



**CAYMAN ISLANDS AIRPORTS AUTHORITY (CIAA) BOARD MEETING MINUTES  
HELD AT OWEN ROBERTS INTERNATIONAL AIRPORT CONFERENCE ROOM  
ON 28<sup>th</sup> November, 2018**

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**BOARD MEMBERS**

**Present:**

Chairman: Mr. Thom Guyton  
Deputy Chairman: Mr. Joel Jefferson  
Chief Officer: Mr. Stran Bodden  
Director: Mrs. Vanessa Godfrey-Banks  
Director: Mr. Nathaniel Tibbetts  
Director: Mr. John Meghoo  
Director: Mr. Roy Grant  
Director: Mr. George Hunter

**Absent:**

Director: Mr. Charles Clifford

**Others Present**

Chief Executive Officer/Secretary: Mr. Albert Anderson  
Recording Secretary: Mrs. Martha Bush

**1. WELCOME**

1.1. A quorum being present, the Chairman called the meeting to order at 11:40am and thanked all Directors for attending.

**2. CONFIRMATION OF MINUTES**

2.1. The minutes of the meeting held on 30<sup>th</sup> October, 2018 were approved with minor amendments.

**3. MATTERS ARISING FROM PREVIOUS MINUTES**

- 3.1. **RFFS LOA:** CAA queried whether document disposal is in compliance with the FS Operation Manual. As it was not, a change is to be made to the document.
- 3.2. **Little Cayman:** Work still in progress – CEO requested to fast track
- 3.3. **Temporary Departure Tent:** To be re-advertised at a lower price
- 3.4. **Rubis/Sol:** CEO has offered a final period of 7 years and is now awaiting a response..
- 3.5. **Revenue Opportunities:** Workshop scheduled for Tuesday 4<sup>th</sup> December and Deloitte hopes to make a presentation by year end.
- 3.6. **Passenger Facility Charges (PFC):** Resolutions being presented for Board approval.
- 3.7. **Land Purchase:** No further progress.

- 3.8. **New Employee Policies Handbook:** Now in the final formatting stage.
- 3.9. **IATA Collection Framework:** Discussion to be held with IATA.
- 3.10. **CUSS (Common User Self Service Kiosk):** Terminals are now working but some issues still to be resolved as some airlines are still not on.
- 3.11. **Airport Partners Meeting:** As a courtesy, CEO and Chief Commercial Officer will be holding a meeting with FADS on Fri 30<sup>th</sup> November 2018.
- 3.12. **AVSEC:**
  - a) Board approval received for the 2 deviations; purchase order issued for razor wire installation on south fence.
  - b) Xray Screening Equipment has been delayed but reverse auction is due to take place this week.
  - c) CEO to produce required business cases and this will be monitored by the AVSEC Committee.
  - d) Airport Police Force – CEO to draft formal request
- 3.13. **CAL Meeting Update:** CEO spoke with the Minister and Chief Officer requesting a meeting on the outstanding debt and will be following up with them each week.
- 3.14. **Dividend Payment Request:** Proposal feedback received from the Ministry of Finance indicated they had accepted some of CIAA's comments.

*Director Stran Bodden arrived at the meeting*

#### 4. MONTHLY FINANCIAL REPORT – CFO Ms. Sheila Thomas

##### 4.1. Executive Summary:

- a) CIAA has been on a very good path in terms of financial performance against budget targets and improving steadily over the prior year.
- b) Since 2014 Aircraft Movement has shown a growth of 8% and Passenger Movement is up 18%.

##### 4.2. Expenses:

- a) Personnel and utilities costs are up due to growth in staff needs driven by expanded facility and security requirements.
- b) Contracted Services has increased due to the additional services to support passenger activity. ***The Board requested the CFO to segregate the Contracted Services and general expenses in the Financials.***
- c) 4.2.3. Overall the growth in expenses is offset by the increase in revenue.
- d) 4.2.4. Expenses are 1.5m better than budget.

##### 4.3. Balance Sheet:

- a) Cash is down on PY as more is being spent on capital development;
- b) Receivables are down primarily due to CAL payment;
- c) Property & Plant is up due to revaluation;
- d) Payables are better YOY;
- e) Overall in a much better position than same time last year.

##### 4.4.

S21(1)(a)(ii)

b)



S21(1)(a)(ii)

- c) CFO was requested to make a presentation listing each debt item e.g. Passenger tax, landing and parking fees and PFC etc., with ageing clearly defined. This is to be sent to the Chairman and Deputy Chairman.

*The Board thanked the CFO for her presentation*

**5. AIRPORT REDEVELOPMENT– Snr. Project Manager – Mr. Roy Williams**

**5.1. Construction Update:**

- a) Ceiling in main arch now being done
- b) Arrivals canopy expected to be completed by next week
- c) Meet & Greet area to be completed by next week
- d) Banners have been shipped and due 1<sup>st</sup> week in January

**5.2. Current Issues:**

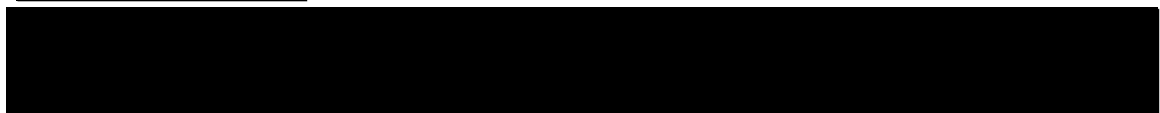
- a. Keeping within budget
- b. Maintaining Schedule to meet high season
- c. Resolution on wind tunnel test imminent.
- d. Attempting to get as many concessions in place before the season
- e. Getting furniture and Play Area equipment in place
- f. Departure Hall seating
- g. Landscaping approval
- h. Pricing on East End Baggage Arrivals Canopy
- i. 2<sup>nd</sup> level VIP Lounge decision to be made. *Lori to seek feedback from CLUB (a company who operates VIP Lounges) and a Board decision made on how far CIAA will go with the "fit-out" before putting it out to tender.*

5.3.  S21(1)(b)



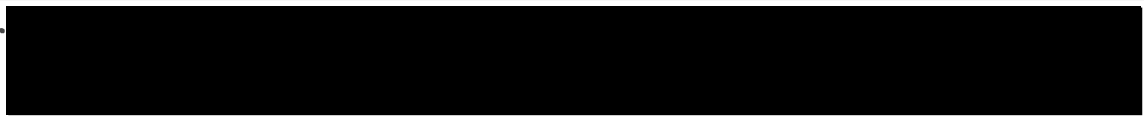
S21(1)(b)

5.4.  S21(1)(b)



S21(1)(b)

5.5.



S21(1)(b)

**5.6. Concession Update:**

- a) Decision has been made on the location of the Sir Turtle Lounge
- b) Island Companies anticipate early December opening
- c) Jacques Scott to open early January
- d) Tortuga Rum anticipated opening December 15

- e) Wendy's – moving toward 100%; scheduling for January opening
- f) Subway – moving toward 100%; scheduling for January opening
- g) Brew Hut anticipated opening early January
- h) Last Chance Souvenirs – at 60%
- i) Island Taste - no action

**5.7. Airside Projects Update:**

- a) 100% design drawings, including Taxiway E, scheduled for early December. Expect project award in April and work expected to commence in June
- b) CEO to draft a Board Paper on the two Runway Extension options and CIAA's recommended option. This is to be circulated to the Board for comments then onward to the Chief Officer for submission to Cabinet.

*Director John Meghoo was excused at 2:55pm*

**5.8. Little Cayman Airport:**

- CEO to prepare report with extracts from the Master Plan and include a draft Board Paper with CIAA's recommendation.

*The Board thanked the Senior Project Manager for his report*

**6. CIAA BRAND REFRESH - Rich Dyer – Massive Media**

- Following on from the previous presentation examples of the Logo, which is the foundation of the brand, was presented;
- Proposed 4 different colour schemes representing each of the brands being CIAA, Cayman Airports, ORIA and CKIA;
- Two Logo options presented. 1) Plane Motif and 2) Abstract Smile. Both options can accommodate the inclusion of Little Cayman Airport.
- Next steps – Board approval of Logo

*Director John Meghoo returned at 3:37pm*

**7. OPERATIONAL UPDATE – CEO ALBERT ANDERSON**

- 7.1. Airlines Routes Expansion** – American has announced a Chicago and Southwest announced seasonal service from Baltimore/Washington service commencing in June 2019 and Cayman Airways a Denver route. United expected to expand as well.
- 7.2. Revenue Growth:** Discussion ongoing with Deloitte on revenue enhancement. C-Suite to attend Workshop on Dec 4.
- 7.3. Aerodrome Certification:** Request for recertification for 2 years resulted in an extension up to 31<sup>st</sup> December 2018. Key issues were ATC Manning and CNS Certification.
- 7.4. ATC Manning:** Progressing on immediate plan to recruit 5 experienced ATCs. Discussion ongoing with Jamaica and Dominican Republic.
- 7.5. CNS Certification:** On track with approved plan due in March 2019.
- 7.6. Decision on CAO's certification** delayed until the Audit in April.

- 7.7. ICAO Annex 14 Aerodrome Audit of CKIA completed.
- 7.8. **Staff Head Count:** Holding at 198 since September with recruitment in progress for 14 posts.
- 7.9. **Health Insurance:** Renewal imminent with no increase in premiums envisaged.
- 7.10. Salary adjustments implemented in November's salary payment.

**8. AOB:**

**8.1. Resolutions signed:**

- 1) Establishment of Reserve Fund
- 2) Restricted use of PFCs

**8.2. Ambassador Programme:** In the next week will commence interviews for twenty (20) positions.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:20 pm.

  
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Thom Guyton-Chairman

  
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Albert Anderson-Board Secretary