



**CAYMAN ISLANDS AIRPORT AUTHORITY
BOARD OF DIRECTORS MEETING MINUTES**

Date: 27th November 2014

Time: 12:30pm

Place:

Owen Roberts International Airport, George Town, Grand Cayman

Participants:

Chairman: Mr. Kirkland Nixon
Director: Mr. John Meghoo
Director: Mr. Nathaniel Tibbetts
Director: Ms. Vanessa Banks
Director: Mr. Joel Jefferson
Director: Mr. Bruce Smith

CEO: Mr. Albert Anderson

Apologies:

Deputy Chairman: Mr. Thom Guyton
Director: Mr. Stran Bodden

1. CALL TO ORDER/WELCOME

- 1.1. A quorum being present, the meeting was called to order at 12:40pm.
- 1.2. The Chairman extended a warm welcome to the Directors.
- 1.3. The Chairman moved to appoint the CEO Albert Anderson as Secretary for this meeting. This was unanimously approved.

2. CONFIRMATION OF MINUTES

- 2.1. The minutes of the meeting of 30th October 2014 were reviewed and confirmed.

3. MATTERS ARISING FROM MINUTES FROM OCTOBER 2014 MINUTES

MATTER	Action By	Due Date
3.1.	CEO	
3.2. Cayman Airways Hangar Area – CEO has discussed the cleanup of CAL equipment around the hangar with CAL CEO Fabian Whorms. This is now being addressed as a safety issue.	CEO	

S.21

<p>3.3. Farmers Market – Remaining containers have been removed and the old building has been demolished. Lease document being prepared by lawyers (Ritch & Connolly). Currently awaiting a copy of the site plan to be incorporated into the lease.</p>	CEO	
<p>3.4. Board Policy and Procedures Manual – In progress. CEO plans to develop an Orientation Manual for Board members but is lacking secretarial support at the moment.</p>	CEO	
<p>3.5. Internal Authorisation Levels – CEO and CFO have submitted a proposal to the Audit Committee for review and feedback.</p>	Audit Committee	31 st Jan. 2015
<p>3.6. Internal Audit Report – CEO to provide the Board with an action plan to address the issues raised in the Internal Audit report and recommend a temporary resource plan if such be required.</p>	CEO	31 st Jan. 2015
<p>3.7. Finance – CEO met with Cayman Airways to discuss the way forward with CAL payments to CIAA.</p>	CEO	31 st Jan. 2015
3.8.	CEO	31 st Jan. 2015
<p>3.9. Commercial Concession Leases ✓ CEO has contacted all concessionaires and offered them a one-year lease renewal while the renovations are going on. He has also advised concessionaires of the proposed concession model going forward based on a percentage of revenue with a minimum annual guarantee. This was done in writing followed by a face-to-face meeting where concessionaires had the opportunity to ask questions. There was also a press release in the local media regarding this.</p>	CEO	28 th Feb 2015
<p>3.10. Interim Plans, Congestion - The CEO advised the Board that planning was happy with the technical specifications of the temporary structure, the order had been placed and a submission for planning permission had been made.</p>	CEO	31 st Dec. 2014
<p>3.11. Taxi Dispatch - CEO to review dispatch process for taxis and tour buses and simplify it as much as possible for revenue assurance purposes. Proposal to create/implement a Taxi Depot on the vacant lot next to the fire station will be considered.</p>	CEO	31 st Jan. 2015
<p>3.12. Unscheduled Operations – CEO to seek to recover all costs associated with unscheduled flight operations from the airlines.</p>	CEO	31 st Dec. 2014
3.13.	CEO	31 st Dec. 2014

S 2

S-21

6.21

	S.W	
3.14. Fleet Maintenance - CEO to issue a RFP for fleet maintenance. This is currently in the works but delayed by airport development RFP. Target date of January 2015 to receive proposals for review and evaluation by February 2015 in time for next budget year. Prices received will be assessed against what we spend to ensure that it is feasible.	CEO	28 th Feb 2015
3.15. Satellite Phones – CEO confirmed that no satellite phones are available in case of emergency. This is being addressed.	CEO	31 st Dec. 2014
3.16. Performance Management – Training for Board members currently being planned for December Board meeting.	CEO	31 st Nov. 2014
3.17. TYMCO Sweeper Truck – CEO advised the board that the truck has arrived on island but had sustained some damage in transit, which will be fixed by TYMCO and covered by insurance.	CEO	31 st Dec. 2014
3.18. Cayman Brac Works – Now moving ahead and expected to be completed by 30th November, with departure lounge seating installed in December.	CEO	31 st Nov. 2014
3.19. Finance - CFO advised that a cash handling policy had been sent to the Audit Committee for review and comment. The main cause for concern is the proliferation of receipt books. This has been addressed and the team are working to close all the remaining gaps. Continuous monitoring and fine tuning of the process being done. Completed	CEO Audit Committee	31 st Dec. 2014 27 th Nov. 2014
3.20. Finance - CFO advised that CIG Internal Audit department had advised her that they did not have the resources currently to review the structure of the Finance Department and qualifications for staff. CEO will see if Deloitte can assist.	CEO	31 st Dec. 2014
3.21. Finance - CO Stran Bodden to send a copy of the Ministry DATT procurement policy to CFO.	Stran Bodden	27 th Nov. 2014
3.22.		
✓ 3.23. There was some discussion on the arrangements for establishing the FBO concession and perhaps getting that under-way from now. The CEO was asked to research how a PPP for the FBO operations could work given Government's guidance that no project under CI\$10M could be subject to PPP. CEO expects this advice to be given by concession consultant.	CEO	31 st Dec. 2014

S.21
&
S.17

Handwritten signature

4. FINANCIAL REPORT	Actioned By	Due Date
<p>CFO Sheila Thomas presented the September YTD management accounts report to the Board. This is attached as Appendix A. As part of this presentation, the following was discussed:</p> <p>4.1. CFO to add % variance to financials and include explanatory notes. Completed.</p> <p>4.2. The apparent discrepancy with aircraft movement revenue compared to last year from the August report had been resolved.</p> <p>4.3. Last OAG audit was for 2011/12. CEO to look into the cost of seeking external audits versus OAG in order to catch up and get audits up to date. OAG Audit for 2013 had now commenced.</p> <p>4.4. Pension liability has increased by approximately \$2M, apparently due to a revised methodology used by new actuaries. The Board instructed the CEO to look into engaging actuaries directly rather than through PSPB. Some concern regarding the results using the revised methodology. In discussions with PSPB.</p> <p>4.5. A Board Member reported that he had seen a member of the public who had been parked in the long term car park walk up to the ticket dispenser and get a new ticket which they then used to validate at the cash machine and exit the car park at no cost. CEO to investigate and fix. After thorough investigation and testing it was found that the system does not issue a ticket by just walking up. The system has to detect a vehicle over the underground loop in order to issue a ticket. Completed</p> <p>4.6. The board requested the CEO to look once again at investing money currently held in the bank in CNB money marketing fund. Treasury not able to do 6month placement. Now looking at the possibility of investing outside RBC and the Treasury.</p> <p>4.7. The Board congratulated the CFO on her presentation and the quality of her Financials</p>	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>Completed 27th Nov. 2014</p> <p>31st Dec. 2014</p> <p>31st Jan. 2015</p> <p>27th Nov. 2014</p> <p>31st Dec. 2014/Completed</p>
<p>5. CEO REPORT</p> <p>The CEO presented his report (attached as Appendix B). As part of this presentation, the following was discussed:</p> <p>5.1. RFP for construction of Airport Development project – It was pointed out that there could be a possible conflict in the selection of the construction contractor as the architectural consultants who won the bid will be using AMR for their engineering.</p>	<p>CEO</p>	<p>27th Nov. 2014</p>
<p>6. NEW BUSINESS</p> <p>6.1. Board Policy Manual – Will be completed as soon as CEO acquires secretarial support (expected to be in place by December).</p> <p>6.2. Strategic Plan – CEO working through as time permits, but secretarial support will help.</p> <p>6.3. Internal Audit Findings – CFO has produced an action list and several</p>	<p>CEO</p> <p>CEO</p>	<p>31st Dec. 2014</p> <p>31st Dec. 2014</p>

S.23

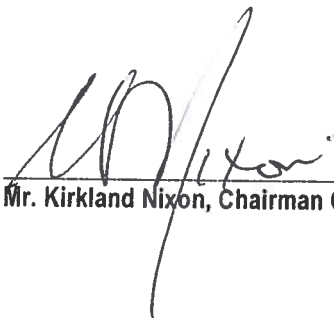
actions have been completed. Will be developed with action owners and timelines and presented to The Board.

CEO

27th Nov. 2014

7. ADJOURNMENT

7.1. There being no further business, the Chairman thanked the Board and closed the meeting at 5:45pm.



Mr. Kirkland Nixon, Chairman CIAA Board



Mr. Albert Anderson, CEO (Secretary)