

CONFIDENTIAL



Water Authority of the Cayman Islands

Minutes of 367<sup>th</sup> Meeting held on 25 February 2026  
at the Water Authority of the Cayman Islands' Headquarters,  
13G Red Gate Road

**Members Present:**

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

**Call to Order**

The Chairman welcomed all members and called the meeting to order at 1:41pm after ascertaining there was a quorum. He noted apologies for Mr HB Ebanks and then invited Mr M Scotland to open the meeting with prayer. The Chairman offered condolences to Mr K Conolly on behalf of the Board on the recent passing of his brother-in-law.

**Confirmation of Minutes of the 366<sup>th</sup> Meeting held on 21 January 2026**

The Minutes having been circulated, the Chairman asked for confirmation or amendments of the Minutes of the 366<sup>th</sup> Meeting held on 21 January 2026. The following amendments were made to the Minutes:

- Page 2 - Under **Matters Arising Director's Updates/Department Reports**, item a) subtitle *West End Water Works RO Plants*, first sentence amended to read "...in Cayman Brac in December 2025."
- Page 11-Under **Current Business**, item b) **Recommendation - Write-Off Authorisations**, last paragraph of this agenda item, remove the last sentence which is a duplicate of the preceding sentence.
- Page 11-Under **Any Other Business**, item a) **Quarterly Report - Sponsorship Assessment Subcommittee (SAS)**, first sentence amended to read "...have been provided with the 4<sup>th</sup> Quarter Report 2025 from the SAS for their records."

Mr M Scotland moved the motion to accept the Minutes as amended, Mr K Conolly seconded the motion, and the motion passed unanimously by all members present and able to vote.

#### **Declaration of Conflicts of Interest**

No conflicts were declared.

#### **Matters Arising from Minutes (not listed in Agenda)**

Mr M Scotland, through the Chairman, extended congratulations to the Water Authority, as well as to the Director and Deputy Director, on their recent recognition during the National Heroes Day event for both the achievements of the Water Authority and their individual contributions.

The Secretary thanked Mr M Scotland and the Board for their recognition and, in turn, congratulated Mr M Scotland on his personal recognition at the same event for his contributions to the development of road infrastructure in the Cayman Islands.

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

- a) **Cayman Brac Infrastructure Upgrade & Expansion Project - Update.**  
The Chairman queried how progress is made for the reported category of "*No pipeline down private Road*" where customers waiting for service. The Secretary explained that there may be various reasons why there is no pipeline in a private road but that each area is assessed by Engineering Services. Installation is scheduled providing the private road meets the Authority's requirements for installation of the pipeline.

*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*

No matters raised.

*1. Unfunded Defined Benefit Retirement Liabilities*

No matters raised.

*2. Non-Compliance with Procurement Regulations*

No matters raised.

*31 December 2025 Audit of Consolidated, Island & Divisional Statements*

No matters raised.

*2025 Actuary Reports*

No matters raised.

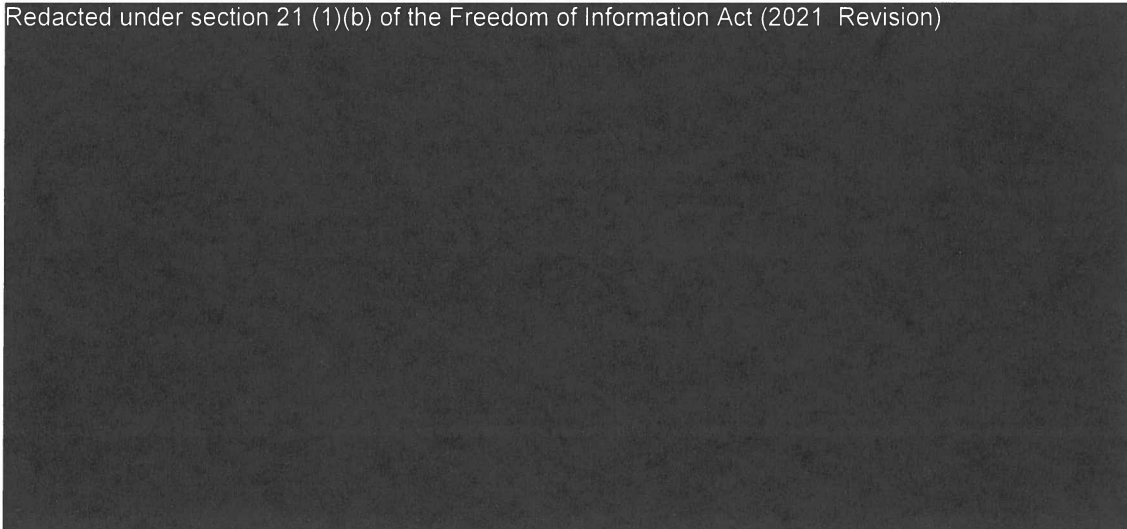
*2025 Annual Report*

No matters raised.

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

The Chairman noted that he would like to see the KPIs reviewed for the setting of performance targets. Ms A Owens noted that it would be timely to make such a move as the new budget process will be focussing on performance targets.

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



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



**Department Updates**

**a) Finance**

*Fixed Deposits (FD)*

No matters raised.

**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.

*Lower Valley Pipe Rack*

The Chairman queried the delay regarding the stainless-steel screws, the Secretary explained that as soon as the Authority received the necessary information to complete the verification process regarding the quality of the screws the contractor would proceed with the order.

*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.

*RO Plants – Operating Agreement*

The Secretary reported that Ocean Conversion Cayman Ltd (OCL) confirmed their willingness on 24 February 2026 to continue the operation and maintenance of the North Sound and the North Side RO Plants for an additional 6 months under the terms of the existing contracts. The Water Authority will now prepare the necessary documentation to request for permission from the Public Procurement Committee to use a Direct Award for the operating contract extension with OCL.

*Repair of Valve Box Installations in Public Roads*

The Secretary advised that the Engineering Services Department shared the report “*Repair of Valve Box Installations*” with the National Road’s Authority (NRA) on 19 February 2026.

2) *New Works Division*

No matters raised.

3) *Water Distribution & Treatment Division*

No matters raised.

4) *Water Production Division*  
No matters raised.

5) *Wastewater Collection & Treatment Division*  
No matters raised.

**c) Operations**

1) *Water Distribution & Treatment Division*  
No matters raised.

2) *Wastewater Collection & Treatment Division*  
No matters raised.

**d) Customer Service**

*Projects*  
No matters raised.

*Promotions*  
No matters raised.

**e) Human Resources**

*Recruitment & Staffing*  
No matters raised.

*Learning & Development*  
No matters raised.

Mr M Ebanks, the Chief Officer for the Ministry of District Administration & Home Affairs (CO - DAHA) joined the meeting at this point.

*Scholarship Programme*  
No matters raised.

*Summer Internship Programme*  
No matters raised.

*Work Experience*  
No matters raised.

*Career Fairs/Education Expos*  
No matters raised.

*HR Management System*  
No matters raised.

*Compensation Review*

No matters raised.

*Pension Information Sessions*

No matters raised.

*Staff Engagement/Social Activities*

No matters raised.

*Job Evaluation – Portfolio of Civil Service*

No matters raised.

*FOI updates*

No matters raised.

**f) Information Services***Cogsdale and Great Plains upgrades*

No matters raised.

*Vista Software*

No matters raised.

*Demonstration of Vista & Cogsdale Software*

No matters raised.

*Infosec IQ*

No matters raised.

**g) Water Resources & Quality Control***Environmental Impact Assessments*

No matters raised.

*Water for AgroPark*

No matters raised.

*Septage Treatment & Disposal in the Sister Islands*

No matters raised.

*Return of Geological Samples to the Cayman Islands*

No matters raised.

*Pilot Well Drilling in the Sister Islands*

No matters raised.

**h) Director's Office**

*External Risk Assessment (ERA) – Major Disruption Water Supply*  
No matters raised.

*CaribDA Conference 2026*

No matters raised.

*Water Authority's 40th Anniversary in 2023*

No matters raised.

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

The Secretary reported that the planning committee was seeking further direction on the posterity/legacy donation for Cayman Brac. The committee sought the Board's consideration on the level of donation to the Hope Centre (future Oncology/Dialysis Unit). A donation of \$100,000 in the category of *Founder's Circle* would allow the Water Authority to have prominent naming opportunity, e.g., place its name on a room. The next is \$50,000-\$99,999 in the category of *Benefactor's Circle* is at which level the donation would be recognised on honour boards. Members considered the options noting the \$75,000 already earmarked for the posterity/legacy donation as well as the previous recommendation for the nursing pod at the Brac Airport. Members able to vote agreed to split the posterity /legacy donation with \$65,000 to the Hope Centre (future Oncology/Dialysis Unit) and \$10,000 to the nursing pod for the Charles Kirkconnell International Airport in the Brac.

**Current Business****a) Management Accounts December 2025.**

The Secretary was pleased to present the unaudited management accounts for the twelve months ending 31 December 2025, with comparisons to both the prior year and the approved 2025 budget. Members are reminded that these numbers are not audited, nor do they include the 2025 actuary report figures, so they should be viewed with that in mind, as management is expecting the net income to decrease based on the 2025 actuary reports.

During this period, overall sales showed a modest increase of 1.0% compared with the same timeframe in 2024. In Grand Cayman, net water sales remained steady, rising by a modest 0.4%. Consumption rose by approximately 4.0%, though this gain was offset by a 16.2% reduction in EAF revenue. Meanwhile, Cayman Brac recorded a strong improvement, with sales climbing 23.6% over 2024 levels.

Operating expenditure declined by 5.1%, mainly reflecting lower spending on Repairs and Maintenance and Supplies. Fewer remediation works were carried out

on the collection system this year, while reduced road reinstatement activity led to lower supply costs.

Administrative expenses rose by 5.8% year-on-year, though they remain under budget and reflect the Authority's prudent budgeting practices.

Overall, the Authority's financial results for the year to date are consistent with expectations and remain favourable against the 2025 budget. The Authority continues to demonstrate a sound financial position, with adequate resources to fund daily operations and progress key capital projects.

### **Any Other Business**

#### **a) Invitation 2nd CoDev Jamaica - 300 Water Leaders**

The Secretary reported that she has been invited to participate in the 2<sup>nd</sup> Co-Development session, peer-to-peer convening for utility CEOs, to be held at the headquarters of the National Water Commission of Jamaica (NWC) in Kingston, Jamaica, on 05-06 March 2026. This is an initiative between the 300 Water Leaders initiative, and the Caribbean Water and Wastewater Association (CWWA). The 300 Water Leaders is a not-for-profit organisation from Global Water Intelligence (GWI), a leading publishing firm based in Oxford, United Kingdom, that aims to accelerate the success of 300 utilities to ensure that 300 million additional people have access to water and sanitation services by 2030. The Water Authority has membership in the organisation to access publications relevant to the water and wastewater industry. The Director has been involved as a Global Water Leader since 2012.

The CoDev groups are small, peer-led groups of utility CEOs who collaborate through structured, trust-based sessions to jointly address shared operational and leadership challenges. This session will place a strong focus on institutional resilience, post-crisis recovery, and leadership under pressure. Jamaica's recent experience in navigating extreme climate events and operational disruption during Hurricane Melissa offers lessons context for peer learning among Caribbean utilities and opens opportunities for deeper regional collaboration and integration. This will be the second Co-Development session, leading into the final session at the Global Water Summit in Madrid on 18-20 May 2026.

GWI will cover the costs of accommodation at the AC Hotel by Marriott, as well as the networking dinner and meals on 05-06 March 2026. Air transportation costs will need to be covered by the respective utility. The Secretary seeks members' support to participate in this meeting as the focus on institutional resilience, post-crisis recovery, and leadership under pressure in the context of the recent experience in Jamaica due to Hurricane Melissa is very relevant and timely. Members had no objection to the Secretary's participation and agreed for the Water Authority to provide the support for her to attend.

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

The Secretary advised that she would be away on the next scheduled meeting (04 March 2026) and that the Chief HR Officer (Designate) was extremely tied up with the finalising the compensation review. The WAB-ES Chairman, Mr G Ebanks also noted he had a commitment the same day. It was agreed to reschedule the meeting to a later date to be determined at the next Board meeting.

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

1. Cayman Motoring Federation.
2. The New Self-Help Foundation - 25<sup>th</sup> Annual "Talent Exposition of the Arts".
3. National Trust for the Cayman Islands - Interpretive Signage at Dart Family Park Grand Cayman.
4. Dept of Education Services (CI Behaviour Support Services) - Support for Centre-based Initiatives.
5. Chamber of Commerce - Earth Day 2026.
6. Ministry of Health, Environment and Sustainability - Deputy Governor's 5K.

**Indigent Assistance Fund**

None.

**Any Other Business**

There being no other business the Chairman thanked all members for attending, and the meeting was then adjourned at 3:03pm.

This is a true and accurate account of the proceedings.

  
\_\_\_\_\_  
The Chairman *David Rankine*

  
\_\_\_\_\_  
The Secretary

## Water Authority of the Cayman Islands

**367<sup>th</sup> Meeting to be held at 1:30pm on Wednesday, 25 February 2026**

### Director’s Updates/Report

- a) **Cayman Brac Infrastructure Upgrade & Expansion Project – Update.**
- During the period 05 January 2026 – 30 January 2026, the New Works Pipelaying Crew (NWPC) installed 21 new service connections which included the installation of a total of 105 metres (345 feet) of service pipework.
  - The weekly progress report for 05 January 2026 – 30 January 2026 is as follows:
    - Week 02 (starting 05 January): NWPC installed 8 new service connections. The crew repaired valve boxes along Stake Bay, Dennis Foster Road, Bight Road, and side roads and installed 38 valve plugs and 2 valve box covers.
    - Week 03 (starting 12 January): NWPC installed 10 new service connections. The crew repaired valve boxes along Creek Road, North East Bay Road, Spot Bay Road, Watering Place Road, and side roads and installed 19 valve plugs and 2 valve box covers. The crew also repaired service connection crossings with cold mix.
    - Week 04 (starting 19 January): Conducted repairs on the trencher, pressure washer trailer, and flat-bed trailer. NWPC installed 3 valve box covers and assisted with tidying the West End Water Works compound.
    - Week 05 (starting 26 January): Continued repairs on the trencher, pressure washer trailer, and flat-bed trailer. NWPC repaired a 25mm leak and road crossing along West End Road. The crew installed 3 service connections and 10 valve plugs.

The number of outstanding requests for water connections as of 12 January 2026 in Cayman Brac are as follows:

Group	Number
No pipeline down private Road	11
Pending to cancel application	1
Waiting on customer action	10
Waiting on relocation to new road access	0
Pending WA to complete account opening	2
Waiting on WA to install	15
<b>Total</b>	<b>39</b>

Approximately 38% of the outstanding total of 39 is 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 month (January) of 2026 the water sales on Cayman Brac compared to the same period in 2025 were:
  - Total water sales up approximately 2.3%
  - Pipeline sales up 21.0%
  - Trucked water sales down 27.2% (*Note - January 2025 trucked water sales were significantly (62.6%) higher than those in January 2024*)

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

- In January 2026, the overall water production in Cayman Brac averaged 726 cubic metres per day, which equates to approximately 56% of the overall design water production capacity at West End Water Works.
  - During January 2026, the expanded RO plant (Plant #1) was operational for 30 days and when operational produced on average 671 cubic metres per day (approximately 63% of the plant's design water production capacity). During this same period the containerised plant was operational for 11 days and produced on average 215 cubic metres per day (approximately 93% of the plant's design capacity).
  - During January 2026, there was 1 planned plant shutdown to carry out work on the PLC control system (15 January 2026) and there were several short plant shutdowns when alternating between the two trains on the expanded RO plant (Plant #1) and the containerised plant. There was 1 unplanned plant shutdown to replace the conductivity sensors on both trains of Plant #1 (19 January 2026).

#### *West End Water Works Site*

The gate installation and commissioning were completed on 16 January 2026.

#### *Brac Bluff Water Works*

The Cayman Brac & Little Cayman Exploratory Drilling Contract (2025) must be completed or on or before 27 March 2026. The temporary work permits for the contractor's staff were approved on 30 January 2026. The contractor's staff arrived in Cayman Brac on 06 February 2026. The Water Authority staff and consultant arrived in the Brac on 07 February 2026. Work commenced on the project on 08 February 2026.

### **b) 31 December 2025 & 2024 Audit of Consolidated, Island & Divisional Statements - Update.**

#### *31 December 2024 Audit of Consolidated, Islands & Divisional Statements*

Updates to the observations in the Office of the Auditor General's (OAG) "*Report to Those Charged with Governance on the 2024 Audit*":

1. *Unfunded Defined Benefit Retirement Liabilities*  
No new update.
2. *Non-Compliance with Procurement Regulations*  
The Secretary reports that the CFO is now working to finalise the 2025 annual reporting into Bonfire. The Financial Records are just recently closed so these tasks are still in progress.

Once complete the CFO will confirm with the Central Procurement Office (CPO) as well as the OAG that the reporting has brought the Authority into compliance with the procurement regulations.

*31 December 2025 Audit of Consolidated, Island & Divisional Statements*

The Secretary reports that the 2025 audit is slowly gearing up, with the Finance Department closing the accounting records on 13 February 2026, which has allowed the CFO and Finance Manager to continue to review and work through the audit working papers. Unless there is some unexpected circumstance the Authority will provide all the requested data to the auditors by the 28 February 2026 deadline.

*2025 Actuary Reports*

No new update.

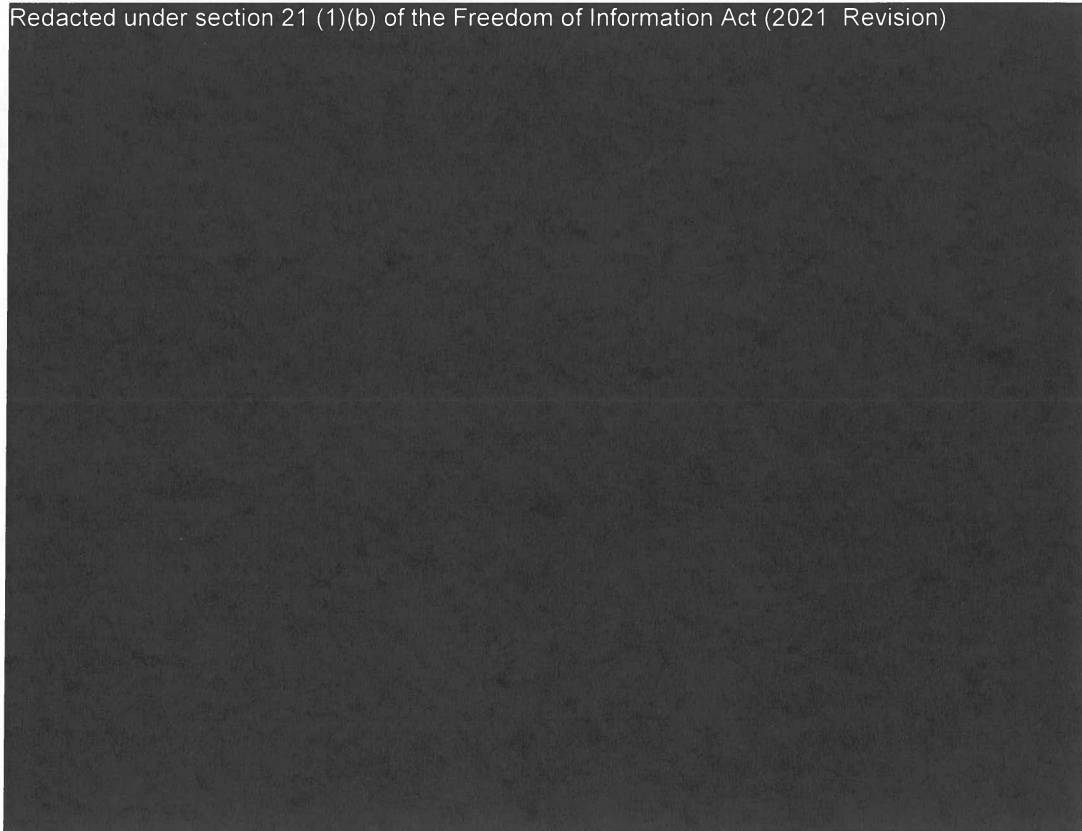
*2025 Annual Report*

Nothing to report.

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

Copies of the December 2025 KPIs have been provided to the Board for members’ review.

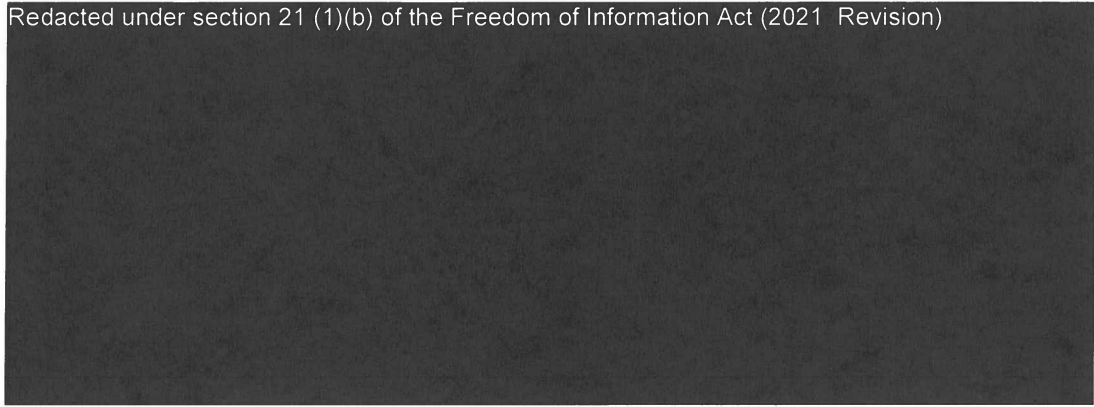
**d) Redacted under section 21 (1)(b) of the Freedom of Information Act (2021 Revision)**



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



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



**Department Updates**

**a) Finance**

Redacted under section 21 (1)(b) 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 11 February 2026 regarding progress on this project.

*Addition WA Main Office Building*

Nothing new to report.

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

On 28 January 2026 the vendor Argo American LLC confirmed that they had submitted the necessary paperwork to the Water Authority’s freight forwarder in Medley, FL. The Authority is now awaiting confirmation of the shipping date.

*Lower Valley Pipe Rack*

The contractor, J&R Industrial Services, has nearly completed the repairs required to close out the defects list. The only outstanding item are the stainless-steel screws, as the ones that were initially installed were not stainless steel. The Authority is now awaiting the samples for verification prior to confirming the order.

*Procurement of 2 Water Trucks for Cayman Brac*

Nothing new to report. The equipment must be delivered to the Authority's freight forwarder in Miami, FL no later than 05 June 2026.

*Procurement of 3 loader backhoes*

The bid documents for the procurement of 3 backhoes were published on Bonfire on 31 October 2025. A total of 6 submissions had been received by the submission deadline (19 December 2025), and these were evaluated. A tender evaluation report has been prepared for review and approval by the Water Authority Procurement Committee (WAPC). Once approved, the report will be sent to the Public Procurement Committee (PPC) for their review and approval.

*Procurement of 3 self-propelled trench compactors*

The bid documents for the procurement of 3 trench compactors were published on Bonfire on 31 October 2025. A total of 6 submissions had been received by the submission deadline (19 December 2025), and these were evaluated. A tender evaluation report has been prepared for review and approval by the WAPC.

*Procurement of 3 equipment trailers*

This contract has been awarded to 345 Equipment Ltd, for a Contract Amount of US\$80,956.00. A signed contract has been received back from 345 Equipment Ltd. The equipment trailers have arrived on island but have not yet been delivered to the Red Gate Water works.

*Maintenance contracts to be renewed:*

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



*RO Plants - Operating Agreement*

The Secretary reports that the business case and bid documents will need to be prepared and submitted to the WAPC for their review and approval. It is anticipated that that will be done by the end of March 2026, so that the bid documents can be published on Bonfire in April, as the new operating contract will need to be in place no later than the end of September 2026.

*Repair of Valve Box Installations in Public Roads*

The slightly revised report “*Repair of Valve Box Installations*” will be forwarded later this week to the National Roads Authority (NRA) as requested by the Board at the 366<sup>th</sup> Meeting held on 21 January 2026.

2) *New Works Division*

- The Grand Cayman NWPC resumed work on 12 January 2026. During the period January 2026, the NWPC installed 6 metres (20 feet) of 100mm (4-inch) PVC pipe along East Boulevard (Windsor Park, George Town) to complete the new 100mm pipeline to the new subdivision. A successful pressure test was conducted and the pipeline was disinfected.
- The NWPC installed chip-and-spray reinstatement along the remainder of Further Road (approximately 575 metres (1,890 feet)) which was outstanding from last year.
- Some of the NWPC attended training for the Automatic Metering Infrastructure project and then installed meters in the field under the supervision of the engineers.
- Some of the NWPC provided traffic management assistance for the manhole rehabilitation project along West Bay Road (in front of Burger King).
- The NWPC also exposed valves at the intersection of Edge Water Way with the King’s Gym Connector Road, which had been covered over during the NRA paving of this new road.

3) *Water Production Division*

- During the month of January 2026, the Lower Valley RO Plant produced on average 2,106 cubic metres per day, or approximately 70% of the plant’s design water production capacity.
- During this same period, there was 1 planned plant shutdown to accommodate a high pH clean of the Train 1 membranes (13 January 2026).
- During this same period, there were 4 unplanned plant shutdowns, the first one due to a broken Victaulic coupling on Train 1 (04 January 2026); the second and third due to VFD faults caused by CUC power fluctuations (23 and 30 January 2026); and the fourth, due to a high feed flow alarm on the ERI energy recovery vessels (31 January 2026).

c) **Operations**

1) *Water Distribution & Treatment Division*

- During the month of January 2026, the total water sales on Grand Cayman were approximately 7.6% less than in the same period last year.
- No relaying projects were scheduled during the month of January 2026.
- No new sub-divisions were connected for the month of January 2026.
- The DMA at the Frank Sound Junction remains in normal operation. Quote for repair, calibration and servicing of Flow Sensor with S/N 71990 was received and approved.

- The DMA at Agricola Drive is operational. New Batteries were installed in Flow Sensor with S/N 75771 and sensor was returned to normal operation on 13 December 2025.
- One DMA at Poindexter roundabout is operational.
- The 2<sup>nd</sup> DMA at Poindexter at Shamrock Road is operational.
- Revised quote for alternative flow meter from Flow-Tronics was approved and order submitted to vendor.

## 2) *Wastewater Collection & Treatment Division*

- In January 2026, the design hydraulic capacity of the wastewater treatment plant (2.5 mgd) was exceeded on 1 day. The average daily wastewater inflow from West Bay Road during this same period was 1.91 mgd (or nearly 76% of the design treatment capacity). This is approximately 20.8% more than the average influent measurement during the same month in the previous year (1.58 mgd). This increased wastewater inflow was partly due to the high hotel occupancy during January 2026 and the additional developments within the wastewater collection area (the latter is consistent with the increase over the previous few months), as well as the significant groundwater infiltration at the deteriorated manhole near Burger King towards the end of January 2026 (this additional infiltration was eliminated after this manhole was replaced).
- SBR Blower #3 Shaft seal and bearing failed. The new blower was received on 12 December 2025. The Authority is waiting for a quote for onsite technical support to oversee installation and commissioning of the new blower.
- The refurbishment of the deteriorated and leaking manhole M2460 (in front of Burger King) was finally completed on 06 February 2026: Although the groundwater flow into the excavation was reduced considerably after the epoxy grout and cement grout injection, it still took three 8-inch pumps to keep the groundwater table below the top of the base slab. However, the manhole has now been completely replaced and backfill has been completed. There are still some remaining works at the site, such as:
  - Storm drainage well replacement - drilling was done on 10 February 2026
  - Installation of new storm drainage catch basin and connecting pipe work
  - Reinstatement of concrete sidewalk and asphalt
- Upgrade of Control Network at the Wastewater Treatment Plant (WWTP): Nothing new to report.

## d) **Customer Service**

### *Projects*

- *Cayman Brac (CYB) Paperless solution:* IS, Customer Service, and the Operations Department have been working with CYB Operations to improve operational efficiency by implementing a mobile work order solution for all Brac truck drivers and field staff who use service orders in their daily work:
  - The required updates to the Brac trucked water delivery service order are now complete, including SmartList reporting and tablet setup. Subject to vacation schedules, the production rollout will begin on 26 February 2026.

- A request will be submitted to IS to provide a TV for overhead display of pending service orders. IS staff will also be asked to work on-site in the Brac on 26 February 2026 to support the initial rollout with two drivers.
- The rollout will be phased to allow for any learning curve or proficiency challenges, with additional staff onboarded every two weeks. This timeline may be shortened if implementation progresses more quickly than anticipated.
- *Cogsdale Upgrade:* The two issues identified in August 2025 are being addressed. These are:
  - Remove service orders are currently displaying a status of Inactive instead of Remove Service - This item is in the status “To Be Scheduled” with the Cogsdale development team. Staff are still using a workaround (updating status in database) as needed. The IS Department team has been requested to escalate this matter with the Cogsdale development team.
  - Service orders with outstanding GPS tasks cannot be completed, yet the service order remains open. Discussions are ongoing between Customer Service and the IS Department.
  - *Bill Proration Testing:* Testing is looking very promising with the latest round of testing completed 11 February 2026; the only issue identified so far is that Cogsdale has changed the ad-hoc bill to post with 21 days due date while in the production system it currently posts with 10 days due date. While this change does provide consistency, it was not a request on from Customer Service, feedback has been requested from the CFO to confirm if this is acceptable.
  - *Automatic Reconnection:* The database was overwritten at the end of January 2026 to allow Cogsdale to set up a test environment for bill template customisation configuration and testing. Testing of the automatic reconnection will resume as soon as a test environment becomes available, for example, once bill template testing or bill proration testing has been completed.
  - *Collections Automation:* Meeting planned for 19 January 2026 to re-focus efforts to get automatic notice creation for all collections customers who have email addresses or portal access, did not materialise due to other pressing matters and a new meeting date is currently being sought. For accounts requiring telephone contact (i.e., where only a mobile number is available), options to generate SMS or WhatsApp notifications via the Communications module will be explored. Customers with landline-only contact details will be identified for manual follow-up calls.
  - *Bill Template:* The IS Department was shown a version of the bill before requesting edits to the bill template from the Customer Relations Supervisor and is currently awaiting feedback from Cogsdale. The Finance Department was asked to provide input on the proposed changes, and the CFO has confirmed that she is comfortable with a payment being reflected as \$0. The IS Department has been asked to confirm testing availability to Water Authority once Cogsdale has completed the setup of the test server environment and its testing. This will allow Water Authority to carry out the necessary testing, which is anticipated to take place within the next 2-3 weeks.
  - *Communications Server Deployment:* This will be discussed as part of the meeting the IS and CS Departments meeting to be rescheduled.
- *Website update:* The Project Manager and Corporate Communications Supervisor are reviewing the recommendations and working on the updates to the business case.

- *Customer Survey:* The Chief Business Relations Officer (CBRO) and Corporate Communications Supervisor are reviewing the draft survey for phase 2 with the expectation that the survey can be launched within the next four to six weeks. However, there is now some consideration that there may be a need for possible outsourcing/involvement of a vendor to manage and evaluate the survey.
- *AMI Cogsdale Integration:* Installations are underway; Customer Service will address any customer concerns/issues raised regarding pilot programme.

#### *Promotions*

- *Scholarship:* The Scholarship Promotions will run until the end of February 2026.
- *Customer Update Info Drive:* Planned for the period January to February 2026.
- *Agriculture Day Show:* The Water Authority had a booth at the show on 18 February 2026. The focus was on our "Take Back the Tap" campaign.
- *Annual Staff Meeting (ASM):* Corporate Communication is providing support to the planning of the ASM.

#### e) **Human Resources**

##### *Recruitment & Staffing*

- Accounts Clerk - temp in place, recruitment process ongoing
- Labourer - Leak Detection - interviews conducted 07 & 09 January 2026, selection process ongoing
- Labourer-CYB - interviews conducted 14 January 2026, selection process ongoing
- HR Manager - recruitment process ongoing
- Operations Manager-WW - recruitment process ongoing
- Engineer-Wastewater - recruitment process ongoing
- Hydrogeologist - recruitment process ongoing

##### *Learning & Development*

- *Procurement Training*  
On 10 December 2025, 9 Water Authority employees participated in the second procurement training session, held in the Authority's training room. The session lasted just over three hours and was facilitated by representatives from the CPO.
- *Operator Certification Exams*  
On 03 December 2025, the operator certification exams were administered on 4 candidates sitting their respective exams. One employee was successful in passing the exam with the remaining 3 employees just below the passing mark.

##### *Employee Educational Support*

- Two employees have signed up for online degrees, while continuing to work full-time:
  - Richard Clark-Ramirez, Development Control Technologist, will be pursuing a MSc Degree in Sustainability & Environmental Management at the University of the West of England (UWE Bristol). His online degree program is scheduled to commence on 23 March 2026 and will be completed within 2 years. Estimated cost per year is CI\$8.8k.
  - Marcela Martinez-Ebanks, Laboratory Manager, will be pursuing a PhD in Public Health - Environmental & Occupational Health at Walden University (Online).

Her online PhD programme will commence on 23 February 2026 and will take a minimum of 3.25 years to a maximum of 8 years to complete. Estimated cost per year is CI\$20k.

#### *Training & Development – Short Workshops*

- Following the recent employee performance evaluation meetings, some HoDs have identified specific development needs. Requests have been submitted for employees to attend Chamber of Commerce workshops and Cayman Islands Civil Service College sessions. Topics include Communication Skills, Better Business-Customer Relations, Better Business-Best Office Practice, Time Management & Productivity, Providing Exceptional Customer Service, and Introduction to Records & Information Management.
- A workshop on Goal Setting was conducted by Engineering Manager-New Works and Operations Manager-CYB on 29-30 January 2026 with a total of 16 employees in attendance. The group consisted of 6 participants from Cayman Brac and 10 from Grand Cayman. The workshop focused on setting quarterly goals and developing SMART objectives to support the preparation of performance evaluations and related activities.
- On 04 February 2026, 16 Water Authority–Cayman employees participated in the first procurement training session of the year, held in the Authority’s Training Room. The session was facilitated by the Procurement Office’s Deputy Director.
- In direct response to the 2025 Employee Engagement Survey, which identified perceived favouritism as a key area for improvement, the HR Department has organised a specialised Workplace Favouritism and Sensitisation Awareness information session.
  - The Wellness Centre will design these sessions, which will be facilitated by Dr Stephanie Schirn, Counselling Psychologist. The first session with HoDs is scheduled for 24 February 2026, in Water Authority’s Training Room. Following the initial session, the training will be extended to all remaining leadership tiers, including managers and supervisors, throughout March 2026.

#### *Overseas Conference/Workshop*

- Two staff members from the WR & QC Department, Marcela Martinez-Ebanks and Yasmin James, attended the “Green Resilient Water Resources Management” workshop 09–13 February 2026. This event brought together representatives from 19 overseas territories and countries to discuss and share knowledge on resilient water resource management and climate change.
- D’Vonte Joseph will be representing the Water Authority at the Young Professional Summit in Charlotte, North Carolina, USA, on 22-24 March 2026. The programme will be conducted alongside the Utility Management Conference (UMC) and is coordinated by the Water Environment Federation (WEF) and the American Water Works Association (AWWA).

#### *Scholarship Programme*

- *2026 Scholarship Applications*  
As of 09 February 2026, the Water Authority has received 28 applications for the 2026 Scholarship. Of those applications, 4 are fully submitted and 24 are in progress.

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

- *Staff Scholarships*

The Water Authority has commenced the development of a new staff scholarship programme. The proposed programme is intended to support short-term certification/diploma courses and degree programmes abroad, providing structured professional development opportunities while allowing participating employees to continue earning a portion of their income during their studies. Additional details will be presented to the Board for review and approval in due course. The intent is to launch this new staff benefit at the ASM26 event in March 2026 therefore the programme will come to the Board for the March 2026 meeting.

*Summer Internship Programme*

- The 2026 summer internship application period will be open from 15 February to 30 April 2026. The Good Grants application portal is now active. The application form was updated with the three date-range options for applicants to select as follows:

Option 1:	01 June – 17 July (min 4wks - max 8wks)
Option 2:	01 July – 21 Aug (min 4wks - max 8wks)
Option 3:	12 July – 31 Aug (min 4wks - max 8wks)

*Work Experience*

- The Water Authority is currently accommodating 2 work experience students from CIFEC and UCCI, respectively.
- CIFEC student, who is working in Operations – Wastewater Department. His work experience period will end on 30 April 2026.
- UCCI student, who is working in the Information Systems Department. He will complete his work experience on 03 April 2026.

*Career Fairs/Education Expos*

- The Water Authority will participate in the upcoming Career Days/Educational Expos for 2026 as follows:

1. John Gray High School (JGHS):	27 February 2026
2. University College of the Cayman Islands (UCCI):	06 March 2026
3. Layman Scott High School (LSHS) - CYB:	20 March 2026

*HR Management System*

- *Leave Requests:* The final phase of the Employee Self-Service (ESS) rollout is the electronic leave request process. While the configuration has taken longer than anticipated, the project team is on track to complete by end February 2026. Training will be provided to HoDs and Managers first, followed by general staff. A demo for the Board is planned for March 2026.

- *Phase 2 (Recruitment & Onboarding)*: Implementation resumed on 22 January 2026 with weekly coordination between PDS and the Authority's project team (HR and IS Departments). Full rollout is anticipated for April/May 2026.

#### *Compensation Review*

- *Status*: The project is progressing with McConnell HR Consulting Inc (MHRC). Job description validation is complete. The external market survey, distributed on 09 January 2026, yielded above-average participation, providing a healthy dataset for analysis.
- *Next Steps*: MHRC will meet with Senior Management on 09 March 2026 to discuss job evaluation outcomes and the proposed grading structure (ladder chart).
- *Timeline*: Completion of the compensation review is expected by mid-March 2026.

#### *Pension Information Sessions*

- Following the initial Public Service Pension Board (PSPB) session in October 2025, additional presentations are scheduled for February 2026. The Chamber of Commerce presented on 13 February 2026 and will be followed by Silver Thatch on 27 February 2026. Presentation will be held onsite in the Authority's training room. Additional sessions by other providers are expected to be scheduled for February 2026.
- Remote access was/will be provided for staff in Cayman Brac.

#### *Annual Performance Evaluations*

- The 2025 employee performance evaluation cycle is currently underway. As a direct-action point resulting from the 2025 Employee Engagement Survey:
  - Evaluation forms for employees without supervisory responsibility were updated to include a new section for Training and Work Opportunities.
  - To support organisational growth and individual development, managers are encouraged to facilitate dedicated discussions during their appraisal meetings, focusing on performance enhancement, professional development, and internal mobility.

#### *Staff Engagement/Social Activities*

- *Light Up the Night (Breast Cancer Foundation Beach Walk)*: 07 March 2026, at Public Beach. Water Authority will sponsor staff registration fees to encourage participation.
- *Jasmine Flag Day Fundraiser Coin Drive*: 06 March 2026. Staff are encouraged and supported to participate in this collection.
- *Annual Staff Meeting (ASM)*: ASM26 is scheduled for 27 March 2026. More details will follow.
- *Engagement Survey*: Feedback gathered during the 2025 ASM was reviewed by the WAB-ES Sub-committee in November 2025. Results and progress updates will be shared with all staff by the end February 2026 and further discussed at the ASM26 staff event.

#### *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 362<sup>nd</sup> Meeting held on 17 September 2025.

**f) Information Services**

*Cogsdale and Great Plains upgrades* – No update.

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

*Demonstration of Vista & Cogsdale Software*

The presentations will be planned for March 2026 Board meeting.

*Infosec IQ* – HR have signed a contract with Infosec IQ, a company identified by IS staff after much research, to provide cyber security training and other training modules that can be personalised by the Water Authority to provide online training for all employees. Cyber security training has been identified as particularly important due to the emergence of Artificial Intelligence programmes that can provide computer users with powerful tools to attack websites and IT systems. Instead of IT having to organise once or twice-yearly group sessions, all users will receive targeted online training as part of the onboarding process and continuous refresher training, which they can complete at their own pace, throughout the year. It will also provide reports on users who may show some susceptibility to phishing emails for further training and reinforcement of policies.

**g) Water Resources & Quality Control***Environmental Impact Assessments*

- No updates.

*Water for AgroPark*

- The Water Authority has not yet received feedback from the Ministry of Agriculture on the draft MOU between the Authority and the Ministry. The draft was prepared by the Authority and submitted to the Ministry in December 2025. The Ministry has not yet applied for the Groundwater Abstraction Licences.
- The next step for the Authority is to request bids from the well drilling companies to install the 27 wells.

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

*Return of Geological Samples to the Cayman Islands*

- Arrangements for the return of geological samples that Dr Brian Jones of the University of Alberta had collected in the Cayman Islands over his 40+ years of geological research are progressing. It is expected that the samples will arrive by the end of March 2026. The Authority will arrange for initial temporary storage in a shipping container at the East End Reservoir Site.

*Pilot Well Drilling in the Sister Islands*

- The drilling of the pilot wells for the Reverse Osmosis Plants in Cayman Brac and Little Cayman commenced on 09 February 2026. Brewster Well Drilling (Brewster) is making good progress with completing the drilling and coring of the first well at the Bluff site to 431 feet depth on 13 February 2026. The core samples from the first well are of excellent quality and recovery is high. The term recovery refers to the length of core that is retrieved compared to the section that is drilled. Dr Brian Jones came to the Cayman Islands specifically for this project, he provides guidance and his expertise on the geology of the Cayman Islands for the pilot well project. At the time of preparing this update for the Board the first well is being grouted. The contract requires a second pilot well at the Bluff Site. Upon completion of this second well the equipment will mobilise to Little Cayman for the installation of the pilot well at the site of the future Little Cayman Water Works.

**h) Director’s Office***External Risk Assessment (ERA) – Major Disruption Water Supply*

After receiving feedback from HMCI and OfReg, the ERA document was provided to the Ministry of District Administration & Home Affairs (DAHA) on 05 February 2026. On 13 February 2026, the Water Authority received feedback from the Ministry of DAHA with a request for some additional information. This will be reviewed and discussed with the Ministry during the week of 23 February 2026.

*CaribDA Conference 2026*

On 09 February 2026, the Secretary and Corporate Communications Supervisor met with the CaribDA team to commence planning discussions on the conference and related local events/activities.

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

- *Posterity/Legacy Donation*

The Secretary advises that the draft design for the Kiosk was sent and will be reviewed by the Water Authority and feedback provided to the Botanic Park as well as John Doak, the architect.

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

No updates.