



REGULATED INDUSTRIES COMMISSION

Protecting YOUR interests

ANNUAL REPORT
& FINANCIAL
STATEMENTS

2017

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LETTER OF TRANSMITTAL

The Honourable Marvin Gonzales
Minister of Public Utilities
Ministry of Public Utilities
One Alexandra Place
#1 Alexandra Street
Port-of-Spain

Dear Minister,

RE: Annual Report and Financial Statements 2017

In accordance with Section 34 of the Regulated Industries Commission (RIC) Act, Chapter 54:73, I have the honour to submit the RIC's audited Statement of Accounts as certified by the Auditor General and the Annual Report, for the year ending December 31, 2017.

Sincerely,



Dawn Callender
Chairman



CHAIRMAN'S REMARKS

DR. HYACINTH GUY

The Regulated Industries Commission embarked on key endeavours in 2017. At the forefront was the commencement of the Price Review Process for both the Electricity Transmission and Distribution Sector and the Water and Wastewater Sector. An important decision taken by the Board was the approval of the Quality of Service Standards (QSS) for Water and Wastewater Services. The establishment of appropriate QSS is integral to the price review process and the Board is hopeful that these Standards will be gazetted within the shortest possible time. The RIC has already developed a QSS Scheme for the Electricity Transmission and Distribution Sector.

The RIC welcomed a new Executive Director, Dr. James Lee Young, who joined the Executive Management Team in August. He follows Mr. Sherman Baksh who demitted office at the end of his contracted term. On behalf of the Board of Commissioners, I would like to sincerely thank Mr. Baksh for his service to the Commission and I would also like to welcome Dr. Lee Young to the RIC. Dr. Lee Young comes to the RIC armed with knowledge and experience gained in a number of sectors, including the utility and energy sectors, and the Board is confident that he possesses the capacity to fulfill the RIC's mandate.

The RIC has the legal authority and responsibility to determine pricing principles and methodologies as well as rates and tariffs for the Trinidad and Tobago Electricity Commission (T&TEC) and the Water and Sewerage Authority (WASA). Since its establishment, the RIC has completed only one Price Review for T&TEC for the period June 2006 - May 2011. During 2018 the RIC will undertake a second review of prices for the electricity transmission and distribution services. The prices for water and wastewater services were last reviewed in 1993. It is this Board's intention to ensure that there is economic sustainability for both Service Providers while also ensuring that the interests of customers are taken into account. The Board recognises that previous attempts to complete reviews for the Sectors have not been successful owing to several factors external to the RIC. However, we are committed to bringing the Reviews to fruition.

The RIC's Price Review Process has thus far included the publication and circulation of several consultative documents which have detailed the Commission's views on key areas that will inform the review process for both Service Providers. The RIC has a duty to consult with these Service Providers, other stakeholders, representatives of consumer interest groups as well as other parties

CHAIRMAN'S REMARKS

in the determination of any new pricing principles or rates. Therefore, a critical component of the Price Review exercise is the engagement of all stakeholders, including the public, in the regulatory decision-making process. All stakeholders were therefore invited to provide comments on the consultative documents which will be carefully considered and which would form part of the RIC's Draft Determination. All stakeholders will have an opportunity to comment on the Draft Determination, and their views will be given full consideration before the Final Determination is published. The Price Review Process for both Service Providers is expected to be completed in the fourth quarter of 2018.

Another noteworthy milestone for the RIC in 2017 was the approval of the Final Decision document for the Quality of Service Standards (QSS) for Water and Wastewater Services. The Standards were submitted to the Ministry of Public Utilities for publication in the Trinidad and Tobago Gazette, after engaging stakeholders through public consultation. These Standards will allow the RIC to regulate WASA's quality of service and would facilitate compensatory payments to customers if the service provider fails to meet the prescribed performance level. This is expected to ensure a higher quality of service to water and wastewater customers in Trinidad and Tobago and the Board is hopeful that we can have these Standards implemented within a short timeframe.

The RIC was also pleased to host the 15th Annual Conference of the Organization of Caribbean Utility Regulators (OOCUR) at the Magdalena Grand Beach & Golf Resort, Tobago from 8th November to 10th November 2017. The conference is the flagship event of OOCUR and the theme of the event "Balancing Interests – Lessons from Caribbean Regulators" explored issues that are critical to the regulatory remit of all regulatory bodies within the region.

I am delighted to report that the conference was well attended and received many accolades from

the more than 100 participants which included persons from regulatory bodies across the region as well as participants from the Trinidad and Tobago business and utility sectors. The conference featured an opening address by Senator the Honourable, Robert Le Hunte, Minister of Public Utilities, and brief remarks from Assemblyman Clarence Jacob, Secretary of Settlements, Urban Renewal and Public Utilities, Tobago House of Assembly. There were presentations by distinguished speakers, both regional and extra-regional, at the forefront of the debate on independent utility regulation. The keynote speaker for the conference was Dr. Sanford Berg, Professor Emeritus, University of Florida. The RIC was elected to the Chairmanship of OOCUR for a two-year period at the conference. I wish to sincerely thank the staff of the RIC for their hard work in ensuring that the event was successful.

On behalf of the Board of Commissioners, I would like to record our sincere thanks and appreciation to the Management and Staff of the RIC for their dedication and hard work during this demanding and eventful year. To my fellow Commissioners, I express my heartfelt gratitude for their support and commitment in the conduct of the Commission's activities.



f/Chairman

VISION

To be a world-class regulator.

MISSION STATEMENT

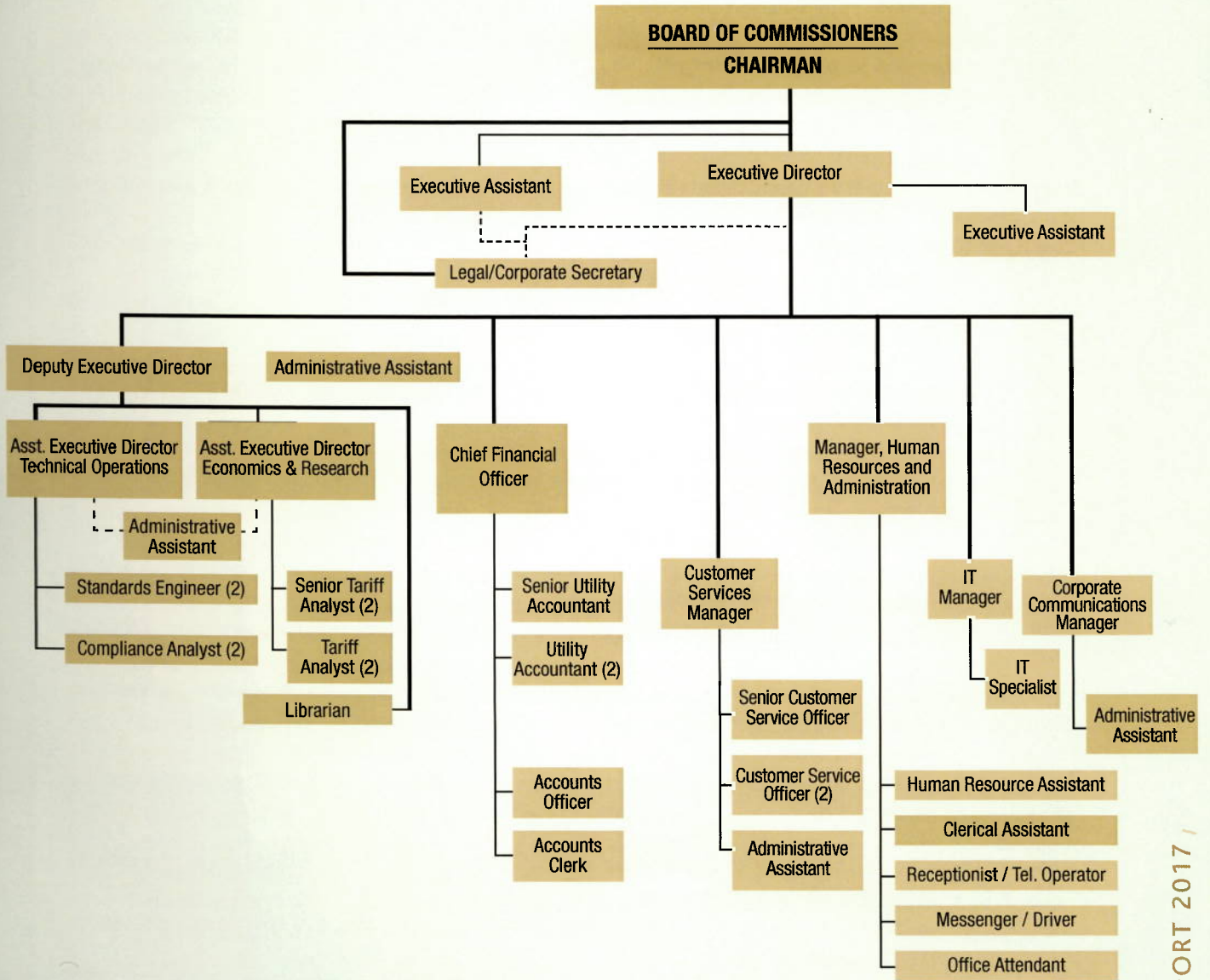
To ensure the promotion of the highest quality of utility services at fair and reasonable rates while building a credible regulatory regime that responds adequately to stakeholders concerns and also to ensure fairness, transparency and equity in the provision of utility services throughout the country.

ORGANISATIONAL STRUCTURE

The Executive Director is responsible for the supervision over and direction of the work and staff of the Commission.

The staff provide a range of services and advice to the Commission on all aspects of its work.

ORGANISATIONAL STRUCTURE



RIC AT A GLANCE

THIS, THE FIFTEENTH REPORT OF THE RIC, COVERS THE ACTIVITIES OF THE RIC FOR THE PERIOD JANUARY 1ST TO DECEMBER 31ST, 2017.

The Regulated Industries Commission Act, No. 26 of 1998, established the Regulated Industries Commission (RIC) as a body corporate. Under the Act, the RIC is charged with the responsibility of regulating the following service providers:

- The Water and Sewerage Authority (WASA);
- The Trinidad and Tobago Electricity Commission (T&TEC);
- The Power Generation Company of Trinidad and Tobago (POWERGEN); and
- Trinity Power Limited (TRINITY).

FUNCTIONS OF THE RIC

The specific powers and functions of the RIC are defined in Section 6 of the RIC Act of 1998 and are summarized below:

- To advise the Minister on matters relating to the operations of the Act including the granting of Licences and monitoring the terms and conditions of the Licences;
- To carry out studies of efficiency and economy of operation and of performance of service providers, publish results and take action, where necessary, to protect the interests of customers and other stakeholders;
- To prescribe standards for services, monitor compliance and impose sanctions for non-compliance;
- To establish economic principles and methodologies for the setting of rates for services and to perform periodic reviews of the rating regimes;
- To investigate consumer complaints in respect of rates, billing and unsatisfactory service and facilitate redress;
- To ensure service providers are able to finance the delivery of services with an appropriate return on investment.

The RIC Act places direct functional responsibility upon the Commission in Section 6 (3) to ensure that the public interest is protected particularly:

- By ensuring maximum efficiency in the use and allocation of resources and that services are reliable and provided at the lowest possible cost;
- By ensuring equal access by consumers to service and the fair treatment of consumers and service providers who are similarly placed;
- By ensuring non-discrimination in terms of service access, pricing and quality; and
- By ensuring that current national environmental policies are adhered to.

THE YEAR IN REVIEW

In 2017 the Regulated Industries Commission appointed a new Executive Director, Dr. James Lee Young effective August 1st, 2017. Dr. Lee Young succeeded Mr. Sherman Baksh whose two-year contract as Executive Director came to an end in June 2017.

The RIC also commenced Price Review Process for both the Trinidad and Tobago Electricity Commission – T&TEC (Electricity Transmission and Distribution Sector) and the Water and Sewerage Authority - WASA (the Water and Wastewater Sector). There are three phases for conducting Price Reviews. They are as follows;

- **First phase** – publication and circulation of the RIC’s “Information Requirements” which explain to the service provider, the information that it has to submit, in the form of a Business Plan, to the RIC to undertake the Price Review. The RIC also issues its “Framework and Approach” document, which outlines the general principles and methodology that the RIC will follow to conduct the Reviews.
- **Second phase** – publication and circulation of several consultative documents which detail the RIC’s views on specific areas that inform the Review process.
- **Third phase** – publication and circulation of the “Draft Determination (Rates and Miscellaneous Charges)” after its review of the respective service provider Business Plan/Pricing Proposal and the feedback solicited from all stakeholders on the key areas of concern. This phase also includes consultation with the public on the Draft Determination, which culminates in the RIC’s issuance of its Final Determination.

The RIC completed the first phase of the process for T&TEC and WASA and was actively engaged in the second phase at the end of the year.

The RIC also initiated a review of the existing Quality of Service Standards (QSS) for T&TEC. This

review is expected to propose revisions that will address new areas of concern to the RIC such as the time taken for customers to obtain a new service connection. These QSS comprise both Guaranteed Standards and Overall Standards and apply to the operation of T&TEC.

Guaranteed Standards are those that set service levels that must be met by the service provider for every individual customer, whereas Overall Standards cover broader areas of service and generally relate to the reliability of service affecting a group of customers. T&TEC’s performance was comparable to 2016 as the compliance rates were maintained at similar levels. T&TEC continued to achieve high compliance (99%) in seven (7) out of the eight (8) categories under the Guaranteed Standards Scheme (GSS).

With respect to the Overall Standards, T&TEC achieved above 90% compliance in four (4) out of seven (7) categories with full compliance being maintained for OES1 and OES 7. The RIC noted an improvement in performance under OES 2 (Billing Punctuality) and OES6 (Response to Customer Queries/Requests). However, there was a decline in performance under OES 3 (Responding to Meter Problems), OES 4 (Prior Notice of Unplanned Outages) and OES 5 (Street Lights Maintenance).

In the case of WASA, the RIC developed a Quality of Service Standards Scheme for this service provider in 2004. These standards were reviewed over the ensuing years, and the most current revisions were finalized in December 2017 after consultation with the public and the service provider. The standards have been submitted to the Ministry of Public Utilities which has the responsibility for publishing them in the Trinidad and Tobago Gazette, after which they can be implemented. Notwithstanding, the RIC previously implemented several measures to assist in monitoring the service provided by WASA, including the Emergency Notification and Response Management Plan, which continued to be utilized in 2017.

THE YEAR IN REVIEW

One of the functions of the RIC that is aimed at protecting consumers' interests, is the investigation of complaints by consumers upon their failure to obtain redress from service providers with respect to rates, billing and unsatisfactory service. In 2017, the RIC received over 2,821 complaints, the majority of which were lodged against WASA. This reflected a seventeen percent (17%) increase in complaints compared to 2016. The RIC was able to resolve 98% of the complaints received, most of them in favour of the customer. Seventy-eight (78) customers benefitted from rebates in the sum of TT\$0.21Mn in 2017, of which 95% was credited to WASA customers' accounts and the remainder attributed to T&TEC.

The RIC in collaboration with the Organization of Caribbean Utility Regulators (OOCUR) hosted the 15th Annual OOCUR Conference at the Magdalena Grand Beach & Golf Resort, Tobago from the 8th - 10th November 2017.

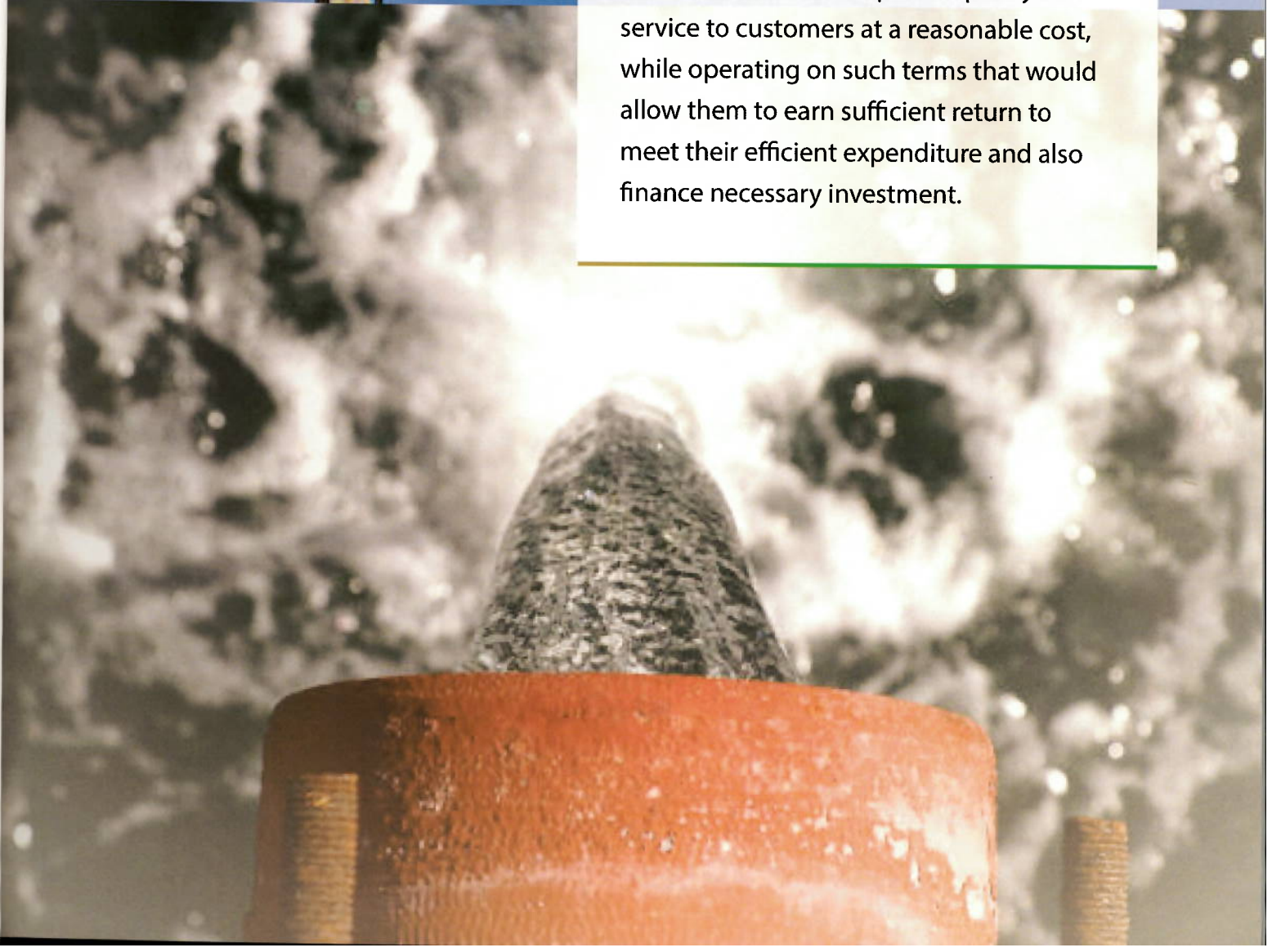
The annual, regional event was hosted for the second time in Tobago in the last 10 years. The conference drew more than 100 participants, including regulatory specialists, policymakers, and academics, from Barbados, Jamaica, Anguilla, the Bahamas, Belize, Guyana, Dominica, Turks and Caicos, the Cayman Islands, among others, as well as participants from the local business, regulatory and utility sectors including Ministry of Public Utilities, Ministry of Energy and Energy Industries, WASA, T&TEC, Desalcott, the Telecommunications Authority of Trinidad and Tobago, the Environmental Management Authority, and the Energy Chamber. Participants got an opportunity to hear and discuss the latest ideas about the theory and practice of regulation and consumer-related matters in the regulatory sphere of the Water and Wastewater, Telecommunications & ICT, Electricity & Energy Sectors.

The RIC continues to explore strategies aimed at increasing public awareness and improving public education on the role of the RIC as a responsible economic regulator and how the public can benefit from its services. External engagement with the public was executed through a multi-faceted approach and one major channel was the Outreach Programme (OP), which has both public awareness/ education and complaints-redress components.

The RIC set up a one-day information/promotional booth at two major shopping malls, Trincity Mall and Gulf City Mall in Trinidad. These booths provided the public with information on the role and functions of the RIC and specifically the service available to utility consumers for complaints redress. The RIC staff, who manned the information booths were also able to provide the public with information on the upcoming Price Reviews for T&TEC and WASA.



SECTOR REPORTS 2017



RIC is the economic regulator of the water, wastewater and electricity sectors in Trinidad and Tobago. One of its main functions as an economic regulator is to ensure that the service providers in these sectors deliver an acceptable quality of service to customers at a reasonable cost, while operating on such terms that would allow them to earn sufficient return to meet their efficient expenditure and also finance necessary investment.

THE ELECTRICITY SECTOR

The electricity sector consists of a government-owned, monopoly electric utility, the Trinidad and Tobago Electricity Commission (T&TEC), which purchases bulk power from three (3) independent power producers (IPPs) and delivers electricity to customers through its transmission and distribution network. T&TEC sells electricity on a retail basis to residential, commercial and industrial customers.

The number of customer accounts totalled 479,687 at the end of 2017, with residential customers accounting for more than 90% of that number. However, industrial and commercial customers account for approximately 70% of total electricity demand. The three independent power producers have a combined generating capacity of over 2,104 megawatts (MW), as recorded at the end of 2017. T&TEC also operates a generating facility located in Tobago with a capacity of 75MW that supplies electricity to the island. Electricity generation in Trinidad and Tobago is primarily produced from natural gas that is sourced locally and T&TEC sells over 8,000 gigawatt hours (GWh) annually.

QUALITY OF SERVICE STANDARDS

The RIC prescribes and publishes Quality of Service Standards (QSS) and monitors service providers to determine compliance with these standards. The QSS for the Electricity Transmission and Distribution Sector were first implemented in April 2004, and revised in December 2009. They were again revised in 2017 and the changes will become effective after publication in the Trinidad and Tobago Gazette.

The standards comprise both Guaranteed Standards and Overall Standards, and apply to the operation of T&TEC. Guaranteed Standards are those that set service levels that must be met by the service provider for every individual customer, whereas Overall Standards cover broader areas of service and generally relate to the reliability of service affecting a group of customers. Table 1 presents a description of the Guaranteed Standards, the required performance units, and the compensatory payment levels for each standard.

THE ELECTRICITY SECTOR

Table 1: Guaranteed Standards

CODE	Service Description	Performance Measure	Required Performance Units	Payments Per Customer
GES1	Restoration of supply after unplanned outage on the distribution system	Time for restoration of supply to affected customers	Within 10 hours	\$60 (residential) \$600 (non-residential) For each further 12 hr period \$60 (residential) \$600 (non-residential)
GES2	Billing Punctuality (New customers)	Time for first bill to be mailed after service connection: (a) Residential (b) Non-Residential	60 days 30 days	\$50 for both residential and non-residential
GES3	Reconnection of service after payment of overdue amounts or agreement on payment schedule	Time to restore supply after payment is made (All customers)	Within 24 hours	Refund of reconnection fee for both residential and non-residential
GES4	Making and keeping appointments	Where required, appointments will be made on a morning or afternoon basis	24 hours notice of inability to keep an appointment with customers.	\$50 for both residential and non-residential
GES5	Investigation of Voltage Complaints	Time to visit, correct problem and notify affected customers	Within 24 hours, correct within 15 working days.	\$50 (residential) \$600 (non-residential)
GES6	Responding to billing and payment queries	Provide a substantive reply	Within 15 working days	\$50 for both residential and non-residential
GES7	New Connection of supply	Service drop and meter to be installed	Within 3 working days	\$50 for both residential and non-residential
GES8	Payments owed under guaranteed standards	Time to credit compensatory payment.	Within 30 working days for non-residential and 60 days for residential.	\$50 for both residential and non-residential

THE ELECTRICITY SECTOR

T&TEC'S PERFORMANCE UNDER THE GUARANTEED STANDARDS

There are eight guaranteed standards for T&TEC, and at this time, all but the first (GES 1) carry automatic compensatory payments for breaches¹ of the guaranteed standards. T&TEC's performance under the guaranteed standards for 2015 to 2017 is presented in table 2.

Overall, T&TEC's performance under the guaranteed standards in 2017 was comparable to that of 2016,

as the compliance rates were maintained at similar levels. As in previous years, GES 1 continued to record the largest number of breaches, representing 99.6% of the total for 2017.

T&TEC is not yet able to identify the individual customers who experienced breaches under GES 1 due to existing limitations with its outage management system. Hence, customers are still required to submit claims for breaches under this standard. The RIC estimates that approximately

Table 2: Compliance with Guaranteed Standards, 2017

CODE	Service Description	Performance Measure	Compliance Rate (%)		
			2017	2016	2015
GES1	Response and Restoration Time after unplanned (forced) outages on the distribution system.	Time for restoration of supply to affected customers – within 10 hours	99.08	99.64	99.90
GES2	Billing Punctuality (new customers)	Time for first bill to be mailed after service connection:			
		(a) Residential – within 60 days (b) Non-Residential – within 30 days	99.90 100.0	99.80 98.10	99.96 96.90
GES3	Reconnection After Payment of Overdue Amounts or Agreement on Payment Schedule	Time to restore supply after payment is made – within 24 hours	99.91	99.96	99.96
GES4	Making and Keeping Appointments	Where required, appointments will be made on a morning or afternoon basis	100.0	100.0	100.0
GES5	Investigation of Voltage Complaints	(i) Response – All voltage complaints to be responded to within 24 hours.	99.91	99.97	99.90
		(ii) Rectification – All voltage complaints to be rectified within 15 working days.	98.40	98.70	99.70
GES6	Responding to Billing and Payment Queries.	Substantive reply within 15 working days	100.0	100.0	100.0
GES7	New Connection of Supply	Service drop and meter to be installed within 3 working days	99.90	99.90	99.90
GES8	Payments Owed under Guaranteed Standards	Time to credit compensatory payment:			
		Residential – within 30 working days Non-Residential – within 60 working days	0.0 N/A	0.0 N/A	0.0 N/A

N/A – Not Applicable

¹ A breach occurs for each incidence of non-compliance of the stipulated level of performance for a standard by the service provider.

THE ELECTRICITY SECTOR

Table 3: Details of Breaches and Compensatory Payments due under the Guaranteed Standards, 2017

Standard	Number of Breaches	Penalty Payment (\$)	Minimum Payment Due (\$)	Total Number of Claims Submitted* / Processed	Total Payments Made (\$)
GES1	16,576	60	994,560	18*/4	240
GES2	7	50	350	7	350
GES3	23	118	2,714	20	2,360
GES4	0	50	0	0	0
GES5	8	50	400	7	350
GES6	0	50	0	0	0
GES7	17	50	850	2	100
GES8	21	50	1,050	0	0
TOTAL	16,645		999,924	40	3,400

\$1 million would have been due in compensatory payments to customers if claims were submitted/processed for all the breaches that occurred in 2017. This represents an increase of 86% over 2016, due mainly to an increase in the number of breaches under GES 1. Further details are provided in table 3.

T&TEC'S PERFORMANCE UNDER OVERALL STANDARDS

Overall Standards cover areas of service where it is not appropriate or feasible to give individual guarantees, but where the expectation of the stakeholders is that the utility will provide pre-determined minimum levels of service. These seven standards generally relate to the reliability of service affecting a group of customers. T&TEC exhibited varied performance during 2017 for each of the overall standards under the scheme, as shown by the compliance rates presented in table 4.

T&TEC continued to maintain full compliance under OES 1 (Frequency of Meter Reading) and OES 7 (Notifying Customers of Receipt of Claim under Guaranteed Standard GES 1). There was marginal improvement in the performance under OES2 (Billing Punctuality) and OES6 (Response to Customer Queries/Requests). However, there was a decline in performance under OES 3 (Responding to Meter Problems), OES 4 (Prior Notice of Unplanned Outages) and OES 5 (Street Lights Maintenance).

ANALYSIS OF T&TEC'S PERFORMANCE UNDER THE QUALITY OF SERVICE STANDARDS

The Guaranteed Standards Scheme was designed to encourage T&TEC to focus on improving the quality of service delivered to customers in the specified areas. This is the eighth year for which there has been automatic compensation for non-compliance of all the Guaranteed Standards, except GES1. T&TEC's performance with respect to the processing of automatic payments maintained the same level as in 2016, with 59% of the automatic compensatory payments being paid on time by T&TEC in 2017.

The RIC made fewer requests to T&TEC for validation of data with respect to the QSS for 2017. However, accompanying explanations and clarifications are still not readily submitted. There was some improvement in the timeliness of submissions, which is attributable to the existence of a department dedicated to regulatory affairs. The RIC will continue to seek ways of improving the quality and timeliness of data provided by T&TEC. In keeping with this objective, the RIC commenced a data mapping exercise in 2017 to assess the robustness and reliability of T&TEC's data collection and reporting system. The outcome of this exercise will be used to improve the overall integrity of the system.

THE ELECTRICITY SECTOR

Table 4: Compliance with Overall Standards, 2017

CODE	Description	Required Performance Measure	Compliance Rate (%)		
			2017	2016	2015
OES1	Frequency of Meter Reading	90% of industrial meters should be read every month	100.0	100.0	100.0
		90% of residential and commercial meters read according to schedule	100.0	100.0	100.0
OES2	Billing Punctuality	98% of all bills to be mailed within ten (10) working days after meter reading or estimation	94.4	90.2	100.0
OES3	Responding to Meter Problems	Visit or substantive reply within 10 working days 95% of the time	96.8	99.1	94.7
OES4	Prior Notice of Planned Outages	3 days advance notice of planned outages 100% of the time	90.9	92.1	96.9
OES5	Street Lights Maintenance	Street Lights – within 7 working days	21.3	29.9	40.5
		Highway Lights – within 14 working days	57.0	89.6	88.5
OES6	Response to Customer Queries/ Requests (written)	Time to respond after receipt of queries: Initial Response – within 10 working days	96.7	96.2	84.2
		Final Position – within 30 working days	65.6	54.1	45.9
OES7	Notifying Customers of Receipt of Claim under Guaranteed Standard GES 1	100% of customers to be notified of receipt of claim within 10 working days	100.0	100.0	100.0

ELECTRICITY SECTOR REPORTING UNDER THE EVENTS NOTIFICATION AND RESPONSE MANAGEMENT PLAN

In executing its mandate as the economic regulator for the electricity and water/wastewater sectors, the RIC requires the utilities in the electricity and water sectors to report financial and operational information about their activities. This requirement includes reporting on events that may have a significant impact on the utility's ability to provide service to its customers. The RIC published the document "Event Notification and Response Management Plan (ENRMP)" in May, 2004 to provide guidance to Service Providers (SPs) on how to notify the RIC of incidents and events which have affected, or are likely to have an adverse effect on, a large number of customers.

In the electricity sector, an event, as classified under the ENRMP, may include events leading to the risk/loss of life or injury to persons, any occurrence affecting the health or safety of the public or employees, any major failure of electrical and mechanical equipment, and the significant and unexpected loss of the supply of electricity or deterioration in the quality of the electricity supply.

There are three (3) SPs in the electricity sector that are required to report such events to the RIC within a stipulated time frame, as well as to notify affected customers about the duration and extent of the impact. The SPs are the Trinidad & Tobago Electricity Commission (T&TEC), the Power Generation Company of Trinidad & Tobago (PowerGen) and the Trinity Power Limited (TPL).

THE ELECTRICITY SECTOR

There is another independent power producer, the Trinidad Generation Unlimited (TGU), but, this company currently does not fall under the purview of the RIC and is not required to report under the ENRMP. The RIC also records the significant events pertaining to the electricity sector that have been reported by the local media. The RIC reviews all the events which have been recorded and engages with a particular SP (where deemed necessary) and prepares an internal summary report of these events on a quarterly basis.

There were seven (7) significant events pertaining to the SPs in the electricity sector for the year 2017, seven (7) events less than the fourteen (14) events recorded under the ENRMP in 2016. Most of the events reported in 2017 were as a result of the loss of electrical supply to large numbers of customers. Of the total number of events, 5 were major electricity outages (71%); there was one (1) fatality caused by electrocution and one (1) case of damage to a vehicle and driver caused by a broken T&TEC pole.

Five (5) significant unplanned electrical outages in 2017 affected large numbers of T&TEC's customers as compared to eleven such events (11) in 2016. Each of these unplanned outages was due to severe

weather conditions. The most impactful of these events occurred on June 14th 2017 and was caused by the heavy rains and winds associated with tropical storm Bret. T&TEC was unable to restore the supply to all customers on a timely basis in this instance due to the large number of reports, the severity of damage to specific parts of the network and limited access in waterlogged and flooded locations. This event affected approximately 22,960 customers throughout Trinidad and Tobago. Affected customers experienced outages of different durations as the electricity supply was gradually restored over the ensuing forty-nine hours.

T&TEC reported one (1) incident in which a person was electrocuted in connection with its network. It was reported that the fatality occurred when a person carrying a steel beam on the roof of a house under construction was electrocuted when the steel beam came in contact with T&TEC's high voltage wires.

A summary of the events reported in the electricity sector for 2017 is shown in table 5 below.

Table 5: ENRMP – Summary Report for Electricity Sector 2017

TYPE OF EVENT	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	TOTAL	% of Total	No. of reports related to		
							T&TEC	PowerGen	TPL
Fatalities	1	0	0	0	1	14%	1	0	0
Equipment Damage/ Mal-operation	0	0	0	0	0	0%	0	0	0
Electrical Outages	1	1	1	2	5	72%	5	0	0
Other	1	0	0	0	1	14%	1	0	0
Total No of Events Reported	3	1	1	2	7	100%	7	0	0
% of Total	43%	14%	14%	29%	100%	100%	0%	0%	

THE WATER/WASTEWATER SECTOR

In Trinidad and Tobago, water and wastewater services are provided by a government-owned, monopoly utility, the Water and Sewerage Authority (WASA). WASA is solely responsible for the production, transmission and distribution of water for potable and industrial use, as well as for the treatment of non-industrial wastewater. WASA produces 245 million imperial gallons of water per day (mgd) (Source: WASA, 2017). Of this, surface water accounts for 58.5% (143 mgd); ground water accounts for 22.9% (56 mgd); and water from desalination plants accounts for 18.6% (46 mgd).

QUALITY OF SERVICE STANDARDS FOR WASA

One of the mandates of the RIC under the RIC Act is to prescribe and publish Quality of Service Standards (QSS) and monitor service providers to determine compliance with these standards. The RIC drafted QSS for WASA in 2004, but these were not implemented because of administrative and legal impediments. The standards were reviewed over the ensuing years, and the most current revisions were finalized in December 2017 after public consultation and consultation with the service provider. The Ministry of Public Utilities is responsible for publication of the standards in the Trinidad and Tobago Gazette, after which they can be implemented by the RIC.

WATER/WASTEWATER SECTOR REPORTING UNDER THE EVENTS NOTIFICATION AND RESPONSE MANAGEMENT PLAN

In the water utility sector, an event, as classified under the ENRMP, may include a major reduction in the amount of water provided to customers, a significant impairment in the quality of water supplied, or an activity affecting the health or safety of customers or employees. The Water and Sewerage Authority of Trinidad and Tobago (WASA) is required to report such events to the RIC as soon as they occur, as well as to notify affected customers about the extent and duration of the impact. The RIC prepares an internal quarterly report based on these submissions.

WASA reported 28 events for the year 2017, representing an average of 7 events per quarter. The number of events reported for 2017 is less than that reported for 2016. Most of the events reported in 2017 resulted in a significant loss of water supply to a large number of customers. Table 6 shows a summary of the number of events reported by WASA in 2017. Of the total number of events, Maintenance works accounted for 57.1%; Emergency Repairs accounted for 21.4%; Reduction in Supply from Desalination Plants accounted for 14.3%; and Excessive turbidity due to rainfall accounted for 3.5%.

Table 6: ENRMP – Summary Report for WASA, 2017

TYPE OF EVENT	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	TOTAL	% of Total	AVERAGE Per Qtr
Maintenance	1	6	5	4	16	57.1	4
Reduction in Supply from Desalination Plants	2	0	0	2	4	14.3	1
Emergency Repairs	0	2	0	4	6	21.4	1.5
Capital improvement works	0	0	0	0	0	0	0
Excessive turbidity due to rainfall	0	1	0	0	1	3.5	0.25
Other	1	0	0	0	1	3.5	0.25
Total No of Events Reported	4	9	5	10	28	100	7

CUSTOMER SERVICES

One of the core functions of the RIC is investigating complaints and facilitating relief, where necessary to utility-related complaints. Consumers may register their complaints with the RIC regarding their failure to obtain redress from the Water and Sewerage Authority (WASA) and the Trinidad and Tobago Electricity Commission (T&TEC) with respect to rates, billings and unsatisfactory service.

The RIC received 2,821 complaints in 2017, as shown in table 7, which represented a seventeen percent (17%) increase in the number of complaints received when compared to 2016. These complaints were filed by 1,661 customers, 66% of whom accessed the service of the RIC for the first

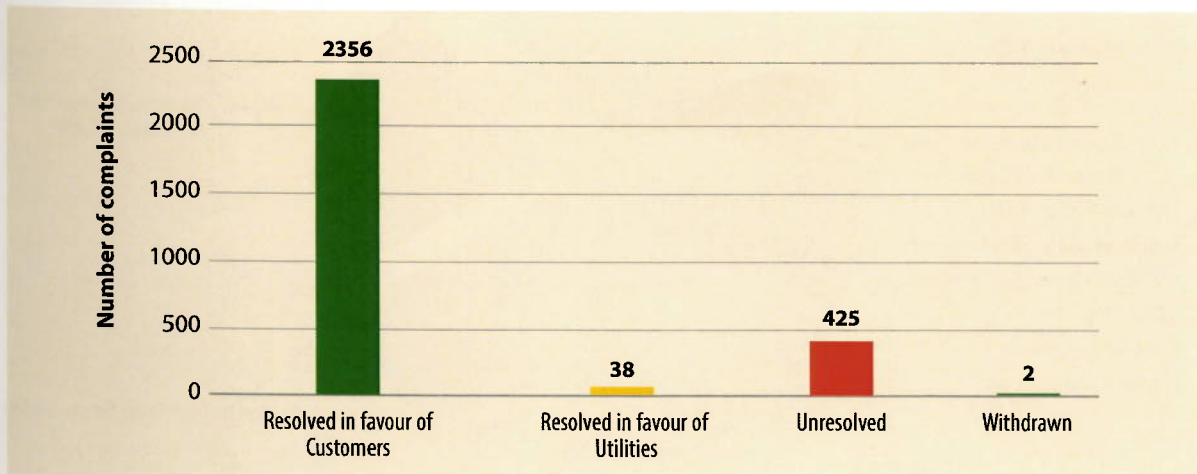
time. The RIC continued to maintain a relatively high-resolution rate in 2017, resolving 2,394 or 85% of the complaints received. Only two (2) complaints were withdrawn, in 2017. The complaints were withdrawn because the matters were resolved between the time the complaint was lodged and RIC's intervention.

The RIC has a statutory responsibility to ensure the fair treatment of consumers and service providers similarly placed. Its objective assessment of each complaint ensures that the responsibility is satisfied. In 2017, 2,356 or 98% of the complaints that were received by the RIC, were resolved in favour of customers, as indicated in figure 1 below.

Table 7: Status of Complaints Received for 2015-2017

Status	2015	2016	2017	% Change
Number of complaints brought forward	521	389	435	12%
Number of complaints received	2231	2419	2821	17%
Number of complaints withdrawn	14	8	2	-75%
Number of complaints resolved	1952	2117	2394	13%
Number of complaints unresolved	265	294	425	45%
RESOLUTION RATE	88%	88%	85%	-3%
No. of outstanding complaints resolved	397	248	399	61%
Total number of complaints resolved	2349	2365	2793	18%
Total number of complaints outstanding	389	435	461	6%

Figure 1: Status of Complaints Received in 2017



CUSTOMER SERVICES

In 2017, the top three (3) complaint categories reported to the RIC were: Interruption in Pipe Borne Supply, Streets Lights - Repair & Installation and Request for Truck Borne Supply, which accounted for 955 (34%), 616 (22%) and 408 (14%) complaints respectively, as shown in figure 2 below. In 2016, the top three complaint categories were the same.

In 2017, the most reported complaints filed against T&TEC were: Street Lights - Repair & Installation, Request for Service, and High/Low Voltage. As shown in table 8 below, they accounted for 68%, 6%, and 5% of the complaints respectively for this service provider. In addition, Street Lights - Repair & Installation complaints decreased by nine (9) % and the category Power Outage recorded the highest percentage increase of 38% when compared to 2016.

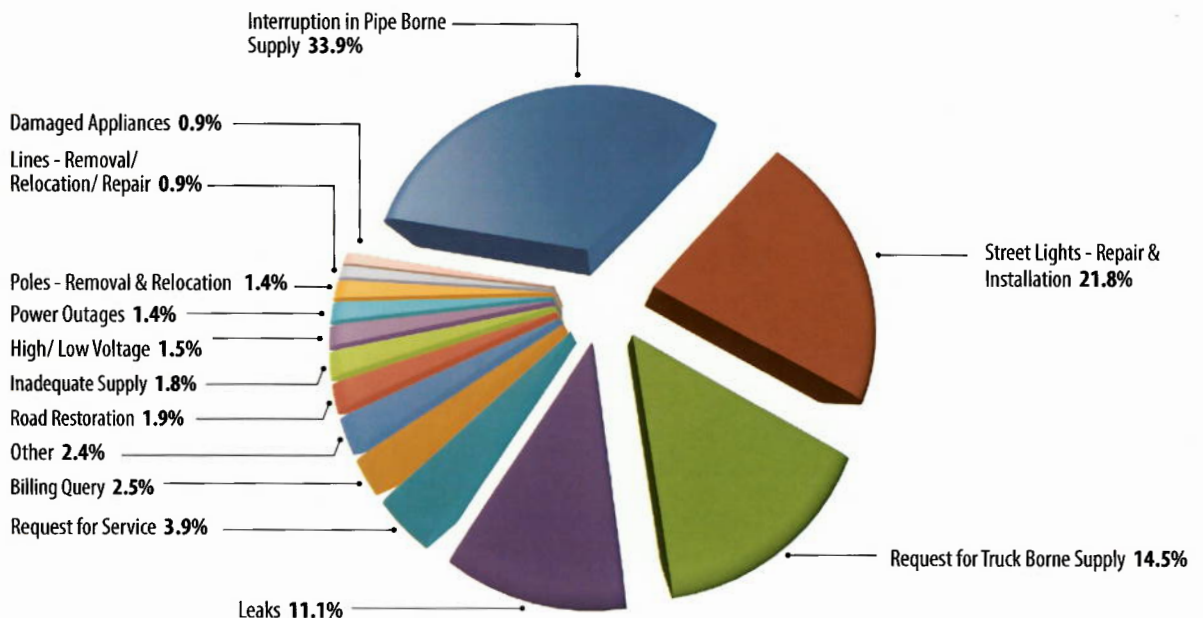
An analysis of complaints against WASA indicated that Interruption in Pipe-Borne Supply, Request for Truck-Borne Supply and Leaks were the most reported complaints for 2017 and accounted

for 50%, 21% and 16% respectively of the total complaints for WASA. While Interruption in Pipe-Borne Supply complaints grew by 30% the category leaks recorded the highest percentage increase of 112% when compared to 2016.

The number of complaints received by the RIC was disaggregated by geographic location and is shown in figure 3. The South region has historically been, and continues to be the region from which the largest number of complaints is reported, and accounted for approximately 41% or 1,141 complaints in 2017.

The RIC reviewed the data in relation to complaints received for 2017 to determine which areas among the four (4) geographic regions in Trinidad were considered water-stressed (worst served). This was determined by the accrual of all Interruption in Pipe-Borne Supply, Request for Truck-Borne Supply and Inadequate Water Supply complaints. Table 9 indicates the five (5) top areas (City/Town/Village) that are most affected in each region.

Figure 2: Distribution of Complaints in 2017, by Category

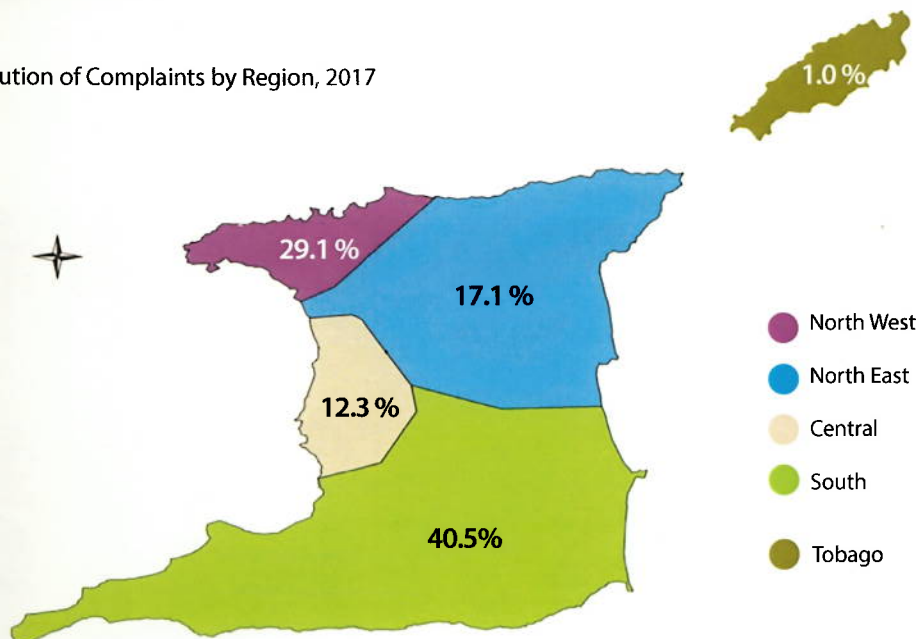


CUSTOMER SERVICES

Table 8: Distribution of Complaints Received by Category and Service Provider for the period, 2015-2017

Service Provider	Complaint Category	2015	2016	2017	% Change
T&TEC	Billing Query	33	23	28	22%
	Damaged Appliances	23	31	25	-19%
	High / Low Voltage	33	40	43	8%
	Lines - Removal/relocation/repair	29	28	26	-7%
	Other	39	65	35	-46%
	Poles - Removal & Relocation	29	35	39	11%
	Power Outages	23	29	40	38%
	Request for Service	72	100	59	-41%
	Street Lights - Repair & Installation	551	674	616	-9%
		832	1025	911	-11%
WASA	Billing Query	71	35	42	20%
	Inadequate Water Supply	41	34	52	53%
	Interruption in Pipe Borne Supply	728	737	955	30%
	Leaks	113	148	313	111%
	Other	33	15	34	127%
	Request for Service	20	14	51	264%
	Request for Truck Borne Supply	368	379	408	8%
	Road Restoration	25	32	55	72%
	1399	1394	1910	37%	
TOTAL	2231	2419	2821	17%	

Figure 3: Distribution of Complaints by Region, 2017



CUSTOMER SERVICES

The record shows that in the Central Region, the RIC received the most complaints from Las Lomas, however, complaints from this area decreased by 3 or 11% while complaints from Cunupia and Chaguanas increased by 16 or 533% and by 5 or 167% respectively, when compared to 2016. In the North East Region, the number of complaints from St. Joseph decreased by 15 or 38% while complaints from Brazil and Manzanilla increased by 29 or 363% and 14 or 467% when compared to 2016. The RIC received the most complaints from Brazil in 2017.

A review of the complaints from the North West Region, showed an increase in complaints from Diego Martin and Maraval by 37 or 73%, 25 or 69% respectively, while those from St. Anns decreased by 48 or 65% when compared to 2016. The South Region has historically been the area from which the RIC has received the most complaints and 2017 was no exception.

Analysis of the data from 2017 showed an increase in the number of complaints from Penal and Siparia by 130 or 88% and 22 or 105% respectively. However, complaints from the areas of Princes Town and Barrackpore decreased by 32 or 34% and 22 or 105% respectively, when compared to 2016. The RIC will continue to monitor these trends and engage in discussions with WASA to improve the delivery of service to the identified worst served areas.

The use of Key Performance Indicators (KPIs) allows stakeholders to assess RIC's performance in its complaints resolution process. In this regard, the three (3) main KPIs that are used are:

- the percentage of complaints resolved;
- the amount of credit/rebate/compensation that is recovered; and
- adherence to internal service standards, especially response times.

The RIC's performance against the first KPI is reported in table 7 above. The second KPI is the quantum of credit/rebate/compensation that is

recovered for customers who have lodged their complaints with the RIC. This KPI allows consumers to make their own assessment about the added value the RIC has brought in terms of protecting consumers' interests.

Over the last three (3) years, the RIC has assisted in the recovery of \$1.95Mn in credits/rebates/compensation and in 2017, fifty-eight (58) customers benefited from the recovery of \$0.21Mn in credit/rebate/compensation. Approximately 95% or \$0.19Mn of this amount was credited by WASA to fifty-two (52) of its customers' accounts and T&TEC credited approximately \$11,000 to six (6) of its customers' accounts. As indicated above, the third KPI that the RIC utilises to measure the quality of its service delivery is its response time to complaints, based on its internal service standards. Table 10 highlights the RIC's performance over the period 2015 to 2017 against four (4) established standards.

The RIC assisted 123 walk-in customers in 2017, resulting in 51 complaints being processed. Interestingly, none of the Walk-in customers who came to the RIC's office made an appointment, however, the average waiting time to be served was 6.4 minutes.

CUSTOMER SERVICES

Table 9: The top 5 Water Stressed Areas in each Region, 2015-2017

LOCATION	2015		2016		2017	
	Areas	Total	Areas	Total	Areas	Total
CENTRAL	Claxton Bay	44	Las Lomas	27	Las Lomas	24
	Tortuga	16	Claxton Bay	12	Cunupia	19
	Chaguanas	6	Couva	10	Claxton Bay	13
	California	3	Carapichaima	3	Chaguanas	8
	Carapichaima	3	Chaguanas	3	Carapichaima	5
NORTH EAST	St. Joseph	36	St. Joseph	40	Brazil	37
	Arima	21	Arima	19	Arima	27
	Brazil	11	Arouca	18	St. Joseph	25
	Arouca	10	Champ Fleurs	11	Manzanilla	17
	Talparo	10	Cumuto	9	Talparo	16
NORTH WEST	Santa Cruz	74	St. Anns	74	Diego Martin	88
	Belmont	42	Diego Martin	51	Maraval	61
	San Juan	37	Santa Cruz	51	Santa Cruz	48
	St. Anns	33	Maraval	36	San Juan	31
	Maraval	32	San Juan	36	St. Anns	26
SOUTH	Barrackpore	138	Barrackpore	156	Penal	278
	Princes Town	105	Penal	148	Barrackpore	138
	Penal	90	Princes Town	93	Princes Town	61
	Siparia	40	Siparia	21	Siparia	43
	Moruga	29	San Fernando	19	Debe	25

Table 10: RIC's Internal Service Standards 2015 - 2017

Target Area	Standard	Performance Rating		
		2015	2016	2017
Response to Written Complaints	95% Within ten (10) working days	100%	100%	99%
Response to Telephone and E-mail Complaints	95% Within ten (10) working days	100%	100%	100%
Response to Overnight Messaging	100% Within one (1) working day	100%	100%	100%
Keeping Appointments	100% Within ten (10) minutes	100%	*N/A	*N/A

*N/A – No appointment was made

CORPORATE COMMUNICATIONS

The RIC's strategic communications programme for 2017 hinged on two major undertakings for the year, one being the RIC's hosting of the 15th Annual Organisation of Caribbean Utility Regulators (OOCUR) Conference and two, the commencement of the RIC's Price Review Process for both T&TEC and WASA. In light of these two major events in the RIC's calendar for 2017, the overall goals for the RIC's Corporate Communications initiatives included;

- Increased Public Education
- Increased Public Awareness
- Encouraged Stakeholder Involvement in the Regulatory Decision Making Process.

To achieve these goals, the RIC employed a variety of communication tools and initiatives. These included an increased social media presence, press advertising, publication of a RIC Newsletter, publication of Price Review documents on the RIC's Corporate Website, and Customer Outreach Sessions.

SOCIAL MEDIA

The RIC has a social media presence on

- Facebook;
- Twitter;
- YouTube and;
- LinkedIn

These platforms are utilised to increase public awareness of the RIC and upload informative and useful information about the roles and functions of the Commission. The RIC also utilized these social media pages to update, advertise and inform the public about the RIC's Price Review Process, the availability of documents for public comments as related to the Reviews, and the promotion of the RIC's hosting of the 15th Annual OOCUR Conference in Tobago.

RIC NEWS NEWSLETTER

The RIC produces a quarterly newsletter, the *RIC News* which is distributed to other regulatory bodies, agencies, community-based organisations, non-governmental organisations, and all other

affiliated organisations. This newsletter features informative RIC papers on a range of technical issues facing the industry, recent events, upcoming events, and relevant internal RIC updates. The RIC published 500 hard copies of the *RIC News* in 2017, and the newsletter was also distributed electronically.

RIC WEBSITE

The RIC's corporate website, www.ric.org.tt is a valuable tool in the presentation of information to the public as it relates to the WASA and T&TEC Price Reviews. There is currently a designated area on the RIC's website where the public can access all the necessary information on consultative documents, upcoming public and national consultations, stakeholder information days etc. There was also a designated area on the RIC's website for information on the 15th Annual OOCUR Conference, including conference updates, draft agenda, hotel accommodations, information on Tobago etc.

DISPLAYS AND OUTREACH SESSIONS

The RIC took the "show on the road" in 2017 with its involvement in the Annual UWI World of Work Recruitment Fair as well as RIC's Outreach Sessions.

UWI's World of Work (WOW) Recruitment Fair

The RIC participated in the UWI World of Work Workshop 2017 which occurred over two days, with the first day, Thursday 6th April, 2017, open to non-final year students seeking vacation employment and the second day, Friday 7th April, 2017, dedicated to final year students only. Companies and organisations from a variety of fields were invited to recruit students for either vacation or graduate employment.

The WOW Recruitment Fair gave students of the university an opportunity to meet recruiters, submit their résumés and learn more about the different types of employment available at leading local and international organisations.

CORPORATE COMMUNICATIONS

The RIC also used this occasion to educate the students about the role and responsibilities of the RIC, the upcoming Price Reviews and what it would mean to students and their families and how the RIC can assist persons who may have complaints or issues with their water and electricity service providers.

Customer Outreach Sessions

The RIC set up a one-day information/promotional booth at two major shopping malls, Trincity Mall and Gulf City Mall in Trinidad. These booths provided the public with information on the role and functions of the RIC and, specifically, the service available to utility consumers for complaints redress, and information on the upcoming Price Reviews for T&TEC and WASA. The RIC representatives also gave out information on the RIC's electricity standards and other significant information about saving money on electricity bills and water conservation. The RIC representatives were also able to take customers' complaints with their respective Service Providers on site.

Given the success of this venture, the RIC will continue its Customer Outreach Sessions in 2018 at other locations around Trinidad and Tobago.

15TH ANNUAL CONFERENCE OF THE ORGANIZATION OF CARIBBEAN UTILITY REGULATORS (OOCUR)

The RIC hosted the 15th Annual Conference of the Organization of Caribbean Utility Regulators (OOCUR) at the Magdalena Grand Beach & Gold Resort, Tobago from the 8th - 10th November 2017. The Internal Working Committee of the RIC was actively involved in the planning process for well over 10 months to ensure the successful hosting of this major regional conference.

The Conference theme this year was "*Balancing the Interests - Lessons from Caribbean Regulators*" and included a total of 110 participants which included regulatory bodies from Barbados, Jamaica, Anguilla, the Bahamas, Belize, Guyana, Dominica,

Turks and Caicos, the Cayman Islands as well as participants from the Trinidad and Tobago business and utility sectors including Ministry of Public Utilities, Ministry of Energy and Energy Industries, the Telecommunications Authority of Trinidad and Tobago, WASA, T&TEC, Desalcott, the Energy Chamber, EMA etc, from Trinidad and Tobago.

The RIC's Internal Working Committee and the Commission as a whole received abundant accolades on its successful hosting of the conference. Participants were very pleased with the quality of the presentations and speakers at the conference as well as the accommodations and social activities offered by the RIC.

HUMAN RESOURCES/ADMINISTRATION

STAFF RECRUITMENT

The Regulated Industries Commission (RIC) appointed Dr. James Lee Young as Executive Director, effective August 1st, 2017.

Dr. Lee Young has more than 25 years of experience in various sectors including Energy, Utility, Manufacturing and Service, both locally and internationally. He has held senior executive and leadership positions in organizations such as Shell International, British Borneo, Venture Production, Ten Degrees North Energy Ltd and briefly held the post of CEO of the Water and Sewerage Authority of Trinidad and Tobago (WASA). He brings to the RIC a range of competencies in business, economics, finance, organizational transformation and project management.

Ms. Carol Balkaran was appointed Deputy Executive Director on July 1st 2017.

Mr. Victor Rodriguez joined the RIC as a Standards Engineer in the Technical Operations Department on July 17th, 2017.

There were no resignations in the year 2017.

SUMMER INTERNSHIP

There were no Summer Interns in 2017.

STAFF VACANCIES

These positions are:

- Senior Tariff Analyst
- Senior Utility Accountant
- Administrative Assistant – Deputy Executive Director
- Librarian
- Accounting Officer
- Clerical Assistant - HR & Administration

TRAINING

The RIC continued its training thrust to equip staff with skills to meet the organizational goals. As such employees from various departments within the RIC attended training programmes during the

year undertaking both technical and non-technical training as follows:

TECHNICAL TRAINING

(On-line)

- Designing and Implementing Successful Water Supply and Sanitation Utility Reform – World Bank Institute (9 weeks).
- Evaluation of Energy Losses in Electric Power Systems – OLADE (5 weeks).
- Regulation of the Electricity Sector in Emerging Markets – IP3 (7 weeks).
- Comprehensive Regulatory Impact Analysis – PURC (9 weeks).
- Monitoring and Evaluation of Renewable Energy – OLADE (5 weeks).
- Sustainable Energy Information Management – OLADE (5 weeks).
- Macro Econometric Forecasting – IMD/edX (9 weeks).
- NAMA Development Training Low Emission Capacity Building – Min of Planning (9 days).
- Development of Sustainable Energy Policies – OLADE (5 weeks).

Non-Technical (Local)

- Pg. Cert Competition Law – UWI (12 weeks)
- ALJ GSB – Business Process Mapping (3 days)
- ICATT – IFRS 2017 Updates, PAYE (no dates provided)
- ALJ GSB - Strategic Corporate Communications (3 days)
- Roytec – Effective Business Writing (2 days)

Conferences/Seminars

- IDB Conference “Financing Water Sector Developments in the Caribbean: Towards Reliable Efficient and Sustainable Services” – Jamaica (3 days)
- CWWA Conference – Guyana (5 days)

OOCCUR

Five members of staff presented papers at:

- 15th Annual Conference, Tobago – (4 days)

FINANCES OF THE RIC

The RIC derives its income via an allocation known as a Cess, which is levied on the Service Providers that are listed in the 1st Schedule of the RIC Act. The Cess Order, authorising the RIC to collect Cess from the regulated entities, was gazetted on April 5th 2018. The Cess Factor in 2017 was 0.35% of the cumulative revenue of the service providers under the RIC's purview. The actual amount of Cess paid by each service provider is itemized in table 11 below.

The RIC's Annual Budget was submitted in keeping with the requirements of the RIC Act but there were inordinate delays in getting approval of the budget and subsequent approval of the Cess Order.

In 2017, minor cutbacks in most areas allowed for the purchase of desperately needed IT equipment.

Although the commitments were exhausted from 2016, additional funds set aside for Land Acquisition (from the sale of the Sackville Street property) were used to fund operations. A breakdown of the main items of expenditure is presented in table 12 below.

The RIC is committed to ensuring that its costs are carefully controlled and that there is transparency in its operations. In keeping with these commitments, individuals who wish to access any information on the RIC's financial operations may do so through the established channels.

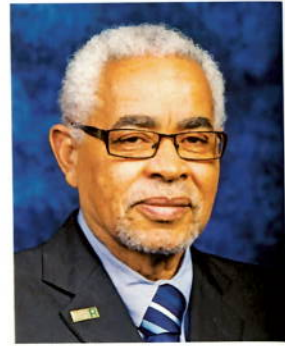
Table 11: CESS Paid by Service Provider, 2017

Service Provider	TT\$ Amount
Trinity Power	\$507,548.00
The Power Generation Company of Trinidad & Tobago Limited	\$2,465,364.00
The Trinidad and Tobago Electricity Commission	\$10,385,966.00
The Water and Sewerage Authority	\$2,903,851.00
TOTAL	\$16,262,729.00

Table 12: Actual vs Budgeted Expenditure, 2017

	Budget (\$)	Actual (\$)
Personnel Expenditure	9,131,437	9,131,437
Accommodation	2,326,800	2,326,800
Consulting and Contracting	783,891	783,891
Training	296,860	296,860
Public Education, Promotion & Printing	1,031,714	1,031,714
Capital Expenditure and IT	2,157,202	2,157,202
Other Costs	564,619	564,619
TOTAL	16,292,523	16,292,523

COMMISSIONERS 2017



Above, L-R:
Dr. Hyacinth Guy – CHAIRMAN
 Dr. Arielle John
 Ms. Shalini Campbell
 Mr. Dexter Joseph



Below, L-R:
 Mr. Clayton Blackman
 Mr. Vinodatt Lutchman

MANAGEMENT TEAM 2017



Dr. James Lee Young
 Executive Director



Carol Balkaran
 Deputy Executive Director



Rishi Maharaj
 Assistant Executive Director
 Economics & Research



Derrick Phillips
 Assistant Executive Director
 Technical Operations



Nadia John
 Legal/Corporate Secretary



Shameel Khan
 Chief Financial Officer



Helen Peru
 Manager
 Human Resources and
 Administration



Martin Haynes
 Manager
 Information Technology



Mohan Chadee
 Manager
 Customer Services



Driselle Ramjohn
 Manager
 Corporate Communications

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