

The LUCELEC News

St. Lucia Electricity Services Ltd.



Volume 15, Issue 11

November 2008

LUCELEC's PBIP

Every year at this time the Human Resource Department is usually engaged in a process of number crunching, tallying up performance scores for staff, departments, and the Company. For staff, these scores are based on individual performance appraisals; for departments, on work programme and budget performance, and for the Company on the achievement of corporate targets. Departmental and Company performance scores are based on the end of third quarter (October 31) results.

All these scores feed into the Company's Performance Based Incentive Plan (PBIP) and are used to determine the interim payment to be made in December. This interim payment is equivalent to 75% of the incentive pay or 'bonus'. During the first quarter (Q1) of the calendar year, after the previous year's results have been fully assessed, the final payment (the remaining 25%) is made.

But what exactly is the PBIP and how does it really work? Simply put, a Performance Based Incentive Plan is a system which links rewards or incentive pay to performance - individual, departmental and/or corporate. It is different from a simple bonus system in which employees receive bonuses, at Christmas for example, regardless of how they or the company performs. PBIPs reward employees for improvements in the company's overall results (not only financial) due to

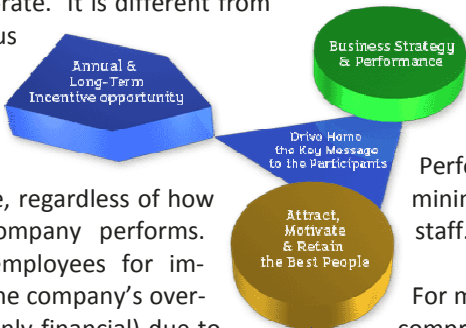
improvements in the employees' performance and provide an incentive for employees to strive for even higher levels of achievement. So when employees do well and the company does well, employees receive better incentive payments or bonuses. Additionally, if there are two employees with equal levels of responsibility and pay and one's performance is better than the other's, then the one with the better performance score gets a better incentive payment or bonus. Similarly, when employees perform poorly or the company performance declines, employees receive smaller incentive payments or bonuses.

LUCELEC's PBIP is based upon a system of Key Performance Indicators (KPIs) which represent the areas most critical to the company's success. They measure the quality of service which the company provides and the efficiency of the company's operations (see table on page 2). Performance goals (targets) are set and circulated to all staff at the beginning of every year for each of the KPIs. For each goal that is achieved or exceeded, points are awarded; for each goal that falls below the minimum (threshold) points are deducted. The points for all the KPIs are added to give a score out of a possible 100 points. This percentage is used for the purpose of calculating the Corporate Performance score in determining incentive payments for staff.

For most staff, the payout level comprises various percentages

of a combination of Corporate Performance, Departmental Performance, Individual Performance Appraisals, and Attendance scores for the year. Payout levels for employees are based on their level of responsibility within LUCELEC's structure. However, emphasis has been placed on corporate and departmental performance reflecting the company's aim to improve its operating performance through an overall team effort. Maximum payout levels range from 8% to 22.5% of annual salary for the various grades of staff. **See table on page 2.**

Additional information on the PBIP is available on the EIC.



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Editor's Note

Motivating Staff

Motivation is to be distinguished from movement. Movement is an external force; motivation is an internal force. When people carry out tasks for the sake of remuneration or to avoid unpleasantness, they are moved. When people carry out tasks with dedication and enthusiasm because they enjoy doing it they are motivated.

Motivating staff requires management to take action not only to *prevent job dissatisfaction* but also to *promote job satisfaction*. Preventing job dissatisfaction involves providing favourable working conditions, pleasant relationships, and fair treatment. (Working conditions include good pay, adequate systems and equipment, fringe benefits, job security, etc. Relationships here refer to open and frequent communication as well as dignified treatment as human beings. Fair treatment includes equitable status, rewards and discipline).

Promoting job satisfaction involves the pride of achievement. This means giving employees the opportunity to experience success by keeping score of results, to have decision-making responsibility by allocating ownership, and to receive recognition for achievement by giving ongoing feedback and personally acknowledging good performance. When these three motivators are built into a job - no matter how routine - it becomes enjoyable for the worker because it stimulates his pride, and *that* is the key to motivation.

In this issue of the LUCELEC News we explain LUCELEC's Performance Based Incentive Plan (cover article), highlight a recent visit by Her Excellency Governor General to the Cul De Sac Complex (page 6) and some major contributions that LUCELEC made to worthy causes this month (page 8). We also pay tribute (albeit with tremendous sadness at his passing) to the late Joel Huggins, a former Director of LUCELEC and a man who was obviously motivated by his love for the utility industry (see page 7).

Of course, there are our usual offerings such as our series on Our Strategic Priorities which for this issue looks at Effective Risk Management (page 3), Staff and Training News, and Fitness Facts. Our What's Happening section is full of interesting material - an update on union negotiations, Christmas parties for staff and for the children of staff, and the roll out of the company's Advanced Metering Infrastructure. Enjoy.

LUCELEC's PBIP Cont'd.

Corporate Targets

CORPORATE MEASURES	2008			
	TARGET	THRESHOLD	NOMINAL MAX*	
System Losses (%)	9.97	10.02	7.5	
Specific Fuel Consumption (kWh)	19.52	19.50	17.5	
Work Hours Lost (%)	2.5	2.75	5	
Tariff Change vs Inflation (%)	97	100	15	
System Average Interruption Duration Index (hours)	9.5	10.0	15	
Number of Reportable Injury & Accidents (RIA)	3	4	7.5	
Safety Audit Rating (%)	97.5	95	7.5	
Return on Equity (%)	17.5	16.25	15	
Customer Satisfaction Survey (%)	75	71	10	
TOTAL			100	
Utility Scorecard**	Finance 30%	Customers 25%	People 20%	Plant 25%

*Nominal Max - the weighting ascribed to each target out of the possible total 100 points.

** Utility Scorecard - Categories in which the various targets fall - Financial Performance, Customer Service, People or Staff, and Plant (operating efficiency).

The Difference Between Ineffective and Effective Leaders

INEFFECTIVE LEADERS	EFFECTIVE LEADERS
Tell their subordinates what they must do	Tell their subordinates what they must achieve
See their subordinates as help for themselves	See themselves as a help for their subordinates
Take most of the decisions for their subordinates	Allow their subordinates to take most of the decisions themselves
Control work through supervising activities	Control work through keeping score of the end results
Do not tolerate mistakes from their subordinates	Use the mistakes of their subordinates as a motive to improve
Say nothing about good performance but scold poor performance	Praise good performance and help to correct poor performance
Try to catch subordinates doing things wrong	Try to catch subordinates doing things right

Our Strategic Priorities: Part 7

Effective Risk management

Before delving into the details of this month's focus, we wish to refresh readers on the context in which LUCELEC's Strategic Business Plan was developed and its purpose.

The Strategic Business Plan was adopted in 2006 after a process that involved input from all of the Company's stakeholders, especially management and staff, and considered several fundamental facts and assumptions about the environment the Company is expected to operate in during the period covered by the plan (2006 - 2015). Among these were that LUCELEC is expected to create wealth for its shareholders while delivering value to its customers and stakeholders, the rising costs of fuel, the pressure from consumers to reduce the cost of energy, the growing demand to reduce reliance on fossil fuels to protect the environment, the threat of competition in the industry, and the introduction of new technologies that may provide threats as well as opportunities for LUCELEC. New mission, vision and value statements were agreed upon as well as LUCELEC's strategic focus for the next 5 - 10 years which encompassed eight key themes which we have been expounding on in this series.

The strategic plan serves several objectives. It defines success for LUCELEC as well as provides a basis on which to evaluate the company's performance; it communicates clear direction and initiatives for the future; it provides the basis for galvanizing the efforts of the corporation towards a single vision; it provides a framework for allocating the company's resources to ensure value is created for shareholders, employees, and most of all, customers; it provides a framework for keeping the company's future at the forefront of the minds of its employees.

Now to this month's key result area - effective risk management. Given the nature of power generation, the risk of natural disasters, and the changes taking place in the industry, business, social, and technological environments, it is expected that

LUCELEC will be faced with many risks. Primary emphasis in the Company's strategic priorities is on reducing security risk, economic risk, operational risk, and environmental risk.

In accomplishing these risk-related outcomes the Company will focus on the following strategies:

Reduced security risk

- ◆ Perform an annual security audit
- ◆ Review and update the policies and procedures relating to security
- ◆ Employ a Security Officer responsible for spearheading security initiatives
- ◆ Continue the annual IT audit
- ◆ Make security the business of every employee
- ◆ Tighten internal controls to reduce theft
- ◆ Employ a reputable security firm to manage the company facilities
- ◆ Review and update the security equipment
- ◆ Implement strategic alliances with Hess Oil St. Lucia Ltd. and the Police
- ◆ Implement the relevant recommendations of the security and IT audits

Reduced economic risk

- ◆ Research and monitor technological and economic developments in energy and related services
- ◆ Set up a strategic business development unit
- ◆ Embark on a self insurance programme
- ◆ Review the organizational structure
- ◆ Negotiate a contract to hedge fuel prices
- ◆ Implement a prepaid metering programme to reduce delinquency
- ◆ Purchase fuel in bulk
- ◆ Purchase fuel storage facilities (HOSLL)

Reduced operational risk

- ◆ Undertake regular risk assessment
- ◆ Review the organizational structure
- ◆ Develop a strategic plan for the HR function of the company
- ◆ Review and update the policies and procedures
- ◆ Train all employees in risk assessment and management

Mission, Vision, Values

Mission

We will provide affordable energy and services, that are safe, reliable, and environmentally responsible.

We will meet the expectations of our shareholders and employees while being a catalyst for social and economic development in St. Lucia.

Vision

A world-class provider of energy and other services by 2015.

Value Proposition

As value we offer our customers:

Timeliness	Safety
Reliability	Power Quality
Value for Money	

Our relationship will be:

Professional	Courteous
Sharing of advice	Responsive

We will be seen as:

Caring and ethical in all of our dealings

- ◆ Make managers responsible for risk management in their departments
- ◆ Commission a PR programme to educate the public on the field activities of LUCELEC
- ◆ Issue staff, who are at risk, with appropriate electronic deterrents

We like to remind our readers that while the intent of the strategic plan is to guide LUCELEC into the future, it is a living document, and is regularly being reviewed and updated to reflect key changes in operating assumptions and in the industry, technology, and business environments.

Training News

Hazard Mitigation Plan of Action 2

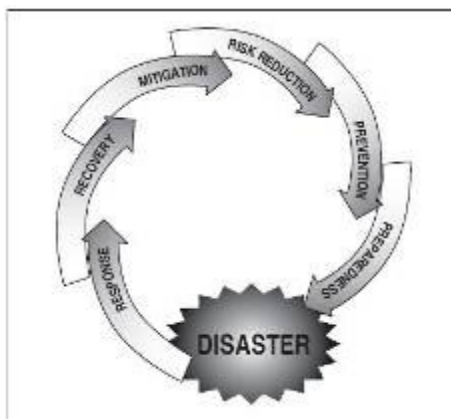
Continuing from the first session held in September 2008, the National Emergency Management Organisation (NEMO) hosted the second workshop on a Hazard Mitigation Plan of Action on Thursday, November 13, 2008 at the Bay Gardens Hotel. The session reviewed the recom-



mendations coming out of the first workshop with a view to finalising the island's Plan of Action during a hazard. LUCELEC's HSESO, Priscilia Stanislas, attended.

Disaster Management: A Strategic Approach

In an effort to re-emphasize the need for companies to take a planned and strategic approach to Disaster Management, the Caribbean Electric Utility Services Corporation (CARILEC) presented a 3-day workshop on the above captioned from November 3 - 5. Gary Eugene - System Control Engineer (Ag), Michael Thomas - Dep-



uty Transmission and Distribution Manager, and Sharon Phillips - Purchasing and Stores Manager attended.

The workshop was intended for Disaster Coordinators and Officers who are directly responsible for Disaster Management, planning and restoration functions in their respective companies. It addressed those Disaster Management activities and processes that pose serious challenges to today's Disaster Managers/Coordinators.

CARILEC as an entity that provides services to its member utilities would like to introduce a uniform standard among its members to encourage homogeneous response to any disaster.

Congratulations!!! to Marian Peter Financial Accountant in the Finance and Account Department who participated in a 5-day Business Continuity Planning Workshop, co-ordinated by the Gama Learning Institute and facilitated by Mr. Keith Greaves, Executive Director of Continuity Management Caribbean Limited. The workshop, held in July this year, culminated in a 3-hour exam set by DRI International, in which Ms. Peter was successful.

Features on the National ID Card

Supervisory and line staff from the Customer Service Department attended a briefing session on the National Identification Card on November 12. The session aimed to provide critical information on the National ID Card relative to the commercial sector, highlighted some of the security features on the island's new Identification Card, and explained how to identify the Registration and National Insurance (NIC) number and why some ID cards may carry only the NIC number. The session was facilitated by Mr. Brian Clarke, Systems Administrator with the Electoral Department.

Governance and Arbitration Workshops

LUCELEC's Company Secretary/General Counsel Gillian French attended two workshops - the ECSE/ICSA Directors' Education and Accreditation Programme

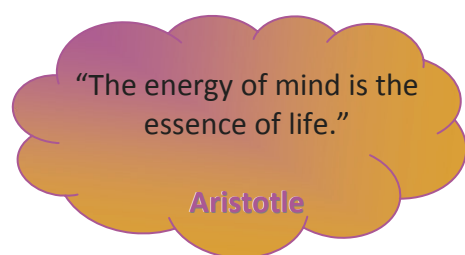
(DEAP) in Jamaica and the International Commercial Arbitration in Latin America: The ICC Perspective in Miami. The workshops were held from November 4 - 7 and 9 - 11, respectively.



DEAP is an advanced training course aimed at preparing directors and other Company officials for the important role that they play in the governance of corporations. The conference on International Commercial Arbitration is a key forum for understanding international commercial arbitration in Latin America and aims to shed light on the latest developments in the region.

Cancelled!! - Power Plant Operators (Level III)

A Power Plant Operators (Level III) Course originally planned for November 24 - 28 has been cancelled. Three employees from the Generation Department were registered for this 5-day regional workshop organised by CARILEC. However, CARILEC was forced to cancel the workshop due to an insufficient number of participants.



Information Systems - What is Virtualization?

There are many iterations of the emerging technology referred to as virtualization. However, in its more popular characterization it can be defined as a method of running multiple operating systems at the same time on the same physical computer.

Before we discuss the details of virtualization we first need to understand how computer software, including the operating system interacts with the hardware (the computer). All hardware which the software interacts with needs a bios (Basic Input Output System). This is what you see loading when you first turn on a computer and as its name implies, this controls the rudimentary logic for all input and output, from your keyboard to the monitor, and tells the computer motherboard what to do with all the signals it receives.

Therefore, if you can create software, for example, that mimics a bios and passes

requests on to the real hardware, then we could in effect run Windows, Linux or any other operating system inside of the existing windows session just as we would run Word or any other application.

This has caught the interest of the major players in the IT industry, with Microsoft and VMware being the leaders in the virtualization field and now Intel and AMD releasing chipsets which help to further optimize the virtualization process.

The implications of this are far reaching with the benefits including:

- ◆ Simplified setup for computer based training – no longer does a training room setting need to involve days of configuration. An entire operating system with preconfigured training scenario can be copied or moved from one location to another just as a file.
- ◆ Virtual machines can be used to consolidate the workloads of several un-

der-utilized servers to fewer machines, perhaps a single machine. Vendors such as VMware claim that virtualization can reduce hardware and operating costs by as much as 50%, reduce energy costs by 80% , and reduce the time it takes to provision new servers by up to 70%. (<http://www.vmware.com/solutions/consolidation/>)

- ◆ The need to run legacy applications is served well by virtual machines. An older legacy application might simply not run on newer hardware and/or operating systems. These older software applications also require little computing power compared to modern systems making it less than practical to dedicate an entire server to their use.

Virtual machines can be used to provide secure, isolated sandboxes for running 'untrusted' applications and are ideal for creating testing environments before deploying onto the 'real' network.



E.g. Windows XP running on an Apple PC

Governor General Visits CDS



Governor General Her Excellency Dame Pearlette Louisy is impressed with LUCELEC's Power Plant at Cul De Sac. The Governor General made the comment at the end of a recent familiarisation visit to the plant.

The visit was arranged at the request of Her Excellency who said her curiosity had been piqued after she had heard so many glowing tributes about the facility from all quarters. Dame Pearlette noted that very positive comments made by visiting delegates at the opening of the Caribbean Electric Utility Service Corporation (CARILEC) Chief Executives Conference, which she attended earlier in the year, prompted her to see for herself the operations at the power plant.

Although admitting that she was far from an expert on such matters, the Governor General understood why the engine manufacturers and Chief Executives from other regional and international electric utilities were so impressed with LUCELEC's operating and maintenance regime for the power plant. The nearly pristine condition of both the plant and the engines were far from what she imagined large diesel engines to look like, she said.

Dame Pearlette commended LUCELEC's Managing Director Trevor Louisy and his staff for the professionalism, efficiency,



The Governor General getting ready for her tour of the engine room

and depth of knowledge which was so apparent during her visit. She was pleased too that she recognised several of the management team as having gone through the Sir Arthur Lewis Community College (or the A Level College) during her tenure there as a Lecturer and Principal.

The Governor General accepting a memento of her visit to CDS from LUCELEC's Managing Director Trevor Louisy



Tribute to the late Joel Huggins - Former Director of LUCELEC



Mr. Joel Huggins, one of the Directors on the Board of LUCELEC (representing minority shareholder interest) and CEO of DOMLEC, passed away suddenly on Friday, November 14, 2008 on his way home to his native St. Vincent. Below is a tribute to Mr. Huggins delivered by LUCELEC's Managing Director & Chairman of CARILEC, Mr. Trevor Louisy, at the funeral service for the late

Joel Huggins on Saturday, November 22, 2008.

Good men must die, but death cannot kill their names nor erase their good deeds.

This old proverb, albeit modified somewhat, perhaps best describes how Joel "Toby" Huggins will be remembered by all his colleagues within the electric utility industry and the impact that he has had on the development of the industry within the region.

Joel Huggins was among the first group of West Indian graduates to join the Commonwealth Development Corporation (CDC), then operating electricity projects in the Caribbean. As part of CDC, Mr. Huggins first saw service with St. Vincent Electricity Services Ltd. (VINLEC) in 1971 before moving to Montserrat Electricity Services (MONLEC) in 1975 as Generation Engineer. Apparently, in those days MONLEC had a reputation as the best run electricity service in the region and was used by CDC as a training ground for future managers. Mr. Huggins duly served his term there as Manager, honing his skills for the more challenging appointments elsewhere.

These came in the form of attachments to DOMLEC and, perhaps his most challenging, VINLEC. Back on his home turf he led VINLEC for approximately 23 years, first as General Manager and subsequently as Chief Executive Officer, up to his retirement in December 2003. Given that he was never willing to lay quiet and his passion for the industry, he returned to DOMLEC where he served as CEO from around 2004 until his passing.

Mr. Huggins was among the small group of electricity managers which conceptualized the idea of an association of electric utilities in 1988, leading to the birth of CARILEC, the Caribbean Electric Utility Service Corporation. He, as General Manager of VINLEC, was one of the founding members of CARILEC and was instrumental in the establishment of the CARILEC office in St. Lucia in 1990, after the office had resided in Barbados briefly. It no doubt gave him great pleasure to see that from nine (9)

founding utilities in 1989, CARILEC has grown to comprise a total of ninety one (91) members (29 Full Members that are electric utilities, 59 Associate Members that are companies involved in some aspect of servicing the electric utility business, and 3 Affiliate Members). He served on the Board of Directors of CARILEC for 14 years (from August 1989 to December 2003, upon his early retirement from VINLEC). During his time at CARILEC he held the offices of Vice-Chairman from 1989 - 1991 and Chairman from 1992 - 1994.

For his unstinting support to the CARILEC cause, Joel Huggins was honoured by CARILEC at an appreciation dinner held in St. Lucia on 6th February 2004. He told the gathering there that "CARILEC has been a labour of love" and offered several suggestions and recommendations to move the organization forward and to transfer it from "pipedream to pipeline" as he called it. Always willing to share his experience and expertise over the years, he delivered various presentations at CARILEC conferences. His most recent was on "Energy Policy and the Regulatory Reform Experience in Dominica" on 9th September 2008, when he addressed the CARILEC/CAIC Regional Stakeholder Workshop on Electricity and Energy Costs held in St. Maarten.

Joel Huggins was a committed utility man, demonstrated not only by his ardent support for CARILEC, but also a willingness to serve wherever needed. A highly respected and admired leader in our industry in the Caribbean, he was called upon to represent CDC as a director of St. Lucia Electricity Services Limited (LUCELEC) between 1996 and 2000 and then again, representing minority shareholder interests from January 2005. His pleasant personality, insightful interventions and expertise will be missed at our Board of Directors and Audit Committee meetings. In this unforgiving industry he served as a mentor for the next generation of engineers and young managers including myself.

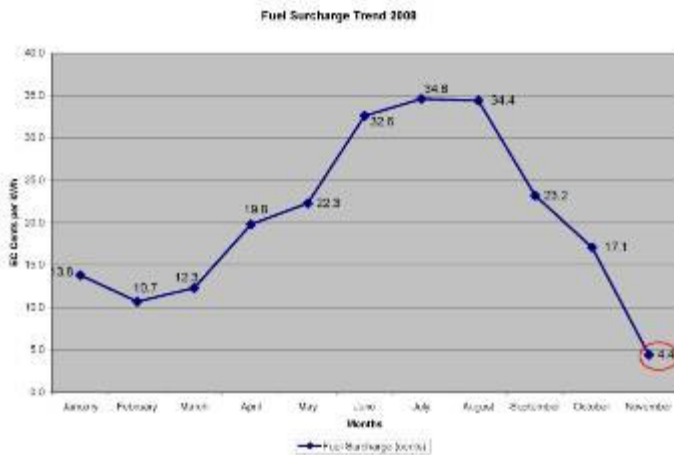
It is never easy to express what we feel at a time like this, but Joel Huggins will be remembered within the CARILEC family as a truly gentle man, an extremely nice individual who was always a pleasure to deal with and to be around, and a stalwart to the cause of CARILEC and electric utilities in the Caribbean. He has made a significant contribution to the region and to our industry, and his passing is a huge loss to those of us who for many years worked with him and under his tutelage. The industry, the region, and CARILEC have lost one of their true champions and all of us, a very good friend and colleague.

On behalf of the Board of Directors, management, staff and the entire CARILEC family, and on behalf of the Board of Directors, management, staff and minority shareholders of LUCELEC, I extend sincerest condolences to his wife, family, relatives and other friends. Take comfort in the fact that Joel "Toby" Huggins will live on in the hearts of those he's left behind. He was that kind of man.

What's Happening

Lowest Fuel Surcharge This Year

The fuel surcharge cost adjustment applied to electricity bills for November is **4.4 cents** per kilowatt/hour (or per unit), the lowest surcharge levels since **July last year**. This latest reduction is the third successive significant drop in the fuel surcharge and is nearly **13 cents less** than the surcharge applied to electricity bills last month.



These reductions in the fuel surcharge come as world market prices for crude oil have dropped to well below US\$70 per barrel in October after reaching record highs of US\$147 per barrel in July this year.

Football Update - We Gone Through!

That's right! WE GONE THROUGH!!! The LUCELEC Football Team has made it through to the next round of the Commercial League Football Tournament. The team overcame stiff competition to qualify among the top 4 teams from each group to move into the second round. Well done lads!!! The second round of the tournament will begin in January 2009. In the meantime, the coach has advised the members of the team to continue their respective fitness regimes and to consume food and drink mod-



erately during the festive season. There will be a weigh in for all players at the first practice session in the New Year!

LUCELEC Donates BIG!!!

The LUCELEC Trust made two significant donations valued at more than one hundred and thirty thousand dollars (\$130,000.00) this month. The first donation of \$81,323.40 was to the St. Lucia National Trust towards the upgrading the electri-



Cheque presentation to the St. Lucia National Trust

cal system at the Pigeon Island National Landmark to ensure public safety. The other, was a cheque for \$50,000 to the National Community Foundation (NCF) to go towards supporting requests for assistance to meet medical expenses.



LUCELEC presents NCF with EC\$ 50,000

The donations fulfil several of LUCELEC's strategic priorities - the promotion of safety, the preservation of the environment, the sustainable use of the country's natural, historical and cultural assets, and contributing to St. Lucia's social and economic devel-

What's Happening Cont'd.

opment. LUCELEC is one of the NCF's longest serving partners in providing assistance to needy causes.

Job Evaluation

The Job Evaluation exercise at LUCELEC has been completed. The exercise began in June 2008 after a few months of preparatory work and came to a successful close in November, 2008. The exercise was conducted by consultant D. Shorey & Co.

As the name suggests, job evaluation is the process of analysing the requirements of a job and evaluating its relative worth based on a set of consistent factors (15 factors in total). Some of these factors include knowledge and skills required to carry out the job, levels of responsibility required of the job holder and physical demands of the job. Jobs are then ranked in accordance with the results of the evaluation and are then grouped into grades.



Every job at LUCELEC was evaluated and this was done in stages, from the Grade I group, to Grade II, then Section Heads and then Department Heads. For each group of jobs, a committee consisting of management and employees who represented the job holders in the group, met and evaluated each job based on the set of fixed factors. The committee members made valuable contributions to this process and should be commended for their commitment to the exercise.

The HR Department would like to take this opportunity to thank all of the employees who were involved in this exercise, and is now looking forward to working with the consultant to review the results of the process and chart a way forward with regard to restructuring the current grade system.

Union Negotiations

Negotiations on a new agreement between the Company and the Seamen, Waterfront & General Workers Union, the bargaining agent for unionised staff, got underway on November 18 with the preliminary meeting between the two sides. The meeting was to discuss and agree on the approach for negotiations, including the timeframe and schedule for meetings. Both parties expressed their eagerness to have amicable and swift negotiations. The Company is being assisted in the negotiations by the St. Lucia Employers Federation, while the Union's team includes an official from the Trade Union Federation.

At that first meeting the teams went through their respective proposals for clarity to ensure that everyone understood the

items included, but no responses were discussed. A second meeting was held for November 25, 2008 at which substantial progress was made. The next meeting is scheduled for Tuesday December 9, 2008.

Children's Christmas Party



The annual Christmas party for employees' children between the ages of four and eleven years will be held this year on December 21. Members of staff are encouraged to submit the names and ages of their children who will be attending to Alpha Felix in the Human Resource

Department so that the Committee can proceed with arrangements.

Christmas Party for Staff

The Planning/Organizing Committee for the LUCELEC Christmas party met during the month of October to discuss proposals for this event tentatively scheduled for December 27, 2008 at the Gaiety on Rodney Bay. This would be the first time that a Christmas party will be hosted by LUCELEC for its staff, as the Annual Staff Appreciation Event is normally held in January/February each year.

AMI Roll Out

LUCELEC is about to begin the installation of new meters as a first step in the Company's roll out of its Advanced Metering Infrastructure (AMI). The first installations of the new meters will take place in Carellie, Chase Gardens, York Hill, Active Hill, La Clery, Darling Road, Barnard Hill, Jn Baptiste Street and parts of Vide Boutielle. By the end of January 2009 it is expected that close to 6,000 meters that can be read remotely would have been deployed.

AMI is expected to yield several benefits to the customer and the Company including automatic meter readings, further improvements in efficiency, reductions in cost of operations, and more information about the customer's electricity supply which will in turn help in managing electricity usage better, dealing with billing queries faster, better monitoring of power quality, faster identification and diagnosis of faults and quicker restoration of service.

What's Happening Elsewhere

Barbados

Businesses and householders get an ease in their electricity bills this month as the fuel adjustment clause comes down on the heels of declining world market prices for fuel.

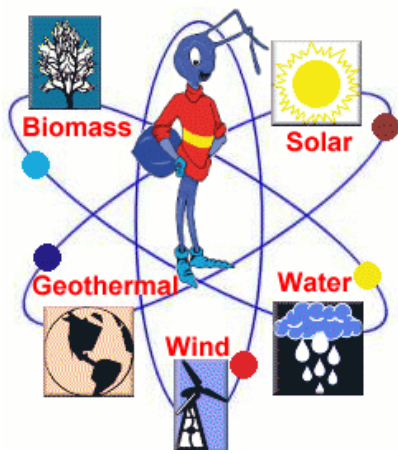
Trinidad

The Trinidad & Tobago Electricity Commission (T&TEC) reports that its Advanced Metering Infrastructure (AMI) project is well on target. At the end of September, 260,000 meters out of a projected 400,000 had been successfully replaced. The changeover has been very smooth and relatively "hiccup free". However, there have been some delays in billing for some customers whose meters have been changed during the billing period.

Trinidad

The Trinidad & Tobago Electricity Commission (T&TEC) has decided to develop an enterprise Geographic Information System (GIS). A GIS is a computer-based information system, which is used to input, store, manipulate, analyse and display geographically referenced data to assist in making decisions, planning and management purposes. It is expected to improve customer service and efficiency by facilitating improved plant maintenance, facilities management, distribution system planning, and engineering analysis.

United States - Financing for Renewables Hit by Mounting Economic Crisis



The economic crisis is curtailing growth in the renewables industry due to the drying up of financing for new projects. The industry is expected to maintain some growth, thanks to extending federal tax credits, but some companies are already putting plans to build renewable energy plants on hold. Meanwhile, the American Wind Energy Association notes that the industry will at least gain some benefit from declining steel and shipping costs.

Los Angeles Solar Energy Plan Could Raise Rates By 8%

Plans by the Los Angeles Department of Water and Power to integrate 400 megawatts of solar energy into the city's electricity grid could fuel rate hikes between 2 and 8 percent by 2012, according to figures provided by the municipal utility. The L.A. City Council votes soon on whether to place a measure on an upcoming ballot in March 2009 ordering the Department to install solar generating systems on the roofs and parking lots of government, commercial and industrial buildings by 2014.



United States - Smart Networks for 1.8 Million Homes

Reliant Energy has begun installing in homes high-tech networks that will allow customers to track their electricity usage in real time via an iPhone or other wireless device. Named the *Insight*, the device will allow Reliant to pass on high spot prices to customers or set up plans by which customers may purchase power to keep their homes at a certain temperature for a set price. The device could help customers cut back their use of electricity and save money. Other components of Reliant's smart network could include a programmable thermostat that would show the cost of raising or lowering the temperature, a wireless system that

would let a home's electric meter communicate with devices capable of controlling home appliances, access to electricity usage monitoring via a web portal, and smart power outlets that know when to turn off TVs and other appliances.

Geothermal Energy Development Gathers Steam



An unusual combination of economic and environmental forces have created a "perfect storm" that could help geothermal shed its back-seat status to its renewable cousins wind and solar energy, experts said at an international conference. The financial meltdown on Wall Street, soaring oil prices, the volatility of the natural gas market, concern about global warming and a new administration assuming the White House are driving increasing demand for the energy produced by harnessing heat from beneath the earth's surface, they said.

The Geothermal Energy Association said new projects are underway in Alaska, Arizona, California, Hawaii, Idaho, New Mexico, Nevada, Oregon, Texas, Utah, Washington and Wyoming. When developed, the projects will provide up to 3.4 megawatts of new electric power capacity, more than doubling U.S. geothermal capacity.

"Intellectual growth should commence at birth and cease only at death."

Albert Einstein

Notes of Thanks



“On behalf of the of the National Organizing Committee and Host Communities for Heritage Month 2008, I wish to express our sincere gratitude and appreciation for the generous contribution of LUCELEC, towards the success of the national programme of activities in celebration of October as Creole Heritage Month in Saint Lucia.” Although LUCELEC is being acknowledged as a main contributor to the entire programme, ***“LUCELEC’s contribution went a long way in assisting with the efficient production and management of the second St. Lucia Kweyol Music Festival on Saturday 18th October; one of the main national activities of the month”***.

Kennedy “Boots” Samuel
Executive Director

“On behalf of the College and the Division of Technical Education and Management Studies in particular I wish to express sincere thanks to your organization for providing our final year students with the opportunity to work with your staff during our Work Experience period. Work experience is a requirement of all our programmes. As such, the contribution of your organization to the development of the work life of our students is invaluable. We look forward to your organization’s continued participation in our Work Experience programme.”

Matthew St. Paul
Acting Dean

Fitness Facts

Portion Control

(adapted from eDiets.com)

Do you know what a serving of meat looks like? No, it's not the 22-ounce T-bone steak! A proper portion of meat is 3 ounces. Do you know what that looks like?

That's one of the major problems of weight loss: understanding portion size. You can eat all the right foods, but if you eat them in over-sized portions, you'll still be consuming too many calories. Most people underestimate the amount of food they eat -- and overestimate the amount of exercise they do. This is a recipe for disaster.

Knowing what a proper portion looks like doesn't have to be difficult -- you don't need a food scale (although it wouldn't hurt). Here are a few visual comparisons for suitable serving sizes.

- ◆ 1 medium fruit -- tennis ball or tight fist
- ◆ ½ cup of fruit, veggie, cooked cereal, rice or pasta -- cupcake or tight fist
- ◆ 1 cup of raw salad -- the amount you can hold in two hands cupped together.
- ◆ 1 medium baked potato -- computer mouse
- ◆ 1 cup of cold cereal -- large handful or tight fist
- ◆ 1-ounce bagel -- a yo-yo
- ◆ 3 ounces of meat, poultry or fish -- palm of a woman's hand or deck of cards
- ◆ 1 ounce of cheese -- 4 dice or the top half of your thumb
- ◆ 3 1/2 ounces of tofu -- 4 ice cubes
- ◆ 1 ounce of meat, fish, chicken or poultry -- 1 egg

Note: The following items expand after cooking.

- ◆ 1 ounce of pasta will cook up to about 2 ounces, which is equivalent to ¼ cup. Pasta doubles in volume.
- ◆ 2 tablespoons of rice cook up to about 6 tablespoons, or about 1/3 cup. Rice triples in volume.

So, if you're looking to manage your weight, next time you're loading up the plate, go easy on the portions.

Birthdays & Milestones

- ☺ Dickson Peter
- ☺ Radharanie Williams
- ☺ Francis Edwards
- ☺ Keithson Charles
- ☺ Andrea Vidal
- ☺ Jemina Joseph-Paul
- ☺ Claudius Maynard
- ☺ Paul Ambrose
- ☺ Michael Gibson
- ☺ Albert Felix
- ☺ Nicholas Alexander



- ☺ Mac Carthy Leon
- ☺ Chester Charles
- ☺ Wayne St. Cyr
- ☺ Felix Clarke
- ☺ Anthony Etienne
- ☺ Michel Sealy
- ☺ Natalie Delaunay-Charles
- ☺ Gregory Johnny
- ☺ Tareq Tomy
- ☺ Carlile Clarke
- ☺ Bernard Serieux

10 Years
Kevin Charles

11 Years
Dona Emmanuel
Rontgen Charles

13 Years
Gary Eugene

14 Years
Janice Jules

18 Years
Andrea Vidal

19 Years
Patrick Arthur
Henry Henry

20 Years
Francois Edward

25 Years
Sabina Austin

28 Years
Linus Callixte

31 Years
Celina Amos

37 Years
Nicholas Alexander
Albert Marius



Puzzle - Spot the Differences

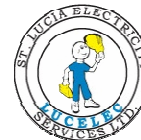
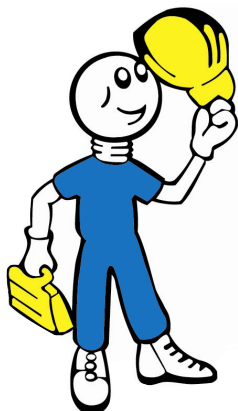
There are 22 differences between the two pictures. How many can you find? Please ensure that your entries are clearly marked, by numbering the differences you spot with the same number on each photo. At the end you should have differences numbered 1 through 22 on each picture.



Send all completed entries to the Corporate Communications Department. The winner will be announced in the next edition of the LUCELEC News.

NB: All correct entries received are placed in a box and winner is selected by dipping the day before the next edition of the newsletter goes to print.

The winner of last month's puzzle is **Hester Hyacinth**.
Please contact the Corporate Communications Department to claim your prize.



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