Tuesday, April 22, 2025
Naples Airport Authority: Workshop Meeting Minutes

The meeting was called to order by Chair Cuddihy at 8:37 a.m. in the Airport Office Building, 2nd Floor Conference Room at Naples Airport.

A. ROLL CALL

Present were Chair Cuddihy, Commissioner Dustin, Vice Chair Cavanaugh, Commissioner Burns, and Commissioner Crees.

Staff and Authority Counsel present were Mr. Owens, Mr. Rozansky, Mr. Lobb, Mr. Warriner, Mr. Zadorecky, Mr. Gray, Mr. Brown, Ms. King, Ms. Wiggins, Ms. Acosta, Mr. Chrysler, and Ms. Menard.

B. PLEDGE OF ALLEGIANCE

Chair Cuddihy led the Pledge of Allegiance.

Chair Cuddihy apologized for her arrival delay due to a personal issue. She also stated that she was waiting on important calls related to this issue and may have to excuse herself when those calls come in.

C. AGENDA

Mr. Rozansky said that there were no changes to the agenda.

D. PUBLIC COMMENTS

There were no public comments.

E. PRESENTATIONS AND TIME CERTAIN ITEMS

There were no presentations and time certain items.

F. DISCUSSION ITEMS

There were no discussion items.

G. NEW BUSINESS

1. Strategic Plan Development and Board Focus Group

Mr. Lobb introduced the objectives for today's workshop, to include a presentation of the current state of analysis and the 2025 Scorecard status. He stated staff would like the Board's consensus today on priorities and the success metrics of those priorities.

Mr. Lobb said they reached consensus during the February Regular Meeting to move forward with a long-term Strategic Plan on the next iteration, and to separate the annual operating scorecard just for staff's focus. He said it would be valuable to have Board input on that as well.

He provided a brief history of the Strategic Plan milestones since 2016 and noted that the current five-year Strategic Plan will sunset this year. He reviewed the current five-year Strategic Plan as well as the FY25 annual Scorecard.

Under Goal 1 of the Scorecard, he highlighted staff's tremendous work being done on IS-BAH Phase 2 certification and FAA's Part 139 inspection of our airfield. Mr. Lobb noted that the facilities campus improvements project is unlikely to be completed within the scheduled time frame due to many challenges.

Under Goal 2, To Be an Engaged Community Partner, Mr. Lobb stated that flight procedures are on target to be completed by October 2nd and that a campaign to promote these procedures will be developed with our messaging partner, Priority Marketing. He noted the tremendous efforts by our Noise Abatement Specialist in getting violators to comply with our curfew. Commissioner Crees said that we need to find a solution for operators who refuse to adhere to our curfew. He also commented that the quality of life issue should appear in the Strategic Plan, even though it may not be measurable. Chair Cuddihy said that this would be a discussion the Board could have. Mr. Lobb complimented the Communications team for exceeding the number of tours/events held.

Under Goal 3, Strengthen the Airport's Economic Vitality, he said the first objective was met in receiving an unmodified audit opinion with no findings. He pointed out that we are currently at a 42% operating margin under the measure to attain a budgeted operating margin of 18%. He said that this number will come down because we are in high season right now. Mr. Lobb stated that phishing and cybersecurity measures are on target to complete.

Under Goal 4, Equip Employees to Excel Today and in the Future, Mr. Lobb stated that the Employee Net Promoter score achieved was 79, which exceeded the goal of greater than 50. Under the succession plan and professional development initiatives, he stated that it is a challenge during busy season to focus on these but with season winding down, he didn't believe there would be an issue in achieving this measure.

Ms. Merkel introduced herself and stated she has worked with the NAA for eight years. She said there has been an evolution of the Strategic Plan and it has helped transform NAA's culture. She requested the Board to help create some of the guiding light initiatives for the future. It should include three priorities to create a five-year Strategic Plan with Board actions as well as staff actions that will come out of the discussion today.

She reviewed the Workshop protocol including Board participation, their explanation of any input and priorities, and their focus on the longer-term strategies. She said that past Strategic Plans were more of an operational plan. The Scorecard will continue evolving to help operations know when they have reached success.

She reminded the Board of the 12 Principles of Governance that power exceptional boards and reviewed several of those. Chair Cuddihy suggested a copy of the book, Board Source, be provided to Commissioner Crees since he was not on the Board when it was previously provided by Ms. Merkel.

Commissioner Dustin expressed concern that there are elements of conflict within this Board that need to be addressed. He said that Board members are appointed by City officials but have a

statutory responsibility to perform duties here independently and thoroughly. There was discussion about the Authority's Enabling Legislation that is statutorily codified, the lack of a clear job description for Board members, and when to discuss this matter during today's meeting. It was suggested to discuss this during the Commissioner Onboarding section of this meeting. Chair Cuddihy recommended that the five Commissioners go through the onboarding section to validate and enhance it.

Ms. Merkel presented the SWOT analysis exercise and requested the Board's focus on the external opportunities and threats, and to write down three to five of the significant priorities in each category to see if there was alignment with the Commission.

Opportunities

The following priorities were identified in order of importance:

Commissioner Burns: Relocate the airport, disperse noise, and strengthen relationships with City Council.

Vice Chair Cavanaugh: Engage and develop a Collier regional aviation plan, be decisional on the issue of location and/or closing of airport, develop and institute a resiliency plan, and effective community lobbying plan dealing with the majority of the community, not the minority.

Chair Cuddihy: Regional airport management collaborative, finding common ground with the City on noise and operations and working with the FAA on noise issues, safety which she said was the most important priority, and gaining further alignment with the community.

Commissioner Dustin: Come to an agreement with City Council on the future of the airport relocation and extend the lease, better understand the future of aviation and share that vision with the community, address and resolve if possible the noise issues with the vocal minority, and write down and resolve the growing level of community agita over the airport, if possible.

Commissioner Crees: Continuing excellence in safety, continuing excellence in operational and financial efficiency and integrity, and better dialog with the City Council and community.

Ms. Merkel said there is some overlap and interest in the following: Making good decisions about the airport location and extending the lease; coming to agreement with City Council and having a better relationship with City Council; safety is the No. 1 issue.

Vice Chair Cavanaugh commented that it is not his role to agree with City Council if as an airport commissioner, it is not in the best interest of the NAA. He said it may be better stated to increase the dialog and education so that there is an understanding of the facts and finding common ground.

Commissioner Dustin noted that the NAA follows legal guidance from Mr. Kirsch, while the City Council has received different legal advice from Mr. Barr. He suggested that these conflicting perspectives might contribute to the inability to reach common ground and agreement on the airport's future. He emphasized that further discussions are needed about aviation's future, particularly regarding the focus on noise issues, how to address the concerns of the vocal minority, the timeline for solutions, and potential actions to take.

Vice Chair Cavanaugh stated that he is waiting for the financial analysis from the relocation study before making a decision. He believes once the analysis is presented, the Board could decide on the airport's closure or relocation, aiming for this to be a key outcome by the end of the year. This could then lead to discussions about regionalizing county assets. Chair Cuddihy agreed, noting that with the financial analysis in June, the Commission should be ready to make a decision at that time.

Commissioner Burns stated that there are just over 40 years to decide whether to relocate the airport, keep it in its current location, or explore regional solutions involving other county airports and RSW. He mentioned that the relocation study by an independent consultant is still incomplete and emphasized the need for a financial analysis, which will be discussed in June once staff completes the preliminary study. He noted that within the next 40 years, a decision will have to be made about relocation or negotiating the lease, with the possibility that City Council may not want to renegotiate the lease after 40 years. He stressed the importance of finishing the relocation study.

With the assistance of artificial intelligence, Mr. Lobb highlighted the following six items in order of priority based on the Board's discussion: 1) Decisive plan for the airport relocation to either relocate, close, or extend the lease. 2) Address noise issues with the FAA, City, and community; 3) Strengthen relations and communications with City Council and community; 4) Maintain and emphasize safety as a core value; 5) Develop a long-term regional airport strategy, and 6) Ensure resiliency planning and financial integrity.

Vice Chair Cavanaugh commented about Item 2, addressing noise issues. He expressed concern that no matter what the NAA does, there will be a minority voice that is never happy and worried about the measurability of this item. Commissioner Burns suggested that the measure could be the ability to hear the difference.

Threats

Ms. Merkel next requested the Board to write down their top three threats.

Commissioner Crees: 1) Those in the community impacted by noise and pollution, 2) community perception of safety, and weather events—mainly flooding, tidal surge, hurricanes, tsunamis, etc.

Commissioner Dustin: The City attempting to micromanage the airport via permitting, appointments, lawfare, etc.; we fail in communicating the airport's importance to the City of Naples' future, our FAA noise/flight procedures effort fail to accomplish much.

Chair Cuddihy: Weather, acts of God, resiliency; the Board not acting on the statutory requirements; and bad actors in terms of unsafe pilots and bad acting people.

Vice Chair Cavanaugh: Acting on the minority voice; acting only on a City focus (goes back to the statutory requirements); and lack of engagement by government officials on FAA relationship and management.

Commissioner Burns: Flooding, aircraft accidents in urban areas (safety), environmental effects on human beings who live in and around and under the airport.

Based on their discussion, Mr. Lobb highlighted the following six priorities in order of importance as summarized by ChatGPT: 1) Community opposition (noise, pollution, vocal minority), 2) Perception of City micromanagement and governance tension; 3) Weather events, natural hazards, resiliency 4) Safety or the perception of safety; 5) Failure in communication or to communicate the airport's value, or lack of engagement by the FAA, and 6) Flight procedures and its operational effectiveness.

Ms. Merkel called for a short recess.

Copies of the ChatGPT summary from the previous two exercises were distributed. Ms. Merkel explained that the next exercise would help determine three strategic initiatives from the Board level which may include some staff level implementation plans.

Ms. Merkel asked each Commissioner for the top priorities they believed should be in the long-term strategic plan for the NAA and the Board of Commissioners. She requested each Board member to rank and prioritize the top three, consider the time frame, and how success would be defined. To stimulate conversation, she presented a slide listing several topics discussed at Board meetings over the past year.

Commissioner Crees said safety is No. 1. He wasn't sure about the language, "Alignment with the City of Naples," and felt the wording should be to have a better relationship/communication with the City of Naples. He perceived a lack of trust on both sides which may stem from not knowing much about each other. Noise reduction – Noise and volume reduction is essential. Jet traffic has increased, citing the recent presentation on peak season capacity. Financial resiliency – we are doing a great job but don't take the eye off the ball, and further commented that he was not a devotee of a regional strategy. Grants/no grants – If not taking grants means that we can control volume, it is certainly something that should be considered. Water and environment (infrastructure and resiliency is a subset of this) – Need to address that. Lease considerations – Commented that 40 years will be here in no time. Coastal redevelopment – didn't have an opinion on that.

Commissioner Dustin – Commented that the airport is very safe but understands people's fear. Regarding alignment with the City, he concurred there is a lack of trust on both sides. Having been on the NAA Board for nine years, he said he could pinpoint one or two Council members who either misheard or misconstrued something that the airport wasn't telling them the truth and he didn't know what to do about changing their positions on this. He noted that there is a fundamental issue of not sharing their attorney's input with our attorney so that we can find common points of agreement or disagreement. Regarding the grants/no grants issue, he feels the City is following the East Hampton strategy that their aviation attorney, Mr. Andrew Barr, helped to create and has been proven by the courts to be ineffective, expensive, and an outlier in how to deal with issues. In response to Commissioner Dustin's request to elaborate on the legal dispute involving the Town of East Hampton. Mr. Rozansky said their issue is seasonal, like ours, however, a bit different and a bit more focused on helicopter activity when they chose many years ago to stop taking grants. The 20-year clock expired in around 2021. As far as staff knows, they have spent approximately $7 million on legal fees trying to implement access restrictions and/or close the airport and have been unsuccessful in doing so. Recently, they followed through with a court order to refile an FAA form officially recognizing them as a public use airport which essentially they have always been. He said it was a bit convoluted, and there is this cloud whether it could potentially be a publicly owned private use airport. It wasn't operating as a private use airport. It was somewhat in name only and it has only been in the past couple of months where they made a decision to reinstate a

form designating themselves as a public use airport. In their press release, it stated that they wanted to find balance between residents' concerns regarding noise issues and balancing that with the needs of the aviation community of those who wanted to use the airport.

Commissioner Dustin stated that this 20-year battle has produced nothing, and the NAA would be better off not going down that road and to instead establish dialog with residents. Regarding financial resiliency, the airport's statutory duty requires the Board to continue taking grants, not pursue a legal course, and to sort this out with the City. Chair Cuddihy commented that one big distinction between East Hampton and the NAA is that the NAA purchased land and if you use FAA grant money to purchase land, you are obligated to the grant in perpetuity as long as the airport is in existence.

Chair Cuddihy – Agreed with everything she has heard thus far and liked Commissioner Crees' comments on alignment with City Council to find common ground. She felt there was merit to regionalization and was interested in why Commissioner Crees was not supportive of that strategy. Commissioner Crees said that RSW should be part of the solution.

Vice Chair Cavanaugh had no additional comments.

Commissioner Burns made several written comments on the slide shown on the overhead in red ink and his comments are provided on the attached. Copies were distributed to fellow Commissioners and staff. He commented that relocating the airport would solve the infrastructure/resiliency and noise issues. Noise could also be reduced by having a regional strategy. Regarding grants/no grants, he felt it would be beneficial to prepare now for the last 20 years of the lease to see what it is going to be like by not accepting grants. This could change his mind or others' minds about this issue. He would like to operate on a bare-bones budget to reduce annual expenses and initiate an austerity program, rather than thinking every year we have $60 million in our reserve and to keep spending. On the noise reduction strategy, he would like the NAA to hire DVAC who he thought had a great concept in April 2023. He said nothing has happened on that flight procedure suggestion that came up at that time. Chair Cuddihy said it is true we have not used DVAC but Commissioner Burns' statement that we have made no progress is inaccurate. Chair Cuddihy said that we have made progress with Hughes on the same things we talked with DVAC about. She said that neither party made progress on the departure procedures, but Hughes did make progress on the arrival procedures. Chair Cuddihy said that if inaccurate statements are going to be made, she is going to call them out. Commissioner Dustin said it seemed illogical to talk about DVAC because whatever DVAC does has to go to the FAA and then the FAA has to approve it. The reason the Board chose Hughes was because Hughes can publish their studies and doesn't have to go through the FAA approval process. Commissioner Dustin reiterated that when the Board makes a decision, there should be 100 percent support by all Commissioners. He was frustrated that Commissioner Burns keeps bringing up DVAC.

Ms. Merkel provided a hand-out for Board members to write down and rank three proactive, long-term priorities that would go into the five-year strategic plan. There was discussion to list and rank more than three initiatives.

Mr. Chrysler captured Board members' ideas on the attached Excel spreadsheet and appearing on the screen so that everyone could see each Commissioner's ideas. At the same time, Mr. Lobb captured the data via ChatGPT.

The findings were then presented in order of priority:

Commissioner Dustin – 1) Strengthen relations and communications with City Council and the community. He expressed that without it, the path forward will be hard to figure out. 2) Address noise issues with FAA, City, and community. The reason is that the NAA needs to address the vocal minority directly, listen and find out what can help and then talk to FAA, the City, and others to see what can be done. 3) Craft and communicate a vision for the future of aviation because he firmly believes that when we understand the vision of aviation, because the future will compel people to understand why having the airport in its current location will be a real value driver and believes the City would never want to give up the second most valuable asset of the City, all the talk of closing the airport is a temporary issue.

Commissioner Crees – 1) Continued excellence in safety, operations and finance. He commented that the airport has a fabulous safety record and it is the FAA's role to address those people who make foolish mistakes; 2) Address the issue of noise, pollution, and safety perceptions with stakeholders (City Council, airport users, and impacted residents). This is where we need to communicate and engage because that seems to be a major issue outside of the airport boundary. 3) Build partnerships and where necessary, trust, with City Council and impacted residents. He feels there is a very real lack of trust and partnership.

Commissioner Burns – 1) Reduction and dispersion of noise from jet aircraft; 2) Develop a transparent submission process to City Council of the Airport Utilization Plan. 3) Complete airport relocation study as a possible roadmap for the future.

Vice Chair Cavanaugh – 1) Be decisional on closure, relocation, and continuing operation. He commented that his is a short-term decision that would allow us to do a longer-term strategic study on lease negotiations, resiliency plan, or a relocation plan. More importantly, it is the outcome of the decision. 2) Engage and develop a regional aviation plan and expand the scope to Lee County and others if it doesn't become burdensome and we can outline measurable steps to define success/failure. This initiative is a regional aviation plan to include a broader sharing of ideas, intellectual resources, financial resources, not necessarily a land-based airport. 3) Engage and strengthen government in communication and knowledge. He expressed concern that there is too much focus on the City of Naples, notwithstanding their landlord status. The airport is a regional asset with more citizens and businesses in the County than in the City. He added that this initiative includes the State and Federal officials as well.

Vice Chair Cavanaugh stated that his three priorities did not include safety because it is an operational imperative; it is considered every day, 24/7 and he thought it was a mistake to consider it as a strategic goal.

Chair Cuddihy –Her priorities are as follows: 1) She agreed with the Vice Chair's statement regarding safety being an operational imperative. She did write down to ensure an ethos of safety continues to drive the NAA. Vice Chair Cavanaugh expressed concern about how measurable goals are created, and she again agreed. 2) Create a plan of financial and physical resiliency for the airport; 3) Further develop relationships with the City, County, and community based on facts and open dialog.

There was discussion about the Board's perspective on safety being an operational initiative rather than a strategic initiative, and they reached agreement to remove safety as well as financial resiliency from the plan.

In identifying agreement, Ms. Merkel requested the spreadsheet be color-coded to find similar priorities from each Commissioner's feedback (see attached).

Vice Chair Cavanaugh sought clarification on the meaning of noise and pollution and what the community would like the airport to specifically do.

In response to Mr. Rozansky's inquiry on what the future of aviation was referring to, Commissioner Dustin commented that it pertains to understanding where transportation is going. He said that jets are getting quieter, electric aircraft are getting closer to fruition, fuel is changing the economic profile, and change is coming faster than ever before. Within 20 years, he believes the future of aviation will change and will take away some of the issues that are driving relocation or closing the airport. It will allow us to be focused more on what we have as a community asset. He suggested engaging a third party to educate us and the community about what is coming soon. Regarding transportation, Commissioner Dustin mentioned self-driving cars and newer aviation technologies such as vertical electric planes which could land at various City locations – even though Mr. Rozansky and Commissioner Burns speculated the City would not allow that. There was discussion to tie this to the regional airport plan and to include Lee County in that plan.

Regarding the regional airport plan concept to include RSW, Mr. Rozansky said it was important from a governance and practical standpoint, to flush that out a little further because trying to work with the City and Collier County is very different than trying to work with the Lee County Port Authority which is in a separate county with its own governing body which is essentially the Lee County Board of Commissioners. For the benefit of specificity, Mr. Rozansky requested more clarity on this suggestion. He said trying to work with a governing entity in another county about airports in Collier County add a whole other layer of complexity that he was not sure how to deal with.

As part of a regional plan initiative, Vice Chair Cavanaugh suggested putting together an ad hoc group of airport directors from RSW, Page Field, Marco Island, and Immokalee to meet every four to six months on what each airport is dealing with, what their operational and strategic concerns are, opportunities, feedback they are getting from the aviation community, elected officials and communities, what they see as a regional plan and report feedback to the Board. Commissioner Burns then suggested changing the verbiage from regional plan to solutions.

Commissioner Crees commented that RSW should be part of this as the Strategic Plan moves forward. There was discussion about moving aircraft to RSW where it has more capacity, the benefit of private aviation to choose the airport closest to their destination, RSW's negotiating with a second FBO, the economics of RSW, what drives their P&L, and whether they see NAA as a competitor. Vice Chair Cavanaugh thought it might be useful for Mr. Rozansky to give a report on the dynamics of commercial and general aviation, RSW vs. APF, and a broader understanding of the aviation community in Southwest Florida.

There was consensus with three Commissioners in favor of (Cuddihy, Dustin and Cavanaugh) and two Commissioners against (Burns, Crees) to remove RSW from the regional plan.

With the aid of artificial intelligence, Mr. Lobb then provided a summary of five priorities based on Commissioners' feedback today. 1) Rebuild trust and strengthen relationships with the City and community. 2) Address noise and pollution with stakeholders and the FAA. 3) Determine and communicate a long-term direction on relocation, lease extension, or closure. 4) Craft and share a regional vision for the airport and aviation. 5) Maintain and enhance the airport's financial and operational resiliency.

On the first priority, there was agreement to change the word, Rebuild, to Build.

On the second priority, stakeholders are to be defined to include City and County officials, residents, and airport users.

Mr. Rozansky stated that there are limited tools to address noise issues. In terms of pollution, however, it is different. He said steps can be taken to address water quality through our stormwater planning and infrastructure. Our own and tenants' activities are regulated through fueling and inspection of fuel farms and facilities and we have procedures to address spills or other contaminants. He said the broad umbrella of pollution is concerning because of the lack of specificity of reasonably what the NAA can do. Using noise as an example, the NAA does not establish standards for noise emissions. That is under the federal jurisdiction. The NAA also does not establish standards for pollution emitted by aircraft. To measure success, it is important to bring this topic of pollution up and make certain that the discussion is around what the NAA reasonably can do. Commissioner Crees said that what he meant by pollution was jet exhaust, specifically during peak season when there is a line of planes idling waiting for clearance to take off. Chair Cuddihy cautioned that if "pollution" is put out there, she didn't want the community to focus on the "black soot" they have experienced on their lanais. She thought we need to be cognizant of how this is worded in the Strategic Plan.

Ms. Merkel stated that the next challenge today is to take these priorities, consider success metrics, and how they will be measured. Ms. Merkel asked Commissioners to refer to the spreadsheet on the screen and Mr. Lobb's printout of the ChatGPT summary and write down three or four priorities that should be part of the long-term strategic plan. Commissioner Crees said that there are some things that can't be measured, such as quality of life, but are still important. Vice Chair Cavanaugh expressed concern about where noise and pollution fits in one's quality of life in Collier County and thought these need to be more definitive in terms of noise. Not to diminish the pollution issue and based on EPA data, Mr. Rozansky stated that this airport is responsible for less than 1 percent of emissions in Collier County. Sixty-nine percent of emissions is due to road vehicles. He asked the Board keep this in perspective in what we can realistically do for the small amount of pollution attributed by aircraft. Mr. Lobb highlighted several initiatives that staff has undertaken in the past including ACI carbon accreditation, battery GPUs, solar, stormwater quality improvements, and sustainable aviation fuel.

Ms. Merkel said that this exercise is not the end, just the beginning of the process.

Commissioners ranked the priorities and suggested possible measures for each one as follows:

Chair Cuddihy – 1) Building trust with the City, County, and community with facts and open dialog. Measures include face-to-face meetings using our communication vehicles that are in place today and tracking the number of them. 2) Decide and communicate the long-term direction for the airport. Measures include deciding about relocation in the next few months and communicate

that to the community; make a 20-year resiliency plan to keep the airport in operation, and create a longer-term strategy for the existing airport; and if we are to relocate it, follow the steps that it would take to do that. 3) Continue to address noise. Measures include how we are doing with the three-legged stool strategy to conduct a Part 161 Study, lobbying efforts, and a Collier County regional plan. She noted that she did not include the financial priority based on the discussion to leave that out.

Commissioner Burns – 1) City Council interaction. Metric - define the procedures that we use between the airport and the City. 2) Exploratory study. Metric - finish a thorough relocation study by a third party. 3) Noise reduction. Metric - complete the flight procedures design study.

Vice Chair Cavanaugh – 1) Decision on the airport in terms of close, relocate, or continue operating in its current location; then based upon that decision, create a plan. If it is to relocate the airport, extend a relocation plan process to span years; if the decision for the airport to remain in its current location, have dialog around the lease extension as well as the appropriateness of providing some value for the land to the City in terms of renegotiation to allow us to effectively understand what we could get from that in terms of an extension. Timeframe - over 12-18 months. Conduct a Resiliency study. Timeframe - 12-18 months and then execute on the plan which would take 3-10 years. Parts of the resiliency study would be embedded in the operational plan. 2) Government and community outreach. Enhance community outreach events by providing presentations along with the ad hoc dialog. Have a similar process with our federal elected officials at the FAA in Florida, Atlanta, and Washington, DC. 3) Develop a regional aviation plan and create an ad hoc Executive Director group immediately in the next six months. This would be an ongoing process to gain feedback. Within this priority, staff or a third party could educate the Board every six months on aviation trends. 4) Investigate other government models that are in place throughout the country to help us understand how we need to respond to the aviation community and explain airport operations to local citizens.

Commissioner Crees – 1) Enhanced and frequent dialog with City Council and the noise-impacted local community. The goal is to build trust which he feels is currently lacking, to being working together to address noise issues. Timeframe is now and into the future. Eliminate the them/us situation that exists. Metric would be additional joint working groups and additional and more frequent working groups, despite scheduling challenges. 2) Work to reduce noise. Metrics would include reducing the number of jet movements during peak hours, banning Stage 3 aircraft, implementing flight procedures, and issuing curfew violator reports. 3) Address and prepare for the end of the lease. Metric would include putting an item on a Board or Workshop Meeting agenda to discuss it.

Commissioner Dustin – 1) Decide and communicate the long-term direction to relocate, lease, or close. Timeframe – next three months. 2) Build trust and strengthen relationships with the City and community. Timeframe - ongoing and 12 months. Measure – the lease extension is resolved. 3) Address noise and pollution with pollution being defined with stakeholders (City Council, City and County residents and airport tenants and FAA). Timeframe - Now and ongoing. Begin with a dialog, individually or together, with the eight households who complain the most. The intent is to listen to them in explaining their issues and determine what can be done about their problem. Find out what we don't know. The surveys and reporting reinforces that there is a noise problem.

Chair Cuddihy amended the noise priority into short-, medium and long-term goals with the short-term being what we are doing today with the violators, the curfew, fly higher faster; the second part being the flight procedures and the long-term being the three-legged stool strategy.

Ms. Merkel said that the next step is to flush out some of the key actions of the initiatives identified and provide feedback to the Board. Mr. Rozansky appreciated the Board's candor and comments that puts staff on a path to refine the strategic initiatives prioritized here today.

H. OLD BUSINESS

1. Commissioner Onboarding

Due to the length of the previous item, the onboarding discussion was tabled to a subsequent meeting.

I. PUBLIC COMMENTS

There were no Public Comments.

J. CORRESPONDENCE/COMMISSIONER COMMENTS & REQUESTS/MEETINGS

Regarding the next steps, Commissioner Crees commented about the stakeholder focus groups being held in May. He said the timing of these sessions was not conducive to the folks who are here only during season and the residents' voices will not be heard. There was a discussion that the public is currently not involved in the focus groups but a focus group will be held with the NCC, which represents citizens in their respective areas. Mr. Rozansky said that having a community-centric focus group session was an interesting concept to consider, but how to select people would be a challenge. There was a suggestion to consider the President's Council members.

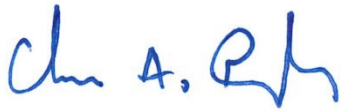
Vice Chair Cavanaugh thanked Chair Cuddihy for her governance capabilities, wisdom, and insights. He said he always learns from her input and appreciated her being the Board Chair.

Commissioner Burns noted he attended the Naples Jet Center (NJC) open house on February 7th and was quite surprised to see what was going on there. He asked fellow Board members when they were made aware of NJC's plans. Chair Cuddihy couldn't recall, and later clarified that she knew it was happening but didn't believe she ever saw what it looked like. Commissioner Crees said that he was not aware of the project before being appointed to the NAA Board. Commissioner Dustin was aware they were going to be building it at some point but didn't know what it would look like. Vice Chair Cavanaugh said he knew about it during his indoctrination and talking with some people at the NJC but left it to the City who permits the facility and airport staff to manage it effectively. Commissioner Burns said he raised this topic because City Council spent an entire Workshop session talking for hours about the Naples Jet Center. Commissioner Burns said that he was not the judge of the procedure, but it became evident to him that the NAA needs to define its Master Plan and Utilization Plan procedures and how it is submitted to the City. He said to keep in mind that the Master Plan is an FAA document and he has read through all the regulations and there is no reference to a Utilization Plan. He said the Utilization Plan is part of the City's Comprehensive Plan which is part of the zoning ordinance that describes the airport utilization plan to be updated periodically and approved by the City Council. Chair Cuddihy said the Board discussed this at its last meeting. She recapped that the City has asked their team for

recommendations on how to address the Utilization Plan process going forward. Our Commission discussed having Mr. Rozansky talk with the City Manager since he knows more about the Utilization Plan than the new City Manager does at this point. The City is conducting an investigation, and our Commission agreed not to conduct its own investigation at this point and to leave it there. Commissioner Burns said he remembers the discussion but just quickly wanted to ask if our Commissioners were aware of the Naples Jet Center plans. Mr. Rozansky noted that a meeting was scheduled with the City Manager for this Friday to discuss the Utilization Plan.

K. ADJOURN

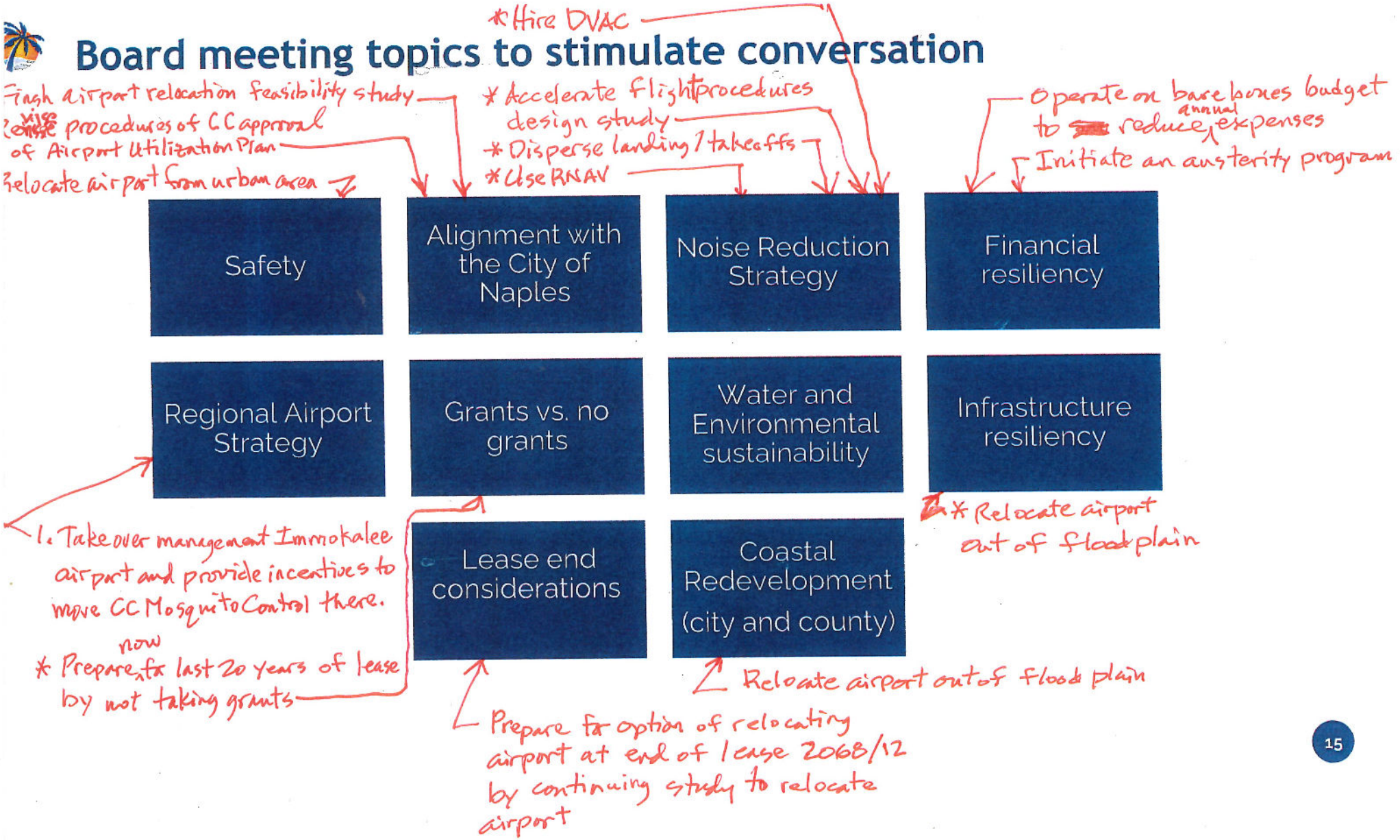
With no further business, the meeting adjourned at approximately 12:14 p.m.



Christopher A. Rozansky
Secretary

NOTE: Printed copies of all visual presentations and handouts are on file in the Executive Assistant's Office.

Board meeting topics to stimulate conversation



Strategic Plan Workshop Meeting - Tuesday, April 22, 2025
Group Activity

Activating Question #1 - What are the major priorities you believe should be in the long-term Strategic Plan?

- Rank them. Be prepared to discuss.
- Ideally, we will prioritize the top three.

Commissioner Dustin	Commissioner Crees	Commissioner Burns	Vice Chair Cavanaugh	Chair Cuddihy
Strengthen relations and communications with City Council and the community	Continued excellence in Safety, Operations, and Finance	Reduction and dispersion of noise from jet aircraft	Be decisional on closure, relocation, and/or continued operation of the airport	Ensure an ethos of safety continues to drive the NAA
Address Noise issues with the FAA, City, and the Community	Address the issue of Noise, Pollution, and safety perceptions with City Council and impacted Residents	Develop a transparent submission process to City Council of the Airport Utilization Plan	Engage and develop a regional aviation solution	Create a plan of financial and physical resiliency for the airport
Craft and communicate a vision for the future of aircraft/transportation and related technologies	Build partnerships and, where necessary, trust with City Council and impacted residents	Complete airport relocation study as a possible roadmap for the future	Engage and strengthen government communication and knowledge	Further develop relationships with the City, County, and Community based on facts and open dialogue

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

FINAL AGENDA

Naples Airport Authority - Airport Office Building
160 Aviation Drive North, 2nd Floor Conference Room
Naples, FL 34104

Click to Join: https://us06web.zoom.us/j/86512655055

Tuesday, April 22, 2025
8:30 a.m.

Commissioner Rita Cuddihy – Chair
Commissioner Terrence W. Cavanaugh – Vice Chair, Audit Committee Chair, Consultant Selection Committee Member
Commissioner Kerry C. Dustin – Consultant Selection Committee Chair, Audit Committee Member
Commissioner Robert P. Burns – Consultant Selection Committee Member, Audit Committee Member
Commissioner John Crees, Noise Compatibility Committee Liaison

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.

NOTICE

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. PRESENTATIONS AND TIME CERTAIN ITEMS

F. DISCUSSION ITEMS (Public comments accepted for each item; 5-minute limit)

G. NEW BUSINESS

1. Strategic Plan Development and Board Focus Group

H. OLD BUSINESS

1. Commissioner Onboarding

I. PUBLIC COMMENTS (5-minute limit)

J. CORRESPONDENCE/COMMISSIONER COMMENTS & REQUESTS/MEETINGS

K. ADJOURN