Monday, May 17, 2023
Naples Airport Authority: Workshop Meeting Minutes

The meeting was called to order by Chair Dustin at 12:18 p.m. in the Airport Office Building, Second Floor Conference Room.

A. ROLL CALL

1. Roll Call

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

Staff and Authority Counsel present were Mr. Owens, Mr. Rozansky, Mr. Lobb, Mr. Keith, Mr. Warriner, Ms. Zadorecky, Mr. Brown, Mr. Gray, Mr. Burch and Ms. Menard.

B. PLEDGE OF ALLEGIANCE

Chair Dustin led the Pledge of Allegiance.

C. AGENDA

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

D. PRESENTATIONS AND TIME CERTAIN ITEMS

Chair Dustin said the Strategic Plan has a very strong foundation that states our purpose, vision, values and goals for FY 2024. He said the plan was developed to give staff a roadmap through FY 2026. Today's objective is to review and adjust the objectives and measures, but not to redo the plan.

Mr. Rozansky commented that this is the mid-year point in planning for next year and that great progress has been made on our scorecard measures to date. He said some background on our prior strategic planning efforts and a report on our mid-year scorecard will be provided, and that we will be requesting Board feedback on the preliminary draft plan that will be presented to the Board at its August Regular Meeting, with adoption in September. Mr. Rozansky stated that the Strategic Plan is our guiding light and everything we do is focused around this Plan. He noted that we have re-engaged our strategic planning consultant, Ms. Mina Merkel, who has been with us for several years. Mr. Rozansky recognized Mr. Justin Lobb for taking on the day-to-day elements of the strategic planning process and for following up with the champions of each goal to ensure we are on track with as many of our projects as we can be.

Mr. Lobb said that it has been a privilege to be involved in the Strategic Plan and that he enjoys working with the Goal sponsors to advance our projects and break down barriers where they may exist. He introduced Ms. Merkel who will provide the background of where we have come from, where we are today and where we are going in the future.

1. FY 2022 – 2026 Strategic Plan Background

Ms. Merkel said a good strategic plan starts and ends with a vision. She acknowledged Dr. Dave Byers who was present in the audience today. She said he was involved in the original Strategic Plan created in 2016. Ms. Merkel said she got involved in 2017 and worked very hard with staff

to create and refine the vision, mission, goals and values that are living and alive today. In 2017, the very first five-year plan was produced, and from 2017 to 2021, a couple of iterations occurred, regular updates were provided, a scorecard was created and an internal dashboard to identify operational projects that make the strategic projects happen was developed.

She said that in 2021, we came to the Board for the first time to involve key stakeholders in the process. She said that a plan with only the folks that are working at the airport gives it a little less potential depth and breadth than if we go out to the constituents. Tenants, customers and the staff were also given the same questions. We were able to incorporate input from all the stakeholder groups in 2021 and 2022. She noted that the current five-year plan will be sunsetting in 2025, and we will start the process with a new five-year plan in 2026, for approval in 2027. As Chair Dustin commented and Mr. Rozansky commented, she said the goal and scope today is to help us with the objectives, the initiatives and measures and make sure they are going to help us complete the current Strategic Plan.

2. Strategic Plan Scorecard – FY 2023 Mid-Year Report

Mr. Lobb highlighted each measure, shared a few successes and wins of where we are at this point in the fiscal year and discussed some measures staff wanted to bring to the Board's attention that might give rise to a few changes in the scorecard. An overview follows:

Goal 1

Mr. Lobb pointed out that the Part 139 inspection was completed on May 3rd with three total discrepancies. Two of the discrepancies have been mitigated and reported back to the FAA, and the third discrepancy is anticipated to be mitigated by the end of this week. He said we have met the intent of the measure but wanted to call attention to it.

He shared that with the promotion of the SMS, there have been 35 hazard reports submitted to date. He said this is encouraging because employees are engaged in reporting potential hazards before it becomes an incident.

On the solar canopy project, Mr. Lobb recapped that late last year, the Board gave direction to put this project on hold while we work through the uncertainties of liability on the airfield resulting from the hurricane. He said that this project is still on our radar but will probably be extended by at least a year.

Before Hurricane Ian, staff planned an improvements project to the existing lighting vault. However, following the hurricane and the surge that came within inches of the vault, caused us to rethink our strategy there and not proceed with the limited scope of the existing vault. Consideration is being given to potentially constructing a new vault at a higher elevation or in a different location.

Regarding the fuel farm improvements project, Mr. Lobb said we have a design-build agreement with the contractor; but the way that the contract is structured, in this situation, it hasn't worked out to be beneficial to pursue. The pricing received was well above what we thought was reasonable. Mr. Lobb added that there was a million-dollar-plus gap between the contracted price and the independent fee estimate (IFE). He said that we are terminating the agreement and rescoping the project to do a traditional design-bid-build.

On the fuel farm project, Mr. Rozansky added that the contracted price was $5 million, and the IFE was $3 million.

Mr. Lobb stated that in June, staff intends to bring the revised Scorecard back to the Board to remove the vault improvements project and extend the schedule on the fuel farm and the solar canopy project to coincide with our new strategy.

Mr. Lobb noted that we have been awarded the IS-BAH certificate on March 29th. He said it was a significant achievement by the FBO to develop an entirely new standard operating procedure playbook that includes over 100 pages in length, taking our operation which was already a solid running machine to the next level.

In response to Commissioners Burns' question about today's procedure, Mr. Lobb said that it was to provide background on our Strategic Plan, celebrate our wins, highlight and focus on areas where we need attention in the second part of the fiscal year and get Board input on these measures and make adjustments to our FY 2024 scorecard.

Goal 2

Mr. Lobb highlighted several accomplishments including the Part 150 Noise Study, contacting and categorizing 100% of curfew violations, organizing and/or participating in 50 outreach events and expanding the social media presence.

Commissioner Burns requested a social media presentation be given to the Board at some point.

Goal 3

Mr. Lobb noted that the budget is favorable to date with only 35% spent with 58% of the fiscal year elapsed.

He said that cyber security is a top priority and noted that the existing firewall is not needed and that we will be asking to remove this item from the Scorecard in June.

Mr. Lobb highlighted our 96% pass rate in employee phishing testing. He said that because we met the measures doesn't mean that testing stops.

Goal 4

Mr. Lobb said that we completed our employee survey with 78% participation, resulting in a net promoter score of 67.

Regarding our employer branding measure, Mr. Lobb said that up until about a week ago, we were not getting the concepts we were looking for from our marketing partner. He said that we have received additional concepts that we are in the process of reviewing. He does not foresee an issue meeting this objective.

He said that we are a little behind on employee development, but now that we are in the summer season, employees will be offered more events for training opportunities.

Mr. Rozansky highlighted our big successes and recognized the FBO for being awarded the IS-BAH certificate as well as our customer survey scores being better each month leading up to March and April. He said there is more good news coming on employer branding, and he announced that we have been notified that we are being recognized as one of the top 20 Gulfshore Business Best Employers in a five-county area. Vice Chair Ruppert commended staff for the favorable customer survey scores, especially after changing fueling hours and all that goes with that.

E. PUBLIC COMMENTS (5-minute limit) ON GENERAL TOPICS NOT ON THE CURRENT AGENDA

There were no public comments.

F. NEW BUSINESS

1. FY 2024 Scorecard Development Timeline

Mr. Lobb provided an overview of the timeline for developing the FY 2024 Scorecard. Based on his summary of the mid-year report above, he said staff will be making minor adjustments to the objectives and the measures going into Year 3 of the five-year Strategic Plan. He said the Board's input today is important because Leadership will reflect on this feedback during their offsite retreat in mid-June. Staff focus groups will be held throughout the summer, and a first draft of the overall FY 2024 Scorecard will be presented at the August Regular Meeting for consideration, with final Board approval and adoption at the September Regular Meeting.

2. Board Focus Group

Ms. Merkel reviewed the format for today's Focus Group. She stated that there are post-its and Sharpie markers at each Commissioner's seat that will be used during the ideation process. She noted that a different post-it color was designated to each Commissioner to help identify who suggested the idea. She reviewed the NAA's importance statement to closer align its strategic planning with the greatest areas of need in the community and stated that the Board is one of the most important stakeholders in the planning process. She said that their input is important to the process but that not all ideas identified could be implemented. She was hoping there would be time at the end of the workshop to prioritize the ideas generated.

She explained the process of writing one idea per post-it and generating as many ideas as possible in the two minutes allotted for each activating question. The activating questions were: What does NAA do very well; What could NAA do even better if ……; and lastly, What collaborative ideas could solve the greatest problems.

She explained the process that is used to organize the ideas as standalone ideas, cousins or twins.

Ms. Merkel proceeded with the process as explained. Each Commissioner's ideas are reflected in the attached summary, organized by the activating question.

During the last activating question, Commissioner Burns said he was not sure what the Strategic Plan was for because he thought it was all-encompassing for Board policy and was hearing earlier how staff was doing reaching the measures. He deferred other comments because he wanted to see what his fellow Commissioners had for ideas and added that some of his ideas may not be the time to say them. Ms. Merkel asked if he would like to elaborate on that, and he declined.

Following the focus group session, there was a discussion regarding the lack of trust in the community and the need to find a way to build trust. Commissioner Cuddihy suggested that we consider hiring an outside consultant, separate from our existing public relations firm, to help us solve this. Mr. Rozansky said that it was frustrating and disheartening after spending about two-thirds of his time this past year on helping to remedy this. Commissioner Cuddihy said that the staff has put in incredible efforts, and she stated that she was not frustrated with the staff, but rather frustrated with how we get from here to there. Commissioner Burns stated that he wanted to pivot this into the plan so that the public knows what we are trying to do so they will listen to us. Mr. Rozansky appreciated and agreed with Commissioner Burns' analysis.

G. OLD BUSINESS

There was no old business.

H. PUBLIC COMMENTS (5-minute limit)

There were no public comments.

I. CORRESPONDENCE/COMMISSIONER COMMENTS & REQUESTS/MEETINGS

1. Correspondence Burns – Extension of Runway 14-32

Due to time constraints, Commissioner Burns deferred his comments and presentation to tomorrow's Board meeting.

J. ADJOURN

With no further business, the meeting adjourned at 2:05 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 of Commissioners Workshp Meeting
Strategic Planning
May 17, 2023

Question: What Does NAA Do Very Well?

Commissioner	Standalone Ideas	Cousin	Cousin	Twin	Twin
Bob Burns	*Operation of airport for tenants and user groups				
Terry Cavanaugh	*Leader in the State & National aviation community *Meeting/exceeding customer expectations		*Financial performance *Infrastructure, investment & management	*Staff's skill & retention	
Rita Cuddihy	*Completed Part 150 Study / Submission *Well maintained facilities *Safety	*Following the Strategic Plan	*Providing positive economic community impact	*Talent development / attracting talent	*Being a good citizen *Reaching out to community *Giving back to community
Rick Ruppert	*Curfew Improvement Process (Noise Specialist, Contacts being made, Transparency, measuring and communicating it better) *Culture / Continuous Improvement	*Up & Down Accountability (Hourly, Salary, Executive)		*Staffing, hiring, attracting qualified people	
Kerry Dustin		*Responds to Suggestions for Improvement			

Question: What Could NAA Do Even Better If …...?

Commissioner	Standalone Ideas	Cousin	Cousin	Cousin	Cousin	Cousin	Twin	Cousin
Bob Burns	*Track details of volume of arrivals and departures (what/when the volume is - matrix that identifies - a log of in/out broad category of who, tail number, date, time, destination, arrival) - understanding the customers using the airport	*Need for identifying more sources of revenue (charge parking fees)				*Need for more empathy for some community points of view		*Lack of long range planning for end of lease (45-50 years)
Terry Cavanaugh	*Push FAA on "community" issue; Air DNL, Community $ investments				*More significant, concrete community outreach with $'s put back into community, payment in lieu of taxes (P.I.L.O.T.); RIE - affordable housing	*More proactive communication to community leaders (City Council, HOAs, County leadership, business associations on a regular basis - i.e. quarterly newsletter to all groups)	*Create more balance between County & City	
Rita Cuddihy	*Continue to improve social media impact		*Use NCC for vetting new noise ideas	*Retaining talent *Succession planning		*Connectiong with the community. *Earning trust of community *Go to meet with HOA leadership		*Long term strategic planning (20-45 yrs.)
Rick Ruppert					*Commissioner/Tenant interaction (Develop more formalized program) *More public sponsorships (events, groups)	*Host public in a formal workshop environment, starting with the HOAs	*Greater Collier County aviation partnership (Co-Commissioner, other stakeholders)	
Kerry Dustin		*Raise fuel prices & charge landing fees	*Integrate noise monitors feedback into community reporting			*Meet quarterly or every 6 months w/HOAs/Presidents Council *Community interaction seems to be too one way regarding noise - recognize airport can't control noise and there needs to be community tolerance		

Question: What Collaborative Ideas Could Solve the Greatest Problems (Out of the Box Ideas)?

Commissioner	Standalone Ideas	Cousin	Cousin
Bob Burns		*Build trust with community with out of the box methods	
Terry Cavanaugh	*Invest $'s into community for housing and rolling stock		*Create a Regional Authority and create a Top 20 National GAA organization
Rita Cuddihy		*Create an uber, multipronged approach to improving trust in community	*Embed people in FAA to assist in finding noise solutions
Rick Ruppert		*Give recognition and appreciation to operators, tenants, customers for complying with curfew	*Use Congressional reps (2) to meet with public, NAA, FAA, City Council, County Commissioners to have a community open house
Kerry Dustin	*In conjunction with exploratory study, consider opening discussions to extend our lease and pay rent and agree that for 20+ years, that noise is as well managed as possible.		

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

FINAL AGENDA

Naples Airport Authority
Airport Office Building, Second Floor Conference Room
200 Aviation Drive North, Naples, FL 34104

Wednesday, May 17, 2023
Immediately Following the Consultant Selection Committee Meeting

Members of the public may view the workshop following this link:
https://www.flynaples.com/live-stream-video/

Commissioner Kerry C. Dustin – Chair
Commissioner Rick Ruppert – Vice Chair, Consultant Selection Committee Chair, Audit Committee Member
Commissioner Rita Cuddihy – NCC Liaison
Commissioner Robert P. Burns – Consultant Selection Committee Member, Audit Committee Member
Commissioner Terrence W. Cavanaugh – Audit Committee Chair
Executive Director: Christopher A. Rozansky
Authority Attorney: William L. Owens, Esq. of Bond, Schoeneck & King, PLLC

Welcome. 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.

A. ROLL CALL

B. PLEDGE OF ALLEGIANCE

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

D. PRESENTATIONS AND TIME CERTAIN ITEMS

1. FY 2022 – 2026 Strategic Plan Background

2. Strategic Plan Scorecard – FY 2023 Mid-Year Report

E. PUBLIC COMMENTS (5 minute limit) ON GENERAL TOPICS NOT ON THE CURRENT AGENDA

F. NEW BUSINESS

1. FY 2024 Scorecard Development Timeline

2. Board Focus Group

G. OLD BUSINESS

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