Governance Workshop

Thursday, March 5, 2026

PRESENTED BY

Mina Merkel Consulting

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Agenda

- Introduction
- Governance, efficiency and annual calendar
- Legislative and regulatory compliance
- Communications, collaboration with staff and stakeholder engagement
- Department overviews
- Next steps and closing

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Expectation Exercise

What is your expectations for this session?

What you like to walk away with would when we are finished?

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Board Meeting Duration and Expense

NAA currently commits approximately 300 hours per month in staff time and legal counsel at a cost of $45,000 per month to prepare for and execute Board meetings

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Governance, Efficiency and Annual Calendar

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Summary of Commissioners 1:1 About Best Practices

- Review role of the Board as a whole, what their role is and what it is not; specifically, as it relates to setting policy (not micromanage) and not representing a particular constituency. Serve as a body versus individuals.
- What is the difference between a corporate board and an airport authority board?
- Establish norms of behavior. When a vote has taken place and decision is made, respect the process, and support the decision inside chambers and outsides chambers.
- Review exemplary board practices or world class public boards. Including annual requirements, expectations of the board.
- Create a master calendar of what needs to come to the Board by when for decisions.
- Review best practices for behavior of individual members of the Commission to ensure active listening, respect for discourse, respect for decisions, 100% support for decisions even if a commissioner represents a dissenting opinion.

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Board Manifesto

Purpose Statement

To provide a safe, efficient and financially sustainable airport that best serves the overall interests of the community

Customer Service Vision

Excellence from arrival to departure

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Best Practices: 12 Principles of Governance that Power Exceptional Boards - BoardSource

1. Constructive Partnership: effectiveness of board and chief executive are interdependent
2. Mission Driven: uphold mission, ensure congruence between decisions and core values
3. Strategic Thinking: help hone organization's direction
4. Culture of Inquiry: mutual respect and constructive debate that leads to sound and shared decision making
5. Independent-mindedness: making decisions, board members put the interest of the organization above all else
6. Ethos of Transparency: ensure public has access to appropriate and accurate information

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Best Practices: 12 Principles of Governance that Power Exceptional Boards - BoardSource

7. Compliance with Integrity: promote strong ethical values and disciplined compliance, establishing appropriate mechanisms for active oversight
8. Sustaining Resources: Link bold visions and ambitious plans to financial support, expertise, and networks of influence
9. Results-Oriented: measure the organizations advancement towards mission and evaluate the performance of major programs and services
10. Intentional Board Practices: structure themselves to fulfill essential governance duties and to support organization priorities
11. Continuous Learning: embrace qualities of continuous learning, evaluate their own performance and assessing the value they add to the organization
12. Revitalization: energize themselves through planned turnover, thoughtful onboarding, and inclusiveness

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AI Assisted Summary - Role of the Board

- Board Members are appointed to govern the Naples Airport Authority (NAA), overseeing the management and operation of the airport facilities, ensuring they are maintained as essential public assets that promote economic welfare, safety, and regional development. The Board Members must prioritize the Airport Authority's mission and the public's interest above all personal financial or political considerations. Legal compliance with all FAA and DOT regulations and policies is required.

- The NAA Board acts as an independent state-authorized government entity over the airport. It has the authority to hire/fire, set budgets, establish policy, issue debt, receive funds (including FAA and FDOT grants), and develop strategic direction, making decisions guided by the authority's Bylaws and Enabling Act, rather than personal interests.

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Governance vs. Leadership

COMMISSIONERS

- Establishes and Oversees Policy
- Monitors Results
- Financial Stewards
- Provides Adequate Resources
- One (1) Personnel Role
- Assesses Board and ED performance
- Hovers at 5,000-to-30,000-foot

EXECUTIVE DIRECTOR & STAFF

- Implements Policy
- Reports Results
- Reports Financials
- Judiciously Utilizes Resources
- All Other Personnel Roles
- Assesses Performance of Others
- Oversees and Executes Day-to-Day Activities

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Annual Calendar

2026 NAA BOARD MEETING SCHEDULE

- January 15 – Resolution on Delegation of Powers
- February 19
- March 19 – Annual Financial Report and Health Benefits Renewal
- April 16 – Master Plan
- May 21 – Strategic Plan
- June 18 – Strategic Plan and Draft Budget
- July – NO MEETING
- August 20 – Updated Strategic Plan and Draft Budget
- September 17 – Final Strategic Plan and Budget
- October 15
- November 19
- December 17 – Annual Report

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Procedure for Adopting Policies

Article 1, General Provisions, C. of Resolution 2026-1

Board has instituted policies through resolutions from decisions, action and consensus at board meetings

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Legislative and Regulatory Compliance

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KAPLAN KIRSCH

ORIENTATION – FEDERAL REGULATION OF NAPLES AIRPORT

Peter J Kirsch
March 5, 2026

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Top 4 important concepts

- Federal Aviation Administration pervasively regulates all airports
- Aircraft operations are exclusively regulated by the FAA
- Airport revenue and expenses are tightly controlled
- Local governments have very limited authority

FEDERAL AVIATION ADMINISTRATION

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FAA regulation of airports – a summary

Finances	Provide substantial capital funds Regulate airport rates and charges Require airport finances be closed system
Airport operations	Safety Airport design Permission to use (or prohibitions on use of) airport
Airport land use	Depends on types of land use

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Other federal regulation

- **Airspace**
  Where, when, how aircraft can operate
- **Aircraft**
  Licensing of aircraft
- **Aircraft operators**
  Licensing of pilots

SOURCES:
Grant Assurances
Statutes
Regulations
Policies

- **Security (TSA)**
  Airports
  Airlines
  Personnel
- **Other federal agencies**
  Customs and Border Protection – regulation of international operations
  Environmental Protection Agency – regulation of water and hazardous waste discharges; de-icing; PFAS (fire fighting foam)

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Effect of FAA oversight

- When it gets a federal grant, NAA agrees to 40 Grant Assurances as part of its grant agreement
  - Grant Assurances regulate almost every aspect of airport operations and airport finances
    - Airport design, airport land use, airport safety, airport operations, airport finances, rates and charges for uses, civil rights, contracting, access to airport and many more areas
    - Violations are a serious matter and can have legal and financial consequences.
  - FAA publishes industry-standard guidelines on airport operations and construction – many are mandatory because of Grant Assurances

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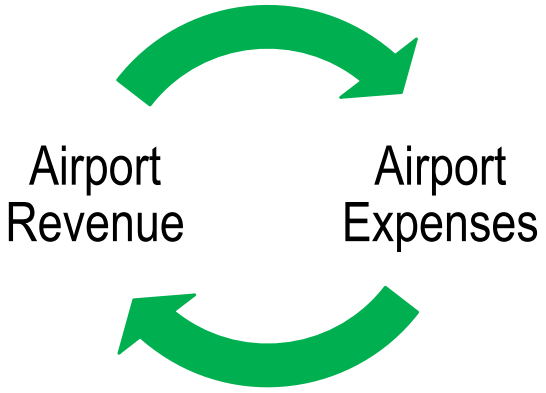
Revenue use under federal law

- What is airport revenue?
  - Fees, charges, rents or other payments related to airport use or activity
- Permitted uses of airport revenue
  - Operating and capital costs
  - Direct and indirect costs
- Cannot make payments to local governments (exceptions for services rendered)
- Nonaeronautical users must pay fair market value



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Airport sponsor rights and powers

> *Airport sponsor cannot take or permit any action which would operate to deprive it of any of the rights and powers necessary to comply with its legal obligations.*

- Cannot delegate decision making powers
- Cannot give away powers to govern, operate the airport
- Cannot support efforts to dilute authority powers

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What is self-sustainability?

- Airport sponsor required to be as financially self-sustainable as possible in the circumstances
  - Very small airports often need subsidies but large commercial airports should not need subsidies
  - Rates and charges must be designed to achieve a balanced budget (surpluses OK for future capital needs)
- Some problems:
  - Failure to collect rent and charges when due
  - Failure to charge non-aeronautical users fair market value (e.g., restaurants, parking lots, car rental companies, offices, municipal uses)
  - Setting aeronautical rates so low that airport unnecessarily loses money

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Airport land use

- Aeronautical property
- Non-aeronautical property
- Mixed use property
- Noise land
- Approach protection land

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Leasing obligations

- Grant Assurance #22 (Economic Nondiscrimination)
  - Must make airport available for public use on reasonable terms without unjust discrimination…
- Grant Assurance #23 (Exclusive Rights)
  - Permit no exclusive right for the use of the airport by any person providing, or intending to provide, aeronautical services to the public…
- Grant Assurance #24 (Fee and Rental Structure)
  - It will maintain a fee and rental structure for the facilities and services at the airport which will make the airport as self-sustaining as possible…

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What the FAA *doesn't* regulate

No FAA regulation

- Local health, building, safety codes
- Off-airport land use
- Labor and employment matters
- Local land use planning

Minor FAA regulation

- Non-aeronautical development
- Rates and charges on non-aero businesses
- Airport sponsor business decisions
- Aeronautical service providers

Prior legal memos for Authority (samples)

- 1990-2003 Memos on Stage 2 Ban
- 2021 Aircraft Noise Restrictions
- 2022 Definition of Airport Proprietor and Sponsor
- 2022 Federal Preemption of Local Regulation of Aeronautical Operations
- 2024 Permissibility of Additional Payments to the City
- 2024 Viability of Airport Closure

FAA airport compliance program

- Airport Compliance Manual
  - Latest edition – February 2026
- Compliance Guidance Letters
- Informal advice

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Discussion

KAPLAN KIRSCH

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"Hierarchy" of Governance

- (1) Federal Law
- **(2) State Law**
  - Special Laws - **Enabling Act** (Laws of Fla., Ch. 69-1326, as amended)
    - Sect. 4 [Powers.] - "The authority is hereby authorized and empowered: (a) To adopt bylaws for the regulations of its affairs; . . . (e) To lease the entire municipal airport and all airport facilities from the City of Naples, and to improve, extend, enlarge, equip, repair, maintain and operate the airport facilities; . . . (i) To fix and revise from time to time and to collect rates, fees and other charges for the use of or for the services and facilities furnished by the airport facilities; . . . (k) To make and enter into all contracts and agreements necessary or incidental to the performance of its duties . . . ; (l) To accept grants of money or materials or property of any kind for the airport facilities from any federal or state agency . . . ."

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"Hierarchy" of Governance

- **(2) State Law** (*continued*)
  - **General Laws** and Related Regulations
    - Ch. 286 - Sunshine Law
    - Ch. 119 - Public Records Law
    - Ch. 112 - Code of Ethics
    - Ch. 189 - Uniform Special District Accountability Act
    - Ch. 287 and 255 - Public Agency Procurement
    - Ch. 215 and 218 - Financial Matters
    - Many Others (e.g., Ch. 163 - Florida Interlocal Cooperation Act of 1969; Ch. 330 - Regulation of Aircraft, Pilots, and Airports; Ch. 331 - Aviation and Aerospace Facilities and Commerce; Ch. 332 - Airports and Other Air Navigation; Ch. 333 - Airport Zoning; Ch. 440 – Workers' Compensation; Ch. 768 – Sovereign Immunity; etc.)

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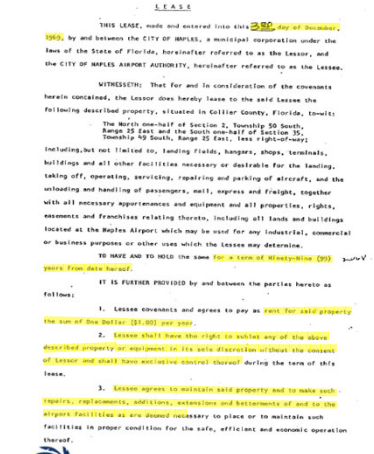
"Hierarchy" of Governance

- **(3) Leasehold Interest (99-Year Land Lease from City)**



LEASE

THIS LEASE, made and entered into this 3rd day of December, 1969, by and between the CITY OF NAPLES, a municipal corporation under the laws of the State of Florida, hereinafter referred to as the Lessor, and the CITY OF NAPLES AIRPORT AUTHORITY, hereinafter referred to as the Lessee.

WITNESSETH: That for and in consideration of the covenants herein contained, the Lessor does hereby lease to the said Lessee the following described property, situated in Collier County, Florida, to-wit:

The North one-half of Section 2, Township 50 South, Range 25 East and the South one-half of Section 35, Township 49 South, Range 25 East, less right-of-way;

including,but not limited to, landing fields, hangars, shops, terminals, buildings and all other facilities necessary or desirable for the landing, taking off, operating, servicing, repairing and parking of aircraft, and the unloading and handling of passengers, mail, express and freight, together with all necessary appurtenances and equipment and all properties, rights, easements and franchises relating thereto, including all lands and buildings located at the Naples Airport which may be used for any industrial, commercial or business purposes or other uses which the Lessee may determine.

TO HAVE AND TO HOLD the same for a term of Ninety-Nine (99) years from date hereof.

IT IS FURTHER PROVIDED by and between the parties hereto as follows:

1. Lessee covenants and agrees to pay as rent for said property the sum of One Dollar ($1.00) per year.

2. Lessee shall have the right to sublet any of the above described property or equipment in its sole discretion without the consent of Lessor and shall have exclusive control thereof during the term of this lease.

3. Lessee agrees to maintain said property and to make such repairs, replacements, additions, extensions and betterments of and to the airport facilities as are deemed necessary to place or to maintain such facilities in proper condition for the safe, efficient and economic operation thereof.

4. Lessor agrees to continue the present liability and extended coverage on the leased premises until the expiration date of the existing policy on November 3, 1971. Upon the expiration of the existing policy on November 3, 1971, Lessee shall save lessor harmless from any loss, cost or damage that may arise out of or in connection with this lease or the use of the demised premises by Lessee, or its agents, or employees, or any other person using said premises; and Lessee agrees to deliver to Lessor upon the expiration of said existing policy two executed copies of a continuing public liability and property damage insurance policy satisfactory to Lessor, indemnifying and holding Lessor harmless against any and all claims, in the minimum amount of $250,000.00 for injury to any one person, $1,000,000 per accident and $100,000.00 for property damage, and shall keep the same in force during the term of this lease or any extension hereof.

5. Lessee agrees to comply with all laws, ordinances, rules and regulations which may pertain or apply to the demised premises and the use thereof.

6. Lessor hereby assigns and transfers to the Lessee all leases now in effect covering the above described property, together with all rental now due or to become due under such leases.

IN WITNESS WHEREOF, the parties hereto have executed this lease this 3rd day of December, 1969.

ATTEST:
Ella Lehman, City Clerk

CITY OF NAPLES,
By _____ Mayor

CITY OF NAPLES AIRPORT AUTHORITY
By _____ Chairman

WITNESSES:

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"Hierarchy" of Governance

- **(4) Internal Governance**
  - Some Provisions in the **Bylaws** (last restated on 2/15/24):
    - Art. IV, Sect. 1 - "The Chairman . . . shall be elected by the Board at the Regular Meeting in January for a term of one (1) year. The Chairman is not eligible to serve more than two (2) consecutive terms in that office."
    - Art. VI, Sect. 1 – "Special or workshop meetings of the Board . . . may be called by the Chairman or, in his/her absence, the Vice Chairman, or by the consent of three (3) Commissioners."
    - Art. VI, Sect. 3 – "The Agenda for all meetings of the Board shall be prepared by the Executive Director with the prior approval of the Chairman . . . ."
    - Art. VI, Sect. 3 - affirmative vote of at least 3 Commissioners required to place item on future agenda (but every Commissioner retains right to discuss any item during "Correspondence/Commissioner Comments" portion of board meeting)

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"Hierarchy" of Governance

- Some Provisions in the **Bylaws** (*continued*):
  - Art. VI, Sect. 6 - "At all meetings of the Board three (3) Commissioners present in person shall constitute a quorum . . . . Each Commissioner is expected to be present in person . . . ; provided, however, . . . Commissioner may participate and vote . . . using . . . video conferencing, if . . . a majority of the Commissioners present in person determine that extraordinary circumstances . . . ."
  - Art. VI, Sect. 8 - "A decision on each action item presented to the Board shall be made by the affirmative vote of at least three (3) Commissioners . . . ."
  - Art. VI, Sect. 10 - "The Board may create . . . and assign the duties and responsibilities of each public committee as the Board deems necessary or advisable." "Public committees shall be advisory only and shall report at least annually to the Board . . . ."
  - Art. VII, Sect. 1 - "Any change in the stated [75,000 lbs.] weight bearing capacity of the Airport runways shall only be enacted after the affirmative vote of four (4) Commissioners."

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"Hierarchy" of Governance

➢ **(5) Internal Delegation of Powers**

- Some Provisions in **Resolution 2026-1** (adopted on 1/15/26):
  - Art. II, Sect. A., Subsect. 2 - "The Executive Director is authorized to execute, consent to, assign and amend all leases which have initial and/or renewal/extension terms in the aggregate not exceeding five (5) years (each individually a "Short Term Lease")."
  - Art. II, Sect. B., Subsect. 3 - ". . . the Executive Director shall not without the advice and consent of the Board . . . : [e]nter into any agreement with an air carrier to provide regularly scheduled passenger air service to Naples Municipal Airport."
  - Art. III, Sect. B. - "The Executive Director is authorized to execute contracts and agreements for Construction Projects . . . in amounts not in excess of $100,000 . . . ."
  - Art. III, Sect. D. - "The Executive Director is authorized to **apply for** . . . any grant application or grant agreement . . . . Notwithstanding the foregoing . . . , the Executive Director shall not be authorized to **accept, enter into, execute or deliver** . . . any grant applications or grant agreements . . . without first obtaining approval from the Board"

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"Hierarchy" of Governance

- Some Provisions in **Resolution 2026-1** (*continued*):
  - Art. IV, Sect. B. - The Executive Director is authorized to directly purchase or execute contracts or agreements for the procurement of commodities or contractual services in amounts not in excess of $100,000, provided that: . . . the initial and/or renewal/extension terms . . . does not exceed five (5) years."
  - Art. VI - The Executive Director shall have the authority to . . . effectuate aviation fuel sales . . . [and] determine and publish aviation fuel rates . . . . The Executive Director shall advise the Board of any material changes to the Authority's Aviation Fuel Program before it is implemented . . . .
  - Art. IX, Sect. A. - ". . . . no litigation shall be commenced by the Authority without the direction of the Board at a regular or special meeting [except 'commencing and/or settling litigation . . . to enforce . . . the Short Term Lease']"
  - Art. IX, Sect. D. - "The Executive Director is authorized to directly settle any claim, suit or administrative proceeding to which the Authority is a party . . . so long as the value of any payment . . . in connection with such settlement does not . . . exceed $25,000 . . . ."
  - Art. XI. – "The Executive Director shall recommend to the Board for approval any revisions to the Authority's Rules and Regulations as he deems necessary or appropriate."

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"Hierarchy" of Governance

➢ **Policy-Making Function of Board**

- Revision implemented under Resolution 2025-1 (adopted on 2/20/25) in Art. I, Sect. C. - "The Board of Commissioners adopts policies and other directives and then delegates certain administrative and operational powers and duties to the Executive Director for the purpose of carrying out the powers granted by the Enabling Act."
- Potential New Board "Procedure" for Adopting "Policies"
  - Existing Practice of Board is to adopt and implement policies and directives through (i) Bylaws, (ii) written Resolutions, (iii) decisions on action items and (iv) other consensus and direction provided at Board meetings.
  - Another Option could be to periodically adopt separate "Policies" of the Board and compile them in a "Policy Manual" (as amended or repealed from time to time by affirmative vote of Board).
    - *Advantages*: flexibility (policies can be changed without "reopening" Bylaws), permits more detail (than "high-level" Bylaws), can be effectively organized (grouped by topic), etc.
    - *Disadvantages*: requires disciplined maintenance (periodic review/"sunset clauses" and historical tracking), risk of "policy sprawl," could create ambiguity if not closely aligned with other governance documents, etc.

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Sunshine Law -

Balancing Transparency and Efficiency

- Although the Sunshine Law removes many informal, efficient communication channels that help private entities reach decisions quickly, **transparency does not have to constrain a public board's effectiveness**
- **Inefficiencies often arise from** poor meeting execution, unclear roles and/or lack of preparation - not solely from the Sunshine Law
  - ***Segue . . .*** to further strategy discussion on balancing transparency and efficiency (that will be explored in greater detail in today's presentation) include:
    - Structured and Purposeful Public Meetings
    - Public Workshops for Complex Issues
    - Clear Governance Roles and Expectations
    - Using NAA Staff and Counsel Proactively, Not Reactively
    - Regularly Evaluate and Improve Governance Performance

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ANY QUESTIONS?

*Source of image above: Microsoft Word "Stock Images"

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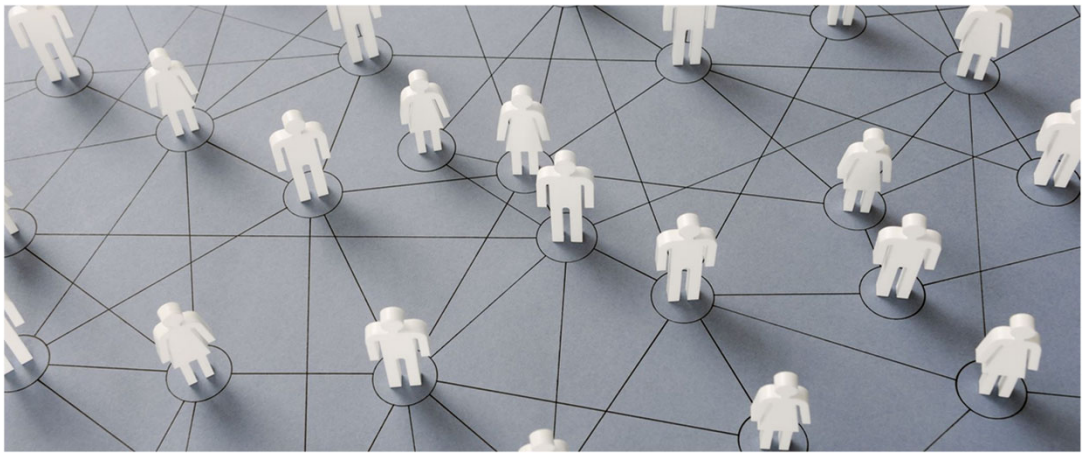
Communications, Collaboration with Staff and Stakeholder Engagement



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Summary of Commissioners 1:1 About Meetings

- Respect for the role of the Chairman and Executive Director to set the agenda, adhere to the agenda and respect both the Commission and the public's time
- How to simplify and speed up new board members understanding by explaining acronyms, offer a glossary
- Board minutes process being automated using AI will assist
- Most desire to reduce time in meetings, if in agreement, move on without comment
- Enforce time limits for agenda items and discussion; move to vote acknowledge dissenting opinion, balance democracy with willingness to get things done
- Review the practice of remote attendance, the pros and cons of the newly changed bylaws and craft guidelines for attendance

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Best Practices: Board Member's Primary Accountabilities

- Duty of Service - being true to the mission
  - attending meetings regularly
  - coming to meetings well prepared
  - participating fully in all matters
  - publicly support all Board decisions - even if you disagree with the final decision
- Duty of Care - make good decisions
- Duty of Loyalty - faithfulness to the Airport Authority, always putting it first, keeps all Board deliberations public due to Florida Sunshine Law
- Duty to Avoid Conflicts of Interest - whether personal or business-related

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Summary of Commissioners 1:1 About Behavior

- Review how to build trust, assume positive intent
- Distinguish opinions from facts
- Ensure all are acting in an independent, non-bias way (prohibit telephone calls and text while Commission is in session to ensure the Commission does not appear beholden to or being directed by a single constituent or a particular constituency but acting in the best interest of the governing body. If calls or text come in, research whether these texts and calls need to be part of the public record under Florida Sunshine Law.
- Increase awareness of scope creep toward operational items. Reduce demands on NAA Executive Director (ED) by individual commissioners, when a request comes forward, bring to entire board for consensus to see if worthwhile spending time and resources on being responsive to the request
- Reduce ad hoc agenda items without proper public notification and staff preparation
- Reduce the number of requests and commissioners going directly to staff

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What Can Make a Board Fail?

- Take the next 2 minutes write on a post-it how can make a board fail at governing the airport
- Generate as many post-it notes as you would like in 2 minutes

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Best Practices: Board Rules of Engagement

Why bother?

- Shared beliefs regarding appropriate behavior
- Defines how members will treat each other
- What is in-bounds and out-of-bounds
- Clarifies expectations of one another
- Can help eliminate or minimize conflict
- Provides a structure to deal with conflict when it arises

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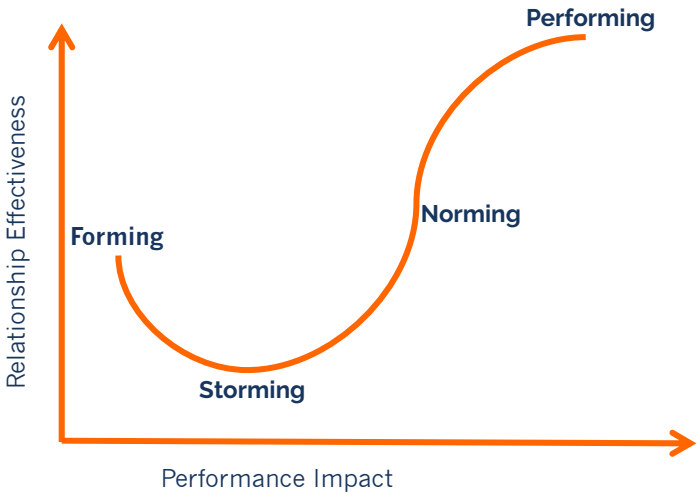
Stages of Board Development



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Toxic Questioning

- Questioning to defer/avoid a decision – This can be created by a lack of confidence in the process, doubt about their own skill, lack of ownership or concern about the outcome and how it will affect their status. The executive is looking to offload the decision to someone else.
- Questioning to embarrass – The most toxic of actions as it creates terrible team and individual dynamics.
- Questioning to control – hold power – Another mechanism that stifles progress and hurts teamwork and broad strategic thinking.
- Questioning to feed the ego - Both yours and at times others (bootlicking) - The bigger the ego the more the questions brought forward.
- Questioning to show your "ownership" of the issue – Clearly defining to all that this "turf" is yours and yours alone. All others beware!
- Questioning to block progress – Passive aggressive questioning that keeps a program or decision from getting off the ground or executed in a timely effective manner.

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Effective Questioning

- Questioning to obtain information and provide a thorough analysis of the issue that leads to a reasoned decision – the core of a good process that is the essence of engaged leadership that provides "open" direction and the support and resources to execute on the strategy.
- Questioning to empower individuals & teams – Positive questioning and a culture of openness can unleash great power in your organization to allow the individual/team to take on challenges with enthusiasm and drive.
- Questioning to promote innovation/risk taking and teach broader skills - Effective questioning can uncover creative ideas that lead to dynamic fresh action of your teams that provides outstanding results.
- Questioning to gain broad and deep knowledge – Use questioning as a learning platform for long term skill development and critical thinking techniques.

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Best Practices: Board Member Behavior

- Does not become involved in specific management, personnel, or issues
- Accepts and supports Board decisions and respects board decisions and authority. Supports decisions 100% after decision is made
- Takes care to separate the interests of the Airport Authority from interests of a particular person or constituency
- Supports the Executive Director, works through established channels to resolve differences and demonstrate that support within the community
- When an issue arises, is responsible for bringing it to the Executive Director and/or Board and must not deal with a situation individually

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Airport Authority Executive Director Responsibilities

- Oversees day-to-day and serves as Secretary to the Board
- Implement Board policies
- Works as partner with Board and Chair
- Recruits and develops staff
- Ensures safety
- Responsible for operations and procedures
- Reports success indicators to Board
- Prepare and administers operating and capital budgets
- Manages stakeholder relationships

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Designing the Partnership

Policies	Time and Attention Graph
Strategies Mission Fiduciary responsibility Leadership Major	Board's decisions Executive Director Advise
Partnership Authorizations Financial policies Employment terms	**Shared Decisions: Board and Executive Director**
Operational Safety Staffing Service Facilities	Board's Advise Executive Director's decision

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How do you build trust?

- Demonstrate you have the Airport Authority's best interest in mind
- Demonstrate consistency in your words and actions
- Be predictable by letting Executive Director of Airport Authority know what to expect from you
- Explain changes thoroughly
- Admit when you have made a mistake
- Keep confidences
- Exemplify integrity

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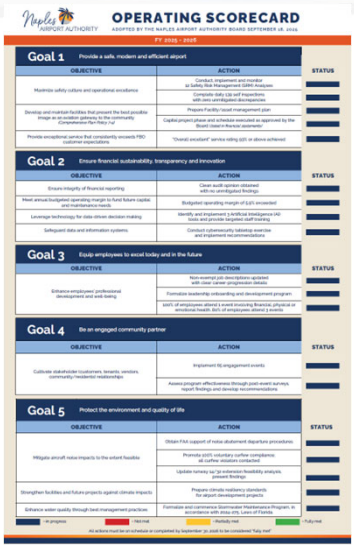
Justin Lobb, Deputy Executive Director

Strategic Plan & Operating Scorecard

- FY26-30, adopted September 2025, minor annual updates
- Significant stakeholder collaboration (Board workshop, NCC, Internal/External focus groups)
- Clear and concise purpose, customer service vision, values
- Annual operating scorecard provides actionable steps for the organization
- Five-year average scorecard achievement rate: **97.83 %**



ORIGINAL ONE PAGE PLAN 2003-2016

FIRST 5-YEAR STRATEGIC PLAN 2017-2021

SECOND 5-YEAR STRATEGIC PLAN 2012-2025

CURRENT 5- YEAR STRATEGIC PLAN 2026 - 2030

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Risa Zadorecky, Sr. Director, HR & Leasing

HUMAN RESOURCES

- Talent Acquisition & Branding
- Employee Development & Retention
- Compensation and Benefits
- Employee Relations
- Compliance and Risk Management
- 140 employees
- Staff of 2

LEASING

- Property & Lease Management
- Revenue Optimization
- Procurement & Development Support
- Tenant Relations
- Compliance & Risk Management
- 400+ leases, 900 customers
- Staff of 3

2023 BEST PLACES TO WORK GULFSHORE BUSINESS

2024 BEST PLACES TO WORK GULFSHORE BUSINESS

2025 BEST PLACES TO WORK GULFSHORE BUSINESS

2025 Airport Tenant Survey
87% satisfaction with their NAA experience

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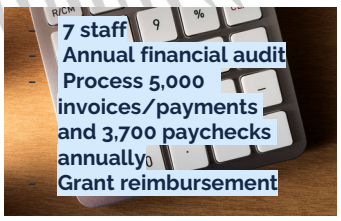
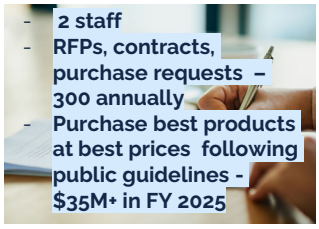
Ken Warriner, Sr. Director, Finance & Administration

Finance



- 7 staff
- Annual financial audit
- Process 5,000 invoices/payments and 3,700 paychecks annually
- Grant reimbursement

Procurement & Contracts



- 2 staff
- RFPs, contracts, purchase requests – 300 annually
- Purchase best products at best prices following public guidelines - $35M+ in FY 2025

Information Technology

- 2 staff
- Outsourced Managed Service Provider/CIO (Entech)
- Contracted CISO (security)
- Annual network penetration testing

Risk Management

- Alliant (broker)
- Public Risk Management (PRM) – property/flood, auto, workers comp, public officials
- Chubb - liability, hangar keepers (aircraft)

Treasury

- PTMA (investment advisor)
- Board approved investment policy
- $37M investments;
- $42M cash
- $3.2M FY 25 income

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Byron Gray, Sr. Director of Naples Aviation FBO

Overview
- Nationally recognized FBO
- Highly focused on safety, efficiency, quality control and customer service

Safety & Certifications
- IS-BAH Certified & ARGUS Certified (SMS based)
- NATA Safety 1st Training (all FBO staff)

Ramp Operations
- Provides fueling, towing and variety of support roles
- Movement Area qualified to service entire airport

Quality Control Program
- Oversee daily, monthly, quarterly, and annual inspections on fuel farm and refuelers
- Jet Fuel QC Software to manage/record our inspection

Customer Services
- Valet, CSR and Ramp Assistants
- Manage Marketplace and Pilot Shop

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Miguel Carballo, Planning & Development

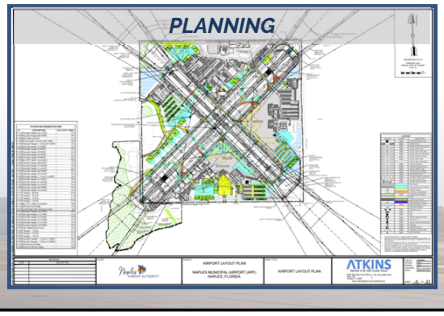
THE TEAM

Miguel Carballo, Director
Noah Dietrich, Sr. Project Manager
Heather Reed, Project Manager
Ute Vandersluis, Sr. Development Specialist

THE NUMBERS

Total Active Projects & Studies	FY26 Capital Budget	Five (5) Year Capital Budget
65	$26,055,000	$112,507,000

THE FUNCTIONS



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Barry Brown, Director of Operations & Maintenance

"OPS" ensures airfield regulatory compliance, wildlife management, security, emergency planning & management, construction, inspections, safety, and related administration.

Regulatory Compliance:
- 14 CFR Parts 77 & 139, NFPA 407, and F.S. 330
- ACM, AEP, ASP, WHMP
- FAA, FDOT, ATCT, USCBP, FWS, FDEP

Safety & Emergency Response:
- ARFF, EMS, NPD, CCSO, Mutual Aid
- Mass Notifications

Operational Data:
- Aircraft Operations Stats
- Records

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Barry Brown, Director of Operations & Maintenance

"FMX" includes highly skilled electricians, mechanics, building technicians, landscape technicians, custodial staff, as well as admin and management staff who support them.

Airfield Maintenance
- Pavement (200+ac)
- Signage (200+)
- Lighting (1200+)
- Safety Areas
- NAVAIDs
- Fences (15k LF+)
- Vegetation (725ac)

Building Maintenance
- GAT, NRT, AOB, ATCT, USCBP, FAC 1-3
- Hangars (232 units)
- HVAC (54)
- Gates (65)

Vehicle Maintenance
- Vehicles (53)
- Tractors/Mowers (7)
- Golf Carts (31)
- Generators (9)
- MISC (15+)

Asset Management
- Airfield (1550+)
- Non-Airfield (2000+)
- Airfield W/O Complete (FY26 - 260+)
- Non-Airfield W/O Complete (FY26 - 1800+)
- **Demo Airport for AeroSimple (Serves 100+ Airports)**

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Bradley Fagan, Director of Community Relations

- **Department Overview:**
  - 3 personnel: Director of Community Relations, Communications Specialist, Noise Abatement Specialist
  - **Responsible for:**
    - **Internal and External Communications:** branding, advertising placements, press releases, media interviews, tenant communications (newsletter), news stories, website, social media, crisis communications
    - **Noise Abatement:** noise complaints, noise monitors, curfew operations, Noise Compatibility Committee (Chair Auron to present 2025 Annual Report)
    - **Events and Tours:** tenant and employee events, community outreach, public, school, and professional organization tours
  - **Key consultants/vendors:**
    - Priority Marketing, ESA, Ideagen (formerly Envirosuite)
  - **Items provided to the Board:**
    - Annual Report, Fly Safe Fly Quiet Leaderboard, Noise Report

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Tom Herman, SMS Manager

- **Safety Action Team**
  - Monthly meeting of leaders and subject matter experts
  - Review and assess safety data
  - Provide department updates on safety related items
  - Identify working groups for Safety Risk Management (SRM)
  - Develop and implement safety promotion initiatives
  - Produce a monthly report – How and why safety decisions are made

- **Safety Management Systems (SMS)**
  - Safety Objectives
  - Employee Reporting Program
  - Internal Audit Program
  - Safety Risk Assessments
  - External evaluations (IS-BAH, ARGUS, FAA)
  - Safety training & communications

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Access to Former Commissioners

They have offered to have conversations with you if you have any questions or need a historical background.

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Summary of Commissioners 1:1 Ideas for Improvement

- Chairman must be seen as leader of the proceeds, respected by the other commissioners when conversation becomes circular, more information is needed, the process needs to move on
- Access to past commissioners as mentor, coach and ask questions would be appreciated
- How to work more efficiently with staff to advance strategic initiatives
- Analyze and report time spent by staff and Chair to put together the agenda and all supporting documents, identify how much time is spent away from the NAA's jobs to satisfy the board
- Annual evaluation of the Board as a whole
- How to deliver better results in a timely manner, become a high-performance board
- Consider professional development for the board annually, to include updates on federal regulations, equipment advances and fuel from experts in the field

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Next Steps and Closing

How can you be more effective as a body?

How could you be more effective as a board member?

What will you start or stop doing as a result of this onboarding?

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Naples AIRPORT

QUESTIONS?

FOLLOW US ON SOCIAL MEDIA

@naplesairport @naplesairportapf Naples Airport Authority

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