

**National Roads Authority**  
**Minutes of the Thirty-Ninth Meeting of the Board of Directors**  
**held at the NRA Offices, 370 North Sound Road, George Town,**  
**Grand Cayman, Thursday, March 15, 2007 at 2:00p.m.**

**Present:** J L Hurlston Chairman  
Justin Wood  
Steve McField  
Debra Welcome  
Gina Ebanks-Petrie  
Edward Howard Acting MD  
Paul Parchment Acting Deputy MD  
Michael Barnett

Lois A. Hall-Vaughan Executive Secretary

**Apologies:** Troy Whittaker Deputy Chairman  
Dean Walton  
Gary Rankin  
Kenross Conolly

**Absent:** Frank McCoy  
Carson K. Ebanks

**1. Call to Order**

The Chairman called the meeting to order at 2:06 0p.m. and convened with a word of prayer.

**2. Minutes of previous meetings**

The Minutes of the meeting held March 01, 2007 were confirmed on a motion moved by (J. Wood) and seconded by (S. McField).

**3. Matters Arising**

**(i) General Report**

**a. Staff**

The Personnel Policy Manual review is near completion. Amendments have been requested by the NRA in areas such as severance pay, annual vacation, acting allowance and duty allowance.

- b. An advertisement for the post of HR Manager was placed in the two local daily newspapers and approximately seventeen responses received. Deadline for submission was March 2, 2007.

A new advertisement (previously advertised in December 2006) for the post of Senior Superintendent was also in the two local daily newspapers. Approximately six responses have been received. Deadline for submission was March 2, 2007.

The recruiting of the HR Manager and Senior Superintendent is currently being done with the assistance of the Deputy Chairman and Premier HR Management on the interviews.

It was also suggested that an in-house sub-committee be formed to conduct the hiring and firing of personnel for the NRA. Mr. Troy Whittaker is to head this committee.

- c. Mr. Parchment had previously raised the concern for additional staff and presented a list of additional staff required. These have been deferred pending the HR consultancy review.
- d. It was noted by the consultants (premier HR Management) that the Time Record System (TRS) is not being utilized by staff as it is difficult at times for the engineers to update the requested data time frame. Training is needed for this system to be implemented and work.

It was also noted by the consultants that the Programme Management Software is not being used. Staff has to be trained to utilize this software however the NRA is currently utilizing the Cartegraph software.

- e. It was noted that there is a need for monthly Staff Meetings as staff needs to be kept informed.

**(ii) Projects**

a. Paving

The remaining fifth lane on North Sound Rd., Chaucer Dr. in Midland Acres, the Esterley Tibbetts Highway are on the short list to be done for Feb/Mar 07 as well as the Windward & Leeward Dr. North Sound Estates which requires base work to raise it approximately eight inches prior to paving.

b. Paving/Kerbs/Drains – Roundabout, Elgin Ave/Connector Highway

The roundabout has been assigned to Cayman National Bank. Approval has been given for landscaping and CNB is to liaise with the NRA to do the contract.

c. Esterley Tibbetts Highway Extension

The design has been done and tenders for the building of the crash wall by Buckingham are to be done. However there are concerns with the design and these are being looked into by Mr. P. Ogden. Guard rails for this project are currently on the island. It was noted that additional funds may be required to do the crash wall.

Approval was given by the Board for the NRA to engage the services of ARCP and Lalev Construction to complete the kerb works. Mr. S. McField reviewed the contracts and minor amendments were made prior to signing. Work on the kerbs is

proceeding as planned. The section between Lime Tree Bay roundabout and Safehaven Rd. intersection adjacent to the Ritz bridge will soon be ready for hot mix paving.

Paving is expected to be done (expected to commence the last week of February 07) when the kerb works are completed.

It was noted that the ground is settling by Canal Point which was expected.

d. Lower End of The Bay

The preliminary engineering design from APEC and costing were received (the preliminary estimate in the \$3 – 4 mil range) and forwarded to the Minister. The Minister has opted for the sheet pile wall design and the NRA has been instructed to liaise with PWD for information on companies through which sheet piles can be pre-ordered. These have been ordered with the estimated cost \$684K landed. Delivery is approximately 3 weeks from the USA.

The Ministry is considering an alternate strategy for the seawall that includes the procurement of sheet pile material using available \$1mil in the FY06/07 budget. However if a supplement (approx. \$2mil) is not granted by Cabinet for the project, construction will have to be delayed until July 07 as part of the FY07/08 budget.

APEC consultants are expected to deliver the Bill of Quantities and estimate for wall construction the week of February 19, 2007.

e. Retreat – Board of Directors/Senior Managers – Org. Review

The Executive Secretary continues to liaise with Premier HR Management in the conducting of this review and it is progressing very well.

Messrs. Howard and Parchment is to do a prioritizing and costing on NRA Management issues.

f. The Road Plan

It was noted that a three (3) year Road Plan has been done and attempts are being made for presentation to the Minister. It was suggested that an invitation be sent to the Minister to attend a Board Meeting specific for the presentation of this Plan (after a presentation to the Board) for approval). For this presentation it was suggested to begin with the project for the next budget cycle and proceed from there.

g. East /West Arterial

The majority of the estimated aggregate needed for this project has been stockpiled to date at a temporary stockpile, a government site next to Prospect Primary School off Poindexter Rd. Shot rock and other aggregate now arriving steadily. It was suggested that a

check be done as to how much soil is being removed as per pending compensation.

Clearing continues now in two directions simultaneously. One excavator clearing west towards Durty Reids and the other excavator nearly finished clearing eastward to Hirst Road. NRA crews should be at Hirst Road (ending point) within a few days. Overall the project is on target to meet the June 07 deadline.

Two reports were received for the excavator that went down. There is an apparent discrepancy in the individual reports as to who was instructed to attempt to remove the excavator when it was partly lodged in the hole. It was suggested that disciplinary action be taken (a warning letter to both employees involved).

Orth Rodgers design engineers on this project have submitted the first of several expected sets of engineering design drawings for the roadway and intersections. The NRA is reviewing these drawings for compliance.

It was noted that this proposed road was realigned and now goes through the Salina Reserve which is a major concern for the Department of Environment (DOE). A plan from Lands & Survey received by the DOE has raised concerns and a copy of the response has been requested to be forwarded to the NRA.

h. Parker's Parking area – North Sound Rd.

It was noted that there is an urgent need to look at this parking area and the effect it has on this intersection. This was discussed with senior police officials at the Streetskill meeting held on Jan 22, 07. It was agreed that this should be considered more of a police enforcement issue given that the Traffic Law forbids reversing of vehicles on to the main road. The NRA is to look at engineering design solutions that could potentially be used to eliminate this problem. Any recommended resolution whether police enforcement or engineering design will require coordinating with the owner.

i. Savannah Gully

The Minister has given the ok for the construction of a seawall on the ironshore in areas where the seawater breaches the ironshore and finds its way into the natural gully formation. Watler & Hislop and Cayman Engineering & Survey have fully completed fifteen boreholes trials in order to determine the composition of the rock and substrata in various locations. These samples which were sent to a certified lab in Florida have been received. Borehole data indicates a number of subsurface cavities in the ironshore formation that could alter the design of the wall. The findings and new strategic plan is to be presented to the Board and the Minister by Orth Rodgers sometime in March 07.

It was noted that the NRA has exhausted allocated funding for the design services phase of the gulley project and are now overly cautious about proceeding into the third and final phase which is the construction phase as the Minister's promise of funding has not yet been fulfilled.

It was again noted that this project has been referred back to the core of Central Government to be done as a consultancy project and has been subsequently placed under the NRA as a project.

It was suggested that Dart be contacted for their input in the construction of the seawall.

j. Road Fund

It was suggested that a request be made to the Minister to seek an amendment to the law to turn over this fund to the NRA for management and investment control. It was also suggested that management follow up on the collection of revenue.

It was also suggested to incorporate the revenue and expenditure side of this in the Annual Report 05-06. It was noted that the NRA must be organizationally structured to manage this fund.

It was again noted that the assts of the NRA need to be vested by the Governor.

k. North Sound Rd. Expansion

Four of five lanes now paved and striped.

Work is being done on the minor design alteration on the Portland Rd. junction with North Sound Rd.

CUC is currently installing underground electrical ducts (expected completion by March 07). The NRA is expected to proceed to prep for paving of remaining unpaved lane before March 15, 2007.

Work to be done for Industrial Services & Equipment Ltd. includes paving and stripping of parking lot and the moving of the store front to the side.

l. Streetlight Inventory

The data collection is now complete and being imputed on a spreadsheet for presentation to the Board.

It was suggested that cat eyes be placed in areas that are dark e.g. Spotts to Pedro. This has been requested by both the Police and motorists.

m. Proposed Widening of road by Lions Centre

Surveying and preliminary design was done for this project. The next step will be the gazetting of the land required for the widening.

n. NRA Annual Report – 04/05

The final draft of this report has been reviewed by the Chairman and is now with the Actg. MD for final review. If satisfactory it will be forwarded to the Minister for presentation to Cabinet.

The Annual Report for 05/06 is currently being drafted and is expected to be ready by April 07.

o. Airport Rd. intersection

The preliminary design (with sidewalk, turn lanes, medians) completed on the proposed new roundabout. Some gazetting/land take is required for this project. The issue with drainage is still being worked on as this project requires connecting drains. It was noted that this was initially a catchment area which has now disappeared. The preliminary costing is being done and is expected to be presented to the Minister the week of February 5, 07. The Board will be updated on the progress of this project.

It was suggested that the NRA request the Stormwater Management Committee be re-established to look at this project and report its findings to the Board.

p. Accommodation of NRA Staff

The need to get the testing lab (mobile) functioning as soon as possible to ensure quality control of materials was noted. Also the need for a Sign Shop with machines for making signs (which are currently being imported). The possibility of utilizing a warehouse temporarily was suggested.

Mr. Paul Parchment informed members of the various land sites which were available/not available for the possible relocation of the NRA offices. However he pointed out that PWD is in the process of extended their offices and this will also extend the NRA offices (the entire office will be located upstairs) and the decision needs to be made to extend or relocate.

q. Lawyer services for NRA

The Chairman enquired how would the Board go about hiring the services of an efficient, cost effective lawyer (e.g. for contracts)? It was suggested to hire on a case by case basis and this be looked at again when the organizational review is completed.

r. Change of Director

It was noted that Board Director Mr. Frank McCoy has been absent from a number of meetings without explanation. The Chairman has requested Mr. Carson Ebanks to speak with the Hon. Minister with a view to a replacement.

s. Traffic Count

A proposal was presented to the Board for the much needed traffic count on the islands. It was suggested that another quote be acquired for review by the Board.

t. NRA Website

The website currently being done and is expected to go live (be interactive) by the end of March 2007. This website has the potential for communication and provided information to the public and it was suggested that it could be utilized to create a monthly Newsletter for the NRA staff as well as provide a customer link to the website and information to motorists on how to use the roads especially roundabouts. A press release is to be done when the website goes live.

u. NRA Compound inspection

An inspection was done by Board Director Gary Rankin of the NRA compound and the following points were noted:

- Bush cutting to be done
- Derelict vehicles (possible private vehicles) on the compound
- Paint machines not in use
- Signs in the Signs & Lines shed to be organized
- Two bathrooms at rear of compound out of order
- The area for washing company vehicles needs to be paved
- No garbage bins on compound
- Some members of the road/field crews not in uniform

It was noted that the compound has never had a receptacle bin, however this will be requested from the DOE. A light clean up of the compound was done.

In regards to the derelict vehicles a list was made of these vehicles on the compound and notices given to the owners to remove these vehicles. As for the Government's derelict vehicles, it was suggested to get these condemned and noted as a write off on the balance sheet.

Bathrooms and a lunch room are currently being designed for staff.

ID's were done for the members of the Board the second week in March 07.

It was noted that promotions/hiring are not to be done without the Board's knowledge.

It was suggested that the NRA has its own long service award.

In regards to the responsibility of company vehicles, standard guidelines should be set for all employees operating company vehicles.



In-house training is needed for various members of staff.

It was suggested that the NRA logo be placed on the high visibility vests that the road/field crews wear.

4. **Financial Report**

Copies of the Financial Statement were circulated to members for review and comments. Assets and liabilities were indicated.

In regards to the payment of suppliers, it was noted that funds was received late from the Ministry hence payment to suppliers was delayed. It was suggested the need to look at the presentation of a full set of Management Accounts instead.

Copies of the revenue breakdown for the fiscal year 06-07 were circulated to the members for review.

An Internal Audit of the NRA is currently being done with expected completion by the end of May 2007.

5. **Other Business**

1. Proposed Projects for 07/08

- a. The proposed extension of the Linford Pierson Highway.
- b. Expansion of the Bobby Thompson roundabout
- c. Extension of the Linford Pierson Highway west to Walkers Rd. (coming out just in front of Home Gas) with a second roundabout by the University College for access to the college and high schools.
- d. Plan for the proposed widening of Hell Rd. at the request of the Hon. Minister (to be done by July 07). It was noted that both the Board and the NRA feels that this request can be delayed as it will affect work on the East/West Arterial and it was suggested that the Board points this out to the Hon. Minister.

2. Elgin Rd.

It was noted that with the proposed construction of the new Government Buildings and the present construction the new Walkers Building if there is a plan to widen Elgin Rd. The NRA has not been yet consulted and this should be a part of the Roads Plan.

3. Paving Projects 07/08

Paving of all roads in George Town are expected to be done.

4. **Amendment:** Request to attend course – Paul Parchment & Steve McField

A request was made by Mr. Parchment to attend the University of Birmingham to do two modules dealing with road finance and management. The Chairman was concerned with the time Mr. Parchment would be absent with projects currently being done and who would fill in for him. If the critical areas of the projects can be covered and the Senior Superintendent post is in position with the assurance that his absence will not affect the work and completion time of projects then it is possible that



approval will be given. This was reviewed/discussed by the Board and approved.

5. Request to do Landscaping services for the NRA

A request was sent the NRA to provide landscaping services. It was suggested that a costing be provided for these services then possible negotiations can be done.

6. Blasting/Explosion Permit requests

It was noted that these permits were usually granted by the Chief Engineer (Mr. Scott's title when he worked with PWD). Mr. Scott continued to do this, however in his absence the Actg. MD is not sure who is to do so. It was suggested that this be referred to the Attorney General with the suggestion that the Government establish an office to deal with these requests. It was also suggested that an engineer accompany Mr. Peter Ogden when he goes away for recertification of his explosion/blasting license.

7. Letter re Blk 68A Sec 23 (1) of the FOI Law (2015 Revision)

Letter d/d 28.02.07 received from Giglioli & Company re the abovementioned lot which is by High Rock was discussed. It stated that the NRA had trespassed on the land in order to conduct repair work on the guard rail. It was noted that the NRA should have informed Sec 23(1) of FOI of the time and date of the proposed work prior to going on the land.

8. Complaints Commission

A report (published in the Caymanian Compass) was done in which it was noted that there are currently issues with customer service provided by various Government Departments. The NRA was mentioned among other departments in this report as having poor customer service. As incoming correspondence is not tracked completely it is suggested to utilize the Computer Services Mail Registry.

9. NRA Ownership/Purchasing Agreement 06/07

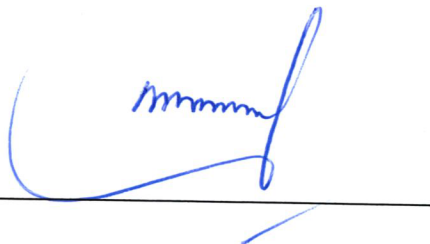
The NRA Management was issued instructions by the Chairman to pay specific attention to this agreement in regards to amendments. It was noted that any amendments (i.e. additional road works requests not stated in the original agreement) are to be filed as a formal document to the NRA Board of Directors prior to being done. This is to ensure payment.

5. Next Meeting

The next meeting is scheduled for April 05, 2007 at the NRA Offices.

6. Adjournment

The meeting was adjourned at 3:51 pm.



Signature  
Board Chairman  
Confirmation of Minutes – 15.03.07  
Date: 05.04.07

Signature  
Executive Secretary  
Seconded: Confirmation of Minutes  
Date: 05.04.07