Naples Airport Authority: Workshop Meeting Minutes

Thursday, March 5, 2026

The meeting was called to order by Vice Chair Cavanaugh at 8:30 a.m. in the Airport Office Building Conference Room, 200 Aviation Drive North, Naples, Florida.

A. Roll Call

Commissioners present were Terrence W. Cavanaugh, Chair; John Crees, Vice Chair; Robert P. Burns; Michelle Arnold; and Ralph Alberto. A quorum was present. Also present were Christopher A. Rozansky, Executive Director; William L. Owens, Esq., Authority Attorney; Mina Merkel, workshop facilitator; Peter Kirsch, aviation counsel; and members of the Authority's team: Mr. Lobb, Mr. Warriner, Mr. Gray, Mr. Brown, Mr. Carballo, Ms. Zadorecky, Mr. Fagan, Ms. Wiggins, Mr. Marlowe, Ms. Acosta, Ms. Johenning, Ms. Le Duc, Ms. Sarcona, Mr. Estrada, Mr. Gamboa, Mr. Herman, Mr. Nan, Mr. Garces, Mr. Hill, Mr. Greve, and Ms. Jaramillo.

B. Pledge of Allegiance

The Chair led the Pledge of Allegiance.

C. Agenda (Add, delete or re-sequence items)

Executive Director Christopher A. Rozansky advised that one revision to the presentation materials had been provided after publication: an additional slide addressing a liaison concept with the City Council was added to the PowerPoint.

D. Public Comments (5-minute limit)

There were no public comments at that time.

E. Presentation

a. Introduction

The Chair transitioned to the workshop presentation and requested an introduction of facilitator Mina Merkel. Mr. Rozansky introduced Ms. Merkel and noted the workshop agenda and materials were developed based on one-on-one interviews and co-architected content. Ms. Merkel described the workshop as a dialogue and asked participants to provide expectations and desired "walk-away" outcomes, which included refreshing governance procedures, clarifying the Board's role and boundaries, supporting staff productivity, improving meeting efficiency, and identifying a small number of actionable items for near-term execution.

b. Governance, efficiency and annual calendar

Discussion focused on governance frameworks, Board roles, and meeting efficiency. Commissioners discussed trends in meeting duration, including the distinction between routine monthly governance items and major one-off projects. Commissioners and Ms. Merkel discussed approaches to improving efficiency without limiting substantive deliberation, including use of agenda time estimates as a guide, clearer relevance standards for agenda topics, and tabling circular discussions for further research when appropriate. The Chair and commissioners discussed the role of the Chair in keeping meetings on track while preserving transparency and respectful debate. Ms. Merkel reviewed governance best practices, including mission-driven governance and the importance of norms and behavior. A preliminary master calendar concept was reviewed, with discussion of incorporating predictable committee items and other recurring annual milestones.

c. Legislative and regulatory compliance

Peter Kirsch provided an overview of federal regulation of airports, emphasizing FAA authority over aircraft operations, the contract-based framework of federal grant assurances, and common compliance areas related to airport revenue use, rates and charges, non-aeronautical fair market value, exclusive rights, and enforcement processes. Commissioners discussed the value of reviewing all forty grant assurances and raised questions about internal responsibility for ongoing compliance and oversight mechanisms. Bill Owens reviewed the hierarchy of governance applicable to the Authority, including federal law, state law and the Enabling Act, general Florida statutes such as Sunshine Law and public records, the City lease, the Authority's Bylaws, and annual delegation of powers. Discussion included workshop and special meeting authority, agenda procedures, quorum and limitations on remote attendance, and the distinction between Board-adopted policy and staff operational procedures. Commissioners discussed the potential value of consolidating Board policies into a more centralized policy manual to support consistency and reduce claims of arbitrary decision-making, while recognizing the need for discipline to maintain and periodically revisit policies.

d. Communications, collaboration with staff and stakeholder engagement

The Board discussed communication practices with staff and stakeholders, including meeting conduct norms, use of clear language and reduced acronyms, and the value of structured, purposeful public meetings. Discussion included the City Council liaison concept and limitations under Sunshine Law, including cautions regarding serial communications and delegated authority. The Board also discussed public comment practices, noting the intent to allow speakers to comment on specific agenda items and opportunities to improve public-facing instructions and communication regarding when item-specific public comment may be taken. Ms. Merkel reviewed themes from interviews regarding meeting behaviors, self-regulation, staying at a governance level (avoiding operational scope creep), minimizing ad hoc agenda items without adequate notice, and reinforcing consistent channels for commissioner requests through the Executive Director. The Board discussed opportunities to improve meeting efficiency through agenda discipline, time tracking, and periodic governance self-evaluation.

e. Department overviews

Department directors and staff provided high-level overviews focused on what will come before the Board during the year. Justin Lobb reviewed operational coordination across departments and the strategic plan cadence and reporting. Risa Zadorecky reviewed human resources and leasing functions, noting Board involvement in employee benefits approvals and leases beyond delegated authority, and discussed tenant survey feedback indicating building condition as a primary concern. Ken Warriner reviewed finance and administration functions, including financial reporting, procurement and contracts, information technology and cybersecurity support, risk management and insurance renewals, and treasury and investment oversight. Byron Gray reviewed Fixed Base Operator operations, staffing and training, fuel products and customer service, and discussed overnight operations parameters and coordination with other departments. Miguel Carballo reviewed planning and development functions, including planning efforts and capital projects anticipated for Board presentation. Barry Brown reviewed operations and maintenance responsibilities, including regulatory compliance, emergency planning and mutual aid, and facilities maintenance assets and work management systems. Brad Fagan reviewed community relations functions, communications channels, and noise abatement support; NCC Chair Chris Auron provided brief remarks on program compliance and outreach efforts. Tom Herman reviewed safety management systems and the Authority's safety culture and processes.

f. Next steps

Ms. Merkel summarized improvement themes, including reinforcing the Chair's role in meeting leadership, access to former commissioners as informal mentors, improving clarity on public comment processes, reducing acronyms through a glossary, continuing to refine AI-assisted minutes with human review, and considering time estimates and post-meeting analysis of agenda timing. Commissioners provided feedback and discussed the value of workshop settings for deeper dialogue and brainstorming, including the ability to surface issues and prioritize near-term initiatives for the remainder of the year. The Chair summarized several follow-up themes discussed during the workshop, including City Council engagement, continued evaluation of AI minutes, remote attendance expectations, distribution of grant assurances for commissioner review, benchmarking of policy manual practices at other airports, and a process for commissioners to propose and prioritize a limited number of near-term Board initiatives for staff focus.

F. Public Comments (5-minute limit)

There were no public comments at the close of the workshop.

ADJOURN

With no further business, the Chair adjourned the workshop at approximately 1:00 p.m.

Christopher A. Rozansky
Secretary

NOTE: These minutes were prepared by Microsoft Copilot using a verbatim transcript. Printed copies of all visual presentations, transcripts and handouts are on file at the NAA's offices. The video of all meetings can be found online at www.naplesgov.com.

CITY OF NAPLES AIRPORT AUTHORITY (NAA)
Board of Commissioners
Notice of Workshop Meeting

AGENDA

Naples Airport – Airport Office Building Conference Room
200 Aviation Drive North
Naples, FL 34104

Thursday, March 5, 2026
8:30 AM
https://www.flynaples.com/live-stream-video/

Commissioner Terrence W. Cavanaugh: Chair,
Consultant Selection Committee Member
Commissioner John Crees: Vice Chair, Audit Committee Member,
Noise Compatibility Committee Liaison
Commissioner Robert P. Burns: Audit Committee Member
Commissioner Michelle Arnold: Audit Committee Chair
Commissioner Ralph Alberto, Consultant Selection Committee Chair
Executive Director: Christopher A. Rozansky
Authority Attorney: William L. Owens, Esq. of Bond, Schoeneck & King, PLLC

If you wish to address the Board of Commissioners regarding an item listed on the Agenda, please complete a Speaker Registration form (available at the rear of the room) and hand it to the Executive Assistant prior to consideration of that item. We ask that speakers limit comments to 5 minutes and that large groups name a spokesperson whenever possible. All written, audio-visual, and other materials distributed to the Board or staff during this meeting will become the property of NAA and will be a public record. Thank you for your interest and participation.

Guidelines for accurate minutes and a strong public record: Speakers must be recognized by the Chair and are asked to introduce their name and title the first time they speak. Motions must be stated clearly and seconded prior to voting. The Chair will announce the results of each vote. All remarks should be made directly into the microphone, one speaker at a time. Speakers are asked to use clear, concise and factual language. Clearly identify any documents, slides, or handouts being referenced. Avoid use of acronyms. Public speakers must introduce themselves by stating their name, address and the topic they intend to speak about. Clear and concise speech leads to accurate minutes and a strong public record.

Formal action may be taken on any item listed on the Agenda below or added to the Agenda before or during the meeting or discussed during the meeting without being added to the Agenda. Also, the sequence of items may be changed as the meeting progresses.

Any person who decides to appeal a decision of this Board with respect to any matter considered at this meeting (or hearing) will need a record of the proceeding and may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be heard.

Any person with a disability requiring auxiliary aids or services in order to participate in this proceeding for meetings at the City Council Chamber may call the City Clerk's Office at 213-1015, or for meetings at the Airport Office Building, the NAA Executive Assistant's Office at 643-0733, with requests at least two business days before the meeting. Information on Action

Items and other items which has been provided in advance of this meeting may be inspected at the office of the Executive Assistant, General Aviation Terminal Building, 2nd Floor, 160 Aviation Drive North. Minutes of this meeting will be prepared for Board approval, usually at the next Regular Meeting.

Pledge of Civility

It is the desire of the City of Naples Airport Authority to encourage the open exchange of ideas, fair discussion of the issues, and the participation of all persons in government, therefore, we pledge to be respectful of each other even when we disagree, to direct all comments to the issues, and to avoid personal attacks during all meetings and workshops.

A. Roll Call

B. Pledge of Allegiance

C. Agenda (Add, delete or re-sequence items)

D. Public Comments (5-minute limit)

E. Presentation

a. Introduction

b. Governance, efficiency and annual calendar

c. Legislative and regulatory compliance

d. Communications, collaboration with staff and stakeholder engagement

e. Department overviews

f. Next steps

F. Public Comments (5-minute limit)

G. Adjourn