

**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 20, 2021**

**10:30 a.m. or Immediately following NAA Regular Board Meeting**

**Commissioner Michael Lenhard – Chair and Consultant Selection Committee Member**

**Commissioner Kerry C. Dustin – Vice Chair and Audit Committee Chair**

**Commissioner Donna M. Messer – Noise Compatibility and Technical Advisory Committee Liaison**

**Commissioner James Rideoutte – Audit Committee Member**

**Commissioner Rick Ruppert – Consultant Selection 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**

**E. DISCUSSION ITEMS**

1. Strategic Plan FY 2022-2026

**F. PUBLIC COMMENTS (5 minute limit)**

**G. CORRESPONDENCE/COMMISSIONER COMMENTS & REQUESTS/MEETINGS**

**H. ADJOURN**



**To:** Honorable Chair and Commissioners  
**From:** Diane Cooper, Deputy Executive Director  
**Meeting Date:** May 20, 2021  
**Re:** **DISCUSSION ITEMS**

**1. FY 2022-2026 Strategic Plan**

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**SUMMARY:** Board discussion regarding the Naples Airport Strategic Plan for FY 2022 -2026.

**BACKGROUND:** The Strategic Plan is the “roadmap” for the NAA, driving the organizational culture, operations, and innovation, to remain a responsive community partner, a leader in the industry and an employer of choice. The plan is the impetus for NAA’s projects and initiatives and is a key element in developing the operating and capital budgets. The NAA is in the final year of the current plan.

The FY 2017-2021 Strategic Plan was the first in NAA history and expires on September 30<sup>th</sup>. A living document, the plan underwent several iterations, updates and annual reviews by the NCC, Board and staff. With the assistance of Mina Merkel, a professional facilitator, we are in the process of conducting focus groups to help develop the NAA’s Strategic Plan for the next five years. We anticipate that this will be a refinement of the existing Plan rather than a re-write. Ms. Merkel’s biography is attached.

This is the second of several planned focus groups that will be facilitated over the coming months, in an effort to more closely alignment of our strategic plan with the needs of our various constituent groups. The first focus group was facilitated during the May 4<sup>th</sup> NCC Meeting. Focus groups including other stakeholders are planned.

- Your input is invaluable in order to create more value for those we serve.
- Our goal is to elicit unfiltered feedback to define what are the areas we do well and what are the things we could do in the future that will have the greatest impact

- The information will be aggregated from all focus groups, and priorities for the next five years will be derived. While not all ideas generated will be able to be implemented, all input will be considered, and a prioritization process will occur once all data is collected.

Here are the questions that will be posed during the focus groups:

- *What does NAA do very well?*
- *What could NAA do even better?*
- *What collaborative ideas could solve the greatest problems? (think out of the box)*

**COMMUNICATIONS PLAN:** An update will be provided in August for Commissioner feedback, and a draft Strategic Plan will be presented to the Board in September, for review and approval.

**FINANCIAL IMPACT:** Costs associated with creating the FY2022-2026 Strategic Plan were anticipated in the FY2021 budget.



## Mina Merkel Biography

For the past 30+ years Mina has amassed a vast knowledge and experience through working with leaders from over 70 countries in both private and public sectors; corporate, governmental agencies, educational institutions, non-profits, and think tanks with executives and boards. As an internal consultant working for General Motors globally, Mina lived and worked internationally for over 20 years in Asia, Europe, Africa, the Middle East, North and South America.

Mina responsibilities have included: large scale, high risk, strategic projects that span organizational boundaries including multiple business units and service partners/vendors. Mina led the Pan-European Dealer Council, facilitated GM Global Regional Strategy Boards, and has led cross-functional teams responsible for delivering defined project outputs to time, budget, and project quality criteria. Her experience includes governance, change management, and executive coaching, organizational development, executive development training and mentoring programs that increased leadership's effectiveness, lean processing, and empowering employees. Her background ranges from strategic planning, environmental design, change management, human resources (including recruiting, assessment, and succession planning), architecture, and urban planning. Mina has consulted in all facets of industry: Finance, Government and Public Relations, Supply Chain, Manufacturing, Engineering, Design, Legal, Information Technology, Planning, as well as International Think Tanks, K-12 Schools, and Universities worldwide.

Mina develops individualize leadership curriculum and performs executive coaching for multiple corporate, non-profit, government and educational clients. Currently, among other projects, Mina is designing strategic planning sessions, board governance-training sessions, and customizes workshops and retreats for Boards of Directors throughout the world.



# PLAN

## VISION STATEMENT

Connecting people to the Paradise Coast through an exceptional airport experience.

## MISSION STATEMENT

We serve to operate, develop and maintain the Naples Airport with a commitment to enhancing the quality of life throughout the community.

## VALUES



- A**GILE organization
- P**ASSIONATE in service to our community
- F**OCUSED on excellence
- C**OLLABORATIVE decision making
- A**CCOUNTABLE for our actions
- R**ESPECTFUL of one another, customers and citizens
- E**THICAL standard of conduct
- S**TEWARDSHIP of financial, social and environmental resources

## GUIDING PRINCIPLES

Provide service excellence every day

Committed to sustainability

Foster a valued, engaged and empowered workforce

### GOAL #1



## Provide a safe, modern and efficient airport and fixed base operator

- OBJECTIVES**
- Plan, develop, and maintain facilities that meet customers current needs, anticipates future demands, and preserve the utility of the airport
  - Employ a proactive approach to workplace health, and operational safety, maintenance and security
  - Protect the environment and natural resources

### GOAL #2



## Be an engaged, responsive partner in service to our community

- OBJECTIVES**
- Mitigate adverse impacts of aircraft noise on all the communities surrounding the airport to the extent feasible
  - Improve voluntary curfew compliance
  - Increase awareness about the value of the airport, noise abatement efforts, and honor aviation's historical contributions

### GOAL #3



## Strengthen the airport's economic vitality

- OBJECTIVES**
- Assure the fiscal health and financial reporting integrity of the Naples Airport Authority
  - Deliver internal and external customer service that anticipates and surpasses expectations
  - Ensure business continuity

### GOAL #4



## Equip employees and leaders to excel today while preparing for tomorrow

- OBJECTIVES**
- Promote a values-centered culture in order to better serve our employees, customers and community
  - Offer progressive opportunities for employee and leadership development
  - Inspire the next generation of aviation professionals

# STRATEGIC PLAN SCORECARD

## October 1, 2020 to September 30, 2021

Adopted by NAA Board December 17, 2020

GOAL 1	OBJECTIVE	PROJECT / INITIATIVE	MEASURE	OWNER	STATUS
Provide a safe, modern and efficient airport and fixed base operator	Plan, develop, and maintain facilities that meet customers current needs, anticipates future demands, and preserve the utility of the airport	GAT Improvements, CAT Renovation, Runway 5-23 Drainage, North Quad Site Preparation, GA North Apron Rehabilitation Phase II, ATCT Improvements, Security Improvements	Capital projects (> \$1M ) on time and within budget	Development	
		Airspace Protection	No new incompatible land uses or adverse impacts to airspace	Development	
	Employ a proactive approach to workplace health, and operational safety, maintenance and security	Infectious Disease - COVID Procedures	% of employees who contract COVID-19 remains less than the State of Florida positivity rate	HR	
		Strengthen Safety Culture	Implement Safety Management System (SMS)	Operations	
		Maintain compliance with Part 139 requirements throughout the year	FAA Part 139 Certification - No Discrepancies	Operations	
	Protect the environment and natural resources	SWPPP, SPCC and Tenant Self-Fueling License Compliance	Maintain compliance with the Authority's SWPPP and SPCC plans. Ensure tenants maintain compliance with self-fueling licenses	Development & Operations	
GOAL 2	OBJECTIVE	PROJECT / INITIATIVE	MEASURE	OWNER	STATUS
Be an engaged, responsive partner in service to our community	Mitigate adverse impacts of aircraft noise on all the communities surrounding the airport to the extent feasible	Part 150 Noise Study (Phase 1 - NEM)	Conduct Part 150 Noise Study on schedule excluding FAA review	Executive	
	Improve voluntary curfew compliance	<i>Fly Safe Fly Quiet</i> initiatives	98% or better curfew compliance	Executive	
	Increase awareness about the value of the airport, noise abatement efforts, and honor aviation's historical contributions	Outreach Events	15 Outreach Events	Communications	
GOAL 3	OBJECTIVE	PROJECT / INITIATIVE	MEASURE	OWNER	STATUS
Strengthen the airport's economic vitality	Assure the fiscal health and financial reporting integrity of the Naples Airport Authority	Maintain appropriate accounting and financial reporting controls	Certificate of Achievement for Excellence in Financial Reporting for -FY2020	Finance	
			Unmodified opinion for the FY2020 audit	Finance	
		Maximize grant opportunities on capital improvement projects	Maintain up to date JACIP, administer and close out grants on time	Finance	
		Compliance with with FS 189.016 (3)	Operate the airport within approved Operating and Capital budget expenditures	Finance	
	Deliver internal and external customer service that anticipates and surpasses expectations	Customer Survey Rankings	To be ranked as one of the overall top 20 FBO's in the Pro Pilot PRASE Survey	Operations	
			To be ranked as one of the top 10 Independent FBO's in the Pro Pilot PRASE Survey	Operations	
			Collect at least 250 NAA surveys with 90% or above exceeding expectations	Operations	
	Ensure Business Continuity	Risk Management	Uninsured losses do not exceed deductibles	Finance	
			No loss of funds due to fraud	Finance	
			No external breaches of sensitive data	IT	
Streamline internal procedures and harden IT infrastructure	Complete IT Roadmap Projects - Office 365, OneDrive, Microsoft Teams, redundant fiber network and network infrastructure.	IT			
GOAL 4	OBJECTIVE	PROJECT / INITIATIVE	MEASURE	OWNER	STATUS
Equip employees and leaders to excel today while preparing for tomorrow	Promote a values-centered culture in order to better serve our employees, customers and community	Employee Engagement	Exceed Employee survey government sector benchmark 60-65%	HR	
	Offer progressive opportunities for employee and leadership development	Leadership Development Program	90% or more members of the leadership team complete leadership development training	HR	
		Track and Measure Results of Employee and Leadership Development Program	Implementation of Learning Management System	HR	
	Inspire the next generation of aviation professionals	Aviation Education Programs and/or Events	Engage students through 5 aviation education programs, internships and/or events	Communications	

