

STRATEGIC PLAN



FY 2017-2021

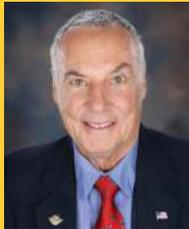
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Revised on June 21, 2018

NAPLES AIRPORT AUTHORITY BOARD OF COMMISSIONERS



**Michael
Lenhard**
Vice Chair



**Ted
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Rideoutte**

Naples Airport began operation in 1943 as a military airfield. In 1969, the Florida State Legislature created the City of Naples Airport Authority as an independent government agency charged with the operation, development and improvement of the Naples Airport.

All funds used for the airport are generated from activities at the airport or federal and state grants from aviation-related user fees; the airport receives no property tax dollars. The Florida Department of Transportation values the airport's annual economic impact to the community at \$283.5 million.

Naples Airport is home to flight schools, air charter operators, car rental agencies, and corporate aviation and nonaviation businesses, as well as fire/rescue services, mosquito control, the Collier County Sheriff's Aviation Unit and other community services. During the 2016-17 fiscal year, the airport accommodated 95,018 takeoffs and landings.



Donna M. Messer Board Chair

The Naples Municipal Airport has a well-known reputation for excellence. Besides being a premier coastal destination for leisure and business, the airport has been recognized for its industry-leading efforts in noise abatement, as well as protection of the environment and natural resources. This strategic plan endeavors to build upon those past successes by responding to the opportunities and challenges we face today. This plan represents a commitment by the Board of Commissioners and staff to providing a first-class airport that is responsive to the community it serves.

A handwritten signature in black ink that reads "Donna M. Messer".



Christopher Rozansky Executive Director

After successfully launching this strategic plan in 2017, we have sharpened our focus for the remainder of 2018 and beyond. Through experiencing the challenges of Hurricane Irma and an increasing demand for airport facilities and services, we felt it important to further refine the goals and objectives in order to best serve our customers, employees and the community. We are enthusiastic about these efforts, which will position the Naples Municipal Airport to be a significant economic driver now and into the future, while being mindful of the character and charm that drew many of us to Naples in the first place.

A handwritten signature in black ink that reads "Ch. Rozansky".

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

AGILE organization

PASSIONATE in service to our community

FOCUSED on excellence

COLLABORATIVE decision making

ACCOUNTABLE for our actions

RESPECTFUL of one another, customers and citizens

ETHICAL standard of conduct

STEWARDSHIP 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 and develop facilities that meet customers current needs and anticipates future demands
- Employ a proactive approach to workplace and operational safety, maintenance and security
- Strive to preserve compatible land uses and the protection of airspace surrounding the airport
- Continue to innovate in preserving the environment and natural resources

MEASURES

- Occupancy of NAA-owned facilities
- Experience Modification Rate (EMR), FAA Part 139 Certification, Training courses completed
- Maintain utility of runways and flight procedures, Prevention of new incompatible land uses
- Consumption of energy and other 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 by appealing to the passenger and pilot
- Increase awareness about the value of the airport and noise abatement efforts through community and stakeholder outreach, education, collaboration and service
- Honor, preserve, and celebrate aviation's historical contributions to the community

MEASURES

- Trends in noise comments
- Curfew compliance
- Number of community events, tours, and presentations
- Museum, Collings Foundation, Tri-Motor event attendance

GOAL #3

Strengthen the airport's economic vitality



OBJECTIVES

- Assure the fiscal health and integrity of the Naples Airport Authority
- Deliver internal and external customer service that anticipates and surpasses expectations
- Streamline internal procedures and business transactions
- Diversify revenue beyond the fixed base operator
- Maintain business continuity and resiliency

MEASURES

- Certificate of Achievement in Financial Reporting, Unmodified audit opinion
- Customer survey results
- Number of processes improved
- Quantity and quality of revenue streams
- Duration of disruptions to facilities and services

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 customers and community
- Offer progressive opportunities for employee and leadership development
- Enhance the employer value proposition
- Inspire the next generation of aviation professionals

MEASURES

- Performance scores
- Employee completion of annual goals
- Employee engagement survey results
- Participation in intern and mentoring programs



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For more information, visit www.FlyNaples.com