryland Public Service Commission (PSC)
Massachusetts Department of Public Utilities (DPU)
Michigan Public Service Commission (PSC)
Minnesota Public Utilities Commission
Mississippi Public Service Commission (PSC)
Missouri Public Service Commission (PSC)
Nebraska Power Review Board (PRB)
New Hampshire Public Utilities Commission (PUC)
New Jersey Board of Public Utilities (BPU)
New Mexico Public Regulation Commission (NMPRC)
New York State Public Service Commission (PSC)
North Dakota Public Service Commission (PSC)
Oklahoma Corporation Commission (OCC)
Oregon Public Utilities Commission (PUC)
Pennsylvania Public Utility Commission (PUC)
Public Service Commission of West Virginia (PSC)

Public Utilities Commission of Nevada (PUCN)
Public Utilities Commission of Ohio (PUC)
Public Utility Commission of Texas (PUC)
Regulatory Commission of Alaska (RCA)
Rhode Island Public Utilities Commission (RIPUC)
South Carolina Public Service Commission (PSC)
Tennessee Public Utility Commission (TPUC)
Utah Public Service Commission (PSC)
Vermont Public Service Board (PSB)
Virginia State Corporation Commission (SCC)
Washington Utilities and Transportation Commission
Wyoming Public Service Commission (PSC)

Other State Regulatory Agencies

California Agricultural Labor Relations Board (CALRB)

Other Notable Agencies that Supported the Project

National Association of Regulatory Utility Commissioners (NARUC)

**Report produced by the CPUC's News and Outreach Office,
including research and drafting assistance by Ravinder Mangat.**