



BERMUDA
Airport Authority

Representing Bermuda's Aviation Interests

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Vision:

A world-class international airport experience

Mission:

To ensure safe, efficient and sustainable operations

Core Values:

Safety & Security
Accountability
Professionalism
Honesty
Respect

Chairman's Message

On behalf of the Bermuda Airport Authority's Board of Directors and staff, it is my pleasure to introduce *who we are, what we do and why it is important*.

Established on 2 March, 2017, by the Bermuda Airport Authority Act 2017, we are a quasi-autonomous non-governmental organisation (quango), and the owner of the L.F. Wade International Airport. The Bermuda Airport Authority (Authority) oversees the management, operations and redevelopment of the airport and has direct responsibility for the delivery of Air Traffic Control, Bermuda Weather Services, Ground Electronics Services and Airport Rescue and Firefighting services. The Authority is also responsible for regulating passenger fees.

A principal responsibility of the Airport Authority is to protect Bermuda's interests in the Public Private Partnership with Bermuda Skyport Corporation Limited and ensure that contractual value is delivered. The Authority achieves this by monitoring safety, performance, quality and efficiency.

The Bermuda Airport Authority successfully assembled the necessary resources to carry out its mandate in order for operations to commence instantly following passage of the legislation in March 2017. Under the guidance of a highly experienced, talented and dedicated all-Bermudian Board and Chief Executive Officer, we have been building the capacity required.

As the overseer of one of Bermuda's largest infrastructure projects, we are committed to openness, transparency and regular reporting. Our Public Access to Information (PATI) statement has been developed and a process is in place for requests. An Interest Register for Board members has also been established and is available for public view.

This booklet provides a general overview of the responsibilities of the Bermuda Airport Authority. On behalf of the Board, management and staff, be assured, we are committed to our mandate and to frequent reporting to the Bermuda Government and the people of Bermuda.



Lawrence Scott, JP, MP
*Chairman
Bermuda Airport Authority*



Lester Nelson

Chief Executive Officer

Letter from the Chief Executive Officer

In the short time since its formation, the Bermuda Airport Authority has met the early challenges of fulfilling its requirements as a start-up organisation.

I am pleased to report that we have in place a solid team of professional staff who provide the technical, financial and management expertise we need to ensure the redevelopment of the airport is delivered on budget, on time, and within the quality specifications contained within the Project Agreement. We have developed a four-year strategic plan to provide the Board and staff with a roadmap, a common purpose and common goals to deliver the Bermuda Airport Authority's mandate.

We are responsible for overseeing the redevelopment of the airport terminal and its existing operations during the 40-month construction phase, as well as operations of the new facility for the following 26 years. We also have direct responsibility for mission critical services including; Air Traffic Control, Weather Services, Ground Electronics and Airport Rescue and Firefighting Services.

We are building a culture where safety and security are at the centre of everything we do. We are committed to best industry practices in financial, operational and human resource management. As a start-up organisation, we are developing policies and procedures to guide our operations and ensure efficiency and effectiveness. Our strategic plan includes reviewing our technical services business models, finding ways to reduce operating costs and identifying new revenue opportunities by commercialising assets, where possible.

I look forward to working under the Bermuda Airport Authority Board's direction and with our dedicated professional staff as we execute our strategic plan for the benefit of the Government and people of Bermuda.

Organisational Capacity

The Bermuda Airport Authority has quickly built itself from a start-up position to a functioning quango fulfilling its legislative mandate.

The Authority commenced operations in March 2017 with the appointment of an all-Bermudian Board and Chief Executive Officer. Within a short period of time, three highly qualified Bermudian Staff Directors were recruited to lead Airport Service Delivery, Airport Redevelopment and Oversight, and Finance and Administration. The Authority's Director, Public Private Partnership (P3) Contract Management has been seconded from the Bermuda Hospital's Board, and brings extensive experience in managing P3 contracts in the United Kingdom to the Airport Authority.

The airport redevelopment project is Bermuda's second public private partnership and one of the largest infrastructure projects in Bermuda's history. The Director of Public Private Contract Management works with Legal, Quality Assurance and Operations specialists to ensure all contractual obligations in the Project Agreement with Bermuda Skyport Corporation Limited are met within the agreed to specifications.

Airport Service Delivery is responsible for Air Traffic Control, Weather Services, Ground Electronics and Fire and Rescue Services. Airport Redevelopment Oversight is responsible for ensuring the redevelopment of the air terminal meets technical specifications and that the existing airport facility is adequately maintained on a day-to-day basis. The Authority, as the owner of the L.F. Wade International Airport, wasted no time in developing its strategic plan to safeguard one of Bermuda's most valuable assets and ensure that Bermuda's interests are front and centre as the facility is redeveloped. The Authority is also focused on adding value to the services it directly delivers.

The Bermuda Airport Authority is committed to fairness and transparency and, as an early priority, developed its Public Access to Information (PATI) statement. The Board also formed a Diligence Committee to oversee the development and processing of Requests for Proposals (RFP) for highly qualified, and technically proficient, internal and external resources. Building organisational capacity continues as the Authority fully establishes its office, recruits support staff and develops its processes and procedures to align activities with its strategic plan and overall mandate. As the Authority is building organisational capacity, its focus is on employing Bermudians and offering training and bursary opportunities for highly skilled positions.



Public Private Partnership

What it means? ▶ A Public Private Partnership, commonly referred to as a P3, is a long-term performance-based agreement to develop public infrastructure, usually between a government entity and the private sector. In P3 agreements, the private sector party typically assumes design, construction and maintenance risks and ensures the effective performance of the infrastructure asset from the design and construction phase to the long-term operational phase. Remuneration is typically linked to performance as set out in the Project Agreement.

The Project Agreement ▶ The Project Agreement is the legal contract between the public sector party and the private sector party. The term of the L.F. Wade International Airport Project Agreement is 30 years from the date that it was signed - 15 March 2017 to 15 March 2047.

Who are the contracting parties? ▶ The Bermuda Airport Authority is the public sector party to the Project Agreement. The Authority is a quango representing the interests of the Government of Bermuda and is the owner of the L.F. Wade International Airport. Bermuda Skyport Corporation Limited (Skyport) is the private sector party to the Project Agreement.

The role of Skyport ▶ Skyport, a wholly owned subsidiary of Aecon, is responsible for delivering the new airport terminal building as well as the operation and maintenance of the existing airport facility. Following the completion of the new airport terminal building, Skyport will be responsible for its ongoing operation and maintenance.

The role of the Bermuda Airport Authority ▶ The Authority oversees Skyport's performance in the design and construction of the new airport terminal building. The Authority also oversees Skyport's operation of the existing airport facility during the 40-month construction period. The Authority will retain oversight of Skyport's operations and maintenance of the airport for the duration of the Project Agreement following the completion of the new airport terminal building.

How the Bermuda Airport Authority provides oversight on behalf of the Government ▶ The Authority is comprised of a team of professionals with technical, financial and airport management expertise, including internal and external resources who are extensively experienced in P3 contract management and the aviation sector. The Authority will carefully manage the Project Agreement to ensure quality assurance and compliance with specifications, design and construction protocols and will hold Skyport accountable for meeting its contractual obligations.



Redevelopment Project

Activities of the Airport Redevelopment Unit are at the centre of the Bermuda Airport Authority's mission: *To ensure safe, efficient and sustainable operations*. The Airport Redevelopment Unit provides technical oversight of the existing and new airport terminal construction and operations.

The redevelopment of the L.F. Wade International Airport terminal is a 40-month project. In addition to the new two-story airport terminal building, the project includes expansion of the airfield for aircraft parking and a landscaped entrance featuring endemic flora and fauna.

As overseer of the new airport terminal development, the Authority reviews design submittals and monitors construction to ensure that contractual obligations are met as set out in the Project Agreement. With the support of the Technical Committee of the Board, a committee that includes two professional engineers and a retired Director of Civil Aviation, the Authority focuses on the detail of all technical specifications and quality assurances for compliance.

The Authority's technical staff work with independent professional specialist consultants, as required, to verify financial compliance and provide assurance that contractual specifications are being fulfilled within the timelines, budget and quality standards.





Retained Government Services

The Bermuda Airport Authority Act 2017 transferred responsibility for the delivery of air traffic control; communications, navigation and surveillance; meteorological services and airport rescue and firefighting services at the L.F. Wade International Airport to the Bermuda Airport Authority. Collectively referred to as Retained Government Services, these activities were formerly the responsibility of the Government Department of Airport Operations which ceased operating when Bermuda Skyport Corporation Limited assumed the day-to-day operations of the airport.

Retained Government Services are provided by vendors under contract with the Authority. Air Traffic Control, Ground Electronics and the Bermuda Weather Service operate under contract with CI² Aviation Bermuda Limited, and airport rescue and firefighting services are provided under an agreement with Bermuda Fire & Rescue Service. The Bermuda Airport Authority oversees the delivery of these services on behalf of the Government of Bermuda ensuring performance meets contractual agreement standards and relevant regulatory requirements.

In addition to ensuring that the Retained Government Services meet aviation safety and regulatory requirements, the Authority is responsible for ensuring efficient performance against contract deliverables. This is managed through the development and application of key performance indicators, the assessment of risk, proactive asset management and identification of cost reduction opportunities.

The Authority is also responsible for ensuring compliance with a longstanding Memorandum of Cooperation between Bermuda and the U.S. Federal Aviation Administration (FAA). Established in 1995, the agreement facilitates mutual assistance between the U.S. and Bermuda regarding Bermuda operations and maintenance of FAA-loaned equipment used for communications, navigation and surveillance of air navigation services around and above Bermuda.

Board of Directors



Lawrence Scott, JP, MP

Lawrence Scott attended public and private schools in Bermuda and later, Florida Air Academy High School where he was Ranking Officer in Charge of Supplies. Mr. Scott studied at Embry Riddle Aeronautical University and Lynn University, where in 2004, he received a Bachelor of Science Degree in Business Administration with a concentration in Aviation Management and Flight Training.

Returning to Bermuda in 2004, Mr. Scott worked as an Operations Officer with Aircraft Services Bermuda. In 2006, he joined JetBlue Airlines and attained the role of Supervisor of Operations, a position he held until 2016.

Mr. Scott has continued to pursue further pilot ratings. He is a trained First Responder by St. John's Ambulance. He is also a Mentor for a Boys' Club and encourages youngsters to pursue their passions, whatever they may be.

Mr. Scott was elected to the House of Assembly in 2012. He was successfully returned to the House in 2017 to represent Constituency 24, Warwick South East.

Mr. Scott is a committed family man devoted to public service.



Andrew D. Parsons, MBA, FCPA, FCA

Andrew Parsons began his career as an auditor with Touche Ross in 1983. He transitioned to Bermuda Electric Light Company Limited (BELCO) where his 23-year career evolved from Senior Financial Accountant to President.

Other professional affiliations include his role as past President of the Institute of Chartered Accountants of Bermuda, previously having served as Chair of the Public Awareness Committee, Secretary and Vice President. Mr. Parsons was Treasurer of the Bermuda Chamber of Commerce and a member of the Chamber's Executive and Management Committee.

Currently, Mr. Parsons is a Director of Harbour International Group of Companies. He is also a Director and the Chair of the Audit Committee of Clarien Bank Limited and a Director of Bermuda International Shipping Limited.

Mr. Parsons is President of the Bermuda Scout Association and has served as Chairman of the Duke of Edinburgh Award Scheme of Bermuda and Executive Committee member of the Bermuda Junior Golf Association.



Judith Hall-Bean, OBE, MIPM, CloD

Judith Hall-Bean brings a wealth of Human Resource, Leadership and Public Service management experience to the regulatory functions of the Bermuda Airport Authority.

A retired civil servant, employed by the Bermuda Government for almost 49 years, Mrs. Hall-Bean served as Director of Personnel Services, the Permanent Secretary Ministry of Health and as Director of Tourism. She retired in September 2013 as Assistant Secretary to the Cabinet, (Deputy Head of the Civil Service). Her primary duties as Deputy Head of the Civil Service included management and oversight of the administrative and management functions related to recruitment, selection, industrial relations, retirement and training for all Government Departments.

Mrs. Hall-Bean is a qualified Human Resource professional. She holds post graduate qualifications in Personnel Management and graduate membership in the Institute of Personnel Management, which she attained in 1981. Mrs. Hall-Bean recently successfully completed the required examinations for a Certificate in Company Direction with the United Kingdom Institute of Directors.



Ian D. MacIntyre

Ian MacIntyre has extensive experience in active flying, civil aviation regulation and safety oversight. He served eight years with the Royal Air Force as a pilot flying duties in the Middle East. Awarded "Campaign Service" decoration for South Arabia service, he retired in the rank of Flight Lieutenant.

Mr. MacIntyre was Co-Pilot and, later, Captain on Learjet and Gulfstream aircraft owned by a Bermuda-based company. He holds a United Kingdom Commercial Pilot Licence and United States Federal Aviation Administration Airline Transport Rating.

Director of Bermuda Civil Aviation until retirement in 2008, Mr. MacIntyre led the transition of UK regulatory oversight of the Overseas Territories (OT) following the International Civil Aviation Organisation's Universal Safety Oversight audit of the UK in 2000. As a result, the UK Civil Aviation Authority formed Air Safety Support International (ASSI) to regulate OT aviation activities. Mr. MacIntyre served as a Director on the ASSI's Board for six years. He was also Policy Advisor to the Bermuda Ministry of Transport for three years; including working with Airport Operations.

Board of Directors *continued*



Robert B. Steynor, C. Eng

Robert Steynor retired from Bermuda Electric Light Company Limited (BELCO) in January 2016, as Senior Vice President Fuels, Logistics, Environment and Safety, after completing a successful engineering and management career of 32 years. He was involved in all aspects of power generation, transmission and distribution, including operations, maintenance, technical support and administration. He is a Chartered Engineer and a member of the Bermuda Association of Professional Engineers and Institute of Mechanical Engineers in the United Kingdom.

Prior to joining BELCO in 1983, Mr. Steynor completed his education and training in Canada at Mount Allison University and Nova Scotia Technical College. He also worked with Combustion Engineering in Ottawa, Ontario.

Treasurer of Sandys Parish Council, Mr. Steynor also serves on the Bermuda Church Society Business Committee and is Chairman of the Properties and Capital Development sub-committee. He is Chairman of Sandys School House Trust and Past President of Bermuda Association of Professional Engineers.



Marshall E. Minors, B. Eng, P. Eng

Marshall Minors has extensive background in infrastructure maintenance and engineering. He is currently Vice President for Facilities Management, Engineering Services, Property Management and Hotel Services for the Bermuda Hospitals Board (BHB).

During his career, Mr. Minors worked within various sections of Engineering at the Ministry of Works. In 1994, he transferred to the Bases Transition Office as part of a team to transition the former United States Navy Air Base into a civilian airport. From 1995 to 1998, he was the Manager of Maintenance & Engineering for the Department of Airport Operations and served as Acting General Manager from 1998 to 2001. In 2001, Mr. Minors formed Bermuda Building Services Company, specialising in Facilities Management, and served as Managing Director until 2012.

Mr. Minors holds a Bachelor of Engineering Degree in Civil Engineering from the Technical University of Nova Scotia. He is on the Board of Governors of Bermuda College, the National Sports Centre Board of Trustees, President of the Bermuda Shrine Club and a former Common Councillor for the Corporation of Hamilton.

Management Team



Lester Nelson

Lester Nelson was appointed as the Bermuda Airport Authority's first Chief Executive Officer in March 2017, where he leads a team of professionals to oversee the operations, management, maintenance and redevelopment of the L.F. Wade International Airport. The Bermuda Airport Authority is also responsible for delivering air traffic management, weather services and crash fire rescue services and for regulating airport fees and charges.

Mr. Nelson is an active commercial pilot with more than 25 years' experience in aviation and business management. He has served as Manager of Air Operations and Acting General Manager of the Department of Airport Operations. Prior to joining the Authority, Mr. Nelson was a Business Manager at Bermuda Hospitals Board where he was responsible for executing the Estates and Facilities Department's strategic business plan and managing compliance with finance, risk and governance processes. He also served as a Commercial Banker at HSBC where he delivered banking and working capital solutions to Bermuda's largest businesses.

Mr. Nelson is a graduate of Embry-Riddle Aeronautical University and has an MBA from Smith School of Business at Queen's University. He serves on the Vestry of St. Mary's Church and has been a YouthNet mentor.



Wendell Burchall

Wendell Burchall, Director, Airport Redevelopment Oversight, has over 40 years' local and international experience in the aviation industry. His aviation career began at London's Heathrow Airport where he worked with BOAC/British Airways to achieve his engineering qualifications. He returned to Bermuda in 1978 and worked as an Overseas Station Engineer. In 1984, Mr. Burchall joined Saudi Arabian Airlines, Royal Fleet as Senior Licenced Engineer.

Prior to joining the Bermuda Airport Authority, Mr. Burchall was Manager, Maintenance and Engineering at the Bermuda Department of Airport Operations (DAO) for 18 years. Mr. Burchall had primary responsibility for ensuring the L.F. Wade International Airport's complete infrastructure was sound and fully operational at all times. This included overseeing a wide range of maintenance and engineering services, including airport power, infrastructure, and capital and minor works projects.

In addition to DAO projects, Mr. Burchall has also worked closely with other Government Ministries providing maintenance and engineering services and support on several projects.



James Campbell

James Campbell, Director, Public Private Partnership (P3) Contract Management, has over 25 years' of project management experience including working with the National Health Service in the United Kingdom and ten years with the Bermuda Hospitals Board (BHB).

In 2006, Mr. Campbell established BHB's capital planning and project management function where he successfully delivered several capital renovation projects. Beginning in 2009, he led the planning and procurement of the new acute care wing at King Edward VII Memorial Hospital under a P3 delivery framework. It was Bermuda's largest ever infrastructure project and its first P3. The project achieved commercial and financial close in 2010. Mr. Campbell then led the construction phase of the project on behalf of BHB. The project was successfully completed in 2014, after which Mr. Campbell led P3 contract operations for three years.

Mr. Campbell holds a Bachelor's Degree (Hons) in Mathematics from Heriot-Watt University, Edinburgh, Scotland and a Post Graduate Diploma in Project Leadership from Lancaster University, UK.



Carlos C. Lee, MBA, CPA, CGMA

Carlos Lee, Director, Finance and Administration, is a Bermudian Certified Public Accountant with more than 30 years' experience in the Bermuda international business and regulatory environments, including serving as Deputy Director, Licensing & Authorisations at the Bermuda Monetary Authority and the Director of Finance and Operations for Attorneys' Liability Assurance Society (Bermuda) Ltd.

Mr. Lee was with the ACE Group of Companies for 19 years, until 2006, progressing to the position of Vice President, Finance of ACE Tempest Reinsurance Ltd. and Group Controller of the ACE Global Re segment. Prior to joining ACE, he was an auditor and management consultant with Coopers & Lybrand, Bermuda.

Mr. Lee has an MBA from York University in Canada and earned his Bachelor of Arts (Honours) degree in Economics from Queen's University in Canada.

Mr. Lee has provided service to a number of Boards, including the Bermuda Olympic Association, YouthNet, Warwick Academy, the Institute of Chartered Accountants of Bermuda and several Bermuda Government boards.



Jamie Sapsford

Jamie Sapsford, Director, Airport Service Delivery, is an aviation industry management professional with over 20 years' experience in regulatory compliance, aviation safety, corporate risk, product and service quality, occupational health, safety and environment, and large contract management. He is a qualified ISO 9000 series lead auditor, private pilot and air traffic controller.

In 1995, Mr. Sapsford became one of the first local air traffic controllers at the L.F. Wade International Airport and, in 2001, assumed the role of Air Traffic Control Services Manager. In 2007, Mr. Sapsford was appointed General Manager of BAS-Serco's aviation division, overseeing the primary aviation services contract at the airport, including air traffic control, air traffic engineering, meteorological and weather services and airport infrastructure maintenance services. He is a graduate of Kingston University, Surrey, United Kingdom. Mr. Sapsford is also an elected Councillor of the Corporation of St. George having served since 2013.



Michele Bean

Michele Bean, Director Designate PPP Contract Management is a Certified Management Consultant with over 20 years' experience in project management and consulting. She has worked with the Government of Bermuda and within the banking, insurance and energy industries. Ms. Bean served as Fuels Marketing Specialist for Sol Petroleum Bermuda Ltd., formerly Esso Bermuda. During her 13-year tenure, she provided analytical and planning support to the Country Manager, Regional Finance Hub and Regional Support Centres.

Ms. Bean managed the Bermuda Office of Flextronics Global Procurement Ltd., as Chief Operating Officer from 2002 to 2004 having advanced from Senior Commodity Analyst. Her career also includes experience as Assistant Vice President Information Systems (Business Analysis) at the Argus Group of Companies, Special Projects Officer for the Registry General, Management Services Officer for Management Services, both within the Government of Bermuda, and as Banking Administrator at the Bank of Bermuda Ltd.

Ms. Bean has a Master of Science, Business Administration & Management from Boston University and a Bachelor of Arts, Honours from Richard Ivey School of Business, University of Western Ontario, Canada.



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