

Board of Commissioners Meeting Packet

Thursday, March 28, 2024, 1:00 p.m.

2024

Norfolk Airport Authority



2200 Norview Avenue
NAA Board Room
Norfolk, Virginia 23518
(757) 857-3351

Peter G. Decker III,
Esquire Chair

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

Norfolk Airport Authority

Board of Commissioners Meeting

Thursday, March 28, 2024

1:00 p.m.

AGENDA

1. **CALL TO ORDER**
2. **APPROVAL OF PREVIOUS BOARD MEETING MINUTES**
 - Thursday, February 01, 2024
3. **PUBLIC COMMENTS**
4. **CEO & STAFF REPORT**
5. **NAA BOC CHAIR REPORT**
6. **COMMITTEE REPORTS**
 - Finance and Audit Committee
 - *Approval of Preliminary FY25 Operating Budget*
7. **OLD BUSINESS**
 - None
8. **CLOSED MEETING**
9. **NEW BUSINESS**
 - St. Mary's Home for Disabled Children Bond Modification
10. **ADJOURNMENT**



Regular Agenda

**Board Meeting Minutes
Thursday, March 28, 2024**

Norfolk Airport Authority

Board of Commissioners Meeting Minutes Thursday, February 1, 2024, 12:30 pm.

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, February 1, 2024, at the Norfolk International Airport (NIA), in the NAA Board Room, Main Passenger Terminal. Susan C. Pilato, Vice-Chair presided.

Commissioners Present: Susan C. Pilato, Vice-Chair
Mekbib Gameda
Peggy H. Newby, RN, BSN, CAOHC, CPC-A
Charles 'Chip' W. Rock, Rear Admiral, USN, Retired
Bruce B. Smith
Joel A. English

Commissioners Absent: Peter G. Decker III, Esquire, Chair
Michael B. Burnette

Staff Present: Charles W. Braden, Associate Vice President, Market Development
Mark A. Perryman, Assoc. AIA, President & CEO
and Board Secretary
Mark A. Trank, Senior Vice President &
General Counsel
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
Shelia D. Ward, Ph.D., Vice President & Chief Operations
Officer
Shannon Day, Administration Office Supervisor

Others Present: Dan Benzon, Airport Consultant, Landrum & Brown
Olivia Gunter, Accounting Supervisor
Norman Johnson, Grounds Maintenance Worker II
Darnell Jemison, Information Technology Supervisor
Kia Moten, DEI Manager
Caroline Pomeroy, Operations Officer
Sally McCoy, Police Dispatcher
Lacyrose Dickinson, Operations Assistant Manager

Welcome and call to Order, Susan C. Pilato (Vice-Chair):

Susan C. Pilato, Vice-Chair, determined that a quorum was present and called the meeting to order. at 12:33 pm.

REGULAR AGENDA

Approval of Minutes:

Vice-Chair Pilato entertained a motion by Commissioner Gemedo to approve the minutes of the Board meeting held on November 30, 2023, which motion was then unanimously approved.

Public Comments:

None

CEO Report Mark A. Perryman, President & CEO:

Mr. Perryman's presentation is attached.

Featured NAA Mentorship program:

Mr. Sterling introduced all of the NAA 2024 Mentees and a brief overview of the program.

Board Chair Report:

Vice-Chair Pilato informed the Board that Commissioner Paul Fraim and Mekbib Gemedo have tendered their resignations from the Board of Commissioners. Vice-Chair Pilato also stated she was pleased with the progress of the DEI program at NAA.

Committee Reports:

Finance and Audit Committee:

- Authority operating expenses are under budget and revenues are ahead of budget.

Facilities Development Committee:

- Capital Development
 - Phase 2 of the Runway 5/23 Rehabilitation project will begin April 1, 2024
- Moving Sidewalks
 - Anticipated Construction period is May 2024- February 2025 based on current schedule for delivery of materials.
 - Realigned the placement of the walkway to a split system.
- Arrivals Restroom
 - Compo Construction will begin renovations of the restroom on February 5, 2024
- Holdroom Seating area
 - Concourse A anticipated completion date is set for summer 2024.
 - Concourse B anticipated completion date is set for Fall 2024
- Alpha Expansion groundbreaking is targeted for April 1, 2024, with the anticipated completion date of July 31, 2025.
- CBP Federal Inspection Services (FIS) Facility groundbreaking scheduled for late Fall 2024, and completion scheduled for December 2025.
- Airport Hotel
 - Negotiations with ORF Hospitality LLC, the Hotel developer, have successfully concluded and a contract has been negotiated.
 - Developer due diligence period has started.
 - Working with the City of Norfolk on TDFP map amendment.
- Proposed Cell phone lot
 - Construction starts Spring 2024.
 - Tree removal will begin in March 2024.

- Terminal Development
 - Construction Manager At-Risk (CMAR) is under contract. Design is underway, with construction to begin Summer 2025 and scheduled to be completed by end of 2027.

Old Business: None

Closed Meeting {1:17 p.m.}:

Vice-Chair Pilato read the following motion that the Board of the Norfolk Airport Authority convene in a closed meeting pursuant to Section 2.2-3711. A of the Code of Virginia for the following business:

Subsection 3. to discuss a proposed land swap involving Authority and privately-owned property.

Subsection 5: to discuss a prospective new business locating at the Airport; and

Subsection 29: to discuss:

- *an Authority management contract;*
- *the new Airport Hotel lease agreement; and*
- *the selection and award of a contract for the Fixed Base Operator at the Airport.*

Commissioner Joel English moved for adoption of the motion and Commissioner Bruce Smith seconded the motion, and the vote to approve was unanimous. Following the vote, the Authority convened in a closed meeting.

Reconvene Open Meeting {1:53 p.m.}:

Following the closed meeting, Vice-Chair Pilato reconvened the open meeting. Commissioner English 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 Commissioner'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.

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

Commissioner	Vote
Joel English	√
Mekbib Gameda	√
Peggy Newby	√
Charles Rock	√
Susan Pilato	√
Bruce Smith	√

New Business: Vice-Chair Pilato read the following motions.

First, a motion was made that the Board of Commissioners adopt staff's recommendation to select Signature Flight Support, LLC as the Fixed Base Operator (FBO) at the Airport and authorize the President/CEO and staff to begin contract negotiations with Signature Flight Support, LLC for a new FBO agreement starting July 1, 2024. The motion was made by Commissioner Smith and seconded by Commissioner English. The motion was approved 6-0.

Second, a motion was made that the Board of Commissioners authorize the President/CEO to execute the Lease Agreement for the Airport Hotel with ORF Hospitality Partners, LLC. The motion was made by Commissioner Rock and seconded by Commissioner Smith. The motion was approved 6-0.

Adjournment {1:57 pm}:

There being no further business, Vice-Chair Pilato moved that the meeting adjourn. Commissioner Smith seconded the motion, which was unanimously approved. The next meeting is scheduled for Thursday, March 28, 2024, at 1:00 pm.

Peter G. Decker III, Esquire
Chair

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



Committee Reports

- **Finance and Audit Committee**
- **Finance and Audit Committee**

Norfolk Airport Authority
Norfolk International Airport
Budgeted Income Statement

	Actual FY 2023	Projected FY24*	Budget FY24	Budget FY25	Variance FY25 Budget vs FY24 Budget
Operating Revenues:					
Parking	23,074,850	24,372,709	24,000,000	28,670,000	4,670,000
Landing fees	8,194,451	9,295,978	10,281,000	11,742,000	1,461,000
Rent	8,692,778	12,071,745	15,775,000	18,036,000	2,261,000
Concessions	2,954,938	3,267,357	4,500,000	4,836,000	336,000
Rental Cars	8,584,322	8,852,678	9,090,000	9,710,000	620,000
Other	1,477,972	1,646,730	1,500,000	1,564,000	64,000
Total Operating Revenues	52,979,311	59,507,197	65,146,000	74,558,000	9,412,000
Operating Expenses:					
Salaries, wages and benefits	21,057,365	22,688,236	24,492,098	28,533,817	4,041,719
Advertising and promotion	960,775	924,660	1,197,000	1,197,000	-
Utilities	3,725,915	3,757,139	4,357,788	4,020,889	(336,899)
Insurance	911,042	1,035,487	1,250,000	1,250,000	-
Payment to City of Norfolk	2,650,000	2,650,000	2,650,000	2,650,000	-
Stormwater and Sanitation	1,195,662	1,246,770	1,256,200	1,310,000	53,800
Professional services	625,129	649,381	907,500	735,000	(172,500)
Maintenance and repairs	3,471,059	3,379,290	3,367,200	3,337,200	(30,000)
Administrative expenses	879,345	1,002,007	1,037,030	1,160,980	123,950
Services	4,423,289	4,656,470	4,521,089	4,984,649	463,559
Other	568,456	639,251	995,950	1,023,868	27,918
Total Operating Expenses	40,468,035	42,628,691	46,031,855	50,203,403	4,171,548
Operating Income	12,511,276	16,878,506	19,114,145	24,354,597	5,240,452

* Projected FY24 represents the 12 months ended December 2023

Summary of Revenues

Exhibit A

	Actual FY 2023	Projected FY24	Updated Budget FY24	Budget FY25	Variance from PY Budget	%	Variance from Projected	%
Landing Fees	8,194,451	9,295,978	10,281,000	11,742,000	1,461,000	14.2%	2,446,022	26.3%
Airline Space	5,083,319	7,963,375	10,837,000	12,286,000	1,449,000	13.4%	4,322,625	54.3%
Common Use	705,698	960,418	1,600,000	1,650,000	50,000	3.1%	689,582	71.8%
Passenger Loading Bridges	129,507	203,334	293,000	421,000	128,000	43.7%	217,666	107.0%
Airline Rent	5,918,524	9,127,126	12,730,000	14,357,000	1,627,000	12.8%	5,229,874	57.3%
Building Rent	1,927,962	2,077,224	2,147,000	2,424,000	277,000	12.9%	346,776	16.7%
Hangar and Ground Rent	196,178	204,618	207,000	564,000	357,000	172.5%	346,776	16.7%
Conference Rooms	4,343	4,346	5,000	5,000	-	0.0%	359,382	175.6%
Non-Airline Rent	2,128,483	2,286,188	2,359,000	2,993,000	634,000	26.9%	706,812	30.9%
Food/Beverage Concessions	974,212	1,154,099	1,975,000	2,100,000	125,000	6.3%	945,901	82.0%
Retail Concessions	1,190,574	1,281,121	1,651,000	1,660,000	9,000	0.5%	378,879	29.6%
Advertising	222,823	292,812	300,000	375,000	75,000	25.0%	82,188	28.1%
Vending Machines	707	683	22,000	22,000	-	0.0%	21,317	3119.6%
ATMs	22,073	22,743	22,000	24,000	2,000	9.1%	1,258	5.5%
Concession Fees	2,410,388	2,751,458	3,970,000	4,181,000	211,000	5.3%	1,429,542	52.0%
Parking Revenue	22,495,380	23,740,244	23,350,000	28,000,000	4,650,000	19.9%	4,259,756	17.9%
Employee & Tenants	579,470	632,465	650,000	670,000	20,000	3.1%	37,535	5.9%
Parking	23,074,850	24,372,709	24,000,000	28,670,000	4,670,000	19.5%	4,297,291	17.6%
Rental Cars Commission	8,502,884	8,734,389	9,000,000	9,600,000	600,000	6.7%	865,611	9.9%
Carshare Commissions	81,438	118,290	90,000	110,000	20,000	100.0%	(8,290)	-7.0%
Rental Car	8,584,322	8,852,678	9,090,000	9,710,000	620,000	6.8%	857,322	9.7%
Rideshare Commissions	1,145,433	1,269,218	1,198,000	1,275,000	77,000	6.4%	5,783	0.5%
Taxicabs	18,175	15,750	20,000	15,000	(5,000)	-25.0%	(750)	-4.8%
Vehicle Access Privilege Fee	994	-	1,000	1,000	-	0.0%	1,000	#DIV/0!
Ground Transportation Services	1,164,602	1,284,968	1,219,000	1,291,000	72,000	5.9%	6,033	0.5%
Gourmet Gang - Catering	104,770	76,037	105,000	105,000	-	0.0%	28,963	38.1%
Signature Flight Support (FBO)	439,779	439,863	425,000	550,000	125,000	29.4%	110,137	25.0%
Concessions	544,550	515,899	530,000	655,000	125,000	23.6%	139,101	27.0%
Fuel Farm	371,960	383,187	411,000	411,000	-	0.0%	27,813	7.3%
Cargo Terminal	273,811	275,244	275,000	275,000	-	0.0%	(244)	-0.1%
Miscellaneous	82,277	104,315	60,000	60,000	-	0.0%	(44,315)	-42.5%
SIDA Fees	115,645	145,155	80,000	120,000	40,000	50.0%	(25,155)	-17.3%
Security Reimbursements	99,517	105,457	123,000	93,000	(30,000)	-24.4%	(12,457)	-11.8%
Telephone Reimbursements	15,931	6,836	18,000	-	(18,000)	-100.0%	(6,836)	-100.0%
Other	959,141	1,020,193	967,000	959,000	(8,000)	-0.8%	(61,193)	-6.0%
OPERATING REVENUE	52,979,311	59,507,197	65,146,000	74,558,000	9,412,000	14.4%	15,050,803	25.3%
Rental Cars-CFC	3,166,267	3,268,247	3,200,000	8,000,000	4,800,000	150.0%	4,731,753	144.8%
State Grants	35,000	35,000	35,000	35,000	-	0.0%	-	0.0%
TSA - Canine Grants	151,500	151,500	151,500	151,500	-	0.0%	-	0.0%
Interest/Investments	1,800,015	2,604,865	500,000	500,000	-	0.0%	(2,104,865)	-80.8%
Off Airport Property Rent	330,692	313,705	400,000	400,000	-	0.0%	86,295	27.5%
NON-OPERATING REVENUE	5,483,474	6,373,317	4,286,500	9,086,500	4,800,000	112.0%	2,713,183	42.6%
TOTAL REVENUE	58,462,784	65,880,514	68,272,500	83,644,500	15,372,000	22.5%	17,763,986	27.0%

Expense Summary

Exhibit B

	Actual FY 2023	Projected FY 2024	Budget FY 2024	Budget FY 2025	Variance from PY Budget	%	Variance from Projected	%
Salaries & Wages	15,331,187	16,104,597	17,817,095	20,672,609	2,855,514	16.0%	4,568,012	28.4%
Employee Bonuses	-	524,403	524,403	620,180	95,777	18.3%	95,777	18.3%
Advertising & Promotion	960,775	924,660	1,197,000	1,197,000	-	0.0%	272,340	29.5%
Consultant Fees	454,469	471,532	674,500	600,000	(74,500)	-11.0%	128,468	27.2%
Payment to City of Norfolk	2,650,000	2,650,000	2,650,000	2,650,000	-	0.0%	-	0.0%
Sick Time Redeemed	148,572	156,051	136,900	100,000	(36,900)	-27.0%	(56,051)	-35.9%
Education & Tuition	78,510	82,400	228,000	218,000	(10,000)	-4.4%	135,600	164.6%
Electricity	2,812,844	2,954,196	3,434,000	3,014,500	(419,500)	-12.2%	60,304	2.0%
Employee & Comm Relations	72,855	126,715	127,550	163,150	35,600	27.9%	36,435	28.8%
Equip & Office Rental	11,482	11,057	9,500	31,000	21,500	226.3%	19,943	180.4%
Fuel & Lubricants	167,088	108,173	225,400	234,755	9,355	4.2%	126,582	117.0%
Heating	359,638	264,857	314,500	321,500	7,000	2.2%	56,643	21.4%
Health Insurance	2,227,076	2,398,326	2,350,400	2,948,160	597,760	25.4%	549,834	22.9%
Insurance	911,042	1,035,487	1,250,000	1,250,000	-	0.0%	214,513	20.7%
Laundry and Uniform Cleaning	78,846	80,964	69,000	51,168	(17,832)	-25.8%	(29,796)	-36.8%
Legal Fees	151,133	138,626	200,000	100,000	(100,000)	-50.0%	(38,626)	-27.9%
Employee Allowances	88,560	43,842	12,000	12,000	-	100.0%	(31,842)	-72.6%
Miscellaneous	(19,060)	(46,126)	600	500	(100)	-16.7%	46,626	100.0%
Postage	4,449	6,732	5,350	12,100	6,750	126.2%	5,368	79.7%
Publications & Dues	98,066	99,956	118,630	135,180	16,550	14.0%	35,224	35.2%
Safety Apparel & Equipment	46,174	40,246	78,350	95,500	17,150	21.9%	55,254	137.3%
Sanitation & Stormwater	1,195,662	1,246,770	1,256,200	1,310,000	53,800	4.3%	63,230	5.1%
Services	4,423,289	4,656,470	4,521,089	4,984,649	463,559	10.3%	328,178	7.0%
Social Security	1,112,881	1,200,287	1,293,000	1,550,011	257,011	19.9%	349,723	29.1%
State Insurance	187,938	196,590	219,300	253,349	34,049	15.5%	56,759	28.9%
State Retirement	1,961,151	2,064,140	2,139,000	2,377,509	238,509	11.2%	313,369	15.2%
Telephone	180,264	197,766	183,328	209,174	25,846	14.1%	11,408	5.8%
Tools & Equip	246,425	292,551	380,750	375,250	(5,500)	-1.4%	82,699	28.3%
Travel	83,586	88,929	148,000	137,700	(10,300)	-7.0%	48,771	54.8%
Uniforms	42,493	89,230	71,750	114,750	43,000	59.9%	25,520	28.6%
Unemployment Insurance	-	-	10,000	-	(10,000)	-100.0%	-	100.0%
Water	206,081	232,147	200,560	240,960	40,400	20.1%	8,813	3.8%
Signs	19,527	39,222	33,000	35,000	2,000	6.1%	(4,222)	-10.8%
Maint & Repair	3,239,829	3,228,550	3,087,200	3,087,200	-	0.0%	(141,350)	-4.4%
Maint & Repair - Fuel Farm	231,230	150,740	280,000	250,000	(30,000)	-10.7%	99,260	65.8%
Supplies	703,975	768,604	785,500	850,550	65,050	8.3%	81,946	10.7%
Total	40,468,035	42,628,691	46,031,855	50,203,403	4,171,548	9.1%	7,574,711	17.8%
Capital Expenditures - Not Amortized			829,000	378,000	(451,000)	-54.4%		
Total Operating Expenditures	40,468,035	42,628,691	46,860,855	50,581,403	3,720,548	7.9%	7,952,711	18.7%
Enplaned Passengers	2,138,662	2,275,111	2,250,000	2,500,000				
Operating Expenditures per Enplanement	18.92	18.74	20.83	20.23				
			Budget FY 2024	Budget FY 2025				
Debt Service - Bonds			7,859,405	7,797,575				
Capital Expenditures - Amortized			1,355,897	1,172,209				
Total Other			11,865,302	11,619,784				

Summary of Capital Expenditures

Exhibit C

Major Capital Expenditures

Item	PROJECT	Department	Total Estimated Cost	Federal	State Funding			Local Funding	Local Funding	Debt Issuances	
				Funding Entitlements	BIL AIG Funds	BIL ATP Funds	Entitlements	PFC Funds	Amortized		Expensed
1	Departures Terminal Program - Design Completion / CMAR	Terminal	35,000,000					24,500,000		10,500,000	
2	Gate 1 FIS Construction	Terminal	31,000,000		10,000,000	6,000,000		15,000,000			
3	Garage A Lighting and Signage (Construction)	Transportation	5,000,000							5,000,000	
4	Curbside Drop-off Improvements at Arrivals (Construction)	Transportation	4,000,000				3,200,000		800,000		
5	Terminal Reno-D&C (Carpet, Painting Depts and Arrivals, Lighting, Ceiling Arrivals)	Terminal	3,000,000							3,000,000	
6	Mill and Overlay Long Term East (D&C)	Transportation	2,500,000						2,500,000		
7	Shoreline Stabilization Runway 23 (Design and Construction)	Field	2,000,000						2,000,000		
8	DAS Construction	Admin	2,000,000							2,000,000	
9	Surplus Land Study and NEPA	Field	1,500,000						1,500,000		
10	Woodland Management - South End of Airfield	Field	1,500,000						1,500,000		
11	Remove Docks from Lake Whitehurst Fishing Facility (D&C)	Field	1,000,000						1,000,000		
12	FY25 Fuel Facility Renovations - Year 2	Fuel	1,000,000						1,000,000		
13	IDMS additional funding	Police	800,000						800,000		
14	RWY 14/32 Closure (Design)	Field	750,000	675,000					75,000		
15	FIDS and Common Use System Replacement	Terminal	750,000						750,000		
16	TWY V Panel Replacement	Field	750,000						750,000		
17	Safety Management System Plan Document	Ops	500,000						500,000		
18	Runway 5/23 As-Built Survey and Obstacle Evaluation	Field	400,000						400,000		
19	Camera System Upgrades	Police	400,000						400,000		
20	Tymco Sweeper	Field	375,000						375,000		
21	Garage A, B, C Generator & ATS replacement (construction)	Transportation	250,000						250,000		
Total Major Capital Expenditures			94,475,000	675,000	10,000,000	6,000,000	3,200,000	39,500,000	14,600,000	-	20,500,000

Minor Capital Expenditures

	Department	Total Estimated Cost	Federal	State Funding			Local Funding	Local Funding	Debt Issuances		
			Funding Entitlements	BIL AIG Funds	BIL ATP Funds	Entitlements	PFC Funds	Amortized		Expensed	
22	Replace Rescue-2	115,000							115,000		
23	Replacement of Airport 5 & Airport 12	135,000								135,000	
24	Dedicated water supply for HVAC cooling towers (Construction)	80,000								80,000	
25	Pickup Truck	50,000								50,000	
26	Ceiling Fans for Field Maint. Facility	48,000								48,000	
27	Garage D storm water pump system (Construction)	45,000								45,000	
28	Replace AP #52	40,000								40,000	
Total Minor Capital Expenditures			513,000	-	-	-	-	-	-	513,000	-
Total			94,988,000	675,000	10,000,000	6,000,000	3,200,000	39,500,000	14,600,000	513,000	20,500,000

Item	PROJECT	DESCRIPTION
1	Departures Terminal Program - Design Completion / CMAR	Continue with design of Departures Terminal Program Improvements through the completion of Construction Documents. Select, procure and conduct Preconstruction Services with Construction Manager-at-Risk.
2	Gate 1 FIS Construction	Construction funds for Gate 1 FIS that is currently under design as part of FY24 approved budget
3	Garage A Lighting and Signage (Construction)	Convert all lighting in Garage A to energy efficient LED. Install new signage in Garage A to provide consistent messaging and guidance through the garage complex.
4	Curbside Drop-off Improvements at Arrivals (Construction)	Construct accessibility improvements along the Arrivals curbside as required by the FAA. Project will create a flush curb along the arrivals roadway in order for the full length of the building to be accessible. Bollards will be installed 10 feet on center to prevent vehicular access upon terminal sidewalk.
5	Terminal Renovations - Design and Const (Carpet, Painting throughout Depts and Arrivals)	Replace carpet in Departures and Arrivals Terminal Areas that will be 9 years old at time of replacement. Much of the carpet is worn to the extent that it can no longer be properly cleaned.
6	Mill and Overlay Long Term East (Design and Construction)	The pavement in the Long Term East parking lot has reached the end of its service life and requires rehabilitation
7	Shoreline Stabilization Runway 23 (Design and Construction)	The perimeter fence along the westside of Runway 23 has been undermined due to erosion of the shoreline. A sheet pile bulkhead will be installed to reestablish the shoreline and shore up the perimeter security fence.
8	DAS Construction	This project will replace the distributed antenna system throughout the facility. System is used by the Police Department and other Authority staff to communicate via radio.
9	Surplus Land Study and NEPA	Perform FAA required study to determine best use of properties in areas of Burton Station and Gateway Park that become available for development after the planned closure of Runway 14/32. Provide funding to perform required environmental study of preferred development alternative.
10	Woodland Management - South End of Airfield	Remove approximately 8 acres of trees from the airfield environment as required per the FAA approved Wildlife Hazard Mitigation Plan
11	Remove Docks from Lake Whitehurst Fishing Facility (Design and	The docks and piers at the site of the old Lake Whitehurst Fishing Facility are in a state of disrepair and will be removed
12	FY25 Fuel Facility Renovations - Year 2	Additional fuel facility renovations as recommended per the previously conducted study. This is intended to be the last set of repairs made prior to construction of a new facility. Recommended repairs are being coordinated with the airlines.
13	IDMS Additional Funding	This funding will supplement the \$500,000 in funding approved as part of the FY23 budget. Project will upgrade the SIDA Badging System to be more efficient by utilizing online appointment and application processes.
14	RWY 14/32 Closure (Design)	Design for the closure of Runway 14/32. The Environmental Assessment for the closure is currently underway as part of the approved FY24 budget.
15	FIDS and Common Use System Replacement	Replace and combine the Flight Information Display and Common Use System used by airlines at the ticket counters and gates in to one system designed and supported by one service provider. The existing systems have reached the end of their life expectancy.
16	Taxiway V Panel Replacement	A number of concrete panels along Taxiway V have cracked and settled and require replacement
17	Safety Management System Plan Document	Creation of Safety Management System Manual required to be submitted to the FAA by June of 2025
18	Runway 5/23 As-Built Survey and Obstacle Evaluation	Complete the FAA required as-built survey and obstacle evaluation of Runway 5/23 at the completion of the FY24 Runway 5 rehabilitation project
19	Camera System Upgrades	Replace all security cameras within the terminal complex which have reached the end of their useful life
20	Tymco Sweeper	Replace AP#11 Street Sweeper Truck 2013 model used daily for terminal clean up. Sweeper has reached the end of its service life and it is becoming difficult to keep the sweeper in service.
21	Garage A, B, C Generator & ATS Replacement (Construction)	Generator has reached the end of its expected service life. Generator serves garage lighting and elevators. Automatic transfer switch will also be replaced.
22	Replace Rescue-2	Replace Rescue-2 (2013) with a traditional V-8 gas engine with a 4-door crew cab heavy duty truck
23	Replacement of Airport 5 & Airport 12	Replace vehicles that have reached the end of their expected service life
24	Dedicated Water Supply for HVAC Cooling Towers (Construction)	Dedicated system will be installed to maintain constant volume of water to the Departures Terminal cooling towers. During the peak summer months the towers have a hard time maintaining building temperatures due to inadequate water flow. (Not enough cool water to remove heat from the return loop)
25	Pickup Truck (Replacement)	Replace vehicle that has reached the end of its expected service life
26	Ceiling Fans for Field Maintenance Facility	Fans for the shop and vehicle bay to provide better climate control
27	Garage D Storm Water Pump (Construction)	Ground Floor Garage D storm water floor drains and pump system will be improved to handle intense storm events
28	Replace AP #52	Replace vehicle that has reached the end of its expected service life

Landing Fee Rate Worksheet

EXHIBIT D

	Actual FY 2023	Final Budget FY 2024	Budget FY 2025
Airfield O&M Expenses	8,549,361	10,406,611	11,477,723
Airfield Debt Service	-	-	-
Airfield Payment to City	400,945	400,945	400,945
Airfield Capital Expenditures - Amortized	128,290	128,290	160,347
Total Requirement	9,078,596	10,935,846	12,039,014
Signatory Landed Weight	2,650,903	2,999,561	3,160,600
Weighted Nonsignatory Landed Weight	271,311	143,393	119,375
Total Weighted Landed Weight	2,922,214	3,142,954	3,279,975
Signatory Landing Fee Rate	\$ 3.11	\$ 3.48	\$ 3.67
Non-Signatory Landing Fee Rate	\$ 3.88	\$ 4.35	\$ 4.59
Signatory Landing Fees	8,235,700	10,436,915	11,600,853
Nonsignatory Landing Fees	842,897	498,931	438,161
Total Landing Fees	9,078,597	10,935,846	12,039,014
Landing Weights (in 000s)			
Signatory Carriers	2,650,903	2,999,561	3,160,600
Non-Signatory Carriers	217,049	114,714	95,500
Total Landing Weights	2,867,952	3,114,275	3,256,100

Terminal Rental Rate Worksheet**EXHIBIT E**

	Actual FY 2023	Final Budget FY 2024	Budget FY 2025
Terminal O&M Expenses	18,593,011	20,942,096	23,245,299
Terminal Debt Service (Net of PFC's)	-	1,311,964	1,266,099
Terminal Payment to City	544,045	544,045	544,045
Terminal Capital Expenditures - Amortized	791,446	970,457	763,231
Total Requirement	19,928,502	23,768,562	25,818,674
Less Reimbursements:			
Telephones	371,960	18,000	-
Security	273,811	123,000	93,000
Net Requirement	19,282,731	23,627,562	25,725,674
Rentable Terminal Space (square feet)	485,890	281,557	281,557
Post-Abatement Terminal Rental Rate (per square foot)	\$ 40.78	\$ 73.49	\$ 82.28
Airline Leased Terminal Space (square feet)	127,485	149,320	149,320
Airline Terminal Rents	5,198,850	10,972,879	12,286,464

Passenger Loading Bridge Rate Worksheet

	Actual FY 2023	Final Budget FY 2024	Budget FY 2025
Passenger Loading Bridge O&M Expenses	205,000	429,619	578,205
PLB Debt Service (Net of PFC's)	-	-	-
PLB Capital Expenditures - Amortized	-	-	-
Total Requirement	205,000	429,619	578,205
Number of NAA Passenger Loading Bridges	22	22	22
Rent per Passenger Loading Bridge	9,318.18	19,528.12	26,282.04
Airline Leased Passenger Loading Bridges	15	16	16
Airline Passenger Loading Bridges Rent	139,773	312,450	420,513

Headcount Analysis

	Exhibit F				
	Current	Open	FY25	FY25 Dept	
	Employees	Positions	Requests	Transfers	Total
Administration	11	2	-	-	13
Building Maintenance	17	-	3	(1)	19
Field Maintenance	17	-	1	-	18
Finance	6	-	3	-	9
Fire	23	-	-	-	23
Human Resources	4	1	-	-	5
Information Technology	3	1	-	-	4
Janitorial	31	1	1	-	33
Marketing	3	2	2	-	7
Operations	8	1	3	-	12
Parking	43	5	1	-	49
Passenger Loading Bridges	1	-	-	1	2
Police	41	6	4	-	51
	208	19	18	-	245

New Position Requests

Title	Dept
Facility Maintenance Worker - I	Building Maintenance
Facility Maintenance Worker - I	Building Maintenance
Terminal Operations Sr. Manager	Building Maintenance
FP&A Specialist	Finance
Contracts Administrator	Finance
Grants Administrator	Finance
Seasonal Part-Time	Field Maintenance
Attendant	Janitorial
Graphics Designer	Marketing
Social Media Specialist	Marketing
Airfield Electrician's Assistant	Ops
SMS Assistant Manager	Ops
Airside Operations Sr. Manager	Ops
Office Supervisor	Parking
Patrol Aid - part time	Police
Patrol Aid - part time	Police
Airport Security Assistant Manager	Police
Public Safety and Security Sr. Manager	Police
*Convert Part Time PA-1 to Full Time	Parking

Cash & Debt Analysis

Exhibit H

	<u>Operating</u>
Deposits	22,891,097
Cap Expenditures	(15,113,000)
Debt Service	(7,797,575)
Investment Income	900,000
Net Change	<u>880,522</u>

Current Unrestricted balance	70,825,000
Change in CY	<u>880,522</u>
	71,705,522
Budgeted Op Ex	50,203,403
Ratio	1.43
Days Cash on Hand after FY25	521
Current Days Cash on Hand	515
Change	6

Reconciliation to Operating Deposits

Operating income	24,354,597
CFC O&M offset	1,000,000
K9 Grant Income	151,500
VA Advertising Grant	35,000
City Payment	<u>(2,650,000)</u>
Operating Deposits	22,891,097

Debt Service Coverage **330.7%**

Norfolk Airport Authority
Rates and Charges Analysis

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Budget FY 2024</u>	<u>Budget FY 2025</u>	<u>Variance</u>
Signatory Landing Fee Rate	\$ 4.06	\$ 3.01	\$ 3.14	\$ 3.22	\$ 3.06	\$ 3.01	\$ 3.48	\$ 3.67	\$ 0.19
Average Terminal Rental Rate	\$ 46.43	\$ 36.25	\$ 37.93	\$ 27.64	\$ 29.62	\$ 40.31	\$ 73.49	\$ 82.28	\$ 8.80
	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Budget FY 2024</u>	<u>Budget FY 2025</u>	<u>Variance</u>
Landing Fees	6,575,117	5,234,970	4,939,662	5,339,578	6,841,224	7,240,024	9,660,209	10,820,422	1,160,213
Airline Space Rental	4,741,853	3,851,880	4,338,934	2,981,513	3,774,715	5,212,826	11,285,329	12,706,977	1,421,648
Total Airline Cost	<u>11,316,970</u>	<u>9,086,850</u>	<u>9,278,596</u>	<u>8,321,091</u>	<u>10,615,939</u>	<u>12,452,850</u>	<u>20,945,538</u>	<u>23,527,399</u>	<u>2,581,861</u>
Enplanements	1,741,125	1,928,129	1,471,918	1,100,972	1,970,887	2,138,662	2,250,000	2,500,000	
Cost Per Enplanement	\$ 6.50	\$ 4.71	\$ 6.30	\$ 7.56	\$ 5.39	\$ 5.82	\$ 9.31	\$ 9.41	



Financial Statements
For the Period Ended
January 31, 2024

Norfolk Airport Authority
Norfolk International Airport
Statement of Revenues and Expenses
January 31, 2024

	Current Month Amount	YTD Actual Amount	Prior YTD Amount	Variance YTD / Prior YTD
Operating Revenues:				
Parking	1,856,277	14,557,679	13,099,388	1,458,291
Rental Cars	695,593	5,480,140	5,042,643	437,497
Landing fees	729,991	6,057,716	4,816,706	1,241,010
Rent	1,279,313	9,035,123	5,118,944	3,916,179
Concessions	412,945	3,622,308	3,126,473	495,835
Other	19,124	189,155	132,127	57,028
Total Operating Revenues	<u>4,993,243</u>	<u>38,942,121</u>	<u>31,336,281</u>	<u>7,605,840</u>
Operating Expenses:				
Salaries, wages and benefits	1,891,572	13,256,682	11,848,066	1,408,616
Advertising and promotion	54,577	418,911	464,653	(45,741)
Utilities	303,827	2,167,473	2,037,089	130,384
Insurance	96,134	676,635	530,389	146,246
Payment to City of Norfolk	220,833	1,545,833	1,545,741	92
Stormwater and Sanitation	102,779	727,196	661,931	65,266
Professional services	4,554	258,984	280,945	(21,960)
Maintenance and repairs	224,061	1,684,693	1,656,586	28,107
Administrative expenses	65,563	564,230	444,692	119,538
Services	380,944	2,683,619	2,636,943	46,676
Other	33,188	254,221	272,686	(18,464)
Total Operating Expenses	<u>3,378,032</u>	<u>24,238,478</u>	<u>22,379,720</u>	<u>1,858,759</u>
Operating Income	<u>1,615,211</u>	<u>14,703,643</u>	<u>8,956,561</u>	<u>5,747,081</u>
Non-operating other revenue (expenses):				
Federal grant revenues	-	8,825,060	8,259,659	565,401
State grant revenues	500,000	500,000	1,000,000	(500,000)
Passenger facility charges	188,905	4,621,494	4,276,284	345,209
Customer facility charges	343,070	2,056,912	1,784,909	272,003
State grant interest income	51,144	370,980	264,835	106,145
PFC interest income	21,568	163,198	35,118	128,079
Offsite Rentals	52,968	230,166	206,424	23,742
Interest income	331,060	2,144,179	805,549	1,338,630
Interest expense	(295,092)	(2,065,640)	(2,193,657)	128,017
Net Non-Operating Income	<u>1,193,623</u>	<u>16,846,348</u>	<u>14,439,122</u>	<u>2,407,226</u>
Net Income before Depreciation	<u>2,808,834</u>	<u>31,549,991</u>	<u>23,395,683</u>	<u>8,154,307</u>
Depreciation	1,450,000	10,000,000	8,535,093	1,464,907
Net Change	<u>1,358,834</u>	<u>21,549,991</u>	<u>14,860,591</u>	<u>6,689,400</u>

Norfolk Airport Authority

Budget Variance Analysis

For the seven months ended January 31, 2024

Operating Revenue – ahead of budget (favorable) by \$940,288 or 2.5%.

- Parking – ahead of budget by \$557,679 or 4.0% due to seasonality and longer stay lengths than expected.
- Rental cars – ahead of budget by \$177,640 or 3.4% due to seasonality.
- Landing fees – ahead of budget by \$60,466 or 1.0% due to seasonality. Landing fees will be trued up at the end of year reconciliation.
- Rent – **under budget** by \$166,960 or 1.8% as a gate was down for maintenance for four months, timing of Spirit’s incentives, and Southwest and United not leasing space that had been projected during the budget process.
- Concessions – ahead of budget by \$288,225 or 8.6% due to better than expected food, advertising, and rideshare commissions.
- Other – ahead of budget by \$25,238 or 15.4%.

Operating Expense – under budget (favorable) by \$2,606,434 or 9.7%

- Salaries, wages and benefits – under budget by \$1,074,975 or 7.5% due to open positions.
- Advertising and promotions – under budget by \$279,339 or 40.0% due to timing of advertising.
- Utilities – under budget by \$243,087 or 10.1% due to seasonality of utilities expenses.
- Insurance – under budget by \$52,532 or 7.2% due to favorable insurance rates.
- Stormwater and sanitation – under budget by \$5,587 or 0.8%.
- Professional services – under budget by \$270,391 or 51.1% due to the timing of billing of services used during the year and reduction of legal professional services expenses.
- Maintenance and repairs – under budget by \$501,611 or 22.9% due to lower necessary maintenance requirements.
- Administrative – under budget by \$68,700 or 24.6% due to lower education and tuition expenses.
- Supplies – under budget by \$59,535 or 13.0% due to lower usage.
- Services – **over budget** by \$46,317 or 1.8% due to timing of services utilized.
- Other – under budget by \$97,295 or 27.7% due to lower fuel costs, timing of travel, and lower safety apparel expenses.

Operating Income – ahead of budget (favorable) by \$3,546,722 or 31.8%

Norfolk Airport Authority
Budget vs Actual
For the Seven Months Ended 1/31/2024

	YTD Actual	YTD Budget	Favorable (Unfavorable)	Percent
Parking				
Parking lots	14,167,114	13,620,833	546,281	4.0%
Employee parking	390,565	379,167	11,398	3.0%
	<u>14,557,679</u>	<u>14,000,000</u>	<u>557,679</u>	<u>4.0%</u>
Rental Cars	5,480,140	5,302,500	177,640	3.4%
Landing Fees	6,057,716	5,997,250	60,466	1.0%
Rent				
Building Rent	1,471,501	1,423,333	48,168	3.4%
Ground Rent	101,746	120,750	(19,004)	(15.7%)
Common Use Gates	717,462	933,333	(215,872)	(23.1%)
Fuel Farm	252,365	239,750	12,615	5.3%
Air Cargo	161,303	160,417	886	0.6%
Airline Space	6,327,593	6,321,583	6,010	0.1%
Conference Center	3,153	2,917	237	8.1%
	<u>9,035,123</u>	<u>9,202,083</u>	<u>(166,960)</u>	<u>(1.8%)</u>
Concessions				
In-Flight Catering	24,779	61,250	(36,471)	(59.5%)
FBO	258,544	247,917	10,628	4.3%
Advertising	277,919	175,000	102,919	58.8%
Food Services	1,277,000	1,152,083	124,916	10.8%
Retail	964,589	963,083	1,506	0.2%
ATM Concessions	13,746	12,833	913	7.1%
Vending Machines	15,946	12,833	3,113	24.3%
Rideshare	780,845	698,833	82,012	11.7%
Other Ground Transportation	8,940	12,250	(3,310)	(27.0%)
	<u>3,622,308</u>	<u>3,336,083</u>	<u>286,225</u>	<u>8.6%</u>
Other				
Miscellaneous	134,401	92,167	42,235	45.8%
Security Reimbursements	54,753	71,750	(16,997)	(23.7%)
	<u>189,155</u>	<u>163,917</u>	<u>25,238</u>	<u>15.4%</u>
Total operating revenue	<u>38,942,121</u>	<u>38,001,833</u>	<u>940,288</u>	<u>2.5%</u>

Norfolk Airport Authority
Budget vs Actual
For the Seven Months Ended 1/31/2024

	YTD Actual	YTD Budget	Favorable (Unfavorable)	Percent
Salaries, wages and benefits				
Salaries and wages	9,238,605	10,393,306	1,154,701	11.1%
Employee Bonuses	353,898	305,898	(48,000)	(15.7%)
Health Insurance	1,470,167	1,371,067	(99,101)	(7.2%)
Sick time redeemed	109,945	79,858	(30,087)	(37.7%)
Social security	703,458	754,250	50,792	6.7%
State insurance	116,448	127,925	11,477	9.0%
State retirement	1,218,690	1,247,750	29,060	2.3%
Unemployment	-	5,833	5,833	100.0%
	<u>13,211,212</u>	<u>14,285,887</u>	<u>1,074,675</u>	<u>7.5%</u>
Advertising and promotions	418,911	698,250	279,339	40.0%
Utilities				
Electricity	1,804,048	2,003,167	199,119	9.9%
Heating	117,286	183,458	66,172	36.1%
Telephones	117,633	106,941	(10,692)	(10.0%)
Water	128,505	116,993	(11,512)	(9.8%)
	<u>2,167,473</u>	<u>2,410,560</u>	<u>243,087</u>	<u>10.1%</u>
Insurance	676,635	729,167	52,532	7.2%
Payment to City of Norfolk	1,545,833	1,545,833	-	0.0%
Stormwater and sanitation	727,196	732,783	5,587	0.8%
Professional services				
Consultant fees	229,514	393,458	163,944	41.7%
Legal fees	(1,625)	116,667	118,291	101.4%
Signs	31,094	19,250	(11,844)	(61.5%)
	<u>258,984</u>	<u>529,375</u>	<u>270,391</u>	<u>51.1%</u>
Maintenance and repairs				
Maintenance and Repairs	1,424,611	1,800,867	376,256	20.9%
M/R - Fuel Farm	109,309	163,333	54,024	33.1%
Tools and equipment	150,774	222,104	71,331	32.1%
	<u>1,684,693</u>	<u>2,186,304</u>	<u>501,611</u>	<u>22.9%</u>
Administrative expenses				
Education and tuition	45,470	133,000	87,530	65.8%
Employee and community relations	94,141	74,404	(19,737)	(26.5%)
Postage	6,419	3,121	(3,298)	(105.7%)
Publication and dues	64,996	69,201	4,204	6.1%
	<u>211,026</u>	<u>279,726</u>	<u>68,700</u>	<u>24.6%</u>
Supplies	398,673	458,208	59,535	13.0%
Services	2,683,619	2,637,302	(46,317)	(1.8%)
Other				
Equipment and office rent	32,309	5,542	(26,768)	(483.0%)
Fuel and lubricants	65,728	131,483	65,755	50.0%
Laundry and uniforms cleaning	43,071	40,250	(2,821)	(7.0%)
Miscellaneous	(53)	350	404	115.3%
Safety apparel and equipment	9,314	45,704	36,390	79.6%
Travel	41,432	86,333	44,902	52.0%
Uniforms	62,420	41,854	(20,566)	(49.1%)
	<u>254,221</u>	<u>351,517</u>	<u>97,295</u>	<u>27.7%</u>
Total operating expenses	<u>24,238,478</u>	<u>26,844,912</u>	<u>2,606,434</u>	<u>9.7%</u>
Total operating income	<u>14,703,643</u>	<u>11,156,921</u>	<u>3,546,722</u>	<u>31.8%</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Administration				
Salaries And Wages	180,730	1,275,618	1,512,583	1,055,759
Employee Bonuses	5,667	87,665	39,665	-
Sick Time Redeemed	-	22,020	17,733	20,788
Advertising And Promotion	(136,765)	5,385	4,083	5,000
Interest Expense	295,092	2,065,640	2,065,640	2,193,657
Consultant Fees	13,618	171,710	204,167	195,704
Education And Tuition	612	8,282	29,167	12,351
Employee & Community Relations	7,284	50,377	23,333	11,661
Equipment And Office Rent	-	140	583	565
Fuel And Lubricants	-	133	292	182
Health Insurance	16,845	219,954	131,250	139,183
Depreciation Expense	1,450,000	10,000,000	10,000,000	8,535,093
Insurance	96,134	676,635	729,167	530,389
Laundry And Uniform Services	-	-	1,167	945
Legal Fees	(12,040)	(1,625)	116,667	25,489
Maintenance and Repairs	1,104	4,053	8,750	12,092
Miscellaneous	(0)	(132)	58	26,934
Postage	920	6,042	1,750	2,811
Publication And Dues	5,874	44,442	58,333	53,443
Safety Apparel And Equipment	593	593	292	-
Services	28,359	320,307	287,583	249,244
Signs	-	110	-	-
Social Security	13,665	75,073	94,500	61,929
State Insurance	2,629	17,122	18,667	14,352
State Retirement	33,656	221,551	226,917	176,677
Supplies	1,855	7,295	15,167	12,574
Telephone	15,304	96,627	87,500	89,690
Tools And Equipment	(1,787)	45,255	20,417	20,970
Travel	-	12,539	29,167	20,849
Uniforms	-	-	583	34
Unemployment Expense	-	-	5,833	-
Total	<u>2,019,350</u>	<u>15,432,810</u>	<u>15,731,013</u>	<u>13,468,366</u>
Capital Expenditures	<u>20,973</u>	<u>31,928</u>	<u>-</u>	<u>-</u>
Total Administration	<u>2,040,323</u>	<u>15,464,739</u>	<u>15,731,013</u>	<u>13,468,366</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Human Resources				
Salaries And Wages	35,632	242,908	274,750	219,347
Employee Bonuses	1,167	8,165	8,165	-
Advertising And Promotion	-	434	17,500	8,253
Consultant Fees	-	2,460	47,833	2,460
Education And Tuition	2,395	4,531	37,333	5,428
Employee & Community Relations	-	10,519	21,000	10,690
Health Insurance	6,168	39,627	41,650	32,314
Maintenance and Repairs	-	215	875	12,643
Postage	-	-	1,021	-
Publication And Dues	-	1,183	741	1,306
Services	11,805	80,641	41,428	35,863
Social Security	2,612	18,330	18,667	15,343
State Insurance	-	2,417	3,500	2,662
State Retirement	4,089	26,935	29,750	25,316
Supplies	725	4,194	2,625	2,692
Telephone	89	620	700	620
Uniforms	-	-	146	-
Sick Time Redeemed	-	11,677	583	3,196
Tools And Equipment	1,480	4,150	9,625	-
Travel	-	-	1,458	85
Total	<u>66,162</u>	<u>459,007</u>	<u>559,351</u>	<u>378,217</u>
Capital Expenditures	-	-	-	-
Total Human Resources	<u>66,162</u>	<u>459,007</u>	<u>559,351</u>	<u>378,217</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
<i>Market Development</i>				
Salaries And Wages	29,100	208,669	208,250	204,965
Employee Bonuses	917	6,415	6,415	-
Advertising And Promotion	191,002	373,143	641,667	414,530
Sick Time Redeemed	-	10,311	4,900	3,984
Consultant Fees	2,975	39,554	87,500	25,662
Education And Tuition	2,540	3,590	5,425	565
Employee & Community Relations	2,135	11,237	7,292	1,891
Health Insurance	2,765	17,240	16,917	16,749
Maintenance and Repairs	-	3	58	(169)
Miscellaneous	-	-	146	-
Publication And Dues	2,398	16,043	4,200	3,238
Services	4,132	12,880	82,833	6,404
Signs	-	-	1,167	1,544
Social Security	2,284	16,305	15,750	14,551
State Insurance	426	2,820	2,917	2,660
State Retirement	4,172	27,565	25,667	25,992
Supplies	39	1,134	2,333	639
Uniforms	208	208	-	(41)
Telephone	97	679	875	463
Tools And Equipment	3,375	5,708	2,333	(166)
Travel	-	1,304	4,375	2,204
Total	<u>248,564</u>	<u>754,806</u>	<u>1,121,019</u>	<u>725,663</u>
Capital Expenditures	-	13,861	-	-
Total Market Development	<u>248,564</u>	<u>768,667</u>	<u>1,121,019</u>	<u>725,663</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Ambassadors				
Advertising And Promotion	-	3,236	8,750	600
Education And Tuition	-	-	1,167	650
Employee & Community Relations	40	14,178	8,750	5,551
Miscellaneous	-	-	146	-
Maintenance and Repairs	-	-	292	-
Postage	-	-	58	48
Publication And Dues	-	-	175	30
Services	-	804	583	744
Supplies	171	2,715	2,333	1,539
Telephone	49	340	379	340
Tools And Equipment	340	340	1,167	433
Travel	-	-	1,750	505
Uniforms	(40)	2,320	2,333	980
Total	<u>559</u>	<u>23,932</u>	<u>27,883</u>	<u>11,418</u>
Capital Expenditures	-	-	-	-
Total Ambassadors	<u>559</u>	<u>23,932</u>	<u>27,883</u>	<u>11,418</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

Field	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Salaries And Wages	90,297	633,262	723,787	553,206
Employee Bonuses	3,102	21,713	21,713	-
Consultant Fees	-	12,000	17,500	-
Sick Time Redeemed	-	13,023	11,667	29,199
Education And Tuition	-	1,984	4,667	2,298
Electricity	10,383	61,695	97,417	89,881
Employee & Community Relations	-	437	2,333	-
Equipment And Office Rent	7,032	7,032	4,958	-
Fuel And Lubricants	4,270	24,029	33,833	28,279
Heating	3,088	6,656	14,000	14,476
Health Insurance	22,616	134,377	115,500	107,347
Payment To City	33,412	233,885	233,885	233,884
Laundry And Uniform Services	(358)	14,559	11,667	11,720
Maintenance and Repairs	11,514	145,860	128,333	119,166
Safety Apparel And Equipment	-	615	4,667	2,515
Stormwater and Sanitation	59,679	419,674	422,917	408,357
Services	5,692	67,388	58,333	79,039
Signs	-	5,490	4,667	7,407
Social Security	6,765	51,035	57,167	43,410
State Insurance	1,252	8,489	8,750	7,510
State Retirement	12,757	86,536	86,917	76,864
Supplies	1,924	4,187	43,750	3,314
Telephone	180	1,230	2,158	911
Tools And Equipment	587	1,931	10,500	2,061
Travel	-	3,083	7,000	1,151
Uniforms	-	7,231	2,333	1,196
Water	88	690	1,167	683
Total	<u>274,279</u>	<u>1,968,091</u>	<u>2,131,584</u>	<u>1,823,874</u>
Capital Expenditures	<u>71,000</u>	<u>71,000</u>	<u>-</u>	<u>-</u>
Total Field	<u>345,279</u>	<u>2,039,091</u>	<u>2,131,584</u>	<u>1,823,874</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
<i>Departures Terminal</i>				
Salaries And Wages	93,685	639,136	729,571	721,535
Employee Bonuses	3,127	21,886	21,886	-
Consultant Fees	-	3,791	7,292	-
Sick Time Redeemed	-	1,779	4,550	7,633
Education And Tuition	-	4,219	3,500	2,388
Electricity	221,947	1,572,937	1,741,250	963,729
Equipment And Office Rent	8,678	24,788	-	4,378
Employee & Community Relations	-	2,567	1,750	1,139
Fuel And Lubricants	172	8,280	9,800	8,232
Heating	20,177	102,387	150,500	106,179
Health Insurance	15,173	86,765	96,833	94,689
Payment To City	45,337	317,359	317,359	317,359
Publication And Dues	488	488	-	-
Laundry And Uniform Services	1,618	14,925	12,833	16,144
Maintenance and Repairs	119,801	896,521	904,167	544,755
Miscellaneous	-	79	-	-
Safety Apparel And Equipment	110	190	3,792	220
Stormwater and Sanitation	27,413	195,615	169,167	113,035
Services	17,437	107,103	87,500	187,515
Signs	-	18,728	2,917	-
Social Security	7,008	50,410	55,417	54,703
State Insurance	1,206	8,039	8,167	9,544
State Retirement	11,763	78,254	82,250	94,438
Supplies	1,770	94,510	81,667	67,491
Telephone	196	1,540	2,042	1,992
Tools And Equipment	1,603	18,421	14,583	26,238
Travel	343	5,119	4,667	85
Uniforms	95	(237)	1,167	130
Water	10,498	115,523	107,917	64,520
Total	609,644	4,391,121	4,622,541	3,408,071
Capital Expenditures	7,250	70,128	-	-
Total Departures Terminal	616,894	4,461,249	4,622,541	3,408,071

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
<i>Passenger Loading Bridges</i>				
Salaries And Wages	6,562	49,227	47,591	-
Employee Bonuses	204	1,428	1,428	-
Health Insurance	-	-	6,125	-
Social Security	516	4,108	583	-
State Insurance	95	664	5,833	-
State Retirement	972	6,806	583	-
Maintenance and Repairs	43	61,600	72,917	44,177
Services	1,280	11,440	14,583	10,320
Supplies	9,282	31,511	35,000	1,111
Tools And Equipment	-	269	5,833	-
Total	<u>18,955</u>	<u>167,053</u>	<u>190,478</u>	<u>55,609</u>
Capital Expenditures	-	-	-	-
Total Passenger Loading Bridges	<u>18,955</u>	<u>167,053</u>	<u>190,478</u>	<u>55,609</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

<i>IT</i>	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Salaries and Wages	18,389	171,516	196,000	-
Employee Bonuses	833	5,835	5,835	-
Consultant Fees	-	-	5,833	-
Sick Time Redeemed	-	5,704	583	-
Education And Tuition	-	1,989	5,833	-
Employee & Community Relations	-	-	292	-
Fuel And Lubricants	72	691	583	-
Health Insurance	3,803	26,033	32,667	-
Services	35,511	199,960	175,000	-
Social Security	1,334	13,560	15,750	-
State Insurance	249	2,103	1,750	-
State Retirement	2,533	21,214	23,333	-
Maintenance and Repairs	28	1,317	292	-
Telephone	2,776	8,462	1,400	-
Tools And Equipment	663	34,229	43,750	-
Travel	-	-	1,750	-
Uniforms	-	1,966	817	-
Supplies	8,426	14,519	17,500	-
Total	<u>74,615</u>	<u>509,098</u>	<u>528,968</u>	<u>-</u>
Capital Expenditures	-	-	-	-
Total Arrivals Terminal	<u>74,615</u>	<u>509,098</u>	<u>528,968</u>	<u>-</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Police				
Salaries And Wages	264,986	1,838,058	2,113,158	1,923,323
Employee Bonuses	9,056	63,397	63,397	-
Sick Time Redeemed	-	13,913	5,833	3,783
Education And Tuition	3,074	13,210	19,658	10,314
Employee & Community Relations	-	1,484	2,742	211
Fuel And Lubricants	1,381	11,710	11,317	9,935
Health Insurance	45,456	301,577	282,333	311,002
Maintenance and Repairs	22,645	164,506	199,558	141,479
Postage	-	-	-	112
Publication And Dues	-	540	1,283	785
Safety Apparel And Equipment	-	6,717	16,333	5,634
Services	163,630	1,030,825	1,058,458	650,563
Social Security	19,619	143,877	156,917	141,109
State Insurance	3,309	23,300	25,083	24,248
State Retirement	33,894	238,510	253,750	246,523
Signs	-	-	1,750	-
Supplies	1,573	25,697	43,750	25,962
Telephone	196	1,373	3,442	1,402
Tools And Equipment	258	1,846	30,333	5,037
Travel	232	5,372	12,833	5,379
Uniforms	837	8,865	12,833	4,241
Total Police	<u>570,144</u>	<u>3,894,776</u>	<u>4,314,763</u>	<u>3,511,041</u>
Capital Expenditures	<u>72,645</u>	<u>240,490</u>	<u>-</u>	<u>-</u>
Total Police	<u>642,789</u>	<u>4,135,265</u>	<u>4,314,763</u>	<u>3,511,041</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Canine				
Salaries And Wages	22,766	183,141	168,157	154,772
Employee Bonuses	721	5,043	5,043	-
Sick Time Redeemed	3,015	3,015	3,617	10,986
Education And Tuition	-	250	1,313	-
Employee & Community Relations	-	-	88	-
Fuel And Lubricants	634	6,695	8,750	7,906
Health Insurance	7,504	28,319	24,500	23,364
Maintenance and Repairs	77	1,584	2,917	9,139
Publication And Dues	-	-	210	-
Safety Apparel And Equipment	383	502	2,042	-
Services	198	9,503	3,792	3,639
Social Security	1,904	14,388	12,833	12,208
State Insurance	273	1,957	1,925	1,887
State Retirement	2,794	20,070	19,250	19,348
Supplies	289	2,857	2,333	4,343
Telephone	186	1,299	2,450	1,299
Tools And Equipment	-	-	2,333	-
Travel	-	3,932	4,083	3,700
Uniforms	-	659	1,429	685
Total	<u>40,743</u>	<u>283,214</u>	<u>267,064</u>	<u>253,275</u>
Capital Expenditures	-	-	-	-
Total Canine	<u>40,743</u>	<u>283,214</u>	<u>267,064</u>	<u>253,275</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Fire				
Salaries And Wages	182,532	1,256,748	1,361,761	1,166,823
Employee Bonuses	5,836	40,853	40,853	-
Consultant Fees	-	-	17,500	-
Sick Time Redeemed	-	13,177	12,017	5,696
Education And Tuition	127	5,276	8,750	5,836
Electricity	954	6,248	7,000	6,814
Employee & Community Relations	-	586	1,458	141
Fuel And Lubricants	132	3,280	52,500	56,008
Heating	-	8,244	18,958	14,578
Health Insurance	28,714	182,058	160,708	160,386
Maintenance and Repairs	25,468	81,835	145,833	114,613
Publication And Dues	275	745	642	445
Safety Apparel And Equipment	-	111	15,750	7,339
Services	8,953	38,103	47,833	32,018
Social Security	13,551	98,702	100,333	86,493
State Insurance	2,317	16,071	16,333	14,839
State Retirement	23,755	164,812	163,333	152,154
Supplies	1,719	11,328	16,917	9,898
Telephone	334	2,334	2,268	1,701
Tools And Equipment	3,347	10,643	23,333	30,779
Travel	588	5,414	5,833	356
Stormwater and Sanitation	1,327	9,020	9,450	7,944
Water	299	1,898	4,410	1,547
Uniforms	1,625	2,570	7,000	3,767
Total	<u>301,853</u>	<u>1,960,056</u>	<u>2,240,776</u>	<u>1,880,176</u>
Capital Expenditures	<u>71,439</u>	<u>81,971</u>	<u>-</u>	<u>-</u>
Total Fire	<u>373,292</u>	<u>2,042,027</u>	<u>2,240,776</u>	<u>1,880,176</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Parking				
Salaries And Wages	227,099	1,514,833	1,729,557	1,511,425
Employee Bonuses	7,412	51,889	51,889	-
Advertising And Promotion	340	36,713	26,250	36,270
Consultant Fees	-	-	5,833	18,501
Sick Time Redeemed	-	4,499	8,750	8,384
Education And Tuition	-	1,220	8,750	-
Electricity	16,474	163,168	157,500	114,678
Employee & Community Relations	315	1,204	2,508	404
Equipment And Office Rent	350	350	-	-
Fuel And Lubricants	567	4,304	7,467	5,956
Health Insurance	33,752	233,169	266,000	250,760
Payment To City	142,084	994,589	994,589	994,497
Postage	-	377	-	-
Maintenance and Repairs	8,520	27,578	204,167	62,588
Publication And Dues	-	695	700	695
Stormwater and Sanitation	14,359	102,886	131,250	112,261
Services	87,723	641,804	578,083	1,116,998
Signs	-	6,767	8,750	4,100
Social Security	17,200	119,884	128,333	114,054
State Insurance	2,941	18,054	19,833	18,619
State Retirement	24,718	173,726	189,000	183,320
Supplies	400	6,253	32,083	9,834
Telephone	173	1,208	1,540	728
Tools And Equipment	2,815	8,613	23,917	1,166
Travel	-	1,818	3,500	1,409
Uniforms	2,741	22,921	7,000	2,522
Water	56	10,395	3,500	5,095
Total	<u>590,039</u>	<u>4,148,917</u>	<u>4,590,750</u>	<u>4,574,264</u>
Capital Expenditures	<u>-</u>	<u>183,193</u>	<u>-</u>	<u>-</u>
Total Parking	<u>590,039</u>	<u>4,332,109</u>	<u>4,590,750</u>	<u>4,574,264</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Ops				
Salaries And Wages	50,433	326,294	396,667	225,171
Employee Bonuses	1,667	11,665	11,665	-
Sick Time Redeemed	-	202	-	-
Education And Tuition	225	820	5,688	750
Employee & Community Relations	-	200	1,400	360
Fuel And Lubricants	1,008	6,606	6,942	4,212
Health Insurance	8,275	47,648	30,333	22,271
Maintenance and Repairs	741	35,551	128,042	77,324
M/R - Fuel Farm	21,117	109,309	163,333	143,614
Postage	-	-	292	32
Publication And Dues	310	860	292	-
Safety Apparel And Equipment	-	587	2,829	301
Services	10,379	71,048	96,290	53,410
Social Security	3,758	25,434	28,000	16,616
State Insurance	676	4,209	4,083	2,642
State Retirement	6,676	41,507	40,250	26,502
Supplies	-	3,840	11,083	3,105
Telephone	187	1,238	1,429	678
Tools And Equipment	-	3,116	25,229	5,884
Travel	-	17	8,167	1,152
Uniforms	-	5,994	3,879	3,565
Total	<u>105,452</u>	<u>696,145</u>	<u>965,893</u>	<u>587,587</u>
Capital Expenditures	<u>1,980</u>	<u>63,331</u>	<u>-</u>	<u>-</u>
Total Ops	<u>107,432</u>	<u>759,476</u>	<u>965,893</u>	<u>587,587</u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Janitorial				
Salaries And Wages	125,155	899,196	931,475	795,367
Employee Bonuses	3,992	27,944	27,944	-
Sick Time Redeemed	-	10,625	9,625	13,795
Education And Tuition	98	98	1,750	399
Employee & Community Relations	61	1,353	1,458	555
Health Insurance	22,849	153,400	166,250	152,322
Laundry And Uniform Services	(197)	13,588	14,583	17,455
Maintenance and Repairs	-	3,989	4,667	8,304
Publication And Dues	-	-	2,625	-
Services	5,845	91,811	105,000	111,357
Social Security	9,542	72,354	70,000	61,056
State Insurance	1,609	11,202	11,083	10,070
State Retirement	15,983	111,204	106,750	99,930
Supplies	17,289	188,634	151,667	165,016
Tools And Equipment	325	16,253	8,750	20,008
Uniforms	-	9,924	2,333	1,950
Telephone	98	684	758	599
Travel	113	2,833	1,750	1,923
Total	<u>202,764</u>	<u>1,615,093</u>	<u>1,618,469</u>	<u>1,460,107</u>
Capital Expenditures	-	22,520	-	-
Total Janitorial	<u>202,764</u>	<u>1,637,614</u>	<u>1,618,469</u>	<u>1,460,107</u>
Total All Expenses	<u>5,123,124</u>	<u>36,304,118</u>	<u>38,910,552</u>	<u>32,137,668</u>
Total Capital Expenditures	<u>245,286</u>	<u>778,421</u>	<u>-</u>	<u>-</u>
Total All Departments	<u><u>5,368,410</u></u>	<u><u>37,082,540</u></u>	<u><u>38,910,552</u></u>	<u><u>32,137,668</u></u>

Norfolk Airport Authority
 Departmental Expenses
 For The Period Ending January 31, 2024

	<u>Current Month Amount</u>	<u>YTD Actual Amount</u>	<u>YTD Budget Amount</u>	<u>Prior YTD Amount</u>
Salaries And Wages	1,327,365	9,238,605	10,393,306	8,531,691
Employee Bonuses	43,701	353,898	305,898	-
Sick Time Redeemed	3,015	109,945	79,858	107,444
Advertising And Promotion	54,577	418,911	698,250	464,653
Interest Expense	295,092	2,065,640	2,065,640	2,193,657
Consultant Fees	16,593	229,514	393,458	242,327
Education And Tuition	9,070	45,470	133,000	40,978
Electricity	249,757	1,804,048	2,003,167	1,620,408
Employee & Community Relations	9,835	94,141	74,404	32,604
Equipment And Office Rent	16,060	32,309	5,542	4,942
Fuel And Lubricants	8,236	65,728	131,483	120,709
Heating	23,265	117,286	183,458	221,471
Health Insurance	213,920	1,470,167	1,371,067	1,310,386
Insurance	96,134	676,635	729,167	530,389
Payment To City	220,833	1,545,833	1,545,833	1,545,741
Laundry And Uniform Services	1,064	43,071	40,250	46,263
Legal Fees	(12,040)	(1,625)	116,667	25,489
Maintenance and Repairs	189,939	1,424,611	1,800,867	1,393,208
M/R - Fuel Farm	21,117	109,309	163,333	143,614
Miscellaneous	(0)	(53)	350	26,934
Postage	920	6,419	3,121	3,003
Publication And Dues	9,344	64,996	69,201	59,943
Safety Apparel And Equipment	1,086	9,314	45,704	16,009
Stormwater and Sanitation	102,779	727,196	732,783	661,931
Services	380,944	2,683,619	2,637,302	2,636,943
Signs	-	31,094	19,250	13,128
Social Security	99,757	703,458	754,250	621,471
State Insurance	16,981	116,448	127,925	109,033
State Retirement	177,763	1,218,690	1,247,750	1,127,062
Supplies	45,463	398,673	458,208	349,143
Telephone	19,865	117,633	106,941	100,423
Tools And Equipment	13,005	150,774	222,104	119,764
Travel	1,276	41,432	86,333	38,799
Unemployment Expense	-	-	5,833	-
Uniforms	5,466	62,420	41,854	19,030
Water	10,940	128,505	116,993	94,788
Depreciation Expense	1,450,000	10,000,000	10,000,000	8,535,093
Total Expenses	<u><u>5,123,124</u></u>	<u><u>36,304,118</u></u>	<u><u>38,910,552</u></u>	<u><u>33,108,469</u></u>

Norfolk Airport Authority
Capital Expenditures
Fiscal Year 2024

Local Funding

Month		Description	Amount	Monthly Total
July	Police	Ford Expedition	53,967.00	
	Police	Ford Expedition	54,077.00	
August	Fuel Farm	Inventory System	61,351.20	169,395.20
	Janitorial	Ride on Scrubber	22,520.16	
	Parking	Expansion of Ops Center	4,493.30	
September	Police	Copier	10,793.70	37,807.16
	Police	Ford Expedition Customization	239.00	
	Terminal	Backflow preventer replacement	17,122.00	
	Parking	Server Replacement	5,040.00	
October	Parking	Ops Center Expansion	2,032.98	
	Parking	Golf Carts	39,750.00	64,183.98
	Admin	Office Furniture	11,396.34	
	Marketing	Christmas Decorations	13,496.03	
	Parking	Server Replacement	5,040.00	
November	Police	Ford Expedition Customization	6,518.44	
	Parking	Ops Center Expansion	3,330.00	39,780.81
	Police	Polaris Ranger Crew XP	41,960.79	
	Police	Ford Expedition Customization	239.00	
	Marketing	Christmas Decorations	365.00	
	Fire	Fitness Equipment	10,532.00	
	Terminal	Play Area	20,450.00	
December	Parking	Ops Center Expansion	92.69	73,639.48
	Admin	Office Furniture	(440.80)	
	Police	Polaris Customization	49.99	
	Parking	GEM eLXD	37,408.72	
	Parking	Server Replacement	8,787.00	
	Parking	Garage Sweepers	77,218.00	
	Terminal	FIDS Switch Replacements	25,306.00	148,328.91
	Admin	Office Furniture	10,216.58	
January	Terminal	LOVE Sign	7,250.00	
	Fire	PPE	71,439.00	
	Police	Vehicle Equipment and Graphics	18,345.86	
	Police	Network Video Recorders	54,298.77	
	Ops	Expansion of Ops Center	1,979.52	
	Admin	Kitchen Update	10,756.22	
	Field	Ventrac Tractor	71,000.00	245,285.95
				<u><u>778,421.49</u></u>

Norfolk Airport Authority
CPE Analysis

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
Enplanements	234,377	222,987	194,510	201,186	193,379	193,043	149,776						1,389,258
Landing fees	893,493	881,024	801,779	803,215	741,562	726,362	646,088						5,493,523
Airline rent	1,108,209	1,094,539	1,010,765	932,177	1,000,360	1,021,376	1,013,711						7,181,137
Total airline cost	2,001,702	1,975,563	1,812,544	1,735,392	1,741,922	1,747,738	1,659,799	-	-	-	-	-	12,674,660

Cost per enplanement	\$ 8.54	\$ 8.86	\$ 9.32	\$ 8.63	\$ 9.01	\$ 9.05	\$ 11.08						\$ 9.12
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	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Enplanements	215,622	200,232	176,684	178,430	165,497	165,587	134,306	132,124	166,096	184,674	202,023	215,819	2,137,094
Landing fees	705,217	684,546	620,672	679,031	638,750	545,938	513,791	560,221	567,881	600,692	636,998	699,470	7,453,207
Airline rent	518,197	504,315	487,020	485,755	493,045	515,316	476,705	483,228	468,034	491,686	482,947	528,640	5,934,888
Total airline cost	1,223,414	1,188,861	1,107,692	1,164,786	1,131,795	1,061,254	990,496	1,043,449	1,035,915	1,092,378	1,119,945	1,228,110	13,388,095

Cost per enplanement	\$ 5.67	\$ 5.94	\$ 6.27	\$ 6.53	\$ 6.84	\$ 6.41	\$ 7.37	\$ 7.90	\$ 6.24	\$ 5.92	\$ 5.54	\$ 5.69	\$ 6.26
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	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Enplanements	191,837	182,820	153,646	161,669	164,322	164,534	107,471	116,093	158,262	173,552	195,243	201,438	1,970,887
Landing fees	581,736	586,224	536,669	557,780	575,962	550,131	475,086	472,045	577,931	602,426	641,502	683,726	6,841,218
Airline rent	368,358	363,819	341,878	356,443	354,624	357,400	346,134	354,742	354,536	361,804	369,966	380,625	4,310,329
Total airline cost	950,094	950,043	878,547	914,223	930,586	907,531	821,220	826,787	932,467	964,230	1,011,468	1,064,351	11,151,547

Cost per enplanement	\$ 4.95	\$ 5.20	\$ 5.72	\$ 5.65	\$ 5.66	\$ 5.52	\$ 7.64	\$ 7.12	\$ 5.89	\$ 5.56	\$ 5.18	\$ 5.28	\$ 5.66
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STRONGER TOGETHER. LET'S FLY



FEBRUARY 2024 GOALS PROGRESS

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



↑
6%
FROM
DEC 2023

75%

PERCENT COMPLETE

- 100% **Objective 1A:** Optimize our organizational structure
- 84% **Objective 1B:** Better engage our employees
- 52% **Objective 1C:** Foster a culture of transparency, and strong communications, where information is shared and voices are heard
- 52% **Objective 1D:** Create a formal employee training and development program
- 88% **Objective 1E:** Hire and retain diverse, qualified, and competent employees

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



↑
12%
FROM
DEC 2023

64%

PERCENT COMPLETE

- 64% **Objective 2A:** Increase customer and passenger satisfaction; improve customer experience.
- 69% **Objective 2B:** Increase air service offerings and expand direct flight destinations
- 59% **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.



↑
3%
FROM
DEC 2023

72%

PERCENT COMPLETE

- 93% **Objective 3A (Diversity):** Assess the Diversity of the Authority
- 68% **Objective 3B (Equity):** Ensure applicants and employees are treated fairly and given equal opportunities
- 64% **Objective 3C (Inclusion):** Create an Inclusive Work Culture
- 71% **Objective 3D:** Enhance Small Business Participation
- 65% **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.



↑
7%
FROM
DEC 2023

48%

PERCENT COMPLETE

- 72% **Objective 4A:** Enhance the Passenger Experience
- 21% **Objective 4B:** Expand and Diversify Revenue Sources
- 52% **Objective 4C:** Increase our infrastructure reliability, sustainability, and resiliency; decrease our environmental footprint



NORFOLK AIRPORT AUTHORITY