



Cayman Islands Airports Authority

**CAYMAN ISLANDS AIRPORTS AUTHORITY (CIAA) BOARD MEETING MINUTES HELD AT OWEN ROBERTS INTERNATIONAL AIRPORT, CIAA CONFERENCE ROOM, 25 JULY 2018**

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**BOARD MEMBERS**

**Present were:**

Chairman: Mr. Thom Guyton  
Chief Officer: Mr. Stran Bodden  
Director: Mr. Charles Clifford  
Director: Ms. Vanessa Godfrey-Banks  
Director: Mr. John Meghoo  
Director: Mr. Nathaniel Tibbetts

**Apologies**

Deputy Chairman: Mr. Joel Jefferson  
Director: Mr. George Hunter

**Others Present**

CEO: Mr. Albert Anderson  
Secretary: Ms. Nadine Ramsay

**1. WELCOME & APOLOGIES**

- 1.1. A quorum being present, the Chairman called the meeting to order at 12:10pm. The Chairman welcomed everyone to the meeting and thanked all Directors for attending.
- 1.2. Apologies received from Mr. Joel Jefferson and Mr. George Hunter who was not able to attend this meeting.
- 1.3. The Secretary offered her apologies for not extending an invitation to Mr. Roy Grant who was appointed to the Board, as she did not receive any formal notification of his appointment or his contact details.

**2. CONFIRMATION OF MINUTES**

- 2.1. The minutes of the meeting held on 27 June 2018 were approved.

**3. MATTERS ARISING FROM PREVIOUS MINUTES**

- 3.1. **RFFS LOA.** The CAA sent over its queries in relation to the agreement. The CEO will review and respond.
- 3.2. **Little Cayman.** The Little Cayman airport development excerpt will be extracted from the Master Plan and forwarded to the Ministry via the Chief Officer for review. The Board will await the Ministry's directive on the next step regarding Little Cayman.
- 3.3. **Temporary Departure Tent.** The CEO is still engaging in discussions to find a suitable way to dispose of the tent.

- 3.4. **CIAA Brand Refresh.** The Board was advised of the latest developments including the Facebook Survey.
  - 3.5. **Rubis/Soi.** Both parties are about recouping their Return on Investment (ROI) before opening up the market to other competitors. The CEO expects that this issue will be resolved in due course.
  - 3.6. **Airline SLOT Management** – This area will get more focus in the future.
  - 3.7. **Eastern Canopy & AvSec Audit** – These will be covered in the CEO’s presentation.
  - 3.8. **Domestic Baggage Carousels.** Mr. Roy Williams the project manager is working on this cost. This will be presented to the Board for review and approval.
  - 3.9. **ATC staffing.** Advertisement now out for three ATCOs, however only two candidates successfully passed the test.
4. **LOST REVENUE STREAMS FOR CIAA.** The CEO advised that the focus was now on Concessions however, work was continuing on this. A draft Licence for Ground Handling is now being reviewed for signoff. The CEO is looking at getting regional information to ensure that the contract terms are fair.

*The Board Breaks at 12:45pm for Lunch and resumes at 1:15pm*

**5. MONTHLY FINANCIAL REPORT –CFO**

- 5.1. **CIAA Financial and KPI’s.** Strong 1<sup>st</sup> Quarter Financial and Year on Year Performance. The CIAA’s Cash Balance is very strong and the CIAA is settling its bills on time. June’s overall financial performance was strong as non-aeronautical revenues were up and driven by car-park collections. There was an 18% increase in PAX movements.
- 5.2. **Property Plant and Equipment.** Based on the last valuation report in 2016 in the midst of the initial stages of phase 2 construction, the ORIA terminal was valued at approximately \$15 million, which will temporarily hit CIAA’s overall net worth. This will improve as the project nears completion.
- 5.3. **Passenger Facility Charges (PFC)** - After a lengthy discussion, it was agreed the PFC reporting would move to the balance sheet so that it goes directly to Reserves. The Airport laws makes allowance for this, however a Board Resolution is required to effect this and ensure that this Reserve is specifically defined. The CIAA will also look at how PFC funds can be treated as reserves.

5.4. [REDACTED] S21(1)(b)

**5.5. Accounts Receivables:**

5.5.1. [REDACTED] The CIAA will continue to pursue the collection of these funds. However, if at some point in the future it is determined that they are uncollectible a decision will have to be taken to write them off. S21(1)(b)

5.5.2. **MRCU** - It was alleged that the CIAA might have in the past waived the landing fees for the MRCU. [REDACTED]

[REDACTED] The OAG has advised that in the absence of a Board Resolution supporting the write-off of any receivables, they must remain on the CIAA's books. The CFO will research to see if the landing fees were in fact waived for MRCU given that they are a Government entity that does the mosquito spraying. The Chairman reminded the CEO that the MRCU should have a lease in place.

S21(1)(b)

6. **PARKING MANAGEMENT.** A call was set up with the Amano consultancy team for them to present to the Board the results of their findings. The Amano representatives on the call were Mr. Tom Dishman, Vice President Branch Operations and Mr. Ryan Nester, Director of Branch Sales, Eastern Region.

6.1. The Amano Team gave the Board an update of their overall assessment of the CIAA's parking systems and processes. They confirmed that the ideal model was to have the parking system managed by one dedicated department; however, this was not a viable option for the CIAA at this point. They highlighted areas for improvements such as improving the signage, which were a bit wordy, and adding on features such as a Roving Cashier that could have a positive impact on the customers' experience. They advised that if these recommendations were followed consistently, the CIAA could see a 15-20% parking revenue growth.

6.2. There were opportunities to increase the parking lot rates; however, this would have to be supported with proper research data.

6.3. The CEO advised that the CIAA was reviewing the processes and had already implemented some of the recommendations. There were intermittent issues with the gates going offline, which affected the e-flex pass validations. Mr. Dishman committed to consulting with his technical engineer to find out the root cause of this issue.

6.4. Regarding payment by credit/debit card, the Gateways vendor used by Amano does not support Cayman's debit card bin ranges. Bin Range identifies the issuing institution for each customer account and enables transactions to be routed properly. The Amano representatives outlined their efforts to date to have this issue addressed and confirmed that they were looking at one possible solution. This solution was expensive to start up and had a long lead-time. They were also working with a local bank.

*The Board Chairman thanked the Amano team for taking the time to speak with the Board at the invitation of the CEO.*

6.5. After the conclusion of the conference call, the Board had a brief discussion. Mr. Tibbets voiced his concern that the CI debit cards are not working. A copy of the Amano's recommendation and status update will be forwarded to Ms. Godfrey-Banks for the BAC's review.

6.6. The CEO confirmed that he would look at having secured rooms equipped with cameras in the locations where monies were collected and counted.

*The CFO departs after the Board thanked her for her presentation and contribution to the Amano discussion*

**7. VIP/2ND LEVEL AREAS PRESENTATION – Ms. Lori McRae and Mr. Roy Williams**

**7.1.** Ms McRae presented the mood boards for the Bar, Lounge, Terrace and the VIP areas. She presented four layout options for the review. Mr. Williams highlighted to the Board the potential benefit to utilizing the upper space available due to the height of the terminal arch. He provided high level estimates to put in the second floor. Of the options presented, the Board chose option 1 and 3 after a brief discussion and asked Mr. Williams to quantify the estimates.

*Mr Bodden is excused from the meeting at 4:00pm*

*The Board thanked Ms McRae for her presentation before her departure.*

**8. OPERATIONAL UPDATE – ALBERT ANDERSON, CEO**

**8.1. ORIA Terminal Main Signage.** - The signage options submitted by RS&H for the main "Owen Roberts International Airport" sign were reviewed. The Board suggested that we commission other options before making a decision.

**8.2. Arrivals Carousels Canopy.** Details of the proposed canopy coverage areas were outlined. Along with protection of the carousels from wind driven rains, the canopy provided coverage for other existing areas that could be used for other purposes in the future. [REDACTED]

S21(1)

(a)(ii)

**8.3. STANTEC Variations 1&2.** Stantec provides consultancy services for the upgrading and Extension of the Airfield Taxiway Turn Around/Partial Parallel Taxiway. The CEO outlined two contract variations and costs, for the Taxiway Turn Around/Partial Parallel Taxiway, Code E Parallel Taxiway from RWY 26 End to Taxiway Delta and Code C Parallel Taxiway from RWY 08 End to Taxiway Alpha. [REDACTED]

S21(1)

(a)(ii)

**8.3.1.** [REDACTED]

S21(1)

[REDACTED] Concerns were raised that CAA may not approve the jet blast wall and if this were the case, the CIAA would not need to lengthen Runway 08. The CEO advised that this was a significant change and the CIAA may have to go back to the Central Tenders Committee (CTC). The Board confirmed that they had no issues as long as the changes were in line with the CIAA's Master Plan and the CAA agreed. If the CAA discussion were favorable, they would approve the cost for the 30% drawings. (a)(ii)

**8.4. Banner Material.** A sample of the banner material was circulated. The Board advised that they had no objection based on the specifications.

***Mr. Roy Williams departs after the Board thanks him for this contribution to the discussions***

**8.5. 2018 Aviation Security Audit.** Air Safety Support International (ASSI) advised that there were seven level two findings and seven observations from its audit. All Corrective Action Plans (CAPS) should be completed by 15 Oct. 2018.

**8.6. GA Consultancy.** CIAA and WSP signed the Contract and work has begun.

**9. AOB**

**9.1. Employee Handbook.** The revised handbook will be presented to the Board from review. The CEO confirmed that the issue of Random Drug tests was now included in the handbook.

**9.2. CIAA/CAA MOU.** The MOU expired in June 2018 and is due to be renewed. Concern was expressed over the annual payment that the CIAA provides to the CAA and whether it was value for money. However, it was agreed that this was the cost of Aerodrome Certification and has to be paid.

**9.3. Access Passes for Board Members.** The security access pass for the Board expires on 30 August 2018. All members are required to complete a new application form, in addition to providing a police record and completing the CIAA's General Security Awareness Training. The Chairman suggested that since the Board did not normally use the access pass, they could forego renewing the passes. Should the Board require access to restricted areas, the CEO or Security Personnel would escort them.

**9.4. CAL & CIAA Board Meeting.** The Board agreed that there was a need for the CIAA and CAL's Boards to meet. The objective was to arrive at a mutual understanding and agreement.

**9.5. CIAA Bank Signatories.** With the passing of Mr. Nixon who was a signatory on the account, the Chairman proposed that the CEO add Ms. Vanessa Godfrey-Banks as a CIAA Bank Signatory to be used if the need should arise.

**10. ADJOURNMENT**

There being no further business, the meeting was adjourned at 5:30 pm.

  
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Mr. Thom Guyton, Chairman

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Ms. Nadine Ramsay, Secretary