

CONFIDENTIAL



Water Authority of the Cayman Islands

Minutes of 368th Meeting held on 18 March 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 Ms A Owens Mrs L Ryan - <i>phone</i> Mr M Scotland Ms E Kynes - <i>virtual</i> Mr M Campbell - <i>virtual</i> Mr K Conolly
Secretary:	Dr G Frederick-van Genderen
Apologies:	Mr H B Ebanks Mr M Ebanks
Absent:	
Guest:	Mr C Vargas, <i>Chief Operations Engineer</i>

Call to Order

The Chairman welcomed all members as well as the Water Authority's Chief Operations Engineer (COE) who is the Head of the Operations Department (which recently transitioned out of Engineering Services and returned to full department status). On behalf of Board members, the Chairman congratulated Mr C Vargas on his recent promotion and commented that they looked forward to continued development of Caymanian staff. The Chairman then called the meeting to order

at 1:38pm after ascertaining there was a quorum. He noted apologies for Mr H B Ebanks and Mr M Ebanks then proceeded to offer the opening prayer for the meeting.

The Secretary advised that the consultant for the Job Evaluation & Compensation Review Report as well as the Chief HR Officer (Designate) and the Senior HR Consultant would join the meeting during discussion on item *b) Job Evaluation & Compensation Review Report* under **Current Business** on this agenda.

Confirmation of Minutes of the 367th Meeting held on 25 February 2026

The Minutes having been circulated, the Chairman asked for confirmation or amendments of the Minutes of the 367th Meeting held on 25 February 2026. The following amendments were made to the Minutes:

Page 1- Under **Confirmation of Minutes of the 365th Meeting held 03 December 2025**; this heading was amended to read "**Confirmation of Minutes of the 365th Meeting held 21 January 2026.**"

Page 2 - Under **Matters Arising Director's Updates/Department Reports**, item a) *a)Cayman Brac Infrastructure Upgrade & Expansion Project - Update*, second sentence amended to read "...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."

Mr M Scotland moved the motion to accept the Minutes as amended, Mrs D Ebanks 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)

None.

Matters Arising Director's Updates/Department Reports

a) Cayman Brac Infrastructure Upgrade & Expansion Project - Update.

The Chairman noted the reduction in number of customers waiting on the Water Authority to install services over the last few months and noted that "well done" should be communicated to the team responsible. The COE was asked to pass this on to the Brac team.

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 2025 & 2024 Audit of Consolidated, Islands & 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.

Non-Revenue Water (NRW) Calculations

The Chairman opened discussion on the report noting that the ILI had not improved over last year's report and had in fact increased. He also noted that a recommendation had been provided to members as requested at the 358th Meeting held on 16 April 2025 regarding adjustment of the target ILI accepted in 2011 by the Board at that time. The Secretary noted that there had been challenges with the monitoring equipment for the District Metering Areas (DMAs) as well as the delays in implementing Advanced Metering Infrastructure (AMI). The Secretary also advised that significant progress is being made on the AMI Pilot Project. The COE explained that the DMA equipment is more stable now and that an additional 5 are planned to be installed this year. The Chairman noted that the Water Authority must provide the NRW report to the Auditors, but it first must be accepted by the Board. He suggested that as the consultant was waiting to join the meeting on the Job Evaluation and Compensation report, that the discussion on the recommendations regarding adjustment of the ILI be deferred to the April 2026 Board meeting. Members agreed to the Chairman's suggestion to defer the discussion. The Secretary noted that she would ask the Deputy Director to join the meeting for that discussion in April 2026.

Members discussed and the motion was made by Mr M Scotland to accept the Water Authority's Non-Revenue Water Report, requested that all efforts continue

to be made towards reducing the ILI based on the on-going strategies outlined in report, the motion was seconded by Mr Mark Campbell and passed unanimously by all members able to vote.

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

No matters raised.

d) 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

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.

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

RO Plants – Operating Agreement

No matters raised.

Repair of Valve Box Installations in Public Roads

No matters raised.

2) *New Works Division*

No matters raised.

3) *Water Distribution & Treatment Division*

No matters raised.

4) *Water Production Division*

No matters raised.

c) Operations

1) *Water Distribution & Treatment Division*

Mr M Scotland suggested to clarify the wording to explain that the “2nd” DMA at Poindexter Road and Shamrock Road is at the junction of these two roads while the other DMA is at the junction of Poindexter Road and the roundabout on the East West Arterial Road.

2) *Wastewater Collection & Treatment Division*

Members queried the impact of the SBR Blower #3 Shaft seal and bearing failure on operation of the wastewater treatment plant. The COE explained that this is a redundant blower and that the Blowers #1 and #2 already work in tandem. If urgently needed, the new blower could be installed however the decision had been made to bring in onsite technical support to oversee the installation and commissioning of the new blower. This would provide an opportunity for the staff to be guided on the proper installation and commissioning process. The Authority plans to contact the vendor again to get a quote for the onsite technical support to oversee installation and commissioning of the new blower.

3) *Operations-Cayman Brac Division*

The Secretary noted that the Operations-Cayman Brac Division had achieved paperless status for trucked water delivery Work Orders. The COE explained that this project was already showing improvements in efficiency with the delivery process. The Chairman asked that the staff involved be complimented on this achievement.

4) *Control Systems Audit*

No matters raised.

d) Customer Service

Projects

No matters raised.

Promotions

No matters raised.

GCM - Illegal Connections

No matters raised.

e) Human Resources

At this point the Board was advised by the CHRO (Designate) that the consultant for the Job Evaluation and Compensation Review Report had a hard stop at 3 pm which would only allow for about 45 minutes for the presentation and discussion. Members subsequently agreed to defer discussion on this item b) Job Evaluation & Compensation Review Report under Current Business on this agenda to an Extraordinary Board Meeting at 1:30pm to 3:00pm on 20 March 2026 to allow sufficient time for the presentation, questions, and discussion.

Recruitment & Staffing

No matters raised.

Learning & Development

- *Operator Certification Exams*

No matters raised.

- *Training & Development – Short Workshops*

No matters raised.

- *Overseas Conference/Workshop*

The Secretary reported that she attended the 2nd 300 Water Leaders Co-Development Session – Caribbean Chapter (Kingston, Jamaica) on 05–06 March 2026. Eight Utility CEOs from the Caribbean the region addressed shared challenges through peer-learning, workshops, and strategic collaboration. This initiative was driven by Global Water Intelligence (GWI) and aims to foster innovative solutions for water management. She explained that the first day of the session included presentations by the National Water Commission (NWC) in Jamaica as well as Caribbean Water Utility Insurance Coverage (CWUIC). The NWC presentation reviewed the organisational structure of the commission as well as an overview of its operations as a water utility in Jamaica. CWUIC, which is a parametric insurance product specifically for water utilities through the Caribbean Development Bank (CDB), was presented and discussed during this session as well. In the afternoon the group was taken to the Rio Cobre Water Intake Project which is one of the largest projects undertaken by the NWC

and valued US\$92 million. The project will treat and move 15 million imperial gallons per day of water from the Rio Cobre River to service approximately 150,000 NWC customers (representing about 600,000 residents) in the Spanish Town area.

The 2nd day was facilitated by an expert in Co-Development sessions. Basically, this involved each utility leader presenting one or two real issues they are grappling with in their own utilities, then by consensus the group select two issues to address. There is a structured process which is led by the facilitator that leads to recommendations and suggestions from the group to the utility leaders whose issues were selected. The Secretary advised that this was a very informative and productive exercise which resulted in meaningful assistance to the two utility leaders. She thanked the Board for their support of her participation.

- *Scholarship Programme No matters raised.*
No matters raised.

- *Scholarship Programme*
No matters raised.

- *Employee Scholarship Programme*

The Secretary reported that following discussion and Board guidance at the 365th Water Authority Board Meeting held on 03 December 2025, where members gave support in principle for an employee education framework, the Secretary advised that the CHRO-(*Designate*) had prepared a draft proposal for the formation of an Employee Study Abroad Programme (ESAP) that includes financial support while studying overseas. This programme formalises that support, providing a structured framework for employees to pursue overseas studies while being supported with a percentage of their salary and guaranteed job security. Further, this programme will be available exclusively to Caymanian employees. Members were provided with the draft programme for their review and guidance. Pending Board approval, the programme will be announced at the Annual Staff Meeting on 27 March 2026.

The Secretary requested that the CHRO (*Designate*) join the meeting for discussion on this item.

The Chairman guided the discussion through each section consecutively. Amendments were made to the following sections so that they read as indicated below:

Section 3 - Programme Structure

- **Annual Allocation:** The Authority will support one overseas full-time degree (Associates, Bachelors, and Masters) per year and several other technical/academic studies.

Section 4 - Eligibility Criteria

To qualify, employees must meet ALL the following:

- **Immigration Status:** Be Caymanian
- **Employment Status:** Have completed at least **two years** of continuous service on an open-ended contract;
- **Performance:** Maintain a "MEETS EXPECTATIONS " or higher rating on the last two years' performance appraisals and the choice of study must align with their Department's and Water Authority's strategic goals;
- **Formal Application:** Submit a written justification detailing the course relevance to their specific role;
- **Admission:** Provide an acceptance letter from an accredited educational institution or recognised training body; and
- **Endorsement:** Provide a formal recommendation from their immediate Manager and sign-off by the Head of Department (HOD).

Section 5 - Scholarship Types under ESAP

The Authority provides two scholarship pathways for employees. These are designed to meet the Authority's business needs as well as employee career advancement, and to build job-specific expertise.

Section 9 - Financial Support

Upon the award of a scholarship, a formal agreement will be established.

- Recipients will continue to receive their salaries and remain enrolled in the Water Authority's health insurance and pension plans throughout their studies. Participants will also be eligible for any cost-of-living adjustments (COLA) but will not be eligible for performance awards during the course of their studies.
- Vacation leave or paid time off will not accrue for any period during which the employee is participating in the ESAP.

All members present and able to vote approved this new programme as amended where the Water Authority will be investing in its employees. It was noted that this initiative aligns with the Authority's strategic goals as laid out in the Human Capital Development Plan that forms part of the approved 10-Year Capital Development and Maintenance Plan - 2025-2027.

The Secretary and the CHRO (*Designate*) thanked members for their generous support for the programme.

- *Summer Internship Programme*
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.

Annual Performance Evaluations

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.

Water Authority AI

No matters raised.

Water Authority Website

No matters raised.

g) Water Resources & Quality Control*East West Arterial - Environmental Impact Assessments (EIA)*

No matters raised.

Water for AgroPark

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 35th Anniversary of Service in Cayman Brac 2026

No matters raised.

Current Business**a) Management Accounts January 2026.**

The Secretary reported that the Finance Department has been focused on the 2025 audit, the 2025 Cayman Islands Government submission and answering questions arising to keep the audit on track. Members were provided with a preliminary draft 31 January 2026 income statement.

Mr M Campbell left the meeting at this point due to another commitment.

b) Job Evaluation & Compensation Review Report.

The Secretary noted that this matter had been deferred to an Extraordinary Meeting to take place on 20 March 2026 at 1:30pm.

Any Other Business

No matters raised.

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

1. Ratify - Kiwanis Club of Grand Cayman - Key Clubbers from Clifton Hunter High School.
2. Autism Cayman - 2nd Annual Symposium.

Indigent Assistance Fund

None.

Water Authority of the Cayman Islands

368th Meeting to be held at 1:30pm on Wednesday, 18 March 2026

Director’s Updates/Report

- a) **Cayman Brac Infrastructure Upgrade & Expansion Project – Update.**
- During the period 02 February 2026 – 27 February 2026, the New Works Pipelaying Crew (NWPC) installed 97.5 metres (320 feet) of 80mm (3 inch) PVC pipeline, installed 9 new service connections which included the installation of a total of 50 metres (164 feet) of service pipework, and installed 15 meters for customers who completed piping on their side.
 - The weekly progress report for 02 February 2026 – 27 February 2026 is as follows:
 - Week 06 (starting 02 February): NWPC installed 4 new service connections. The crew mobilised equipment and material for installation of 91.4 metres (300 feet) of 80mm (3 inch) of PVC pipeline and 80mm (3 inch) washout along an unnamed Private Right-of-Way.
 - Week 07 (starting 09 February): NWPC uncovered and restored valves in Watering Place, installed a 100x80mm tee and 6.1 metres (20 feet) of 8-mm (3 inch) PVC pipeline along Unnamed Private Right-of-Way, completing the pipeline installation in this road. The crew conducted repairs on the trencher, carried out maintenance work on the backhoe and small trailer.
 - Week 08 (starting 16 February): NWPC filled and pressure tested new pipeline in Unnamed Private-Right-of-Way, conducted repairs on the trencher, installed 7 meters for customers who completed piping on their service side, assisted Operations-Cayman Brac with trucking, assisted GPS Technician, and carried year-end evaluations.
 - Week 09 (starting 23 February): NWPC installed 5 new service connections, installed 8 meters for customers who completed piping on their service side. Conducted repairs on the backhoe, located and repaired 32mm (1.25 inch) leak at Lily's Lane.

The number of outstanding requests for water connections as of 05 March 2026 in Cayman Brac are as follows:

Group	Number
No pipeline down private Road	6
Pending to cancel application	1
Waiting on customer action	13
Waiting on relocation to new road access	0
Pending WA to complete account opening	0
Waiting on WA to install	3
Total	23

Approximately 13% of the outstanding total of 23 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 2 months (January-February) of 2026 the water sales on Cayman Brac compared to the same period in 2025 were:
 - Total water sales up approximately 6.1%
 - Pipeline sales up 30.1%
 - Trucked water sales down 30.2% (*Note - January and February 2025 trucked water sales were significantly (48.0%) higher than those in January 2024*)

West End Water Works RO Plants

- In February 2026, the overall water production in Cayman Brac averaged 761 cubic metres per day, which equates to approximately 59% of the overall design water production capacity at West End Water Works.
 - During February 2026, the expanded RO plant (Plant #1) was operational for 26 days and when operational produced on average 799 cubic metres per day (approximately 75% of the plant's design water production capacity). During this same period the containerised plant was operational for 4 days and produced on average 127 cubic metres per day (approximately 55% of the plant's design capacity).
 - During February 2026, there were no planned or unplanned plant shutdowns, but there were several short plant shutdowns when alternating between the two trains on the expanded RO plant (Plant #1) and the containerised plant. The tank levels were managed very well.

Brac Bluff Water Works

The core drilling in Cayman Brac progressed very well, and high core recovery was achieved, which is essential to the success of this contract. The core drilling in Cayman Brac has been completed. The contractor's equipment will be shipped to Little Cayman at the earliest opportunity.

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 Chief Financial Officer (CFO) is awaiting confirmation from the Central Procurement Office (CPO) that the 2025 reporting has brought the Authority into compliance with the procurement regulations.

31 December 2025 Audit of Consolidated, Island & Divisional Statements

The Secretary is pleased to report that the audit is progressing, at this point there is minimal interaction with the Finance Department as all requested documentation has been provided and Baker Tilly is going through the files.

2025 Actuary Reports

No new update.

2025 Annual Report

The draft 2025 Annual Report was provided within the 28 February 2026 deadline. Management continues the review of the draft document and expects to provide a final draft at the April meeting. The completion of the report will be dependent on the receipt and audit of the 2025 actuary reports.

Non-Revenue Water (NRW) Calculations

The Secretary reports that the Deputy Director prepared a report on NRW calculations for January-December 2025 that has been provided to members. The report notes that the Board set an Infrastructure Leakage Index (ILI) benchmark of 3.0 at the 213th Board Meeting on 16 March 2011. However, the calculation for 2025 shows an ILI of 6.74, exceeding the ceiling by 3.74. In response, the Authority plans to maintain current policies while adopting a more aggressive and focused approach to reduce non-revenue water.

The Water Authority recognises that appropriate technical actions must be taken to control the real (leakage) losses. Near the end of 2023 the Authority was able to employ additional engineering resources which will assist in addressing this issue.

During the 2026 fiscal year the Water Authority will continue its attempts to identify additional, and suitably skilled, resources to reduce the Non-Revenue Water. Some of the (continuing) activities and policies are:

- A total of four bulk (electromagnetic) meters has been installed at strategic places within the water distribution system. These have created four distinct District Meter Areas (DMAs), where the net inflow can be compared against water sales in each area and thus potential problem areas can be more easily identified:
 - One bulk meter has been installed at the Frank Sound/Seaview Road intersection)
 - Two bulk meters have been installed at Poindexter Road (one near the Prospect Primary School Roundabout, and another one at the intersection with Shamrock Road.
 - One bulk meter has been installed in Lower Valley, just east of the Shamrock Road/Agricola Drive intersection.

Unfortunately, technical issues have been experienced with the current probes, resulting in inaccurate and inconsistent data collection between the probe and the data logger. The issues are believed to be related to the printed circuit board (PCB) being affected by high temperature and humidity, similar to problems encountered in Grand Bahama. The probes also require recalibration every 12-18 months, which will require

adjustments to Authority's procedures, including maintaining redundant probes to ensure continuous data collection. The supplier is currently exploring equipment modifications to reduce these issues. In late 2025, Water Authority met with an alternative vendor (Flow-Tronics) regarding the DMA project and a different flow meter. Following a presentation on the proposed flow sensor, a quote was received, and approved, and an order has been placed with the vendor.

- After the aforementioned technical issues have been resolved, additional bulk (electromagnetic) meters will be installed within the water distribution system to increase the number of distinct zones, and to better identify potential problem areas.
 - The first additional bulk meter will be installed on North Side Road (at the intersection with Old Robin Road in Old Man Bay), so that the North Side/Rum Point area can be evaluated separately from the East End/Frank Sound area.
 - An additional data logger will also be installed on the Red Bay Booster Pump Station.

Once the additional meters/loggers have been installed, the total number of DMAs on the Grand Cayman Water Distribution system will be six.

- A dedicated leak detection crew will be established, which will be tasked to methodically inspect the entire water distribution system to identify leaks, a time-consuming process, requiring the collaboration of various departments (i.e., Engineering Services, Operations - Water Supply, Customer Service). Someone with significant practical experience and good organisational skills must manage this process.
 - The requisite pipeline testing equipment was purchased and mounted on a truck, and in the period April-June 2024 the testing procedure was successfully tested on the Cayman Brac Water Distribution System, which is much smaller and less complicated. This first phase identified possible suspect pipelines, and the next phase is to pinpoint the locations of the leaks and repairing them.
 - It is anticipated that the same testing procedure will be applied to the Grand Cayman Water Distribution System, most likely commencing in the latter part of 2026, as a truck will have to be purchased. In late 2025 the additional pipeline testing equipment arrived on island.
 - Due to challenges in locating older pipelines installed before GPS mapping, the Authority purchased an AML-Pro device to assist with pipe alignment detection. The equipment was received in December 2024 and tested in January 2025. Although the remote training session provided valuable insights into the device's operation, on-site supplier training was considered essential to maximise its use. Consequently, in June 2025, two engineers attended this complimentary on-site training in Wisconsin, USA.
- Under the meter replacement programme, all water meters are intended to be removed once they reach 1,800 cubic metres of registered consumption. However, due to resource constraints, the current threshold is 3,000 cubic metres, as independent testing shows meter accuracy generally holds up to that level. This ongoing practice helps eliminate worn, under-registering meters, thereby improving billing accuracy and reducing non-revenue water.
- Under the Physical Service Removal Policy, approved by the Water Authority Board at its 236th Meeting held on 20 March 2013, any service inactive for over a year is removed from the network, with the service line capped outside the property. Implementation of this policy has led to the discovery of several illegal service

connections. While unauthorised consumption is not considered excessive, the policy supports further reduction of Non-Revenue Water (NRW) and improvement in the Infrastructure Leakage Index (ILI).

- When the Advanced Metering Infrastructure (AMI) has been implemented, any data latency will be eliminated, as the net inflow can be compared against water sales in each area nearly instantaneously: Currently it takes at least one full day to manually read all water meters in a distinct District Meter Area, which results in data inaccuracies.

Members are respectfully requested to accept the report so that it can be provided to the auditors.

At the 358th Water Authority Board Meeting held on 16 April 2025, members requested that the Water Authority's management review the target for the Infrastructure Leakage Index (ILI) set by the Board in 2011 to determine whether it continues to be appropriate considering the increased size of the distribution system. The Water Authority has prepared a supplemental document to the report on "*Non-Revenue Water (NRW) Calculations for Period January 2025 - December 2025*" that reviews the current ILI and makes a recommendation to adjust it to a more realistic target. Members have been provided with a copy of this document "*Recommendation to Modify Infrastructure Leakage Index (ILI)*" as a supplement to the main report.

This document reviews various ILI values across over 40 countries through reviews by the International Water Association (IWA) and the World Bank. Based on this review the recommendation is that the Board consider modifying the ILI for the Authority's Grand Cayman distribution system to a more realistic 4.0 from what it is now at 3.0 as an indication of a well-managed system, but recognising that appropriate technical actions must be taken to control/lower the real (leakage) losses, particularly because the cost of water is relatively high (due to the desalination process). Members are respectfully requested to provide guidance on how they wish to proceed.

Pre-Election Economic & Financial Update (PREFU)

Nothing further to report.

2025 CIG Submission

All information for the 2025 CIG submission was provided, there have been minimal questions, most notably when an entity records a utility expense that is different than that noted by the Water Authority.

c) Key Performance Indicators (KPIs) - Update.

Copies of the January 2026 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)



Department Updates

a) Finance

Fixed Deposits (FD)

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

The Authority's fixed deposit at the Credit Union matured on 26 February 2026 in the amount of * On 23 February 2026 the CFO requested rates from Class A banks in the Cayman Islands. Scotia Bank offered 3.70% for 1-year (highest offer) while Credit Union offered 3.64% for the same period. The Authority went back to both CIBC (went up to 3.70% for the 1-year period) and the CU to allow for BAFO (best and final offer). CIBC was unable to match the rate given by the Credit Union which was 3.72%. Given the competitive rates provided by the Credit Union the decision was made to keep the funds there. These instructions were completed on 26 February 2026.

b) Engineering Services

1) *Engineering*

No update.

Business Cases - Projects

Advanced Metering Infrastructure (AMI) Pilot Project

An update was provided to members on 11 March 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 equipment will be shipped after the vendor has received payment of 75% of the contract value. The requisite payment for this procurement contract was made by EFT on 06 March 2026, as some of the required documentation was not received until late January 2026. 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 contractor's samples of the replacement screws have now been approved, and the order has been placed. It is anticipated that this contract will be completed before the end of March 2026.

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. The tender evaluation (ESTAR) report was approved by the Public Procurement Committee (PPC) on 05 March 2026. Massive Equipment Rental & Sales was identified as the preferred supplier for this contract, based, in part, on their total price of US\$394,583.88 (or CI\$329,477.51), which was 26% less than the pre-bid estimate.

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. The tender evaluation report was approved by the Water Authority Procurement Committee (WAPC) on 06 February 2026. The contract was awarded to Liftech Ltd for a Contract Amount of US\$119,700, which was 43% less than the pre-bid estimate.

Procurement of 3 equipment trailers

This contract has been awarded to 345 Equipment Ltd, for a Contract Amount of US\$80,956.00 which was 39% less than the pre-bid estimate. The 3 equipment trailers are on island, were successfully inspected, and are now at the Red Gate Water Works.

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)

RO Plants - Operating Agreement
Nothing new to report.

Repair of Valve Box Installations in Public Roads

The National Roads Authority (NRA) has been contacted to arrange a meeting to commence discussion on this matter.

2) *New Works Division*

- During the period February 2026, the Grand Cayman NWPC did not install any pipe but completed the installation of a total of 105 water meters for the Automatic Metering Infrastructure Pilot project under the supervision of the engineers.
- The NWPC also dug 5 test holes along Olympic Way to verify the location of the 200mm (8-inch) water main in this road (the GPS coordinates were accurate). This was done to ensure that the proposed Cayman Islands Aquatic Centre will be constructed sufficiently distant from this pipeline.

3) *Water Production Division*

- During the month of February 2026, the Lower Valley RO Plant produced on average 2,374 cubic metres per day, or approximately 79% of the plant's design water production capacity.
- During this same period, there were no planned or unplanned plant shutdowns. The water production was impacted by high differential pressure on the membranes, which was addressed in early March 2026.

c) Operations

1) *Water Distribution & Treatment Division*

- During the first 2 months of (January-February) 2026, the total water sales on Grand Cayman were approximately 3.1% less than in the same period last year.
- No relaying projects were scheduled during the month of February 2026.
- Beach Bay Subdivision, (32D-299 & 355), 100 lots were completed on 27 February 2026.
- The DMA at the Frank Sound Junction remains in normal operation. Repairs were completed and flow sensor was received by Water Authority on 24 February 2026. Sensor will be kept in inventory for spares.
- The DMA at Agricola Drive is operational.
- One DMA at Poindexter roundabout is operational.
- The 2nd DMA at Poindexter at Shamrock Road is operational.
- Regarding the alternative flow meter from Flow-Tronics, the vendor has provided an estimated shipping date of the last week in April 2026.

2) *Wastewater Collection & Treatment Division*

- In February 2026, 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 1.91 mgd (or nearly 76% of the design treatment capacity). This is approximately 10.3% more than the average influent measurement during the same month in the previous year (1.73 mgd).
- SBR Blower #3 Shaft seal and bearing failed. The new blower was received on 12 December 2025. On 10 February 2026, the Authority again requested a quote for onsite technical support to oversee installation and commissioning of the new blower.
- As previously reported, the refurbishment of the deteriorated and leaking manhole M2460 (in front of Burger King on West Bay Road) was completed on 06 February 2026: The site has now been fully reinstated (i.e., concrete sidewalk, asphalt driveway, storm water catch basin, landscaping etc.)
- Upgrade of Control Network at the Wastewater Treatment Plant (WWTP): Nothing new to report.

3) *Operations-Cayman Brac Division*

- The rollout of a mobile work solution for trucked water deliveries commenced 25-27 February 2026. This implementation will enable truck operators to complete service orders in real time, eliminating the need for paper copies and improving the accuracy and efficiency of workflow processing.

4) *Control Systems Audit*

- A Controls Systems Audit was conducted by iiOTTec, Inc during the period 23-25 February 2026. As part of the audit scope, the consultant visited the Lower Valley and Cayman Brac RO Plants, the Red Gate Pump House, the North Side Pump House, and the Wastewater Treatment Plant. The objective of the audit was to assess the current Controls Systems infrastructure, software, and licensing framework. This assessment will enable the Authority to determine whether its systems are secure, reliable, capable of supporting safe utility operations, and aligned with current industry standards and best practices.
- The information collected by consultant will be used to develop a comprehensive report that will assist the Authority in formulating a plan to update/upgrade all Controls Systems across its operations.

d) Customer Service

Projects

- *Cayman Brac (CYB) Paperless solution:* All is going well with the rollout of the mobile devices/tablets in CYB. The Operations Manager-CYB has taken on the training for the remaining employees, and it is anticipated to have full rollout in the Brac by the end of March 2026. Progress will be monitored to determine if further assistance is needed from the IS staff. It is expected that the implementation in Grand Cayman will follow shortly after.
- *Cogsdale Upgrade:* The two issues identified in August 2025 are being addressed. These are:

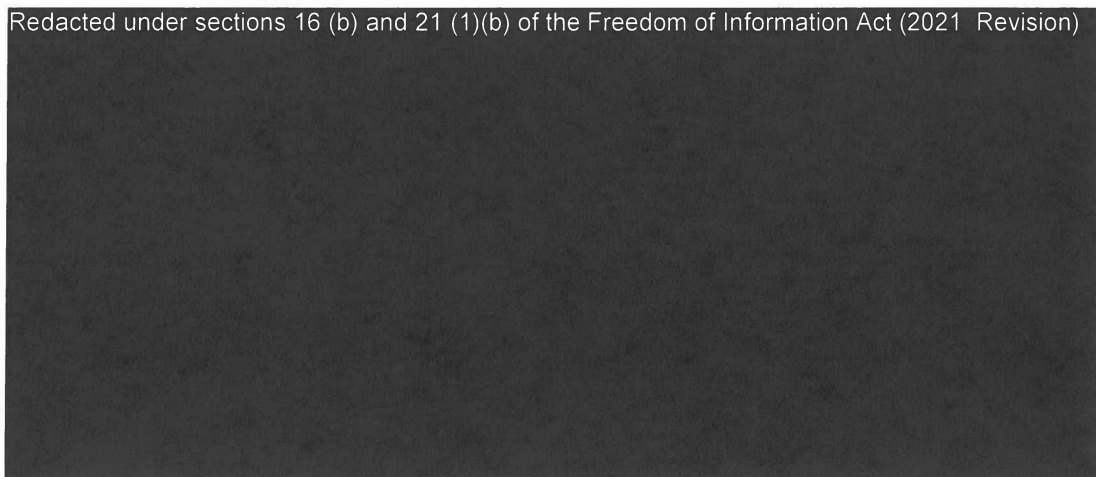
- Remove service orders are currently displaying a status of Inactive instead of Remove Service - This item is still pending in the status "To Be Scheduled" with the Cogsdale development team. Staff are still using a workaround (updating status in database) as needed.
- Service orders with outstanding 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 was completed on 20 February 2026. This feature was rolled out to production on the 24 February 2026.
- *Automatic Reconnection*: Customer Service has entered their test data and are currently waiting on Finance to do their part to get this testing complete by the end of the third week in March 2026.
- *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 received the final draft on 27 February 2026, and it is now ready for testing. As bill proration and automatic reconnection will affect the new bill template, it has been agreed that testing will take place only after these two items have been tested. This approach will ensure a complete view of how the new template functions within the system. Testing is expected to take place by the end of March 2026.
- *Communications Server Deployment*: The Chief Business Relations Officer will work with IS to obtain a solution of Twilio/test or WhatsApp messaging for outage. This remains pending due to other priorities.
- *Website update*: An updated business case has been updated to address the WAPC's comments. Customer Service has provided feedback on the updated draft, and the finalised version is with the IS Project Manager for resubmission to the WAPC for review.
- *Customer Survey*: After internal discussion, it was agreed that the administration and analytics for Phase 2 of the Customer Survey should be outsourced to an external agency. Key outcomes from the discussion include the decision to conduct the survey online only, which aligns with current standard practice rather than using multiple response mediums. It was also agreed that the survey should capture selected demographic and user-group information such as gender, age, location (CYB or GCM), owner/tenant status, and promotion, both to better understand respondent segments and to support efforts to maximise participation. In addition, the external agency will be asked to provide reporting and analytical insights based on the collected data. The Water Authority is in the process of identifying the topic areas and proposed survey questions, considering feedback from the previous survey. The selected company will be requested to submit a proposal outlining the administration, analysis, and reporting approach.

- *2025 Annual Report:* Corporate Communications is finalising the draft 2025 Annual Report.
- *AMI Cogsdale Integration:* IS Department is working with the Cogsdale and Sensus to obtain a solution to pull the AMI readings into Cogsdale. Customer Service will continue to work with the AMI project lead and IS on this matter.

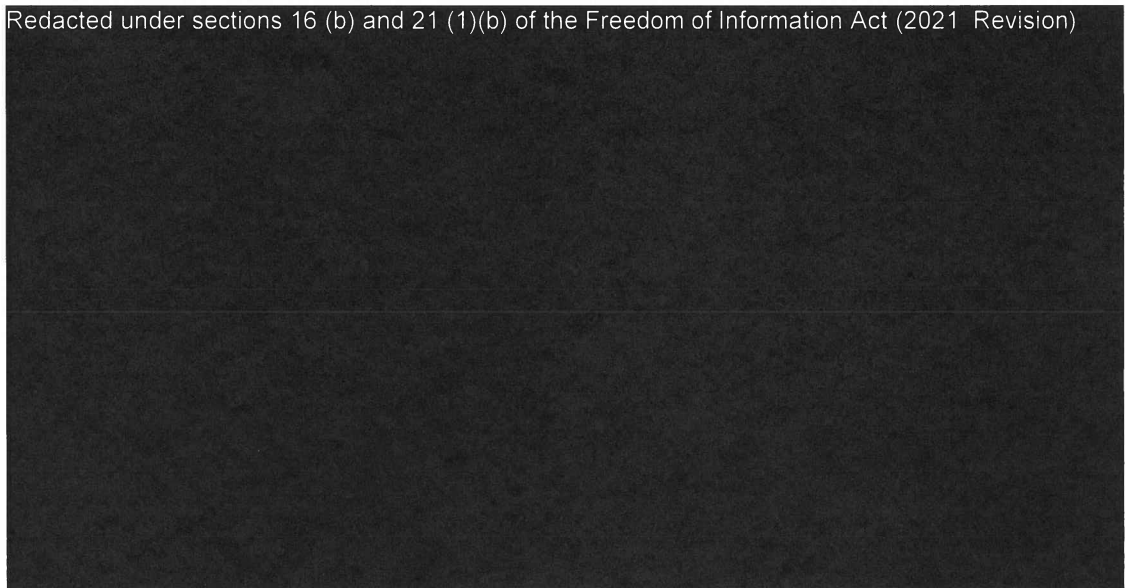
Promotions

- *AMI Pilot Project:* The promotion plan is now being implemented. The next phase will focus on staff updates and education, as well as a potential social media update for customers. This may include sharing customer feedback, which has been positive to date.
- *Internship:* The Authority is promoting the application period for the Summer Internship Promotion. Channels include a print ad in the Compass Career Guide, digital banner ads on Cayman Parent, the website, social media, and a lobby message.
- *Customer Update Info Drive:* Was extended to March 2026.
- *Honour Women Month (HWM):* The Authority will mark Honouring Women with a social media video series that will highlight a cross-section of women of the Water Authority. In addition, photos of the Authority's participation in various HWM events (e.g., the International Women's Day event held by HR and Dress Down Day later in March) will be posted on social media. Corporate Communications sponsored the Department of Sports #GiveToGain Campaign as part of Honouring Women Month – March 2026.
- *Afterhours Education:* A campaign will begin in mid-March 2026 to educate customers on how to use the after-hours reporting systems. This campaign will run on social media.
- *Annual Staff Meeting (ASM):* Corporate Communication is providing support to the planning of the ASM.
- *World Water Day:* The Authority will mark World Water Day (22 March) with a campaign promoting the Authority's "Take Back the Tap" message via social media, digital ads, and a lobby display.

Redacted under sections 16 (b) and 21 (1)(b) of the Freedom of Information Act (2021 Revision)



Redacted under sections 16 (b) and 21 (1)(b) of the Freedom of Information Act (2021 Revision)



e) Human Resources

Recruitment & Staffing

- Accounts Clerk - temp in place, recruitment process ongoing
- Labourer - Leak Detection - position filled, candidate joined 23 March 2026
- Labourer-CYB - position filled, candidate joined 23 March 2026
- Labourer-NW - 2 positions filled, candidates joined 01 March and 23 March 2026
- HR Manager - position filled, candidate commenced 01 March 2026
- Operations Manager-WW - recruitment process ongoing
- Engineer-Wastewater - recruitment process ongoing
- Hydrogeologist - recruitment process ongoing

Learning & Development

- *Operator Certification Exams*
On 18 March 2026, the operator certification exams will be administered to 8 candidates sitting their respective exams.

- *Training & Development - Short Workshops*

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



- *Overseas Conference/Workshop*

The Director was invited to participate in the 2nd 300 Water Leaders Co-Development Session – Caribbean Chapter (Kingston, Jamaica) on 05–06 March 2026. Utility CEOs and leaders in the region addressed shared challenges through peer-learning, workshops, and strategic collaboration. This initiative, driven by Global Water Intelligence (GWI), aims to foster innovative solutions for water management.

- *Scholarship Programme*

- *2026 Scholarship Applications*

As of 28 February 2026, the Water Authority has received 34 applications for the 2026 Scholarship. Of those applications, 13 are fully submitted and 21 are in progress.

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

- *Employee Scholarship Programme*

The Water Authority has prepared a draft proposal for a new employee scholarship programme. The proposed programme is intended to support short-term certification/diploma courses and degree programmes overseas, providing structured professional development opportunities while allowing participating employees to continue earning a portion of their income during their studies. The intent is to launch this new staff benefit at the ASM26 event on 27 March 2026. The draft proposal is being finalised and will be provided to members early next week, before the Board meeting on 18 March 2026.

- *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.

- *Career Fairs/Education Expos*

- The Water Authority participated in the John Gray High School Career Fair on 17 February 2026. The reception was well received as the Authority catered for approximately 250 students from grades 9 to 11, including educators and parents. The Authority will participate in the upcoming Career Days/Educational Expos for 2026 as follows:

1. University College of the Cayman Islands (UCCI): 06 March 2026
2. 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 March/early April 2026.

Training will be provided to HoDs and Managers first, followed by general staff. A demo for the Board is planned for April 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 met 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 and the final report presented by the Consultant at the March 2026 Board meeting.

Pension Information Sessions

- Following the initial Public Service Pension Board (PSPB) session in October 2025, additional presentations were scheduled for February 2026. The Chamber of Commerce presented on 13 February 2026 and as the sign up for the Silver Thatch presentation was less than 5 persons, they have provided their digital presentation which HR will make available for interested staff. CGBritCay Pensions are expected to present later in March 2026.
- Remote access was/will be provided for staff in Cayman Brac.

Annual Performance Evaluations

- The 2025 employee performance evaluation cycle is currently underway.

Staff Engagement/Social Activities

- *Employee Appreciation Day*: Water Authority employees were celebrated with a festive, carnival-style event on 06 March 2026! Staff enjoyed a variety of delicious bites and treats, including snow cones, cotton candy, popcorn, and hot dogs. The celebration continued into 09 March 2026, with the raffling of small prizes for staff to win.
- *International Women’s Day*: Women of the Water Authority were celebrated with a series of special events and treats. On 09 March 2026 all ladies were provided with a homemade baked goodie from Jazzy Cakes. Several ladies attended the International Women’s Day Brunch, hosted by the Department of Sports and its Head Coaches. This event took place on 08 March 2026 at the Kimpton Seafire Resort + Spa.
- *Project Angel Tree*: The Cayman Food Bank was the staff-selected charity for 2025. Staff donations totalled \$1,520.00, which was matched by the Authority for a total impact of \$3,040.00.
- *Annual Staff Meeting (ASM)*: ASM26 is scheduled for 27 March 2026. The theme this year is "Quenching the Quest for Quality," which reflects the Authority’s commitment to "Investing in Our People". It emphasises professional development and the high standards expected of employees, ensuring staff feel both valued and inspired to meet

the community's needs. The office will close to the public to ensure enough time is available for the programme.

- *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 in March 2026 and further discussed at the ASM26 staff event.

Job Evaluation –Portfolio of Civil Service

No update.

FOI updates

One new FOI requests were received since the last report to the Board at the 366th Meeting held on 21 January 2026. Members have been provided with a copy of the report.

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 April 2026 Board meeting.

Infosec IQ – Information being entered along with customisation of email sources and training should begin shortly.

Water Authority AI – Work continues on refining policies and procedures, and this is very likely to be a high-impact application that affects nearly everything in the future.

Water Authority Website – The Business Case has been re-submitted to the Procurement Committee.

g) Water Resources & Quality Control

East West Arterial - Environmental Impact Assessments (EIA)

- On 28 May 2025 the Environmental Advisory Board (EAB) completed its review of the Environmental Statement of the East West Arterial. This was reviewed by the National Conservation Council and submitted on 08 August 2025 to the Hon Minister for the Environment for Cabinet’s consideration.
- Recently the Ministry of PLAHI advised the Department of Environment that there are proposed changes to the route alignment for the East West Arterial. They would like to adjust the route to go further north in one area. On 20 March 2026 the EAB will reconvene to discuss the changes and outline the process going forward.

Water for AgroPark

- On 03 March 2026 the Water Authority received an email from the Policy Adviser of the Ministry of AI (Agriculture and Infrastructure) providing feedback on the draft MOU prepared by the Authority in December 2025. The Ministry appears to have revised the MOU with assistance of AI to a document that more resembles a contract. In the Authority’s view the revised MOU does not appear to be practical and fit for

purpose. The Ministry also prepared the application for the Groundwater Abstraction Licence, which is incomplete.

- Now that the Water Authority has received these documents it will proceed to obtain bids for the installation of the wells and provide the Ministry with feedback on the documentation that has been submitted.

Pilot Well Drilling in the Sister Islands

- The installation and coring of the second pilot well at the Bluff site was completed on 21 February 2026. The well was completed at 475 ft depth. The core samples from the second well are of excellent quality and core recovery is high.
- Currently the drilling equipment is awaiting shipment to Little Cayman for the installation of the pilot well. The Authority and drilling crew are dependent on weather conditions and the service of Thompson Shipping to ship the equipment to Little Cayman. At the date of preparing this report the shipping date was not confirmed yet.

h) Director’s Office

External Risk Assessment (ERA) – Major Disruption Water Supply

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 10 March 2026.

CaribDA Conference 2026

No updates.

Water Authority’s 40th Anniversary in 2023

- *Posterity/Legacy Donation*

The Secretary advises that the Botanic Park as well as John Doak, the architect were advised that the Authority had no objection to the draft design proposed for the Kiosk.

Water Authority’s 35th Anniversary of Service in Cayman Brac 2026

No updates.