



## SUPERVISORY BOARD OF DIRECTORS N.V. GEBE

---

- 6.25. Since June 2017 Mr. Drijvers and Mr. Hernandez have been appointed as the Assistant Managers Distribution Department based on the structure of the department. The appointment was based on a trial period of 1 year but the MB would like to move forward with sealing their appointment prior to the termination of the 1 year period on May 31, 2018;
- 6.26. The reason being that the two gentlemen have really pulled the department forward since the appointment but because some of the workers are aligned with Mr. Brooks they do not follow the instructions from the Assistant Managers as the appointments are seen as trial. Mr. Drijvers and Mr. Hernandez feel like they do not have the authority over the workers;
- 6.27. Ms. Monte and Mr. Richardson recommended waiting out the contract to May 31, 2018.
- 6.28. Mr. Marlin questioned if the organization structure had already been updated to reflect the Assistant Manager function.
- 6.29. Ms. Jansen confirmed yes. The structure was based on the approval of the SBOD. All is in place except that the appointment is not fixed but set with a probation period of 1 year. The probation period does not give them the power as such and the MB would like to move the formal appointment forward.
- 6.30. Ms. Jansen further elaborated on the situation with Mr. Emmanuel Brooks the Distribution Manager;
- 6.31. Mr. Brooks went on vacation while GEBE was still in the middle of the restoration. To an extent this was not an issue because Mr. Brooks did not want to cooperate anyway and once he was gone Mr. Hernandez took over the responsibilities.
- 6.32. Mr. Brooks was against doing the underground cabling and was not cooperating by refusing to sign for things and not ordering. Certain documentation was delivered late to the SBOD because of Mr. Brooks. There are also court documents in reference to Waldy Lindeborg where Mr. Brooks as Management is supporting Mr. Lindeborg against GEBE.
- 6.33. Mr. Brooks has 2 years left before retiring;
- 6.34. The SBOD & MB discussed possible options in dealing with this matter:
1. Mr. Marlin suggested Mr. Brooks is moved from the position and does something else for the remaining 2 years. It makes no sense for him to stay on as the Distribution Manager in this situation. Mr. Brooks should however be informed accordingly if such action will be taken.
  2. Ms. Arrindell suggested if Mr. Brooks is moved from the position it could remain vacant for the time being.
  3. Mr. Richardson remarked that during the crucial time of the recovery Mr. Brooks should not have been allowed to take vacation. In this matter with Mr. Brooks the MB has the authority and should demand it from Mr. Brooks irrelevant to the importance of the matter;
  4. Ms. Monte suggested the MB build the case against Mr. Brooks and issue warning letters when required.
  5. Mr. Marlin suggested using HR to stay on top of the issues with Mr. Brooks and assist with the warning letters when required.
  6. Mr. Richardson added if Mr. Brooks does not adhere then consideration can be made for suspension.



## SUPERVISORY BOARD OF DIRECTORS N.V. GEBE

---

- 6.23. Ms. Arrindell confirmed that a warning letter had been issued to Mr. Brooks. His actions are exactly what Ms. Popping brought up as being an issue in the Company where people are not supporting the organization.
- 6.24. Ms. Jansen explained based on Mr. Brooks being in GEBE for over 30 years a payout would add up to Naf 800.000. Mr. Brooks' evaluations are good and up until June 2017 he did everything as requested. The cases where undermines the MB are not registered;
- 6.25. The plan of action pertaining to Mr. Brooks is to sit with him and explain the situation to him in that it is best he moves from the current function by doing the negative evaluation and placing him in a Project Manager function.
- 6.26. Mr. Richardson asked if it would be relevant for the Chairman of the SBOD to also discuss the matter with Mr. Brooks.
- 6.27. Ms. Arrindell and Ms. Jansen confirmed that the MB would handle the matter with Mr. Brooks.
- 6.28. Mr. Richardson stated he understands the way of approach by the MB. The MB however needs to demand the respect they deserve so they can function and GEBE can be as effective as PWC indicated.

### **7. Approval Refurbishing Distribution Building;**

- 7.22. Ms. Jansen recapped that based on the previous meetings the bidding had been redone and the same company won again.
- 7.23. Mr. Richardson stated the Internal Auditor is still noting issues with the procurement policy.
- 7.24. Ms. Arrindell stated the Internal Auditor still wants all the bids but the fact is that she has to oversee the process and not be part of the process.
- 7.25. Mr. Marlin remarked that in the meantime now months have passed and GEBE is nowhere with this project. Mr. Marlin referred to the Dutch term 'mierenneuken'.
- 7.26. Mr. Richardson stated to Mr. Marlin that using these types of terms is not a good reaction to have during the SBOD meetings as also brought forward in the meeting of January 25<sup>th</sup>, 2018.
- 7.27. Ms. Monte asked what Canzius Design won on in the bidding? Did they bid the same price as the first time?
- 7.28. Mr. Richardson asked about the financial records of Canzius Design.

## Rebuttal Letter

To N.V. G.E.B.E Managing Board (MB)

Dated: April 22, 2018

In reference to your **Written Warning** (CS//PZ-MB/CS//PZ-18-04-069) dated April 17, 2018

Before rebutting on the points placed in the Written Warning I would like to first point out my disappointment with the CEO for stating that I was one of the five persons that wants the MB removed.

This was not ethical nor professional in specific in the presence of my colleagues and my subordinates.

It also ruled out all objectivity of the meeting, and came over to me very personal.

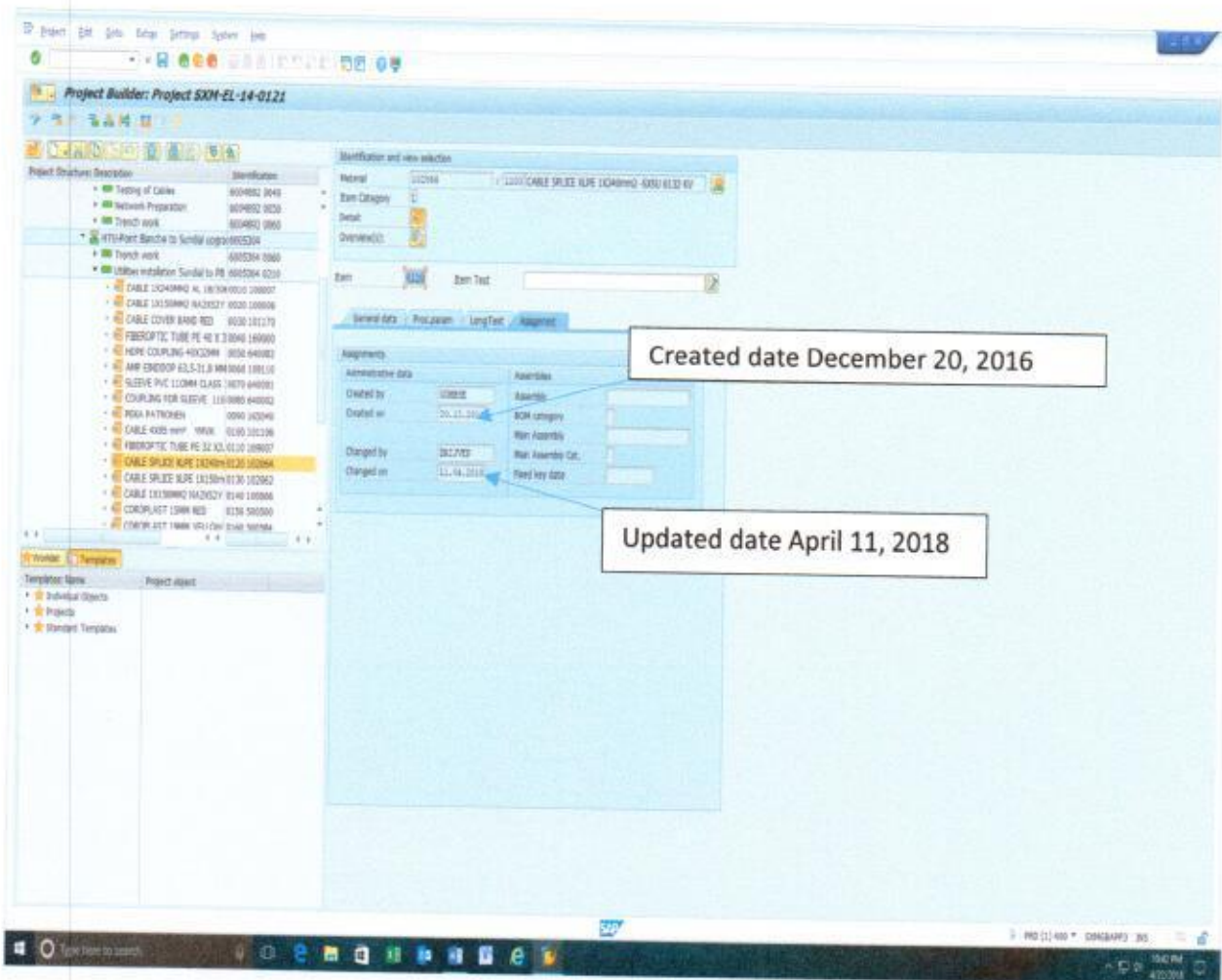
In reference to the point of the **Pointe Blanche project** I was coordinating the efforts even more than a Manager should I was almost micro managing this project, doing field visits and collaborating with my subordinates on the progress of the project at times giving advice on certain issues. Not everything has to be handled via e-mail correspondence.

Mr. P. Drijvers (Assistant Distribution Manager Planning & Execution) was assigned to lead this project. He initiated the project somewhere in 2015, during his sick leave in 2016 Mr. E. Gumbes took over upon his arrival he continued with the project I verbally told him to sit and discuss all issues with Mr. E. Gumbes to ensure all goes well with the project. The project evaluation and cost breakdown was even send to the IAD with him included see attached e-mail **dated August 19, 2016**.

I send Mr. P. Drijvers an e-mail on **May 17, 2017** (see attached e-mail correspondence) pertinent to his reaction on the cost break down which he knew about since the e-mail to the IAD. On August 31, 2017 I send another e-mail to Mr. P. Drijvers pertinent to cost break down (see attached e-mail).

The point here is that Mr. P. Drijvers has a long relationship with this project and should've ensured that all was done for the project to proceed without setbacks and delays. On two occasions he noted that materials were missing from the project the first time he send me an e-mail dated **April 10, 2017** requesting my approval to place the material on maintenance so as not to delay the project (see attached e-mail) the second time was the issue of the splices which caused a delay. **Mr. P. Drijvers didn't follow the same procedure because he knew he updated the project on April 11, 2017 see the attached screen shot of the material list in the project for both splice materials.**





He resorted to sending e-mails back and forth and did not even approach his subordinates to adequately and timely solve the problem. This being the Assistant Distribution Manager planning and execution. On top of this he sends an e-mail stating that he upgraded the project two days before which was April 11, 2017, the exact day on which the job had to be executed. The e-mail from Windward roads came in on **April 12, 2018** see attached e-mail send by Mr. P. Drijvers.

Mr. P. Drijvers updated the splice materials on April 11, 2018 while the materials were created in the project by Mr. E. Gumbs on December 20 2016. Being responsible for this project he should've ensured that the supervisor of the cable crew got the materials when the supervisor mentioned that there were no materials in the project on **April 11, 2018**.

Why Mr. P. Drijvers was not reprimanded is beyond me. On top of that Mr. Clemencia was given a written warning even though Mr. P. Drijvers send him an e-mail **dated April 12, 2018** stating that Mr. E. Gumbs did not have materials in the project and he will add them. Bear in mind the splices were updated on **April 11, 2018**.

On April 13, 2018 I send an e-mail (see attached e-mail) to the MB pertinent to the issue of the materials and this after approaching the supervisor and department head to seek the assistance of Mr. P. Drijvers to immediately carry out the cable jointing. As can be seen in the e-mail correspondence dated **April 12, 2018** communication was made between all parties. Of which Mr. P. Drijvers stated he will add the



material. Again I believe all was done on my end as Distribution Manager to ensure continuity that my Assistant Distribution Manager in charge of the project did not do his due diligence should not fall on my shoulders.

**In reference to the Financial Statement 2017:**

The qualified opinion received for the 2015 audit has nothing to do with me I was only reinstated at the end of 2015.

When Mr. Zagers send his e-mail I was on vacation. When I got back in the office we still had some pending recovery issues that needed my immediate attention and therefore I overlooked Mr. Zagers e-mail.

However somewhere in between his e-mail and the e-mail send by Mr. Jansen on March 15, 2018 and I knew I had talks with my subordinates about project closing this is evident in the e-mail correspondence between Mr. Drijvers and Mr. Clemencia dating back to March 8, 2018.

After I realized that Mr. P. Drijvers and Mr. Clemencia were not being able to produce results I requested Mr. Benschop to assist me by compiling all the projects from 2010 up to and including 2017. He completed this for me by March 5, 2018.

I had to gather information from all the projects to be able to update the spread sheets Mr. Benschop send to me with the current project status. Once I got the sheets updated I send it on the assistant Manager Planning & Execution, the department head and the supervisors (see attached e-mail dated March 28, 2018). In said e-mail I also outlined the different steps that has to be taken to close the projects.

I requested them to do all confirmation and closing on the relevant level so I can do closing on my level.

Again not all is communicated via e-mail I had frequent verbal meetings with my subordinates in reference to the project closing. The MD would not detect **Mr. Clemencia in the confirmation process** he has no authorization for this. He also cannot technically close on his level without ensuring that all **PO's and delivery bons are processed**. For this reason I asked him to inform me via the spreadsheet when he carried out his **technical closing** on his level in the PS system.

This is a process that takes time for this reason I responded to the COO that I'm working on the project closing.

When Miss Arrindell called me over the weekend I decided to go and see what I could do since Mr. Clemencia **did not get back to me with the spread sheet**. I managed to technically close some projects and immediately send the information to Miss Arrindell so she could proceed.

Stating that I did not approach Mr. A. Fleming is not true I did had discussions with Mr. A. Fleming pertinent to project confirmations which were confirmed in the minutes of meeting send to you by Miss Peterson **dated April 20, 2018**. Mr. A. Fleming explained me that the MB approached him about several issues. He also explained that he let the MB know of his concerns on the level of the MB. About technically closing the projects I of course cannot ask Mr. A. Fleming to technically close projects because he does not have the authorization to do that in the system **he is only authorized to confirm the project networks**. Playing my subordinates off against me is totally unethical.



In reference to the minutes of meeting made in 2016 I did request Miss Peterson to forward these minutes to the COO (see attached e-mail dated May 18, 2017).

**Stating that I make statements that later seems untrue is totally incorrect.**

**Stating that the MB don't have the impression that I'm not cooperating is also not true.**

When I was reinstated in the position as Distribution Manager at the end of the year 2015 I immediately placed attention to the project closing process at the time I did not have any authorization to close projects and requested Mr. P. Drijvers to assist me to get it done.

These were projects that had to be closed before my reinstatement, so I cannot be held accountable for the qualified opinion by the auditors for this period.

Mrs. Jansen supported me by bringing in a consultant to give a presentation and training about project management. It became evident that a project coordinator was necessary and urgently needed in the Distribution department. I made the job description (see attachment) and forward it on to the HR department on **March 13, 2017** (see attached e-mail) an internal evaluation was carried out to fill the vacancy I suggested the best candidate and to date I did not have the MB support to bring the candidate in the company despite several e-mails send to the HR department (April 4, 2017, April 10, 2017 and April 25, 2017). The candidate suggested had vast experience with the **SAP PS module** and the **SAP MM module** so he could just get off the ground running without any training. Despite my cries to have this vacancy filled I did not have the MB support to fill the vacancy.

**Implying that I did not cooperate in mitigating the issues of project closing is really not right.**

As a manager I was involved from a professional and personal level I had to micro manager to ensure projects were closed (**see the attached e-mails send to Miss Bito requesting project final closing February 9, 2017, February 12, 2017, April 5, 2017, April 6, 2017 and June 17, 2016**).

This was interrupted because hurricane Irma struck the Island.

**The MB failure to support me caused the MB to neglect to mitigate the issue with project closing and the external auditing qualified opinion.**

All my e-mails (see attached e-mails dated **August 25, 2017 and December 11, 2017**) send to the MB about my frustrations and cries for support fell on deaf ears. I feeling frustrated and stressed is totally understandable if I don't have the support from my MB. In specific if they are feeling that I'm trying to get rid of them.

I'm really entitled to my opinion of the MB and I have no say in removing the MB that is a call that can be only made by **the superiors** of the MB. I'm quite certain that they are not going to make that decision based on hearsay. I just made 59 years on April 20 2018 I'm at an age where I'm moving towards retirement and have no desire to sit in a COO nor a CEO seat the days when I could even think of that you needed to have an "Ir" level of study.

I never showed disrespect nor insubordination to the MB I did my utmost to advise, suggest and react to everything send to me by the MB and if possible react right away. Some things take time and effort to accomplish in those cases I need the MB understanding and support. I'm a humble worker and always

try to treat my colleagues with love and respect. None can say that I never try to pass on my knowledge and experience.

Even when requested to attend Supervisory Board meetings I did my utmost to give as much information as I can based on my knowledge and experience. I was even appreciated by the Supervisory Board for my input.

**After all the above mentioned efforts I believe the written warning was not objective, not right nor fair.**


I'm placed in a no-win situation because the CEO stated that I'm one of the five that is trying to get rid of the MB this rules out all objectivity when dealing with me. The MB is supporting the two assistant distribution managers who I clearly point out in my e-mail to Mr. Chittick dated December 11, 2017 that they did nothing to enhance the distribution department.

The MB placed these two assistant managers in new positions without my involvement and without following the protocol set for filling new vacancies. Not following the proper protocol caused the employee moral that was already delicate to get worse. Some employees felt they should've been given a chance to apply for the new positions.

**Not involving me in the placement of the assistant managers indicates that I cannot be held accountable for the outcome.**

Common practice is that a manager is always involved with his organizational structure for his subordinates and any structure changes that are necessary this because he will be held accountable for the outcome.

Emanuel A. Brooks

 23/4/2018



Project Builder: Project SXM-EL-14-0121

Project Structure: Description Identification

- Supervision 6004892 0010
- Splicing 6004892 0030
  - Splicing 6004892 0030 0120
- Testing of Cables 6004892 0040
- Network Preparation 6004892 0050
- Trench work 6004892 0060
- HTU-Point Blanche to Sundiel upgrade #2 6005304
  - Trench work 6005304 0060
  - Utilities installation Sundiel to PB 6005304 0210
    - CABLE 1X240MM2 AL 18/30KV 0010 100007
    - CABLE 1X150MM2 NA2XS2Y as=25 mm² 0020 100006
    - CABLE COVER BAND RED 0030 101170
    - FIBEROPTIC TUBE PE 40 X 3.7MM (Blue) 0040 169000
    - HDPE COUPLING 40X32MM 0050 640082
    - AMP EINDOOP 63,5-31,8 MM 0060 109110
    - SLEEVE PVC 110MM CLASS 34 0070 640001
    - COUPLING FOR SLEEVE 110MM CLASS 34 0080 640002
    - PEKA PATRONEN 0090 165040
    - CABLE 4X95 mm² YMVK 0,6/1 kV 0100 101106
    - FIBEROPTIC TUBE PE 32 X3.0MM (Grey) 0110 169007
    - CABLE SPLICE XLPE 1X240mm2 -SXSU 61 0120 102064
    - CABLE SPLICE XLPE 1X150mm2 -SXSU 51 0130 102062**
    - CABLE 1X150MM2 NA2XS2Y as=25 mm² 0140 100006
    - COROPLAST 15MM RED 0150 500500
    - COROPLAST 19MM YELLOW 0160 500584
    - COROPLAST 19MM BLUE 0170 500586
    - SCHROEF-T-STEKKER 24 KV, 150MM², AL 0180 113995
    - ELECTRICAL TAPE NO 33 0190 142064
    - ISOLATIEBUIS T.B.V. MAGNEFIX TYPE MF 0200 114088
    - CLAMP MAGN. AL 150 MM2 0210 114125
    - ZAKJE MET 3 INGEVETTE RUBBERMANCHE 0220 114032

Identification and view selection

Material: 102062 / 1100 CABLE SPLICE XLPE 1X150mm2 -SXSU 5131 KV

Item Category: L

Detail: [Icon]

Overview(s): [Icon]

Item: 0130 Item Text: [Text]

General data Proc.param LongText Assignmnt

Assignments

Administrative data		Assemblies	
Created by	GIMBSE	Assembly	[Text]
Created on	20.12.2016	BOM category	[Text]
Changed by	DRIJVER	Main Assembly	[Text]
Changed on	11.04.2018	Main Assembly Cat.	[Text]
		Fixed key date	[Text]

Worklist Templates

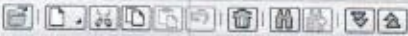
Templ...	Project object
	SXM-EL-00-0001-CE
	SXM-EL-00-0001-11
	SXM-EL-00-0001-12
	SXM-EL-00-0001-13
	SXM-EL-00-0001-AE
	SXM-EL-00-0001-17

Prints Window Contents

SAP



Project Builder: Project SXM-EL-14-0121



Project Structure: Description	Identification
Supervision	6004892 0010
Splicing	6004892 0030
Splicing	6004892 0030 0120
Testing of Cables	6004892 0040
Network Preparation	6004892 0050
Trench work	6004892 0060
HTU-Point Blanche to Sundal upgrade #2	6005304
Trench work	6005304 0060
Utilities installation Sundal to P8	6005304 0210
CABLE 1X240MM2 AL 18/30KV	0010 100007
CABLE 1X150MM2 NA2XS2Y as=25 mm²	0020 100006
CABLE COVER BAND RED	0030 101170
FIBEROPTIC TUBE PE 40 X 3.7MM (Blue)	0040 169000
HDPE COUPLING 40X32MM	0050 640082
AMP EINDDOP 63,5-31,8 MM	0060 109110
SLEEVE PVC 110MM CLASS 34	0070 640001
COUPLING FOR SLEEVE 110MM CLASS 34	0080 640002
PEKA PATRONEN	0090 165040
CABLE 4X95 mm² YMVK 0,6/1 kv	0100 101106
FIBEROPTIC TUBE PE 32 X3.0MM (Grey)	0110 169007
CABLE SPLICE XLPE 1X240mm2 -SXSU 6132	0120 102064
CABLE SPLICE XLPE 1X150mm2 -SXSU 511	0130 102062
CABLE 1X150MM2 NA2XS2Y as=25 mm²	0140 100006
COROPLAST 15MM RED	0150 500500
COROPLAST 19MM YELLOW	0160 500594
COROPLAST 19MM BLUE	0170 500586
SCHROEF-T-STEKKER 24 KV, 150MM², AL	0180 113995
ELECTRICAL TAPE NO 33	0190 142064
ISOLATIEBUIS T.B.V. MAGNEFIX TYPE MF	0200 114088
CLAMP MAGN. AL 150 MM2	0210 114125
ZAKJE MET 3 INGEVETTE RUBBERMANCHE	0220 114032

Identification and view selection

Material: 102064 / 1100 CABLE SPLICE XLPE 1X240mm2 -SXSU 6132 KV

Item Category: 1

Detail: [icon]

Overview(s): [icon]

Item: 0120 Item Text: [input field]

General data Proc.param LongText Assignmnt

Assignments

Administrative data	Assemblies
Created by: GUMBSE	Assembly: [input field]
Created on: 20.12.2016	BCM category: [input field]
Changed by: DRIJVEP	Main Assembly: [input field]
Changed on: 11.04.2016	Main Assembly Cat.: [input field]
	Fixed key date: [input field]

Worklist Templates

Templ...	Project object
-	SXM-EL-00-0001-CE
-	SXM-EL-00-0001-11
-	SXM-EL-00-0001-12
-	SXM-EL-00-0001-13
-	SXM-EL-00-0001-AE
-	SXM-EL-00-0001-17

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Wednesday, May 17, 2017 4:41 PM  
**To:** Drijvers, Patrick  
**Cc:** Jansen, Edel; Meyers, Angelo  
**Subject:** RE: Over budget PB- Sundial project

Dear Mr. Drijvers,

I only had Mr. Elvis Gumbs assist with this project during your absence.  
Upon your return I ask you to continue guiding the process.  
My understanding that efforts made by Mr. E. Gumbs to work along with you proved futile.

I specifically ask you to do this because you were involved with the project from the onset.

Please look into the issues and give a suggested way forward so we can discuss and make a decision.

I'll go through the questions and comments made by you for my understanding but I will appreciate your suggestion moving forward on this project.  
Please remember you had all the preliminary discussions, arrangements and agreements not all was turned over to Mr. E. Gumbs to guide him in assisting with this project.  
Pointing fingers at this point is really not the way to go in specific because Mr. E. Gumbs is not present to defend the issues.

Let us work together to mitigate the effect of the issues.

Regards,

Tony Brooks

---

**From:** Drijvers, Patrick  
**Sent:** Wednesday, May 17, 2017 4:07 PM  
**To:** Brooks, Emmanuel <brooks.emmanuel@nvgebe.com>  
**Cc:** Jansen, Edel <jansen.edel@nvgebe.com>; Meyers, Angelo <meyers.angelo@nvgebe.com>  
**Subject:** Over budget PB- Sundial project

Mr. Brooks,



## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Friday, August 19, 2016 12:06 PM  
**To:** Daniel, Sharine; Drijvers, Patrick; Zagers, Andrew; Gumbs, Elvis  
**Cc:** Meyers, Angelo  
**Subject:** RE: ICE - PB - Sundial tender evaluation  
**Attachments:** Cost evaluation PB to Sundail for review only.xlsx; PB project Bid costing0001.pdf; Trench Calculations Point Blanche to Sundial to Pondfill Substation Rev ....pdf; ICE - PB - Sundial tender evaluation.pdf

Dear Miss Daniel,

Please find the attached evaluation.

Regards,

Tony Brooks

---

**From:** Daniel, Sharine  
**Sent:** Friday, August 19, 2016 9:31 AM  
**To:** Brooks, Emmanuel; Drijvers, Patrick; Zagers, Andrew; Gumbs, Elvis  
**Cc:** Meyers, Angelo  
**Subject:** RE: ICE - PB - Sundial tender evaluation  
**Importance:** High

A pleasant Good morning Mr. Brooks,

This serves as a friendly reminder, that the internal audit department is still awaiting said evaluation that had to been completed by Mr. Drijvers ( please see email below). Given the urgency you have been expressing concerning the importance of this project , please be reminded that the project is still pending said evaluation which will enable the IAD to finalize its report. It should also be noted that this evaluation is essential given the fact that the numbers are not adding up. Therefore said project will remain on hold until receipt of said document.

Regards,

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Tuesday, April 10, 2018 2:44 PM  
**To:** Drijvers, Patrick  
**Cc:** Jansen-Webster, Veronica  
**Subject:** RE: Insufficient Material

Dear Mr. Drijvers,

This is exactly the case and point I was always referring too.  
At this point we have no choice but to follow your proposal if we don't it will cause delays that will lead to additional cost to the project.

Please ensure that the process of rebooking takes place.

Regards,

Tony Brooks

---

**From:** Drijvers, Patrick  
**Sent:** Tuesday, April 10, 2018 1:55 PM  
**To:** Brooks, Emmanuel <brooks.emmanuel@nvgebe.com>  
**Cc:** Jansen-Webster, Veronica <jansen.veronica@nvgebe.com>  
**Subject:** Insufficient Material

Mr. Brooks,

Just for your information, the project budget Point Blanche to Sundial has insufficient material. Not sure how come.  
WWR is asking for 3 more rolls of 240mm<sup>2</sup> cable.

I will make this up on maintenance and rebook it once the budget increase has been approved.

Please let me know if this has your approval.



Sincerely yours / Met vriendelijke groet,  
ing. Patrick Drijvers (mech)  
Assistant Distribution Manager (Planning & Engineering and Execution)

Distribution Building  
Philipsburg  
St Maarten

Main Office Tel.: +1-721-5422213  
Main Office Fax: +1-721-5424810  
Direct Office Tel.: +1-721-5461161  
Mob.: +1-721-5803012



Please consider the environment before printing this e-mail

DISCLAIMER: This information, including any electronic files attached to this email, is intended for the sole use of the individual use of the addressee(s), and may contain information that is confidential, proprietary and protected from disclosure. If you are not the intended recipient, be aware that any disclosure, copying, distribution or use of the contents of this information is prohibited. If you have received this electronic message in error, please notify N.V. G.E.B.E. by telephone or e-mail and delete this message immediately.

## Brooks, Emmanuel

---

**From:** Drijvers, Patrick  
**Sent:** Thursday, April 12, 2018 9:00 AM  
**To:** Clemencia, Sidney; Brooks, Emmanuel  
**Cc:** Christian, Jules; Fleming, Albert  
**Subject:** FW: PB - Sundial /// HT welding  
**Attachments:** MW-67 - GEBE - Cancelled works & delay night april 11 to 12th.pdf

FYI

---

**From:** Robin Kamerman [mailto:rkamerman@wwr.jajo.com]  
**Sent:** Thursday, April 12, 2018 7:38 AM  
**To:** Drijvers, Patrick <drijvers.patrick@nvgebe.com>  
**Cc:** Ronald Jongbloed <rjongbloed@wwr.jajo.com>; Thomas Guerrero <tguerrero@wwr.jajo.com>; Gerben Tommassen <gerben@icesxm.com>; Jeroen Hummelink <jhummelink@wwr.jajo.com>  
**Subject:** RE: PB - Sundial /// HT welding

Dear Patrick,

We send enough reminders and Yesterday I called you concerning this matter. Nobody from GEBE showed up so Yesterday night we were forced to send our employees home. Also Today it will cost delays because we can continue with backfilling and installation of the tubes.

So make it an urgent matter.

Kind regards,

**Robin Kamerman** | Windward Roads B.V.  
Project Manager

Falcon Drive 5 | Harbour View | P.O. Box 112 | Philipsburg- Sint Maarten, DWI  
Office: +1721 542 7520 | Mobile: +1721 520 0557  
rkamerman@wwr.jajo.com | www.windwardroads.com



Please consider the environment before printing this e-mail



## Brooks, Emmanuel

---

**From:** Drijvers, Patrick  
**Sent:** Thursday, April 12, 2018 5:33 PM  
**To:** Clemencia, Sidney  
**Cc:** Brooks, Emmanuel; Fleming, Albert; Ellis, Vincent; Hernandez, Ramiro; Busby, Sheffield  
**Subject:** RE: Material PB-Sundial project

Mr. Clemencia

You are right. In my email to you I mentioned that! See highlighted area in my email below of the 12<sup>th</sup> of April 2018 at 8:27am!  
I did not ask you if there was WRONG material or NO material, I simply asked if you can give the list of material needed to execute the work. That's all!

Mr. Elvis Gumbs did not have these material in the project so that is why I was asking your assistance to send the list to me (if possible).  
This way I can add them so you can extract them from the project to be able to complete the works.

But never mind. I will add them.  
No need for your assistance.

Please proceed with the works to have the 150mm<sup>2</sup> circuit put in service between Chesterfields to Bobby's Marina.  
The cable between Bobby's Marina and Old Drugstore the ends can be completed (not put into service) awaiting the splice works on the Point Blanche cable that is currently connected in the Old Drugstore switchgear.

The Operations Dept is aware of the works that need to be carried out and will execute their works upon your command.

These works are urgent as it has an impact on the financial status of the project and the works that WWR has to carry out.

Hoping to have informed you sufficiently, I remain.

---

Sincerely yours / Met vriendelijke groet,  
ing. Patrick Drijvers (mech)  
Assistant Distribution Manager (Planning & Engineering and Execution)

Distribution Building  
Philipsburg  
St Maarten

Main Office Tel.: +1-721-5422213  
Main Office Fax: +1-721-5424810  
Direct Office Tel.: +1-721-5461161  
Mob.: +1-721-5803012



Please consider the environment before printing this e-mail

DISCLAIMER: This information, including any electronic files attached to this email, is intended for the sole use of the individual use of the addressee(s), and may contain information that is confidential, proprietary and protected from disclosure. If you are not the intended recipient, be aware that any disclosure, copying, distribution or use of the contents of this information is prohibited. If you have received this electronic message in error, please notify N.V. G.E.B.E. by telephone or e-mail and delete this message immediately.

---

**From:** Clemencia, Sidney  
**Sent:** Thursday, April 12, 2018 12:53 PM  
**To:** Drijvers, Patrick <drijvers.patrick@nvgebe.com>  
**Cc:** Brooks, Emmanuel <brooks.emmanuel@nvgebe.com>; Fleming, Albert <fleming.albert@nvgebe.com>  
**Subject:** RE: Material PB-Sundial project

Mr. Patrick Drijvers;

The material list (standard materials ) needed in for the execution of a project must be budgeted in the Planning phase before the project is approved. Having the wrong materials in a project is not the same as having NO material on the list.

As such I do not understand your request.

Greetings.  
S. Clemencia

---

**From:** Drijvers, Patrick  
**Sent:** Thursday, April 12, 2018 8:27 AM  
**To:** Clemencia, Sidney <[clemencia.sidney@nvgebe.com](mailto:clemencia.sidney@nvgebe.com)>

Cc: Brooks, Emmanuel <[brooks.emmanuel@nvgebe.com](mailto:brooks.emmanuel@nvgebe.com)>; Fleming, Albert <[fleming.albert@nvgebe.com](mailto:fleming.albert@nvgebe.com)>

Subject: Material PB-Sundial project

Mr. Clemencia,

Can you please send me the required material list for the Point Blanche to Sundial project to connect the 150mm<sup>2</sup> cables in the following transformer stations:

1. Chesterfield
2. Bobby's Marina

These material were never included in the project so need to be added.

The material is needed in order for Mr. Fleming to prepare the cables to hot the cables.

Please confirm with Mr Antoine about the relevant trench works to the Transformer stations if required.

I await your response.

---

Sincerely yours / Met vriendelijke groet,  
ing. Patrick Drijvers (mech)  
Assistant Distribution Manager (Planning & Engineering and Execution)

Distribution Building  
Philipsburg  
St Maarten

Main Office Tel.: +1-721-5422213  
Main Office Fax: +1-721-5424810  
Direct Office Tel.: +1-721-5461161  
Mob.: +1-721-5803012



Please consider the environment before printing this e-mail

DISCLAIMER: This information, including any electronic files attached to this email, is intended for the sole use of the individual use of the addressee(s), and may contain information that is confidential, proprietary and protected from disclosure. If you are not the intended recipient, be aware that any disclosure, copying, distribution or use of the contents of this information is prohibited. If you have received this electronic message in error, please notify N.V. G.E.B.E. by telephone or e-mail and delete this message immediately.



## Brooks, Emmanuel

---

**From:** Jansen-Webster, Veronica  
**Sent:** Thursday, March 15, 2018 9:13 AM  
**To:** Brooks, Emmanuel  
**Cc:** Chittick, Kenrick  
**Subject:** FW: Closing of Projects

Dear Mr. Brooks,

From this email it seems as if there is no communication. Can you ensure that if there are specific bottle necks with the closing of specific projects that these can be communicated.

People need to work together to ensure that we do not have problems getting a clean report from PWC. We already have enough challenges as this year we will also have to do a valuation of our assets in order to meet the new requirements.

Regards,

Veronica Jansen-Webster

---

**From:** Drijvers, Patrick  
**Sent:** Thursday, March 15, 2018 12:02 AM  
**To:** Clemencia, Sidney <clemencia.sidney@nvgebe.com>  
**Cc:** Brooks, Emmanuel <brooks.emmanuel@nvgebe.com>; Jansen-Webster, Veronica <jansen.veronica@nvgebe.com>  
**Subject:** Re: Closing of Projects

Mr. Clemencia,

Good day.  
Hope all is well.

On the 8th of March 2018 i sent you an email indicating that the deadline for the project closing is nearing. To date i have yet to receive and update from you on the closing progress.

I also asked if you had any roadblocks to complete this task you never answered so i would assume there weren't any.

As already stated bi-weekly closings are requested this year. This is also mentioned in your PAS Planning Interview.  
By doing it in this manner we can frequently receive the project update and make any decisions based on the progress of the project.

Tomorrow is the 15th of March 2018 and do hope to receive a list of all the closed projects up to DEC 2017.  
As on numerous occasions stated by the Managing Board another "Qualified Opinion" is unacceptable.

Hoping to have informed you sufficiently, i remain.

---

Sincerely yours / Met vriendelijke groet,  
ing. Patrick Drijvers (mech)  
Assistant Distribution Manager (Planning & Engineering and Execution)

Distribution Building  
Philipsburg  
St Maarten

Main Office Tel.: +1-721-5422213  
Main Office Fax: +1-721-5424810  
Direct Office Tel.: +1-721-5461161  
Mob.: +1-721-5803012



Please consider the environment before printing this e-mail

DISCLAIMER: This information, including any electronic files attached to this email, is intended for the sole use of the individual use of the addressee(s), and may contain information that is confidential, proprietary and protected from disclosure. If you are not the intended recipient, be aware that any disclosure, copying, distribution or use of the contents of this information is prohibited. If you have received this electronic message in error, please notify N.V. G.E.B.E. by telephone or e-mail and delete this message immediately.

---

**From:** Drijvers, Patrick  
**Sent:** Thursday, March 8, 2018 1:33 PM  
**To:** Clemencia, Sidney  
**Cc:** Brooks, Emmanuel; Jansen-Webster, Veronica  
**Subject:** Closing of Projects

Mr. Clemencia

Good day.

I have called two meetings and you have not attended any nor given any notification of you being absent.

Based on the annual closing the closing deadline is 15<sup>th</sup> March 2018 and have not seeing any activity on the execution side of the projects.

Please bare in that the deadline is nearing (7 more days) and I have not seen anything from you.

If you are faced with any road blocks please feel free to address then in order for us to meet the deadline.

Hoping to have informed you sufficiently, I remain.

---

Sincerely yours / Met vriendelijke groet,  
ing. Patrick Drijvers (mech)  
Assistant Distribution Manager (Planning & Engineering and Execution)

Distribution Building  
Philipsburg  
St Maarten

Main Office Tel.: +1-721-5422213  
Main Office Fax: +1-721-5424810  
Direct Office Tel.: +1-721-5461161  
Mob.: +1-721-5803012



Please consider the environment before printing this e-mail

DISCLAIMER: This information, including any electronic files attached to this email, is intended for the sole use of the individual use of the addressee(s), and may contain information that is confidential, proprietary and protected from disclosure. If you are not the intended recipient, be aware that any disclosure, copying, distribution or use of the contents of this information is prohibited. If you have received this electronic message in error, please notify N.V. G.E.B.E. by telephone or e-mail and delete this message immediately.



## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Monday, March 5, 2018 3:53 PM  
**To:** Benschop, Lucien  
**Subject:** RE: Project status overview

Thanks Ben.

Regards,

Tony Brooks

---

**From:** Benschop, Lucien  
**Sent:** Monday, March 5, 2018 3:20 PM  
**To:** Brooks, Emmanuel <brooks.emmanuel@nvgebe.com>  
**Subject:** Project status overview

Mr. Brooks,

As you requested I hereby provide you with the project status overview 2010-2017.

Regards,

L. Benschop  
NVGEBE

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Wednesday, March 28, 2018 10:21 AM  
**To:** Drijvers, Patrick; Clemencia, Sidney  
**Cc:** Bito, Darinca; Peterson, Elfrida; Jansen-Webster, Veronica; Benschop, Lucien; Mercalina, Vernice; Zagers, Andrew  
**Subject:** RE: Closing of Projects  
**Attachments:** Budget overview 2012- 2017.xlsx

Dear Colleagues,

Please find attached PS projects from 2012 to 2017.

Benschop assisted me in compiling these projects they are all in release form meaning ready for execution.

Some projects are in progress, some are on hold and some are completed in the field and ready for confirmation and closing.

I went back in my files and attached the information that I received back in July of 2017 pertinent to the projects.

Mr. Clemencia please run through the project lists once more to update the information to the present status.

The closing process on the Distribution side is not just confirming and closing.

We first have to check each project to ensure all PO's, delivery bons and hours are processed.

If this is not done and we try to close or even final close we will get an error message (AUC).

Some projects are completed and ready for the closing process, Mr. Clemencia was already working on these projects and can indicate which projects can be closed.

Normally we request the assistance from Miss Vernice Mercalina to check the PO processing. If the PO is not processed we have to find out why and contact the pertinent persons to have it done.

This is another process on itself.

Mr. Clemencia is checking the delivery bons this was just to see if they are processed. Delivery bons are processed at the warehouse.

My understanding is if the delivery bon is not processed in due time it cannot be processed.

The attached spreadsheet is the way to work (point of departure) when carrying out project closing this way all will have an understanding of the project status.

Hoping to shed some light to the project closing process in the Distribution department.

Regards,

Tony Brooks

**From:** Drijvers, Patrick  
**Sent:** Monday, March 26, 2018 1:23 PM  
**To:** Clemencia, Sidney <clemencia.sidney@nvgebe.com>  
**Cc:** Brooks, Emmanuel <brooks.emmanuel@nvgebe.com>; Bito, Darinca <bito.darinca@nvgebe.com>; Peterson, Elfrida <peterson.elfrida@nvgebe.com>  
**Subject:** RE: Closing of Projects

Mr. Clemencia,

Good day.

Can you please give me an update on the closing status of the PS projects?

The year-end closing is a must and to date the system shows no updates from the Execution Dept (see attached confirmation lists).

Can you give me a time line as the closing process that is responsible by the Execution Dept know that the 15<sup>th</sup> of March 2018 was the deadline?

I await your response.

---

Sincerely yours / Met vriendelijke groet,  
ing. Patrick Drijvers (mech)  
Assistant Distribution Manager (Planning & Engineering and Execution)

Distribution Building  
Philipsburg  
St Maarten

Main Office Tel.: +1-721-5422213  
Main Office Fax: +1-721-5424810  
Direct Office Tel.: +1-721-5461161  
Mob.: +1-721-5803012

 Please consider the environment before printing this e-mail



**Brooks, Emmanuel**

---

**From:** Brooks, Emmanuel  
**Sent:** Thursday, May 18, 2017 10:09 AM  
**To:** Peterson, Corina  
**Subject:** Corrected version DH meeting April 19  
**Attachments:** Corrected version DH meeting April 19.docx

Sis,

I added and corrected as far as I could detect.

Please peruse and review once more if all is well forward on to the respective stakeholders with a copy to the COO.

We will determine a date for our next meeting.

Regards,

Tony

## Brooks, Emmanuel

---

**From:** Peterson, Corina  
**Sent:** Friday, April 20, 2018 8:00 AM  
**To:** Brooks, Emmanuel; Drijvers, Patrick; Clemencia, Sidney; Christian, Jules; Fleming, Albert  
**Cc:** Jansen-Webster, Veronica  
**Subject:** minutes closing of projects April 16, 2018  
**Attachments:** minutes closing of projects April 16, 2018.docx

Good morning,

Attached are the minutes of the meeting closing of projects held on April 16<sup>th</sup>.

Regards,

Corina

## Minutes Closing of Projects

**Present:** Mr. E. Brooks  
Mr. P. Drijvers (came in late)  
Mr. S. Clemencia  
Mr. A. Fleming  
Mr. J. Christian

**Date:** May 16, 2018

**Min. Sec.:** Ms. C. Peterson

---

### Present status:

- **Confirmations,**

S. Clemencia, up to and including 2017 is completed excluding the hurricane.

A. Fleming confirmed all projects up to 2014 and is busy working on 2014.

J. Christian confirmed all completed projects and partially confirmed all progressing projects up to and including 2017.

S. Clemencia stated all confirmations from Mr. Christian and Mr. A. Fleming were completed excluding the projects of the hurricane

- **TECO (technically close in the PS system),**

S. Clemencia TECO all completed Water projects, all that could be done up to and including 2017. He TECO all completed Electrical projects all that could be done up to 2014.

E. Brooks confirmed the TECO projects and TECO on his level all that Mr. Clemencia TECO.

E. Brooks forwarded a project status update from 2010 to 2017 to Ms. D. Bito on April 7, 2018.

The balance will be TECO by April 17, 2018 and an updated project status will be generated up to where S. Clemencia TECO.

- **Time frame to complete,**

Mr. A Fleming, will start confirming the rest of the projects from 2014 to 2017 on April 17, 2018 and should be completed by April 19, 2018.

S. Clemencia will TECO the electrical projects simultaneously.

Mr. J. Christian did all his confirmations up to 2017 so he is ready.

- **Assistance Needed,**

J. Christian, will like a better insight on the correct manner of doing the confirmations.

P. Drijvers, the manner in which J. Christian and A. Fleming is doing the confirmations is good.

Recommends that it be done in a timely basis, every two weeks, maximum a month.

Mr. A. Brooks requested that all work orders of the projects placed in the dossiers should be passed on to all relevant supervisors.

All Delivery bons given to contractors must be tracked for processing.

Processing of delivery bons after materials are issued is the responsibility of the warehouse.



## **Jobdescription N.V. G.E.B.E.**

Number :  
Section : Distribution Dept.  
Function : Project Coordinator

---

### **1. Position in the organization**

- 1.1 reports to : Distribution Manager
- 1.2 supervises : not applicable
- 1.3 maintains contact with : Chief Planning, Chief Execution, Chief Operations, Supervisor Electrical Operations, Supervisor Water Operations, Supervisor Overhead Electric Lines Underground Electric System, Supervisor Water Distribution, Contractors, other Utility Companies and Government Agencies.

### **2. Main elements of the function**

- 2.1 is responsible for the overall project management and for the coordination of the project activities with the functions in charge of planning, execution/construction and operations;
- 2.2 is responsible for the annual projects scheduling and the relevant material procurement plan in collaboration with the Chief Planning.
- 2.3 is responsible for all created projects and must ensure that project cost falls within the budget, deviations must be reported.

### **3. Duties**

- 3.1 Prepares, in consultation with the Distribution Manager, Chief Planning, Chief Execution and Chief Operations, a multi-year plan and budget for all projects..
- 3.2 Prepares a monthly project progress report;
- 3.3 Prepares a document for all project deviations and reason for said deviation in consultation with the Chief Planning and Chief Execution;
- 3.4 Arrange adequate project meetings to ensure expeditious execution;
- 3.5 Manages project activities, cost, and schedule and report all deviations to the Distribution Manager.
- 3.6 Manages all large projects from initiation to completion.
- 3.7 Involves all stakeholders in project kick off and periodic progress meetings;
- 3.8 Monitors and evaluates project protocols, qualitative and quantitative outcomes and provides specific and general advice on project planning, scheduling and execution procedures including cost, safety and environmental aspects.
- 3.9 Maintains a documentation and reporting system for all projects, pitfalls, risks and statistics;
- 3.10 Ensures all projects created in the PS module are executed and technically closed for final financial closing.

#### **4. Managerial duties**

Exercises managerial duties when involving project management.

- 4.1 to give guidance in a stimulating manner, a.o.,by:
- 4.2 - a coordinated task/work division;
- 4.3 - giving clear instructions;
- 4.4 - stimulating participation;
- 4.5 - coaching;
- 4.6 to maintain company rules/ procedures/ guidelines;
- 4.7 to organize the work (own and others) to be done in a proper manner (quality, quantity, time);
- 4.8 to resolve any problem arising while managing project scheduling, planning, execution and commissioning.

#### **5. General**

- 5.1 to carry out all other work that can be considered as necessary for carrying out the function;
- 5.2 to maintain businesslike contacts with third parties.
- 5.3 to observe the rules and procedures as they apply within the company;
- 5.4 to carry out instructions, assignments and arrangements;
- 5.5 to report periodically to Distribution Manager in accordance with guidelines;
- 5.6 to participate with a positive attitude in (work progress/evaluation) discussions/interviews;
- 5.7 to handle auxiliary tools/equipment in a proper manner, if necessary by following training/courses;
- 5.8 to submit proposals to the Distribution Manager for improving the functioning with regard to oneself/the section/the company and the like;
- 5.9 to brief the substitute so as to enable him/her to function properly.
- 5.10 to consult with the Distribution Manager in case such is necessitated by circumstances or incidents.
- 5.11 to consult with other functions if such is necessary for an adequate execution of the work.

#### **6. Specific working conditions**

- 6.1 must be able to function under high pressure or workload;
- 6.2 must work in team together with other department heads;
- 6.3 good communication skills

#### **7 Function requirements**

- 7.1 Education: Bsc Electrical Engineering

- 7.2 has knowledge and experience in modern project management techniques;
- 7.3 keeps knowledge level up-to-date;
- 7.4 5 years working experience.

## **8 Skills**

- 8.1 has a sufficient command, both orally and in writing, of
- 8.2 - the English language;
- 8.3 - the Dutch language;
- 8.4 has all-round knowledge of project management;
- 8.5 has basic knowledge of electrical and mechanical engineering;
- 8.6 has knowledge of work breakdown structures (WBS);
- 8.7 has knowledge of Resource Planning;
- 8.8 has knowledge of cost control principles and methods;
- 8.9 has knowledge of material procurement planning;
- 8.10 has knowledge of automation;
- 8.11 has knowledge of administrative (accounting) processes;
- 8.12 has communicative skills.

## **Proposed Competency profile Project Coordinator**

### **Work type**

55% Specialist

45% Advisory

### **Competencies**

- Planning and Organizing
- People management
- Results Orientation
- Quality Awareness
- Team orientation



## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Monday, March 13, 2017 10:47 AM  
**To:** Sasso, Clifford  
**Cc:** Jansen-Webster, Veronica  
**Subject:** Project Coordinator (2)  
**Attachments:** Project Coordinator (2).docx

Dear Mr. Sasso,

Please find attached draft job description for the Project Coordinator function.

I would like to meet with you on Thursday March 16, 2017 at your convenience to discuss the new department head MI, transferring Mr. L. Benschop to Business Improvement and placing Mr. E. Gumbs as Project Coordinator which replaces the Plan Bureau.

Thanks in advance for your support and cooperation.

Kind regards,

Tony Brooks

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Tuesday, April 4, 2017 5:14 PM  
**To:** Sasso, Clifford; Kingsale, Bares  
**Cc:** Jansen-Webster, Veronica  
**Subject:** Project Coordinator

Dear Colleagues,

Just a reminder for this vacancy.  
Please expeditiously continue with this.

Mr. Elvis Gumbs contract has been terminated.  
He was busy with some very important projects, I would like him to continue with them as soon as possible to keep within our schedule.

Your prompt attention and cooperation is of essence.

Thanks in advance for your input and cooperation.

Kind regards,

Tony Brooks

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Monday, April 10, 2017 10:08 AM  
**To:** Sasso, Clifford; Kingsale, Bares  
**Subject:** Project Coordinator

Dear Colleagues,

I'm in urgent need to have Mr. Elvis Gumbs continue with some projects in order for us to meet some deadlines.

Your input will be appreciated to have Elvis fill this position as soon as possible preferable have him sign by Wednesday.

I'm sorry if I'm pushing but this has priority for me.

Thanks in advance for your input and cooperation.

Regards,

Tony Brooks



## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Tuesday, April 25, 2017 2:39 PM  
**To:** Sasso, Clifford; Kingsale, Bares  
**Subject:** Project Coordinator

Dear Colleagues,

I'm experiencing lots of setbacks not having Mr. Elvis Gumbs on board.

Can we call him in tomorrow afternoon to discuss the function from an HR perspective?

Please let me know.

Kind regards,

Tony Brooks

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Thursday, February 9, 2017 5:33 PM  
**To:** Bito, Darinca; Peterson, Elfrida; Zagers, Andrew  
**Cc:** Drijvers, Patrick; Mercalina, Vernice; Clemencia, Sidney; Jansen-Webster, Veronica  
**Subject:** Projects for final closing.xlsx  
**Attachments:** Projects for final closing.xlsx

Dear Darinca,

Looking back in my spread sheets I gathered all projects pegged for final closing and compiled them in the attached document. Please note there is a tap for electricity and one for water.

I believe if we can get these closed along with what we are working on already we would be far ahead.

Regards,

Tony Brooks

**Brooks, Emmanuel**

---

**From:** Brooks, Emmanuel  
**Sent:** Thursday, February 9, 2017 8:32 PM  
**To:** Bito, Darinca; Peterson, Elfrida; Zagers, Andrew  
**Cc:** Clemencia, Sidney; Christian, Jules; Jansen-Webster, Veronica; Chittick, Kenrick; Arrindel, Iris  
**Subject:** Water projects review report  
**Attachments:** WA 2008 Review Febr., 9-2017.xlsx; WA 2009 Review Febr., 9-2017.xlsx; WA 2010 Review Febr., 9-2017.xlsx; WA 2011 Review Febr., 9-2017.xlsx; WA 2012 Review Febr., 9-2017.xlsx; WA 2013 Review Febr., 9-2017.xlsx; WA 2014 Review Febr., 9-2017.xlsx; WA 2015 Review Febr., 9-2017.xlsx; WA 2016 Review Febr., 9-2017.xlsx

Dear Darinca,

I pulled up all the water projects in the PS system from 2008 to 2016 compiled and updated them please find attachments.

These can be forwarded on to PWC.

Of course in our continued efforts to close the completed projects some will fall eventually.

I will work on the electrical projects tomorrow.

Regards,

Tony Brooks



## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Sunday, February 12, 2017 5:13 PM  
**To:** Bito, Darinca; Peterson, Elfrida; Zagers, Andrew  
**Cc:** Clemencia, Sidney; Mercalina, Vernice; Peterson, Corina; Drijvers, Patrick; Jansen-Webster, Veronica; Chittick, Kenrick; Arrindel, Iris  
**Subject:** Electr. Project Progress Spread Sheets  
**Attachments:** El 2008 Review Febr., 12-2017.xlsx; El 2009 Review Febr., 12-2017.xlsx; El 2010 Review Febr., 12-2017.xlsx; El 2011 Review Febr., 12-2017.xlsx; El 2012 Review Febr., 12-2017.xlsx; El 2013 Review Febr., 12-2017.xlsx; El 2014 Review Febr., 12-2017.xlsx; El 2015 Review Febr., 12-2017.xlsx; El 2016 Review Febr., 12-2017.xlsx

Dear Darinca,

Please find attached updated project progress spread sheets for 2008 thru 2016.

You can use these to pass on to PWC.

Regards,

Tony Brooks

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Wednesday, April 5, 2017 11:55 PM  
**To:** Bito, Darinca; Peterson, Elfrida; Zagers, Andrew; Arrindel, Iris  
**Cc:** Jansen-Webster, Veronica; Chittick, Kenrick; Drijvers, Patrick; Clemencia, Sidney; Mercalina, Vernice  
**Subject:** Project for final closing  
**Attachments:** EL-2005 5-4-2017.xlsx; EL-2006 5-4-2017.xlsx; EL-2007 5-4-2017.xlsx; EL-2008 5-4-2017.xlsx; EL-2009 5-4-2017.xlsx; EL-2010 5-4-2017.xlsx; EL-2011 5-4-2017.xlsx; EL-2005 5-4-2017.xlsx; EL-2006 5-4-2017.xlsx; EL-2007 5-4-2017.xlsx; EL-2008 5-4-2017.xlsx; EL-2009 5-4-2017.xlsx; EL-2010 5-4-2017.xlsx; EL-2011 5-4-2017.xlsx; EL-2012 5-4-2017.xlsx; EL-2013 5-4-2017.xlsx; EL-2014 5-4-2017.xlsx; EL-2015 5-4-2017.xlsx; EL-2016 5-4-2017.xlsx; EL-2017 5-4-2017.xlsx; WA-2005 5-4-2017.xlsx; WA-2006 5-4-2017.xlsx; WA-2007 5-4-2017.xlsx; WA-2008 5-4-2017.xlsx; WA-2009 5-4-2017.xlsx; WA-2010 5-4-2017.xlsx; WA-2011 5-4-2017.xlsx

Dear Colleagues,

I worked on the attached documents please proceed with closing the highlighted projects.

I will send the others tomorrow.

Regards,

Tony Brooks

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Thursday, April 6, 2017 12:48 PM  
**To:** Bito, Darinca; Peterson, Elfrida; Zagers, Andrew; Arrindel, Iris  
**Cc:** Jansen-Webster, Veronica; Chittick, Kenrick; Drijvers, Patrick; Clemencia, Sidney; Mercalina, Vernice  
**Subject:** RE: Project for final closing  
**Attachments:** EL-2012 5-4-2017.xlsx; EL-2013 5-4-2017.xlsx; EL-2014 5-4-2017.xlsx; EL-2015 5-4-2017.xlsx; EL-2016 5-4-2017.xlsx; EL-2017 5-4-2017.xlsx; WA-2012 5-4-2017.xlsx; WA-2013 5-4-2017.xlsx; WA-2014 5-4-2017.xlsx; WA-2015 5-4-2017.xlsx; WA-2016 5-4-2017.xlsx; WA-2017 5-4-2017.xlsx

Dear Colleagues,

Please find the rest of the projects for closing.

Regards,

Tony Brooks

---

**From:** Brooks, Emmanuel  
**Sent:** Wednesday, April 5, 2017 11:55 PM  
**To:** Bito, Darinca <bito.darinca@nvgebe.com>; Peterson, Elfrida <peterson.elfrida@nvgebe.com>; Zagers, Andrew <zagers.andrew@nvgebe.com>; Arrindel, Iris <arrindell.iris@nvgebe.com>  
**Cc:** Jansen-Webster, Veronica <jansen.veronica@nvgebe.com>; Chittick, Kenrick <chittick.kenrick@nvgebe.com>; Drijvers, Patrick <drijvers.patrick@nvgebe.com>; Clemencia, Sidney <clemencia.sidney@nvgebe.com>; Mercalina, Vernice <mercalina.vernice@nvgebe.com>  
**Subject:** Project for final closing

Dear Colleagues,

I worked on the attached documents please proceed with closing the highlighted projects.

I will send the others tomorrow.

Regards,





## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Friday, June 17, 2016 2:48 PM  
**To:** Bito, Darinca; Mercalina, Vernice; Clemencia, Sidney; Meyers, Angelo; Hernandez, Ramiro; Drijvers, Patrick; Christian, Jules; Fleming, Albert; Reenis, Hensley; Gumbs, Elvis; Lindeborg, Waldy  
**Cc:** Zagers, Andrew; Peterson, Elfrida; Peterson, Corina  
**Subject:** Carry forward and PS projects  
**Attachments:** EL 2008 15-6-2016.xlsx; EL 2009 15-6-2016.xlsx; EL 2010 15-6-2016.xlsx; EL 2011 15-6-2016.xlsx; EL 2012 15-6-2016.xlsx; EL 2013 15-6-2016.xlsx; EL 2014 15-6-2016.xlsx; EL 2015 15-6-2016.xlsx; EL 2016 15-6-2016.xlsx; WA 2008 14-6-2016.xlsx; WA 2009 14-6-2016.xlsx; WA 2010 15-6-2016.xlsx; WA 2011 15-6-2016.xlsx; WA 2012 15-6-2016.xlsx; WA 2013 15-6-2016.xlsx; WA 2014 15-6-2016.xlsx; WA 2015 15-6-2016.xlsx; WA 2016 15-6-2016.xlsx

Dear Colleagues,

Please find attached updated by year (2008 -2016) the PS projects for water and electricity discussed in our meeting dated Thursday June 16, 2016.

Miss Bito I shaded all projects that requires final closing in light blue for you to carry out your part of the closing process.

For my team please note before doing any confirmations in preparation for closing (Confirm/Close) you first have to ensure that all delivery bons are processed, all hours are booked and all PO's are processed.

Mr. Clemencia and Vernice can assist in this part of the process.

This will be a monthly meeting so please carry out your assigned action.

In this way I believe we will meet the financial closings.

I would like to take the opportunity to thank my team for their continued cooperation and support in this endeavor.

My thanks and appreciation also goes out to Darinca for her continued cooperation and support.

Darinca please excuse the error in your name (Dorinca) in the attached spread sheets I will correct this in the future.

Kind regards,

Tony Brooks

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Friday, August 25, 2017 9:09 AM  
**To:** Chittick, Kenrick; Arrindell, Iris; Jansen-Webster, Veronica  
**Subject:** Requested information

Dear MB,

Please refer to the below mentioned as information to the situation that I'm facing as Distribution Manager.

### Introduction:

The MB decided a structure change was necessary for the Distribution Department and restructured the department without the involvement of the Distribution Manager.

The only properly defined roles were that of two Assistant Distribution Managers, at the time no job descriptions were presented.

The Distribution Manager viewed the structure and indicated that the structure can work but all protocols have to be worked out prior to implementation.

The Distribution Manager although not being involved with the structure change supported the MB in informing the employees of the Distribution department. Some employees were not happy and are still not happy with the sudden change and in specific that the Distribution Manager was not involved and his superior is allowed to bypass him.

The MB requested that the Distribution Manager worked out the structure change with the Assistant Distribution Managers.

The Distribution Manager called some meetings to further work out the structure with the Assistant Managers.

At a point without proper documented implementation the Assistant Managers decided to conduct their own meetings with the employees without the involvement of the Distribution Manager.

Not having the job descriptions from the Assistant Managers it was very difficult for the Distribution Manager to give them instructions on the matter.

Not having the job descriptions will make it difficult to manage in specific when one was not involved with the structure change.

Job descriptions outlines boundaries without them one could over step and may lead to insubordination.

This particular structure has a dotted line that allows the superior to bypass the subordinate which is not common in other structures.

At this point all employees still have their job descriptions that outlines who they report to no documentation was given to them stating otherwise.

In a meeting with the COO one of the Assistant Mangers eluded that the position of the Distribution Manager will be eliminated.



The Distribution Manager advised that this would be a bad idea since Distribution is a pillar of the organization and should have one person being responsible for the department.

At this point the Distribution Manager also noted that the Assistant Manager had involvement with the Distribution structure change.

#### **Day to day operations:**

One of the Assistant Managers organized a meeting including the COO and did not request attendance of the Distribution Manager this is the very same Assistant Manager that eluded that the Distribution Managers function will be eliminated.

He is also keeping meetings to discuss major changes without discussing the subject matter with the Distribution manager first.

The Planning Interview with both Assistant Managers when they were not yet placed in their new function indicated that they have to present some deliverables to date nothing was submitted even though the importance of the information was explained, for example:

- Approved budgeted projects to be initiated, planned and executed (this can be verified in the PS module).
- Reports on commissioned components for financial depreciation purposes.
- Reports on interruptions to facilitate claim handlings.

On top of this the MB see it fit to reward them with a higher function.

In meetings the Assistant Manager is outlining that the Distribution Manager's position would be terminated.

This is also being echoed in the corridors.

The Distribution Manager requested to have some key vacant functions filled to date nothing happened despite all efforts.

The Project Coordinator position is a vital position which will assist the Distribution Manager with project monitoring and control.

The Distribution manager suggested a consultant that was attached to GEBE for some years just as other sub-contractors that were taken into the company. Efforts were made by interviews to get the consultant into GEBE and was postponed to carry out more interviews to date no Project Coordinator was selected. This places the Distribution Manager in a vulnerable position, which makes him have to rely on the very employees who is not complying with their planning interviews.

To settle the AMI and backhaul issues the Distribution Manager structured a new department however the proposed department head has attitude issues with the MB and this was stagnated.

The same backhaul system will play a pivotal role in the SCADA system. This is also delaying the fiber extensions.

If the Distribution manager tries to defend the talent of a worker in relation to his added value to the organization he is labeled as trying to be on the good side of everyone.

In this way the Distribution Manager will never be taken seriously and the message being send by him will not be received.

After a one on one with the COO pertinent to the Planning Review the COO indicated that her husband told her that once again the Distribution Manager said that she would not be able to hold her position something along those lines.

This sat in the mind of the Distribution Manager for the entire weekend so much so that he was stressed to a point where he got dizzy and eventually lead to sick leave.

Imagine your direct superior is hearing that you are stating that he/she is not going to last in their position.

This means one has to thread carefully or your superior would ensure that you don't last in your position.

Just think of how one will feel knowing he had no kind of talks pertinent to this and one is suddenly confronted with this.

If the Distribution Manager leave the office for a meeting, a site visit or a cup of coffee he is being scrutinized and rumored that he is always not in the office. And this being in a Managers position.

Just the mere fact that the MB mentioned that the Supervisory Board and members of the government doesn't want the Distribution Manager fueled more gossip and bashing.

Of course this is not going to be said to your face but it is certainly being echoed in the corridors.

The Distribution manager still have some employees that respect him and will from time to time fill him in on certain things that he may not see nor hear and ask him to be vigilant.

#### **SCADA:**

The Distribution Manager was working on this initiative while busy putting things in place the MB met with a consultant that was recommended by the Distribution Manager without the involvement of the Distribution Manager.

At a point the MB was convinced that they should use the expertise of this consultant and request that the Distribution Manager work out the initiative further with the involvement of the consultant.

The Distribution Manager started this process only to get a phone call from the consultant that GEBE would not be needing his services any more.

When asked the reason why he explained that the COO outlined that there are too many people in GEBE that doesn't want to work with him.

Later on without collaboration or any kind of feedback the Distribution Manager was required to attend a conference call organized by an Assistant Manager for a (presentation of) a new SCADA solution.

The Distribution manager send an e-mail to the COO asking if we are going to step away from the ABB SCADA system.

The COO replied that as far as she knows GEBE is only getting a presentation of a new SCADA solution and that the consultant indicated that we can easily modify our existing system to a new supplier's system.

The Distribution Manager responded that we should first check to see if our existing SCADA system can be used and expand on that.

The Distribution Manager also indicated that he visited Curacao with the representative of the ABB SCADA system and he is confident that the system can do what GEBE requires.

Getting a new system will cost GEBE more money.

#### **AMI:**



The Distribution Manager while passing in the office of one of his Assistant Managers noted that a supplier was being contacted to ask for a presentation of a new AMI solution again without involvement of the Distribution Manager.  
We already have an AMI application in-place we only need someone to own and operate it.

**In conclusion:**

From the above mentioned it is clear that the Distribution Manager is being by-passed and the Assistant managers are getting all support so much so that they are spreading rumors, organizing meetings taking decisions without involvement of the Distribution Manager.  
This is all leading to disrespect.

The MB said that nothing would be done without first involving the Distribution Manager clearly this is not the case.

As Distribution manager I sometimes feel like the MB treats me like a rank and file worker and I know I'm definitely being scrutinized and by-passed. This makes it difficult for me to do my job.

I have to be always looking over my shoulder and defending myself it's stressful to say the least.  
To be perfectly honest it's very difficult to accomplish anything in this environment.

Of course with all of the above taking place I would feel confused, frustrated and stressed.

As Distribution Manager all I'm trying to do is cooperate and support the MB as best as I can.  
I understand your challenges and I know it's not easy. For this reason I always try to give tips and suggestions.  
I know I'm not a man of many words but when I suggest something it's because I've given it some thought.

From my perspective if I have full support from the MB I will overcome the abovementioned challenges.  
The work is not the problem the cooperation is.

My COO must not under no circumstances bypass me and go directly to the Assistant Managers, she should do her utmost to collaborate with me prior to taking the matter to the Assistant Managers in specific when it comes to initiatives and directives.  
The Assistant Managers are using her bypassing me as leverage to do what they want.  
These employees have a way of placing the focus on other employees so that one don't pay attention to their handlings.  
Though the COO may have a different opinion on this most employees are noticing this and making remarks.  
The actions of the Assistant Managers are also speaking volumes.

I hope in moving forward we can work closer together to overcome and to be able to trust each other.

Please don't take the above mentioned in a negative way just try to understand my cry for your support, understanding and cooperation, maybe not all may sound good in your view but it is what I'm experiencing.



I really need your support.

Hoping that we can move forward in a fruitful working relationship and environment.

---

Kind regards,

Tony Brooks

## Brooks, Emmanuel

---

**From:** Brooks, Emmanuel  
**Sent:** Monday, December 11, 2017 11:42 AM  
**To:** Chittick, Kenrick  
**Subject:** Re: Assistant Mangers evaluation

Dear Mr. Chittick,

I don't believe I'm the adequate person to evaluate the performance of these two assistant managers since I was not the one that appointed them to the positions.

I requested the protocols, arrangements and agreements from the onset for these functions but never received anything.

Their job descriptions came sometime after.

What I can inform is the impact that this new structure had on the Distribution Department.

In terms of:

**Employee moral;** it had no impact it however confused the employees even more. Some employees even feel the approach of placing these gentlemen was not done properly.

**Business process;** it did not enhance the business processes in specific the booking of materials to maintenance orders. This situation of booking materials to projects is actually initiated by the Planning most projects don't have all materials in the Bill of Materials pertinent to the project and when in execution phase is causing materials to be booked to maintenance in order to move the project forward not to cause delays which leads to additional cost to the project. Fingers are being pointed to the Execution while in essence it's a Planning problem. A project is created in the PS module with a cost estimate even if the Execution contacts the Planning to have the missing material placed in the project they most times get a budget exceeded message and have to go through a long process to update the project. This process has to be handled by the PS responsible person instead he point's fingers to the execution.

**Budget;** even though the assistant manager in charge of Planning and Execution placed projects in the budget to be executed none was initialized and made in the PS module which was also placed in his PAS planning interview as planning department head as an objective. These projects were therefore not executed.

**Distribution initiatives;** Attempts were made to bring in a local consultant to assist in moving forward with the SCADA application this was blocked because the operations assistant manager said it can be done in house at the end of the day nothing happened. The same assistant mentioned we



need a water SCADA application this alone indicated that he has no understanding of the SCADA application. GEBE already has an application and we only have to expand on it to do both electricity and water. To do this we need guidance from one that understand the application and its processes. The AMI application also met with lots of issues and lead to nothing.

**Distribution Grid;** Water distribution grid needs attention we need to understand the different pressure zones, the consumption in the districts and place systems to better control the pressures that are causing leaks in our grid. This was also placed as a performance objective for the Operations department head. A request was made to bring in a local contractor to place frequency control systems at our pumping stations to be able to better control the pressures in our water distribution system the assistant manager in charge of operations said this can be carried out in house yet nothing happens. Electrical distribution system needs expansion to better operate the system a new substation was placed in the budget but nothing has been done to move this forward. No proper structured maintenance activities are being generated.

As Distribution manager I made some attempts to fill positions to help with the situation of project closing and material booking to maintenance by requesting a Project Coordinator this function will report on the complete project cycle and guide the execution of the processes to ensure proper cost allocations and proper planning and execution. The project coordinator would also report all deviances from the original project plan. All attempts to fill this position with the adequate person who had all experience and knowledge of the PS module and project planning proved futile. To also coordinate the maintenance attempts were made to hire a maintenance coordinator to also prevent the project materials being booked to maintenance and to have proper maintenance schedules and activities done. This also proved futile. The structure change was carried out without the involvement of the Distribution Manager yet I tried to assist with the structure change at a point the assistant managers disregarded my involvement and moved forward on their own. The structure has a bypass line in which the COO can have direct contact with the assistant managers and was therefore also giving support and instructions to the assistant managers without the involvement of the Distribution Manager. At the end of the day the Distribution manager was still held accountable. E-mails send forward pertinent to this by the Distribution Manager fell on deaf ears. The Distribution Manager had absolutely no support.

**In conclusion:**

The structure change did not have a positive effect on the Distribution Department.

**Observation:** Even if this structure is not approved and the players return to their respective position the steps to enhance the Distribution department by hiring the Project Coordinator and the Maintenance Coordinator will still not be accomplished since the company has a hiring stop.

Hoping to have given sufficient information in reference to the subject matter.

Regards,



Tony Brooks

---

**From:** Chittick, Kenrick  
**Sent:** Friday, December 8, 2017 12:42 PM  
**To:** Brooks, Emmanuel  
**Subject:** Assistant Mangers evaluation

Dear Mr. Brooks,

Please note that we have made Mr. Hernandez and Mr. Drijvers.

The trial period of the above has elapsed and in order to move on with the functions as was outlined we have to perform the evaluation.

Can you ensure that this is done by December 11, 2017 at noon using the standard form (HR has this form) that is used within GEBE for trial periods.

Regards,

K. Chittick