A large, stylized graphic element on the left side of the page. It consists of several overlapping and intersecting shapes: a large blue triangle pointing right, a smaller green diamond shape to its left, and a dark blue triangle pointing right below the green one. The entire graphic is set against a white background.

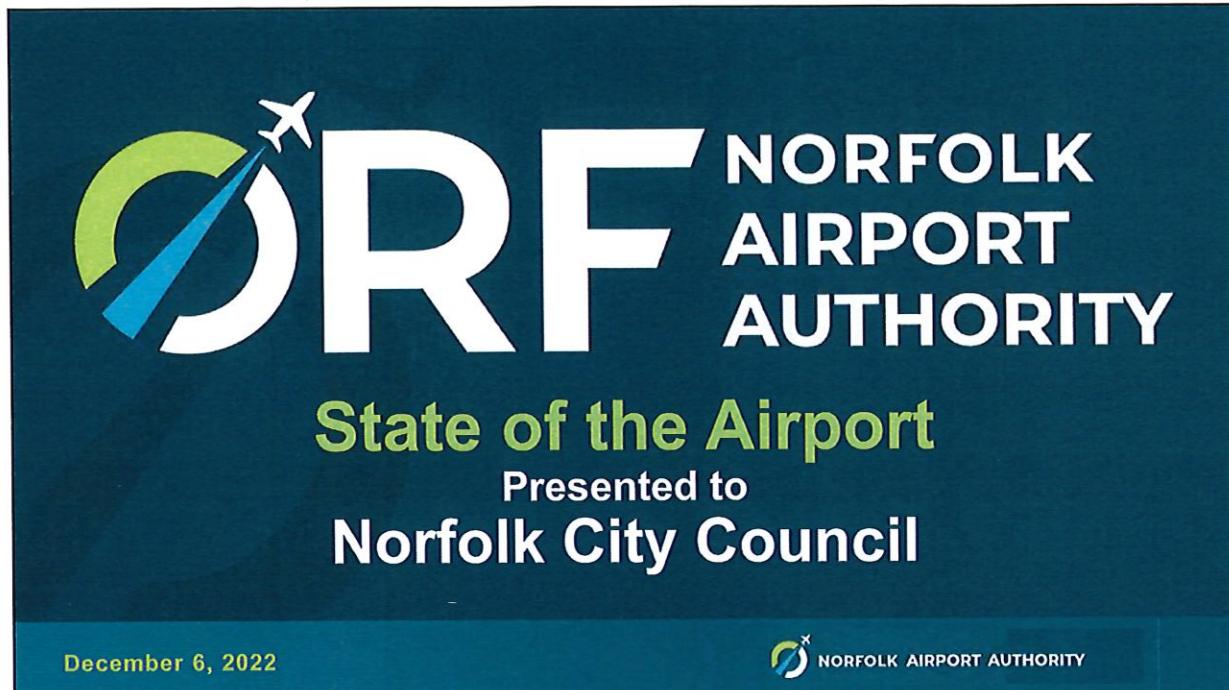
2022 Annual Report



A Year of Change and Growth

Deborah H. Painter, Chair

**Mark A. Perryman, Assoc. AIA
President & Chief Executive Officer**



1

Introduction

• Professional Recap:

- 40 years in the aviation industry – civil & military
- 30+ years with Landrum & Brown
- 18 years experience as a C-suite executive
- U.S. Air Force Veteran
- Private Pilot



• Personal Recap:

- Come from a Navy family
- Married to wife Marcella for 35 years
- Two adult sons and three grandchildren
- Live in East Beach – Bay Breeze Point



2

My Mandate – First Six Months

1. Conduct an organizational and team assessment
2. Finalize, implement, and oversee the Strategic Plan
3. Oversee and implement the capital program
4. Assist in the enhancement and development of new air service
5. Maintain and strengthen the Authority's relationship with its key stakeholders

December 6, 2022



3

3



1. New Organization & Vision

December 6, 2022

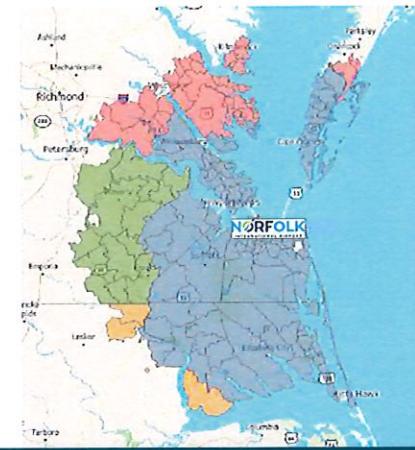


4

4

Our New Vision & Direction

- Huge untapped potential...
 - Hampton Roads is the largest metro area in Virginia
 - We are the airport gateway to the Outer Banks and northeast North Carolina
 - Addition of year-round cruise port will generate more passengers
 - Region's businesses are positioned for growth



December 6, 2022

 NORFOLK AIRPORT AUTHORITY

7

7

Our New Vision & Direction

- Our mission...
 - Connect our community with the world by safely, reliably, and efficiently operating Norfolk International Airport
- Our vision...
 - Strengthen and grow our region while serving as an industry leader, recognized for our professionalism and excellence
 - By providing a modern and customer-focused travel experience
 - By maintaining a low(er) cost solution for our airlines and customers
- Our Brand...



December 6, 2022

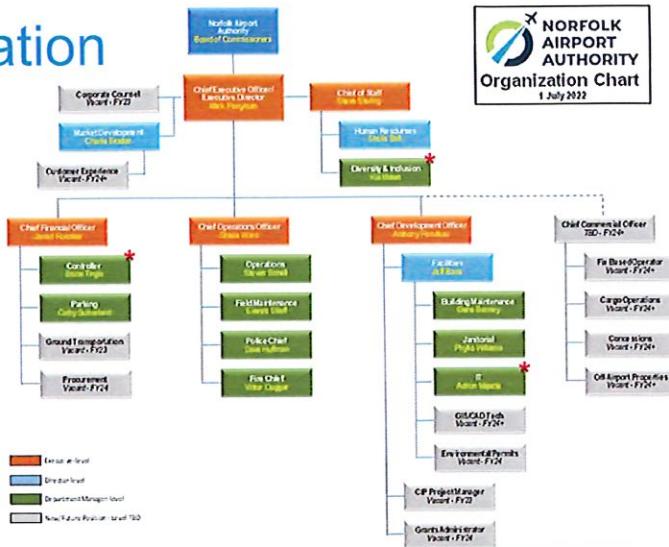
 NORFOLK AIRPORT AUTHORITY

8

8

Our New Organization

- Assess and modernize the organization
- Position organization for the future



December 6, 2022

NORFOLK AIRPORT AUTHORITY

9

9



2. Strategic Plan

December 6, 2022

 NORFOLK AIRPORT AUTHORITY

10

10

STRONGER TOGETHER. LET'S FLY 

Our Plan

Mission: Connect our community with the world by safely, reliably, and efficiently operating Norfolk International Airport.

Vision: Strengthen and grow our region while serving as an industry leader, recognized for our professionalism and excellence.

NORFOLKAIRPORT.COM

OUR VALUES

WE TAKE PRIDE IN WHAT WE DO AND HOW WE DO IT

P | R | I | D | E

We value and embody professionalism - Individually and as an Authority.

We are highly responsive to our stakeholders through proactivity, forethought, & diligence.

We foster a culture of innovation within our organization, empowering us to deliver an enhanced customer experience and a contemporary facility.

We embrace diversity and respect our differences.

We pursue excellence - every day, in every way.

Diversity-Equity-Inclusion: Making the Connection
We promote diversity and inclusion for our employees, passengers, and community by embracing uniqueness, respecting differences, celebrating fairness, and cultivating equity. We arrive from different origins and may have different destinations – but our journeys are richer when we fly together.

Our People: Support and develop our staff; maximize organizational and employee efficiency and performance. 

Our Customers: Grow our traffic and provide a world-class customer experience. 

Our Commitment: Create and maintain a welcoming and safe environment for our employees, patrons, and stakeholders. 

Our Facility: Optimize and modernize our physical facilities and assets to create and sustain growth, expand economic development opportunities, and diversify our revenue sources. 

December 6, 2022  **NORFOLK AIRPORT AUTHORITY** **11**

11

STRONGER TOGETHER. LET'S FLY 

Our Progress

NOVEMBER GOALS PROGRESS

GOAL #1 OUR PEOPLE Support and develop our staff, maximize organizational and employee efficiency and performance.

 **51%** PERCENT COMPLETE  **13% FROM LAST**

64% — Objective 1A: Optimize our organizational structure
55% — Objective 1B: Better engage our employees
55% — Objective 1C: Foster a culture of transparency, and strong communications, where information is shared and voices are heard
22% — Objective 1D: Create a formal employee training and development program
57% — Objective 1E: Hire and retain diverse, qualified, and competent employees

GOAL #2 OUR CUSTOMERS Grow our traffic and provide a world-class customer experience.

 **28%** PERCENT COMPLETE  **6% FROM LAST**

40% — Objective 2A: Increase customer and passenger satisfaction; Improve customer experience
40% — Objective 2B: Increase air service offerings and expand direct flight destinations
5% — Objective 2C: Identify and capitalize on economic development opportunities

GOAL #3 OUR COMMITMENT Create and maintain a welcoming and safe environment for our employees, patrons, and stakeholders.

 **44%** PERCENT COMPLETE  **25% FROM LAST**

78% — Objective 3A (Diversity): Assess the Diversity of the Authority
46% — Objective 3B (Equity): Ensure applicants and employees are treated fairly and given equal opportunities
59% — Objective 3C (Inclusion): Create an Inclusive Work Culture
0% — Objective 3D: Enhance Small Business Participation
35% — Objective 3E: Improve physical and mental accessibility into and throughout our facilities

GOAL #4 OUR FACILITY Optimize facilities to create and sustain growth, expand opportunities, and diversify revenue sources.

 **22%** PERCENT COMPLETE  **5% FROM LAST**

36% — Objective 4A: Enhance the Passenger Experience
2% — Objective 4B: Expand and Diversify Revenue Sources
28% — Objective 4C: Increase our Infrastructure reliability, sustainability, and resiliency; decrease our environmental footprint

December 6, 2022  **NORFOLK AIRPORT AUTHORITY** **12**

12



3. Capital Program

December 6, 2022



13

13

Runway 5/23 Rehabilitation

- **Runway 5/23 Rehabilitation of Concrete Extensions**
 - Finalizing design and phasing
 - Phase 1 is scheduled for April – November 2023
 - Phase 2 is scheduled for April – November 2024
 - Estimated cost of construction is \$30 million for both phases of construction
 - Reduced temporary runway length from 7,400' to 6,800'
 - Saves approximately \$5.0M per phase in construction cost
 - Reduces the need for night work and number of overnight closures



December 6, 2022



14

14

Garage & Passenger Loading Bridges

- **Garage B & C Renovation**
 - Replace interior stairs
 - Modernize elevators
 - Replaced expansion joints
 - Convert interior lighting to LED
- **Passenger Loading Bridge Replacement**
 - Final phase – Gates 1, 16, and 25



December 6, 2022



15

15

Future Capital Program

- **Priority 1 Projects:**
 - Expand Concourse A (4-6 gates)
 - Consolidate TSA security checkpoint
 - Consolidate checked bag inspection screening (CBIS) facility
 - Consolidate ticketing lobby and roadway improvements
 - Add people movers/moving sidewalks
 - Consolidate rental car QTA facility
 - Construct new fuel facility
- **Priority 2 Projects:**
 - CBP FIS facility
 - Runway Rehabilitation – Phase 3
 - Runway Rehabilitation – Phase 4
 - Taxiway C Upgrades
- **Priority 3 Projects:**
 - New Concourse C

December 6, 2022



16

16

Concourse A

- Expand Concourse A
 - 4-6 new gates
 - Includes additional set of restrooms to service the end of Concourse A



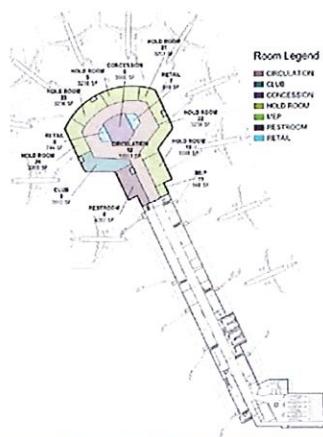
December 6, 2022

 NORFOLK AIRPORT AUTHORITY

17

17

Concourse A



December 6, 2022

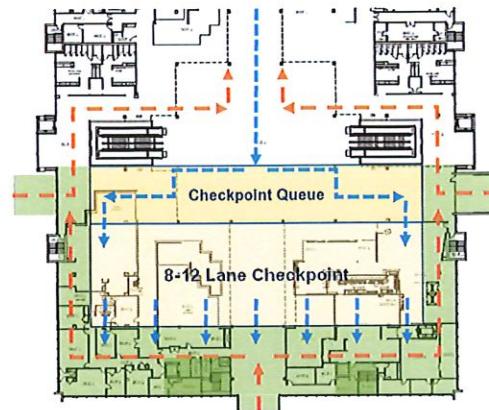
 NORFOLK AIRPORT AUTHORITY

18

18

TSA Security Checkpoint

- Consolidate TSA security checkpoint
 - One new 8-12 lane checkpoint



December 6, 2022

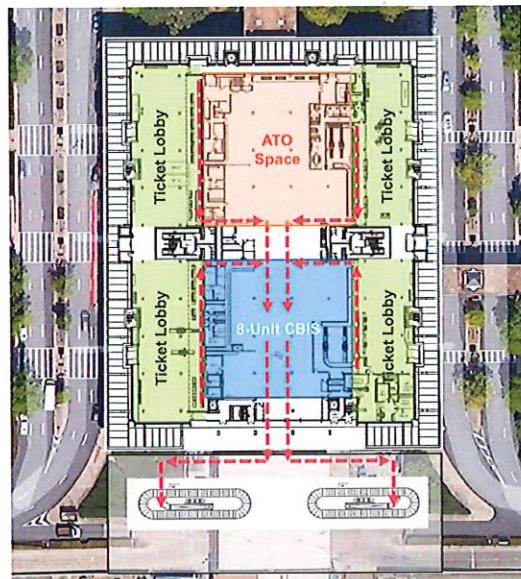
 NORFOLK AIRPORT AUTHORITY

19

19

CBIS

- Consolidated checked bag inspection screening (CBIS) facility
 - New 8-unit consolidated CBIS

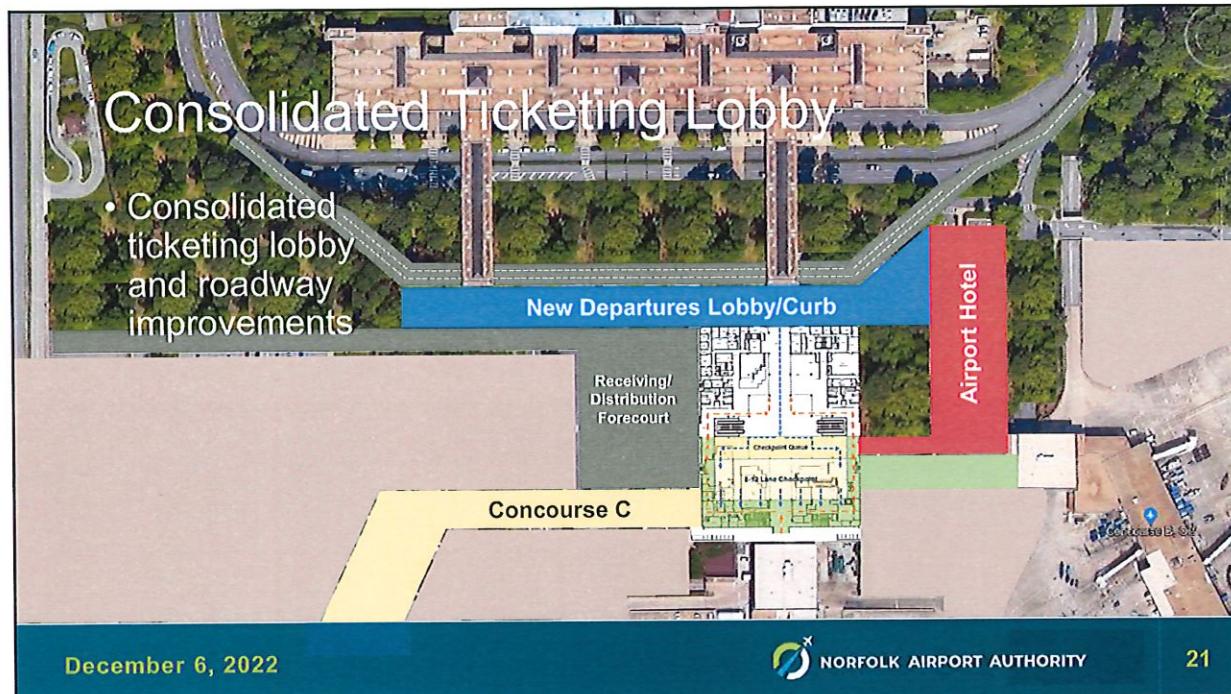


December 6, 2022

 NORFOLK AIRPORT AUTHORITY

20

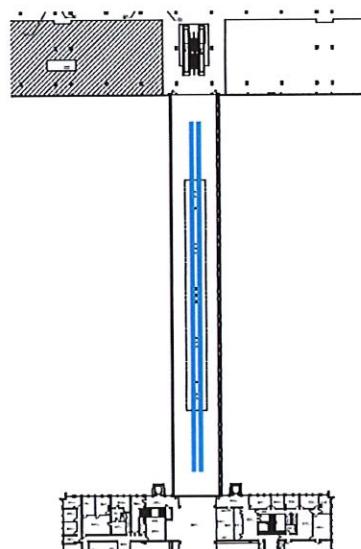
20



21

People Movers

- People movers/moving sidewalks
 - Across the existing pedestrian bridge
 - Two units / one walkway in each direction by utilizing belt walk system
 - Requested BIL ATP funding



December 6, 2022

NORFOLK AIRPORT AUTHORITY

22

22



4. Air Service

December 6, 2022

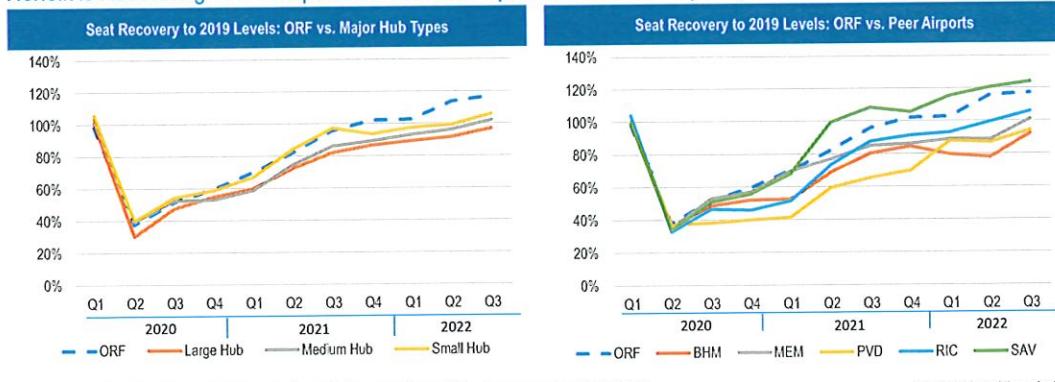


23

23

Air Service Recovery

Norfolk is Recovering Well Compared to other US Airports and has Already Surpassed 2019 Scheduled Seat Capacity



Peer airports (BHM, MEM, PVD, RIC, and SAV) were chosen due to geographic proximity and passenger size relative to ORF

Source: Cirium airline schedule data

December 6, 2022

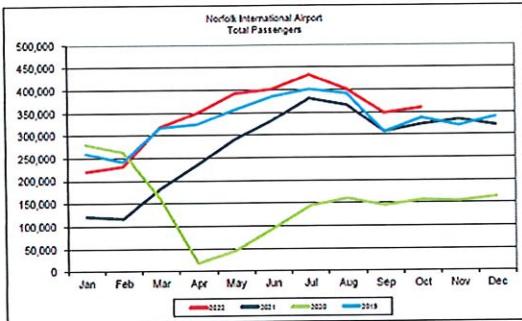


24

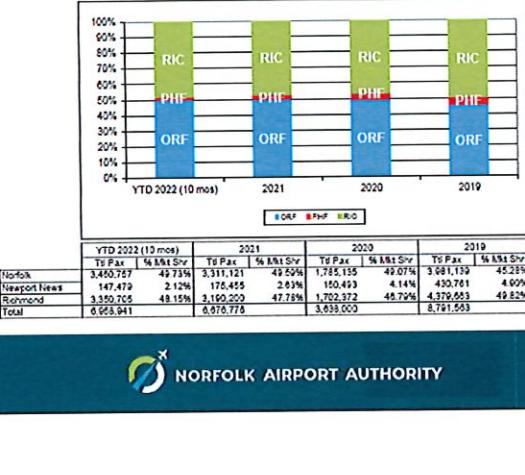
24

Our Market Strength

- July 2022 set an all-time monthly record
- On pace for the best year in the airport's history



- ORF continues to lead the area airports in passengers served



December 6, 2022

 NORFOLK AIRPORT AUTHORITY

25

25

Air Service Overview

- Serving 30 non-stop destinations
- Nine 9 new routes in 2022 compared to 2019
- Spirit Airlines adding service to Orlando and Fort Lauderdale beginning in March 2023



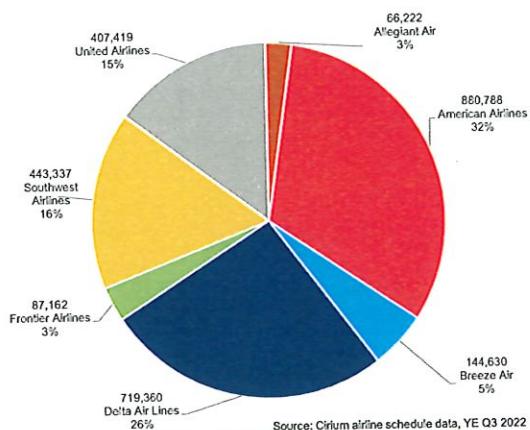
December 6, 2022

 NORFOLK AIRPORT AUTHORITY

26

26

Our Airline Market Share



- AA is the market share leader in ORF, with DL second
- However, no one airline dominates the ORF market
- Breeze entered the market in June 2021 and has quickly overtaken the market shares of Frontier and Allegiant
- Spirit starting in March 2023
- ULCC's market share is growing

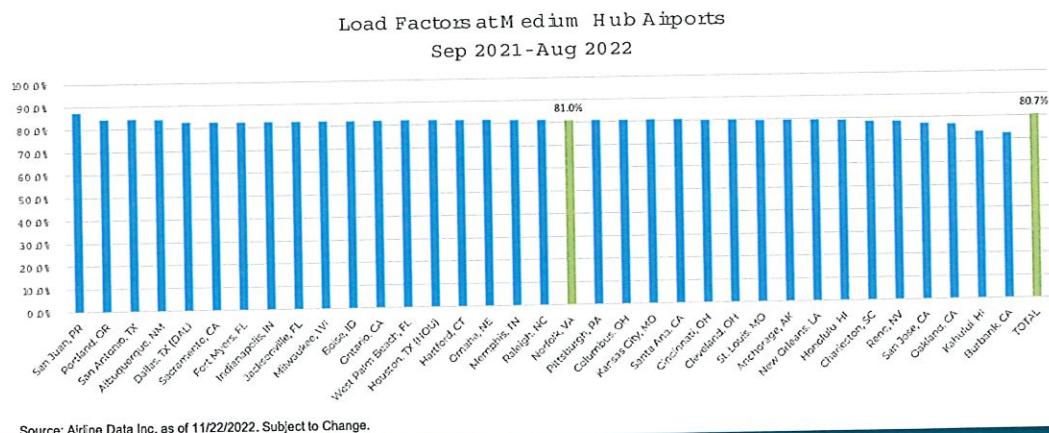
December 6, 2022

 NORFOLK AIRPORT AUTHORITY

27

27

Norfolk's Load Factor is Slightly Above the Average Among 35 Medium Hub Airports



December 6, 2022

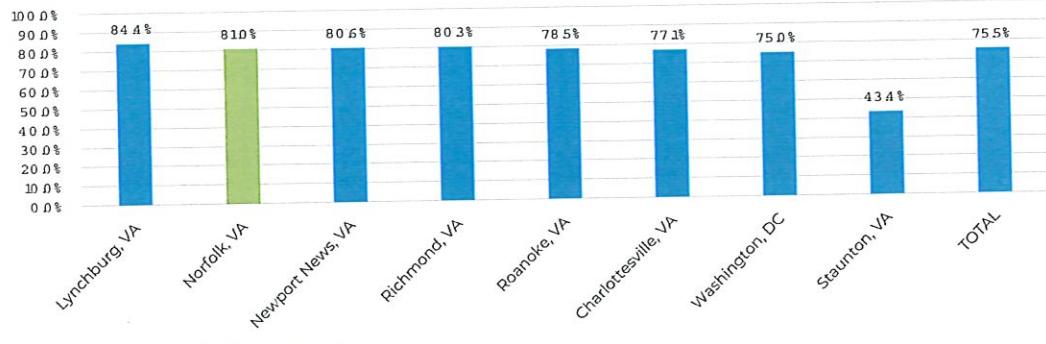
 NORFOLK AIRPORT AUTHORITY

28

28

Norfolk's Load Factor is 2nd Highest in the Commonwealth

Load Factors at Virginia Airports
Sep 2021-Aug 2022



Source: Airline Data Inc. as of 11/22/2022. Subject to Change.

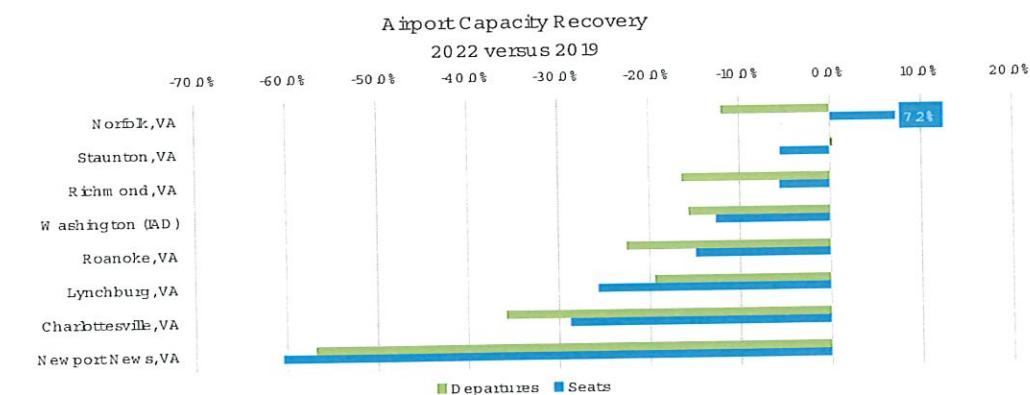
December 6, 2022



29

29

Norfolk is the only VA airport to recover and surpass pre-pandemic 2019 airline seat capacity



Source: Airline Data Inc. as of 11/29/2022. Subject to Change.

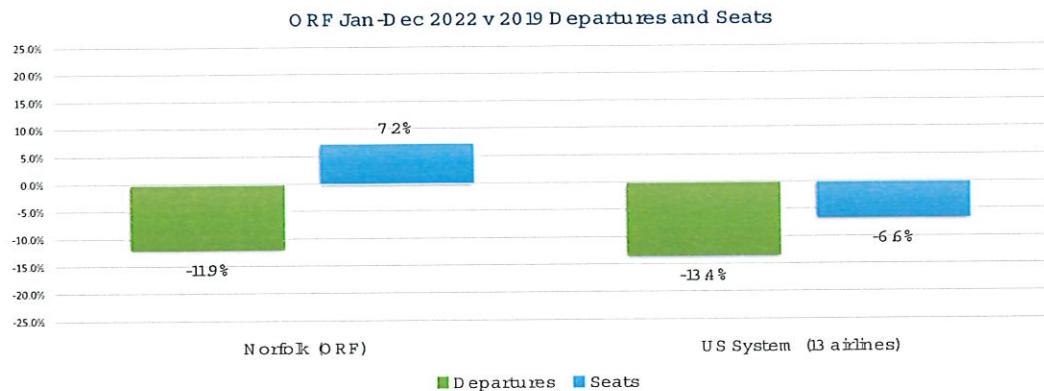
December 6, 2022



30

30

Norfolk's Airline Seat Capacity Outpaced the US System in 2022 versus Pre-Pandemic 2019



December 6, 2022

 NORFOLK AIRPORT AUTHORITY

31

31

Our Air Service Needs

- Unserved non-stop markets
 - **San Diego** is the largest unserved market
 - **Los Angeles, Seattle, and Phoenix** are close behind
 - **Cancun** is our largest unserved international market; followed by **Montego Bay**

Top 30 Norfolk Destinations in YE Q3 2022						
Airport	Airport City	YE Q2 2022 O&D passengers	YE Q2 2022 PDEW	YE Q2 2022 Average Fare	YE Q2 2022 Yield (cents/miles)	Served Nonstop
MCO	Orlando	173,311	237	\$111	16.91	✓
ATL	Atlanta	169,059	232	\$163	31.54	✓
SAN	San Diego	113,084	155	\$279	11.96	
ORD	Chicago - ORD	112,674	154	\$148	20.69	✓
DFW	Dallas - DFW	108,762	149	\$210	17.33	✓
DEN	Denver	107,128	147	\$189	12.20	✓
LGA	New York - LGA	106,140	145	\$133	44.96	✓
TPA	Tampa	91,726	126	\$106	14.85	✓
MIA	Miami	85,964	118	\$153	19.02	✓
LAS	Las Vegas	79,991	110	\$258	11.97	✓
LAX	Los Angeles	76,743	105	\$279	11.78	
BOS	Boston	71,004	97	\$135	28.93	✓
BNA	Nashville	68,888	94	\$140	23.88	✓
IAH	Houston - IAH	67,326	92	\$222	18.52	✓
JAX	Jacksonville	64,636	89	\$131	24.10	✓
SEA	Seattle	62,657	86	\$275	11.29	
DTW	Detroit	62,586	86	\$162	30.62	✓
FLL	Fort Lauderdale	57,186	78	\$123	15.72	✓
MSY	New Orleans	56,606	78	\$137	14.58	✓
PHX	Phoenix	55,743	76	\$280	12.81	
EWR	New York - EWR	53,552	73	\$147	51.59	✓
MDW	Chicago - MDW	47,873	66	\$112	15.95	✓
PVD	Providence	45,807	63	\$101	24.10	✓
SAT	San Antonio	44,002	60	\$203	14.70	
AUS	Austin	38,776	53	\$203	15.36	
BDL	Hartford County	38,284	52	\$89	22.52	✓
SFO	San Francisco	38,197	52	\$316	12.56	
MSP	Minneapolis	38,070	52	\$196	18.77	
JFK	New York - JFK	37,383	51	\$137	47.25	✓
STL	St. Louis	37,277	51	\$156	19.92	

Note: Highlighted markets are top 9 unserved non-stop destinations
Source: Cirium airline O&D DB1B data, YE Q2 2022; Schedule data, YE Q3 2022

December 6, 2022

 NORFOLK AIRPORT AUTHORITY

32

32



5. Stakeholders

December 6, 2022



33

33

Stakeholders & Community Outreach



December 6, 2022

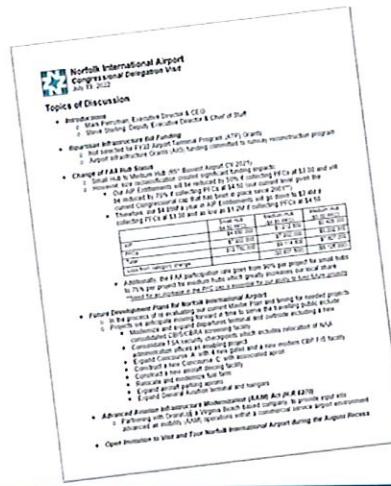


34

34

Stakeholders & Community Outreach

- Congressional Delegation Visit to Washington DC
 - Representative Bobby Scott
 - Representative Elaine Luria
 - Senator Mark Warner (staff)
 - Senator Tom Tillis (staff)
 - Representative Ben Cline (staff)
 - Representative Rob Wittman (staff)
- Additional meetings to come in the new year



December 6, 2022



35

35



6. Wrap-up

December 6, 2022



36

36

New Things at the Airport

- Discount parking reservation program
- Cell Phone Lot – no more parking on the arrivals curb
- First 30 minutes of parking is free in all lots & garages
- Sunflower program for passengers with hidden disabilities
- Vending machines on concourses and arrivals building
- More to come...

December 6, 2022



37

37

Wrap-up

- Authority is on solid financial footing
- Airport is poised for continued growth
- At the start of a major capital program
- On track to be the best year ever for ORF!

Thank You!

December 6, 2022



38

38



Norfolk Airport Authority

Board of Commissioners Meeting Calendar

Calendar Years 2023 and 2024

Meeting Location and Time:

Norfolk International Airport
NAA Board Room (*formerly known as Conference Room A*)
2200 Norview Avenue
Norfolk, Virginia 23518
1:00 p.m.

Calendar Year 2023

Meeting Dates	Scheduled Action
January 19	Open Agenda
March 23	Preliminary Budget Review
May 18	Final Budget Approval
July 27	Election of Officers Beginning of the New Fiscal Year
September 28	Annual Investment Report
November 30	Annual Audit Acceptance

Calendar Year 2024

Meeting Dates	Scheduled Action
January 25	Open Agenda
March 28	Preliminary Budget Review
May 16	Final Budget Approval
July 25	Election of Officers Beginning of the New Fiscal Year
September 26	Annual Investment Report
November (To be determined)	Annual Audit Acceptance



Norfolk Airport Authority

Board of Commissioners and Staff

Contact Information

Fiscal Year 2022-2023

Board of Commissioners Mailing Address:
Norfolk Airport Authority
Administration
c/o Sheri Watts
2200 Norview Avenue
Norfolk, Virginia 23518
(757) 857-3351

Executive Office	Email Address
Chair Deborah H. Painter	dpainter@norfolkairport.com
Vice-Chair Mekbib Gemedo	mgemedo@norfolkairport.com
Treasurer Peter G. Decker III, Esquire	pdecker@norfolkairport.com
Commissioners	Email Address
Michael B. Burnette, CCIM Paul D. Fraim, Esquire Peggy H. Newby, RN, BSN, CAOHC, CPC-A Susan C. Pilato Charles 'Chip' W. Rock Bruce B. Smith	mburnette@norfolkairport.com pfraim@norfolkairport.com pnewby@norfolkairport.com spilato@norfolkairport.com cwrock@norfolkairport.com bsmith@norfolkairport.com
NAA Staff	Email Address
Mark A. Perryman, Assoc. AIA President & CEO and Board Secretary Steven C. Sterling Executive Vice President, Chief of Staff Board Assistant Secretary Sheri Watts Executive Administrative Assistant Board Assistant Secretary	mperryman@norfolkairport.com ssterling@norfolkairport.com swatts@norfolkairport.com



Norfolk Airport Authority

Board of Commissioners Committees
& Appointments
Fiscal Year 2022-2023

Executive Committee	NAA Staff Representative
Chair Deborah H. Painter	Mark A. Perryman, Assoc. AIA President & CEO and Board Secretary
Mekbib Gemedo Peter G. Decker III	
Nominating and Strategy Committee	NAA Staff Representative
Chair Paul D. Fraim	Steven C. Sterling Executive Vice President, Chief of Staff
Mekbib Gemedo Charles 'Chip' W. Rock	
Finance and Audit Committee	NAA Staff Representative
Chair Susan C. Pilato	Jarred M. Roenker, CPA Vice President & Chief Financial Officer
Paul D. Fraim Peggy H. Newby Deborah H. Painter	
Facilities Development Committee	NAA Staff Representative
Chair Bruce B. Smith	Anthony E. Rondeau Executive Vice President, Chief Development Officer
Michael B. Burnette Susan C. Pilato Charles 'Chip' W. Rock	
Commercial and Business Committee	NAA Staff Representative
Chair Michael B. Burnette	Shelia D. Ward, Ph.D. Vice President & Chief Operations Officer
Peter D. Decker Peggy H. Newby Bruce B. Smith	



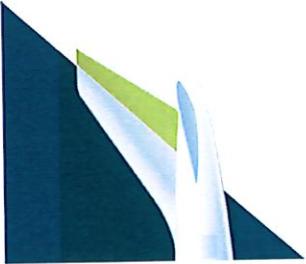
Norfolk Airport Authority
Board of Commissioners Appointment Record
Fiscal Year 2022-2023

Commissioner	Original Appointment	Last Appointment	Appointment Expiration
Michael B. Burnette	08/25/2020	First Appointment	08/19/2024
Peter G. Decker III	07/21/2015	06/29/2019	06/28/2023
Paul D. Fraim	02/27/2018	08/20/2020	08/19/2024
Mekbib Gemedra	07/21/2015	07/01/2022	06/30/2026
Peggy H. Newby	10/05/2022	First Appointment	06/30/2026
Deborah H. Painter	09/13/2011	06/29/2019	06/28/2023
*Susan C. Pilato	06/28/2022	First Appointment	08/19/2024
**Charles 'Chip' W. Rock	12/13/2022	First Appointment	08/19/2024
Bruce B. Smith	07/01/2018	07/01/2022	06/30/2026

*Appointed to fill the unexpired term of John Broderick, ending August 19, 2024.

**Appointed to fill the unexpired term of Malcolm P. Branch, ending August 19, 2024

Norfolk Airport Authority
Board of Commissioners Attendance Report
 Calendar Year 2022



Commissioners	1/27/2022			2/24/2021			3/24/2022			4/28/2022			6/23/2022			8/25/2022			10/27/2022			Meeting with			11/24/2022		
	Meeting	Canceled	Present	Meeting	Canceled	Present	Meeting	Canceled	Present	Meeting	Canceled	Present															
Malcolm P. Branch	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
John R. Broderick	Absent	Resigned	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present												
Michael B. Burnette	Absent	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Peter G. Decker III	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Paul D. Faim	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Mekbib Gemeda	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Peggy H. Newby	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
William L. Nusbaum	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Deborah H. Painter	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Susan C. Pilato	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Charles 'Chip' W. Rock	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Bruce B. Smith	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present															
Harold J. Cobb, Jr.	Absent	Absent	Absent	Absent	Absent	Absent	Absent	Absent	Absent	Absent	Absent																
# In Attendance:	7	8	5	0	6	0	9	0	9	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5

Norfolk Airport Authority

Board of Commissioners Meeting Minutes | Thursday, January 27, 2022, 1:00 p.m.

The January Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, January 27, 2022, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal. Malcolm P. Branch, Chair, Presided.

Commissioners Present: Malcolm P. Branch
Peter G. Decker III, Esquire
Paul D. Fraim, Esquire
Mekbib Gemedu
William Nusbaum, Esquire
Deborah H. Painter
Bruce Smith

Commissioners Absent: John R. Broderick
Michael B. Burnette, CCIM
Dr. Harold J. Cobb, Jr., Emeritus Commissioner

Staff Present: Robert S. Bowen, A.A.E., Executive Director and Secretary of the Board
Jarred Roenker, Director of Finance
Steven C. Sterling, Deputy Executive Director
Administration and Operations and Assistant Secretary of the Board
Sheri Watts, Executive Administrative Assistant and
Assistant Secretary of the Board

Others Present: Thomas W. Bruno, Partner, McGuireWoods LLP
Scott Kennedy, Head of School and President, Norfolk Collegiate
Anita O. Poston, Esquire, NAA General Counsel,
Cary Sawyer, Director of Finance & Operations, Norfolk Collegiate

Welcome, and Call to Order (Malcolm P. Branch, Chair):

Malcolm P. Branch, Chair, determined that a quorum was present as noted above and called the meeting to order at 1:00 p.m.

PUBLIC HEARING

Public Hearing on Norfolk Collegiate School Bond Refinancing

Chairman Branch called the Public Hearing to order and stated that the Public Hearing was being held pursuant to a notice posted in *The Virginian-Pilot* on January 13 and 20, 2022. T.W. Bruno, Bond Counsel, was introduced and presented the proposed bond financing for the benefit of Norfolk Collegiate School and requested approval of two resolutions by the Authority. He was joined by Messrs. Kennedy and Sawyer from the School. Copies of the proposed resolutions and the bond documents were distributed before the meeting to the Commissioners.

After the presentation, Chairman Branch invited public comments and questions. There being none, the public hearing was closed.

REGULAR AGENDA

Approval of Minutes for the Board of Commissioners Meeting held on December 9, 2021:
Chairman Branch entertained a motion by Commissioner Decker III to approve the minutes for the meeting on Thursday, December 9, 2021. Vice-Chair Painter seconded the motion, and the Commissioners unanimously approved.

Government Lobbying Update for January 2022:

The Lobbying Team could not attend the meeting due to a scheduling conflict but submitted written reports to the Commissioners before the meeting. Mr. Bowen offered to take questions.

R-1 Recommendation to Approve the Issuance of the Bonds for Norfolk Collegiate School (Peter G. Decker III, Commissioner):

Commissioner Decker III moved to approve the two resolutions attached to these minutes authorizing the issuance by the Authority of refunding revenue bonds up to \$5,700,000 for Norfolk Collegiate School. Commissioner Fraim seconded the motion, and the resolutions were unanimously approved.

R-2 Recommendation to Approve Award of Concession for Main Lobby Coffee Shop (William L. Nusbaum, Esquire, Chair, Concessions Committee):

Concessions Committee Chair Nusbaum presented the recommendation by staff for operation of the main lobby coffee shop. Proposals were received from HMSHost and Hudson-NIA to operate the facility. After careful consideration of the proposals, staff recommended selection of the HMSHost proposal; Committee Chair Nusbaum moved to accept the staff recommendation for the HMSHost proposal and to award a concession to HMS Host to operate a Starbucks in the Main Lobby. After discussion, the Commissioners unanimously approved the Committee recommendation.

**R-3 Recommendation to Approve a Mid-Year Adjustment to the Fiscal Year 2022 Budget
(Deborah H. Painter, Chair, Finance Audit Committee):**

Committee Chair Painter reported that the projected operating revenues in the approved Fiscal Year 2022 Budget have exceeded the projected amount. The excess provides the opportunity to resume necessary capital expenditures and implement new policies. Chairman Painter submitted a motion for approval of a Mid-Year Adjustment to the Fiscal Year 2022 Budget as recommended in the staff report submitted to the Commissioners with the agenda.

Chairman Branch welcomed comments or questions. After discussion, the motion for a Mid-Year Adjustment to the Budget as recommended was unanimously approved.

Executive Director's Report (Robert S. Bowen, A.A.E., Executive Director):

Mr. Bowen supplemented the Capital Projects Update, distributed with the materials before the meeting. In addition, Mr. Bowen commended Airport staff for their excellent performance during the recent snowstorm, specifically mentioning the off-duty Authority Fire Department personnel who assisted during the storm.

Chairman Report: None

Old Business: None

New Business: None

Closed Meeting:

Treasurer Gameda moved that the Board of the Norfolk Airport Authority convene in a closed session, according to the following provisions of the Virginia Code:

- (i) *Section 2.2-3711. A 1 for the purpose of discussion and consideration of the retirement of the Executive Director and candidates for employment of a successor; and*
- (ii) *Section 2.2-3711. A. 8 for the purpose of consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel.*

Vice-Chair Painter seconded the motion, and the Commissioners unanimously approved. The closed meeting convened at 1:33 pm.

Reconvene Open Meeting:

Following the Closed Meeting, Chairman Branch reconvened the Open Meeting at 2:09 pm.

Treasurer Gameda moved the adoption of the following Resolution:

Now, therefore, be it resolved that the Board of the Norfolk Airport Authority hereby certifies that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under the Virginia Code, and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened, were heard, discussed or considered in the closed meeting.

Vice-Chair Painter seconded the motion.

NAA Board of Commissioners Meeting Minutes
Thursday, January 27, 2022
Page 4 of 4

The motion was approved by a roll call vote as follows:

Name	Vote	Name	Vote
Malcolm P. Branch	Yes	Deborah H. Painter	Yes
Mekbib Gemedo	Yes	John R. Broderick	Absent
Michael B. Burnette	Absent	Peter G. Decker III	Yes
Paul D. Fraim	Yes	William L. Nusbaum	Yes
Bruce Smith	Yes		

Adjournment:

There being no further business, Treasurer Gemedo moved that the meeting adjourn. Vice-Chair Painter seconded the motion which was unanimously approved. The meeting adjourned at 2:11 pm. The next scheduled meeting is on Thursday, February 24, 2022, at 1:00 p.m.



Malcolm P. Branch
Board Chair



Robert S. Bowen, A.A.E.
Executive Director and
Secretary of the Board of
Commissioners

Norfolk Airport Authority

Board of Commissioners Meeting Minutes | Thursday, February 24, 2022, 1:00 p.m.

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, February 24, 2022, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal. Malcolm P. Branch, Chair Presiding.

Commissioners Present: Malcolm P. Branch
Michael D. Burnette
Peter G. Decker III, Esquire
Paul D. Fraim, Esquire
Mekbib Gemedu
William Nusbaum, Esquire
Deborah H. Painter
Bruce Smith

Commissioners Absent: Dr. Harold J. Cobb, Jr., Emeritus Commissioner

Staff Present: Robert S. Bowen, A.A.E., Executive Director
& Secretary of the Board
Charles W. Braden, Director Market Development
Anthony Rondeau, Deputy Executive Director
Engineering and Facilities
Steven C. Sterling, Deputy Executive Director
Administration and Operations & Assistant
Secretary of the Board
Sheri Watts, Executive Administrative Assistant
& Assistant Secretary of the Board

Others Present: Anthony Bedell, Federal Co-Lead Lobbyist, Baker & Poliakoff
Anita O. Poston, Esquire, Senior Partner, Vandeventer Black LLP, & NAA General Counsel
Honorable Blythe A. Scott, Esquire, City of Norfolk Commissioner
of the Revenue & NAA Executive Director Search Committee Member

Welcome and Call to Order (Malcolm P. Branch, Chair):

Malcolm P. Branch, Chair, determined that a quorum was present as noted above and called the meeting to order at 1:00 p.m.

REGULAR AGENDA

Lobbying Update for February 2022 (Anthony Bedell):

Mr. Bedell gave the presentation of both federal and state issues. Among the items he addressed were the Federal Infrastructure bill, the plans to fight inflation, and the efforts to reduce the spread of toxins involving commercial airports. Regarding the General Assembly, the session is scheduled to end March 12, however, the disagreements over budget issues may delay adjournment. The Lobbying Team commended Mr. Bowen and the staff for quick feedback on issues.

Closed Meeting 1:10 p.m.:

Treasurer Gameda moved that the Board of the Norfolk Airport Authority convene in a closed meeting pursuant to Virginia Code Section 2.2-3711. A. 1 to discuss, consider, and interview prospective candidates for employment and to discuss the compensation of such candidates for employment.

Vice-Chair Painter seconded the motion, and the Commissioners unanimously approved.

Reconvene Open Meeting 2:10 p.m.:

Following the Closed Meeting, Chairman Branch reconvened the Open Meeting. Treasurer Gameda moved for the adoption of the following Resolution:

Now, therefore, be it resolved that the Board of the Norfolk Airport Authority hereby certifies that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under the Virginia Code, and (ii) only such public business matters, as were identified in the motion by which the closed meeting was convened, were heard, discussed, or considered in the closed meeting.

Vice-Chair Painter seconded the motion.

The motion was approved by a roll call vote as follows:

Name	Vote	Name	Vote
Malcolm P. Branch	Yes	Bruce Smith	Yes
Mekbib Gameda	Yes	Deborah H. Painter	Yes
Michael B. Burnette	Yes	Peter G. Decker III	Yes
Paul D. Fraim	Yes	William L. Nusbaum	Yes

Committee Chair Painter moved to delegate to the Executive Director Search Committee the Authority to select the individual to be employed as Executive Director and CEO of the Norfolk Airport Authority upon the retirement of Robert S. Bowen, A.A.E., and to authorize the Board Chair and Vice-Chair to negotiate the terms of the contract of employment. Commissioner Fraim seconded the motion, and the Commissioners unanimously approved.

Approval of Minutes for the Board of Commissioners Meeting held on January 27, 2022:

Chairman Branch entertained a motion by Commissioner Fraim to approve the minutes for the meeting on Thursday, January 27, 2022. Commissioner Nusbaum seconded the motion, and the Commissioners unanimously approved.

Air Service Presentation (Charles W. Braden, Director of Market Development):

Mr. Braden reviewed the comprehensive *Air Service Review* for the Norfolk International Airport which was distributed before the meeting. The airline industry is still struggling to recover since the pandemic, however, despite the effects of the pandemic, passenger traffic is improving. Nonstop destinations are increasing and the Airport is recovering better than most in seat capacity and load factors (available seats).

Executive Director's Report (Robert S. Bowen, A.A.E., Executive Director):

Mr. Bowen supplemented the Capital Projects Updates for February 14, 2022, distributed to the Commissioners before the meeting.

He also commented on the notice of the proposed *Passenger Facility Charge Application* issued on February 9, 2022. The *Air Carrier Consultation* meeting for PFC application #7 will be held on March 16, 2022.

The Dollar Tree Corporate Hangar project is finally moving forward. General Contractor WM Jordan expects to begin construction in the first week of March 2022.

Chairman Report: None

Old Business: None

New Business: None

Adjournment 2:35 p.m.:

There being no further business, Treasurer Gameda moved for adjournment. The motion was seconded and unanimously approved. The next scheduled meeting is on Thursday, March 24, 2022, at 1:00 p.m.



Malcolm P. Branch
Board Chair



Robert S. Bowen, A.A.E.
Executive Director and
Secretary of the Board of
Commissioners

Norfolk Airport Authority

Board of Commissioners Meeting Minutes | Thursday, March 24, 2022, 1:00 p.m.

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, March 24, 2022, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal. Malcolm P. Branch, Chair Presided.

Commissioners Present: Malcolm P. Branch
Michael D. Burnette
Peter G. Decker III, Esquire
William Nusbaum, Esquire
Deborah H. Painter

Commissioners Absent: Dr. Harold J. Cobb, Jr., Emeritus Commissioner
Paul D. Fraim, Esquire
Mekbib Gemedra
Bruce Smith

Staff Present: Robert S. Bowen, A.A.E., Executive Director
& Secretary of the Board
Charles W. Branden, Director Market Development
Anthony Rondeau, Deputy Executive Director
Engineering and Facilities
Steven C. Sterling, Deputy Executive Director
Administration and Operations & Assistant
Secretary of the Board
Sheri Watts, Executive Administrative Assistant
& Assistant Secretary of the Board

Others Present: Anita O. Poston, Esquire, Senior Partner, Vandeventer
Black LLP & NAA General Counsel

Welcome, and Call to Order (Malcolm P. Branch, Chair):

Malcolm P. Branch, Chair, determined that a quorum was present as noted above and called the meeting to order at 1:00 p.m.

REGULAR AGENDA

Approval of Minutes:

Chairman Branch entertained a motion by Vice-Chair Painter to approve the minutes for the meeting on Thursday, February 24, 2022. Commissioner Nusbaum seconded the motion, and the Commissioners unanimously approved.

Government Lobbying Update (Anthony Bedell, Clarence Williams, and Robert Shinn):

The Lobbying Team could not attend the meeting due to a scheduling conflict but submitted written reports before the meeting.

R-1 Recommendation to Approve the Preliminary Fiscal Year 2023 Budget (Deborah H. Painter, Chair, Finance Audit Committee):

Mr. Bowen and Mr. Roenker provided a comprehensive overview of the Preliminary Fiscal Year 2023 Budget, distributed to the Commissioners before the meeting.

Despite the hardship created by COVID-19, the fiscal condition of the Authority is improving. Although the current economic state of the Airport is positive, the budget forecasts are conservative. The proposed FY 2023 Budget projects an increase in Revenue due to the anticipated increase in passenger activity (enplanements) and Operating Revenue.

The proposed FY 2023 Budget projects an increase in expenses compared to FY 2022. These increases are due to projected higher passenger and airline activities, inflation, financing of the Strategic Plan, and essential operational needs. Projected employee cost of living and health insurance increases are also factors. This proposed Budget includes a 5% cost of living increase for employees. The Board requested that Staff prepare and present to the Board for its future consideration a modification to this Budget to include an additional 1% increase in the cost of living raise. In addition, Staff is preparing a proposal for an employee merit pay plan to be presented in the future to the Board's consideration. Mr. Bowen and Mr. Roenker responded to the Commissioners questions.

On behalf of the Finance Audit Committee, Ms. Painter recommended approval of the Preliminary Fiscal Year 2023 Budget as presented. The recommendation was unanimously approved.

Executive Director's Report (Robert S. Bowen, A.A.E., Executive Director):

Mr. Bowen supplemented the Capital Projects Update for March 15, 2022, distributed before the meeting.

He also commented on the notice of the proposed *Passenger Facility Charge Application*. The *Air Carrier Consultation* meeting for PFC application #7 was held on March 16, 2022. The meeting was successful, and the Staff is waiting on approval.

Mr. Bowen commented on the new Chrysler Museum Glass Studio Exhibition Proposal entitled *2022 X Marks the Spot*, distributed before the meeting. The proposal was well received, and there was a brief conversation on expanding the art program.

Chairman Report: None

Old Business:

Mr. Sterling reviewed the Strategic Plan update distributed before the meeting and reported that the internal and external rollout has been successful. In addition, Mr. Sterling addressed the *Monthly Goals Progress* dashboard. The Commissioners requested that the dashboard reflect month-to-month progress tracking.

New Business: None

Closed Meeting: None Required

Adjournment 1:53 p.m.:

There being no further business, Vice-Chair Painter moved that the meeting adjourn. Commissioner Decker III seconded the motion and it was unanimously approved. The next scheduled meeting is on Thursday, April 28, 2022, at 1:00 p.m.



Malcolm P. Branch
Board Chair



Mark A. Perryman, Assoc. AIA
Executive Director & CEO, and
Secretary of the Board of
Commissioners

Norfolk Airport Authority

Board of Commissioners Meeting Minutes | Thursday, May 26, 2022, 1:00 p.m.

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, May 26, 2022, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal. Malcolm P. Branch, Chair Presided.

Commissioners Present: Malcolm P. Branch
Michael D. Burnette
Peter G. Decker III, Esquire
Paul D. Fraim, Esquire
Deborah H. Painter
Bruce Smith

Commissioners Absent: Dr. Harold J. Cobb, Jr., Emeritus Commissioner
Mekbib Gemedha
William Nusbaum, Esquire

Staff Present: Charles W. Braden, Director Market Development
Shannon Day, Administrative Assistant
Mark A. Perryman, Assoc. AIA, Executive Director
& CEO and Secretary of the Board
Jarred M. Roenker, CPA, Director of Finance
Anthony E. Rondeau, Deputy Executive Director
Engineering and Facilities
Steven C. Sterling, Deputy Executive Director
Administration and Operations & Assistant
Secretary of the Board

Others Present: Anthony Bedell, Federal Co-Lead Lobbyist, Baker & Poliakoff
Anita O. Poston, Esquire, Senior Partner, Vandeventer Black LLP & NAA General Counsel
Jessica Dennis, Management Analyst, The City of Norfolk
Office of the City Manager

Welcome, and Call to Order:

Malcolm P. Branch, Chair, determined that a quorum was present and called the meeting to order at 1:00 p.m.

REGULAR AGENDA

Approval of Minutes for the Board of Commissioners Meeting held on March 24, 2022:

Chairman Branch entertained a motion by Commissioner Painter to approve the minutes for the meeting on Thursday, March 24, 2022. Commissioner Fraim seconded the motion, and the Commissioners unanimously approved.

Government Lobbying Update, Anthony Bedell, Federal Co-Lead Lobbyist, Baker & Poliakoff:

Mr. Bedell presented the Federal and Commonwealth government relations update. He highlighted Federal bill HR 7688, which would prohibit “unconscionably excessive” gas prices. On May 11, the House and Senate negotiated the multi-billion-dollar manufacturing and innovation bill known as The AMERICA Competes Act. Transportation Secretary Pete Buttigieg appeared before the House Appropriations Committee to outline the department’s FY 2023 budget, including the Federal Aviation Administration, to further enhance aviation safety, combat aviation’s effect on climate, and improve airport infrastructure. House Democrats are working to increase a tax break to assist industries struggling with rising gasoline prices.

Mr. Bedell commended the Airport staff for contributions to the lobbying efforts, including the tour with House Education and Workforce Committee Chairman Bobby Scott; the submission of appropriation and community-funded project requests to Senator Mark Warner; and Mr. Perryman’s scheduled meeting in June to meet with key lawmakers.

The Virginia General Assembly session adjourned on March 12 without an approved budget. As a result, special sessions will take place soon. Finally, he addressed vital budget items, including a tax exemption for aircraft parts, protecting current allocation to Hampton Roads Transit, and protecting the airline service incentive fund.

R-1 Recommendation to Approve the Final Budget for Fiscal Year 2023, Deborah H. Painter, Chair, Finance Audit Committee:

On behalf of the Finance Audit Committee, Committee Chair Painter recommended approval of the Final Budget for Fiscal Year 2023 as distributed to the Board before the meeting and moved for its adoption. The motion was unanimously approved.

Closed Meeting 1:40 p.m.:

Vice-Chair Painter moved that the Board of the Norfolk Airport Authority convene in a closed meeting according to the following provisions of the Virginia Code:

- (i) Section 2.2-3711. A. 1. for discussion and consideration of the promotion, performance, and salaries of specific employees of the Authority;
- (ii) Section 2.2-3711. A. 8. for consultation with legal counsel and briefings by staff members regarding specific legal matters requiring the provision of legal advice by such counsel; and

(iii) Section 2.2-3711. A. 19. for discussion with staff and legal counsel regarding the status, security, and upgrades to the Authority's cybersecurity infrastructure and protocols, and actions to respond to such matters where discussion in an open meeting would jeopardize the security and safety of Authority information technology systems and financial software programs.

The motion was duly seconded and approved unanimously.

Reconvene Open Meeting 2:10 p.m.:

Following the Closed Meeting, Chairman Branch reconvened the Open Meeting. Vice-Chair Painter moved for the adoption of the following Resolution:

Now, therefore, be it resolved that the Board of the Norfolk Airport Authority hereby certifies that to the best of each member's knowledge (i) only public business matters are lawfully exempted from open meeting requirements under the Virginia Code, and (ii) only such public business matters, as were identified in the motion by which the closed meeting was convened, were heard, discussed, or considered in the closed meeting.

Commissioner Decker III seconded the motion.

The motion was approved by a roll call vote as follows:

Name	Vote	Name	Vote
Malcolm P. Branch	Yes	Bruce Smith	Yes
Mekbib Gemedo	Absent	Deborah H. Painter	Yes
Michael B. Burnette	Yes	Peter G. Decker III	Yes
Paul D. Fraim	Yes	William L. Nusbaum	Absent

Executive Director's Report:

None

Chairman Report: None

Old Business :

Strategic Plan Update, Steven C. Sterling, Deputy Executive Director of Administration and Operations:

Mr. Sterling reviewed the Strategic Plan update distributed before the meeting. His presentation focused on the dashboard. Mr. Sterling will continue to update the Commissioners on the Strategic Plan's progress.

New Business:

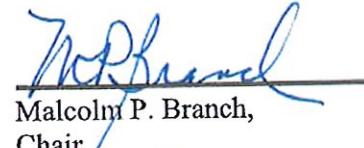
Appointment of Nomination Committee for Slate of Officers for FY 2023, Malcolm P. Branch, Chair:

NAA Board of Commissioners Meeting Minutes
Thursday, May 26, 2022
Page 4 of 4

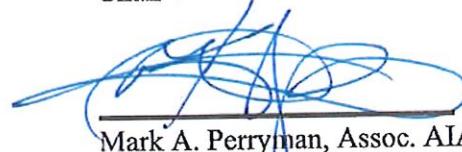
Chairman Branch appointed Commissioner Paul D. Fraim as Chair of the Nomination Committee. Commissioner Fraim accepted the appointment.

Adjournment 2:05 p.m.:

There being no further business, Vice-Chair Painter moved that the meeting be adjourned. Commissioner Decker III seconded the motion, which was then unanimously approved. The next scheduled meeting is Thursday, June 23, 2022, at 1:00 p.m.



Malcolm P. Branch,
Chair



Mark A. Perryman, Assoc. AIA
Executive Director & CEO and
Secretary

Norfolk Airport Authority

Board of Commissioners Meeting Minutes | Thursday, July 28, 2022, 1:00 p.m.

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, July 28, 2022, at the Norfolk International Airport (NIA), the NAA Board of Commissioners Conference Room, Main Passenger Terminal. Malcolm P. Branch, Chair Presided.

Commissioners Present: Malcolm P. Branch
Michael D. Burnette
Paul D. Fraim, Esquire
Mekbib Gemedu
William L. Nusbaum, Esquire
Deborah H. Painter
Susan C. Pilato
Bruce Smith
Dr. Harold J. Cobb, Jr., Emeritus Commissioner

Commissioners Absent: Peter G. Decker III, Esquire

Staff Present: Charles W. Braden, Director Market Development
Mark A. Perryman, Assoc. AIA, Executive Director
& CEO and Secretary of the Board of Commissioners
Jarred M. Roenker, CPA, Chief Financial Officer
Anthony Rondeau, Chief Development Officer
Steven C. Sterling, Chief of Staff and Assistant
Secretary of the Board of Commissioners
Sheri Watts, Executive Administrative Assistant and
Assistant Secretary of the Board of Commissioners

Others Present: David Calvert, CFA, Director, PFM Asset Management LLC
Anita O. Poston, Esquire, Woods Rogers Vandeventer
Black, Counsel

Welcome and Call to Order (Malcolm P. Branch, Chair):

Malcolm P. Branch, Chair, determined that a quorum was present as noted above and called the meeting to order at 1:00 p.m. In addition, he welcomed the newest member of the Board of Commissioners, Susan C. Pilato.

REGULAR AGENDA

Approval of Minutes of Meeting held on May 26, 2022:

Chairman Branch entertained a motion by Commissioner Nusbaum to approve the minutes for the meeting on Thursday, May 26, 2022. Commissioner Fraim seconded the motion, and the Commissioners unanimously approved.

Government Lobbying Update (Anthony Bedell, Federal Co-Lead Lobbyist, Baker & Poliakoff):

Mr. Bedell could not attend the meeting due to a conflict in scheduling, so Mr. Perryman included an update in his Executive Director's Report.

Investment Portfolio Review (David Calvert, CFA, Director, PFM Asset Management LLC):

Mr. Calvert reviewed the comprehensive Economic Update and Portfolio Review as of June 30, 2022, distributed to the Commissioners before the meeting. He addressed the long-reaching effects caused by the pandemic, including labor challenges and the recent surge in inflation. The Russian invasion of Ukraine has also weighed adversely on global economic conditions. Finally, Mr. Calvert spoke on the economy's effects on the financial markets and the Authority's portfolio position.

R-1 Recommendation to Approve the Certification of Corporate/Entity Resolution for Guardian Life Insurance (Deborah H. Painter, Chair, Finance Audit Committee):

On behalf of the Finance Audit Committee, Chair Painter recommended that the Board approve the Certificate of Corporate/Entity Resolution to allow Mr. Perryman and Mr. Roenker to conduct transactions on behalf of the Authority. The recommendation was unanimously approved, and a copy of the Resolution is included with the meeting minutes.

Executive Director & CEO Report (Mark A. Perryman):

Mr. Perryman will refer to his report as the *CEO and Staff Report*. His presentation included the following:

Air Service/Marketing:

- Air service for June 2022 set a record for passengers, and Mr. Perryman projected that July 2022 would exceed June 2022; although seat capacity percentages were above in 2019, operations remain below in 2022.
- Mr. Braden attended the Air Service Development Conference and met with several airlines. Potential new entrant airlines will be announced soon.
- The new Airport brand and logo will roll out shortly.

Capital Projects:

- Grant requests for the moving walkway on the pedestrian bridge and concourse A expansion design were not selected; however, Airport Infrastructure Grants (AIG) funding is committed to the runway reconstruction program.
- Updates were provided for the following projects: the *Runway 5/23 Rehabilitation of Concrete Extensions*, the *General Aviation Fuel Farm Replacement*, the *Building of the Dollar Tree Corporate Hangar*, *Garage B & C Renovations*, and the *Passenger Loading Bridge Replacement*.

- Three Requests for Qualifications (RFQ) were posted; the *Architectural Planning & Design Services* agreement was awarded to Gresham Smith. The remaining two, the *Fuel Storage and Distribution Facility Design and Financial Planning Services* and the *Environments Assessment & Environmental On-Call Services*, are pending. The Gresham Smith team has met with staff to start the priority and timing of the terminal projects as a part of the Master Plan.

Finance:

- The Airport's FAA Hub Classification changed from a Small Hub to Medium Hub. The reclassification creates some funding challenges.
- The current Use and Lease Agreement (ULA) will expire on June 30, 2023. Staff met with DKG Consulting LLC to begin preparation for the new ULA.
- Long-term parking rates increased by \$1.00 per day.
- The Transportation Network Companies (TNC) agreement has been renewed for another three years.
- An initial six-month contract with an annual auto-renewal with Turo has been finalized.

Community Outreach:

- Mr. Perryman and Staff met with local and state congressional delegates, military and government dignitaries, and business leaders for introductions and to discuss the Authority's interest and potential partnerships.
- Finally, there were multiple meetings with DroneUP to discuss drone operations near the Airport.

Staffing:

- The new organizational structure was implemented on July 12, 2022. The Authority welcomed its newest staff member, Mr. Bruce Tingle, Financial Controller.
- Interviews are being conducted for the IT Manager position.
- Three Operations Agent positions are being re-advertised.
- The Diversity and Inclusion Manager position is posted.
- The job description for the Corporate Counsel position is nearly complete.
- The Authority hosted a job fair on July 12. The convenience of on-site SIDA services was provided. Seven airport companies participated, with around 170 attendees. The event was an enormous success, with several offers made.

Other:

- The Authority hosted its Annual Women in Transportation Seminar and the Hershel "Woody" Williams Memorial ceremony to honor the last living WWII Medal of Honor recipient.
- Mr. Perryman discussed the 2022-23 Board of Commissioners Manual and the revised Travel and Expense Policy.
- The DUO program app will be available for staff and Commissioners for network security.

Chairman's Report – None

Old Business Strategic Plan Update, Steven C. Sterling, Deputy Executive Director of Administration and Operations:

Mr. Sterling reviewed the Strategic Plan Update for July 2022, distributed before the meeting. His presentation focused on the dashboard. The most significant accomplishment is Goal #1, **Our People, Support and development our staff, maximize organizational and employee efficiency and performance.** For Goal #2, **Our Customers, Grow our traffic and provide a world-class experience,** plans are being considered for vending machines for after-hour customers, creating a cell phone lot, and reducing curbside activity. Finally, sub-committees are formed. Mr. Sterling will continue to update the Commissioners on the Strategic Plan's progress.

Closed Meeting 2:05 p.m.:

Treasurer Gameda moved that the Board of the Norfolk Airport Authority convene in a closed session, according to the following provisions of the Virginia Code:

Section 2.2-3711. A. 5 for a discussion concerning a prospective business or the expansion of an existing business where no previous announcement has been made of the business's interest in locating or expanding its facilities in the community.

Vice-Chair Painter seconded the motion, and the Commissioners unanimously approved.

Reconvene Open Meeting 2:15 p.m.:

Following the Closed Meeting, Chairman Branch reconvened the Open Meeting. Vice-Chair Painter moved for the adoption of the following Resolution:

Now, therefore, be it resolved that the Board of the Norfolk Airport Authority hereby certifies that to the best of each member's knowledge (i) only public business matters are lawfully exempted from open meeting requirements under the Virginia Code, and (ii) only such public business matters, as were identified in the motion by which the closed meeting was convened, were heard, discussed, or considered in the closed meeting.

Commissioner Nusbaum seconded the motion. The motion was approved by a roll call vote as follows:

Name	Vote	Name	Vote
Malcolm P. Branch	Yes	Bruce Smith	Yes
Mekbib Gameda	Yes	Deborah H. Painter	Yes
Michael B. Burnette	Yes	Peter G. Decker III	Absent
Paul D. Fraim	Yes	William L. Nusbaum	Yes
Susan C. Pilato	Yes		

Common Use Project

Commissioner Nusbaum moved to approve funding up to a million dollars to expand the Airport's Common Use Terminal infrastructure project for potential new airline use. Commissioner Fraim seconded the motion, and the Commissioners unanimously approved.

New Business:

Elections of Officers for Fiscal Year 2023 (Paul D. Fraim, Chair Nomination Committee):

On behalf of the Nomination Committee, Chair Paul D. Fraim recommended that the Board appoint the following officers for a one-year term to end on July 31, 2023:

Name	Office
Deborah H. Painter	Board Chair
Mekbib Gemedo	Board Vice-Chair
Peter G. Decker III	Board Treasurer

There were no other nominations, and the Commissioners unanimously approved the recommendations.

Re-Appointment of Assistant Secretaries for Fiscal Year 2023 (Paul D. Fraim, Chair Nomination Committee):

On behalf of the Nomination Committee, Chair Paul D. Fraim recommended that the Board re-appoint Sheri Watts, Executive Administrative Assistant, and Mr. Steven Sterling, Chief of Staff, as the Assistant Secretaries for a one-year term ending July 31, 2023.

Approval of Resolution (Deborah H. Painter, Board Chair):

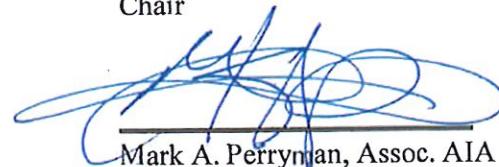
Board Chair Painter presented a resolution honoring Commissioner Branch for his service as Board Chair from 2019 to 2022. He was recognized and commended for his distinguished service. Board Chair Painter entertained a motion by Commissioner Pilato to adopt the Resolution. Commissioner Burnette seconded the motion, and the Commissioners unanimously approved. A copy of the Resolution is included with the meeting minutes.

Adjournment 2:30 p.m.:

There being no further business, Commissioner Gemedo moved that the meeting adjourn. Commissioner Burnette seconded the motion, which was unanimously approved. The next meeting is scheduled for Thursday, August 25, 2022, at 1:00 p.m.



Deborah H. Painter
Deborah H. Painter
Chair



Mark A. Perryman, Assoc. AIA
President & CEO and Secretary
of the Board of Commissioners

Norfolk Airport Authority

Board of Commissioners Meeting Minutes | Thursday, September 22, 2022, 1:00 p.m.

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, September 22, 2022, at the Norfolk International Airport (NIA), the NAA Board of Commissioners Room, Main Passenger Terminal. Deborah H. Painter, Chair presided.

Commissioners Present: Michael D. Burnette
Peter G. Decker III, Esquire
Mekbib Gemedu
William L. Nusbaum, Esquire
Deborah H. Painter
Susan C. Pilato
Dr. Harold J. Cobb, Jr., Emeritus Commissioner

Commissioners Absent: Paul D. Fraim, Esquire
Bruce Smith

Staff Present: Charles W. Braden, Associate Vice President,
Market Development
Shannon Day, Administrative Assistant
Mark A. Perryman, Assoc. AIA, President & CEO
and Secretary of the Board of Commissioners
Jarred M. Roenker, CPA, Vice President &
Chief Financial Officer
Anthony Rondeau, Executive Vice President &
Chief Development Officer
Steven C. Sterling, Executive Vice President &
Chief of Staff and Assistant Secretary of the
Board of Commissioners
Shelia D. Ward, Ph.D., Vice President &
Chief Operations Officer

Others Present: Anita O. Poston, Esquire, Woods Rogers Vandeventer
Black, Counsel

Welcome and Call to Order:

Deborah H. Painter, Chair, determined that a quorum was present as noted above and called the meeting to order at 1:00 p.m.

In honor of Commissioner Malcolm P. Branch, who recently passed away, his seat was left vacant with a white rose at the table. Emeritus Commissioner Cobb lead the meeting attendees in a prayer of comfort and a moment of silence. Chair Painter spoke of Commissioner Branch's leadership, contribution, and commitment to the Authority.

REGULAR AGENDA

Approval of Minutes of Meeting held on July 28, 2022:

Commissioner Nusbaum moved to approve the minutes for the meeting on Thursday, July 28, 2022. Commissioner Gameda seconded the motion, and the motion was unanimously approved.

CEO & Staff Report (Mark A. Perryman, President, and CEO):

Mr. Perryman's presentation included the following:

Air Service/Marketing:

- The new Airport brand identity was launched last month and has been well received.
- A record was set for passengers in July, and August was also a success. The Airport continues to lead other airports in the area in passengers.
- Sun Country Airlines was welcomed as the newest non-signatory airline. Efforts continue to recruit new entrant airlines.

Capital Development:

- Updates were provided for the following projects:
 - Runway 5/23 Rehabilitation of Concrete Extensions project is in the design phase. Phase 1 completion is expected in November 2023, and Phase 2 completion is expected in November 2024. There are cost savings of \$5 million per phase due to the reduction in the runway length from 7,400 to 6800, and with the runway length reduction, night work and overnight closures will be reduced.
 - Dollar Tree Corporate Hangar project completion is expected in January 2023.
 - Garage B & C Renovation project is progressing within budget and with minor scope reductions.
 - Passenger Loading Bridge Replacement projects were marginally over budget. Bids were received on August 26, 2022, for the remaining Gates 1, 16, and 25.
- Requests for Qualifications (RFQ):
 - The Fuel Storage and Distribution Facility Design and the Financial Planning Services awards are anticipated in October 2022.
 - Environmental Assessment & On-Call Services contracts were awarded to Landrum & Brown in September.
- Staff identified future major capital projects in the meeting packet.

Finance/Administration:

- Mr. Perryman provided comprehensive Financial Reports for the first month of the year as well as a year-over-year comparison of Fiscal Year 22 and Fiscal Year 21 before the meeting.
- The current Use and Lease Agreement expires on June 30, 2023. Staff will be meeting with Airlines this fall to begin negotiations.
- Departure Media was given a five-year extension option and staff is working on a new advertising proposal.
- A new RFP for the luggage cart concession service was issued in August.
- Huntleigh Corporation was notified of an increase in office rental rate effective January 1, 2023.

Community Outreach:

- Mr. Perryman held meetings with Rear Admiral Christopher "Scotty" Gray, Commander of Navy Region Mid-Atlantic, and with Doug Smith, the President and CEO of the Hampton Roads Alliance.

Staffing:

- The Authority welcomed its newest staff members: Bruce Tingle, Financial Controller, and Adriion Majette, IT Manager
- Interviews have been conducted for three Operations Agent positions and the Diversity and Inclusion Manager position.
- The Corporate Counsel position has been posted.

Strategic Plan:

Mr. Sterling provided a Strategic Plan overview for August 2022 and reported on the progress in each of the four Goals. The Strategic Plan dashboard was distributed to the Commissioners before the meeting. Subcommittees for each focus area have been organized, and initial meetings have been conducted. Mr. Sterling will continue to update the Commissioners on the progress.

Report from the Chair:

Chair Painter recommended restructuring the Authority meeting calendar and the committees' responsibilities. There will be six meetings per year with specific agenda items. Chair Painter requested that the Commissioners take a more active advisory role on a committee as described in the proposed bylaws. The Commissioners were asked to let the Chair know their interest in a committee on which they wish to serve.

Ms. Painter called on Commissioner Nusbaum to report on the 2022 ACI-NA Annual Conference which he attended in Minneapolis, MN. A copy of his written report is included in the minutes.

Closed Meeting 1:45 p.m.:

Commissioner Decker moved that the Board of the Norfolk Airport Authority convene in a closed meeting pursuant to Virginia Code Section 2.2-3711. A. 5 for a discussion concerning a prospective business where no previous announcement has been made of the business interest in locating its facilities in the community; and pursuant to Section 2.2-3711. A.7 for consultation with

legal counsel and briefings by staff members pertaining to probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating posture of the Authority.

Commissioner Nusbaum seconded the motion, and the Commissioners unanimously approved. Following the vote, the Authority convened in Closed Meeting.

Reconvene Open Meeting 2:00 p.m.:

Following the Closed Meeting, Chair Painter reconvened the Open Meeting. Commissioner Decker moved for the adoption of the following Resolution and Certification:
Now, therefore, be it resolved that the Board of the Norfolk Airport Authority hereby certifies that to the best of each member's knowledge (i) only public business matters are lawfully exempted from open meeting requirements under the Virginia Code, and (ii) only such public business matters, as were identified in the motion by which the closed meeting was convened, were heard, discussed, or considered in the closed meeting.

Commissioner Nusbaum seconded the motion. The motion was approved by a roll call vote as follows:

Name	Vote	Name	Vote
Michael B. Burnette	Yes	Peter G. Decker III	Yes
Paul D. Fraim	Absent	Mekbib Gemedra	Yes
William L. Nusbaum	Yes	Deborah H. Painter	Yes
Susan C. Pilato	Yes	Bruce Smith	Absent

New Business:

Chair Painter called on Ms. Poston to review the proposed revisions to the Authority bylaws which were last revised in 2011. Included in the proposed revisions to the bylaws are the new committee structure, the inclusion of correct references to the Charter, an update to the title of President and Chief Executive, and a change to special meeting requirements.

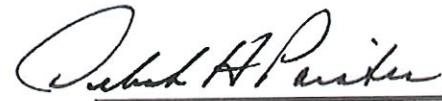
A motion to adopt the new bylaws was made, seconded, and unanimously approved. A copy of the new bylaws is attached to the minutes.

Ms. Poston also briefly reviewed the proposed *Policy for Remote Participation in Meetings* and the *Policy for Virtual Meetings* which are now permitted by the Virginia Freedom of Information Act. The proposed policies are included in the meeting minutes and will be presented for adoption at the next meeting.

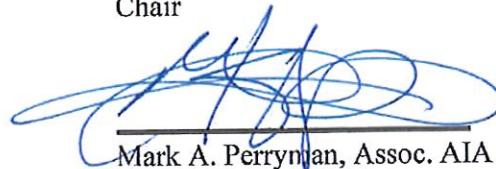
NAA Board of Commissioners Meeting Minutes
Thursday, September 22, 2022
Page 5 of 5

Adjournment 2:12 p.m.:

There being no further business, Commissioner Decker moved that the meeting adjourn. Commissioner Gameda seconded the motion, which was unanimously approved. The next meeting is scheduled for Thursday, October 27, 2022, at 1:00 p.m.



Deborah H. Painter
Chair



Mark A. Perryman, Assoc. AIA
President & CEO and Secretary
of the Board of Commissioners

BYLAWS

NORFOLK AIRPORT AUTHORITY

ARTICLE I

THE NORFOLK AIRPORT AUTHORITY

Section 1.1 Name. The name of the Authority shall be Norfolk Airport Authority (“the Authority”).

Section 1.2 Office of the Authority. The office of the Authority shall be at Norfolk International Airport, 2200 Norview Avenue, Norfolk, Virginia. The Authority may hold its meetings at this office or at such other location as may be designated in the notice for the meeting.

Section 1.3 Board of Commissioners. The Authority was established as a political subdivision of the Commonwealth of Virginia on July 1, 1948 pursuant to Chapter 463 of the 1948 Virginia Acts of Assembly, as amended, and Sections 144(a) to 144(q), inclusive, of the Charter of the City of Norfolk, (“the City”). The governing body of the Authority is the Board of Commissioners (“the Board”). The powers and duties conferred upon the Authority shall be exercised through the Board. The Board shall establish the policies of the Authority. The Board may delegate, to the extent lawful and as it considers necessary and appropriate, any portion of its authority to manage, control, and conduct the business of the Authority to a committee, officer, or agent of the Authority.

Section 1.4 Commissioners. The Board shall consist of not less than seven (7) nor more than nine (9) persons appointed by the Council of the City. The Commissioners shall be residents of the City at the time of their appointment and during the term of their office except that one-third of the Commissioners may be from areas outside of the City. All Commissioners shall be appointed for a term of

four (4) years, provided that a Commissioner shall continue to hold office until a successor has been appointed and qualified. Any vacancy shall be filled by the Council for the unexpired term. Before entering upon the duties of office, each Commissioner shall take and subscribe to the oath for City officers provided by the City Charter, and a certificate of the same shall be filed with the City Clerk. Commissioners may be removed from office by the Council of the City in accordance with the Charter. The Commissioners shall receive no salaries but shall be entitled to reimbursement for necessary traveling and other expenses incurred while engaged in the performance of their duties. The Board shall make rules and regulations for its governance and procedure.

ARTICLE II **OFFICERS**

Section 2.1 Officers. The Board shall elect officers at its annual meeting each year. The officers so elected shall take office immediately upon their election. The officers of the Authority shall be a chairman and a vice-chairman (referred to hereinafter as Chair and Vice-Chair), a Secretary, and a Treasurer as provided in the Charter. The Chair, Vice-Chair, and Treasurer shall be elected from among the Commissioners. The President of the Authority shall serve as Secretary. No Commissioner shall serve in any one office for more than three (3) full consecutive one-year terms.

Section 2.2 The Chair. The powers and duties of the Chair shall include:

- a. To preside at all meetings of the Board, with the right to vote on all questions.
- b. To ensure that the laws pertaining to the purposes and functions of the Board are faithfully executed.

- c. To call special meetings of the Board at the Chair's discretion, or upon the written request of a majority of the Commissioners.
- d. To serve as an *ex-officio* member of all committees of the Board.
- e. To perform such other duties usually attendant upon the office of a chair or as assigned by the Board.

Section 2.3 The Vice-Chair. The Vice-Chair shall perform the duties of the Chair in the absence or incapacity of the Chair. In the event that the Chair shall cease to serve as a Commissioner for any reason, the Vice-Chair shall perform the duties of the Chair until such time as the Authority shall elect a new Chair. The Vice-Chair shall also perform such other duties as are usually attendant upon the office of a vice-chair or as assigned by the Board.

Section 2.4 The Secretary. The Secretary shall keep the records of the Authority. The Secretary shall act as clerk of the public meetings of the Authority, record all votes, and shall keep detailed minutes of the proceedings at such meetings. The Secretary shall keep in safe custody the seal of the Authority and shall have the power to affix such seal to all contracts, bonds, and other instruments authorized to be executed by the Authority. The Secretary shall perform such other duties as are usually attendant upon such office or as assigned by the Board.

Section 2.5 The Treasurer. The Treasurer shall have supervision over the finances of the Board, shall sign such documents relating to the business of the Board as may be directed by the Board, and otherwise perform such other duties as are usually attendant upon such office or as assigned by the Board.

Section 2.6 Absences. In the absence of the Chair and the Vice-Chair, the remaining Commissioners shall select one of their number to preside as temporary chair of any meeting.

Section 2.7 Vacancies in Offices. Should any office of the Board become vacant, the successor shall be elected by the Board at any regular or special meeting.

Section 2.8 Assistant Secretary. The Board may appoint one or more Assistant Secretaries whose duties shall be those specifically designated by the Secretary. The person or persons so appointed need not be a Commissioner.

Section 2.9 Removal of Officers. An officer may be removed from office on the affirmative vote of a majority of the Commissioners.

ARTICLE III MEETINGS

Section 3.1 Virginia Freedom of Information Act. The business of the Authority shall be conducted in accordance with the requirements of law, including the Virginia Freedom of Information Act. No vote of any kind shall be taken to authorize the transaction of Authority business other than a vote taken at a meeting conducted in accordance with such law.

Section 3.2 Annual Meeting. The annual meeting shall be held during July each year or at the first meeting of the Authority thereafter. The election of officers shall be held at the annual meeting.

Section 3.3 Regular Meetings. The Authority shall adopt a schedule of regular meetings as business may require.

Section 3.4 Special Meetings. In addition to regular meetings, the Chair of the Authority may, when the Chair deems it expedient, and shall, upon the written request of a majority of the Commissioners, call a special meeting of the Authority.

Section 3.5 Notice of meetings. The President shall provide notice of meetings to Commissioners by: (i) e-mail, facsimile, telephone or personal delivery at least three (3) working days prior to the date of the meeting; or (ii)

regular mail at the address appearing in the records of the Authority at least five (5) days prior to the date of such meeting. The notice shall state the date, time, and place of the meeting and, in the case of a special meeting, the business to be conducted. No business shall be considered at a special meeting other than as specified in the call, but if all of the Commissioners are present at a special meeting, any and all business may be transacted at such special meeting. Notice to the Commissioners of any meeting is not required if such notice is waived by them or if all Commissioners shall be present at the meeting. Notice shall also be provided to the public as required by law.

Section 3.6 Quorum. A majority of the Commissioners shall constitute a quorum for the transaction of all business.

Section 3.7 Records. The Board shall keep detailed minutes of its proceedings, which shall be open to inspection according to law. It shall keep suitable records of all financial transactions and shall arrange to have the same audited annually.

Section 3.8 Robert's Rules of Order. Procedural matters not covered by these bylaws or otherwise required by law, shall be governed by the most recent edition of *Robert's Rules of Order*. The Chair shall be the final authority on all parliamentary decisions.

Section 3.9. Closed meetings. All meetings of the Board and its committees shall be open to the public except that at any time the Chair or other presiding officer may order that the Board or committee consider a matter or matters in the categories permitted by law in a session closed to the public. At the discretion of the Chair or the presiding officer, others who can contribute to the discussion, including appropriate employees, counsel and consultants, may attend a closed meeting with the understanding that they are bound not to divulge what takes place there.

ARTICLE IV **BOARD COMMITTEES**

Section 4.1 Appointment of Committees. The Board may establish such committees to advise the Board on any matter incident to the function of the Authority as it may deem advisable and fix the duties and responsibilities of such committees. As soon as possible after the annual election of officers, the Chair shall appoint the chair of each standing committee of the Authority and appoint the Commissioners to serve as members of such committees. The term of these committee appointments shall be one year or until successors shall be appointed. Each committee shall meet on the call of the committee chair, upon the call of the majority of the Commissioners on the committee, or on the call of the Chair.

Any Commissioner may attend and participate in any committee meeting, but only members of the committee count towards a quorum and may vote.

Section 4.2 Standing Committees. The Standing Committees of the Authority shall be the following:

- a. **Executive Committee.** The Executive Committee shall consist of the Chair, the Vice-Chair, and the Treasurer of the Board of Commissioners and such other Commissioners as the Board may determine. The Executive Committee shall act on behalf of and at the consensus of the Board in executing matters approved by the Board.
- b. **Nominating and Strategy Committee.** The Nominating and Strategy Committee shall be responsible for nominating the slate of officers to be elected by the Board and shall have oversight of the implementation of the strategic plan of the Authority.
- c. **Finance and Audit Committee.** The Finance and Audit Committee shall be responsible for the evaluation of the operating and capital

budgets and the financial aspects of all funding for capital expenditures and make recommendations to the Board as may be appropriate and shall be responsible to assure that the Authority staff conducts an annual audit of the financial books of the Authority.

d. **Facilities Development Committee.** The Facilities Development Committee shall assist the President and staff in the evaluation of major capital improvement projects and other matters relating to airport facilities and shall make recommendations to the Board as may be appropriate.

e. **Commercial and Business Committee.** The Commercial and Business Committee shall assist the President and staff in areas that affect the commercial and business aspects of the Authority including but not limited to air service and market development, commercial concessions, general aviation and fixed based operations, and non-traditional revenue sources and land uses and shall make recommendations to the Board as may be appropriate.

Section 4.3 *Ad hoc* Committees. The Board shall also establish such *ad hoc* committees as it may deem proper to carry out the business of the Authority.

ARTICLE V **PRESIDENT**

Section 5.1 The President. The President (formerly known as the Executive Director) shall be appointed by the Board and shall be the Chief Executive Officer and Secretary of the Authority.

Section 5.2 Responsibilities of the President.

- a. The President shall be responsible for the efficient and economical administration of the Airport and for carrying out policies of the Board.
- b. The President shall have prepared, on or before November 15 of each year, or on such other date as the Board shall direct, an Annual Financial Report as of the close of the Fiscal Year for submission to the Board.
- c. The President shall have such other duties as are usually attendant upon that office or as assigned by the Board.

ARTICLE VI
EXPENDITURE OF FUNDS AND BUDGET

Section 6.1 Budget. The President shall provide a preliminary annual budget for approval of the Board for the forthcoming fiscal year by March 1st of each year or on such other date as the Board shall direct.

Section 6.2 Bank Accounts. The Board will designate, in writing, certain employees who shall have authority to sign checks against the Authority's bank accounts. Such checks shall be signed by any two of these designated employees.

Section 6.7 Auditor. Upon the recommendation of the President, the Authority shall employ the services of a competent Certified Public Accounting firm to perform an annual audit of the books, records, financial transactions, and accounts of the Authority and to prepare and present to the Authority a statement of its financial condition and any recommendations regarding its financial management that the Auditor deems appropriate.

ARTICLE VII **AMENDMENT OF BY-LAWS**

These By-Laws may be amended or repealed, in whole or in part, by a vote of the majority of the Commissioners at any meeting of the Board where such action has been announced in the notice of such meeting.

ARTICLE VIII **INDEMNIFICATION**

To the extent permitted by law, the Authority shall defend and indemnify any person who was or is a party or is threatened to be made a party, whether such person is named in the person's individual or official capacity, to any threatened, pending or completed action, suit, or proceeding, whether civil, criminal, administrative or investigative, unless commenced by the Authority itself, by reason of the fact that such person is or was a Commissioner or officer of the Authority, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding if such person acted in good faith and in a manner such person reasonably believed to be in or not opposed to the best interests of the Authority, and with respect to any criminal action or proceeding, had no reasonable cause to believe such conduct was unlawful.

ARTICLE IX **MISCELLANEOUS**

Section 9.1 Gender. The use of the masculine, feminine, or neuter gender is for convenience only and shall be deemed and construed to include correlative words of the masculine, feminine, or neuter gender, as appropriate.

Section 9.2 Execution of Documents. Either the President or the Chair shall execute documents on behalf of the Authority as prescribed by the Board.

ADOPTED by the Board of Commissioners at their regular meeting on September 22, 2022.

NORFOLK AIRPORT AUTHORITY

BY: _____
Deborah H. Painter, Chair

REPORT ON ACI-NA 2022 ANNUAL CONFERENCE
Bill Nusbaum

Commissioners Committee Meeting

Overviews.

- Lew Bleiweis (Immediate Past Chair of ACI-NA; E.D of Asheville, NC Airport) attended as a guest and provided an overview of the past year. Main takeaway from his remarks was that the FAA Reauthorization bill will be before Congress in 2023, but that ACI-NA has realized that PFCs aren't going to be increased, and thus won't make that a focus of the 2023 lobbying effort. Airports are advised to either spend or encumber all their CARES Act funding, so unspent funds can't be clawed back by the next Congress.
- Sam Samaddar (Current Chair of ACI-NA; E.D. of Kelowna, B.C. Airport) joined the meeting in progress and reported that ACI-NA is conducting an internal review of what it can do better and developing new strategic priorities, which will feed into a new strategic plan in 2023-2024. It's also implementing DEI and Young Professional initiatives that are coming to fruition (1st YP class got their certificates at the Conference).
- Kevin Burke, ACI-NA also came by. He reinforced the importance of the Commissioners Committee for its political connections. He added that the biggest challenge for airports is getting people back to work – whether airport staffs, air traffic controllers or concessionaire staff.

ACI-NA's Medium Hub Airports Committee. The slot for the Commissioners Committee's representative to the ACI-NA's Medium Hub Airports Committee is vacant. I suspect if someone from our Board were to volunteer for it, you'd get appointed, and gain an interesting and useful opportunity for insight into the issues Medium Hub airports like ours face across the country, and bringing those insights back to our Board.

PFAS Discussion. The concern is that TSA and Homeland Security aren't issuing policies tied to reality on (and in!) the ground. It will be another year before the PFAS rules are issued, so for now, we're told that PFAS is terrible but airports are required to use them until its replacement is available for use. There's concern with how the PFAS replacement will be distributed. Monterey, CA airport has joined the class action lawsuit vs. PFAS' manufacturer.

Future Commissioners Committee Meetings & Topics. The Committee will meet on October 17 and December 13. One meeting will deal with Electric Vehicle infrastructure (an increasingly hot topic) – both for passengers/employees AND on the airside, for the electric vehicles being increasingly adopted for towing aircraft and baggage carts, other uses and importantly, for the all-electric aircraft that are being developed for shorter-range travel (up to 500 miles). It was noted that the cabling to support EV charging infrastructure in airport garages will often exceed the garage's weight load design standards. Another meeting topic may cover air taxis – vertical take-off and landing aircraft that, as soon as 2024, will be landing on large, flat rooftops near you – like a Walmart or Home Depot.

2023 Committee Leadership. In January, current Commissioners Committee Chair Lesa Seibert (Louisville, KY) will rotate out and be succeeded by Alan Wapner (Ontario, CA International Airport) as Chair and Bill Sudow (MWAA) as Vice Chair, for 1 year terms.

Plea for Continuity. I think the Commissioners Committee can serve a useful purpose for our airport if we get involved with it. Harold Cobb, of course, chaired it before Lesa Seibert, but COVID limited how much bang we got from his involvement. The vacant slot on ACI-NA's Medium Hub Airports Committee could prove to be a particularly useful way to get involved. As this meeting was my last one, I encourage one or more of our members to get active in it. Contact: Amanda La Joie, ACI-NA Director, Government & Political Affairs.

Takeaways from the Exhibition Hall

Moving Sidewalk. Starglide Belt Moving Walkways' exhibit promoted a new technology moving sidewalk with a rubber surface rather than aluminum, and consequently with a lower cross-section profile and shallower pit, which could be useful in several ways if deployed on the bridge between our terminals (and also lower utility costs). Obviously, a lot of investigation will be required, so no one should get too giddy about this lead. Contacts: Ken Hamby, Lead Engineer, & Janelle Aslam, VP Product Development.

Smart Carte Diversifies. The Smart Carte baggage cart company has diversified into another product line, introducing the most amazing massage chair I've ever sat in. It massages not only your back, but also your neck and calves, and with motions that emulate hands giving a deep tissue massage – and for 19 minutes! I almost had to be poured out of the chair at the end of the massage; it's that good. Their financial model is appealing, too – they install the chairs for free and split their proceeds 50/50 with the airport. I could definitely see this installed in each concourse for folks who get through security early or their flights are delayed. Contact: Bo Ceder, Director of Business Development – Aviation Services.

Farmer's Fridge. This growing concession is a refrigerated vending machine that dispenses healthy freshly prepared breakfast items, salads, wraps, and desserts. The containers are recycled by their dispensing machines – you drop them off at a Farmer's Fridge in your destination airport, after eating your meal in flight. They gave me a \$15 credit PROMO card, which Sharon and I used for our lunch for the flight home. Sharon thought her (quite large) caprese salad was excellent, and my turkey, apple and cheddar wrap was tasty, as well, and the total cost was about \$19 (\$4 after our credit!) Unfortunately, their East Coast restocking is done from a North Jersey location, and so they currently only go as far south as DC and Baltimore. To add our airport, they'd need to add other customers in the region (hospitals and universities are their other targets), and it might take them adding a new logistics site further down the Eastern Seaboard. They're probably a year or two off before we could get them here, unless we were to help introduce them to Sentara, CHKD and our universities and EVMS, which could accelerate their interest in our region. Contact: Michael Saletta: msaletta@farmersfridge.com.

Obviously, with all these exhibitors, I knew my place and made it clear that I was a very short-timer, our senior staff made the decisions, and I made no commitments!

ACI-NA's Edge4Vets Program

Tom Murphy of ACI-NA's Edge4Vets program and ACI-NA Chief Administration & Operations Officer Nancy Zimini corralled me on Tuesday to discuss ACI-NA's Edge4Vets Program, which helps veterans and transitioning military (i.e., less than 6 months left in their tour of duty) to find jobs in the aviation and airport sectors. The program is currently launching at Charlotte Airport, and they would really like for it to come to Norfolk. I spoke to them about (a) the confluence of our high number (and proportion) of veterans in our region (second only to Northern VA), (b) the extraordinary job that the Hampton Roads Workforce Council does, including operating its own Veterans Employment Center, which focuses on the same goals as Edge4Vets (without, of course, limiting itself to aviation and airports), and (c) the prospect of partnering up with our Workforce Council. Again, I made no commitments, of course, but I expect they'll reach out to Mark Perryman in the near future. Contact: Nancy Zimini, ACI-NA Chief Admin. & Ops. Officer.

Norfolk Airport Authority

Board of Commissioners Meeting Minutes |Tuesday, December 13, 2022, 1:00 p.m.

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Tuesday, December 13, 2022, at the Norfolk International Airport (NIA), the NAA Board of Commissioners Room, Main Passenger Terminal. Deborah H. Painter, Chair presided.

Commissioners Present:	Michael D. Burnette, CCIM Peggy H. Newby, RN, BSN, CAOHC, CPC-A Deborah H. Painter Bruce Smith Dr. Harold J. Cobb, Jr., Emeritus Commissioner
Commissioners Absent:	Peter G. Decker III, Esquire Paul D. Fraim, Esquire Mekbib Gemedra Susan C. Pilato
Staff Present:	Charles W. Braden, Associate Vice President, Market Development Mark A. Perryman, Assoc. AIA, President & CEO and Board Secretary Jarred M. Roenker, CPA, Vice President & Chief Financial Officer Anthony Rondeau, Executive Vice President & Chief Development Officer Steven C. Sterling, Executive Vice President & Chief of Staff and Board Assistant Secretary Sheri Watts, Executive Administrative Assistant and Board Assistant Secretary
Others Present:	John Atkinson, Virginia Beach Resident Jessica Dennis, Management Analyst, City of Norfolk Anita O. Poston, Esquire, Woods Rogers Vandeventer Black, Counsel Lauren Stroup, Engagement Partner, Cherry Bekaert, LLP Martin A. Thomas, Jr., Esquire, Vice Mayor, City of Norfolk

Welcome, and Call to Order (Deborah H. Painter, Chair):

Deborah H. Painter, Chair, determined that a quorum was not present as noted above and proceeded to call the meeting to order at 1:00 p.m.

Chair Painter recognized Dr. Harold J. Cobb's final meeting as Emeritus Commissioner and expressed her gratitude for his years of dedicated service to the Board of Commissioners. In addition, Ms. Painter acknowledged staff service awards for Charles W. Braden for 35 years and Steven Sterling for 15 years of service.

REGULAR AGENDA

Approval of Minutes of Meeting held on September 22, 2022:

As no quorum was present, voting on approval of the September 22, 2022, meeting minutes was tabled until the next meeting.

Public Comments (1:08 p.m.):

The Board of Commissioners received comments from Mr. John Atkinson from Virginia Beach requesting consideration for long-term parking privileges for employees of airlines that do not have direct service from the NIA.

CEO & Staff Report (Mark A. Perryman, President and CEO):

Mr. Perryman's presentation included the following:

Air Service/Marketing:

- ORF continues to lead the area airports in passengers. At the current pace, 2022 will be the best year in ORF's history.
- There are nine new routes added in 2022 compared to 2019. In addition, in March 2023, Spirit Airlines will add Orlando and Fort Lauderdale service.
- ORF market shares are growing steadily.
- As of November 2022, the load factor at ORF is slightly above average among the other thirty-five medium hub airports and the second highest in the Commonwealth.
- ORF is the only airport in Virginia surpass pre-pandemic 2019 airline seat capacity. In addition, ORF seat capacity has outpaced the US System in 2022.

Capital Development: Updates were provided for the following projects:

- Design for the Runway 5/23 Concrete Extensions project is being finalized. Phase 1 completion is anticipated in November 2023, and Phase 2 in November 2024. The projected cost for both phases is \$30 million. There are cost savings of \$5 million in each phase due to the reduction in the runway length from 7,400 to 6,800. In addition, with the runway length reduction, night work and overnight closures will be reduced.
- Dollar Tree Corporate Hangar project completion is expected in January 2023. The project is entirely funded by Dollar Tree and will be a rental revenue source for ORF.
- Garage B & C Renovation project is progressing.
- Passenger Loading Bridge Replacement project final phase includes the replacement of the remaining Gates 1, 16, and 25.
- The Departures Boulevard Intersection Improvements project will include a roundabout to accommodate increased traffic from Garage D.
- The Moving Sidewalk project will include two moving walkways on the Pedestrian Bridge between the Departure and the Arrival Terminals. Staff is exploring funding sources.
- Solar Energy and Garage LED Lighting project includes the installation of solar panels on top of Garage D and converting the lights in Garage A to LED fixtures.
- Future Major Capital projects were identified by staff and are described in the meeting packet.

Operational Improvements: Improvements include:

- Operations Department will go to a 24/7 schedule in January 2023.
- A new gate management system is expected to be completed in January 2023.
- Operations will oversee Monthly Airline Safety meetings.
- Completion of Phase 1 of the new Remain Overnight (RON) parking is expected by year end with Phase 2 completion expected in Summer 2023.

Finance/Administration: Financial highlights include:

FY 2022 Audit Summary in comparison to FY 2021:

- Total Revenue increased with a 43.3 percent change
- Total Expenses decreased with a 4.8 percent change
- Total Net Position increased with a 9.9 percent change
- Total Capital Assets increased slightly

October 2022 Financial Report:

Operating Revenues are over budget, and Expenses are under budget.

New Airline Use & Lease Agreement:

- The current agreement expires on June 30, 2023.
- Initial meetings with airlines began on December 8, 2022.
- Significant differences in the agreement, including Capital Improvement Program (CIP) from FY 2022 through FY 2028, Comparison Airline Revenue Metrics, and Proposed Rates and Charges, are summarized in the meeting packet.

Community Outreach:

- Mr. Perryman continues his community outreach as described in the meeting packet.

HR/Staffing:

- Two of the three Operations Agents are on board.
- The Authority welcomed Kia Moten, its first Manager, Diversity and Inclusion.
- Resumes are in review for the Corporate Counsel position.

Chair Painter requested new members of staff be present at meetings for introductions.

Strategic Plan:

Mr. Sterling provided a Strategic Plan overview for November 2022 and reported on each of the four goals. He will continue to update the Commissioners on progress.

Other:

New at the Airport:

- Initiated discount parking reservations and a parking loyalty program.
- In January 2023, parking will be cashless.
- Free parking for the first 30 minutes in all lots and garages was established.
- A Cell Phone Lot was opened to prevent parking on the arrivals curb.
- The Sunflower Program for passengers with hidden disabilities was initiated.
- Food and beverage vending machines were installed on concourses and arrivals building

NAA BOC Chair Report:

Chair Painter reviewed the new committee responsibilities and descriptions. Each Commissioner has been assigned to a committee with a staff representative. Commissioners were asked if they would like to serve as the Chair of any committees.

Old Business:

Approval of the *Policy for All-Virtual Meetings* and the *Policy for Remote Participation* was tabled until the next meeting.

Closed Meeting: Closed meeting not required

New Business:

Cherry Bekaert, LLP, Presentation of the FY 2022 Auditor's Report:

Laura Strope, Engagement Partner from Cherry Bekaert LLP, provided a detailed review of the FY 2022 Audit. The audit was a "clean" audit, with no modifications required. In addition, there were no reportable instances of noncompliance and no control deficiencies. As no quorum was present, Chair Painter acceptance of the Annual Financial Statements was tabled until the next meeting.

Staff Recommendation for an On-Airport Hotel Development:

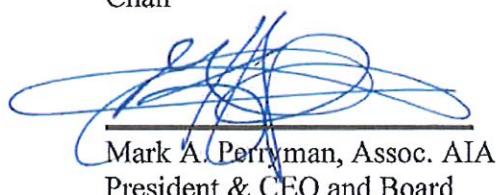
Staff is continuing to study possible development of an on-airport hotel.

Adjournment:

Chair Painter adjourned the meeting at 2:25 pm. The next meeting is scheduled for Thursday, January 19, at 1:00 p.m.



Deborah H. Painter
Chair



Mark A. Perryman, Assoc. AIA
President & CEO and Board
Secretary

