Board of Commissioners Meeting Packet
Malcolm P. Branch, Chair
Robert S. Bowen, A.A.E., Executive Director

Thursday, September 23, 2021
1:00 p.m.
Human Resources Conference
Room A

Norfolk International Airport
2200 Norview Avenue
Norfolk, Virginia 23518

NorfolkAirport.com
CALL TO ORDER

REGULAR AGENDA

• Approval of Board Meeting Minutes July 22, 2021

R-1 Recommendation to Approve the Award of the Federal and Commonwealth of Virginia Government Relations and Lobbying Services Contract (Robert S. Bowen, A.A.E., Executive Director)

R-2 Recommendation to Approve the Flying of the Prisoner of War / Missing in Action in Southeast Asia Flag on Airport Grounds (Steven C. Sterling, C.M., Deputy Executive Director)

R-3 Recommendation to Approve the Selection of Replacement Trees on Airport Grounds (Anthony E. Rondeau, P.E., C.M., Deputy Executive Director)

EXECUTIVE DIRECTOR’S REPORT

CHAIRMAN’S REPORT

OLD BUSINESS

• Strategic Plan Update (Susan E. Winslow, P.E., President, Tela Vuota, PLLC)

NEW BUSINESS

CLOSED MEETING (If Required)

RECONVENE OPEN MEETING (If Required)

ADJOURNMENT
Regular Agenda
The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, July 22, 2021, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal, Malcolm P. Branch, Chair, presided.

**Commissioners Present:**
- Malcolm P. Branch
- John R. Broderick
- Michael B. Burnette, CCIM
- Peter G. Decker III, Esquire
- Mekbib Gemeda
- William L. Nusbaum, Esquire
- Deborah H. Painter
- Bruce Smith

**Commissioners Absent:**
- Dr. Harold J. Cobb, Jr., Emeritus Commissioner
- Paul D. Fraim, Esquire

**Staff Present:**
- Robert S. Bowen, A.A.E., Executive Director
- Charles Braden, Director Market Development
- Jarred Roenker, Director of Finance
- Anthony E. Rondeau, Deputy Executive Director Engineering and Facilities
- Steven C. Sterling, Deputy Executive Director Administration and Operations
- Sheri Watts, Executive Administrative Assistant and Assistant Secretary of the Board
Others Present:  
Jessica Dennis, Management Analyst, City of Norfolk  
Barbara Fava, Managing Director, PFM Asset Management LLC  
Ms. Kimberly Lamb, General Manager, Hudson News  
Mr. Robert Napoli, Senior Vice President, Hudson News  
Mrs. Rosa Owens, The NIA Corporation  
Mr. Hugo Owens, The NIA Corporation  
Anita O. Poston, Esquire, General Counsel  
Mr. Ed Reed, Vice President, Two Capitols Consulting  
The Honorable Martin Thomas, Vice Mayor, City of Norfolk

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 Comment Request (Mrs. Rosa Owens, and Mr. Hugo Owens, The NIA Corporation):  
On the approval by Chairman Branch, Mr. and Mrs. Owens were allowed to comment in support of the Hudson-NIA Norfolk Joint Venture Retail Concession Agreement Lease extension request.

REGULAR AGENDA

Approval of Minutes of Board of Commissioners Meeting on June 24, 2021:  
Chairman Branch entertained a motion by Treasurer Gemed to approve the minutes for the meeting on Thursday, June 24, 2021; the motion was seconded by Vice-Chair Painter and unanimously approved.

Investment Portfolio Review:  
Chairman Branch introduced Barbara L. Fava, Managing Director, PFM Asset Management LLC, to review the Authority investment portfolio report for the period ending June 30, 2021, distributed to the Board prior the meeting. Ms. Fava reviewed the report and addressed the coronavirus pandemic and its effect on the economy and the financial markets with a particular focus on the Authority portfolio. She responded to questions and discussed the change in PFM personnel working on the Authority relationship in the future.

R-1 Recommendation to Approve the Extension of the Hudson-NIA Norfolk Joint Venture Retail Concession Agreement Lease (William L. Nusbaum, Esquire, Chair, Concessions Committee):  
As a result of the decline in air travel due to the COVID-19 pandemic, the Hudson-NIA airport concession has experienced a significant decrease in sales and profits. To offset losses during the years 2020 and 2021, Hudson-NIA Group requested a two-year extension on its concession lease to allow it to recoup its investment. On behalf of the Concessions Committee, Committee
Chair Nusbaum made a motion to approve a **one-year** extension of the Hudson-NIA Concession Agreement Lease to expire on June 20, 2027. The motion was unanimously approved.

**R-2 Recommendation to Approve the Issuance of a Request for Proposals for Rental Car Service Concession (William L Nusbaum Esquire, Chair, Concessions Committee):**
The economic downturn, due to the COVID-19 pandemic has affected rental car operations at the Airport. Hertz Corporation (Hertz, Dollar, and Thrifty) filed for Chapter 11 Bankruptcy and the Thrify brand ceased operations at the Airport. On behalf of the Concessions Committee, Committee Chair Nusbaum made a motion to authorize staff to issue a Request for Proposal for a new rental car service concession in the former Thrifty facilities and to award the contract to the most responsive offeror. The motion was unanimously approved.

**R-3 Recommendation to Approve the Issuance of a Request for Proposals for Airport Common Carrier Ground Transportation Service Concession (William L Nusbaum Esquire, Chair, Concessions Committee):**
In March 2020, James River Transportation discontinued its common carrier ground transportation service at the Airport due to declining sales caused by the COVID-19 pandemic. On behalf of the Concessions Committee, Committee Chair Nusbaum moved to authorize staff to issue a Request for Proposal for a common carrier ground transportation service concession, and to award a contract to the most responsive offeror. The motion was unanimously approved.

**Executive Director’s Report (Robert S. Bowen, A.A.E.):**
A complete report of the Capital Projects Updates for July 13, 2021, was previously distributed. Mr. Bowen responded to questions and comments from the Commissioners.

**Chairman’s Report:**
Chairman Branch announced the retirement of Robert S. Bowen, Executive Director, in March 2022. The Chairman has established an Executive Director Search Committee to be overseen by Vice-Chair Painter. Other members of the committee include Chairman Branch, Commissioners Gemeda and Broderick, and former Commissioner Blythe Scott. Anita Poston will assist as counsel.

**Old Business:** None

**New Business:**

- Election of Officers:
  On behalf of the Nominating Committee, Commissioner Decker, the Committee Chair, recommended re-election of the following officers for the Fiscal Year 2022:

<table>
<thead>
<tr>
<th>Name</th>
<th>Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malcolm P. Branch</td>
<td>Chairman</td>
</tr>
<tr>
<td>Deborah H. Painter</td>
<td>Vice-Chair</td>
</tr>
<tr>
<td>Mekbib Gemeda</td>
<td>Treasurer</td>
</tr>
</tbody>
</table>
Committee Chair Decker stated that all candidates have agreed to the re-appointment.

Chairman Branch called for a vote. The Commissioners unanimously approved the recommendation of the Nominating Committee and re-elected the officers listed for another one-year term to serve until July 1, 2022, or until their successors are duly elected.

- **Re-appointment of Assistant Secretaries for Fiscal Year 2022**

  On behalf of the Nominating Committee, Committee Chair Decker recommended that the Board approve the re-appointment of Ms. Sheri Watts and Mr. Steven Sterling as Assistant Secretaries.

  Chairman Branch called for a vote. The Commissioners unanimously approved the recommendation of the Nominating Committee and re-appointed both Ms. Watts and Mr. Sterling as Assistant Secretaries.

**Closed Meeting:** None

**Adjournment:**

There being no further business, Treasurer Gemeda moved that the meeting adjourn. The motion was seconded and unanimously approved. The meeting was adjourned at 1:48 p.m. The next regular meeting of the Board will be held on Thursday, August 26, 2021, at 1:00 p.m.

___________________________
Malcolm P. Branch
Board Chair

___________________________
Robert S. Bowen, A.A.E.
Executive Director
R1 - Recommendation to Approve the Award of the Federal and Commonwealth of Virginia Government Relations and Lobbying Services Contract

Robert S. Bowen, A.A.E.
Executive Director
September 13, 2021

Board of Commissioners
Norfolk Airport Authority

Re: Federal and Commonwealth of Virginia Government Relations and Lobbying Services

Dear Ladies and Gentlemen,

On September 9, 2021, a staff team comprised of Steve Sterling, Anthony Rondeau, and I conducted virtual interviews with Becker/Capital Results, Cozen O’Connor Public Strategies, and Two Capitols Consulting for the Authority’s Federal and Commonwealth of Virginia Government Relations and Lobbying Services contract.

Following the interviews, staff reviewed each of the submissions and discussed the interviews. Two Capitols Consulting has performed these services very well for the Authority over the past three years and was a strong contender for selection. Cozen O’Connor Public Strategies was also a strong contender.

It is the staff’s unanimous recommendation that the team of Becker (Federal)/Capital Results (Commonwealth of Virginia) be selected for the contract. Becker currently represents the Virginia Port Authority, the City of Virginia Beach, and Virginia Union University among its Federal clients. Capital Results represents the Virginia Community College System Foundation, the Southern Virginia Higher Education Foundation, Riverside Regional Health System, Walmart, Google, and Verizon among its Commonwealth of Virginia clients. Staff is impressed with Becker/Capital Results deep experience on the Federal and Commonwealth of Virginia levels; and their broad reach with legislators, legislative staffs, and various government departments and agencies.

It is my recommendation that the selection of Becker/Capital Results is approved, and that staff be authorized to negotiate a contract with them for these services, to commence on November 1, 2021.
Please let me know if you have any questions. I will place this matter on the agenda for Board action at its meeting scheduled for September 23, 2021.

Sincerely,

[Signature]

Robert S. Bowen, A.A.E.
Executive Director

Copy: Anita O. Poston, Esquire
R2- Recommendation to Approve the Flying of the Prisoner of War/Missing in Action in Southeast Asia Flag on Airport Grounds

Steven C. Sterling, C.M. Deputy Executive Director
September 14, 2021

Board of Commissioners
Norfolk Airport Authority

Re: Prisoner of War / Missing in Action Flag

Dear Ladies and Gentlemen,

Please find enclosed correspondence from Steven C. Sterling, Deputy Executive Director for Administration and Operations, and Norfolk Airport Authority Chief of Police David B. Huffman regarding a recommendation to fly the Prisoner of War/Missing in Action (POW/MIA) in Southeast Asia flag on Norfolk International Airport grounds. Chief of Police Huffman has done a good job of researching this matter.

I agree with Deputy Executive Director Sterling’s recommendation that the POW/MIA flag be flown at the Airport for various national holidays and special military-related events.

It is my recommendation that the flying of the POW/MIA flag on Airport grounds be approved.

Please let me know if you have any questions. I will place this matter on the agenda for Board action at its meeting scheduled for September 23, 2021.

Sincerely,

[Signature]

Robert S. Bowen, A.A.E.
Executive Director

Enclosures

Copy w/encl: Anita O. Poston, Esquire
Memorandum

September 2, 2021

TO: Robert S. Bowen, Executive Director
FROM: Steven C. Sterling, Deputy Executive Director A&O
COPIES: Anthony E. Rondeau, Deputy Executive Director E&F
SUBJECT: Recommendation to Fly POW/MIA Flag on Airport Grounds

Attached is a letter from Police Chief David Huffman requesting approval to display the Prisoner of War/Missing in Action in Southeast Asia flag on the grounds of the Norfolk International Airport. Chief Huffman’s recommendation is to display the flag on certain dates in accordance with the Defense Authorization Act of 1998. These dates include:

- Armed Forces Day
- Memorial Day
- Flag Day
- Independence Day
- National POW/MIA Recognition Day
- Veterans Day

Additionally, we would display the flag on dates where a fallen servicemember is transported through the airport. As a matter of etiquette, the POW/MIA flag would be flown on the same pole, yet beneath the U.S. Flag.

I have spoken to Len Friddle of the USO and he fully supports flying the POW/MIA flag on the Authority grounds. The USO currently includes this flag in their flag display outside the USO.

I recommend acceptance of Chief Huffman’s request. I believe it is well thought out and enhances the Authority’s support of the United States Military. We can absorb any associated costs in our existing budget.

Please let me know if you have any questions or concerns.

Steven C. Sterling
The NAAPD is responsible for maintaining and flying the flags of the United States, Commonwealth of Virginia and the City of Norfolk. I am currently in the process of developing a General Order and a Department of Criminal Justice Services approved training class on “Customs & Courtesies” which would include the proper display, handling, and care of our flags for the entire Department.

The flags are purchased on an as needed basis generally being replaced every four (4) to six (6) months. These funds come from the NAAPD budget. When the flags are taken down and replaced, I take the old flags and properly retire them through Boy Scout Troop 413 in Chesapeake. This past weekend we retired several flags from the airport in accordance with the U.S. Flag Code in a Boy Scout Flag Retirement Ceremony. All the boys are taught to respect and honor the American Flag.

I am requesting permission to fly the Prisoner of War/Missing in Action in Southeast Asia Flag under the American Flag in accordance with 36 U.S. Code Section 902 – National League of Families POW/MIA Flag. This flag is flown under the United States Flag at the White House, Capitol, National Cemeteries, military installations, memorials and United States Post Offices by code.

The flag is meant to recognize missing American servicemembers and serves as a commitment to achieving the fullest possible accounting for those have been unaccounted for or listed as missing in action.

The idea that ORF should be flying this flag struck me most recently when we received the remains of F1C Howard Hodges who was killed during the attack on Pearl Harbor on December 7, 1941. The Patriot Guard riders, a volunteer group of veterans, who provide motorcycle escorts to the fallen prominently displayed the POW/MIA Flag on their motorcycles, apparel and through carrying handheld flags.

Personally, I believe it is well known of my support and advocacy for this issue as my wife’s father was lost in Vietnam and never recovered. For full disclosure, my wife and I are members of the National League of Families of POW/MIA.
For my research involving the possibility of flying this flag I reached out through the East Coast Airport Commanders Association and inquired as to if any other airports were flying the flag. Logan International in Boston flies the POW/MIA Flag daily. Interestingly enough however, I had several other Chiefs ask me to follow back up with them if this request were approved at ORF so that they could also make the same request at their facility. Last night I found a news article that Orlando-Melbourne raised the flag at their facility last week. Currently, there is a POW/MIA Flag on display at the USO. I have spoken with Len Friddle and he would be supportive of this issue.

As a military town with ties to so many servicemembers I believe this would be both an honorable thing to do as well as serve as a strong example of community outreach. Unlike other flags that have come to recognize special interest groups, this flag is recognized and codified under United States law that it can and in many locations will be displayed under the United States Flag.

The Defense Authorization Act of 1998 designated that the POW/MIA Flag would fly on the following dates:

- Armed Forces Day (3rd Saturday in May)
- Memorial Day (last Monday in May)
- Flag Day (June 14)
- Independence Day (July 4)
- National POW/MIA Recognition Day (3rd Friday in September)
- Veterans Day (November 11)

Since this original authorization, the dates to fly the flag have changed and it is routinely flown everyday in most places. If this request is approved, I would offer that we fly the flag on the above dates as well as the dates whenever we receive the remains of a fallen servicemember. I believe this makes the occasion of the flying of the flag a bit more special.

The cost of a POW/MIA Flag consistent with the current 9x12 flags currently flown is about $300.00 and could be absorbed by the NAAPD budget. I have spoken with Fire Chief Duggar and a smaller POW/MIA Flag could also be flown at the Fire Station as well.

I believe ORF could get a positive community engagement story from this effort on the day the POW/MIA Flag would first be flown. I am available for any questions or concerns. Thank you for taking the time to review this request.

D.B. Huffman
Chief of Police

DBH/dbh
36 U.S. Code § 902 - National League of Families POW/MIA flag

(a) Designation.—
The National League of Families POW/MIA flag is designated as the symbol of our Nation's concern and commitment to resolving as fully as possible the fates of Americans still prisoner, missing, and unaccounted for in Southeast Asia, thus ending the uncertainty for their families and the Nation.

(b) Required Display.—The POW/MIA flag shall be displayed at the locations specified in subsection (d) of this section on POW/MIA flag display days. The display serves—

(1) as the symbol of the Nation’s concern and commitment to achieving the fullest possible accounting of Americans who, having been prisoners of war or missing in action, still remain unaccounted for; and

(2) as the symbol of the Nation’s commitment to achieving the fullest possible accounting for Americans who in the future may become prisoners of war, missing in action, or otherwise unaccounted for as a result of hostile action.

(c) Days for Flag Display.—
For the purposes of this section, POW/MIA flag display days are all days on which the flag of the United States is displayed.

(d) Locations for Flag Display.—The locations for the display of the POW/MIA flag under subsection (b) of this section are the following:

(1) The Capitol.
(2) The White House.

(3) The World War II Memorial, the Korean War Veterans Memorial, and the Vietnam Veterans Memorial.

(4) Each national cemetery.

(5) The buildings containing the official office of—

(A) the Secretary of State;

(B) the Secretary of Defense;

(C) the Secretary of Veterans Affairs; and

(D) the Director of the Selective Service System.

(6) Each major military installation, as designated by the Secretary of Defense.

(7) Each medical center of the Department of Veterans Affairs.

(8) Each United States Postal Service post office.

(e) Coordination With Other Display Requirement.—Display of the POW/MIA flag at the Capitol pursuant to subsection (d)(1) of this section is in addition to the display of that flag in the Rotunda of the Capitol pursuant to Senate Concurrent Resolution 5 of the 101st Congress, agreed to on February 22, 1989 (103 Stat. 2533).

(f) Display To Be in a Manner Visible to the Public.—Display of the POW/MIA flag pursuant to this section shall be in a manner designed to ensure visibility to the public.

(g) Limitation.—This section may not be construed or applied so as to require any employee to report to work solely for the purpose of providing for the display of the POW/MIA flag.

R3 - Recommendation to Approve the Selection of Replacement Trees on Airport Grounds.

Anthony E. Rondeau, P.E., C.M. Deputy Executive Director
September 14, 2021

Board of Commissioners
Norfolk Airport Authority

Re: Tree Replacement for Airport Terminals Medians

Dear Ladies and Gentlemen,

Please find enclosed correspondence from Anthony E. Rondeau, Deputy Executive Director for Engineering and Facilities, regarding tree replacement for the Departures Terminal and Arrivals Terminal medians, and the Pedestrian Bridge Garden.

I agree with Deputy Executive Director Rondeau’s recommendation that Muskogee and Natchez Crape Myrtles be planted in those areas.

It is my recommendation that this plan be approved by the Board and that staff be authorized to work with Winn Nursery to install the trees during the first week of October.

Please let me know if you have any questions. I will place this matter on the agenda for Board action at its meeting scheduled for September 23, 2021.

Sincerely,

Robert S. Bowen, A.A.E.
Executive Director

Enclosures

Copy w/encl: Anita O. Poston, Esquire
INTER-DEPARTMENT MEMORANDUM

TO: Robert S. Bowen, A.A.E. - Executive Director
FROM: Anthony E. Rondeau, Deputy Executive Director – E&F
SUBJECT: Tree Replacement Recommendation for Terminal Medians
DATE: September 14, 2021

The tree removal effort as approved by the Board during the June 24th Board Meeting was successfully completed in the month of August. My recommendations for replacement of the removed trees are found below. These recommendations are based on observations by and input from Authority staff and Winn Nursery.

In the area of the Pedestrian Bridge Garden I am recommending that we leave in place the dogwood and redbud trees that were not removed during the tree removal effort. We will then supplement the existing trees with an additional two to three crape myrtles on each side of the bridge. It should be noted that the existing dogwood trees have been understory trees since they were planted, may not adjust well to the direct sunlight and therefore may not survive the new condition. The Field Maintenance Department will monitor and maintain the trees as best they can and will replace unhealthy trees as needed. See attached images of the Pedestrian Bridge Garden Area after the tree removal project.

In the terminal medians I am recommending that we plant two different types of crape myrtles. The tree wells in the Departures Terminal Median will be planted with Muskogee Crape Myrtles and the Arrivals Terminal Median will be planted with Natchez Crape Myrtles. See attached images of the proposed tree plantings for the terminal medians.

Each type of crape myrtle will grow to a mature size that is approximately 20’ high and 16’ wide. The proposed trees will flower in the summer and fall. Our staff has experience maintaining crape myrtle trees which will allow us to properly maintain their health and size.

The Field Maintenance Department has worked with Winn Nursery to confirm availability of the selected trees. Winn Nursery is prepared to install the trees the first week of October at a total cost not to exceed $18,000.

Please review the information provided and let me know if you have any questions or comments. With your concurrence I will proceed with the efforts described above.

Thanks,

Anthony E. Rondeau, P.E., C.M.
Departures Terminal Median – Proposed Tree Plantings (Median Only)

Arrivals Terminal Median – Proposed Tree Plantings (Median Only)
Executive Director's Report
Robert S. Bowen, A.A.E.
Capital Projects Update – September 13, 2021

Parking Revenue Control System Replacement
- General Contractor – HUB Parking Technology USA
- This project will replace the entry and exit terminals at all the public parking lots and garages.
- Programming design is in progress for the Parking Reservation System. This system will allow travelers to pre-book and pre-pay for garage parking in advance of their travel. This feature will be accessible from the airport website.
- All Authority employees have been issued the new parking access card for the new system. Distribution of these access cards to tenant employees is mostly complete.
- All lanes in Garage complex are open, with the exception of 1 cashier lane in the Garage D construction area.

General Aviation Fuel Farm Replacement
- General Contractor – Oil Equipment Sales and Service Co., Inc. (OESSCO)
- Project will replace the Underground Aviation Fuel Tank at the General Aviation Facility with an above ground tank at the Airline Jet Fuel Storage Facility.
- Tank has been ordered for the project and Contractor will set the construction schedule once all materials are on site.

Taxiway ‘C’ North Rehabilitation
- General Contractor - Branscome
- Project started August 16, 2021 with substantial completion scheduled for October 30, 2021.
- This project will rubblize and overlay Taxiway ‘C’ from Taxiway ‘H’ to the approach end of Runway 5/23.

Garage ‘A’ Elevator Modernization
- Contractor - Thyssenkrupp
- The existing elevators will have their electronic controls, motors and cabling modernized.
- This will allow for increased reliability since the major components will be better supported by the manufacturers after the update.
- The effort will be completed one elevator at a time to minimize disruptions, project is currently scheduled to be completed by the end of December.

HVAC Renovation
- General Contractor - Virtexco
- Project started September 1, 2021 with completion scheduled for April 30, 2022.
- This project will replace a cooling tower, an air handler, two tug bay heaters and provide duct cleaning in the Departures Terminal.
- Replacement of this equipment will increase the reliability of our HVAC system and provide additional energy efficiencies.

Garage D
- General Contractor – Hourigan Construction – SWaM Certified in Virginia
- Hourigan is continuing to work on interior finishes and punch list items.
- Working toward a public opening date of October 14, 2021.
- Project Budget is $70 million. Currently projecting project to finish at cost of $68 million.
- Surplus funds to remain in the Parking Reserve Fund for future parking projects.
**FUNDING SUMMARY**

- 33 total projects in various stages of planning, design and construction.

<table>
<thead>
<tr>
<th>Overall Budget</th>
<th>Totals</th>
<th>Budget Balance</th>
<th>Fund Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$104,082,000</td>
<td>$28,035,328</td>
<td>$52,933,991</td>
<td></td>
</tr>
<tr>
<td>$58,000,000</td>
<td>Bonds</td>
<td>$12,938,489</td>
<td>$2,351,555</td>
</tr>
<tr>
<td></td>
<td>PFC</td>
<td>$7,345,846</td>
<td>$7,345,846</td>
</tr>
<tr>
<td>$15,800,000</td>
<td>Parking</td>
<td>$3,542,271</td>
<td>$6,051,384</td>
</tr>
<tr>
<td>$19,000,000</td>
<td>AIP</td>
<td>$603,145</td>
<td>$1,365,934</td>
</tr>
<tr>
<td>$4,800,000</td>
<td>State Ent.</td>
<td>$959,383</td>
<td>$1,718,683</td>
</tr>
<tr>
<td>$750,000</td>
<td>FBO</td>
<td>$39,490</td>
<td>$223,117</td>
</tr>
<tr>
<td>$1,350,000</td>
<td>Reserve</td>
<td>$2,606,705</td>
<td>$19,071,240</td>
</tr>
<tr>
<td>$150,000</td>
<td>CFC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$4,232,000</td>
<td>Renewal</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
U.S. domestic airlines have been adjusting their network schedules throughout the pandemic to align with passenger demand. Federal financial support allowed them to survive during the worst parts of this period and maintain employee levels sufficient to continue operations, albeit abbreviated.

The summer of 2021 saw a pent-up resurgence of leisure travelers that caught airlines off-guard and scrambling to satisfy. In many cases, this was a near-impossible task, given their employee levels, and airlines such as American and Southwest had to shrink near-term schedules by canceling flights. Leisure travel was the first segment to return. Business travel will be slower to recover.

As the airlines are assimilating to this demand level, the spread of the COVID Delta Variant, the prospect of increased Federal intervention in air travel COVID regulations, the anticipated seasonal decline in leisure travel, and the continued lethargy of business travel are again causing the airlines to assess future schedules.

Considering the nationwide airline network issues, Norfolk International Airport (ORF) has had a very successful summer travel season, with several seasonal routes added and the entrance of Breeze Airways, America’s newest airline.

Below is a chart comparing monthly airline seat capacity at ORF during 2019, 2020 and 2021 as of this writing.

As can be seen, current system schedules reflect that monthly seat capacity in 2021 will surpass 2019 beginning in November of this year. As the airlines continue to adjust, this may or may not remain the case depending on future conditions.
Below are the current monthly departure schedules by airline at Norfolk International Airport for the second half of calendar year 2021.

Below are each airline’s ORF departure pattern with accompanying notes.

**Allegiant Air**
Allegiant’s departures decreased in September due to the end of seasonal routes to Boston, Cleveland, Columbus, and Pittsburgh. They also historically scale back in September due to less demand. Service continues to Cincinnati through October, and non-seasonal service to Fort Lauderdale, Jacksonville, St. Petersburg and Orlando continues beyond.

**American Airlines**
**Breeze Airways**
Breeze launched Norfolk operations in June and ramped up their full network by August to Hartford, Charleston, Columbus, New Orleans, Pittsburgh, Providence, and Tampa. Breeze recently reduced Norfolk to New Orleans service (effective mid-September) from 4 weekly flights to 2 weekly flights. Demand has decreased due to Hurricane Ida, the COVID Delta Variant and a newly instituted New Orleans mask mandate in restaurants, bars, entertainment venues and other areas.

![ORF Breeze Departures Graph](image)

**Delta Air Lines**
Delta has continued service to Atlanta and Detroit. COVID-affected service to New York JFK has been pushed back to May 2022. New York LaGuardia service resumed in March and Boston resumed in May.

![ORF Delta Departures Graph](image)

**Frontier Airlines**
Frontier continues service to Orlando. Service to Denver takes a seasonal pause in November until April 2022. New twice-weekly Norfolk to Miami service begins November 2021.

![ORF Frontier Departures Graph](image)
**Southwest Airlines**
Southwest Airlines continues service to Nashville, Baltimore, Orlando, and Chicago. Sunday-only service to Dallas Love Field continues through October. Service to Denver and San Diego, previously run seasonally, began year-round in May.

**United Airlines**
United continues service to Denver, Houston, Washington, Newark, and Chicago.
June 2021 “official” load factors became available this morning. Below is ranked from highest LF to lowest. ADI reports, however, that Breeze has not yet filed their initial traffic with DOT, so it is not represented below.

<table>
<thead>
<tr>
<th>Report Name</th>
<th>T100 DETAIL - ORF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report Type</td>
<td>T100 Detail</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mkt. Carrier Code</th>
<th>Origin Airport Code</th>
<th>Destination Airport Code</th>
<th>Load Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>WN</td>
<td>ORF</td>
<td>SAN</td>
<td>97.9%</td>
</tr>
<tr>
<td>UA</td>
<td>ORF</td>
<td>DEN</td>
<td>94.8%</td>
</tr>
<tr>
<td>UA</td>
<td>ORF</td>
<td>IAH</td>
<td>94.5%</td>
</tr>
<tr>
<td>WN</td>
<td>ORF</td>
<td>DEN</td>
<td>93.9%</td>
</tr>
<tr>
<td>WN</td>
<td>ORF</td>
<td>MCO</td>
<td>93.5%</td>
</tr>
<tr>
<td>WN</td>
<td>ORF</td>
<td>DAL</td>
<td>93.0%</td>
</tr>
<tr>
<td>AA</td>
<td>ORF</td>
<td>ORD</td>
<td>92.4%</td>
</tr>
<tr>
<td>AA</td>
<td>ORF</td>
<td>CLT</td>
<td>90.9%</td>
</tr>
<tr>
<td>DL</td>
<td>ORF</td>
<td>ATL</td>
<td>90.6%</td>
</tr>
<tr>
<td>AA</td>
<td>ORF</td>
<td>MIA</td>
<td>90.4%</td>
</tr>
<tr>
<td>DL</td>
<td>ORF</td>
<td>DTW</td>
<td>90.2%</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>PIE (St. Petersburg, FL)</td>
<td>90.1%</td>
</tr>
<tr>
<td>AA</td>
<td>ORF</td>
<td>DFW</td>
<td>89.8%</td>
</tr>
<tr>
<td>F9</td>
<td>ORF</td>
<td>DEN</td>
<td>88.7%</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>FLL</td>
<td>88.4%</td>
</tr>
<tr>
<td>WN</td>
<td>ORF</td>
<td>BWI</td>
<td>88.2%</td>
</tr>
<tr>
<td>WN</td>
<td>ORF</td>
<td>BNA</td>
<td>87.9%</td>
</tr>
<tr>
<td>WN</td>
<td>ORF</td>
<td>MDW</td>
<td>87.7%</td>
</tr>
<tr>
<td>UA</td>
<td>ORF</td>
<td>ORD</td>
<td>86.9%</td>
</tr>
<tr>
<td>AA</td>
<td>ORF</td>
<td>PHL</td>
<td>86.2%</td>
</tr>
<tr>
<td>AA</td>
<td>ORF</td>
<td>DCA</td>
<td>84.8%</td>
</tr>
<tr>
<td>UNK</td>
<td>ORF</td>
<td>ORD</td>
<td>83.8%</td>
</tr>
<tr>
<td>UA</td>
<td>ORF</td>
<td>EWR</td>
<td>83.6%</td>
</tr>
<tr>
<td>F9</td>
<td>ORF</td>
<td>MCO</td>
<td>82.9%</td>
</tr>
<tr>
<td>UA</td>
<td>ORF</td>
<td>IAD</td>
<td>81.4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>----------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>SFB (Orlando-Sanford, FL)</td>
<td>81.3%</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>JAX</td>
<td>81.2%</td>
</tr>
<tr>
<td>DL</td>
<td>ORF</td>
<td>LGA</td>
<td>79.7%</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>CLE</td>
<td>75.5%</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>BOS</td>
<td>75.3%</td>
</tr>
<tr>
<td>DL</td>
<td>ORF</td>
<td>BOS</td>
<td>64.6%</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>PIT</td>
<td>61.5%</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>CVG (Cincinnati, Ohio)</td>
<td>60.5%</td>
</tr>
<tr>
<td>G4</td>
<td>ORF</td>
<td>LCK (Columbus, Ohio)</td>
<td>50.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>89.0%</strong></td>
</tr>
</tbody>
</table>
OLD BUSINESS
Strategic Plan Update

Susan E. Winslow, P.E.,
President, Tela Vuota, PLLC
Closed Meeting
(If Required)
Code of Virginia

I move that the Board of the Norfolk Airport Authority convene in a closed session, pursuant to:

(i) the personnel exemption of Virginia Code Section 2.2-3711. A 1, for the purpose of discussion and consideration of the retirement of the Executive Director, the employment and possible salary of a successor, prospective candidates for employment, and the selection and engagement of a search firm;

(ii) the public contract exemption at Section 2.2-3711. A. 29, for the purpose of discussion of the award of a public contract involving the expenditures of public funds and discussion of the scope and terms of the contract where discussion in open session would adversely affect the bargaining position or negotiating strategy of the Authority; and

(iii) Section 2.2-3711. A. 8, for the purpose of consultation with legal counsel regarding legal matters pertaining to the contract with the search consultant and perspective candidates for employment.
Reconvene Open Meeting (If Required)
Norfolk Airport Authority
Board of Commissioners Meeting
Reconvene Public Meeting Certificate
(if required)
Thursday, September 23, 2021
1:00 p.m..

SCRIPT:

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.
ADJOURNMENT
Norfolk Airport Authority
Board of Commissioners Meeting
Thursday, September 23, 2021
1:00 p.m.

I, MOVE THAT THE BOARD ADJOURN AND THAT THE NEXT REGULAR PUBLIC SESSION OF THE BOARD BE HELD AT

1:00 P.M.,

ON THURSDAY, OCTOBER 28, 2021

IN THE

HUMAN RESOURCES CONFERENCE ROOM A,

MAIN PASSENGER TERMINAL,

NORFOLK INTERNATIONAL AIRPORT

OR AS OTHERWISE DETERMINED AND NOTICED.