



# FORTIS TCI >

ISSUE 4 - JULY - DECEMBER 2018

# 411

NEWSLETTER

## Achieving the Best

### MORE AWARDS FOR FORTISTCI

**STEADY MARCH:** SOLAR INSTALLATIONS GROW AMONG COMMERCIAL CUSTOMERS

A RESILIENT NATIONAL ENERGY TRANSFORMATION FOR TCI

FORTISTCI STAFF JOINS COASTAL CLEAN-UP

**YOUTH FOOTBALL** LEAGUES LAUNCHED ON SISTER ISLANDS



## OUR MISSION

FortisTCl is committed to providing safe, reliable, least-cost energy, using smart, innovative technologies and by investing in people, while being a good corporate citizen, being environmentally responsible, maintaining the highest level of customer satisfaction, and ensuring a reasonable rate of return for our investors.

## OUR VALUES

Our fundamental values are commitment, innovation, integrity, reliability, and respect. These are the values that guide FortisTCl employees when making decisions that impact the utility.

## OUR OPERATING PRINCIPLES

Our operating principles are accountability, competence, efficiency, effectiveness, service, and teamwork.

*“An organization’s culture is defined by the values and principles it embraces and the behaviors it manifests. By defining and sharing these core values and operating principles, FortisTCl will be committed to developing a culture that supports its employees, and continuously strives to provide quality service to its customers.”*



A publication of the Corporate Communications Department, FortisTCl.

FortisTCl 411 is a bi-annual newsletter designed to deliver accurate and timely information to our stakeholders to enhance their understanding of the role and activities of FortisTCl as the sole electric utility company serving the Turks and Caicos Islands.

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**Cover photo:** FortisTCl’s Vice President of Innovation, Technology, and Strategic Planning Rachell Roulet with the Caribbean Renewable Energy Forum’s (CREF) 2018 Award for Best Distributed Generation Program for the company’s solar options..



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## PICTORIAL ROUND-UP



# MESSAGE

## FROM OUR PRESIDENT & CEO



*Eddinton  
Powell*  
President & CEO

**HAVE** worked in the electric utility industry for nearly 40 years, and the changes I now see facing the industry are something quite remarkable. Today, the electric utility industry is transforming at the most rapid pace that I have ever experienced in my professional career. At FortisTCl, I am proud to say we are embracing this transformation.

We faced a unique and challenging year in 2017, with our systems severely impacted by Hurricanes Irma and Maria. Our efforts in 2018 were largely dedicated to getting the business back to normalcy and restoring financial health so that the company can be in position to respond as strongly to future disasters as it did in 2017. We even filed our very first request for a small rate variation in July, due to the impacts of the 2017 storms, a matter that is still under review. But we understand that recovery takes time, and we believe in a fair due process.

Recovery also includes extensive reviews of strategies, assessments of lessons learned, and realignment of priorities. This is an ongoing exercise for FortisTCl, along with mapping out the transformation that the Turks and Caicos Islands (TCl) can expect to see over the long term.

When determining the long-term goals of how energy will be supplied across the TCl, it is important that all relevant parties come to the table and understand what it takes to provide a growing economy with 365 days of endless electricity. That is why the creation of the Resilient National Energy Transition Strategy (R-NETS) that is being led by Rocky Mountain Institute is such an important project for the company and the country. The R-NETS plan will detail how and when the TCl energy sector transforms, and will ensure that the government, FortisTCl, and all stakeholders have input in the process.

As we look to the next five to 10 years, FortisTCl remains committed to the continued integration of more renewable energy sources, particularly rooftop solar, which has become a viable generation option for the TCl as the cost of PV systems decline. A major part of ensuring we can integrate more renewables and even consider other least-cost options like liquefied natural gas, is modernizing the regulations that govern the energy sector.

As changes in the generation fuel mix materialize, managing the grid will become a more complex undertaking that involves operating a decentralized electricity grid, taking into account increased demand from electric vehicles and other technologies. Of course, the right regulations, or the lack thereof, will impact the transformation of the local energy sector. In other words, electricity regulation must not only ensure that a least-cost, reliable and safe operation is a priority, but also that industry changes are properly governed and methodically implemented, and that the rights and responsibilities of the utility and the customers are protected.

We know that our customers want to see cleaner energy sources to help protect the environment. We also know that they have come to expect a world-class service. This is what FortisTCl is committed to delivering. Customers should feel confident that FortisTCl is embracing innovative solutions that will allow the company to better serve the TCl, and provide them with the energy options they want and need.

It has been a year of adjustment, and great achievement, and there is so much more to come. The stories in this newsletter give you a glimpse into some of the work already being done on our side for the future, and of course, we showcase our people and the commitment FortisTCl continues to have to customers, and the community.

Do enjoy the latest stories we have to share. Happy reading and may you and your families have a wonderful New Year.

# Creating a Resilient National Energy Transition Strategy for the TCI



Front row (L-r): FortisTCI President & CEO Eddinton Powell, Minister of Infrastructure, Housing and Planning Honourable Goldray Ewing and RMI Principal Roy Torbert gather to sign the working agreement to draft the TCI Resilient National Energy Transition Strategy. They are flanked by representatives of the Turks and Caicos Islands Government, Rocky Mountain Institute and FortisTCI.

**THE** Turks and Caicos Islands Government (TCIG) alongside Rocky Mountain Institute (RMI) and FortisTCI have partnered to develop the Turks and Caicos Islands Resilient National Energy Transition Strategy (R-NETS). The process, facilitated by RMI, is intended to ensure that stakeholders' energy needs are appropriately planned for and met and that there is a systematic transition toward a more sustainable energy future for the Turks and Caicos Islands (TCI). The R-NETS will also ensure that TCIG objectives are aligned with that of the electricity sector.

Having taken a highly collaborative approach to the R-NETS, RMI facilitated a kick-off meeting with participating parties on Thursday, September 13, 2018. At this initial meeting TCIG, RMI and FortisTCI discussed and agreed upon the project timeline and objectives. Public consultation meetings led by RMI were also held in Providenciales and Grand Turk as a means of engaging electricity customers.

There are three phases to the R-NETS process. Phase one and two are with phase one planned for completion by December 2018. Phase one is a fact-based gathering of information to identify traditional and renewable energy options in the TCI, current costs, projected future costs, and other risk factors, and phase two considers the technical and financial implications while narrowing the potential least-cost options to meet the energy needs of the TCI. Phase three is the final production of

an R-NETS report and implementation strategy. This strategy, also known as an Integrated Resource Plan (IRP), will detail the technical and economic concerns of the most viable future energy market and any implications on customer rates, reliability, environmental sustainability and resiliency of the plan.

Principal at RMI Roy Torbert said, "We are pleased to partner with FortisTCI and the TCI Government to advance important national interests in the electricity sector. This inclusive process invites all stakeholders to have a seat at the table and work toward selecting resilient and cost-effective technology solutions, in support of advancing the shared priorities of the TCI," said Roy Torbert, principal at RMI.

Minister of Infrastructure, Housing, and Planning Hon. Goldray Ewing said, "This is a pivotal moment for the Turks and Caicos Islands energy sector since this undertaking will chart the course and establish our energy landscape for the short, medium and long term."

FortisTCI President & CEO Eddinton Powell expressed FortisTCI's commitment to the R-NETS process and said, "Creating a joint strategy is the right approach and serves as the first step toward modernizing the electricity sector and expanding the energy mix in ways that are beneficial to all stakeholders. This will strengthen and grow our economy."



At the R-NETS consultation meeting in Providenciales, Wednesday, October 3, 2018.



Grand Turk R-NETS consultation meeting, Thursday, October 4, 2018.



# MORE INTERNATIONAL AWARDS FOR



FortisTCI President and CEO Eddinton Powell (second right) accepts the CREF Industry award for Best Distributed Generation Program alongside (L:R) VP of Grand Turk and Sister Island Operations Allan Robinson, VP of Innovation, Technology, and Strategic Planning Rachel Roulet, and Senior Director of Corporate Communications and Public Affairs Talisha Simons.



**CONTINUING** a trend of global recognition that began at the start of 2018, FortisTCI picked up another three international awards in the second half of 2018, distinguishing itself among regional utilities for its business continuity management system, human resource management and renewable energy programs.

## ISO 22301:2012 Certification

In August, the company received the ISO 22301:2012 Certification for its Business Continuity Management System. This accreditation was earned from three leading standards organizations: British Standards Institution (BSI), ANSI-ASQ National Accreditation Board (ANAB), and United Kingdom Accreditation Service (UKAS) Management Systems. FortisTCI became the first utility company in the Caribbean region to be certified by BSI.

## Value of ISO Certification

According to the International Association for Standardization, "ISO 22301:2012 specifies requirements to plan, establish, implement, operate, monitor, review, maintain and continually improve a documented management system to protect against, reduce the likelihood of occurrence, prepare for, respond to, and recover from disruptive incidents when they arise."

Achieving ISO 22301:2012 certification confirms to FortisTCI's customers and the country that the company has developed effective, comprehensive disaster preparedness and business continuity programs that meet a global standard.



FortisTCI became the recipient of the 2018 Caribbean Renewable Energy Forum (CREF) Industry Award for Best Distributed Generation Program on November 8, 2018.



As an essential service operating in a hurricane zone, the accreditation is also a further testament that FortisTCI, operating under its current management systems, is fully prepared for this hurricane season and seasons yet to come.

“This is a stellar achievement for FortisTCI and is a demonstration of the commitment this company has to perform within best-in-class standards across all its operations, stated FortisTCI President and CEO Eddinton Powell. “We built a strong and resilient utility by continuously investing in our people, systems, and infrastructure that serve the needs of our customers and provide a competitive advantage for the Turks and Caicos Islands. Great companies and organizations invest in being prepared for natural disasters to ensure they recover quickly for continued service to their stakeholders.”

## IIP Certification – A Sterling Achievement

In another regional first, FortisTCI was awarded the Investors in People (IIP) Silver certification in October, under IIP’s the new sixth-generation framework.

IIP is the international standard for people management, defining what it takes to lead, support and manage people effectively to achieve sustainable results. IIP framework reflects the latest workplace trends, essential skills and effective structures required to outperform in any industry. Working with clients across the globe, Investors in People enables organizations to benchmark against the best in the business on an international scale.

CEO Eddinton Powell acknowledged the work of Senior Vice President of



Corporate Services and CFO Ruth Forbes, the Director of Human Resources Claudia Munnings and the Manager of Human Resources Avi Adams, for paving the way for a successful assessment, which led to the accreditation. He also commended the Corporate Communications team and the IIP Advocate Group for their contribution toward the process.

Mr. Powell stated: “We are proud of our people and their achievements, and we are committed to continuing our investment in initiatives that support our organization’s purpose and our people’s aspirations. By setting a goal to become the employer of choice in the TCI and the region, it is important to create a culture that promotes and expects diversity, excellence, inclusiveness, perseverance, innovative thinking, and positivity, to name a few. As CEO, I am beyond proud of the team we have today that represents FortisTCI. It is because of our 167 employees that serve every day that we can provide a world-class service.”

FortisTCI first achieved IIP certification in 2016. The current IIP Silver Certification is valid through 2021.

# Grand Turk Operations U

*The new Grand Turk multipurpose building.*



**THE** completion of a new multipurpose building at the Grand Turk plant is helping to transform operations and service for FortisTCl employees and customers in the nation's capital.

The company's technical and warehouse employees have been working out of the new building since July 2018. Built over two years (July 2016-July 2018) at a cost of approximately \$2 million, this modern facility provides a comfortable work environment for staff and boasts a designated office space for the linemen, a large conference/training room, a central warehouse for materials and inventory, a mechanic workshop and a recreational area for staff.

FortisTCl's Vice President of Energy Production and Project Management Nigel Hosein and Manager of Plant Control and Electrical Maintenance Alvejes Desir were the project managers for the building, which was constructed by local contractors Rolle Construction.

"The multipurpose building provides an excellent work environment for employees of the technical operations, and aligns operational efficiency with service delivery from the plant, noted FortisTCl's

*Section of the new multipurpose building that houses the mechanic workshop.*



Vice President of Grand Turk and Sister Islands Operations Allan Robinson.

"This has been a significant investment in upgrading the plant on Grand Turk and a welcome addition to our utility infrastructure in the nation's capital. It reflects our company's commitment to delivering a reliable service to customers, and at all times equipping employees to do so," Mr. Robinson stated.

*Brokerage and Materials Officer Carolyn Sturup at work in the warehouse of the new multipurpose building.*

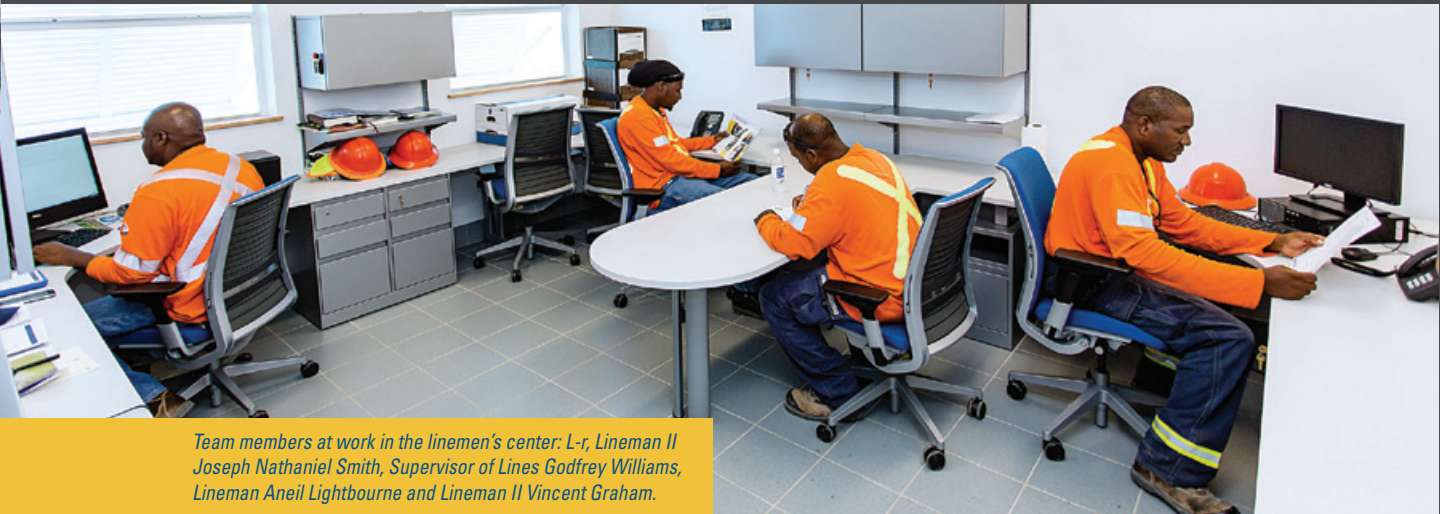




# Undergo a Transformation



*Team meetings are important to the planning and execution of projects across the company.*



*Team members at work in the linemen's center: L-r, Lineman II Joseph Nathaniel Smith, Supervisor of Lines Godfrey Williams, Lineman Aneil Lightbourne and Lineman II Vincent Graham.*



*Superintendent of Plant Control Franklyn Been and Mechanical Maintenance Supervisor Joselito Dadole.*



*L-r: Lineman II Joseph Nathaniel Smith, Lineman Aneil Lightbourne, Lineman II Vincent Graham and Supervisor of Lines Godfrey Williams on a break in the staff recreational area.*



# RATE VARIATION APPLICATION TO BE REVIEWED BY AN INQUIRER

**ON** July 11, 2018, FortisTCl filed a rate variation application under Section 34 of the Electricity Ordinance, seeking an average rate increase of 6.8%.

The rate variation application came against the background of the two 2017 hurricanes (Irma and Maria), which had an estimated impact of \$42 million on the company's finances. The application is part of an ongoing program to restore the company to a stable financial position.

The application for an increase was denied by the Governor, and FortisTCl subsequently requested the appointment of an Inquirer into the reasonableness of the application. This has been agreed by the Governor and the process to appoint such an Inquirer is now underway.

FortisTCl President & CEO Eddinton Powell said, "It is beneficial to all stakeholders for the utility to return to a stable financial position. This will allow the company to effectively respond to storms when they hit our islands again. It is also important for us to maintain a



*FortisTCl President and CEO Eddinton Powell addressed members of the media, at a press conference to announce the filing of its rate variation application.*

high service quality and reliability, to ensure that the Turks and Caicos Islands remains attractive to investors that value first-rate electricity services. We believe this rate variation application is reasonable and warranted."



## Steady March: Solar Installations Grow Among Commercial Customers

**THE** integration of solar power generation to the FortisTCl grid increased considerably throughout 2018 and the company ended the year with just over 0.5 MW of solar photovoltaic (PV) systems on its grid in Providenciales.

This represents various projects under FortisTCl's Utility Owned Renewable Energy (UORE) program, through which customers can lease their home or business roof space to FortisTCl for the installation of a grid-tied PV system. Customers receive a monthly credit on their electricity bill for the use of their rooftop space and a profit share of the PV system's generation paid on an annual basis. In addition to the UORE program, FortisTCl also offers a Customer Owned Renewable Energy (CORE) program, through which customers can install their own solar systems and connect to the FortisTCl grid.

Along with already installed systems, the company has in the pipeline other significant UORE projects, which are expected to be installed on the grid early in 2019, bringing the total installed solar systems to well over 1MW.

FortisTCl is also planning for the integration of a 1MW utility-scale solar power project at various sites across the TCl that will position the company to have 2MW of grid-tied PV installed by the end of 2019.

"FortisTCl is working hard to meet the needs of today's energy



*A FortisTCl UORE Program solar installation project in Grand Turk.*

consumer that demands an energy mix that includes renewable energy sources like solar," stated FortisTCl President and CEO Eddinton Powell.

"The UORE and Customer Owned Renewable Energy (CORE) solutions that we offer enable these customers to take advantage of an affordable option to being part of the move towards renewable energy. This is in keeping with our commitment to delivering a world-class electricity service that meets the needs of those we serve," he added.

# RENEWABLE ENERGY PROGRAMS RECEIVE CARIBBEAN RECOGNITION



*FortisTCl Renewable Energy, Business Development and support team (L-r): Senior Director of Electrical Planning, Engineering & Energy Delivery, Don Forsyth; Finance & Business Planning Analyst, Lacial Palmer; Senior Director of Corporate Communications & Public Affairs, Talisha Simons; Enterprise Systems Analyst, Devino Missick; Vice President of Technology, Innovation & Strategic Planning, Rachell Roulet; Senior Director of Customer Service & Stakeholder Engagement, Aisha Laporte; Business Service Coordinator, Monette Collymore; T&D Engineering Assistant, Caltricia Hamilton-Evans; Manager of Engineering & Substation Operations Maintenance, Hortnel Johnson; Director of Legal Services, Alexandria Missick; Jr. Business Analyst, TeAnn Thomas and Manager of Line Design, James Julien.*

**FORTISTCI** received the Caribbean Renewable Energy Forum's (CREF) 2018 Best Distributed Generation Program for the company's Customer Owned Renewable Energy (CORE), and Utility Owned Renewable Energy (UORE) solar options.

The award was presented to FortisTCl CEO Eddinton Powell Vice President of Innovation, Technology and Strategic Planning Rachell Roulet, Vice President of Grand Turk and Sister Islands Operations Allan Robinson, and Senior Director of Corporate Communications & Public Affairs Talisha Simons on Thursday, November 8, 2018, at the 10th Anniversary of the CREF conference held in Miami, Florida.

Mr. Powell said, "Renewable energy is a part of our current energy mix in the TCl, and we can expect the integration of solar to grow each year. The collaborative work that the Turks and Caicos Islands Government, the Energy and Utilities Commissioners Office, FortisTCl and the Rocky Mountain Institute are doing on the Resilient National Energy Transition Strategy is critical to our success in creating the right energy future for the Turks and Caicos Islands."

The CREF Awards "recognize the best in Caribbean clean energy," and "leaders in the Caribbean energy sector who are making a lasting impact on resilient and renewable energy." FortisTCl was one of nine recipients in different categories accepting a CREF Industry Award.



*Approximately 0.5 MW of solar PV systems are currently installed on the FortisTCl grid, representing a range of commercial customers.*



# FORTISTCI PEOPLE

## Sharing the Vision at Caribbean Renewable Energy Forum

**OUR** day after receiving the Caribbean Renewable Energy Forum's (CREF) 2018 Best Distributed Generation Program for the company's Customer Owned Renewable Energy (CORE), and Utility Owned Renewable Energy (UORE) solar options, Vice President of Innovation, Technology and Strategic Planning Rachell Roulet represented FortisTCl at the forum as a panel guest speaker. Rachell was the only female to present on this particular panel, and she spoke alongside four industry experts based in the USA, Canada, and the Caribbean.

Inter-American Development Bank Senior Regional Energy Specialist Dr. Malaika Masson chaired the panel as guest speakers discussed the topic, "Optimizing Energy Usage on Island Grids: Reducing the Footprint, Increasing Resiliency." Some of the discussion highlighted new technologies and strategies used by utilities and customers to be more efficient and help increase the penetration of intermittent renewable energies onto electricity grids. Of particular interest was energy storage and how policy makers can support the optimization of energy usage on island grids.

Other guest panelists included: Efficiencyone Services General Manager Charles Faulkner, GE Power Head of Energy Storage and Sales Troy Miller, and NorthStar Energy President and CEO Bert Valdman.



Four FortisTCl executives (L-r) at the Caribbean Renewable Energy Forum's (CREF) conference, held in Miami, Florida, where they accepted the award for 'Best Distributed Generation Program' on November 8, 2018.



FortisTCl's Vice President of Innovation, Technology, and Strategic Planning Rachell Roulet was a panelist at the CREF conference.

## A Seat at the Table: Resilient Infrastructure Forum

**SENIOR** Director of Electrical Planning, Engineering and Energy Delivery Don Forsyth represented FortisTCl at The Resilient Infrastructure Forum (RIF) for Latin America, Caribbean and Gulf of Mexico, which was held in Punta Cana, Dominican Republic, June 26-28, 2018. Don was a guest presenter on a panel discussion, which explored the topic, "Utilities: Water, Power & Infrastructure Interdependencies."

The panel was chaired by Dr. Cletus Bertin, Executive Director of CARILEC, and included Jervan Swanston, General Manager of Nevis Electricity Company Limited; Clement Williams, Transmission & Distribution Manager of St. Kitts Electricity Company; Luis F. Herrera, Director E&C of AES MCAC and Vielka Guzman, Corporate Communications & Shared Value Director of CEPM (Punta Cana - Macao Energy Consortium).



Senior Director of Electrical Planning, Engineering and Energy Delivery Don Forsyth (second left) with other utility executives at the Resilient Infrastructure Forum, held June 26-28 in the Dominican Republic.

## FortisTCl at CARILEC Renewable Energy and Smart Grid Conference

**FORTISTCI** was well represented at the 2018 CARILEC Renewable Energy and Smart Grid Conference held in Miami from September 23-27, 2018. The theme of the conference was "Energy Resilience and Independence". The event brought together researchers, thought leaders, utility and energy professionals and vendors, and provided the participants with a unique platform to delve deeply into renewable energy and resilience from both a global and a regional perspective.

As CARILEC Vice Chairman of the Board of Directors, FortisTCl President and CEO Eddinton Powell participated in several utility leaders meetings, including the Regulatory Roundtable Meeting hosted by the Organisation of Caribbean Utility Regulators (OOCUR), CARICOM and CARILEC. A workshop was also held for Smart Grid Solutions for utility leaders.

FortisTCl delegates – VP Rachell Roulet, Senior Directors Aisha Laporte and Archie Gaviola and Junior Business Analyst TeAnn Thomas – participated in the interactive HOMER software course that was offered on the last day of the conference. HOMER software will be used in the ongoing Integrated Resource Planning process, particularly in generation expansion modeling. They also learned how to use the tools in evaluating the impacts of renewable energy and storage technologies on island utility grids.



(L-r): Senior Director of Business Development and Analytics Archie Gaviola, Junior Business Analyst TeAnn Thomas, Vice President of Innovation, Technology, and Strategic Planning Rachell Roulet and Senior Director of Customer Service and Stakeholder Engagement Aisha Laporte represented FortisTCl at CARILEC's Renewable Energy and Smart Grid Conference.

# FUTURE

## How Innovations in People Management in Renewable Energy Are Creating

**A**MONG several significant events at FortisTCl in 2018, four areas of achievement stand out as watershed moments – recognition for hurricane recovery at the start of 2018 following the devastation of hurricanes Irma and Maria in 2017, being certified for meeting global standards in business continuity management systems, achieving Investors in People Silver Certification and being awarded for renewable energy programs.

Behind each of these achievements lies a sustained process in which visions were articulated, goals set and plans implemented to get to the end goal. Over many years, FortisTCl has been reinventing and improving itself all across its business operations. We take a look at how these improvements in human resource management, customer service, innovation, strategic planning and a focus on renewable energy have contributed to an award-winning year for the company.

### Claudia Munnings

Director of Human Resources



knew this was an ambitious project, having achieved our initial (Standard) certification in 2016 and with our next assessment not due until 2019. But with an enthusiastic IIP Advocate Team and with the goal duly communicated and accepted throughout the organization, this was going to be a case of us challenging ourselves to higher levels and laying the groundwork for future improvement in our human resource management.

From inception, FortisTCl's pursuit of IIP certification was based on a belief that the company exemplifies the IIP standards, a framework which reflects the latest workplace trends, best practices and optimal employee conditions required to create teams performing well above expectation. This is not to say that we saw ourselves as the perfect company; but we saw the benefit of having our people processes benchmarked against international standards and industry norms.

**WE** began 2018 with a goal to achieve Investors in People (IIP) Silver accreditation. We



*Rewarding performance through promotion: This group of employees representing directors, managers and technical roles, was among several who have been promoted throughout the company in recent times.*

# READY

## Management, Customer Service and Meaningful Change at FortisTCl



IIP consultant and leadership development expert Eric Jenkinson conducts a refresher course with directors and managers at FortisTCl, in keeping with the company's investment in ongoing training.

We are therefore extremely proud of our accomplishment in receiving the IIP Silver certification in 2018. We realize this took deliberate effort by our employees to understand, embrace and reflect a culture that did not permeate through the company six years ago. It took the unwavering commitment of the IIP Advocate Team, which served as the catalyst of "all messages IIP". Through their ongoing efforts, employees were kept abreast of the company's investment in their development, and the management team was continually updated on developments and concerns when we were not hitting the mark.

The Human Resources department continues its focus on employee engagement by building intellectual and emotional connections with our team members. At the forefront of our strategy is creating an engaging workplace through professional growth, communication, teamwork, leadership, organizational vision and other

drivers which promote the attitudes we want to awaken in our team. We continue to cultivate and promote attitudes and behaviors of pride, resilience, commitment, persistence, initiative and helpfulness in our team members.

This, of course, is driven by the belief that our employees are the core of the organization and without them we would not achieve our strategic goals. Looking ahead, we consider that our future is extremely bright with a talented group of professionals across all the sections of the company. We have shown that our employees can repeatedly meet key strategic initiatives. We have shown that our team is actively engaged in our business continuity strategies, exemplified in our restoration work following the 2017 hurricanes. We have shown our fortitude, cohesiveness, and an ability to agree to disagree while accomplishing our tasks and maintaining a reliable utility service that other companies can only dream about.

We are in constant pursuit of excellence, and act as our own competition. We will continue to obtain and apply knowledge as we improve performance and achieve our goals through the effective management and development of our people.

### Aisha Laporte

Senior Director, Customer Service and Stakeholder Engagement



**OVER** the past decade we have seen customer service at FortisTCl evolve. Just 10 years ago when I joined the company, our customer interactions were more transactional, as opposed to engaging. We generated electricity centrally at the plant and sold it to our customers.

Back then, we drove by our customers'





Senior Director of Customer Service and Stakeholder Engagement captured the enthusiastic attention of staff as she presented the company's Customer Service Charter, on June 14, 2018.

homes and places of businesses for eight to 10 hours a day to collect meter readings for billing. We produced a bill, and most customers came into the office to collect it, pay, or query the bill. We connected new services and disconnected terminated or delinquent services.

Today, the picture is vastly different. While some of the old ways still exist to some extent, our customer engagements have evolved, and continue to do so at a rapid pace. Today, with solar systems installed on our customers' rooftops in Providenciales and soon to be commissioned in Grand Turk, we are moving towards decentralized generation and are providing our customers with opportunities to participate in the renewable energy space.

Today, we no longer have to drive for hours to collect meter reads. With a fixed network system, we are able to retrieve meter readings in a matter of minutes. Our customers do not have to come into the office and wait in line to pay. They receive their invoices via email or through the web portal and now have access to a variety of convenient payment channels that they can utilize at their own convenience.

No longer are our meter technicians limited to "before the meter" services. They are now involved in "behind the meter services", whereby our customers can request

us to conduct energy audits of their homes. Our customers rely on us to advise them on how to conserve energy and ultimately maximize their spending power.

Today, we have established customer standards that govern our interactions with our customers and establish services timelines.

These are all great improvements, which accomplish the company's goals of being a 'Partner in All Things Energy'. We do this through innovative approaches at all levels of the customer service continuum, and by continuously enriching the relationships with both customers and employees.

However, we do recognize that there are still challenges to overcome and gaps to be bridged. These challenges and gaps come in the form of aged regulations, advancing technologies, customer education, changing and sometimes non-changing customer expectations.

In the 2018 customer satisfaction survey, it was overwhelmingly clear that our customers value the reliable service that FortisTCl offers and were appreciative of the recovery efforts after Hurricanes Irma and Maria. However, they are concerned about the volatility of the fuel costs. Aside from the lower costs, our customers want more green energy, a resilient electricity grid, personalized communication, more

education on matters concerning them, and timely updates and feedback.

The company has, and will continue to direct efforts in these areas. We will continue to provide information to educate and empower customers about their consumption patterns and enable them to predict and manage energy before consuming it. We will explore, and where feasible, invest in technologies that allow customers more flexibility and ease of interacting with the company. We will develop new and innovative ways to partner with customers in incorporating more renewable energy resources.

Finally, we will maintain a keen focus on service culture and people development - seeking to improve on processes, technology and skills for the overall benefit of the customer experience.

Whilst our environment is constantly changing in regards to technology and our customers, one thing will always remain the same - that at FortisTCl, we believe in serving with excellence, respect and integrity. This is what defines us and will always form the foundation on which our service is delivered.





# Rachell Roulet

Vice President of Technology,  
Innovation and Strategic Planning



Ever since FortisTCl President & CEO Eddinton Powell switched on the first solar PV system to the company's grid in July 2017, these installations have seen significant growth and FortisTCl's renewable energy programs have gained recognition for their innovative solution to customers' needs.

**ON** November 7, 2018, FortisTCl's renewable energy programs were recognized as the Best Distributed Renewable Energy Project at the Caribbean Renewable Energy Forum held in Miami.

This distinction, earned by the Customer-owned Renewable Energy (CORE) and the Utility-owned Renewable Energy (UORE) programs, reflects the extent to which these programs have been tailored to provide customers with affordable options to participate in the renewable energy (RE) space.

FortisTCl's renewable energy program has already installed a total solar capacity of 0.5 MW in Providenciales and in Grand Turk. It is anticipated that by Q1 2019, the total installed capacity will increase to 1 MW.

The program has been running since late 2015. It was developed to fulfill the renewable energy target that was set by the company, based on the outcome of the initial Integrated Resource Plan study. In designing the program four principles were observed: (1) safety first, (2) reliability of service, (3) No cross subsidization, and (4) No rate increase due to RE.

Behind the initial RE program development

was the RE Working Team, which diligently researched industry trends and conscientiously designed a program that would fit to the company's regulatory environment, respond to customer demands, respect technical capacity and limitations, and ensure financial viability. Moreover, the team aimed to launch an initiative that addressed climate-change adaptation as a program that could spur economic growth, and not just environmental protection activities.

Like any new product in the market, the RE program did not gain easy adaptation. It took more than a year after its launching and after customer incentives revision for the first UORE customer to sign on the program. The 170 kW grid-tied PV system installed on an industrial property owned by a customer in South Dock is the first FortisTCl UORE system and the first ever decentralized RE generation in the Turks and Caicos Islands. This system was installed in July 2017, less than two months before the wrath of Hurricane Irma was felt on the island. The newly installed system was tested under extreme weather conditions – and it passed the test! The design and installation sustained a Category 5 hurricane.

The launch and implementation of FortisTCl

RE program has become the foundation of the renewable energy (solar) market in the TCl, and comes with continuous learning. The program has created value chains in the form of capital formation, capability build-up, and job creation. The values have been manifested through government agencies (customs, immigration, and planning department), local engineering firms, shipping companies, solar installation companies, and customers (incentives). Lessons from the program thus far also assist in shaping discussions around regulatory framework development. Installed solar panels enables the avoidance of CO<sub>2</sub>, which provides a positive environmental impact.

For the future, FortisTCl will continue to build on a renewable program that is already innovative in many ways. The program creates joint partnership between the utility and the customers). Each project has to complete a strict pre-qualification process that ensures robustness and resiliency of each installed system. The program uses the idle roof top of the customer and does not need extra land. In addition, the customer incentive model is unique and attractive and the program provides a win-win-win solution to all relevant stakeholders including customers, government, and the utility.

As the renewable energy market grows and as new technologies emerge, FortisTCl's people, customer service processes and focus on innovation will all ensure that the company is well placed to deliver in future, the same reliable service that today's customers have come to expect.

One of several grid-tied solar PV systems that FortisTCl has installed on commercial premises in Providenciales.



# HEALTH AND WELLNESS

## Check-up: FortisTCl Celebrates Health Week

**THE** Wellness Committee hosted its annual Women's Health Week in October, once again inviting back engaging speakers to provide counseling on a range of important topics, from nutrition and fitness to mental and spiritual well-being.

The week began with local nurses working along with our partners at Colonial Insurance to provide free and comprehensive health screenings for all staff, not just the women. These screenings provided participants with information on their blood sugar and blood pressure levels, as well as a detailed analysis of their bodies, thanks to the body composition machine provided by Colonial Insurance.

Machine readouts indicated weight, skeletal muscle mass, body fat percentage and more. A representative from Colonial Insurance was on hand to break down the readout and help staff interpret the results, so that they could make the necessary adjustments to their diet and exercise routines.

On the second day of the event, Pastor Barbara Ambrister returned to our office for a presentation entitled, "The way I think affects my performance". Pastor Ambrister gave yet another captivating presentation that the women in attendance found both engaging and insightful. She explored topics such as balancing work life with home life and also reminded the women of the importance of setting goals in their careers and their personal lives, to ensure they are always moving toward fulfillment.

The final day saw the return of Lakiesha Wilson and Adina Cuirar, who spoke about nutrition and fitness respectively. Mrs. Wilson spoke specifically about how diet can impact not only weight gain and cardiovascular disorders, but also other diseases like cancer and diabetes. Ms. Cuirar spoke to the benefits of even the most miniscule of regular exercise to overall health. She noted that even for those who can't get to a gym, basic changes in daily routines, like taking the stairs or parking further from



*The annual Women's Health Week at FortisTCl included several presentations and lectures on a wide range of topical healthcare issues.*



*Customer Information Clerk Louismene Handfield has her blood pressure checked, as part of the health screenings.*

the door can help to improve fitness to some degree.

Men's Health Week is next on the schedule, and it's shaping up to be just as big of an event as Women's Health Week was!



## Paying Homage: TCI Museum History and Cultural Heritage Quiz

**I**N honoring Heritage Month 2018, FortisTCI again partnered with the Turks and Caicos National Museum and the Department of Education by serving as a lead sponsor of the third annual History and Cultural Heritage Quiz for high school students.

Eight schools participated in the 2018 quiz games held on October 4 at Brayton Hall. Participants represented the HJ Robinson High School, Marjorie Basden High School, Raymond Gardiner High School, Long Bay High School, TCI Middle School, British West Indies Collegiate, Maranatha Academy, and Holy Family Academy. In the end, it was the HJ Robinson High School team who took home the winning trophy, ousting the defending champions Raymond Gardiner High School who landed in second place in a tense and fierce competition.

Hon. Premier Sharlene Cartwright Robinson and Minister of Education, Culture, Library Services, and Youth Hon. Karen

Malcolm, both attended in support of the event and provided brief remarks on behalf of the government. Representing FortisTCI, Senior Vice President of Corporate Services and CFO Ruth Forbes also offered remarks and assisted with the trophy and awards giving ceremony on occasion.

As a major supporter of education, youth, and cultural activities, FortisTCI facilitated the local travel and accommodation of students from all islands to ensure full representation from across the TCI. The company will also serve as a sponsor of the first prize trip for the winning contestants from the H.J. Robinson High school who will be afforded an engaging learning experience in 2019 with a three-day visit to Jamaica's UNESCO world heritage sites, including Blue and John Crow Mountain, museums, great houses and other historical and cultural heritage sites.



FortisTCI's Senior Vice President of Corporate Services and CFO Ruth Forbes, with students of Clement Howell High School (left) and HJ Robinson High School (right) at the 2018 History and Cultural Heritage Quiz.



Representatives of the TCI National Museum and the TCI Education Department, FortisTCI, and some of the participating schools share a memorable moment at the 2018 History and Cultural Heritage Quiz.



# COMMUNITY BUZZ

## Memorable Summer: Interns at Work

**THIS** past summer FortisTCl hosted 16 fourth and fifth form high school students and two college students for work experience, under the company's Student Internship Program (SIP) and Summer Student Employment (SSEP) Program. It was the fourth year of the company's summer internship and employment program.

The SIP engages high school students in a highly developed professional environment, and exposes them to the different types of careers within the electric utility sector. Students typically work for two weeks, in two groups under SIP.

The SSEP caters to college students and affords them an

opportunity to work for two months alongside industry professionals.

FortisTCl's Senior Vice President of Corporate Services and CFO Ruth Forbes, said: "At FortisTCl, investment in people, particularly the youth, is a constant conversation and a focus to which the company remains committed. Work experience at FortisTCl is not just about having a summer job, but also about the discovery of self and uncovering talents and passions as a way of guiding our youth on their destined paths. We congratulate all students for their hard work and determination to be leading professionals."



*Two groups of interns participate in orientation sessions and meet FortisTCl managers and executives before beginning work at FortisTCl in the summer of 2018. The FortisTCl SIP and SSEP programs host high school and college students annually.*

# COMMUNITY BUZZ

## A 10-year Partnership: FortisTCI Sponsors TCSPCA Dog Show

**FOR** the 10th year in a row, FortisTCI was proud to be the primary sponsor of the annual Dog Show, hosted by the Turks and Caicos Society for the Prevention of Cruelty to Animals (TCSPCA). Held on November 3, at Turtle Cove Marina, the event attracted hundreds of supporters and dozens of dogs, most of which were vying for top honors at the event.

The show featured numerous categories such as most original potcake, most handsome male, prettiest female, happiest dog and more. There was even an obstacle course to showcase the dogs' athletic skills as well as their owners' training skill. With so many incredible entrants, judging was no easy task.

Fortunately our own Kebba Thomas was on hand as a judge for the event. She and Senior Vice President of Corporate Services

and CFO Ruth Forbes, who served as a guest of honor, helped with selecting the top dogs and awarding them their prizes.

As is the case with any dog show, the most coveted prize was Best in Show and that award went to 'Brutus' and his owner Ramez Hakoura. Brutus also placed as one of the most handsome males.

The event, which is a fundraiser for the TCSPCA, netted over \$30,000 from sponsorship and individual donations, entry fees, food and ticket sales, and even a few auctions. With that incredible haul, the TCSPCA will be able to continue its good work of offering year-round spay and neuter services and wellness clinics for dogs, cats and other animals throughout the Turks and Caicos Islands.



FortisTCI's Information Technologist Kebba Morgan served as a judge at the TCSPA Dog Show.



Senior Vice President of Corporate Services and CFO Ruth Forbes was a special guest at the Dog Show.



Follow my lead: This contestant seems to enjoy the spotlight with his young owner.



Certified a winner: Dog and owner enjoy a proud moment at the 2018 TCSPA Dog Show.

# COMMUNITY BUZZ

## Grand Finale on Provo: FortisTCI Youth Football League

**THE** season finale of the FortisTCI Youth Football league on Providenciales took place on Saturday, November 3 with wrap up league games and the cup competition, followed by trophy presentations.

Rain showers could not dampen the enthusiastic support of both parents and players, who turned out in strong numbers for the end-of-season rally. FortisTCI's Senior Vice President of Corporate Services and CFO Ruth Forbes officiated at the event and presented trophies to the winning teams.



Scenes from the final day of a successful second season of the FortisTCI Youth Football League on Providenciales, on November 3, 2018. The league attracts over 200 boys and girls aged nine to 13 years.



## Let the Games Begin: Youth Football League Launches on Sister Islands

**TWO** successful seasons of the FortisTCI Youth Football League on Providenciales was the impetus for the launch of similar leagues on Grand Turk, North Caicos and South Caicos during October 2018. They represent the first ever competitive leagues for boys and girls aged nine to 13 on these islands.

The Grand Turk league launch took place on Monday, October 15, with over 60 young footballers. Declaring the league officially open, Senior Vice President of Corporate Services and CFO Ruth Forbes noted, "FortisTCI is very proud to serve as the 2018 TCIFA Youth League sponsor in Grand Turk, and to work with the TCIFA to develop young football players right in the nation's capital."

North Caicos had its turn on Wednesday, October 17. District Commissioner Angela Musgrove was a special guest at the event, and she encouraged the boys and girls to play with passion and pride. FortisTCI's Superintendent of North and Middle Caicos Operations Durell Landy delivered remarks on

behalf of the company. "All of us at FortisTCI are proud to bring this competitive football league to the boys and girls of North Caicos, and I wish you much success for the season," he stated.

The South Caicos launch took place on Friday, October 19, with FortisTCI's Vice President of Grand Turk and Sister Island Operations Allan Robinson declaring the league open. "I'm thrilled to see so many boys and girls who are ready to compete in the league. We are looking forward to much growth and development of youth football in South Caicos, and who knows, maybe one of these days we will see some of you on the TCI national team," he told the eager youngsters.

At each event, players paraded in their new, FortisTCI-branded uniforms and spent a few minutes enjoying scrimmage games. The North Caicos league wrapped up for the season on November 21 and the Grand Turk and South Caicos on November 24. The leagues return in January 2019.



Following the success of the FortisTCI Youth Football League on Providenciales, the company launched similar youth leagues on Grand Turk on October 15 (top photo), North Caicos on October 17 (bottom left photo) and South Caicos on October 19 (bottom right photo). These represent the only competitive youth football leagues for youngsters in the Sister Islands.



# COMMUNITY BUZZ

## Junior Achievement Says Thanks

**JUNIOR** Achievement Turks and Caicos Islands (JATCI) held its first Volunteer Appreciation and Awards ceremony at FortisTCI on Friday, November 16, 2018. His Excellency the Governor Dr. John Freeman was in attendance, along with members of JATCI's board of directors and a strong turnout of sponsors and volunteers who support the organization's programs.

FortisTCI was among the sponsors honored for their contribution to JATCI's success, and Senior Director Aisha Laporte was on hand to receive a plaque on the company's behalf. Our colleagues Robyn Hinds and Dwyane Krzanowski, who are JATCI volunteers, were also honored at the event.

"Fortis has played an integral role in JATCI's success this year and we hope this partnership will continue to grow as we proceed with future projects," noted JATCI Coordinator Rayshell Campbell.

In addition to this recent awards ceremony, FortisTCI also hosted JATCI's Economics 4 Success event on Saturday, April 14, 2018, a forum which provides students with information and support for work readiness, entrepreneurship, and financial literacy.



FortisTCI's Senior Director of Customer Service and Stakeholder Engagement Aisha Laporte (right), receives a token of appreciation from Roxann Wake-Forbes of Junior Achievement TCI, for the company's support of the organization's programs in 2018.



Junior Achievement TCI honored its corporate sponsors and volunteers at an appreciation and awards ceremony, held at FortisTCI on November 16, 2018.

## FortisTCI Staff Join Coastal Clean-up Project

**TURKS** and Caicos Islands marked International Coastal Clean-up Day on Saturday, September 22, 2018 and FortisTCI joined the national effort for 'trash-free seas.'

The event was organized by the Department of Environment & Coastal Resources (DECR), along with the Turks and Caicos

Tourist Board, TCHTA and the Turks and Caicos National Trust.

For the past 30 years, International Coastal Clean-up Day has brought communities together, to document and collect trash that litters the world's coastlines. Over 100 countries participate in this activity annually.



FortisTCI employees Gerson Castro (left) and TeAnn Thomas (right) do their part for International Coastal Clean-up Day.



FortisTCI employees Gerson Castro (second left) and Mrs. Castro (left), Marvette Darien, Monette Collymore and Chantel Nesbitt at work on the beach in Blue Hills, Providenciales.



After the morning's work, the FortisTCI team pause for a photo, which includes (at right) Avi Adams and his family.



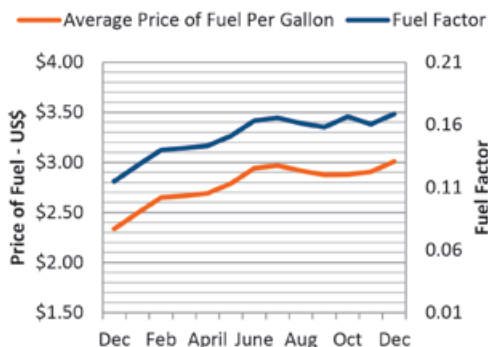
# FUEL FACTOR UPDATE



**FORTIS TCI**  
ENERGY FOR GOOD™

## YOUR FUEL FACTOR UPDATE

Fuel Factor Dec. 2017 - Dec. 2018



Energy For Good.™

**\*November 2018 Fuel Factor (FF) = \$0.1687**

- Previous month FF = \$0.1604
- The FF is based on the price of fuel at the time it is purchased from Sun Oil Ltd. and is subject to fluctuating world market prices.
- Low sulfur No. 2 Diesel Fuel is used to generate electricity in the Turks and Caicos Islands, currently the most reliable, least-cost source, however, FortisTCI is diversifying its energy mix and now offers options for customers to connect solar PV systems to the grid.
- FortisTCI is focused on providing safe, reliable, least-cost, clean energy, and innovative energy solutions to customers.

### ■ PRACTICE ENERGY CONSERVATION

Be sure to use energy-efficient LED holiday lights when decorating your home this Christmas. Wait until dark to turn on your Christmas lights and then, turn them off before you go to bed. Six hours or less of daily use is a good goal to aim for. If you easily forget to turn them on or off, use a timer to do it for you.

Visit [www.fortistci.com](http://www.fortistci.com) or our Facebook page for more ways to save!

## Energy-saving Tips for the Home

There are several ways that customers can take control of their energy usage at home and in so doing, save money.

Here are a few tips to get you started.



**Air-conditioning (A/C)** - If you are using A/C, be sure that your building is properly insulated. You should also set your thermostat to 78 degrees, or as high as comfort permits. Turn off the A/C and open the windows or use a ceiling fan to increase comfort on mild days. A programmable thermostat helps by automatically adjusting. And consider use of an energy-efficient split A/C unit to cool specific areas, rather than the entire house.



**Washer/Dryer** - Wash only full loads of laundry in cold water. Front-loading machines use 30 percent less water and 50 percent less energy than regular machines. Only dry full loads of clothes, or use a clothes line outside to dry in the sunlight.



**Refrigerator** – Replace older model refrigerators with Energy Star models. Keep your refrigerator at 37- 40 degrees and your freezer at 5 degrees. Check the condition of door gaskets for tight sealing. If you can slide a single dollar bill through the door without opening it, you are wasting energy.



**Electronics** - Turn off all devices that are not in use. Plug devices into a power strip with an on/off button and remember to switch off when not in use. Larger electronics like televisions consume a lot of energy, so turn them off when they are not in use and look for Energy Star models when replacing a unit.

Interested in a Home Energy Audit? Give us a call at 649-946-4313.

Visit [www.fortistci.com](http://www.fortistci.com) for more savings tips.

# PICTORIAL ROUND-UP



*In keeping with its ongoing support for education and other social and community outreach programs, FortisTCL assisted the Education Department in staging its GSAT preparation workshop for teachers. The forum was held at FortisTCL's Providenciales headquarters.*

*Manager of Plant Operations and Electrical Maintenance Alvejes Desir gives members of the Turks and Caicos Hotel and Tourism Association (TCHTA) an overview of the Operators Room at FortisTCL's Providenciales headquarters, following a tour of the Provo plant. FortisTCL also hosted the TCHTA for its Annual General Meeting at the company's Provo headquarters on October 2, 2018.*



*Kids at the Provo library had a chance to learn about electricity and how to conserve energy at home, from FortisTCL's Manager of Engineering and Substation Operations Maintenance Hortnel Johnson, on a visit to the library on July 23, 2018.*

# PICTORIAL ROUND-UP



The Canadian High Commission (Jamaica) hosted a Climate Infrastructure Roundtable at FortisTCI's headquarters on Providenciales on Thursday, October 18, 2018, which brought together representatives from TCI Government, the private sector and FortisTCI executives to examine climate challenges and solutions for the Caribbean.



FortisTCI President and CEO addresses the Annual General Meeting of the Turks and Caicos Hotel and Tourism Association, which was held at the company's headquarters on October 2, 2018.

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Senior Vice President of Corporate Services and CFO Ruth Forbes presents a new laptop to Maranatha High School's Valedictorian Zaria Ingham. Every year, FortisTCI supports prize-giving and graduation ceremonies for several high schools and the community college in the TCI.



Ahmarian Rigby (center), a student of Maranatha Academy, gained valuable work experience with FortisTCI's Environment, Health and Safety (EHS) team from July 30-August 3, 2018, as part of the TCI's Clinic Exploration Program which places high school students with employers throughout the TCI. The EHS team (L-r): Environmental and Safety Specialist Eustace Musgrove, Work Methods Specialist Walter Wilson, EHS Officer Ariele Claire and Manager Marcus Francis.



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