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

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

To: Honorable Chair and Commissioners

From: Christopher A. Rozansky, Executive Director

Meeting Date: May 16, 2024

Re: **NEW BUSINESS**

1. Governance

SUMMARY: Mina Merkel, NAA's on-call executive coaching consultant, will facilitate a Governance Workshop with the Board of Commissioners. Ms. Merkel's biography and presentation are also attached.

BACKGROUND: At the February 15, 2024 Regular Meeting, there was consensus for the Executive Director to schedule a governance workshop meeting with the facilitators, Ms. Merkel, as well as Authority Counsel Owens to address any issues related to the Sunshine Law.

COMMUNICATIONS PLAN: None at this time.

FINANCIAL IMPACT: Costs associated with conducting the workshop are available in the FY 2024 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.

Naples AIRPORT AUTHORITY

Board of Commissioners Governance Workshop

Thursday, May 16, 2024

Workshop Objectives

- **KNOW**
  - Governance best practices
- **UNDERSTAND**
  - NAA Board of Commissioners purpose and role
  - That you represent ALL constituents not special interests
  - That the primary work of the Board is policy oriented, strategic, and generative, not operational
  - The Executive Director and Authority Counsel report to the Board and support decisions made by the Board
- **BE ABLE TO**
  - Contribute positively to the decision-making process
  - Use informed, reasonable judgment
  - Support decisions made by the Board

Summary of Commissioners 1:1 About Best Practices

- Review exemplary Board practices or world class public boards. Including tools, they need to self-govern themselves and each other
- Review role of the Board as a whole, what their role is and what it isn't; specifically, as it relates to setting policy (not micromanage) and not representing a particular constituency. Serve as a body versus individuals
- Review best practices for behavior of individual members of the Commission to ensure active listening, respect for discourse, respect for decisions, 100% support for decisions even if a Commissioner represents a dissenting opinion.
- Establish ground rules when a vote has taken place and decision is made, respect the process, and support the decision inside chambers and outsides chambers.

Best Practices: 12 Principles of Governance that power exceptional boards - BoardSource

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

Best Practices: 12 Principles of Governance that power exceptional boards - BoardSource

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

An Airport Authority Board's "Reason for Being"

Metaphor:

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.

Board of Commissioners: Primary Purpose

- Adopt Airport Authority's bylaws, policies, mission, vision, and strategic goals
- Engages an Executive Director and Authority Counsel who carry out the above-mentioned priorities through action plans
- Delegate certain powers and duties to the Executive Director annually via resolution
- Assures that Airport Authority and Board operate in compliance with applicable laws and regulations, minimizing exposure to legal action
- Fiduciary responsibility, oversight of finances and audit
- Lead and guide Committees of the Board
- Adheres to code of ethics agreed upon at appointment

Summary of Commissioners 1:1 About Meetings

- More respect for the role of the Chairman and Executive Director to set the agenda, adhere to the agenda and respect both the Commission and the public's time
- Board minutes process should include questions in writing so Board minutes can be approved in a timely manner (5 -10 minutes)
- Chair review agenda before meetings to highlight hotspots, Commissioner comment before end of meeting
- Most desire to reduce time in meetings, a suggestion was to have more meetings including virtual meetings; when in agreement, move on without comment
- Enforce time limits for agenda items and discussion; move to vote acknowledge dissenting opinion, balance democracy with willingness to get things done
- Review the practice of remote attendance, the pros and cons of the recently changed bylaws and craft guidelines for attendance

Best Practices:
Board Member's Primary Accountabilities

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

Why Boards Micromanage

Why?
1. The Board member's role and responsibilities are unclear
2. Board members have no policies delineating their appropriate role
3. The Executive Director asks for help on operational/tactical issues and puts these on the Board's agenda
4. Management of the day-to-day is what Board members know from real life
5. Board members join the Board with an agenda
6. Micromanagement is a response to a crisis
7. Board members are afraid

Summary of Commissioners 1:1 About Behavior

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

Best Practices: Board Norms

Why bother?

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

Best Practices: Board Member Behavior

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

Officer: Roles and Responsibilities

Chair of the Board

- Board liaison to the Executive Director
- Sets priorities and agenda for the Board
- Presides over the Board meetings

Vice Chair

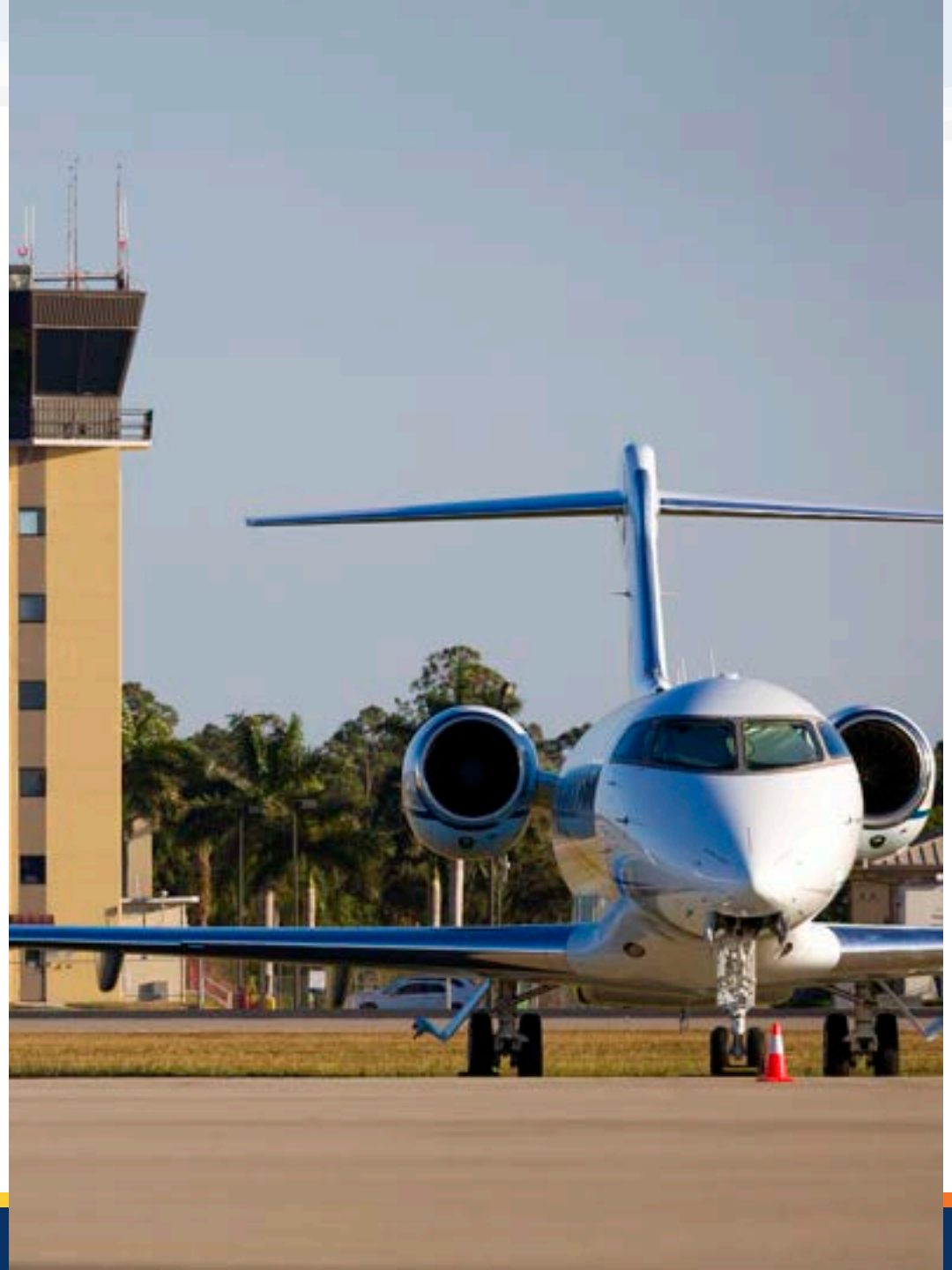
- Presides over the Board when Chair is not present

Committee Chairs: Audit, Consultant Selection

Liaison: Noise Compatibility Committee

Executive Director Responsibilities

1. Reports to and works as partner with Board and Board Chair
2. Oversees all operational aspects of the Airport Authority
3. Implement Board policies
4. Prepare and administers operating and capital budgets
5. Recruits and develops staff
6. Responsible for procedures
7. Manages stakeholder relationships



A Leader - Leader Relationship = A Partnership

- While it is true that the Executive Director is directly employed by Board (and only person in the Airport Authority who is directly employed by Board), s/he is concurrently partners with Board

- This not-so-subtle difference defines the relationship that is to result

- Boards and Executive Directors need to establish a climate of trust to encourage candid conversations whenever a matter of Board policy vs. administrative procedure arises

How do you build trust?

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

Summary of Commissioners 1:1 Ideas for Improvement

- Chairman must be seen as leader of the proceeds, respected by the other Commissioners when conversation becomes circular, more information is needed, the process needs to move on
- Vice Chair, act as referee, conscience of the Commission to help move things along when a topic becomes long, take emotion out of discussion and put on positive trajectory
- Analyze and report time spent by staff and Chair to put together the agenda and all supporting documents, identify how much time is spent away from other duties to satisfy the Board
- Annual evaluation of the Board as a whole
- Add Chair or Vice Chair to orient perspective Commissioners to understand commitment and roles
- Consider professional development for Board as a whole annually to include updates on federal regulations, best practices and trends from experts in the field

Call to Action:

What should we start-stop-continue?

How I could be more effective as a Board member?

How can we be more effective as a body?

To: Honorable Chair and Commissioners

From: Christopher A. Rozansky, Executive Director

By: Justin Lobb, Deputy Director of Aviation

Meeting Date: May 16, 2024

Re: **NEW BUSINESS**

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

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SUMMARY: Outline of FY 2025 Scorecard development timeline and process followed by a Board focus group for development of the Naples Airport Authority Strategic Plan Scorecard for FY 2025.

BACKGROUND: The FY 2022 - 2026 Strategic Plan was approved by the Board of Commissioners in September 2021, and the FY 2024 Scorecard was approved by the Board in September 2023. The timeline of events below will help ensure the timely development of the FY 2025 Scorecard:

Board of Commissioners Workshop	May 16, 2024
Stakeholder Focus Groups	June 3, 2024
Leadership Team Retreat	June 21, 2024
Board Review of Draft FY 2025 Scorecard	August 15, 2024
Final Adoption of FY 2024 Scorecard	September 19, 2024

Ms. Mina Merkel will provide a high-level overview of the strategic planning process and FY 2022 – 2026 Strategic Plan. The Focus Group session at this meeting will help shape the priorities for the upcoming fiscal year. A copy of the FY 2022 – 2026 Strategic Plan is attached for reference, along with the notes from the prior Board focus groups conducted in 2021, 2022 and 2023.

Please keep in mind the following:

- Board input is critical in creating more value for those we serve.

- The goal is to elicit unfiltered feedback to define the areas we do well in and what we could do in the future that will have the greatest impact.
- The information will be aggregated, and priorities for the next fiscal year 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 this focus group session:

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

COMMUNICATIONS PLAN: Board input will be made available to staff and will serve to develop the objectives and measures of the FY 2025 Scorecard. Key milestones will be communicated to staff and stakeholders to ensure a robust and engaging process in the development of the FY 2025 Scorecard.

FINANCIAL IMPACT: Costs associated with creating the FY2025 Scorecard were anticipated in the FY 2024 budget.

Naples AIRPORT AUTHORITY

STRATEGIC PLAN

Fiscal Year 2022–2026

VALUES

AGILE
PASSIONATE
FOCUSED
COLLABORATIVE
ACCOUNTABLE
RESPECTFUL
ETHICAL
STEWARDSHIP

Our Purpose

CONNECTING YOU TO NAPLES
THROUGH AN EXCEPTIONAL AIRPORT
EXPERIENCE

Customer Service Vision

FIRST AND LASTING IMPRESSION
OF EXCELLENCE

GOALS

1 Provide a Safe, Modern and Efficient Airport

OBJECTIVES:

- Maximize safety culture and operational excellence
- Develop facilities that reflect the character and needs of the community
- Surpass customer and tenant expectations from arrival to departure

2 Be an Engaged Community Partner

OBJECTIVES:

- Mitigate adverse environmental impacts to the extent feasible
- Cultivate key stakeholder relationships
- Inspire the next generation of aviation professionals

3 Strengthen the Airport's Economic Vitality

OBJECTIVES:

- Develop 5-year financial plan
- Determine feasibility of alternative revenue sources
- Maintain financial self-sustainability
- Safeguard information systems and data

4 Equip Employees to Excel Today and in the Future

OBJECTIVES:

- Maximize employee engagement with a culture that reflects NAA values
- Ensure professional development for all employees with an emphasis on leadership and succession planning

FY 2022 Strategic Plan Focus Group

What does NAA do well?

Maintains a well-trained and professional staff

- Focus on team and leadership development
- Dedicated teamwork
- Well managed
- Professionalism

Serves as an economic attractor for the City of Naples

- Provides significant economic impact

Provides excellent customer service

- Customer focused (centricity)
- Excellent relationship to community and customers
- Customer service excellence
- Manages a diverse customer base in concert with customer service excellence

Sets a high standard

Financially strong and prudent

- Exercises fiscal responsibility

Operational excellence (on the field- safety, everything around running a safe and efficient airport)

- Safety

Work is done right and prudently behind the scenes (the FBO services, responses to COVID, planning, scheduling training, hiring, fuel QC, inspections, supply orders)

- Improves airport facilities as required
- Do very well in showing foresight, proactive planning

Community collaboration (all stakeholders)

- Constant efforts to communicate with community

Environmental awareness and sensitivity for improvement

Giving back to the community (internship, donation of land for Greenway)

What could NAA do even better if?

Social media (reaching out, use new PR firm to reach more people quicker/easier)

Improve PR and communication tools (reporting, etc.)

PR – educate/share all aspects of the airport's activities and what's in the airport's authority/control

Communication – find the best way to communicate to different stakeholders

Improve listening skills – seek to understand, find ways to make things less technical

Be more accessible (provide speaking points and give confidence in their neighborhoods {NCC})

Use NCC as ambassadors in the community

Better and new means to get the message out (supplement current) to reach new and different audiences

Look at ourselves and try new stuff (communication)- a night with the commissioners

Get new PR firm involved

Work to educate new people moving in and continue to work with existing and reinforce (on-going and consistent)

Expanding thinking -outside our own airport (work with other airports)

Upgrade older buildings and facilities (hangar doors and such) –

Future of CAT?

Future vertiports (and communicate to community that we are thinking about this stuff)

Think out of the box – what are some of the collaborative ideas – what is the NAA not thinking about?

Work with City to hire a red team or purple team (deeper than blue team) hacker to test cyber security/penetration testing.

Pressure testing - prick the bubble

Work on relationship with the City

Partnerships and sponsorships – use airport funds to co-own (in the legal way); partnership on Greenway was good example; also even partnership on a problem

Work w/County to explore using their airport facilities (e.g. solutions for hangar waitlist)

Collaborate operations with the County

Putting berms inside the fence to help dampen noise; use earth to dampen

Listening sessions (try to address additional amenities, uses and noise) w/a follow-up to show we heard them

Look at best practices to help solve problems

Focus groups to help solve and share ideas

Address employee engagement / leadership development with a Board-Employee event in a more informal way

Invite HOA leaders to a workshop to talk about their community concerns (a type of President's Council)

FY 2023 Strategic Plan Focus Group

Question 1: What does the NAA do well?

Kerry Dustin	Rick Ruppert-teal	Donna Messer-purple	Michael Lenhard-pink	Rita Cuddihy-Blue
Highly engaged, effective Board of Commissioners.	Staffing, hiring, and attracting qualified people. Culture building has a solid foundation.	Succession planning Employee recognition Employee focus programs Facility development Environmental stewardship Best practice research and adoption	Maintained a safe airport environment Improved facility as required FAA safety facilities Provides a high level of services to customers.	Industry engagement acknowledgment Great job communicating with individual Commissioner. Safe operations

Question 2: What could the NAA do even better if…..?

Kerry Dustin	Rick Ruppert	Donna Messer	Michael Lenhard	Rita Cuddihy
Each of the commissioner spent more time one on one w/ HOA presidents and Council Members it would be helpful regarding noise issues. Use other airports in time to relieve traffic Where we should be located-what is the community consensus. Look at an analysis of location & is it feasible.	Commissioners/ Executive Director attending strategic partnership meetings, President Council, HOA. A strategic partner keep going out to the community frequently. Regionalize our relationship with other airports/collaborative w/other airports/communication Tenant engagement. Raising the bar with curfew compliance.	Build trust and support mechanisms with the City, County & State. Leadership to support advocacy and drive action with the Federal Gov. Joint action plan with FAA. Communication: we need education and communication, update and keep at it, reinforcement. Social media	Engage the homeowner associations. Communicate to residents of the association. Take new aerial photography	Work with industry to drive knowledge and change with the FAA on noise. More education and listening. Relocation of airport-Part 150 excellent work and its ongoing. What do we do to change the way FAA looks at noise? What happens when Collier County has a million people?

Question 3: Think out of the box – What collaborative ideas could solve the greatest problems?

Kerry Dustin	Rick Ruppert	Donna Messer	Michael Lenhard	Rita Cuddihy
Collaborating with City and the County regionalizing airports. Contribute money, sponsorships. Be a good neighbor and what we can't' fix maybe we can ameliorate.	Formally lobbying in Washington, preferably with the City or County with the goal in sensitizing and getting changes w/FAA for our needs in the area. Formal joint tenant NAA council not only to talk about noise issues. Incentivize to be on council. Regular committee, meet quarterly. Include the NAA staff or leadership team & a board member, meeting w/ key tenants. Formalized association.	Joint advocacy plan with the City, County, State & Government. Continue communication. Scheduled information sessions (quarterly) for community and leaders. Info about challenges we're facing, best practice, technology issues, Q&A. Sponsorship of community events (Tag line that elicits our advocacy for the community like a good neighbor) Strategic partners. A facilitator or bugsmen that will be able to do more than we have been able to do. FAA Facilitator who knows how to work within their culture. Social media 101 For Board members, employees, tenants to help share info. More joint presentations. building relationships w/ the City /the County. Strengthen relationships	Not able to regionalize airports.	Demand for air traffic facilities – what infrastructures will we need in Collier County to support people who are here. Need outside help with regionalizing airports.

Question: What is Going Well?

Standalone Ideas	Commissioner
*Operation of airport for tenants and user groups	Bob Burns
*Leader in the State and National aviation community *Meeting/exceeding customer expectations	Terry Cavanaugh
*Completed Part 150 Study / Submission *Well maintained facilities *Safety	Rita Cuddihy
*Curfew Improvement (Noise Spec., Contacts, Transparency) *Culture / Continuous Improvement	Rick Ruppert

Cousins	
*Following the Strategic Plan *Up & down accountability (Hourly, Salary, Executive) *Responds to suggestions for improvement	Rita Cuddihy Rick Ruppert Kerry Dustin
*Financial performance *Infrastructure, investment & management *Providing positive economic community impact	Terry Cavanaugh Rita Cuddihy

Twins	
*Staff's skill and retention *Talent development/attracting talent *Staffing, hiring, attracting qualified people	Terry Cavanaugh Rita Cuddihy Rick Ruppert
*Being a good citizen *Reaching out to community *Giving back to community	Rita Cuddihy

Question: Even Better If?	
Twins	
*Create more balance between County and City *Collier County aviation partnership (Co-Commissioner, other stakeholders)	Terry Cavanaugh Rick Ruppert
*Lack of long-range planning for end of lease *Long-term strategic planning (20-45 years)	Bob Burns Rita Cuddihy

Question: Out of the Box Ideas

Standalone Ideas	Commissioner
*Create a top 20 national GAA organization *Invest $'s into community for housing and rolling stock	Terry Cavanaugh
*Embed people in FAA to assist in finding noise solutions	Rita Cuddihy
*Use Congressional reps (2) to meet with public, NAA, FAA, City Council, County Commissioners	Rick Ruppert
*In conjunction with exploratory study, consider opening discussions to extend our lease and pay rent and agree that for 20+ years, the noise is as well-managed as possible	Kerry Dustin

Cousins	
*Build trust with community with out-of-the-box methods *Uber multiprong approach to improving trust in community *Give recognition and appreciation to operators, tenants, customers for complying with curfew	Bob Burns Rita Cuddihy Rick Ruppert

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May 16, 2024

FY 24 STRATEGIC PLAN FOCUS GROUP

PRESENTED BY

Naples AIRPORT AUTHORITY

NAA STRATEGIC PLAN MILESTONES 2016-2031

ORIGINAL ONE-PAGE PLAN
2016-2017

2016
Original One Page Plan

STRATEGIC PLAN RETREAT 2017

- Vision And Mission
- Goals And Values

2017
New Strategic Plan Approved By Board

FIRST 5-YEAR STRATEGIC PLAN
2017-2021

2017 - 2021

- Strategic Plan Retreats Held Annually
- Scorecard Created
- Regular Updates
- Internal Dashboard
- Dedicated Resources To Ensure Plan Completion
- Identified Plan Roadblocks

CURRENT 5-YEAR STRATEGIC PLAN
2022-2026

2021
First Stakeholder Focus Groups Conducted

2022-2026
Stakeholder Focus Groups Held Annually

2025
Sunsetting Current Plan begins
Planning begins for the new Strategic Plan

FUTURE STRATEGIC PLAN
2027-2031

2026
New Strategic Plan is created

2027
New Strategic Plan Approved By Board

MAY 17, 2023: FOCUS GROUP RESPONSES

What does the NAA do well?

- Leader in State and National aviation community, meeting and exceeding customer expectations
- Completed Part 150 Study and submission, well maintained facilities
- Safety
- Curfew Improvements (noise specs., contacts and transparency
- Culture of continuous improvement
- Following the strategic plan
- Financial performance; infrastructure, investment and management
- Operational excellence
- Up and down accountability (hourly, salary and executive)
- Responds to suggestions for improvement
- Providing a positive economic impact
- Staff skills and retention, talent development and attracting qualified people
- Environmental stewardship
- Being a good citizen, reaching out to community and giving back to community

WHAT COULD THE NAA DO BETTER IF…?

Workshop Responses (May 17, 2023)

- Track details / volume of arrivals and departures
- Use NCC for vetting new noise abatement ideas
- Integrate noise monitor feedback into community reporting
- Commissioner/Tenant interaction
- Need for identifying more sources of revenue
- Lack of long-range planning/lease end considerations (20-45 years)

ACTIONS TAKEN:

- Expanded reporting included in monthly noise/operations reports
- Recent NCC Vetting of FSFQ Leaderboard and Noise Comment Portal
- Noise monitors deployed in all quadrants, results/recommendations will be reported
- Numerous tenant appreciation and “Plane Talk” events in FY24
- Alternate revenue source study underway, report will be presented to Board by September
- Commenced Airport Exploratory Study

4

WHAT COULD THE NAA DO BETTER IF…?

Workshop Responses (May 17, 2023)

- More proactive communication to community leaders (City, HOA's, County)
- Earn trust of the community, go to meet with HOA leadership
- Host public workshops
- Continue to improve social media impact
- More public sponsorships (events and groups)
- Retain talent / succession planning
- Push FAA on community issues; Air DNL, community investments

ACTIONS TAKEN:

- NAA has participated in 45 presentations, tours, community events as of 4/30, including HOA's, Presidents Council, and Plane Talk events
- Social media followers up 25% YTD and sentiment/engagement is included in monthly reports
- Established staff volunteer PTO for participation in outreach events such as Naples Zoo Days, Run for the Paws, Naples Pathways Coalition
- Succession planning underway
- Lobbied Congress for legislative changes and responded to FAA community noise survey

WHAT COLLABORATIVE IDEAS COULD SOLVE THE GREATEST PROBLEMS?

Workshop Responses (May 17, 2023)

- Create a Top 20 National GAA organization
- Give recognition and appreciation to operators, tenants and customers for complying with curfew.
- Build trust with the community using out-of-the-box methods
- In conjunction with exploratory study, consider opening discussions to extend our lease and pay rent and agree that for 20+ years, the noise is as well managed as possible

Naples Airport Authority

FLY SAFE, FLY QUIET

Leaderboard

The Naples Airport Authority (NAA) is excited to announce the Fly Safe, Fly Quiet (FSFQ) Leaderboard program. This initiative is part of our FSFQ campaign, designed to acknowledge the efforts of aviation enthusiasts in our community. The FSFQ Leaderboard program is open to all operators, based and transient, who conduct more than 25 operations per quarter.

START

All operators will start with a perfect score of 100 pts.
Deductions will be calculated per infringement.
PROGRAM LAUNCHED: JANUARY 1, 2024

RECOGNITION

The FSFQ Leaderboard consists of three recognition categories: jet operators, piston operators, and turboprop operators.

- The top three operators in each category (jets, pistons, and turboprops) will be recognized as winners.
- All A-rated operators will be listed on the FSFQ Leaderboard.
- Acknowledgment through in-terminal billboards, social media advertisements, and press releases.

NaplesAirport NaplesAirportAPP NaplesAirportAuthority

METRIC #1:
VOLUNTARY CURFEW OPERATIONS

Adhere to voluntary curfew hours between 10pm–7am.

- Max points for jets: 50 pts.
- Max points for pistons and turboprops: 60 pts.
- Curfew operation deduction: 0.5 for jets and 0.6 for pistons and turboprops

For any questions, please contact the NAA's Communications department at 239.643.0733 or cburch@flynaples.com.

ACTIONS TAKEN:

- Established “Resort” Airport Group
- Established FSFQ Leaderboard with first results published in April
- As part of the Exploratory Study, a joint workshop with NAA/City Council to be scheduled in September

BOARD OF COMMISSIONER FOCUS GROUP

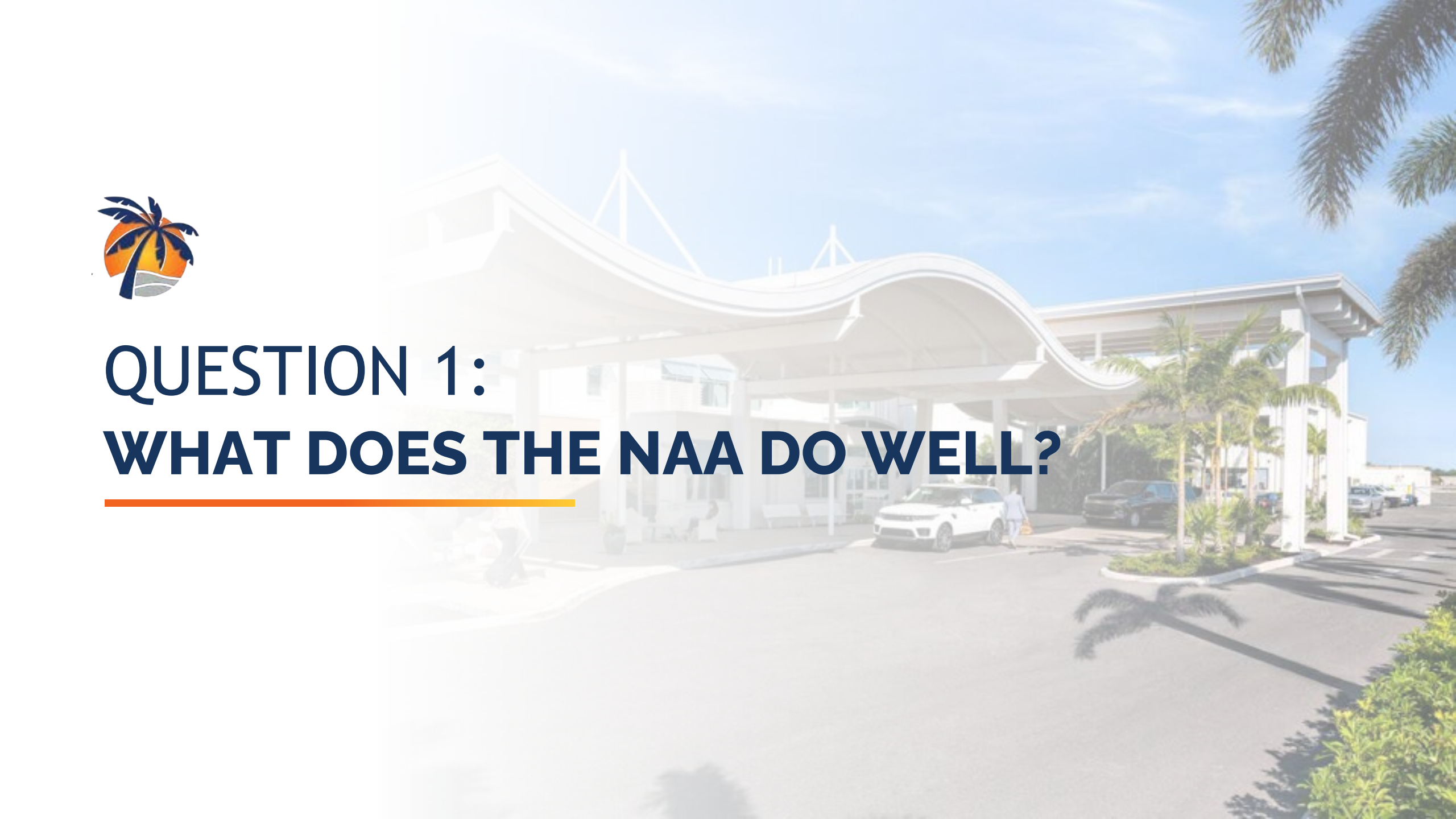
QUESTIONS FY 2024

Naples AIRPORT AUTHORITY

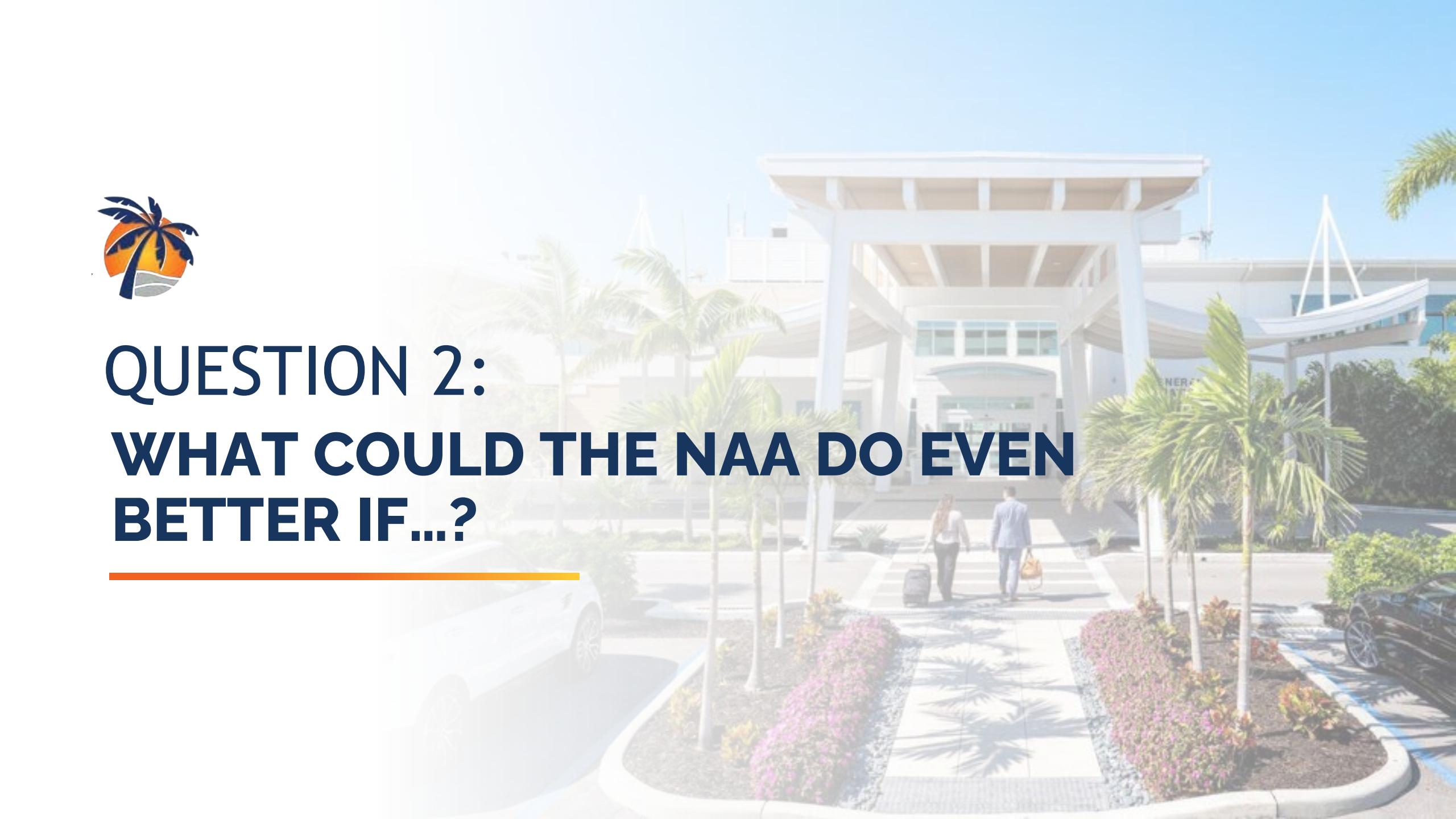
GALLERY OF IDEAS PROCESS

- Please write one idea per post-it in answer to the activating question
- Generate as many ideas as you have in the time allotted
- Springboard off others' ideas to generate new ideas
- Sadly, not all ideas identified can be implemented
- In the end, it's the conversation around the ideas where the "gold" is found

Your input is important to the process!

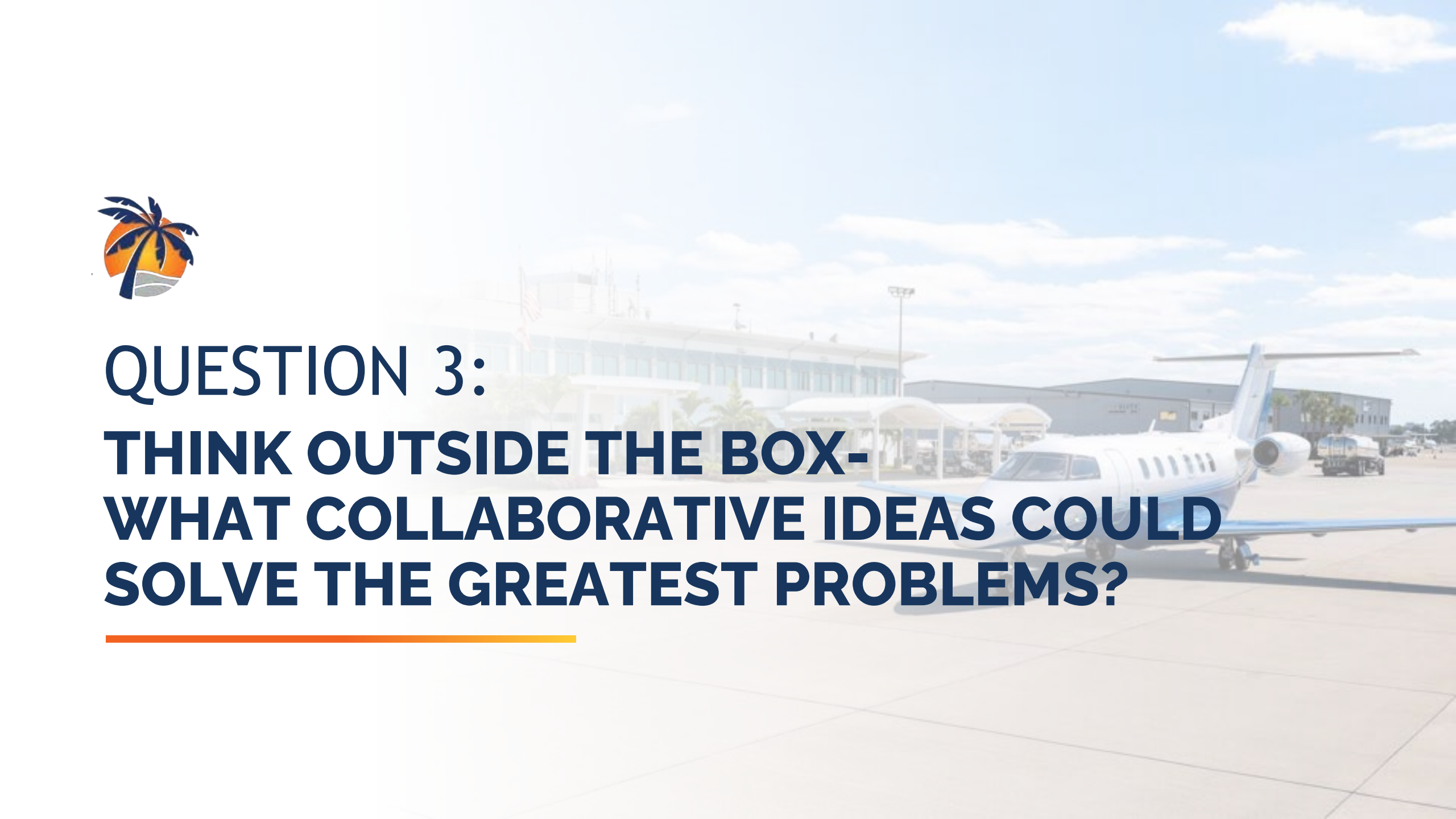


QUESTION 1:
WHAT DOES THE NAA DO WELL?



QUESTION 2:

WHAT COULD THE NAA DO EVEN BETTER IF…?



QUESTION 3:

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