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

AGENDA

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

Tuesday, April 22, 2025
9 a.m.

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

Executive Director: Christopher A. Rozansky
Authority Attorney: William L. Owens, Esq. of Bond, Schoeneck & King, PLLC

If you wish to address the Board of Commissioners regarding an item listed on the Agenda, please complete a Speaker Registration form (available at the rear of the room) and hand it to the Executive Assistant prior to consideration of that item. We ask that speakers limit comments to 5 minutes and that large groups name a spokesperson whenever possible. All written, audio-visual, and other materials distributed to the Board or staff during this meeting will become the property of NAA and will be a public record. Thank you for your interest and participation.

NOTICE

Formal action may be taken on any item listed on the Agenda below, or added to the Agenda before or during the meeting, or discussed during the meeting without being added to the Agenda. Also, the sequence of items may be changed as the meeting progresses.

Any person who decides to appeal a decision of this Board with respect to any matter considered at this meeting (or hearing) will need a record of the proceeding and may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be heard.

Any person with a disability requiring auxiliary aids or services in order to participate in this proceeding for meetings at the City Council Chamber may call the City Clerk's Office at 213-1015, or for meetings at the Airport Office Building, the NAA Executive Assistant's Office at 643-0733, with requests at least two business days before the meeting.

Information on Action Items and other items which has been provided in advance of this meeting may be inspected at the office of the Executive Assistant, General Aviation Terminal Building, 2nd Floor, 160 Aviation Drive North. Minutes of this meeting will be prepared for Board approval, usually at the next Regular Meeting.

Pledge of Civility

It is the desire of the City of Naples Airport Authority to encourage the open exchange of ideas, fair discussion of the issues, and the participation of all persons in government, therefore, we pledge to be respectful of each other even when we disagree, to direct all comments to the issues, and to avoid personal attacks during all meetings and workshops.

A. ROLL CALL

B. PLEDGE OF ALLEGIANCE

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

D. PUBLIC COMMENTS (5-minute limit)

E. PRESENTATIONS AND TIME CERTAIN ITEMS

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

G. NEW BUSINESS

1. Strategic Plan Development and Board Focus Group

H. OLD BUSINESS

1. Commissioner Onboarding

I. PUBLIC COMMENTS (5-minute limit)

J. CORRESPONDENCE/COMMISSIONER COMMENTS & REQUESTS/MEETINGS

K. ADJOURN

To: Honorable Chair and Commissioners

From: Christopher A. Rozansky, Executive Director

By: Justin Lobb, Deputy Director of Aviation

Meeting Date: April 22, 2025

Re: **NEW BUSINESS**

1. Strategic Plan Development and Board Focus Group

SUMMARY: Outline of the Strategic Plan development and FY 2025 midyear report, followed by a Board focus group for development of the Naples Airport Authority Strategic Plan.

BACKGROUND: The Strategic Plan is the "roadmap" for the NAA, driving the organizational policy, culture, operations, and community engagement. The Plan is the impetus for NAA's projects and initiatives and is a key element in developing the operating and capital budgets. In September 2021, the Board of Commissioners approved the FY 2022–2026 Strategic Plan. The FY 2025 Scorecard was adopted in September 2024.

At the February 2025 Regular Meeting, the Board reached a consensus to enhance the strategic plan for FY 2026 by placing greater emphasis on long-term planning and creating a separate, year-to-year operating plan.

The timeline of events below will help ensure the timely development of the Strategic Plan:

Board of Commissioners Workshop	April 22, 2025
Stakeholder Focus Groups	May – June 2025
Board Review of Initial Draft Strategic Plan	June 20, 2025
Leadership Team Retreat	Late June 2025
Board Review of Draft Strategic and Operating Plan	August 21, 2025
Final Adoption of FY 2024 Scorecard	September 18, 2025

The NAA's consultant, Ms. Mina Merkel, will provide a high-level overview of the strategic planning process. The Focus Group session at this meeting will help shape the priorities. A mid-year scorecard report for FY2025 will also be provided.

Please keep in mind the following:

- Board input is critical in creating more value for those we serve.
- The goal is to elicit unfiltered feed-forward to define what we could do in the future that will have the greatest impact.
- The information will be aggregated, and priorities 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.

COMMUNICATIONS PLAN: Board input will be made available to staff and will serve to develop the Strategic Plan and Operating Scorecard. Key milestones will be communicated to staff and stakeholders to ensure a robust and engaging process.

FINANCIAL IMPACT: Costs associated with creating the Strategic Plan were anticipated in the FY 2025 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 and maintain facilities that reflect the character and needs of the community
- Explore lease-end alternatives
- Surpass FBO customer and tenant expectations from arrival to departure

2 Be an Engaged Community Partner

OBJECTIVES:

- Mitigate aircraft noise impacts to the extent feasible
- Cultivate stakeholder relationships through communication, transparency,
- and trust-building initiatives

3 Strengthen the Airport's Economic Vitality

OBJECTIVES:

- Financial sustainability
- Maintain integrity of financial reporting
- Shield information systems and data from internal and external threats

4 Equip Employees to Excel Today and in the Future

OBJECTIVES:

- Maximize employee engagement with a culture that reflects NAA values
- Support employees' professional development and well-being

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April 22, 2025

Strategic Planning Workshop

PRESENTED BY

Justin Lobb, Deputy Director Aviation

Mina Merkel Consulting

Strategic Planning Workshop

OBJECTIVES:

- To develop a comprehensive **longer-term** strategic plan with NAA Board of Commissioners.
- Clearly separate the operational plan/scorecard (annual) from the new long-term (5 years) strategic plan.
- Identify and address the Board's highest priorities for the long-term strategy
- Determine how the Board may support the strategy

NAA Strategic Plan Milestones 2016-2030

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
Begin sunsetting Current Plan
Planning begins for the new Strategic Plan

FUTURE STRATEGIC PLAN
2026-2030

2025
New Strategic Plan is created and approved

Current 5-Year Strategic Plan & Annual Scorecard

FY 2022 - 2026

- Adopted September 2021, minor annual updates
- Significant stakeholder collaboration (Board, NCC, Internal/External focus groups)
- Clear and concise values
- Annual scorecard provides actionable steps for the organization

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STRATEGIC PLAN

FISCAL YEAR 2025

VALUES

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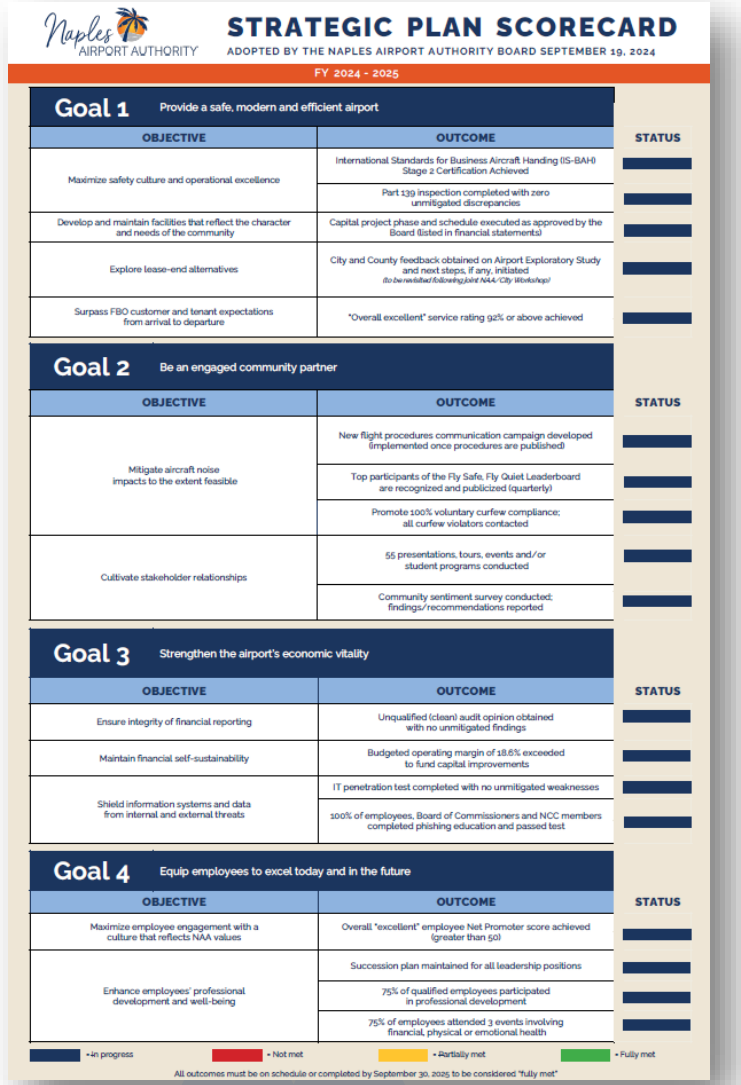
GOALS

1. **Provide a Safe, Modern and Efficient Airport**
   OBJECTIVES:
   - Maximize safety culture and operational excellence
   - Develop and maintain facilities that reflect the character and needs of the community
   - Explore lease-end alternatives
   - Surpass FBO customer and tenant expectations from arrival to departure
2. **Be an Engaged Community Partner**
   OBJECTIVES:
   - Mitigate aircraft noise impacts to the extent feasible
   - Cultivate stakeholder relationships
3. **Strengthen the Airport's Economic Vitality**
   OBJECTIVES:
   - Ensure integrity of financial reporting
   - Maintain financial self-sustainability
   - Shield information systems and data from internal and external threats
4. **Equip Employees to Excel Today and in the Future**
   OBJECTIVES:
   - Maximize employee engagement with a culture that reflects NAA values
   - Support employees' professional development and well-being



Naples AIRPORT AUTHORITY

STRATEGIC PLAN SCORECARD

ADOPTED BY THE NAPLES AIRPORT AUTHORITY BOARD SEPTEMBER 19, 2024

FY 2024 - 2025

Goal 1 Provide a safe, modern and efficient airport

OBJECTIVE	OUTCOME	STATUS
Maximize safety culture and operational excellence	International Standards for Business Aircraft Handling (IS-BAH) Stage 2 Certification Achieved	
	Part 139 inspection completed with zero unmitigated discrepancies	
Develop and maintain facilities that reflect the character and needs of the community	Capital project phase and schedule executed as approved by the Board (listed in financial statements)	
Explore lease-end alternatives	City and County feedback obtained on Airport Exploratory Study and next steps, if any, initiated *(to be revisited following joint NAA/City Workshop)*	
Surpass FBO customer and tenant expectations from arrival to departure	"Overall excellent" service rating 92% or above achieved	

Goal 2 Be an engaged community partner

OBJECTIVE	OUTCOME	STATUS
Mitigate aircraft noise impacts to the extent feasible	New flight procedures communication campaign developed (implemented once procedures are published)	
	Top participants of the Fly Safe, Fly Quiet Leaderboard are recognized and publicized (quarterly)	
	Promote 100% voluntary curfew compliance; all curfew violators contacted	
Cultivate stakeholder relationships	55 presentations, tours, events and/or student programs conducted	
	Community sentiment survey conducted; findings/recommendations reported	

Goal 3 Strengthen the airport's economic vitality

OBJECTIVE	OUTCOME	STATUS
Ensure integrity of financial reporting	Unqualified (clean) audit opinion obtained with no unmitigated findings	
Maintain financial self-sustainability	Budgeted operating margin of 18.6% exceeded to fund capital improvements	
Shield information systems and data from internal and external threats	IT penetration test completed with no unmitigated weaknesses	
	100% of employees, Board of Commissioners and NCC members completed phishing education and passed test	

Goal 4 Equip employees to excel today and in the future

OBJECTIVE	OUTCOME	STATUS
Maximize employee engagement with a culture that reflects NAA values	Overall "excellent" employee Net Promoter score achieved (greater than 50)	
Enhance employees' professional development and well-being	Succession plan maintained for all leadership positions	
	75% of qualified employees participated in professional development	
	75% of employees attended 3 events involving financial, physical or emotional health	

▪ = In progress ▪ = Not met ▪ = Partially met ▪ = Fully met

All outcomes must be on schedule or completed by September 30, 2025 to be considered "fully met"

ORIGINAL ONE PAGE PLAN
2003-2016

ANNUAL GOALS & OBJECTIVES
2016

FIRST 5-YEAR STRATEGIC PLAN
2017-2021

CURRENT 5- YEAR STRATEGIC PLAN
2022 - 2026

FY 2025 Strategic Plan
Mid-Year Report

Goal 1 Provide a safe, modern and efficient airport

FY25 Scorecard

OBJECTIVE	OUTCOME	STATUS (AS OF 4/11/25)	
Maximize safety culture and operational excellence	International Standards for Business Aircraft Handing (IS-BAH) Stage 2 Certification Achieved	Audit was completed week of 3/31/25. Preliminary indications are favorable, currently awaiting formal report.	
	Part 139 inspection completed with zero unmitigated discrepancies	Prep underway. External mock inspections complete. FAA Inspection scheduled for week of 5/12/25.	
Develop and maintain facilities that reflect the character and needs of the community	Capital project phase and schedule executed as approved by the Board (listed in financial statements)	Facilities Improvements unlikely to be completed by FY25/Q4 (estimated FY26/Q2) due to permitting delays. All others on track.	
Explore lease-end alternatives	City and County feedback obtained on Airport Exploratory Study and next steps, if any, initiated **Revisit following Joint Meeting with City Council*	City and county feedback obtained. Consensus to proceed with in house financial analysis at March meeting.	
Surpass FBO customer and tenant expectations from arrival to departure	"Overall excellent" service rating 92% or above achieved	329 surveys completed with a total overall excellent score of 98.02%. Feedback reported in monthly board report.	

= in progress/on track = not met = partially met/needs attention = fully met

Goal 2 Be an engaged community partner

FY25 Scorecard

OBJECTIVE	OUTCOME	STATUS (AS OF 4/11/25)	
Mitigate aircraft noise impacts to the extent feasible	New flight procedures communication campaign developed (implemented once procedures are published)	Tentative procedure publication date of 10/2/25. Campaign will be developed with Priority Marketing; Open house scheduled for 5/21.	
	Top participants of the Fly Safe Fly Quiet Leaderboard are recognized and publicized (quarterly)	Q4 results published in January 2025. Q1 (Jan - Mar) to be published in April.	
	Promote 100% voluntary curfew compliance; all curfew violators contacted	Contacted 100% of curfew operators. Spoken with 96.5%. Curfew data published in monthly board report.	
Cultivate stakeholder relationships	55 presentations, tours, events and/or student programs conducted	Goal met/exceeded with 103 tours/events completed; more are scheduled through the remainder of the FY.	
	Community sentiment survey conducted; findings/recommendations reported	City/County wide survey completed by American Pulse. Results shared with NAA Board on 4/17/25.	

= in progress/on track = not met = partially met/needs attention = fully met

Goal 3 Strengthen the airport's economic vitality

FY25 Scorecard

OBJECTIVE	OUTCOME	STATUS (AS OF 4/11/25)	
Ensure integrity of financial reporting	Unqualified (clean) audit opinion obtained with no unmitigated findings	Unmodified opinion obtained with no findings. Audit accepted by the Board in January.	
Maintain financial self-sustainability	Budgeted operating margin of 18.6% exceeded to fund capital improvements	Currently at 42.1% margin. On target based on current projections (forecast of 24.2% for FY).	
Shield information systems and data from internal and external threats	IT penetration test completed with no unmitigated weaknesses	Quotes received 3/21 - reviewing internally. Targeting Q3 for penetration test.	
	100% of employees, Board of Commissioners and NCC members completed phishing education and passed test	Training campaign released first week of March. Currently at 70% completion.	

= in progress/on track = not met = partially met/needs attention = fully met

Goal 4 Equip employees to excel today and in the future

FY25 Scorecard

OBJECTIVE	OUTCOME	STATUS (AS OF 4/11/25)	
Maximize employee engagement with a culture that reflects NAA values	Overall "excellent" Employee Net Promoter score achieved (greater than 50)	Goal met/exceeded. Net Promoter score 79.	
Enhance employees' professional development and well-being	Succession plan maintained for all leadership positions	Succession plan updated and development opportunities identified. Minimal progress due to busy season. 50% completion expected by June 1, 2025.	
	75% of qualified employees participated in professional development	Individual development plans updated. 9% of qualified employees have met goal. 50% completion expected by June 1, 2025.	
	75% of employees attended 3 events involving financial, physical and emotional health	Five events offered. 45% of employees have met goal. 75% completion expected by August 1, 2025.	

= in progress/on track = not met = partially met/needs attention = fully met

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Workshop Protocol

- Participation by all attendees is essential for the success of the workshop
- Ask for what you need, use the resources in the room
- Explain your input and priorities for thorough understanding
- Keep focus on longer-term strategies

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

- **Constructive partnership:** effectiveness of Board and Executive Director are interdependent
- **Mission driven:** ensure congruence between decisions and mission
- **Strategic thinking:** help hone organization's direction
- **Culture of inquiry:** mutual respect, constructive debate and shared decision making
- **Independent mindedness:** Board put the interest of the organization above all else
- **Ethos of transparency:** ensure public has access to appropriate and accurate information

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

- **Compliance with integrity:** active oversight and ethical values
- **Sustaining resources:** link visions and ambitious plans to financial support
- **Results oriented:** measure mission advancement and evaluate performance
- **Intentional board practices:** fulfill essential governance duties and support organization priorities
- **Continuous learning:** evaluate board performance and assessing the value add to the organization
- **Revitalization:** energize through thoughtful onboarding and succession planning of officers

Strategic Planning Workshop

Current State Analysis

Staff's focus

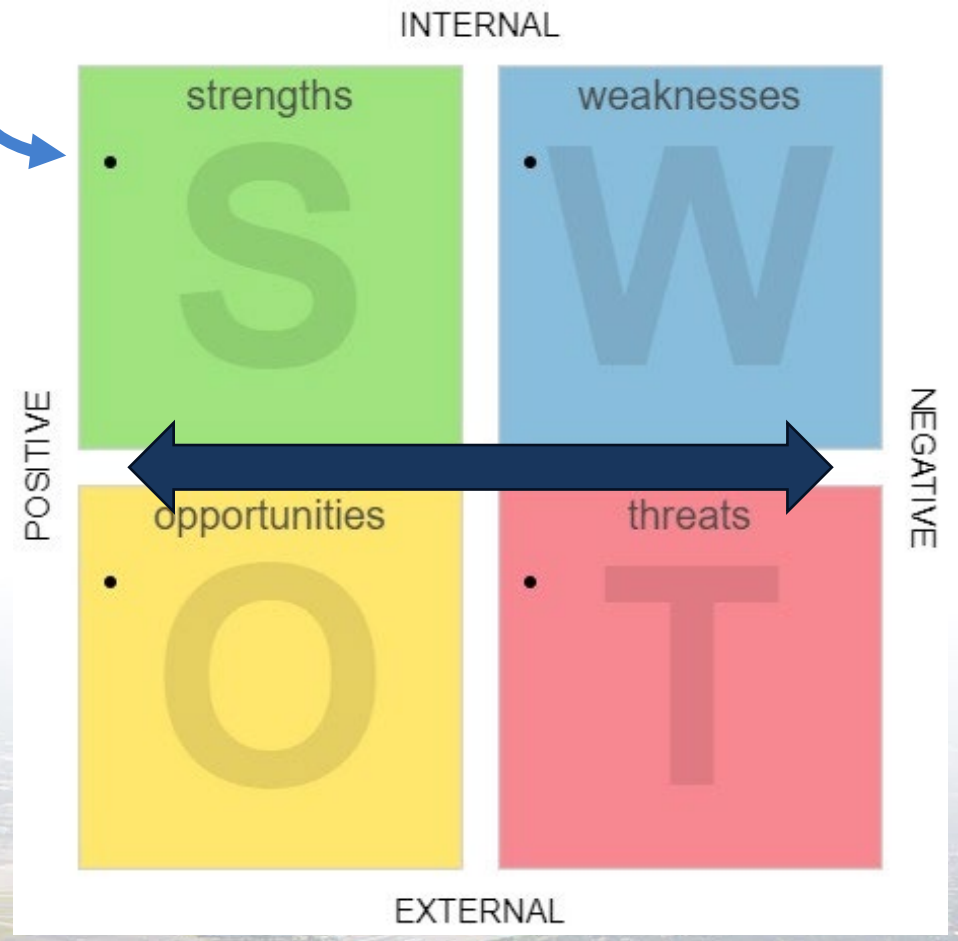
SWOT activity: Board focus is on external

What do you believe are the biggest **opportunities** and **threats** to the current airport operations and infrastructure?

- **Identify** biggest opportunities
- **Prioritize** the top 3 opportunities

- **Identify** biggest threats
- **Prioritize** the top 3 threats

Board's focus



Strategic Planning Workshop

Group Activity

- **Activating question #1: What are the major priorities you believe should be in the long-term Strategic Plan?**
  - Rank them. Be prepared to discuss.
  - Ideally, we will prioritize the top three.

- **Activating Question #2: What is the ideal timeframe for these priorities?**

- **Activating Question #3: How do you define success?**

Board meeting topics to stimulate conversation

- Safety
- Alignment with the City of Naples
- Noise Reduction Strategy
- Financial resiliency
- Regional Airport Strategy
- Grants vs. no grants
- Water and Environmental sustainability
- Infrastructure resiliency
- Lease end considerations
- Coastal Redevelopment (city and county)

Priorities Consensus

Strategic Planning Workshop

Priority

- Open discussion on the challenges and potential solutions for this priority
- Identify the strategic steps the Board can take and the operational steps the staff needs to take for this priority

- Process:

1. Timed discussion to identify the challenges and potential solutions
2. Identify what steps the Board could take to assist to ensure the strategic initiative is implemented
3. Identify what steps the Staff will need to assist to ensure the strategic initiative is implemented

Next Steps

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April	• Develop the Board's priorities into a draft plan
May	• Stakeholder focus groups
June	• Initial draft strategic plan
June	• Leadership team retreat
July	• Staff identifies operational actions and develops operational scorecard
August	• Draft strategic plan & operational scorecard
Sept.	• Final adoption of strategic plan & operational scorecard

Naples
AIRPORT
QUESTIONS?
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Naples Airport Authority

To: Honorable Chair and Commissioners

From: Christopher A. Rozansky, Executive Director

Meeting Date: April 22, 2025

Re: **OLD BUSINESS**

1. Commissioner Onboarding

SUMMARY: Board review and discussion of the attached draft Commissioner onboarding plan.

BACKGROUND: During the Governance Workshop on May 16, 2024, the Board explored several topics, including Commissioner onboarding. On September 19, 2024, the Board revisited these discussions and reached consensus for the Executive Director to collaborate with Mina Merkel Consulting on enhancing the onboarding process.

Key elements of the draft plan include clarifying Commissioner roles, relationship building, incorporating education and training opportunities, and publishing onboarding best practices.

COMMUNICATIONS PLAN: None at this time.

FINANCIAL IMPACT: Costs associated with developing the draft onboarding plan were available in the FY25 budget.

DRAFT April 22, 2025

NAA Onboarding Program for Newly Appointed Commissioners

Effective onboarding of a new Airport Commissioner involves clear communication, orientation, and structured guidance to help understand the role as guardians and stewards of the airport. By combining orientation with a focus on the broader mission of stewardship and future planning, the new Commissioner can quickly become a valuable member of the Commission through accommodation, assimilation and acceleration.

Proposed Plan

Timing: First Month

1. Introduction to the Role: one on two with Executive Director and NAA Attorney

    - Clarify the mission and vision of the Commission and the Airport: Involve the new Commissioner in witnessing the airport's mission, vision, and strategic goals through shadowing key players for a day. Emphasize and clarify the Commission's role in stewardship, sustainability, and long-term planning. Involve the new Commissioner in the process of refinement and updating the onboarding program through feedback and feed forward.

    - Define the Commissioner's responsibilities: Provide a clear job description outlining their roles in oversight, policy co-creation and approval and planning, and advocacy for the airport. Explain the Commission's committee structure and their charters, terms of reference. The importance of representation, representing the airport, not themselves.

    - Foster key relationship: Build the most important relationship with the airport's Executive Director.

    - Review Hierarchy of Governance Checklist: with NAA Attorney.

    - Explain governance: Detail the structure of the Airport's management and the Commission's role overseeing it. Highlight the Florida Sunshine Law, what it allows for and what it doesn't. The Delegation of Powers Resolution: the importance of Executive Director and NAA Attorney relationships with the Commission.

Timing: Second Month

2. Provide a thorough Orientation

    - Tour the airport: Arrange a guided tour to familiarize the Commissioner with Airport operations, infrastructure, and key facilities. Offer the ability for the new Commissioner to shadow key staff for a day (FBO, Safety, Operations, Noise monitor and reporting staff)

    - Meet key stakeholders: Employees, Tenants, Community and their organizations, and the FAA. Facilitate introductions with department directors and staff, invite them to attend a Director's Meeting. Reiterate no meeting other Commissioners can only occur outside the scheduled Board meetings and workshops due to Florida Sunshine Law. Invite them to meet tenants and community partners especially familiarize the new Commissioner with the NCC, Noise, Part 150, airport relocation study outcome.

    - Review key documents: Share the how the board packet works, the airport's current master plan, budget and financial reports, bylaws, and any relevant policies or regulations. Any past decisions that are relevant to current proceedings.

3. Facilitate Shadowing and Mentorship

    - Pair the new Commissioner with a seasoned colleague (a former Commissioner is preferable) for their first few months to enter a mentor/coach relationship where the former Commissioner can explain previous decisions and answer questions.

    - Encourage participation in industry conferences, workshops, or local government meetings.

4. Focus on Stewardship and Long-Term Planning

    - Explain their stewardship role: Emphasize that their primary responsibility is to protect the economic assets and enhance the airport for future generations.

    - Discuss future planning: Review upcoming projects, expected challenges, and long-term opportunities, such as sustainability and noise mitigation initiatives.

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5. Set Expectations for Accountability

    - Ensure the new Commissioner has the regular meeting and workshops schedule, in person participation is requested. Per Bylaws, explain process to add agenda items requires Board vote with 3 Commissioners in agreement, handled under Commissioner comment section. Explain how the minutes are reviewed, the scorecard process to track progress on key initiatives.

    - Ensure transparency by reviewing ethical guidelines and conflict-of-interest policies.

    - Familiarize the new Commissioner on NAA history, city and county government councilors and the issues regarding the airport

Timing: Ongoing

6. Training and Education

    - Regulatory and legal training: Provide resources on FAA regulations, state laws, and other legal frameworks affecting the airport.

    - Explain Revenue Diversion under Financial literacy: Train the Commissioner on the Airport's funding sources, including grants, operational revenue, and budgeting processes.

    - Community engagement: Guide them on balancing Airport operations with community interests.

7. Encourage Visionary Thinking

    - Encourage brainstorming to discuss innovation, sustainability, and trends in aviation.

    - Engage the new Commissioner on how their input to the Strategic Plan gets incorporated to develop a long-term perspective that aligns with the Airport's strategic goals.

DRAFT

8. Solicit Feedback and Questions

    - Create open lines of communication where the Commissioner feels comfortable asking questions and sharing ideas.

    - Schedule regular check-ins during their first year to review their progress and address challenges. Plan for 30/60/90-day touch points to discuss what they need and their perceptions. Encouraging and exemplifying a feedback loop. Ask for feedback and feed forward on the orientation process, what went well and what could be better.

DRAFT