

CONFIDENTIAL



Water Authority of the Cayman Islands

Minutes of 362<sup>nd</sup> Meeting held on 17 September 2025  
at the Water Authority of the Cayman Islands' Headquarters,  
13G Red Gate Road

**Members Present:**

Chairman:	Mr D Rankine
Members:	Mrs D Ebanks Mr M Campbell Mr K Conolly Mrs L Ryan - <i>phone</i> Ms Elsie Kynes - <i>virtual</i> Mr M Scotland Mr G Ebanks
Secretary:	Dr G Frederick-van Genderen
Apologies:	Ms A Owens Mr H B Ebanks Mr M Ebanks
Absent:	

**Call to Order**

The Chairman called the meeting to order at 1:43pm after ascertaining there was a quorum. He noted apologies for Ms A Owens, Mr H B Ebanks, and Mr M Ebanks. The Chairman then invited Ms E Kynes to open the meeting with prayer.

**Confirmation of Minutes of the 361<sup>st</sup> Meeting held on 20 August 2025**

The Minutes having been circulated, the Chairman asked for confirmation or amendments of the Minutes of the 361<sup>st</sup> Meeting held on 20 August 2025. Mrs D Ebanks moved the motion to accept the Minutes, Mr M Scotland seconded the motion, and the motion passed unanimously by all members present and able to vote.

**Declaration of Conflicts of Interest**

None.

**Matters Arising Director's Updates/Department Reports**

- a) **Cayman Brac Infrastructure Upgrade & Expansion Project - Update.**  
No matters raised.

*Pipelaying for new Cayman Brac High School*  
No matters raised.

*West End Water Works Pump House*  
No matters raised.

*West End Water Works RO Plants*  
No matters raised.

*Brac Bluff Water Works*  
No matters raised.

- b) **31 December 2024 Audit of Island & Divisional Statements - Update.**  
*31 December 2024 Audit of Consolidated, Islands & Divisional Statements*  
Members reviewed and discussed the Office of the Auditor General's (OAG) "*Report to Those Charged with Governance on the 2024 Audit*" in which 3 matters were highlighted. Regarding the three matters highlighted in the report by the OAG, members decided as follows:
1. **Unfunded Defined Benefit Retirement Liabilities**
    - *Members agreed that the Chief Financial Officer (CFO) should explore the feasibility of setting aside dedicated funds for the liabilities with both the OAG and Baker Tilly and then advise the Board accordingly.*
  2. **Non-Compliance with Procurement Regulations**
    - *Members agreed that the Water Authority should seek formal clarification from the CPO regarding the Water Authority's compliance with the Procurement Regulations to address the OAG's concerns.*
  3. **Performance Awards**
    - *Members noted the Board expects that annual performance awards are carried out in line with the annual budget process and within the budgeted amount and that the value and percentage of the amount be reported to the Board upon completion of the process.*

*2024 Annual Report*  
No matters raised.

- c) **Key Performance Indicators (KPIs) - Update.**  
No matters raised.

- d) **2025 Rate Adjustments - Update.**  
No matters raised.

**Department Updates****a) Finance***2025 (Revised) & 2026-2027 Budget*

The Secretary reported that there were a few minor housekeeping corrections to be made on the 10-Year Capital Development & Maintenance Plan (CD&MP). None of these corrections impacted on any of the budget figures. The Secretary proceeded to list the corrections by page and advised that members would be provided with the amended version for their records before the next Board meeting. The amendments by page number were:

- Page 11 - remove "CIP - North Side Water Works - Additional Reservoirs (2 @ 11355 m3/each)"
- Page 13 - remove all info under "Project Name CIP - North Side Water Works - Additional Reservoirs (2 @ 11355 m3/each)"
- Page 13 - correct Scheduled Project Dates under Project Name CIP - Red Gate Site - Purpose Built Inventory stores building from "2024" to "2027"
- Page 15 - correct Scheduled Project Dates under Project Name CIP - Construction of District Meter Areas (DMA) Meter Vaults from "2025-2029" to "2026-2029"
- Page 15 - correct Scheduled Project Dates under Project Name CIP - Advanced Meter Infrastructure (AMI) from "2025 onwards" to "Ongoing to 2029"
- Page 16 - correct Scheduled Project Dates under Project Name CIP - CYB Water Distribution System - BWW - Exploratory Well Drilling from "2025/2026" to "Ongoing to 2026"
- Page 19 - correct Scheduled Project Dates under Project Name CIP - CIP - Little Cayman Water Works - Exploratory Well Drilling from "2025-2026" to "Ongoing to 2026"

Members noted the housekeeping corrections and had no objection to them being made.

Redacted under sections 21 (1)(b) and 23 of the Freedom of Information Act (2021 Revision)

**b) Engineering Services****1) Engineering***Business Cases – Projects**Advanced Metering Infrastructure (AMI) Pilot Project*

No matters raised.

*Addition WA Main Office Building*

No matters raised.

*Procurement of a Crane Truck (for Wastewater Division)*

No matters raised.

*Red Gate Operations Building AC Replacement*

No matters raised.

*Lower Valley Pipe Rack*

No matters raised.

*Procurement of 2 Water Trucks for Cayman Brac*

No matters raised.

*Procurement of 3 loader backhoes*

No matters raised.

*Procurement of 3 self-propelled trench compactors*

No matters raised.

*Procurement of 3 equipment trailers*

No matters raised.

*Maintenance contracts to be renewed*

No matters raised.

Members discussed the procurement process and noted that the process is extensive and can be time consuming. The Chairman also wondered whether the significant spend on new equipment would coincide with the building of the new vehicle workshop.

2) *New Works Division*

No matters raised.

3) *Water Distribution & Treatment Division*

The Chairman noted the reported longstanding issues with the DMA probes and suggested that it may time to review and consider other options.

4) *Water Production Division*

No matters raised.

5) *Wastewater Collection & Treatment Division*

No matters raised.

**c) Customer Service**

*Projects*

*Customer Survey* - The Secretary advised that the Corporate Communications Supervisor and the Metering Supervisor were available to present the results of the

Customer Survey. However, members noted that they had reviewed the Customer Survey report provided in the Board package for the 361<sup>st</sup> Meeting held in 20 August 2025 and confirmed their acceptance of the findings and the proposed next steps. Members agreed that the Corporate Communications Division should proceed, as recommended in the report, to the next stage of seeking customer feedback in 2026. Members expressed their appreciation for the work undertaken by the Corporate Communications Supervisor and the Chief Business Relations Officer in facilitating the survey. The Secretary thanked members and undertook to convey this note of appreciation to the relevant staff.

*Promotions*

No matters raised.

Redacted under section 21 (1)(b) of the Freedom of Information Act (2021 Revision)

*Customer Portal/Bulk Messenger/Ombudsman*

No matters raised.

**d) Human Resources**

*Recruitment & Staffing*

No matters raised.

*Learning & Development*

No matters raised.

Redacted under sections 21 (1)(b) and 23 of the Freedom of Information Act (2021 Revision)

*HR Management System*

No matters raised.

*Compensation Review*

No matters raised.

*Staff Engagement/Social Activities*

No matters raised.

*Job Evaluation – Portfolio of Civil Service*  
No matters raised.

*FOI updates*  
No matters raised.

- e) Information Services**  
*Cogsdale and Great Plains upgrades*  
No matters raised.

*Receipt Printer Issues*  
No matters raised.

*Vista Software*  
No matters raised.

- f) Water Resources & Quality Control**  
*Environmental Impact Assessment (EIA) – Quarry on 43A419/422*  
No matters raised.

*SOL Jackson Point Terminal – Impact of Historical Fuel Spill*  
No matters raised.

*Geology Education Week 2025*  
No matters raised.

- g) Director's Office**  
*Awaiting Revised Draft from OfReg, Proposed Water Sector Regulation (Licences and Fees) Regulations, 2022*  
The Chairman requested that this item be removed until the matter is raised again by OfReg.

*Water Authority's 40<sup>th</sup> Anniversary in 2023*  
The Chairman requested that this item be removed until there are new developments.

- *Posterity/Legacy Donation*  
No matters raised.
- *Other Upcoming Activities*  
No matters raised.

*Water Authority's 35<sup>th</sup> Anniversary of Service in Cayman Brac 2026*

Members noted their acceptance of the 35<sup>th</sup> Anniversary celebration of service in Cayman Brac that will take place in 2026. Members also suggested a review of the stated membership of the organising committee.

### Current Business

a) **Management Accounts July 2025.**

The Secretary was pleased to present the complete set of management accounts for the period ending 31 July 2025. This report includes comparisons with both the previous year and the recently approved 2025 budget.

For the first seven months of 2025, sales increased marginally by 0.6% compared to the same period in 2024. Net water sales in Grand Cayman remained largely unchanged, showing a modest increase of 0.2%, however consumption increased by 3.6% which has been offset by a 16.2% decrease in EAF Revenue, while Cayman Brac experienced a notable 17.8% increase over the same period in 2024.

Operational expenses fell by 8.0%, driven primarily by significant reductions in Repairs and Maintenance and in Supplies. Repairs and Maintenance costs declined due to fewer remediations on the collection system in 2025 compared to 2024. The reduction in Supplies is mainly attributed to a decrease in road reinstatement activities in 2025.

Administrative expenses remained relatively stable, with a modest increase of 6.2% compared to 2024, and remain below budget, reflecting the Authority's conservative budget estimates.

The Secretary was pleased to confirm that the Authority's financial performance is in line with expectations and remains below the 2025 budget. The Authority continues to maintain a strong financial position, ensuring its capacity to meet daily operational requirements while supporting major capital projects.

### **Any Other Business**

a) **WAB - Engagement Subcommittee (WAB - ES).**

The Secretary reported that with the changes to the HR Department's leadership it was not possible to move forward the planned approach in the timeframe originally agreed.

b) **Commission for Standards in Public Life.**

The Secretary sought final confirmation from members that they have made their submissions. Mr K Conolly acknowledged not making a timely submission but has been in contact with the CSPL office. Ms E Kynes would need to verify that her submission included her membership on the Water Authority Board and the Secretary (Board) advised that she would ask her secretary to reconfirm for Mrs L Ryan.

c) **Director's Leave.**

The Secretary respectfully sought approval for 2 days in lieu she worked during leave off Island during the period 28 May 2025 - 27 June 2025.

The Secretary respectfully sought to record members' approval for her leave off Island during the period 08 July 2025 - 15 July 2025 which was inadvertently not recorded in the 360<sup>th</sup> Minutes for the 16 July 2025 meeting. The Secretary respectfully sought approval for 2 days in lieu she worked during leave off Island during this same period.

The Secretary respectfully sought to record members' approval for her leave off Island during the period 21 August 2025 - 03 September 2025 which was inadvertently not recorded in the 361<sup>st</sup> Minutes for the 20 August 2025 meeting. The Secretary respectfully sought approval for 1 day in lieu she worked during leave off Island during this same period.

Members had no objection to the post-leave approvals sought as well as the total of 5 days back for the various periods.

d) **Facilities Tour & October Board Meeting.**

The Secretary respectfully reminded members that there will be a tour of the Water Authority's Grand Cayman facilities on 29 September 2025 starting at 9am. She advised that the Honourable Minister and some of his Ministry staff will be joining Board members on the tour.

The Secretary also reminded members that the October 2025 Board meeting will be held in Cayman Brac as is usually done for the October meetings.

The Secretary advised that her secretary will be in touch with members to confirm whether they will be able to participate in both or either of the activities.

**Donation Requests (to be dealt with by Sponsorship Assessment Sub-committee (SAS) after Board Meeting.**

1. Alex Panton Foundation - Youth Mental Health Symposium 2026.
2. Cayman Islands Netball Association (CINA) - 2025-2026.
3. Autism Acceptance - Autism Acceptance 2025 Gala.
4. Cayman Airways Ltd - Christmas Staff Party.

**Indigent Assistance Fund**

None.

**Any Other Business**


Christmas Donation Requests.

There being no other business the Chairman thanked all members for attending and the meeting was then adjourned at 3:35pm.

This is a true and accurate account of the proceedings.



The Chairman



The Secretary

## Water Authority of the Cayman Islands

**362<sup>nd</sup> Meeting to be held at 1:30pm on Wednesday, 17 September 2025**

### Director’s Updates/Report

- a) **Cayman Brac Infrastructure Upgrade & Expansion Project – Update.**
- In August 2025 the New Works Pipelaying Crew (NWPC) installed approximately 321.6 metres (1,055 feet) of 80mm (3-inch) of PVC pipeline along several side roads, plus installed 33.5 metres (110 feet) of 63mm (2-inch) PE pipeline, 51.8 metres (170 feet) of 32mm (1-inch) PE pipeline, and 62.5 metres (205 feet) of 25mm (3/4-inch) PE pipeline for 34 service connections.
  - The weekly progress report for August 2025 is as follows:
    - Week 32 (starting 04 August): NWPC installed 14 service connections and carried miscellaneous maintenance and improvement works. The crew also attended the Aetna health screenings.
    - Week 33 (starting 11 August): NWPC installed 21 service connections.
    - Week 34 (starting 18 August): NWPC installed 94.5 metres (310 feet) of 80mm PVC pipeline along Sapphire Lane and an 80mm washout. Pipelaying completed for Sapphire Lane. Also repaired a leak at Rubis Gas Station West. The crew installed 91.4 metres (300 feet) of 80mm PVC pipeline in Ryansville Lane and an 80mm washout, completing the pipelaying in this road.
    - Week 35 (starting 25 August): NWPC installed 135.6 metres (445 feet) of 80mm PVC pipeline in Sunny Drive and an 80mm washout, completing the pipelaying in this road. The crew also screened material.

The number of outstanding requests for water connections in Cayman Brac is as follows:

Group	Number
Waiting on customer action	61
Waiting on WA to install	23
Total	84

Approximately 27% of the outstanding total of 84 are awaiting on the Water Authority to install the service.

*Pipelaying for new Cayman Brac High School*  
No update.

*West End Water Works Pump House*

- During the first eight months (January-August) of 2025 the water sales on Cayman Brac compared to the same period in 2024 were:
  - Total water sales up approximately 17.7%
  - Pipeline sales up 14.3%

- Trucked water sales up 23.6%

#### *West End Water Works RO Plants*

- During the month of August 2025, the overall water production in Cayman Brac averaged 676 cubic metres per day, which equates to approximately 52% of the overall design water production capacity at West End Water Works.
  - During the month of August 2025, the expanded RO plant (Plant #1) was operational for 28 days and when operational produced on average 651 cubic metres per day (approximately 61% of the plant's design water production capacity). During this same period the containerised plant was operational for 13 days and when operational produced on average 209 cubic metres per day (approximately 91% of the plant's design water production capacity).
  - During the month of August 2025, there was 1 planned plant shutdown to change pre-filters (04 August 2025). There was 1 unplanned plant shutdown, due to a high pressure pump shutdown resulting from electrical power issues (11 August 2025).

#### *Brac Bluff Water Works*

Following the approval on 07 August 2025 by the Public Procurement Committee (PPC) to award the Cayman Brac & Little Cayman Exploratory Drilling Contract (2025) to Brewster Well Drilling, there have been various communications between the Authority and Brewster and it is anticipated that the Contract Documents will be finalised and signed soon.

### **b) 31 December 2024 Audit of Consolidated, Island & Divisional Statements - Update.**

#### *31 December 2024 Audit - OAG Report to those Charged with Governance - Water Authority 2024*

The Office of the Auditor General (OAG) issued its *Report to Those Charged with Governance on the 2024 Audit* to the Water Authority's management and Board in July 2025. This report was provided to members in their August 2025 Board Meeting package. The report highlighted several matters:

1. *Unfunded Defined Benefit Retirement Liabilities*
  - The OAG recommended that the Authority begin setting aside funds to address these liabilities. The Chief Financial Officer (CFO) will explore the availability of setting aside dedicated funds for the liabilities with both the OAG and Baker Tilly.
2. *Non-Compliance with Procurement Regulations*
  - There was a difference in interpretation between Water Authority management and the OAG regarding certain procurement reporting requirements.
  - The Water Authority will seek formal clarification in order to ensure full compliance with the regulations in 2025.
  - The OAG provided feedback that the Authority did not comply with the Procurement Regulations for the 2024 audit. In response, the Authority advised that the Finance Department had worked closely with the Central Procurement Office (CPO) to ensure compliance and noted that the OAG's position appeared to reflect a difference in interpretation of the legal requirements. The Authority further committed to working with the CPO in 2025 to ensure there is no

ambiguity in reporting or procurement practices. The Authority also reaffirmed that all practices adopted are legal and compliant with the regulations.

- On 18 August 2025, Authority management met with representatives from the CPO on an unrelated matter. During the meeting, the CFO sought clarification on the OAG’s position regarding the 2024 audit. The CPO assured the Water Authority that the Authority’s 2024 reporting was compliant with the regulations and advised that a discussion with the OAG would be necessary to ensure a shared understanding of the reporting requirements. The CFO will continue to follow up on this matter and provide updates to the Board.

3. *Performance Awards*

- The Board approves annual performance awards in line with the annual budget process.

The CFO will be available if needed to discuss this report at the September 2025 Board meeting.

*2024 Annual Report*

The Authority’s expectation is that the 2024 Annual report will be tabled in Parliament during the September/October 2025 sitting.

c) **Key Performance Indicators (KPIs) – Update.**

Copies of the July 2025 KPIs have been provided to the Board for their review.

d) **2025 Rate Adjustments – Update.**

The Water Authority awaits a response from the Ministry of District Administration to the Board’s intention to apply for a 3% base rate adjustment for 2025 as explained in a memorandum to the Ministry on 13 August 2025.

**Department Updates**

a) **Finance**

*2025 (Revised) & 2026-2027 Budget*

The Secretary is pleased to report that the Authority was able to complete the Budget documents, present and get the Board’s approval on 20 August 2025 and submit to the Budget Management Unit (BMU) the same day.

The Secretary reports that the CFO was asked a few clarification questions on the Authority’s submission but to date there is nothing further that is being asked from the BMU.

Redacted under sections 21 (1)(b) and 23 of the Freedom of Information Act (2021 Revision)



**b) Engineering Services**1) *Engineering*

No update.

*Business Cases – Projects**Advanced Metering Infrastructure (AMI) Pilot Project*

An update was provided to members on 10 September 2025 regarding progress on this project. Since that update, there have not been any significant updates.

*Addition WA Main Office Building*

Nothing new to report. The RFP for the Design team is with the Deputy Director for review.

*Procurement of a Crane Truck (for Wastewater Division)*

On 05 September 2025 the supplier indicated that they were awaiting confirmation from the body builder (Knapheide) as some modifications were necessary due to changes to the Freightliner chassis.

*Red Gate Operations Building AC Replacement*

The contractor, Otis Air, replaced the AC equipment (condensing units, air handlers) on two consecutive weekends (30 August and 06 September 2025). The remaining work under this contract is expected to be completed by 22 September 2025.

*New WAC administration/laboratory building*

Nothing new to report. The requirements for the new building have been finalised. The RFP for the Design team is with the Deputy Director for review.

*Lower Valley Pipe Rack*

This project was awarded to J&R Industrial Services following the Emergency Procurement Procedure. On 03 September 2025 the contract was signed by the Authority for a contract value of CI\$109,905.20.

*Procurement of 2 Water Trucks for Cayman Brac*

On 01 September 2025 the ESTAR report for the of Two (2) Potable Water Trucks was approved by the Water Authority’s Procurement Committee (WAPC). This report has been sent to the Public Procurement Committee (PPC) for their review and approval at their next meeting on 02 October 2025.

*Procurement of 3 loader backhoes*

A business case and an RFP for the procurement of 3 new backhoes have been prepared and have been sent to the WAPC for their review and approval.

*Procurement of 3 self-propelled trench compactors*

A business case and an RFP for the procurement of 3 new trench compactors have been prepared and have been sent to the WAPC for their review and approval.

*Procurement of 3 equipment trailers*

A business case and an RFP for the procurement of 3 new equipment trailers have been prepared and have been sent to the Authority’s Entity Procurement Committee for their review and approval.

*Maintenance contracts to be renewed:*

- a) Redacted under section 21 (1)(b) of the Freedom of Information Act (2021 Revision)

- b) Janitorial Services – Awaiting PPC approval of Evaluation Report (ESTAR) before we can proceed with contract award.
- c) Air Conditioning Maintenance – RFP has been published on Bonfire and bids are due on 12 September 2025.
- d) Landscaping – RFP has been published on Bonfire. Five bids were received by the deadline of 29 August 2025, and these are currently being evaluated.

2) *New Works Division*

- In August 2025, the NWPC installed approximately 159 metres (520 feet) of 100mm (4-inch) pipe along Lemon Road. The existing pipelines along Lemon Road 80mm (3-inch) and Silverdale Close 63mm (2-inch) will be upgraded to 100mm (4-inch) to accommodate a new 17-lot subdivision on Block 38B Parcel 493.
- The NWPC also installed 19 new service connections.

3) *Water Distribution & Treatment Division*

- During the first eight months (January-August) of 2025 the total water sales on Grand Cayman were approximately 4.7% more than in the same period last year.
- Relaying of approximately 190 metres (625 feet) of 150mm (6-inch) PVC water mains along Meadowlark Road (off Spotts Newlands Road) is scheduled to commence on 15 September 2025. This work is expected to be completed on 10 October 2025.
- Tonie Brown Subdivision, Off Queen’s Highway (69A 1/2/84): 10 lots: completed.
- East Boulevard, George Town (14E-626) – Completed the installation of 21 metres (70 feet) of 80mm (3-inch) pipe and 6 water meters on a pedestal: awaiting disinfection efficacy results.
- Water storage reservoir maintenance: Reservoir 4 at North Side - This reservoir was returned to service on 11 August 2025.
- The DMA at the Frank Sound Junction remains in normal operation.
- The DMA at Agricola Drive is not operational. Troubleshooting of sensor will be scheduled as soon as possible.
- One DMA at Poindexter is operational.
- The 2nd DMA at Poindexter: Logger and pressure transducer are operational, but Flow Sensor stopped working on 05 July 2025. Sensor and logger were removed on 27 July 2025, and sensor was shipped overseas for diagnostics, repairs, and calibration.

4) *Water Production Division*

- During the month of August 2025, the Lower Valley RO Plant produced on average 2,120 cubic metres per day, or approximately 70% of the plant’s design water production capacity.
- During this same period, there were 2 planned shutdowns. One to accommodate the high pH cleaning of the RO membranes of Train #1 (12 August 2025), and the second to replace the pre-filters (18 August 2025).
- During this same period, there were 4 unplanned plant shutdowns, first one due to a VFD fault on Train #2 (08 August 2025); the second due to a blower level sensor failure resulting in shutdown of both trains (15 August 2025); third, both trains shut down as PLC cards were damaged by lightning (25 August 2025); and, fourthly, due to a VFD fault caused by CUC power fluctuations (31 August 2025).

5) *Wastewater Collection & Treatment Division*

- In August 2025, the design hydraulic capacity of the wastewater treatment plant (2.5 mgd) was not exceeded on any day. The average daily wastewater inflow from West Bay Road during this same period was 1.71 mgd (or nearly 68% of the design treatment capacity). This is approximately 6.2% higher than the average influent measurement during the same month in the previous year (1.61 mgd).
- ASD Blower #2 has a small oil leak. Parts were ordered and received. Work will be scheduled as soon as possible.
- SBR Blower #3 Shaft seal and bearing failed. Parts have been ordered.
- New Flow Control Valve (FCV), for control of air, was installed at ASD. All remaining SBR FCV’s are scheduled to be replaced in the next four weeks.
- In May 2025 the Water Authority ordered 75 polyethylene manhole inserts. These inserts are sandwiched between the ductile iron manhole cover and its frame and eliminate rainwater from entering the wastewater collection system at the manhole cover, thus reducing overall infiltration. Only 6 of the 75 polyethylene manhole inserts remain to be installed at the manholes at the Crystal Harbour development.
- The preliminary activities necessary to resume work on the refurbishment of the deteriorated and leaking manhole M2460 (in front of Burger King) are progressing well: the installation of sheet piles across 2 abandoned sewer lines has been scheduled for 21 September 2025. A Public Service Announcement advising the motoring public of a partial road closure in the vicinity of Burger King has been issued. In late September/early October 2025 more epoxy grout will be injected into the ground immediately upstream of the sheet piles. However, no decision has been made on when the actual refurbishment work will commence, but this will most likely be in mid-November 2025 or in early 2026 (after the Christmas/New Year peak tourism season).
- Upgrade of Control Network at the Wastewater Treatment Plant (WWTP): Nothing new to report.

c) **Customer Service**

*Projects*

*Cogsdale Upgrade:* On a positive note, the time required for bill processing – from batch creation to print initiation – has decreased to about 1 hour per cycle, compared to nearly 4 hours in the previous version.

Two new issues were identified in the last week of August 2025. These are:

- Remove service orders are currently displaying a status of Inactive instead of Remove Service. The IS Department reported this issue to Cogsdale on 02 September 2025, and it has been escalated to Development, as the cause is unknown.
- Service orders with outstanding GPS tasks cannot be completed, yet the service order remains open. This issue has also been referred to Cogsdale.
- *Bill Proration Testing:* The testing results have been problematic. Over the past two weeks, the Customer Service Department has had to return to Cogsdale twice for fixes, as the customisation was not functioning as expected. A third round of testing was completed on 03 September 2025 following additional instructions from Cogsdale, but proration issues persist. As of 04 September 2025, this matter has been handed back to IS Department to resolve directly with Cogsdale.
- *Automatic Reconnection:* Quote approved 27 July 2025 and development in progress with Cogsdale.
- *Collections Automation:* Continued testing of the messaging system is required to ensure automatic message creation for all customers with an email address or portal access. For accounts with only a phone number, the goal is to send SMS or WhatsApp messages via the Communications module.
- *Bill Template:* The changes requested by the Board at the 360<sup>th</sup> Meeting on 16 July 2025 were completed and has been submitted to Cogsdale for development.
- *Communications Server Deployment:* IS will review deployment options and seek a solution for Twilio/testing or WhatsApp messaging to support outage notifications.
- *Website update:* Received updated proposal and identified some additional issues. Updated document received back on 07 August 2025 and is under review.
- *Customer Survey:*

Members have been provided with copies of the Water Authority Customer Satisfaction Survey Phase 1 Result Report in their August 2025 Board package.

  - The survey was launched on 22 May 2025 and was open for six weeks.
  - Participation was disappointing. There was a total of 24 participants, which means the goal of 264 to have a statistically significant survey was not met.
  - All the participants who participated were those who were emailed the survey directly. There was also a direct correlation between the timing of survey reminders and when responses were received.
  - The final question was our CSAT (Customer Satisfaction Score) – a key qualitative metric that can continue to be an essential measure of overall satisfaction. General industry standards consider a score of 70% or higher as a good benchmark. The Authority’s score was 86.36% which is very positive. This score was calculated by taking the number of satisfied customers (those who gave a score of 1 or 2) and dividing it by the total number of participants, then multiplying by 100.

The Corporate Communications Supervisor and Metering Supervisor are available to make a presentation to the Board with more detailed review of the findings and the plans for phase 2.

- *AMI Cogsdale Integration:* Corporate Communications provided a Communication Plan to the AMI project lead on 29 August 2025. Content is being developed and will include engagement with staff, pilot participants and the public. The key focus is education and addressing likely concerns early on.

#### *Promotions*

- *Hurricane Campaign:* Continues with social media posting and feature in newsletter; radio ads started on 04 August 2025; the messaging on assets and store before will also be boosted. Printed ads and customer email scheduled for early September 2025 as season peaks.
- *Remembering Ivan:* Social media campaign is planned to for week of 08 September 2025 to remind customers of damage from Ivan and that it is now the peak period of the Hurricane season.
- *Scholarship Recipient Press Release:* Corporate Communications is working with HR to get this PR out.

Redacted under section 21 (1)(b) of the Freedom of Information Act (2021 Revision)

#### *Customer Portal/Bulk Messenger/Ombudsman*

Updates were received from Netclues on 02 September 2025, and the IS Department along with Corporate Communications are currently testing the changes. From the customer's side, the updates appear satisfactory; however, two minor formatting adjustments were requested for the report filtering:

- When filtering the list by zone, road, or cycle, the correct customer information is displayed, but the total number of customers always shows as "11," suggesting this value is hard-coded.
- Netclues has been requested to completely remove unsubscribed users from the list, rather than simply tagging them as "unsubscribed," since this creates confusion about who the unsubscribed email was sent to.

Once these two issues are resolved, the request will be ready for launch.

#### d) **Human Resources**

##### *Recruitment & Staffing*

- Customer Service Representative - successful applicant commenced work on 26 August 2025
- HR Manager - recruitment process on hold. Considering a different approach due to the lack of success in filling the role, even temporarily
- Engineer-Wastewater - recruitment process ongoing
- Hydrogeologist - recruitment process ongoing
- Laboratory Technologist - position filled, internal promotion 01 September 2025
- Laboratory Technician II - interviews held 28 July 2025, selection process ongoing
- Labourer-NW (CYB) - recruitment process ongoing
- Labourer-CYB - recruitment process ongoing
- Water Truck Driver-CYB (renamed/revised position) - recruitment process ongoing

- Junior Corporate Communications Officer – interviews held 22 August 2025, selection process ongoing
- Senior HR Advisor - Retired CHRO – engaged on a part-time, 3-month temporary contract to assist with the transition of leadership and completion of HR projects

*Patricia Bell* - a member of the Authority’s Senior management team as the Chief Human Resources Officer (CHRO), retired after 20 years of service on 31 August 2025. A retirement celebration was held on 06 September 2025 at the George Town Yacht Club, which was attended by the Water Authority Board Chairman, the Deputy Chief Officer (on behalf of the Honourable Minister), Director, Deputy Director, other senior managers along with coworkers including a Cayman Brac representative.

#### *Learning & Development*

- The CHRO (Designate) successfully completed a four-day course titled "Advancing from an Operational Manager to a Strategic Leader" offered by the American Management Association (AMA).
- Two employees passed the Operator Certification Examinations on 08 August 2025 online.
- One Brac employee completed First Aid/CPR/AED training facilitated by the Cayman Islands Red Cross Association (CIRCA) and held at the Alexander Hotel.
- One Brac employee completed the ILM Aspire Leadership and Management Certification through the Cayman Islands Civil Service College in Cayman Brac.

#### *Scholarship Programme*

- The 2025 undergraduate scholarship recipients Liam Benson and Marco Lopez-Francis formally accepted their 2025 Water Authority scholarship awards and signed their respective bond and surety agreements. Both recipients will commence their Fall Semester studies in the United Kingdom by mid-September 2025 and have expressed sincere gratitude to the Water Authority for supporting their academic pursuits.
- Hannah Robinson has accepted the one-year Water Authority sponsorship to pursue her postgraduate degree at the University of Nottingham, UK. She has agreed to a three-year employment bond with the Authority. The Scholarship Bond, Surety Agreements, and related documentation are currently being processed.
- Redacted under sections 21 (1)(b) and 23 of the Freedom of Information Act (2021 Revision)
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#### *HR Management System*

- The implementation process is ongoing with regular meetings between the PDS Vista implementation lead and Water Authority’s implementation team (HR & IS).

- HR went live with Vista on 15 July 2025. This initial soft launch allows the HR administration team to thoroughly test the system and provide valuable feedback. This will ensure a smooth transition for everyone before the move to the next phase, which will involve rolling out the Employee Self-Service features and user training. It is anticipated that the full rollout to all staff will now take place in late September/mid-October 2025.

#### *Compensation Review*

- McConnell HR Consulting Inc (MHRC) was selected to conduct the Authority’s compensation review project this year.
- The project is on the way with the sharing of relevant documents and information to facilitate job evaluations and the custom compensation survey. Training for the JEC is scheduled for 18 September 2025.

#### *Staff Engagement/Social Activities*

- Summer Bash 2025 – The annual Summer Bash took place on 16 August 2025 at the Cayman Turtle Centre. This social event was open to all staff and their immediate family members, offering an opportunity to socialise and enjoy a fun day together. The event drew an impressive turnout of just over 130 people.

#### *Job Evaluation –Portfolio of Civil Service.*

No update.

#### *FOI updates*

No new FOI requests were received since the last report to the Board at the 360<sup>th</sup> Meeting held on 16 July 2025.

#### **e) Information Services**

*Cogsdale and Great Plains upgrades* – A few issues arose that are being addressed by Cogsdale.

*Receipt Printer Issues* – The report was finally received and is working well.

*Vista Software* – IS Department continues to work with the HR Department. No issues reported thus far.

#### **f) Water Resources & Quality Control**

*Environmental Impact Assessment (EIA) – Quarry on 43A419/422*

- The Water Authority has been notified by the National Conservation Council that it has been appointed to the Environmental Advisory Board for the proposed quarry at Block 43A, Parcels 419 and 422. The quarry will be located close to the Meagre Bay Pond Protected Area/Animal Sanctuary in Bodden Town. The notification clarified that the Authority will be contacted by the Department of Environment for further details about its involvement. The Director has responded that the Authority will be represented by staff from the Water Resources Department.

Redacted under section 21 (1)(b) of the Freedom of Information Act (2021 Revision)

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#### *Geology Education Week 2025*

- The department is preparing for Geology Education Week which will take place from Tuesday 30 September through Wednesday 08 October 2025. Dr Brian Jones, professor emeritus of Geology at the University of Alberta, Canada, who has an extensive working relation with the Cayman Islands and specifically the Water Authority, has agreed to deliver the education for Geology Education Week. He does this free of charge and the Authority pays his airfare. The first Geology Education Week took place in 2013. The format from previous years will be followed by offering a full day professional development course to teachers and other professionals in Grand Cayman and a follow up full day field trip to Cayman Brac. All high schools, including the Layman E Scott High School in Cayman Brac are offered the opportunity to have geology lessons presented at the school by Dr Jones.

#### **g) Director's Office**

*Awaiting Revised Draft from OfReg, Proposed Water Sector Regulation (Licences and Fees) Regulations, 2022*

No further update.

#### *Water Authority's 40<sup>th</sup> Anniversary in 2023*

The Secretary advises of the following updates regarding activities and events surrounding the Water Authority's 40<sup>th</sup> Anniversary:

- *Posterity/Legacy Donation*  
The draft sketches provided by the Botanic Park for the Kiosk are under review.
- *Other Upcoming Activities*  
Work is ongoing to facilitate and organise the following:
  - Commemorative Booklet will be worked on as Edlyn's schedule allows based on priority.

#### *Water Authority's 35<sup>th</sup> Anniversary of Service in Cayman Brac 2026*

The Secretary advises that the staff-led Cayman Brac 35<sup>th</sup> Anniversary Planning have provided an outline of plans for the celebration which has been provided to members.