Thursday, May 16, 2024
Naples Airport Authority: Workshop Meeting Minutes

The meeting was called to order by Chair Ruppert at 1:15 p.m. in the in the Council Chambers at City Hall.

A. ROLL CALL

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

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

B. PLEDGE OF ALLEGIANCE

Chair Ruppert led the Pledge of Allegiance.

C. AGENDA

There were no changes to the agenda.

D. PRESENTATIONS AND TIME CERTAIN ITEMS

There were no presentations or time certain items.

E. PUBLIC COMMENTS ON GENERAL TOPICS NOT ON THE CURRENT AGENDA

There were no public comments.

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

G. NEW BUSINESS

1. Governance

Mr. Rozansky stated that in February, there was consensus to hold a workshop for the governance of the Naples Airport Authority Board of Commissioners. Staff have been working closely with Ms. Mina Merkel, NAA's on-call consultant/facilitator, to prepare an agenda to present and discuss governance.

Ms. Merkel thanked each Commissioner for their input in the one-on-one conversations prior to this meeting. She provided an overview of the workshop objectives which included governance best practices, the Board's purpose and role and its partnership with the Executive Director and Authority Counsel. She said there would be an interactive session where input would be solicited from the Commissioners.

Ms. Merkel noted that much information was collected during the individual meetings prior to the workshop and was aggregated into summaries for discussion. She provided a summary of the Commissioners' input regarding best practices.

She noted that Commissioners were provided copies of a booklet entitled "The Source" which discusses 12 principles of governance that power exceptional boards. She reviewed the first six principles and stated they are about the intention behind a constructive partnership between Board members and the Executive Director. The relationship must be interdependent for the success of the NAA. She noted that the majority of the Board's proceedings are strategic and that Board members are responsible for promoting an ethos of transparency by ensuring that the public has access to appropriate and accurate information. She provided an overview of the six other principles which included compliance with integrity, sustaining resources, being results-oriented, intentional Board practices of how each member governs themselves, continuous learning and revitalization. She felt the Board could do a better job of onboarding new Commissioners and helping them understand their new roles.

Regarding principles of governance that power exceptional Boards, Item 9, Results-Oriented: measure the organizations advancement towards mission and evaluate the performance of major programs and services, Ms. Merkel clarified that this was not about measuring actions, but about measuring progress. Chair Ruppert noted that on a subjective level, particularly as it relates to the Scorecard, he saw a potential slippery slope when Commissioners wanted to redefine a measurement. Ms. Merkel said constructive partnership is the ability for the Board members and the Executive Director to come together on measurements being used to evaluate the performance of major initiatives. She said the intention behind the measurement was to measure it against the mission, and it should provide information about whether the initiative is progressing toward the mission.

Ms. Merkel asked the Commissioners to write down their ideas in two minutes about how the NAA Board could fail the community. The Post-It responses were collected and organized on the attached document entitled Governance Meeting, Question 1 – How Could the Board of Commissioners Fail the Community? Ms. Merkel stated that the intention behind having each Board member share their thoughts on paper was because everyone's voice is equal and it is important that to hear everyone thoroughly.

She spoke about the Airport Authority Board's "Reason for Being." She said it was not intended for the Board to have intimate knowledge of operations and provided the following metaphor for consideration: An Airport Authority Board is to the Executive Director as Air Traffic Controllers are to the Pilot. They don't fly the plane, but they do help chart the course and keep the pilot on track. There was discussion regarding the metaphor.

Commissioner Burns noted that the Sunshine Law makes communication challenging with other Board members. He felt that the Board needed more frequent meetings, possibly a bi-monthly workshop where a specific topic would be openly discussed. Mr. Rozansky stated that the point made by Commissioner Burns about meeting more often should be explored more extensively. Commissioner Burns noted that in Regular Board meetings, the issues being dealt with are for actions required to meet the NAA's mission. However, he did not feel there was always time to

reflect on policy issues. He said he had five policy suggestions and will address those later. Mr. Rozansky said during the scheduled meetings, Board members are free to bring up any topic for discussion. Commissioner Burns acknowledged that but thought it was unfair that when a Commissioner brings up a topic, it requires three Commissioners' approval to add a requested topic to an agenda.

Commissioner Dustin wondered if perhaps this was part of the issue where there was a difference of opinion between operations and policy. Commissioner Burns said that all authority for policies and procedures had been granted to the Executive Director. He thought the Board should have more autonomy when setting policy. Commissioner Dustin felt that the Board needed to allow the Executive Director to carry out his duties. He thought there was a potential for Board failure when Board members micromanage the Executive Director. He wanted to better understand what Commissioner Burns felt the Board was not doing in setting policy. Mr. Rozansky read a portion of Resolution No. 2024-1, Delegation of Powers, that states: "The following Resolution on the delegation of administrative and operational powers and duties to the Executive Director is hereby adopted." He said his perception of his role is that he does not set policy. He added that he may bring recommendations to the Board, but it is the Board's role to set the policy of the NAA and it is the Executive Director's job to carry out the policies.

Commissioner Burns agreed that what Mr. Rozansky just said was a good explanation. He didn't think the Board discusses policy but rather deals with issues every month that the Executive Director brings to us. Mr. Rozansky stated he works closely with the Chair on setting the agenda. In terms of spending more time in meetings, Commissioner Cavanaugh asked what percentage of Mr. Rozansky's and staff time was utilized in preparing for Board meetings, outside of normal operating activity as an officer of the NAA. Mr. Rozansky estimated approximately 50% or more of his time, not including staff time, was being spent on the regular cadence of meetings. Commissioner Cavanaugh suggested that it was too much time, and the Board needs to find a way to make the Executive Director more productive.

Vice Chair Cuddihy suggested that the ideas outside of Ms. Merkel's session be put in a "parking lot" and for Ms. Merkel to help direct the Board when it is the right time to discuss these ideas. She said the first item to put on the list would be Commissioner Burns' comment that there are policies that the Board is not discussing. Vice Chair Cuddihy heard from Commissioner Burns that he wanted more meetings. She suggested that he answer questions of what policies he thought were not being discussed, why he wanted to have more meetings, and she thought a strong definition of "promulgate" was something that should be decided because it does not give the Executive Director the power to make policy, it gives authority for them to disseminate information about the policies. Commissioner Dustin said that Commissioner Burns' comment about the Board ignoring or smothering something should be on the parking lot list.

As a point of order and in the interest of moving ahead in the meeting, Chair Ruppert recommended that the parking lot idea be used.

For the parking lot list, Ms. Merkel asked Commissioner Burns to write down his comment regarding the role the Board should have in the policy-making process.

She further explained the primary purpose of the Board of Commissioners. Overall, Commissioner Dustin said he felt the Board is a fiduciary to the community, not just a fiduciary as it relates to finances and audit. He wanted to make sure the Board feels the same responsibility to the whole community. Ms. Merkel asked Commissioner Dustin to write that idea down. Chair Ruppert said that he would like to discuss this later because he sees it differently. He said he wants to discuss what fiduciary means to this body going forward.

Regarding meetings, Ms. Merkel provided a summary of comments from her one-on-ones with Commissioners. There was discussion regarding a Commissioner requesting an amendment to the draft minutes, staff's process for reviewing the meeting video, and communicating the corrections to the Board in advance of the meeting. Mr. Owens stated that the practice being used today is proper and within Sunshine Law requirements. Mr. Rozansky said that if there are inaccuracies noted, he prefers Board members to converse with him directly, rather than through email, because it gives him more context about what is being requested.

Commissioner Cavanaugh was not in favor of more meetings. He was supportive of reducing time in meetings. Commissioner Dustin thought there were some things that Chair Ruppert could do such as moving items from the regular to consent agenda. Also, making sure staff is prepared to give an abbreviated discussion or that any presenters are prepared to keep their presentations brief. Chair Ruppert stated that he was very action-oriented but also strived to balance democracy and make sure everyone who wishes to participate is heard.

Mr. Owens spoke about the Sunshine Law and how it impacts the flexibility to have virtual meetings versus in-person meetings. He stated that under the Sunshine Law, the ability to hold virtual meetings is not allowed. However, a member may attend a meeting virtually as long as there is an in-person quorum to conduct business. Commissioner Burns asked if a workshop for discussion (no action) would allow a virtual meeting. Mr. Owens stated he would do further research, but he did not think it would be allowed. In addition, the public must be given a chance to comment.

Commissioner Burns stated that he feels smothered from discussion. He used the example of when he raised the Picayune Strand State Forest (PSSF) as a potential site for a new airport. Chair Ruppert took exception to Commissioner Burns' statement that Board members smother his ideas. Commissioner Cavanaugh reflected on the time spent on the PSSF subject and couldn't think of any other subject the NAA has spent more time on. He added that there are supporters in favor of the PSSF as a potential site but none of them have taken any time to attend a Board meeting to make public comments. He said plenty of time has been given to that topic and the mechanism in place is effective for any subject the Board would like to discuss. Vice Chair Cuddihy asked if Commissioner Burns felt that he was held down by fellow Board members or the Executive Director. Commissioner Burns retracted the use of the word, smother, and said he felt held back. He noted that the Executive Director has never held him back and is always very helpful. He said he feels held back by his fellow Commissioners. He said it could have been handled better especially when the Board changed the Bylaws to require three Commissioners to put an item on the agenda. He said three is not a majority of City Council because they have seven members. By requiring three Commissioners, it is an example of holding him back. He thought the Board should learn and follow Robert's Rules of Order. Vice Chair Cuddihy said she added this suggestion to the parking lot list. Chair Ruppert said his idea of having three Commissioners to approve adding

an item to future agendas was by a simple majority vote. He said the Board needs to act as a body, not as five individuals, and he worries about personal biases interfering with the effectiveness of this Board. Commissioner Dustin commented about Commissioner Burns' bringing up PSSF after the Board agreed to let the exploratory study group do their work. Commissioner Burns said he had two consultants who worked on the Hamilton Harbor project who were willing to come and present, but he could never get it on the agenda. He said he was offended when a Commissioner said that they could come and have their five minutes. He stated that if you heard their presentation, you would have a better understanding of how the water flows and why he was recommending the northeast portion of the PSSF as a viable option. He noted that this is an example of being held back.

Mr. Rozansky shared that NAA's procedure for adding items to an agenda was based on the City Council's procedure. Their procedure requires Council members to request items to be placed on a future agenda during the Communications portion of the meeting with the support of a majority or at least three other Council members.

Ms. Merkel reviewed Board Member's primary accountabilities. She stated it is the job of the Board to support and oversee the Executive Director. The job of the Board is to improve and equip, making sure the Executive Director has what he needs to get the job done. Mr. Owens pointed out that from a more legal governance hierarchy, the Authority is a creature of legislative action. So, the State of Florida adopted enabling legislation which sets forth the primary role of the Authority.

Ms. Merkel discussed why Boards micromanage and that Boards tend to micromanage when there is a crisis. She said there is also a tendency to micromanage when the Board member's role and responsibilities are unclear or are afraid. She said Board members often have no policies delineating their role.

Ms. Merkel solicited some ideas about the onboarding of new Board members. Commissioner Cavanaugh commented that micromanaging doesn't always occur because of crises. He said it could be the result of new management, weak management, or new Board members, whereby a new executive may want to prove their worth. He noted that there is no mechanism here for new Board members to get feedback on how they are doing because the Executive Director may not feel it is appropriate to provide this feedback. Ms. Merkel said the hidden theme would be for the Board members to acknowledge the best practices of a Board being presented today and learn to help each other understand that the Board is a body of five individual people working together. Commissioner Cavanaugh said that he does communicate with the Executive Director after a meeting and asks for feedback on what he could have done better.

Ms. Merkel provided a summary of Commissioners' feedback about Behavior. She said that building trust takes time and effort. She also spoke about best practices for behavior when serving on a Board. There was discussion regarding the demands placed on the Executive Director by individual Commissioners. Chair Ruppert said all Board members have the right and duty to comment on any Commissioner request and that it is a truly democratic way to flush some of the requests out.

Chair Ruppert called for a 10-minute recess.

Ms. Merkel presented best practices about Board norms and Board member behavior.

Ms. Merkel asked the Commissioners to identify positive norms that they would like to put in place during their meetings and write down each idea on their Post-It paper. The ideas were collected and the responses are provided on the attached document, Governance Meeting, Question 2, Identify Positive Norms that You Would Like to Put in Place in Meetings. Ms. Merkel said the feedback collected will be used to create norms for the Board and will be presented to them in the future for review.

There was significant constructive conversation among the Board members about how to effectively handle a citizen issue when brought to an individual Commissioner. Ms. Merkel reiterated the intention behind the governance workshop was to take best practices in both process and content, and then help each other to govern well and effectively. Vice Chair Cuddihy added this concern to the parking lot list.

Ms. Merkel reviewed Officer roles and responsibilities for Board members, which included the Chair, Vice Chair, Committee Chairs, and Liaison. She also reviewed Executive Director responsibilities. Ms. Merkel highly recommended a book entitled "Possible" by William Ury. She said he is a co-author of the book entitled "Getting to Yes." He has been involved in some of the biggest conflicts around the world for the U.S. Government and acting as a mediator. She said she would be happy to send the podcast to each Commissioner.

Commissioner Dustin suggested Ms. Merkel add to the Chair's responsibility that it is his duty to review and conduct the annual performance and compensation discussion with the Executive Director.

Discussion ensued about how to build trust between the Board, Executive Director and staff. In dealing with the difficult noise issues with the City, Commissioner Dustin expressed frustration that he didn't believe there was complete trust between some City Council members and our Executive Director as well as our Commission. In citing the example of the relocation study, Ms. Merkel said it was important for the Board to understand the guardrails with respect to who makes what decisions. There was discussion about the multiple stakeholders and decision makers in the relocation study outcome, one of whom may be the State of Florida.

Ms. Merkel presented a summary of Commissioners' feedback about ideas for improvement including an annual evaluation of the Board as a whole and consideration to adopt a quick roundtable at the end of a meeting about what went well and what could we do even better if.

Commissioner Cavanaugh expressed interest in an annual evaluation of the Board. He asked Mr. Owens how that would be done in a public forum. Mr. Owens stated he did not know if that was a common practice. However, he said discussion between two or more Commissioners would have to be in a public meeting. Mr. Owens thought a process similar to the way the Executive Director is reviewed may be effective. Commissioner Dustin noted that he speaks with Mr. Owens and Mr. Rozansky frequently to find out how they think he has done in his role on the Board.

Ms. Merkel asked Vice Chair Cuddihy to share what topics had been placed in the parking lot.

1) The Board's role versus Mr. Rozansky's role in policy making
2) What policies are being held back?
3) What is the Board's fiduciary responsibility to the community?
4) Meaning of "promulgate" in the context of the authorities delegated to Mr. Rozansky
5) Are more frequent meetings needed? While most said no, if there was a topic that everyone agreed upon, it would be yes.
6) Commissioners being held back
7) Idea of adopting Robert's Rules of Order
8) On the slide, Ideas for Improvement, and what should be done with each of those
9) How to effectively handle a citizen's issues when brought to a single Commissioner or all commissioners
10) Do we adopt the idea that Ms. Merkel brought up of what went well at the end of the meeting?
11) How can we collectively work together to reduce Mr. Rozansky's and his staff's workload on things that are being generated by Commissioners but not necessarily contributing to the overall mission?

Commissioner Cavanaugh expanded upon the parking lot items. On the slide, Summary of Commissioners 1:1 About Meetings, he said the first bullet was more about respect. The other five bullets were about process such as Board minute process and if questions should be provided in writing, Chair's review of agenda, enforcement of time limits on agenda, reduce time of meetings, etc. In a similar slide About Behavior, he said there were six bullet points. The first bullet was about how to build trust and then the next five bullets were process-related. He said it would be helpful to adopt Rules of Engagement and suggested to get a collective viewpoint/management report about Board's performance from the senior executive team in an anonymous fashion.

Based on the Board's input, Ms. Merkel said she would develop: 1) the norms; 2) development of an onboarding process; and 3) the annual evaluation process. Chair Ruppert said Commissioner Cavanaugh's ideas were good and that the annual evaluation of the Board and annual evaluation of the person in the Chair role would be an effective tool. Mr. Rozansky said it would be August or September before proposals could be brought back to the Board. He spoke about policy versus procedures and policy versus operating. Mr. Rozansky would be amenable to amend the Bylaws, clarifying the Board's responsibility to set policy. He said legal counsel would need to be included in that review and reiterated that he would like to eliminate any confusion around this.

There was discussion about specific policies the Board has approved in the last 18 months. Chair Ruppert said that one example was the UL94 fuel policy approved by the Board. Commissioner Burns said that he would like the Board to address several issues, even if the FAA doesn't approve of them. He prepared the attached written notes about five policies he would like the Board to discuss. Ms. Merkel said we will discuss the Strategic Plan in the next part of the workshop and suggested that some of these items be brought up at that time. Commissioner Burns stated that he invited City Council to watch this presentation so that they knew what was on his mind. Chair Ruppert contested two of the five policies on Commissioner Burns' notes, one of which was regarding the FAA's regulations and our Enabling Legislation and Bylaws which states that we are not to take any action that we know to be against federal law. Commissioner Burns said that he understands we cannot do anything outside FAA requirements. Commissioner Burns explained

the policy, status quo creep, as well as the policy regarding Population Growth in Collier County. Commissioner Cavanaugh suggested that Commissioner Burns provide a more comprehensive report in writing to allow him to understand specifically what the Board should discuss from these five topics, what the concerns are, where he sees the opportunities, and where he sees the direction needs to go from the Authority.

Vice Chair Cuddihy asked for clarification on Commissioner Burns' policy topic regarding population growth in Collier County. She asked what he meant by that and what policy is necessary from the Authority. Commissioner Burns stated that we need to plan for this population; and if we do not want to build an airport right now for other reasons, the Authority could buy land now and hold it for several years. If it is not needed in the future, the Authority could later sell it and recoup its investment. He said that all five of his written policy topics are related to long-range planning discussions.

Regarding the fifth policy topic, status quo creep, and the statement that the airport has created more problems than it has solved, Commissioner Burns explained that as an example, a runway was built to accept jets up to 75,000 lbs. With the volume increasing so much, it has created a noise problem. Commissioner Cavanaugh asked if there was not a benefit socially and economically, to that aircraft traffic. Commissioner Burns said the staff has promoted it but think of how much more economic development there could be if we had a new airport. Commissioner Cavanaugh disagreed with Commissioner Burns' statement that this has been promoted by staff; in fact, he said the data has come from the State of Florida.

Commissioner Burns said he believed a meeting should be held on each of the policy topics raised. To be prudent, Ms. Merkel said that the Strategic Planning discussion is up next, and if this discussion needs to continue, it can be held at the end of the Workshop meeting.

She thanked each Commissioner for their time to discuss governance. She said it is one of the most important things that she has spent her time on.

Commissioner Dustin asked that workforce housing be added to the parking lot list.

2. Fiscal Year (FY) 2025 Scorecard Development and Board Focus Group

Mr. Lobb provided an overview of the process and timeline for developing the FY 2025 Scorecard. He stated that Ms. Merkel would provide a high-level overview of the strategic planning process and FY 2022-2026 Strategic Plan. She reviewed responses from last year's focus group sessions on what the NAA does well. Mr. Lobb displayed the slides showing the responses of what the NAA could do even better if and what collaborative ideas could solve the greatest problems. Several focus group sessions will be held to help shape the priorities for the upcoming fiscal year.

Ms. Merkel reviewed the format for today's Focus Group. She stated that next year, the process would be to sunset the FY 2022-2026 Strategic Plan, and the new plan would begin. She noted that the input for the Strategic Plan will not change any goals. It will provide feedback on what has been done well and where improvements may be necessary.

She explained the process that was used to organize the ideas as standalone ideas, cousins, or twins. She acknowledged that the Commissioners were familiar with this practice. Ms. Merkel 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 session began with the following three questions:

> Question 1: What do you think is going well at the NAA? Each of the Commissioners' ideas was discussed in brief.
>
> Question 2: What could the NAA do even better if…?
>
> Question 3: What collaborative ideas could solve the greatest problems?

The Commissioners' responses are reflected in the attached summary, organized by the activating question.

H. OLD BUSINESS

There were no Old Business items.

I. PUBLIC COMMENTS (5-minute limit)

There were no public comments.

J. CORRESPONDENCE/COMMISSIONER COMMENTS & REQUESTS/MEETINGS

Commissioner Cavanaugh thanked Ms. Merkel, his fellow Commissioners and staff for their contributions.

Chair Ruppert felt a lot of progress was made today even though we are not able to resolve every issue. He also expressed his appreciation to Ms. Merkel, staff and his fellow Commissioners.

K. ADJOURN

With no further business, the meeting adjourned at approximately 4:38 p.m.

Christopher A. Rozansky
Secretary

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

NAA Policy Needs
Board meeting 16 MAY 2024
Robert P. Burns, Commissioner

1. Safety of people on the ground.

2. Jet noise, increasing volumn.

3. Population growth in Collier Co.

4. Technology - vertical takeoff aircraft (electric drone, 2-6 passengers)

5. STATUS QUO CREEP
(Airport expanding since 1969. Has created more problems than it has helped to solve.).

Governance Meeting - May 16, 2024

Question 1: How Could the Board of Commissioners Fail the Community?

Commissioner Dustin	Vice Chair Cuddihy	Chair Ruppert	Commissioner Cavanaugh	Commissioner Burns
Be too impatient regarding noise solution development	Fail to listen	Personal bias in all/most comments	Not strategic delving into management issues	Fail the community by not discussing policies (*most important one)
Focus too much on the loudest voice, i.e. noise in terms of all other stakeholders regarding noise	Fail to stay focused on our mission	Not listening due to that bias	Poor or no preparation	Ignore criticism
	Fail to remain strategic	Picking exceptions vs. moving forward on the big picture	Do not understand the difference between approval and informing	Avoid taking action on critical issues
	Could succumb to special interests	Endless debate vs. honoring the Board vote	Behavior not based on facts	Smothering bad news
	Fail to act as a cohesive unit			
	Could ignore Board decisions and put our own interests ahead of the community's interests			

Governance Meeting - May 16, 2024

Question 2: Identify Positive Norms that You Would Like Put in Place in Meetings

Commissioner Dustin	Vice Chair Cuddihy	Chair Ruppert	Commissioner Cavanaugh	Commissioner Burns
Listen to each other better	Agreeing to disagree before we get to the vote or consensus rather than continuing to talk about it.	Self-awareness on time limites on disagreement - point, counterpoint, done.	Know when to stop your advocacy at the meeting and at future sessions	Show more respect for written comments to the Board made from the public in writing
Seek to understand.	Respecting the time of the community.	Working on closure and action on an issue. We tend to want to be heard but we tend to not want to do anything other than having our comments agreed upon by other people and then acted upon. It is obvious that if we have a discussion that is not going to resolve in an action, take it upon yourself to steer it toward an action as opposed to have someone referee it	Reduce "operating" inquiries at the meeting and beyond (If I get the answer I am looking for, what am I going to do with it).	Make sure we focus on paying attention to discussion on an item on the agenda

Governance Meeting - May 16, 2024

Question 2: Identify Positive Norms that You Would Like Put in Place in Meetings

Commissioner Dustin	Vice Chair Cuddihy	Chair Ruppert	Commissioner Cavanaugh	Commissioner Burns
Be sure we are checking our biases at the door and entering without them.	Respecting each other's opinions and ideas.			
	Listening to learn.	This Board has been good at this - continue to not take text or emails during a meeting, especially about matters that may be going on in the meeting. Besides Sunshine law an dpublic disclosure, it is not proper etiquette.		

STRATEGIC PLAN MEETING - MAY 16, 2024

QUESTION 1: WHAT DOES THE NAA DO WELL?

Commissioner Dustin	Vice Chair Cuddihy	Chair Ruppert	Commissioner Cavanaugh	Commissioner Burns
Team continues to get better every year	Transparency	Adds fact/information to critical comments	Good work around social media	Recognized successful employees
	Began Relocation Study	Moves forward while addressing unresolved issues	Relocation Study	Finally started airport relocation exploratory study
	Began using NCC to vett ideas on noise	Improves sustainable practices	Flight Procedure Study	

STRATEGIC PLAN MEETING - MAY 16, 2024

QUESTION 2: WHAT COULD THE NAA DO EVEN BETTER IF...?

Commissioner Dustin	Vice Chair Cuddihy	Chair Ruppert	Commissioner Cavanaugh	Commissioner Burns
Our relationship with City via Beth Petrunoff is not working - how do we resolve that?	Being successful with gaining alighnment with authorities on increasing local control	Have Top to Top meeting with noise violators	Push FAA regulations	Is there any way to reduce volume of aircraft during 7 am to 10 pm
Relocation study is a conundrum. Most HOAs (6) and all 3 Mayoral candidates opposed to moving it - need to resolve.	Better alignment with City on messaging about airport and noise	Build trust with City Council & critics		Continue airport relocation study to educate public and City Council of pros & cons
More dialog with HOAs (Mr. Rozansky has seen different positions between HOA leaders and its members)	Complete relocation study	Pushback on Commissioners (Tactfully)		Expedite flight design procedures study/foster meeting with FAA/getting the #1 firm on board
Not enough communication with the HOAs and not always a clear consensus among HOA board members and the community.				Understand progress in new aircraft technology

STRATEGIC PLAN MEETING - MAY 16, 2024

QUESTION 2: WHAT COULD THE NAA DO EVEN BETTER IF...?

Commissioner Dustin	Vice Chair Cuddihy	Chair Ruppert	Commissioner Cavanaugh	Commissioner Burns
	Gain alignmnent around the 3 phases of addressing noise: -- All our current work which includes completing flight procedures, everything we are doing with curfews, etc. --Continuing our lobbying effort and anything else we can think of to get to local control --Deciding what we believe to recommend what the future of the airport would be (whether it is stay as is, relocate, how to address all the other issues - try to frame a conversation to talk about this with the public, City. Concerned people are saying we are doing nothing.	Expand positive, public presence --Zoo day --Parades --Naples Fairs		Discuss long range planning policies

STRATEGIC PLAN MEETING - MAY 16, 2024

QUESTION 3: THINK OUTSIDE THE BOX - WHAT COLLABORATIVE IDEAS COULD SOLVE THE GREATEST PROBLEMS?

Commissioner Dustin	Vice Chair Cuddihy	Chair Ruppert	Commissioner Cavanaugh	Commissioner Burns
Did not write anything done but shared:	Local control "Think Tank"	Initiate unilateral outreach to our Congress	Outreach to City Council on airport operations	What is happening in RSW's future plans that may impact APF's future?
*Where would we think LaGuardia would be without the other NY airport or where Chicago would be w/o Midway, and DC without Reagen.		Initiate lease/rent discussion with Council as opposed to waiting for them to address us.	Continue development of a "meaningful" GAA advocacy group (similar like airports).	
*Looking ahead, Naples would be regretful to give up a City airport which to him is a crown jewel.		Consider cross-organization development with City staff	Be aggressive & proactive to talk about a regional airport authority including Immokalee and Marco Island	
*Antithetical to the long term prosperity to Naples.				
*He feels that long range jet engines will get quieter.				
*Be honest with the citizens				

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

FINAL AGENDA

City Hall Council Chambers
735 Eighth Street South
Naples, FL 34102

Thursday, May 16, 2024
(Immediately Following Regular Meeting of the Board of Commissioners)

Commissioner Rick Ruppert – Chair
Commissioner Rita Cuddihy – Vice Chair and NCC Liaison
Commissioner Kerry C. Dustin – Consultant Selection Committee Chair, Audit Committee Member
Commissioner Robert P. Burns – Consultant Selection Committee Member, Audit Committee Member
Commissioner Terrence W. Cavanaugh – Audit Committee Chair, Consultant Selection Committee Member
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

E. PUBLIC COMMENTS ON GENERAL TOPICS NOT ON THE CURRENT AGENDA

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

G. NEW BUSINESS

1. Governance

2. Fiscal Year (FY) 2025 Scorecard Development and Board Focus Group

H. OLD BUSINESS

I. PUBLIC COMMENTS (5-minute limit)

J. CORRESPONDENCE/COMMISSIONER COMMENTS & REQUESTS/MEETINGS

K. ADJOURN