



# FORTIS TCI >

ISSUE #2 - JULY - DECEMBER 2017

# 411

NEWSLETTER

## Rebuilding. Restoring. Re-Energizing Turks & Caicos Islands



**SPECIAL REPORT**  
HURRICANES IRMA & MARIA RECOVERY

## OUR MISSION

FORTISTCI 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 FortisTCI employees when making decisions that impact the utility.

## OUR OPERATING PRINCIPLES

OUR operating principles are accountability, competence, efficiency, effectiveness, service, and teamwork. An organisation's culture is defined by the values and principles it embraces and the behaviours it manifests. By defining and sharing these core values and operating principles, FortisTCI 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, FortisTCI.

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

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**Cover photo:** FortisTCI linemen Kavin Ewing and Atley Gray; Providenciales at night.



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- Cameron Aplin, *Vice President of Operations – FortisAlberta*
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Thank You



# MESSAGE FROM OUR PRESIDENT & CEO



*Eddinton Powell*  
President & CEO

**T**HE second half of 2017 was rather dramatic for us at FortisTCl, a time of challenge and moments of triumph. Coming out of one of the most active and destructive Atlantic hurricane seasons in which the Turks and Caicos Islands (TCl) was hit with two major hurricanes in two weeks this past September, we have much to reflect on and much more to be thankful for.

At a time when many Caribbean countries and utility companies are still grappling with the realities of widespread infrastructural damage and lack of electricity following Hurricanes Irma and Maria, the TCl has made remarkable progress in its restoration efforts, fueled by the return of electricity to all of customers in less than 60 days after the hurricanes.

We have dedicated this issue of our FortisTCl 411 newsletter to highlighting the hurricane recovery effort, not just on our own account, but because the TCl has a remarkable story to tell of overcoming what for many other countries is a lingering disaster.

Immediately after Hurricane Irma on September 7, we at FortisTCl, in conjunction with our parent company, Fortis Inc., determined that our response would be to mount a rapid, full scale restoration program to help get the country back to normal in the quickest time possible. The level of damage to our transmission and distribution infrastructure called for nothing less, and with relatively minor damage to our generation facilities, we were able to get underway very quickly.

The quick response and the massive backing of our parent company, Fortis Inc., was key to our restoration efforts. The initial wave of Fortis Inc. emergency response team, a group of 58 utility workers, drawn from several subsidiaries in Canada plus the Cayman Islands, was the first on the ground in the TCl, just two days after Irma. And they hit the ground running, along with our own FortisTCl crews. Notwithstanding Hurricane Maria, our progress in the first month after the storm was tremendous – “Shock and Awe” – with service restored to over 50% of our customer base. Over the course of the restoration, the Fortis Inc. support allowed us to deploy over 200 utility workers and other contractors across our service territories, along with the machinery, tools and other support required.

It was more than a recovery effort. While every hurricane is different, with its own unique set of dynamics, FortisTCl took the opportunity, in all service territories, to rebuild a transmission and distribution network that is stronger and more capable of weathering hurricanes of the kind we experienced in September. Grid resiliency underpins the strategic investments we have been making in our company’s infrastructure for more than a decade and will continue to be an important goal.

One of the most salient lessons from Hurricanes Irma and Maria is, for us, the importance of having a well-run utility company whose business model, mission and values align well with the country's development needs. This does not happen by accident. A well-run utility invests consistently in people, as much as it invests in infrastructure, equipment and technology. It recruits, trains and keeps top talented employees who, in times of crisis, can rise to the occasion.

The country is fortunate to have Fortis as a Strategic Partner. A well-run utility has investors who are committed to the jurisdiction in which it operates, and demonstrates that commitment by continuing to invest in infrastructure and emerging technologies that enable the business to adapt quickly and responsibly to natural disaster situations. A Category 5 hurricane is just that kind of natural disaster situation. Let me say a BIG thank you to our parent company and to all of our sister subs who responded to our "call."

Our post-hurricane restoration achievements would not have been possible without the close working relationship we had with the TCI government and other key stakeholders in our community. In particular, His Excellency the Governor, Dr. John Freeman, the Honorable Premier, Sharlene Cartwright-Robinson, the Honorable Deputy Premier, Sean Astwood, and the Minister for Utilities, Honorable Goldray Ewing. They have been great partners throughout this process. On Grand Turk, the nation's capital, we also enjoyed a great working relationship with Deputy Governor Honorable Anya Williams and Attorney General, Honorable Rhondalee Braithwaite Knowles OBE, who coordinated the government's restoration efforts there. I must also mention the support from The Energy and Utilities Commissioner Mr. Malike Cummings and the Ministry of Housing, Infrastructure and Planning team. FortisTCI certainly values the partnership with the government and the many opportunities we had to provide regular updates on what we were doing.

One of the challenges we faced was having access to suitable accommodations for our own FortisTCI crew and the scores of visiting utility workers and contractors.

Without the availability and indeed, the professionalism and generosity of The Shore Club and its team, we simply could not have achieved what we did on Providenciales. Nor indeed on Grand Turk, where the Osprey Hotel and its management and staff consistently went above and beyond to accommodate us.

East Bay Resort on South Caicos and KJ's on North Caicos also provided much-needed support. We will remain forever grateful for their contribution. Others joined the rebuilding team and enabled us to feed the hundreds of workers we had deployed across the islands. The preparation and distribution of delicious Turks and Caicos Islands food were indispensable to the restoration.

Finally, we owe a great deal of gratitude to every single one of our employees who put hands and heart into the restoration, despite whatever personal losses they may have suffered. It was a remarkable exercise in teamwork and I will remain forever proud of everyone for their selfless contributions. Thank you.

Where devastation once stood, we now see renewal. We stand proud of our motto: "Energy for Good".

# Devastation and Restoration

# A Tale of Two Hurricanes



>> FortisTCI President & CEO Eddinton Powell addresses visiting utility crews and local staff at an orientation session.

**N**OT since Hurricane Ike in 2008 had the Turks and Caicos Islands (TCI) experienced another devastating tropical weather system as the double blow the islands received this past summer from Hurricane Irma (September 7) and Hurricane Maria (September 22).

Not since nearly a decade ago has a rebuilding of the islands' economy, infrastructure and personal lives been required on the scale dictated by the unprecedented occurrence of two category 5 hurricanes in the short space of two weeks.

"The scale of Hurricane Irma was nothing like I had seen before," stated FortisTCI President and CEO Eddinton Powell, who had been through Category 5 Hurricane Ivan in the Cayman Islands in 2004. "The intensity of the storm, I had never seen anything like it."

When Hurricane Irma blew over the TCI, it left damage to the

country's electricity transmission and distribution (T&D) network – power lines, poles and transformers – of over 90% on the island of Grand Turk, the nation's capital; 65% on Providenciales, the country's economic hub and main tourism center; 35% in North and Middle Caicos; 80% in South Caicos and 65% in Salt Cay. This translated to over 1,200 poles damaged or destroyed across all islands served by FortisTCI, the sole electricity provider. Hurricane Maria added another 50 destroyed poles to the tally, but thankfully there was no additional major damage to the electricity infrastructure across the TCI.

Hurricane Irma also inflicted damages to 79.6% of the housing stock and critical buildings in the TCI (6,382 total) according to information published on September 29<sup>th</sup> by the Premier Hon. Sharlene Cartwright-Robinson. The hardest hit islands were Salt Cay, where 100% of buildings received some level of damage and South Caicos at 99.1% and where only two out of a total of 234 homes did not receive any damage. Providenciales



>> Visiting utility workers from Fortis Inc. subsidiaries at an orientation session a few days after Hurricane Irma.

sustained a higher level of damage than Grand Turk, 79.6% and 79.1% respectively, and North Caicos and Middle Caicos at 70.99% and 62.79% respectively,” the Premier noted then.

The Turks and Caicos Islands was not alone. All across the Caribbean and into the state of Florida, USA, the twin-terror hurricanes had left a trail of death and destruction. Hurricane Irma, in particular, rolled with deadly force across Antigua and Barbuda, St. Martin, Sint Maarten, Anguilla, the US and British Virgin Islands, Puerto Rico, northern Haiti and the Dominican Republic, with varying degrees of impact also felt in Cuba and the Bahamas. Hurricane Maria administered a double dose of despair to Puerto Rico, leaving widespread flooding, mudslides and washed out homes and businesses.

Severe damage to the electricity infrastructure was a shared experience wherever Irma and Maria went. Approximately 90% of the network was down in the British Virgin Islands. In Puerto Rico, the entire electricity grid was impacted by Irma and later Maria’s relentless pounding.

A month after Puerto Rico’ was hammered by Hurricane Maria, over 80% of the country remained without electricity. One month after the US Virgin Islands received a battering from both Irma and Maria, the island of St. John remained completely with power.



>> Senior Vice President of Operations Devon Cox briefs work crews on the FortisTCl network and restoration requirements after Hurricane Irma.



>> A determined effort by FortisTCL linemen and visiting utility workers was key to restoration of electricity in record time across TCI.

## RESTORATION ACCELERATED

A different story emerged in the TCI – a tale of rapid response, rebuilding and restoration. In less than a month after Irma, over half of the electricity company's customer base had their electricity restored. In fact, by October 4, the island of Providenciales was 54% restored, North and Middle Caicos were 85% restored and nearly 28% was restored on South Caicos. Within another two weeks – by October 20, 2017 – an even more impressive story emerged.

There was service restoration to 100% of customers who could receive electricity on the islands of North and Middle Caicos. The underwater cable between Providenciales and North Caicos was successfully re-energized. This transmission cable from Heaving Down Rock on Providenciales delivers electricity to the inlets and cays between Providenciales and North Caicos, and onward through to Lorimers, Middle Caicos.

The story was also one of accelerated progress on South Caicos, where service became available to 100% of customers who could receive electricity. At the same time, on Providenciales, over 80% of customers had electricity available to them, with 100% restoration by October 27.

In fact, in less than 60 days, electricity was restored to 100% of TCI customers. On Grand Turk, where both hurricanes had caused damage to over 90% of the T&D network, necessitating the rebuilding of over 60 kilometers of transmission, distribution, and service lines, over 40 utility workers were assigned to the island in a concerted effort to accomplish full restoration. This was accomplished by November 7, over two weeks ahead of projection. Over the two months, and across its entire service territory, FortisTCL expended approximately \$30-35 million to restore electricity services to the Turks and Caicos Islands.

Restoration numbers alone do not tell the story. Along the way, FortisTCL had marked other milestones, such as the full return to work of all its employees by September 25, or just over two weeks after Hurricane Irma. Two days later on September 27, the company's customer service centers on Providenciales and North Caicos were open to the public. On Grand Turk and South Caicos, these centers were opened on October 2.

Just how did FortisTCL accomplish this much where larger and perhaps better resourced islands continued to struggle to get going weeks and months after the storms?

FortisTCL President & CEO Eddinton Powell said, "With the support of our parent company, Fortis Inc., we concentrated resources on all islands. Our plan was to rebuild fast and build smart. The Company's investments in infrastructure over the past 10 years enabled us to restore electricity to approximately 50% of our total customer-base in less than a month. That is an extraordinary achievement, given the scale of the devastation. The support of the government and statutory agencies was invaluable. Everyone was working together."



>> Visiting Fortis workers and local and international contractors were part of a massive restoration response team.





>> *Early arrivals: Fifty-eight Fortis utility workers from Canada and Grand Cayman joined the FortisTCI restoration efforts two days after Hurricane Irma.*

## FORTIS INC.: POWER BEHIND THE RESTORATION

The Fortis Inc. response was immediate and comprehensive. Two days after Hurricane Irma, a chartered aircraft with 58 utility workers drawn from seven Fortis Inc. subsidiaries in Canada and the Cayman Islands landed in the TCI. It was the first flight into Providenciales after the storm. The group included power line technicians, design technologists, mechanics and engineers and they came bearing essential materials and tools to begin working right away.

It was just the beginning. A day after Irma, Fortis Inc. President and CEO Barry Perry had declared that the corporation would “work diligently to help restore power throughout the region safely and as quickly as possible once the all-clear is given by government.”

Later, another team of 60 utility workers from the US-based

subsidiaries of Fortis Inc. were brought in to join the restoration efforts across the TCI.

Having responded to nine hurricanes and emergency weather situations in the Caribbean (including Hurricane Ike in the TCI in 2008) and Canada, Fortis Inc. weighed in with a massive mobilization of men, materials and machinery. Within the first six weeks of restoration, FortisTCI had imported over 60 utility trucks to supplement its fleet and brought in over 600 utility poles, in addition to hundreds of rolls of wires and transformers, dozens of shipments of tools, and pallets upon pallets of food supplies to feed the growing army of utility workers, that over time, increased to over 200 on the ground, on all islands.

“What we saw was the strength of the Fortis on display,” Mr. Powell said. “The resources, the personnel, the wherewithal to respond quickly...we were the first emergency response team on the ground in TCI after the hurricane. That is the strength of Fortis,” he emphasized.

>> *In addition to utility workers and contractors, Fortis subsidiaries also supported the restoration with trucks and other equipment.*





>> The dedicated FortisTCI line crew who work around the clock to keep the lights on. (L-r): Atley Gray, Kavin Ewing, Myron Rigby, Gregory Thomas, Marcus Gray, Daylon Joseph, Chrisene Jennings, Jessly Robinson and Jeffrey Desir.

## A FOUNDATION ON WHICH TO BUILD

Yet, even before the first emergency response team arrived from Fortis Inc., significant progress had been made on the ground in the TCI. By September 10, the FortisTCI crew had re-energized the power plant at its Providenciales headquarters and returned its substation to service. The underground transmission line and substation serving the Grace Bay area on Providenciales was also energized, returning service to over 35% of the island's electricity peak load, including a significant number of tourism properties.

Senior Vice President of Operations Devon Cox noted that early assessments after Irma provided much hope and a good place to start. "We were excited that many of our main trunk lines were intact, across large areas of Providenciales. In addition, we had recently done comprehensive line work in very large areas including Leeward Highway, South Dock and Chalk Sound, which all stood up well during the hurricanes. It made the restoration process much quicker in these areas," he stated.

He also noted that a similar situation obtained in South Caicos, where much of the infrastructure had been rebuilt after Hurricane Ike in 2008. In addition, all of the company's circuits that had been energized after Irma, passed the test posed by Maria, and there was little additional infrastructural damage, he stated.

### It Takes a Village...

From FortisTCI support staff working around the clock, to linemen making connections day and night, to 24/7 planning and logistics, the first six weeks of recovery were remarkable for the "all-hands on-deck approach" that underlined the

rapid pace with which electricity was safely restored to most of the TCI.

Close consultation and ongoing conversations from the leadership of both FortisTCI and Fortis Inc. with the country's Governor, Premier, Deputy Governor, and Deputy Premier who led the national recovery effort, were also instrumental in ensuring the successful outcomes that FortisTCI had in restoring electricity.

"Hurricanes Irma and Maria left us with the challenge – and opportunity – to rebuild our lives and our economy, and the people of the Turks and Caicos Islands certainly rose to the occasion," Mr. Powell said. "At FortisTCI, we proudly recognize and thank all our dedicated employees, stakeholders, customers and the teams from the Fortis group who joined with us in getting this country up and running again. It has truly been a massive response to an unprecedented series of events."



>> An expert team of T&D planners has been essential to a resilient FortisTCI grid. L-r Hortnel Johnson, Don Forsyth, Robert Smith and Todiriko Saunders.

## Those Who Came — GROUP 1

### FORTISALBERTA

Calvin Abstreiter  
Chad Gish  
Daniel Clarke  
Derek Ruzicka  
Dwight Horvath  
Erik Bonsor  
Gregory Bennett  
Jamie Lee Pomoroff  
Logan Cheyne  
Malcolm Beckie  
Matthew De Laplante  
Philip Laing

Ronald Tomlinson  
Ryan Hauptman  
Ryan Becher  
Ryan Cooper  
Tyler Hutton  
Wade Abbot  
Cameron Aplin  
Tyler Pezderic  
Dave James  
Kep Holmes  
Jeffrey Grayson  
Dave Stratichuk

### CUC

Albert McLean  
Tyler Kysik  
Andrew Skowby  
Christopher Bodden  
Damian Barboram  
Shane Cato  
Vince Webb  
Aaron Perera  
Joshua Ebanks  
Robert Whorms

### FORTISBC

Kevin Hopper  
Travis Briard  
Samson Gould  
Conor McClarty  
Jesse Karn  
Michael Thomas  
Mabray Winsor  
Martin Leigh

### MARITIME ELECTRIC

Ashley Keenan  
Russell Turner  
Christopher Boswall  
Phillip Henderson  
Troy Worth  
Richard Hughes  
John Pineau

### FORTISONTARIO

Timothy Lapp  
Christopher Ramsey  
Mark Summers  
Matthew Francis  
Cory Warner  
Roderick McLeod  
Andrew Paul  
Ryan McCallum  
Scott Francis  
Shane Laframboise

### NEWFOUNDLAND POWER, INC.

Christopher Higdon  
Dean Efford  
Douglas Greenslade  
Franklin Kelland  
Garry Hillier  
Gary Curtis

Harold Howell  
Justin Cooper  
Lawrence Pelly  
Lewis Hancock  
Ryan Pippy  
Sean LaCour  
Trevor Neil

## Those Who Came — GROUP 2

### CENTRAL HUDSON

Lewis Beal III  
John Breen  
Christopher Clark  
Bruce Delamater  
Joseph M. Lazillotti  
Michael Fasolino  
Geoffrey Gendron  
Erwin Lampman  
James P. Seguine  
Wilfredo Troche III  
Christopher J. Calogero  
Michael Englishby  
Eric Scott Holsopple  
Charles Freni

### ITC (ULCS)

Adam Hughes  
Steven Schuberg  
Clayton Freiburger  
Joseph Beaver  
Eric Nott  
Jordan Berte  
John Jason Jennings Jr.

### FORTISALBERTA

Craig Sauter  
Colin Derksen  
Benjamin Herman  
Calvin Abstreiter  
Nicolas Van't Bosch  
Michael Montgomery  
David Dwyer

### MARITIME ELECTRIC

Jeffery Arsenault  
Gary Knox  
Sean McGuire  
Adam Enman  
Lawrence MacInnis  
Gerald Butler  
Cory Newman  
Bruce Turner  
Todd McInnis

### NEWFOUNDLAND POWER, INC

Anthony Anderson  
Steven Bond  
Parrk Chaffey  
Mark Guechy  
Paul Perham  
Robert Slade  
Rodney Slade

### UNS - TUCSON ELECTRIC POWER CO.

Joseph Goerke  
Shane Ward  
Jeremy Young  
Enrique Lopez  
Andrew Koch  
Leander Johnson  
Brandon Baltierrez Sr.  
Joshua Brown  
Enrique Gutierrez Rodriguez  
Rodolfo Alvarez  
Johnnie Summers Jr.  
Richard Merlino III

### FORTISBC

Thomas Harrison  
Derek Oleksyn  
David McBlain  
Cameron Brown  
Scott Minshull  
Steven Ukrainetz  
Eric Cotter

## Those Who Came — GROUP 3

### FORTISALBERTA

Kelly Zimmer  
Kevin James  
Troy Knapp  
Lee Morrow  
Riley Rodeback  
Mark Sauchenko  
Hunter Sorgard  
Michael Souther  
Mitchell Tinant  
Wilfrid Weatherill  
Brian Murray

### UNS - UNISOURCE ELECTRIC

Rodney Phelps  
Allan Bell  
Travis Morton  
Robert Kirby  
John Nicoletti  
Richard Robles  
Heriberto Lopez  
Alexandro Hidalgo

### UNS - TUCSON ELECTRIC POWER CO.

Peter Cox  
Jason Mazingo  
Martin Gilbert Costa-Robles  
Stephen Garcia

### FORTISONTARIO

Ryan McCallum  
Scott Francis  
Andrew Paul  
Shane Laframboise

### NEWFOUNDLAND POWER, INC.

Jonathan Leyte  
William Blake  
Chadwick Howell  
Mark Keough  
Blaine McGrath  
Eric Ryan  
Andrew Walsh

### UNS - SOUTHWEST ENERGY SOLUTIONS

Jose Borboa

### CENTRAL HUDSON

Michael Denter  
John Koenig  
Brian Kohler  
Thomas Sommer Jr.  
John Gallery Jr.  
David Warren  
Jeremy Horton  
Steven Borsch III  
Steven Carroll Jr.

# A Grand Opening

**O** PENED on August 30, the FortisTCI Operations and Engineering Center housed dozens of employees and their families during Hurricanes Irma and Maria and served as command center for the restoration teams.



>> *FortisTCI President and CEO Eddinton Powell and Fortis Inc. President and CEO Barry Perry (center) officially open the new FortisTCI Operations and Engineering Center on Wednesday, August 30.*

Under cloudless skies and warm sunshine on Wednesday, August 30, FortisTCI officially opened its new Operations and Engineering Center, a three-storey 20,220-sq.ft., state-of-the-art structure to house its Engineering, Environmental Health and Safety and Facilities Management departments.

Built over 20 months at a cost of \$10.795 million, the new building is also the home for the Transmission and Distribution and Energy Production administration offices and a new Systems Control Room.

There was pomp and ceremony befitting the grand occasion, which was witnessed by a broad cross-section of representatives from the local business community and media. Representatives of FortisTCI's parent company, Fortis Inc., were on hand for the occasion, with President and CEO Barry Perry bringing greetings on behalf of the company. Also attending from Fortis Inc. were Gary Smith, Executive Vice President of Eastern Canadian and Caribbean Operations; David Bennett, Executive Vice President, Chief Legal Officer and Corporate Secretary and Karen McCarthy, Director of Communications and Corporate Affairs.

Mr. Perry also joined members of the business community at a 'Stakeholders' Luncheon' on the same day, had breakfast with approximately 60 FortisTCI staff members and met with members of the Executive and Senior management teams of the Company.

A tour of the building, which followed the opening ceremony, gave visitors an intimate look at the new Systems Control Room, which features the latest supervisory control and data acquisition (SCADA) platform, and state-of-the-art consoles, displays and equipment all designed to improve efficiencies in the transmission and distribution systems and meet future growth for FortisTCI over the medium to long term.

"Available, reliable and affordable energy is fundamental to the continued growth and development of the Turks and Caicos Islands' economy. Over the next five years, the local economy is projected to grow annually at about 3%. This facility integrates new innovative technologies and infrastructure to ensure that the Company can meet the growing energy needs of the country," FortisTCI President and CEO Eddinton Powell noted.

# Just in Time



>> FortisTCI and Fortis Inc. executives celebrate the official opening of the FortisTCI Operations and Engineering Center.



>> FortisTCI Manager of Plant Control Alvejes Desir discusses technical features of the state-of-the-art operator's room at the opening of the FortisTCI Operations and Engineering Center.



>> Representatives of the TCI business community join FortisTCI President & CEO Eddinton Powell at the official opening.

Just one week after its opening, the new building would face a stern test of its strength and resiliency. Built to withstand Category 4 hurricanes, the new operations center outlasted Hurricane Irma's furious Category 5 winds and rain, sustaining only minor water seepage and wind damage to some doors.

The building served as a welcome shelter for some 100 employees and their families who were able to ride out both storms in it, making use of facilities such as a laundry room, fully equipped kitchens and dining rooms on all three floors, showers and spacious meeting and conference rooms.

Immediately after Hurricane Irma, the operations building became command center for the FortisTCI operations team and 58 utility workers from across the Fortis group, who

joined them to begin early hurricane damage assessment and recovery efforts.

"We opened the building just in time," Mr. Powell reflected. "This is yet another example of our strategic investment in infrastructure and technology, which enabled us to respond decisively to a catastrophic event such as this summer's hurricanes. Our recovery efforts were all the more effective by virtue of having this building from which to direct efforts on the ground in Providenciales and across the other islands in our service territory."

The FortisTCI Operations and Engineering Center was designed by architect John Redmond of John Redmond Associates Ltd. and built by Projectech Construction Management & Services Ltd.

# Fortis Inc.: A Quick Visit and

ON a second visit in just over a month, Fortis Inc. President & CEO Barry Perry, joined by Garry Smith and Nora Duke, were in TCI on Wednesday, and Thursday, October 5-6 for a firsthand view of the progress of restoration and to say thanks to all the crews that have been working around the clock to restore electricity.

On Wednesday evening, October 5, the Fortis Inc. executives were special guests at a reception that brought together a large group of FortisTCl crews, visiting utility workers from Fortis Inc. subsidiaries, and local and overseas contractors. Mr. Perry took the opportunity to meet the crews and to thank them for the super efforts they were making to repair

and rebuild the electricity grid across all islands.

FortisTCl President and CEO Eddinton Powell, who officially introduced Barry to the gathering, also thanked the crews for their work.

On Thursday, October 6, Fortis Inc. and FortisTCl executives met with Premier Sharlene Cartwright-Robinson and HE the Governor Dr. John Freeman to provide latest recovery updates. Following the official meetings, the Fortis Inc. executives also toured various work sites on Providenciales, then jetted off to Grand Turk for another tour and a chance to meet the workers on the ground there, before ending the whirlwind trip. SVP Devon Cox led both tours.



*>> l-r: FortisTCl President & CEO Eddinton Powell, Fortis Inc. Executive Vice President of Eastern Canadian and Caribbean Operations Gary Smith, President & CEO Barry Perry and Senior VP Ruth Forbes meet with Governor Dr. John Freeman (fourth right).*



*>> FortisTCl and Fortis Inc. executives update Premier Hon. Sharlene Cartwright-Robinson (center) and Deputy Premier Hon. Sean Astwood (second left) on restoration progress.*

# Thanks to the Crews



>> Fortis Inc. and FortisTCl executives show appreciation to restoration crews at a special event held in their honor at The Shore Club, Providenciales.



>> On work sites around TCl, Fortis Inc. and FortisTCl executives track the progress of restoration and offer a word of support to work crews.

# The Boy Who Would be a Lineman



>> Seven-year-old Ludwick Fulford Jr. says he wants to be a lineman, and is dressed for the part!



>> FortisTCl Supervisor of Technical Services James Julien has a present for the aspiring lineman.



>> Ludwick enjoys a moment with the FortisTCl line crew on Grand Turk.



>> Driving ambition: Ludwick takes a ride in a FortisTCl truck.

**S**EVEN-YEAR-OLD Ludwick Fulford Jr. was wandering around his neighborhood on the island of Grand Turk on September 30, watching the line crews working to repair the electricity transmission and distribution system.

FortisTCl Supervisor of Technical Services James Julien was driving along, on his way to check on the crews repairing power lines in various locations, when the image of the little boy caught his eye.

"I saw this kid on the side of the road, dressed like a flagman, complete with his hardhat, vest and sunglasses," James recalled.

James drove on, but only for a short distance. Curiosity got the better of him and he turned the truck around. I introduced myself and he told me his name.

"Why are you standing on the side of the road dressed like that?" James asked.

Ludwick's response was that he saw the guys working on the lines, and he wanted to go and help restore power so he could go back to school.

Fascinated by his answer, James told him that he

*Cont'd on P. 37*



# They Came. They Saw. They Connected.



>> *With men, materials, trucks and other equipment, Fortis Inc. supported a massive two-month grid rebuilding to restore electricity to TCI.*

**C**REWS of utility workers from all over the Fortis group were instrumental in helping the Turks and Caicos Islands restore power to customers.

It was Sunday, September 10, just three days after Hurricane Irma blew out of the Turks and Caicos Islands. At the Provo Air Center, there was palpable excitement as a team of FortisTCI executives waited to welcome visiting crews from the Fortis group.

Fortis Inc. had promised a “comprehensive” response effort to help the Turks and Caicos Islands rebuild and they delivered. Fifty-eight utility workers arrived on the first chartered aircraft that landed in the TCI, following the passage of the hurricane.

Employees from FortisBC, FortisAlberta, FortisOntario, Maritime Electric and Newfoundland Power and Caribbean Utilities Company (Cayman) landed as soon as the airport reopened. Making up the team were power line technicians, design technologists, mechanics and engineers, who signed on for a three-week period.

At the time, Gary Smith, Executive Vice President, Eastern Canadian and Caribbean Operations, Fortis Inc. described the goal for the first team of workers: “Our first priority will be restoring power to critical infrastructure such as water supply systems, as well as to emergency response organizations like fire, police, hospitals and shelters. All other efforts will be organized and prioritized once on the ground,” he said.



>> *Teamwork: Crews from across the Fortis group in Canada, USA and Grand Cayman were deployed across TCI to support local teams to restore electricity after Hurricanes Irma and Maria.*



Bringing with them loads of tools and materials, they came fully prepared to get to work immediately. After unloading and a brief meet-and-greet with FortisTCI President and CEO Eddinton Powell, they were off to The Shore Club, which would be their home away from home for the restoration period.

The following day, after a comprehensive orientation session, crews were deployed to immediately begin work throughout the FortisTCI service territories.

On September 21, Hurricane Maria caused an interruption to restoration efforts, but on September 23, the team returned to Providenciales and resumed work with the local crews across the islands on Sunday, September 24.

A second crew, which included employees from the United States-based utilities of Fortis Inc. arrived in TCI in the first week of October to continue the restoration efforts. Other groups of contracted workers also joined the crews throughout the month of October, and at the height of the restoration process, FortisTCI had over 200 utility workers and contractors deployed across the islands.





>> *United on a mission: They came in three waves, linemen, engineers, mechanics, T&D planners, and other utility experts to help FortisTCI restore power to customers. Over 200 utility workers were dedicated to the hurricane recovery effort.*



# WHAT THEY SAID



*Ruth Forbes*

Senior Vice President of  
Corporate Service & CFO

## ON HURRICANE RESPONSE AND RESTORATION

The response and restoration efforts of the company were absolutely incredible. Essentially, our business operations were brought to a standstill as 100% of our customers were without power. So, we had to respond in a big way. The company, with strong support from Fortis Inc., responded quickly and decisively. Our first order of business was to account for all of our employees and provide support where necessary. Then resources, both locally and from the Fortis Group, were immediately mobilized as our main focus was restoring power to our customers in the quickest and safest manner possible. We recognized just how important a role FortisTCI plays in the country's recovery and our teams worked day in and day out to get electricity reconnected.

## OVERCOMING RESTORATION CHALLENGES

The restoration did not come without its share of challenges. One of the major hurdles was the timely delivery of materials and supplies, because there was a higher demand for shipping to the Caribbean, given the destructive paths of Hurricanes Irma and Maria. So we found ourselves competing for shipping space with countries like Puerto Rico, British Virgin Islands and Dominica, which were also severely impacted by the storms. With the help of the Fortis Operations Group (FOG) tapping into their pool of resources and incredible support from various business partners, including Tropical Shipping, IBG, Cairsea, and Lew 1 Shipping, we were able to find solutions. Thankfully, the restoration work was never halted due to shortage of materials.

Finding accommodations for restoration crews, particularly on Grand Turk, was also challenging due to extensive property damages on the island. But the Osprey Hotel and other landlords from the Grand Turk community worked with us and did everything possible to make the crews comfortable.

We also had a great working partnership with TCI Government at every level, which was instrumental in ensuring a successful restoration. We remain forever grateful for their support.

## SUPPORT FROM FORTIS INC.

Fortis Inc. was heavily involved from the very beginning. A clear testament of their commitment and support was the mobilization of restoration crews to the Turks and Caicos within two days of the all-clear being given. In fact, they were the first relief flight to land in TCI following the storm. Fortis Inc. was also very instrumental in sourcing materials, supplies and trucks for the restoration.

Where resources were not available within the group, Fortis Inc. was able to draw on its network throughout the United States and Canada to assist FortisTCI.

On the humanitarian side, we also had full support and encouragement of Fortis Inc. for the various initiatives we introduced after the hurricane (which included financial, material and moral support) to assist our employees in recovering.

## ON BEING PREPARED TO RESPOND

No doubt, the company's investment in its physical assets, human resources and its focus on business continuity management enabled us to respond in the way that we did. As part of our Business Continuity Management (BCM) program, we continuously assess how prepared we are to respond to natural disasters such as hurricanes. This year was no different. Our rapid and comprehensive response had a lot to do with our preparations before the storm. All the reviews of BCM plans, drills and other BCM exercises paid off. Each department at FortisTCI knew their roles and sprang into action as soon as the all-clear was given.

## LAST WORDS

What I saw during the restoration was team work at its best....at FortisTCI and within the Fortis group. All of us really came together and did what was necessary to get the lights back on in TCI. A big thank you to our employees here at FortisTCI who worked tirelessly before and after the storms! We are also forever grateful to colleagues from our sister companies who left their families and made other sacrifices to come to TCI to help us and to Fortis Inc. who was there for us all the way. Lastly, to our customers, we say thanks for your patience, understanding and support showed during this time.

# WHAT THEY SAID



*Devon Cox*  
Senior Vice President  
of Operations

## ON HURRICANE RESPONSE AND RESTORATION

The way our teams responded initially was phenomenal.

One of the things we had to deal with immediately after the storms was loss of communication...so for a few days, we couldn't reach out to North Caicos, Grand Turk or even South Caicos. When I got on the ground, our local crews had already started clearing the lines, installing poles and getting ready to make connections. In North and Middle Caicos, which had the least damage, the team already had a large percentage

of the islands reconnected, and I was pleased to see them doing all the things that we had talked about even before the storm.

Grand Turk was a little bit later, but the same thing happened. They had already started getting the prison and water plant connected. On Providenciales, even before the Fortis group came, our crews had the underground lines up. We had power to most of the hotels, and we had a good chunk of our load back.

## OVERCOMING RESTORATION CHALLENGES

Logistics was one of the greatest challenges. Because we're an archipelago of islands and so many other islands were hit by these hurricanes, we were competing for material. We had to source special boats, and when you look at the limitations of the barges coming in...you can only bring in a certain number of poles and trucks, so there were delays in receiving material.

## SUPPORT FROM FORTIS INC.

It was just wonderful to see that even though FortisTCI has a smaller customer base compared to other Fortis companies, the president of Fortis Inc. came here, and spent time with us just to show that he cares and that he's committed and he's invested. I think that speaks volumes about the backing we have from the Fortis family.

## ON BEING PREPARED TO RESPOND

One of the takeaways is that the new investments that FortisTCI made to the T&D network all weathered the storms. There were no damages to the parts of our T&D network that were recently built, which shows that our planners and engineers have been doing a great job over the past eight to 10 years that Fortis has owned this company.

We talk about all the prep work that goes into these types of events. We have a business interruption plan. We have gone through many hurricane drills...but on a personal level, nothing could have prepared me for this. For me, it's been growth throughout the restoration process and I have learnt a lot from working with the different groups and managing the different cultures.

## LAST WORDS

Just a big 'thank you for your contribution, Fortis'. Thank you for sending the resources to assist us, and helping to restore power to our customers. And to our local crews who have been exceptional, I am so very proud of all of you for the work you have done.





# WHAT THEY SAID



*Don Forsyth*  
Senior Director of Engineering,  
Planning and Energy Delivery

## ON HURRICANE RESPONSE AND RESTORATION

The response of the majority of people, the business community and customers has been exemplary. People were generally patient and the businesses were very cooperative. We engaged a lot of local contractors to help us get some of the work done. And I have to say that my colleagues, the FortisTCl staff, their response was nothing short of phenomenal.

People were ready to work from the moment the 'all-clear' was given and we pressed on, and on, and on. It was a long process, but people kept their energy levels up and we worked at this consistently and hope that the public appreciated the effort.

## OVERCOMING RESTORATION CHALLENGES

Our linemen had to work very long hours in blistering heat and these same workers also have families to take care of. So it was a matter of striking the balance between giving their all on the job and still giving their all at home for their families. I think it makes a difference when you're embedded in the community.

They were giving their neighbors power, giving their families power, and giving their friends and the businesses that support them power, so it was personal for our linemen, and it showed in their outstanding work ethic, productivity and effort.

Of course, another big challenge for us was that so many Caribbean islands were affected by the hurricanes, so there was huge competition for materials. We had success, but it wasn't easy.

## SUPPORT FROM FORTIS INC.

The impact has been huge. The Fortis team was actually on the ground within a matter of two days and ready to work. They were charged with addressing a lot of the big areas where we had extensive damage requiring major rebuilds of lines, such as Millennium Highway, South Dock Road and Long Bay Hills on Providenciales.

Being part of the Fortis universe has been helpful because all the Fortis entities share the same values. Even though we come from different countries and have slightly different methods

of doing things, generally the process worked well in terms of addressing all the cultural differences and the different methods and practices across the utilities.

## ON BEING PREPARED TO RESPOND

First of all, before the crisis hits, the emphasis is on preparation and FortisTCl has done well to ensure that we have an annual hurricane preparation plan. The next step is execution of the plan. And that execution has to be well led and you have to have a financially viable company in order to access the funds for restoration, because it's an expensive effort. Having the support of the wider Fortis universe has been pretty helpful.

## LAST WORDS

In one short word, thanks! To the visiting crews who left their families and friends behind and came here... They all worked hard. I think they also enjoyed the experience, because it was rewarding for them to see the happiness of the customers as the lights came on. To our local crews... I want to express my appreciation for the hard work they put in. It's been nothing short of mind-blowing the amount of effort and the way they responded to the call to restore electricity to the TCl. I feel extremely proud of them and I want to make sure they get that message.

# WHAT THEY SAID



*Cameron Aplin*  
Vice President of Operations  
– FortisAlberta

## ON BEING PART OF THE RESTORATION TEAM

I was asked to join the team. I have experience dealing with storms, recovery and restorations, but I've never been through a hurricane restoration before and the logistics of the islands made it even more challenging.

## FIRST IMPRESSIONS

What we were preparing for was the worst case that there would be no power across the islands, as there were a lot of unknowns coming in. When we got on island, I was happy to see that there were good accommodations and that there was power. The FortisTCl folks did a good job getting some of the island up before we got in.

## ROLE IN THE RESTORATION PROCESS

My role in the restoration process was to oversee the Fortis Operations Group. The first task was to assess what damage there was, start the planning process and document what needed to be rebuilt, what materials and resources were required, not just looking at the next day, but beyond. It meant working together to get the information back to the TCl group to make sure they were connected and that FortisTCl could get the information out and keep the information flowing back and forth.

## WHAT IT TOOK TO BRING THE DIFFERENT CREWS TOGETHER

Every one said they learnt something and that they formed friendships and partnerships out of this. That's important. The key was to identify who

brought what skill set and to leverage those skills in the most efficient way. It took a few days and then we started mixing crews together and embedding the FortisTCl crews. There are lots of good things that have come out of this that will serve the employees and the companies that they come from for a long time down the road.

## LASTING IMPRESSIONS

The things that stuck out the most, is the different make-up of each island – different hazards, different demands from customers. Each island presented unique challenges. There were cultural differences between not only the Fortis Operations Group (FOG) and FortisTCl. The different companies within the FOG team have their different ways of doing things, but everybody's goal was the same – to get the power on. And the key thing was to really leverage those strengths from whoever was coming in to help.

The TCl culture is one of respect. It was neat to see how people connected multiple times a day. It helped me to understand that and respect the culture and leverage the strength of all the people that were involved.



# WHAT THEY SAID



*Sean LaCour*  
Director, Operations  
– Newfoundland Power

## ON BEING PART OF THE RESTORATION TEAM

In my role in operations, I'm part of a team in Fortis that monitors hurricanes. When I saw that Irma was forecasted as a direct hit on Turks and Caicos, I knew it was going to be devastating, so I just felt an obligation or a sense of duty to come down, based on my background. I've been through this a few times before and I said, I have the experience and perhaps something to offer. So I volunteered, to be part of the team.

## FIRST IMPRESSIONS

I was expecting a lot of damage to the utility infrastructure. I was expecting a lot of flooding, so I was prepared mentally to face the worst. When we got on the ground, we looked around and didn't see as much flooding as we were expecting, so that was a good thing. But it was shocking to see the level of devastation in certain areas and your heart goes out to the people who had their homes destroyed like they were...

## ROLE IN THE RESTORATION PROCESS

I was part of the team that was assigned to Providenciales. We had teams from Fortis companies all over North America, Canada the US and the Caribbean. So my role was just to help plan and organize the restoration effort in Provo. In the early days it was just about doing the damage assessments. It was a daunting task upfront for sure, particularly as we were focused on the Blue Hills and Five Cays areas that were heavily damaged. We worked some areas of downtown and the Venetian Road area. Once we got organized and got our plan working, we were making progress each day.

## WHAT IT TOOK TO BRING THE DIFFERENT CREWS TOGETHER

Everyone came for the right reasons – to offer their expertise to help restore the electricity system and I think they had a genuine sense of really wanting to help the people and help the country get back on its feet. Nothing they saw deterred them. And the way they were welcomed and the way we all worked together as a team was second to none. It was a good effort.

## LASTING IMPRESSIONS

On a personal note, it was a very rewarding experience. You feel like you helped to make a contribution. I've learned a lot about the Turks and Caicos Islands and its people and its culture. The resilience of the people here... to come through a devastating and catastrophic storm and get their lives back in order... Every day on the site they would stop and say thank you for being here, we appreciate your efforts. That will stick in my mind for a long time.

This is a beautiful place. I'll remember turquoise waters and sandy beaches as well, but it's just a great feeling to be part of a dedicated and focused work group and it's amazing what we can get done when we all work together.



# WHAT THEY SAID



*Charles Freni*  
Senior Vice President,  
Customer Services,  
Transmission and Systems  
Operations – Central Hudson

## ON BEING PART OF THE RESTORATION TEAM

I had been part of a number of Fortis Operating Group (FOG) calls... and so we were monitoring the situation (with Hurricane Irma) and then after the storm hit, we decided to deploy a team. As time moved on, I began to realize that we were going to have a second team and a second set of leadership. So when Gary Smith called me and asked, would you be willing to go down, I felt it was an obligation as a part of Fortis to join in. I certainly wanted to help TCI. I've

been through many hurricanes, and each is different, but before you know it you find your footing, and you learn to use the available resources and deal with the challenges that come along.

## FIRST IMPRESSIONS

I was in the second group that came in, so I did not see a lot of the devastation like the first group. While there were a lot of wires down and broken poles, the island had done a pretty good job of cleaning up. I spent some time in the field and so I was able to formulate the approach to bringing customers back, focusing on particular areas where we wanted to devote the resources.

## ROLE IN THE RESTORATION PROCESS

I was responsible for leading the restoration effort, which involved not only leading the other FOG resources that were in TCI, but also Valard, the contractor that we had brought in. And then it involved getting materials in a timely fashion. Obviously, poles were critical and we needed those initially, and then it was trucks and equipment. So not only did we need people, we also needed equipment, and materials, and tools, especially the bucket trucks. There were a lot of challenges in this effort and it was a very large logistics effort.

## WHAT IT TOOK TO BRING THE DIFFERENT CREWS TOGETHER

When I arrived, I really wanted to take the restoration to the finish, so I tried to convince the group that we were the ones that could bring it to a conclusion, and get them charged up about that. And they really did a fantastic job.

One of the things I said in the very beginning, was that we had two objectives: the first that everybody goes home safely, and the second to help TCI restore power to all their customers. I think we fulfilled both those objectives.

The crews were really just incredible. They came, they left their families and devoted themselves to bringing back power to the customers. And every one of them said every single night that nothing made them happier than when a customer got power back, and they were happy. And that's what drove them forward.

## LASTING IMPRESSIONS

I really felt that it was a privilege to be given the opportunity to come and lead this effort. And I will be back to Turks and Caicos. I was here for a FOG meeting about three years ago, so I wasn't completely new to it, and now I know every inch of Provo, South Caicos, Grand Turk and Salt Cay. My wife and I will definitely be back and take advantage of Turks and Caicos as a vacation spot.



# TIMELINE: FROM DEVASTATION



- August 30:** Tropical Storm Irma forms in the eastern Atlantic with winds of 48 mph.
- August 31:** Irma intensifies into a hurricane, with winds up to 98 mph, about 1,845 miles east of the Leeward Islands.
- September 5:** Irma becomes an “extremely dangerous” Category 5 storm with maximum winds of 175 mph. The Bahamas issued a hurricane watch for the Turks and Caicos Islands (TCI).
- September 6:** Irma’s eye passes over Barbuda and Antigua, and later St. Martin, Anguilla, the northernmost Virgin Islands and just north of Puerto Rico as a Category 5 storm with 185 mph winds.
- September 7:** Irma passes north of the Dominican Republic, heading toward the Turks and Caicos Islands.
- September 7:** Irma hits TCI with sustained winds of 175 mph.
- September 8:** TCI Government issues the “all-clear” Early damage assessments show over 1,200 poles destroyed/downed; 90% of T&D network damaged on Grand Turk
- September 10:** Fortis group emergency response team on the ground in first flight to land in TCI post-hurricane  
Provo plant re-energized and substation returned to service Grace Bay underground transmission line and substation energized. Service restored to major tourism and residential areas on Providenciales
- September 11:** Fortis group & FortisTCI teams begin clean-up work on Providenciales.
- September 12** Teams deploy  
FortisTCI Call center customer queue  
Service restored
- September 17:** Blue Hills, Provo re-energized  
PLS airport re-energized  
hospital  
Service restored  
control tower
- September 20:** TCI under hurricane Maria  
FortisTCI suspended  
prepares for re-located.

# N TO RECOVERY



ed to Sister Islands  
Center opens to respond to  
ries  
red to Grand Turk water plant  
Providenciales substation  
-energized; service available to  
red to Grand Turk's airport,  
and FAA facility  
ricane warning for Hurricane  
pends restoration efforts and  
Hurricane Maria: Fortis group

- September 22:** Hurricane Maria hits TCI
- September 23:** TCI Government issues the "all-clear"  
Post Maria assessments show minimal additional damage on Providenciales; approx. 50 more poles damaged across Sister Islands service territories
- September 24:** Fortis group restoration team returns to TCI
- September 29:** Service restored to Grand Turk cruise port  
60 more utility workers from the Fortis group join restoration team during the first week of October
- October 4:** Underwater transmission cable to North Caicos energized
- October 7** Service restored to Grand Turk hospital

- October 17:** Service available to 100% of North & Middle Caicos customers  
Service available to 80% of Providenciales customer
- October 19:** Service available to 100% of South Caicos customers
- October 27:** Service available to 100% of Providenciales customers
- November 6:** Service available to 100% of Grand Turk customers
- November 7** FortisTCI announces full restoration across its service territories

## Corporate Communications

### Messages Delivered: Corporate Communications Rides Above the Storms

**D**ISASTERS are disruptive. Moreover, they can be chaotic and stressful, but finding a way to connect and share information in these situations helps to manage expectations and allows people to plan their lives.

Even before Hurricanes Irma and Maria left FortisTCl facing an unprecedented disaster, it was evident that communication would be a crucial part of the preparation, response and restoration effort.

Hurricanes are unlike other types of natural disasters since they give us some time to prepare, although briefly. And because FortisTCl operates in a region highly impacted by these storms, providing hurricane tips and reminders during the June to November season is a fixed component in the company's annual communication plan. In the days leading up to the arrival of Hurricanes Irma and Maria, FortisTCl took full advantage of the time by letting customers know as much as possible about what to expect from the company in the days ahead. Communication continued in some form up to the very day Hurricane Irma hit the Turks and Caicos Islands (TCl). Efforts to update the public resumed soon after the 'all-clear' was given.

After the storms, there was much to do. FortisTCl needed to get the message out that the company was committed to quickly restoring electricity and that crews from across the Fortis group of companies were already en route to help get the lights back for the people of TCl. We were greatly assisted in this early effort by the Fortis Inc. communications team, which stood ready to support our efforts. This close collaboration continued throughout the restoration process. In fact, communication messages from



>> L-r: Talisha Simons, Kayla Lightbourne, Dwyane Krzanowski and Marvette Darien.

the Fortis group proved instrumental in amplifying our voice and reach beyond TCl, especially via social media. With Fortis subsidiaries monitoring and posting messages about the work of their teams, the FortisTCl recovery story gained traction beyond anything we could have imagined.

As the restoration got underway, we also needed to provide status updates, but it was even more critical to issue safety notices warning of the inherent dangers of a compromised electricity system and encouraging people to stay away from downed poles and power lines, among other safety tips. Without electricity, with TV and radio stations off the air, with spotty telecommunications, and nearly all FortisTCl media partners themselves paralyzed by the storms, what were we to do?

Like restoring the electricity grid, communication in the aftermath of these hurricanes was a colossal task. There is no doubt, however, that the corporate communications team was committed to the mission and the team of Marvette, Dwyane, and Kayla excelled at every level.

The focus for the department was to get the necessary information to customers efficiently and effectively, and to remind

everyone that FortisTCl was working around the clock to get electricity restored quickly and safely. We wanted our customers and the world to know that FortisTCl was going to do its part to get life back to normal and to get the economy going full speed in time for the upcoming tourist season.

To get information to our various stakeholders, we employed as many communication platforms as we could, including WhatsApp, text messaging, email blasts, radio, posters, and newspaper ads. Not surprisingly, social media platforms, namely Facebook and Twitter (which are easily accessible via mobile devices), became the new 'hub' for updates from FortisTCl. As hotspots and charging stations began opening up around the islands, social media quickly became the medium of choice, disseminating news hot off the press. FortisTCl page "likes", "follows" and "retweets" more than doubled during the restoration period. Engagement levels also hit an all-time high. Some messages reached well over 100,000 news feeds. Just like that, FortisTCl was now being watched on the global stage, thanks to these instant communication tools, and a communication team that rallied together with the support of colleagues from near and far.

*Cont'd on P.34*

## Human Resources

### Taking Care of the Troops

**T**HE logistical coordination for FortisTCI's hurricane restoration has been a huge undertaking, made to look simple by a hardworking HR team, who before, during and after the hurricanes not only took care of a workforce that more than doubled from the usual FortisTCI complement of 165.

Once it was certain that the TCI would be impacted by a hurricane, the HR department sprang into action to help employees prepare for the storms, from arranging company loans and advances to securing accommodation and coordinating meal services.

It began with getting employees and their families housed and comfortably in the two office buildings at the FortisTCI headquarters during the hurricanes. Following both hurricanes, a first order of business for the team was to ascertain the safety of all employees by making contact with them.

Thereafter the team was busied itself with arranging suitable accommodation for employees with significant home damage and finding housing for line crews and contractors on all islands. Once the restoration got underway, the focus shifted to logistical support for the FortisTCI employees directly involved in restoration and for the visiting utility workers from the Fortis group of companies.

This included coordinating medical services for all workers, arranging employee visits to all service territories, providing logistical services for urgent request by employees in the Sister Islands and handling immigration requirements for visiting workers and contractors.

"It has been a total team effort from our small group, in much the same way that everyone throughout the company



>> *Standing, l-r: Roxanne Lewis, Claudia Munnings, Robyn Hinds, Joanna Fortunata and Cleola Ward. Seated: Avi Adams.*

has worked selflessly throughout the restoration process," noted HR Director Claudia Munnings. (EAP)

### Body, Mind, Spirit: A Game Plan for Employee Recovery

Prior to and in the aftermath of the hurricanes, FortisTCI extended various forms of support to all staff, which included accommodation, meals and transportation for those critically involved in the restoration effort. Going beyond material assistance, the company also introduced several initiatives for longer term support, as part of its Employee Assistance Program (EAP).

A small EAP Committee was established to implement the initiatives. Led by Executive Sponsor and Senior VP Ruth Forbes, the group was chaired by HR Director Claudia Munnings. Other members were Marvette Darien (Corporate Communications); Sherri DaSilva (Grand Turk); Pat Hamilton (North Caicos); Paulet Hall (South Caicos).

The initiatives included spiritual and mental health support, personal financial counselling, insurance guidance and home rebuilding advice from local experts. With the support of Fortis Inc., the committee also arranged access to confidential

telephone counselling support and online chat/mobile conversations with a counsellor for employees who needed it.

"All of our employees were impacted to one degree or another by the hurricanes and everyone returned to work, giving their all to the recovery efforts. These activities were designed to acknowledge their efforts and to support them by way of information, practical advice and inspiration to aid their long-term recovery from the disruption and trauma caused by the storms," stated Senior Vice President Ruth Forbes.

On Friday, October 6, the Committee launched its activities with a thanksgiving/spiritual session, led by EAP Consultant Ms. Judy Missick. The committee also hosted an insurance information session, which provided guidance on the claim process and options for property and vehicle insurance. The session featured presentations from Colonial Insurance Brokers executives Ednol Siffard and Clarita Gardiner-Smith.

A financial counselling workshop, offering helpful advice on topics such as coping with financial losses as a result of the hurricanes and returning to financial stability, was also part of the program. This was led by Drexwell Seymour, CPA, host of the radio talk show, 'Financially Speaking', and Managing Director of HLB Ltd.

## Customer Service

### Staying Connected: A Customer Service Response to Hurricane Recovery

**T**WO days after the ‘all-clear’ was issued for Hurricane Irma, the FortisTCI call center was in operation, manned by a team of volunteers who worked for extended hours, seven days a week to handle customer queries.

“Our most vital task was simply to be there for our customers – to answer their questions, provide them with updates, to explain the restoration process and to provide assurance that FortisTCI was doing all within its power to have electricity restored to the islands,” noted Aisha LaPorte, Senior Director of Customer Service and Stakeholder Engagement.

Once the ‘all-clear’ was given, the Customer Service Department also dispatched its Field Officers to inspect customers’ premises and advise them on what repairs were required in order to have their services restored as quickly as possible.

As the restoration process got underway, the Customer Service Department also responded by providing customers with a direct line, to facilitate the process of reporting service issues. Social media feeds were also monitored for customer queries, which were all logged and passed on to the relevant restoration teams.

“One of our main challenges was that for each area that we energized, there would be small sections that were not connected. These are isolated cases, which our line crews would have to investigate and restore. This frustrated



>> Standing: I-r: Louismene Handfield, Shanaz Gardiner, Deanza Wilson, Bethendy Henfield, Aisha LaPorte, Sydney Dean, LaShaina Gray, Stephanie Dean, Denaz Williams and Jabrinia Gardiner. Seated, I-r: Daphne Penn, Jalayah Francis, Crystal Caley and Leathe-Kay Phillips.

customers to see that others around them had power and they did not. It was our role to explain the restoration process to our customers and to explain to them the various reasons why this might occur.

“Our team has been very patient, understanding and empathetic. Many of them have pushed passed their own personal circumstances to come in everyday and serve our customers with pride. I believe that throughout this process, we were able to demonstrate the strong partnership we have with our customers. We utilized every resource available to ensure that electricity services were restored as quickly as possible.

Reopening of the customer service centers was also a top priority for FortisTCI. The Providenciales and North

Caicos offices opened to the public on Sept 27 and Grand Turk and South Caicos opened on October 2.

“It was important for us to get back to normal operations as soon as we were able to, in order to serve our customers,” Aisha stated. “First we had to ensure that our staff were in a position to return to work, and that the customer service areas were safe and comfortable for customers. I am proud to be part of a team that has exhibited such commitment and strength as we rebuild, restore, re-energize the TCI,” she added.

**“Our most vital task was simply to be there for our customers – to answer their questions, provide them with updates...”**

*Aisha LaPorte, Senior Director of Customer Service and Stakeholder Engagement.*

## Production Operations

### Manning the Engines: The Production Operations Team

**B**EHIND the scenes and without fanfare, the men and women of the Production Operations department have been at the heart of FortisTCl's electricity generation process, helping to keep the lights on day in, day out.

This team, comprised of control room operators, mechanical and electrical engineers and technicians, was responsible for ensuring that all the production plant/assets were properly secured in accordance with the company's hurricane preparedness plans.

While the production plants in the Sister Islands were shut down prior to the passing of both storms, in Provo, protocol for the Control Room Operators is to keep the system up and running as long as it is safe to do so during the passage of the storms.

"Our Control Room operators in Provo stayed on duty the entire time during the passage of both hurricanes," stated Nigel Hosein, Vice President of Energy Production.

Once the "all-clear" was given, the production team (technicians, operators, engineers and managers who stayed at FortisTCl during the storms) immediately began the full scale assessment of the plant/equipment to determine the extent of the damages and the repairs that would be required, so that the Providenciales plant could be restarted as soon as the relevant T&D field assessments were completed. The assessments revealed that relatively minor damages occurred to the generation plant and the generation buildings.

"This is mainly because, over the years, FortisTCl invested heavily in ensuring that most of the buildings were built or upgraded to withstand 150 mph wind. While there were minor damages to some electrical components caused by wind-borne moisture blowing through the generation buildings



>> *Standing, l-r: Newton Outten, Miguel Sierra Baez, Michael Polonio, TeAndra Thomas, Verdieu Nore, Tavardo Smith, Leonte Del Carmen Martinez, Floyd Williams, Maxo St. Vil, Demetrio Quant, Julian Samaroo, Cameron Coalbrooke, Sanderlye Methelus, Vincent Riviere, Ramon Suarez and Murice Francis. Seated, l-r: Denzel Penn, Glenroy Grant and Tarek Fulford. Inset: Nigel Hosein.*

and some roof damage to a few of the buildings, these did not deter our generation efforts. In fact, from the time the restoration process began, there was sufficient generation capacity to meet the load," Nigel noted.

"Fortunately for us, most of our production staff recognized that there was a high probability of Hurricane Irma severely impacting the TCl, and those in Provo decided to stay on compound during the storm. As a result, we were able to start restoring power to our Provo customers within 48 hours after the official "all clear" was given," he recalled.

After the hurricanes, various members of the production team (technicians and engineers) were sent to the Sister Islands to conduct assessments, and carry out repairs and testing of those production plants.

"As a result of the team's efforts, there was available generation capacity on the Sister Islands to meet load demand as the T&D restoration process progressed," Nigel stated.

Similar to Providenciales, the generation plants in the Sister Islands suffered relatively minor damages and there was sufficient generation capacity to meet the load demand as the T&D restoration process progressed. "The biggest challenge

for the production team in the Sister Islands was travel and accommodation, but we always found ways to move forward," Nigel noted.

In fact, finding solutions and making rapid progress in restoring electricity across the islands defined the production operations team throughout the restoration process.

Nigel noted the outstanding contribution made to the team by Sanderlye Methelus, who played a critical role in assisting with and coordinating the travel and accommodation for the Provo production staff, as well as local and visiting contractors and consultants who were vital to the restoration process.

"I really would like to express my sincere gratitude to all the technicians, operators, engineers, administrative support and management team for their tremendous efforts in the preparedness and recovery/restoration works to ensure that the company had sufficient generation capacity to meet our customers' load demand," Nigel stated. "Many of them did this work while they themselves suffered damage to their homes and personal belongings, but they managed the situation to ensure that the company could return to state of normalcy as quickly as possible," he added.

## Environment, Health & Safety (EHS)

### EHS: A Critical Role During Restoration

**T**HE health and safety of employees has always been a mission-critical part of operations at FortisTCL. In practical terms, this means that the Environment, Health & Safety (EHS) department is engaged in supporting the company and employees in recognizing hazards that may impact operations and developing strategies to mitigate them. The EHS team also provides training in safe work practice to ensure the effective management of all risks associated with post hurricane restoration.

As FortisTCL prepared for this summer's hurricanes, the EHS department had a crucial role to play in ensuring that all hazards identified on the company's properties were properly addressed before the storms; it was also their task to support other departments with storm preparation.

For EHS Manager Marcus Francis and his small team, this meant inspecting all FortisTCL properties at headquarters on Providenciales and in the other service territories to determine any potential environmental aspects and hazards that could impact property and people as a result of severe weather. This included identifying where there were materials, equipment or other items that could become flying objects.

The team reported their findings to the hurricane committee and in the days immediately before the storm, EHS worked alongside the Facilities Management team to eliminate or secure potential flying objects and to ensure the water management system was intact to receive the additional rainfall expected from the hurricane.

"Safety has remained priority number one for everyone, from the CEO to the



>> (L-r): Eustace Musgrove, Dave Laing and Marcus Francis.

worker out on the lines, and so we have kept the safety message alive every day and on every job site, both before and after the hurricanes," Marcus stated.

Stationed in the operations center during the passage of the hurricanes, the EHS manager was on duty as a warden. He also tracked storm data such as wind direction, all the while monitoring the building to identify any impact from the hurricane and take appropriate action.

In the aftermath of the hurricanes, the EHS team worked with the operations group in assessing damages to the company's transmission and distributions systems, to the plant, offices, workshops and storage buildings, in order to develop a plan to guide EHS activities during the restoration period. Where travel to the service territories was restricted in the early days after the hurricanes, the team received verbal reports from personnel in the sister islands, until they could make their own on-the-ground assessments.

During restoration, the EHS team was involved at various levels with the work crews – conducting team meetings, daily

safety briefings, observing worksites, providing safety guidance, developing remedial and corrective action, collecting data and reporting on any accidents, incidents or near misses.

The team's remit during restoration was a broad one, covering environmental health, including proper disposal of waste from hurricane clean-up, and management of oil in transformers where poles were downed. EHS also monitored personal health and safety matters including line safety, food and water safety for the line crews, sanitary conditions in the field, hydration, sunburn, fatigue and stress, vector control and medical and weather alerts. The team also focused on traffic control, enforcement of use of personal protective equipment, worksite evaluation and hazard control.

Marcus and his team also ensured that the awareness systems were established to manage the risks associated with a wide range of hazards, including contact from downed power lines, back-feed from generators, structural instability and handling of fallen material. Public safety issues were also a key concern. According to Marcus, there were varying degrees to which the hazards identified could impact each service territory – for example, given the scale of damage on Grand Turk and the proliferation of standby generators, the EHS team had to monitor closely for back-feed issues.

During the two months of restoration, there were only a few incidents and minor accidents, and no fatalities.

"The EHS team had excellent responses from all the crews, local and visiting. Everyone acted responsibly throughout this process and was fully onboard in observing workplace safety practices. No doubt this contributed to the speed and efficiency of the restoration efforts in all service territories," Marcus noted.



## Materials Management

### Supplies in Demand

**I**N the normal course of duty, the FortisTCI Materials Management department and the sprawling warehouse they manage are a beehive of activity. This is usually the scene for several hours every morning as they distribute material and tools to work crews heading out to job sites. It starts with the Transmission & Distribution (T&D) teams. Then the Generation guys pick up with their requisitions to be filled, and the buzz never lets up throughout the day.



>> L-r: Sheldon Williams, Warren Madden, Alvin Harvey and Bramalo Melhado. Insets: Ingrid Forbes (left) and George Glinton.

Factor in a hurricane – or two – and the place and pace becomes frenzied. This is what Warren Madden, Manager of Materials Management, and his seven-person team of Bramalo Melhado, Ingrid Forbes, Sheldon Williams, George Glinton, Alvin Harvey and Jasmine Rogers were faced with throughout the hurricane restoration process. And they excelled in every moment.

“Once the all-clear was given after Hurricane Irma, my team was in and raring to go,” Warren recalled. “From then until the end of the restoration they have been here, early mornings and late nights, doing what needed to be done.”

What needed to be done was to ensure that the hurricane restoration teams had the necessary supplies to rebuild the electricity network across all service territories. “It’s the job of the Materials Management department to have adequate supplies on hand at all times, regardless of the hurricane season, Warren noted. “We closely monitor our minimum/maximum levels throughout the year and ensure that hurricane stocks are tied to these levels. That way, should a hurricane hit, we are able to sustain restoration efforts until other

materials arrive,” he explained.

Preparing for Hurricanes Irma and Maria, the Materials Management team was not only concerned with inventory levels, but also securing the warehouse against storm damage and clearing space to store company vehicles.

“Hurricane Irma was something else... it was like a train coming through... over and over and over,” Warren, who stayed on site with his family, recalled. “My main worry was whether the warehouse would stand up to the storm.”

And indeed it did. Except for minor wind damage to one of the warehouse’s roll-up doors and some water seepage on the floor, the warehouse remained largely intact. So Warren and his team could hit the ground running right after the storm. After some basic clean-up and removal of vehicles, they were ready to serve the crews.

Once the teams from the Fortis group arrived and joined local crews, action around the warehouse was non-stop. Shipments of materials and supplies rolled in and out, including over 600

poles in the first six weeks, some 60 trucks throughout the restoration period, scores of transformers, rolls and rolls and service wires and cable, and pallets upon pallets of water, energy drinks and snacks to keep the teams going.

Despite some delays in receiving materials, Warren noted that a solid relationship between FortisTCI and its main vendors helped to alleviate major issues.

Meeting the demands of the restoration process and handling the logistics of getting supplies to Grand Turk, South Caicos and the other service territories were challenges that the Materials Management team met and overcame.

“The team did an unbelievable job,” Warren said. “Although they worked long hours, you could see their passion, commitment and dedication in the way they interacted with the crews. Everyone was focused on getting the restoration completed as soon as possible.”

## Facilities Management

### On the Job and On Target: The Facilities Management Team in Action

**A** BIG job of maintaining the FortisTCI headquarters – a nearly 25-acre compound, with over 50,000 square feet of building space – falls to a small, dedicated team of Facilities Management staff, headed by Manager Anthony Williams. On a day-to-day basis, this is the team that ensures that all the company's buildings and support facilities are in proper running order and that employees have a safe environment in which to work.

No matter the size of the task, the Facilities Management team – Mervin Forbes, Matthew Williams, Corelle Kelly, Ivan Hall and Jacson Almanore – has always risen to the occasion; and so it was when faced with two hurricanes in the space of two weeks this past summer.

Securing the company's buildings and facilities and restoring them to working order immediately afterwards was an exciting challenge for the team.

"Our team had a clear action plan developed with our department's manager, which we all worked hard to execute effectively, and in good time prior to the hurricanes. It was all hands on deck," said Mervin Forbes, Facilities Management Supervisor.

Prior to Hurricane Irma, the plan called for ensuring all containment areas were pumped free of oil and water; it was job well done four days ahead of the storm. The team also had to inspect all buildings on the FortisTCI properties to determine any potential weak areas and to shore up as necessary, including boarding up windows and doors, sealing areas where wind and air could get in, clearing the property of debris, and ensuring any objects that could be lifted by wind were strapped down. With the assistance of a few contractors, all of this was completed a full day ahead of Hurricane Irma.



>> L-r: Jacson Almanore, Ivan Hall, Mathew Williams, Mervin Forbes and Corelle Kelly. Inset: Anthony Williams

During this time, the team also assisted other departments with their hurricane preparation.

It was this meticulous work prior to and during the storms that no doubt contributed to the minimal damage to the FTCL headquarters in Provo. Except for a few blown in garage doors, wind damage to doors on the Operations and Engineering Center, some water seepage in offices, damage to gates and fences, and some wind and flood damage to the main parking lot, the facilities fared well.

"During the hurricanes, my team's role was to be on site in case anything happened," said Mervin.

Staying in the new FortisTCI Operations and Engineering Center during Hurricane Irma, the Facilities Management team monitored the impact of the storms on the building and ensured the safety of everyone housed inside. This building was of some concern, as it had officially opened just a week before Hurricane Irma.

"The new ops center had its first true test of quality and stability during the hurricanes, especially from Category 5 Irma. The building held up very well, with only minor water seepage on the ground floor and damage to some of its doors," Mervin reported. "I think this speaks to the high standard of the building. Because of this, we very quickly were able to convert the ops building for use as command center for the restoration effort, and comfortably accommodate another 60

persons moving about the three floors as the restoration kicked into high gear. The opening was perfect timing," he added.

Two weeks after Irma, when Hurricane Maria approached the Turks and Caicos Islands, it was round two for the Facilities Management team. At the time, restoration work on buildings and outdoor areas gave way to hurricane preparation mode and the team worked overtime to ensure that any areas that were impacted during Irma were fully repaired and secured.

Following both hurricanes, the team had another action plan that was quickly put into place – to carry out a full inspection of containment areas, to do a detailed assessment of all buildings to determine and document any damages, and preparing the offices and other facilities for staff to return to work. Whatever it took – getting the cleaners in, fixing fences and parking lots, doing building repair, removing shutters and boards from windows and glass doors – the Facilities Management team was always on site and on target, and were ably assisted by local contractors Projetch and Environmental Arts.

"We have a committed team that always wants to ensure that things are done properly. Before, during and after the hurricanes they worked tirelessly all over the compound and credit must go to every one of them for going the extra mile," Mervin stated.

## Security



>> L-r: Denzil Smith, Raymond Clare, Ladonna Bassett and Regdrick Beckford.

### Law and Order: Security Department in Full Control

**M**AINTAINING communication among teams and individuals during a major weather event such as a hurricane is of vital importance, and for the FortisTCI Security Department, this was among their highest priorities during Hurricanes Irma and Maria.

For the security team, hurricane preparation included making sure that the company's communication devices were all in working order and fully charged. In addition to the usual duties such as securing exterior doors and monitoring entry and exit points on the FortisTCI compound, the team also supervised parking of all staff and visitors in the designated parking areas during the boarding up and preparation phase.

With employees and their families staying in the FortisTCI buildings during both hurricanes, it was also

the job of the security team to ensure that everyone could move about the building freely and safely, but without jeopardizing overall security.

With damage to gates and the security surveillance system down immediately after the hurricanes, additional security officers were deployed around the clock and the team also worked hard to prevent or minimize personal injury by ensuring that persons occupying the building stayed inside until the all-clear was issued and that everyone stayed clear of flooded areas.

Severe damage on Grand Turk also meant that additional security had to be deployed to that location.

Denzil Smith, Supervisor of Security Services, noted that in the immediate aftermath of the hurricanes when communications were down, security officers also assisted customers who had no means of communication, by making calls to the call center on their behalf. "Additionally, we kept forms at the security office for customers to file a report, which we later took to the

Customer Service Department. It was important for everyone on our team to do their part to make things easier for customers after the hurricanes," he stated.

Despite initial challenges immediately after both hurricanes, Denzil noted that, "The security officers coped well during both hurricanes. They were able to uphold order, and maintain good communication with each other, despite any obstacles that they were faced."

FortisTCI values the opportunity to give back to the TCI community. It's why we support various initiatives in our community throughout the year, in particular initiatives that focus on education, youth, sports, the environment, TCI heritage and culture, and the health and wellbeing of our people.

In addition to monetary contributions, our employees are fully involved in our community outreach, donating hundreds of hours throughout the year on numerous worthwhile projects and events.

## Information Technology

### Keeping the Communications Lines Open

**L**IKE the electricity grid, the telecommunications network is a critical part of a country's infrastructure and both are likely to be heavily impacted by major hurricanes.

Maintaining the company's Information Technology (IT) platform during and after Hurricanes Irma and Maria was the main objectives of the FortisTCI IT department and also one of their most challenging tasks.

Prior to the hurricanes, the team's role was to ensure that the IT infrastructure would remain operational and that critical staff could stay connected via satellite phones, which were distributed as part of the storm preparation process.

"We did our normal hurricane preparations and once the "all-clear" was given, we tried to establish calls to all team members. Unfortunately, a few team members had damage to their homes and were not able to come in right away," Director of Information Technology Lester Forman stated. One



>> L-r: Jerry Clerveaux, Anderson Walkin, Lovell Ingham, Ryan Walkin, Lester Forman, Bradley Jules and Garrett Jones.

team member who stayed at headquarters during the hurricanes was Shamaad Lewis and he was instrumental in helping us stay connected. In fact, he was a shining star," he added.

With significant damage to the networks of telecommunications providers Digicel and FLOW during the hurricanes, email and voice communications were a challenge at various times in the aftermath of the storms, despite redundant connections, Lester stated. Communications

to the sister islands was also severely limited, even as both providers worked hard to get services back to normal on Providenciales.

However, a good working relationship with the internet service providers and daily contacts with their key personnel to ensure priorities were communicated helped the IT team in its efforts to re-establish communication during the restoration process, Lester noted.

## Corporate Communications Rides Above the Storms

*Cont'd from P.26*

Internal communications was also important. Everyone working for and with FortisTCI needed to have the right information, and this meant frequent updates to employees, contract workers and visiting crews (mainly via email and various team meetings), so that they could respond appropriately when interacting with the public.

It was also essential to capture this extraordinary story that was rapidly unfolding. This meant photos, video

footage, interviews, lots of writing, and more photos from multiple locations. There was a lot of coordination, and Corporate Communications needed to know everything, be everywhere, and not miss a beat along the way. From visiting crews working on the system across the islands, to capturing key meetings, and channeling valuable information to various sectors within and outside the company, it was all necessary.

Today, electricity is restored across the islands. Workers who came to help have

returned to their homes, tourists are on the beach enjoying their vacations, and life for many residents is returning to normal. For the communications team, recounting this massive effort and the many untold amazing stories, has only just begun. Enjoy this publication of the FortisTCI 411 – it's a special report that gives you an inside look at what I consider to be one of the most remarkable recoveries ever.

To all our partners and to all who contributed, thank you.

## Internal Audit/Legal/IRP/Finance

### Where Duty Calls: Volunteers Work Across Department Lines

**F**OR a few departments whose usual roles were not directly linked to the main restoration tasks, the hurricane recovery period was an opportunity to put their varied skills to work in other areas of the company.

That was the undertaking of the Internal Audit and Finance teams, Director of Legal Alexandria Missick and to some extent the IRP department.

For the Internal Audit team, it was a matter of pitching in to provide administrative support, assist with food distribution to various work crews and communities, and to work the phones at the customer call center.

“In many small ways, our team provided critical support at just the right moments and we made sure that we were fully utilized during the most intense periods of the restoration,” stated Catherine Munsayac, Director, Internal Audit, Risk and Compliance.

Catherine herself participated in the Corporate Recovery-Business Continuity executive meetings, where over 28 days, she recorded minutes, followed up on action items and contributed to strategy discussions. Another key role for her was to conduct a post-hurricane risk assessment to determine, inter alia, the company’s overall risk and mitigating factors, as well as any environmental exposures that could impact employees.

The finance team rallied to support senior FortisTCl personnel with logistical matters for the FOG team, and were generally busy receiving material and distributing emergency funds throughout the service territories as required. The team also worked to track and forecast costs for the restoration.



>> L-r: Sharon Alli-Jose, Kebba Morgan, Rachell Roulett, Shamaad Lewis and Monette Collymore.

Director of Legal Alexandria Missick said that in the immediate aftermath of the hurricanes she recognized that other departments could use a little extra help, and so she volunteered wherever assistance was required. At first, this meant running a variety of errands, making airport transfers, helping to find suitable accommodation for staff, visiting crews and contractors, and delivering meals to work crews.

As the restoration settled into a pattern, Alexandria was able to transition into her more traditional role, taking care of essential tasks such as insurance claims, both for the company and for employees whose vehicles had been storm-damaged while parked at FortisTCl, and handling damage claims submitted by customers. The impact of both hurricanes and the restoration experience opened opportunities for new or revised business systems that can ensure better preparation for the next one, Alexandria noted. In this regard, she has already been focused on strategies around contract management and new/revised regulations that may serve to improve response and restoration after another major storm.

“Another good thing was that the storms brought some of our teams closer together and allowed us to bond on a

different level,” Alexandria stated.

For the Innovation, Technology, and Strategic Planning (ITSP) division, preparation before the hurricanes was just as critical as restoration activities afterwards.

“Having the Business Continuity Management Program under the ITSP division, my team made sure that all necessary steps were taken to prepare the company ahead of the hurricanes. We made sure that all critical process owners were ready to activate their corresponding business continuity plans in the aftermath of the disaster. During and after the hurricanes, the team safeguarded the company’s properties and ensured that communication technology was available during the restoration effort,” stated Rachell Roulett, Vice President of Strategic Planning, Innovation, and Technology.

She noted that while some ITSP personnel assisted in areas outside their usual functions, such as distributing bottled water and sunscreen to crews, “most continued their usual roles with increased intensity at an unusual time and in an unusual environment.”

Thus the security staff were extra vigilant in monitoring the company’s

*Cont’d on P.37*

### Vehicle Services: Keep on Rolling



>> L-r: John Gardiner, Clarence Williams and Oswald Smith.

**E**NSURING that the entire fleet of FortisTCI vehicles were in peak condition during hurricane restoration was no small feat for the small Vehicle Services team of three, especially since the number of vehicles more than tripled during this time.

Over 60 vehicles arrived in TCI to facilitate the restoration.

Thankfully, for Vehicle Services Manager John Gardiner and his team of Clarence Williams and Oswald Smith, additional support came in the form of five mechanics from Fortis subsidiaries. Joining the local crew from FortisAlberta were Tyler Tezberik and Dave James and from Tucson Electric Power (TEP) came Johnny Summers, Martin Cotarobles and Pete Cox.

"Our team had to manage all of the additional vehicles, plus our local fleet and the increased number brought its own challenge in managing a large new fleet," John recalled. "We were very thankful for the additional human resources that joined during the course of the restoration, because it was demanding period," he added.

The team had to overcome other logistical hurdles, such as the movement of vehicles across the various islands.

"There were challenges with getting shipments of vehicles and parts to Grand Turk, and getting mechanics into the Sister Islands to carry out repairs on the same day calls were made was also testing," John noted.

Yet through it all, the Vehicle Services department worked tirelessly and without complaints, very often putting in 12 hour shifts, as their contribution to a restoration effort that was completed in record time.

"I am extremely proud of the team and of the work that they did. This was not an easy task. They made sacrifices and had long days, but they always showed up. What they did was a big deal, as they put aside their personal struggles to devote their time to the restoration," John stated.

## DEPARTMENTS

*Cont'd from P.35*

properties, due to the increased movement of persons throughout the premises – first during the storms when staff stayed at FortisTCI headquarters, and later on as more and more utility workers, contractors, vehicles and equipment were brought in for the restoration. “All of the security personnel had to render extended duty every day to support the restoration efforts,” Rachell stated.

Aside from ensuring a functioning information and communication technology (ICT) platform, the technology team also had to support the visiting crews by providing them with local phones, access to the internet and printing facilities. “We also made sure that the technology and processes necessary for gathering data, particularly customer data, to support the processing of insurance claims, were effective and efficient,” she added.

“On the soft side of the restoration, we also assisted the management team with information to assess the impact of the storms on the company’s current and long-term business plans, including impact to ongoing and upcoming projects and estimated cost of the recovery efforts,” Rachell noted.



>> *The Internal Audit team: L-r: Danilo De Guzman, Catherine Buena-Munsayac and Shatel Williams. Inset: Alexandria Missick, Director, Legal Services.*

## The Boy Who Would be a Lineman

*Cont'd from P.14*

would need to go home and talk it over with his mom. The boy left and James thought that was the end of the matter.

But it wasn't too long afterwards that James received a call from the Fortis office, letting him know that there was a boy waiting for him there.

It was Ludwick. Having taken James' advice and spoken to his mom, he returned to find James, declaring his readiness to go to work with the line crew!

“I could not believe it. So I put him in the truck and took him home. I met his mom and told her of my encounter, and how I found him on the road.”

“Yeah. That's him. That's what he wants to do...he wants to be a lineman and work with Fortis,” mom Nathalie Knowles confirmed to James.

While Ludwick could not be put to work



>> *Ludwick meets a team of linemen from the Fortis group.*

on the power lines, he did get an opportunity to meet some of the local and visiting Fortis crews that day and enjoy a ride in one of the company's trucks.

James' chance encounter with the aspiring lineman has blossomed into a fascinating friendship, and Ludwick's still talks about his ambition to be a linesman. In addition to dressing like one, these days he carries around a backpack with tools for the job – pliers,

screwdriver, and a knife – all borrowed from an older brother.

With restoration crews gone, electricity restored and schools reopened on Grand Turk, Ludwick is back with his classmates at Ona Ginton Primary School, perhaps dreaming of a future when he will be among the linemen crew helping to deliver electricity service to his community.

# SISTER ISLANDS PERSPECTIVE

## Record Restoration across the Sister Islands

**W**ITH 90% damage to the T&D network on Grand Turk, and significant damage elsewhere on the islands of North and Middle Caicos, South Caicos and Salt Cay, Vice President of Grand Turk and Sister Island Operations Allan Robinson knew he would have a monumental task on his hands to help restore service to the islands.

In the early days after the hurricanes, lack of telecommunications services and inter-island travel added another level of challenge.

However, a strong support team in the islands, who diligently implemented the company's hurricane manual and business continuity processes, proved instrumental over the course of the 60-day restoration period.

"Credit to my support team in North and South Caicos, who did a fantastic job. The supervisors were proactive and made good decisions on the spot immediately after the storms, when communication was not available, and indeed throughout the entire restoration," Allan stated.

They overcame the communication challenge by setting a specific time during the first two to three weeks of restoration, for daily reporting on what each team was doing, enabling Allan to provide a full report at executive level on Providenciales. "They (the teams) kept Devon (Senior Vice President of Operations) and myself in the loop through daily reports and other contact, where they could. That level of support allowed me to focus on Grand Turk, with has a larger area and bigger customer base," he added.

Throughout the restoration, Allan's role was a multi-faceted one, encompassing



>> *Allan Robinson, Vice President of Grand Turk and Sister Island Operations.*

close collaboration with the restoration team leader Brian Murray to guarantee that resources were effectively deployed. He was also responsible for logistical coordination on the islands, ensuring that suitable accommodations, catering and transportation arrangements were in place to meet the needs of the various work crews.

On the ground in Grand Turk, he served as chief liaison with key stakeholders such as government officials. "I had regular meetings with the deputy governor, the attorney general, and the commissioner to provide updates on our restoration efforts, timelines and any issues we were facing. They in turn would provide a critical list of areas to prioritize. We had a good working relationship," Allan stated.

Despite initial communication challenges and delays in receiving material due to limited shipping options between the islands, Allan noted that the completion of restoration was a milestone achievement throughout the Sister Islands. In particular, on Grand Turk, the rebuilding and re-energization of the three main trunk lines gave assurance to everyone in the community that their power would be restored long before Christmas.

"On the main trunk which is the west feeder, from Pond Street up to the hospital, we replaced every pole and the service line, within a distance of is 1.6 miles, in just six days. This work was very visible to the community and I think customers really understood the scale of the effort we were putting in and the professionalism and efficiency of the crews," Allan recalled.

He also credited the FortisTCl teams and FOG crews for the way they worked together and learnt from each other to ensure a successful restoration.

"The FOG team and contractors were very involved and were exceptional. They brought a fresh approach to the job, and our team, particularly on South Caicos, spoke highly of them," Allan said.



>> *Workmen replace poles and service lines on Grand Turk.*



# COMMUNITY BUZZ

## MAKING A DIFFERENCE IN OUR COMMUNITY

### From Customer Service to the Community

ON Tuesday, September 19, the Customer Service team and a host of staff volunteers spent an afternoon in the Five Cays and Blues Hills communities of Providenciales, distributing hot meals to residents. Over 800 meals were

distributed, along with bottled water, as grateful residents stopped by the Five Cays Community Center and the Methodist Church in Blue Hills to meet the FortisTCl team. Special deliveries were made to some elderly and homebound residents.



>> Children from the Five Cays community on Providenciales enjoy a moment with FortisTCl during a food distribution outreach. FortisTCl Senior VP Ruth Forbes and company volunteers at a food distribution event in Blue Hills, Providenciales, after the hurricanes. Volunteers show the FortisTCl team spirit after a community event.

# COMMUNITY BUZZ

## Support for Provo Children's Home

IN THE aftermath of Hurricanes Irma and Maria, FortisTCI committed itself to assisting the Provo Children's Home by providing hot lunches and dinners. In a further show of support, on Friday, September 29, Senior Vice President & CFO

Ruth Forbes visited the home, bearing essential supplies and care packages for the children, which were presented to Rachel Taylor, Executive Manager of the home.



>> Senior VP Ruth Forbes delivers groceries and toiletries to Rachel Taylor, Executive Manager of the Provo Children's Home.

## FortisTCI Joins National Clean-up Efforts

FORTISTCI staff volunteers joined two of the hurricane clean-up efforts organized by community groups on Providenciales during the month of September. The first was an effort to get the Ianthe Pratt Primary School ready for reopening. The clean-up was organized by the Department of Environment and Coastal Resources (DERC), the Turks and Caicos Tourist Board and the Department of Education.

On Saturday, September 16, Dale Taylor and Marvette Darien joined dozens of other community volunteers at the school grounds. Over five hours, volunteers busied themselves with lots raking, scraping, sweeping, tree cutting, carting away

garbage and even some carpentry work. At the end of the shift, the school was transformed, and ready to welcome students.

On Friday, September 29, Kayla Lightbourne, Caltricia Hamilton-Evans and Kebba Morgan joined the national clean-up effort that was organized by the Turks and Caicos Hotel and Tourism Association, the DERC and the Chamber of Commerce. This was a huge event, involving scores of volunteers and many organizations. Clean-up teams covered Blue Hills, Five Cays and Kew Town, some of the areas on Provo that were hardest hit by Hurricane Irma.



>> FortisTCI volunteers Dale Taylor and Marvette Darien lend a hand to clean-up operations at the Ianthe Pratt Primary School on Providenciales.

# COMMUNITY BUZZ

## More Than Just Linemen



>> Toys shipped to TCI by a visiting lineman as a personal giveback to kids in the community.

THE men who worked to reconnect electricity to the people of the Turks and Caicos Islands (TCI) didn't think twice when they left their homes and families to help restore the storm-battered islands to normalcy. For some, it was a calling to volunteer and assist in a time of need. For others, it was their third or fourth recovery mission, and for a yet another group, it was their very first time.

As if leaving the comforts of their homes to join the restoration effort wasn't enough, for a few linemen, turning the lights back on was just a part of their plan to "do good" while in the TCI.

Although he will remain nameless by request, a lineman from Central Hudson Gas & Electric, working in one of the hardest-hit areas of Providenciales, wanted to do something extra special for a few young residents. He knew exactly what would cheer their little hearts and light up their faces, despite scenes of

devastation around them.

With the assistance of his family back home in New York, a box with his name on it filled with toys, board games, coloring books and more, arrived in TCI. On his last day on the job, and like Old St. Nick making an early toy run, the lineman took time to hand deliver the toys and games to a group of children who had watched him and his colleagues each day as they worked to restore electricity.

"I tell you what, that felt good. I have to come back and do more," he said.

It's gestures like this that remind us that the connections we make with people and overcoming obstacles together often make the greatest impact and reap the biggest rewards. We thank him.

# PICTORIAL ROUNDUP



>> FortisTCl Superintendent of North & Middle Caicos Operations Durell Landy greets FortisTCl President & CEO Eddinton Powell on a site visit to North Caicos.



>> In South Caicos, FortisTCl Senior Administrative Officer Paulet Hall connects with a visiting utility worker.



>> FortisTCl Vice President of Sister Islands Operations Allan Robinson (left) and Plant Production Manager Floyd Williams share a moment on a tour of Grand Turk.



>> FortisTCl Junior Plant Operator Corean Kelly and visiting utility workers from Newfoundland Power discuss their next move during restoration on South Caicos.



>> Fortis Inc. CEO & President Barry Perry and Executive Vice President of Eastern Canadian and Caribbean Operations Gary Smith engage with workers on a visit to work sites on Grand Turk.



>> Albert McLean from Caribbean Utilities Company updates FortisTCl CEO on the progress of the restoration of electricity in North Caicos.



>> A view of restoration work on Grand Turk.



>> Crews at work, connecting homes with power on South Caicos.



>> Work crews get ready to work on Grand Turk.



>> FortisTCI Junior Plant Operator Corean Kelly and a visiting utility worker make a vital connection on South Caicos.



>> Restoration work near Grand Turk's landmark clock tower.



>> A CUC crew works to repair transmission lines on North Caicos.

# FortisTCl Crew Helps Restore Electricity to Dominica



**A**FTER wrapping a successful restoration effort at home by November 7, FortisTCl sent a five-member crew to the island of Dominica to assist with their restoration efforts. Dominica was hit by Hurricane Maria in September. The Category 5 storm left massive damage to the country's infrastructure and electricity grid and killed more than 25 people.

The FortisTCl team, which departed for Dominica on November 16, was comprised of senior journeymen linemen Gregory Thomas, Kavin Ewing and Aneil Lightbourne, a 3rd-year apprentice Jeffery Desir, and the Manager of Environmental Health and Safety Marcus Francis. In Dominica, the team assisted with line repairs and installation of poles in the initial stages of their three-week stint.

FortisTCl responded to a request for assistance which came through its membership with Caribbean Electric Utility Services Corporation (CARILEC), an association of electric services, and other stakeholders operating in the electricity industry in the Caribbean region, and elsewhere. CARILEC had assisted the Turks and Caicos Islands back in 2008 following Hurricane Ike, sending 40 utility workers to help rebuild the Transmission & Distribution network on Grand Turk.

FortisTCl President and CEO Eddinton Powell said, "It is important that we support where and how we can. Dominica needs our help, and I could not be more proud of the team from FortisTCl that volunteered to go and help restore electricity to the citizens and residents there."

*>> (L -r): Senior VP of Operations Devon Cox and Senior VP of Corporate Services & CFO Ruth Forbes are pictured with the FortisTCl volunteer crew to Dominica – Linemen Supervisor Gregory Thomas, Senior Journeymen Linemen Aneil Lightbourne and Kavin Ewing, 3rd year apprentice Jeffery Desir, EHS Manager Marcus Francis – along with President & CEO Eddinton Powell.*

# Thank You

**In less than 60 days after Hurricanes Irma and Maria, FortisTCI successfully restored power to the Turks and Caicos Islands.**

This remarkable restoration was made possible with the support of our parent company Fortis Inc., and the Turks and Caicos Islands Government, and the dedication and hard work of all our FortisTCI employees, who consistently went the extra mile.

We could not have done it without the collaboration and generous assistance of a number of persons, organizations, the business community and all our customers who remained patient and supportive throughout the process.

## **Our Deepest Appreciation to: Turks & Caicos Islands Government, in particular:**

His Excellency the Governor, **Hon. Dr John Freeman**

Honorable Premier, **Sharlene Cartwright-Robinson**

Deputy Governor, **Honorable Anya Williams**

Honorable Deputy Premier, **Sean Astwood**

Attorney General, **Honorable Rhondalee Braithwaite Knowles OBE**

Minister for Utilities, **Honorable Goldray Ewing**

Energy & Utilities Commissioner **Malike Cummings**

**Staff of the Ministry of Infrastructure, Housing & Planning**

- Turks and Caicos Airports Authority
- Turks and Caicos Civil Aviation Authority
- Ports Authority of the Turks and Caicos Islands
- Provo Travel
- Executive Tours
- Tropical Shipping
- Cairsea
- Cargo Express
- The Shore Club
- The Hartling Group
- Alive and Well Resort
- Osprey Hotel
- East Bay Resort
- KJ's
- CBMS Ltd.
- FLOW
- Digicel
- Scotiabank
- Williams E Business
- Boulema Human Resource Services
- Associate Medical
- Inter Health Canada
- InterCaribbean Airways
- Caicos Express
- Environmental Arts
- Projetech
- Members of the media
- TC Industrial
- Rolle Construction
- John Redmond Associates Ltd.
- Peter Kerrigan/EDS Ltd.
- Kevin Cleaners
- Do It Center
- Jay's Garbage Disposal
- Lew 1 Shipping
- Stanch Construction
- Provo Stevedoring (Provo & Grand Turk)
- Allen Dickerson
- Salt Cay Ferry
- G & H Enterprises
- Fresh Catch
- Mr. Grouper
- Alice Morley
- Mama's Kitchen Catering
- In Da Kitch'n Catering
- Top of the Cove Deli
- My Dee's Restaurant
- Aquatics Restaurant
- Miss B's Restaurant
- Core gas station
- Sailrock Resort
- Grace Bay Car Rentals
- Avis Car Rental
- Grace Bay Pharmacy
- Flamingo Pharmacy
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