

# STRATEGIC PLAN

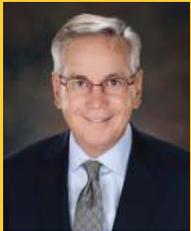


FY 2017-2021

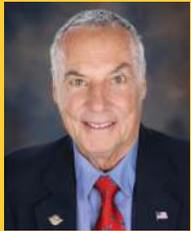
[www.FlyNaples.com](http://www.FlyNaples.com)

Updated December 17, 2020

# NAPLES AIRPORT AUTHORITY BOARD OF COMMISSIONERS



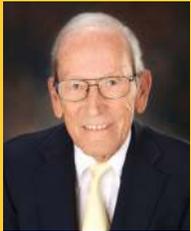
**Michael  
Lenhard**  
Vice Chair



**Ted  
Brousseau**



**Kerry  
Dustin**



**James  
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 \$440 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 2019-20 fiscal year, the airport accommodated 104,479 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

**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

## MEASURES

- Capital projects (> \$1M ) on time and within budget
- No new incompatible land uses or adverse impacts to airspace
- % of employees who contract COVID-19 remains less than the State of Florida positivity rate
- Implement Safety Management System (SMS)
- FAA Part 139 Certification - No Discrepancies
- Maintain compliance with the Authority's SWPPP and SPCC plans. Ensure tenants maintain compliance with self-fueling licenses

# 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

## MEASURES

- Conduct Part 150 Noise Study on schedule excluding FAA review
- 98% or better curfew compliance
- 15 Outreach Events

# 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

### MEASURES

- Certificate of Achievement for Excellence in Financial Reporting for FY2020
- Unmodified opinion for the FY2020 audit
- Maintain up to date JACIP, administer and close out grants on time
- Operate the airport within approved Operating and Capital budget expenditures
- To be ranked as one of the overall top 20 FBO's in the Pro Pilot PRASE Survey
- To be ranked as one of the top 10 Independent FBO's in the Pro Pilot PRASE Survey
- Collect at least 250 NAA surveys with 90% or above exceeding expectations
- Uninsured losses do not exceed deductibles
- No loss of funds due to fraud
- No external breaches of sensitive data
- Complete IT Roadmap Projects - Office 365, OneDrive, Microsoft Teams, redundant fiber network and network infrastructure

# 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

## MEASURES

- Exceed Employee survey government sector benchmark 60-65%
- 90% or more members of the leadership team complete leadership development training
- Implementation of Learning Management System
- Engage students through 5 aviation education programs, internships and/or events



**160 Aviation Drive North · Naples, FL 34104 | Phone: 239.643.0733**  
For more information, visit [www.FlyNaples.com](http://www.FlyNaples.com)