

Board of Commissioners Meeting Packet

Thursday, May 23, 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, May 23, 2024

Lunch: 12:30 p.m.

Meeting: 1:00 p.m.

AGENDA

1. **CALL TO ORDER**
2. **APPROVAL OF PREVIOUS BOARD MEETING MINUTES**
 - Thursday, March 28, 2024
3. **PUBLIC COMMENTS**
4. **CEO & STAFF REPORT**
5. **NAA BOC CHAIR REPORT**
6. **COMMITTEE REPORTS**
 - Nominating & Strategy Committee
 - *Approval of Slate of FY25 Board Officers*
7. **OLD BUSINESS**
 - None
8. **CLOSED MEETING**
9. **NEW BUSINESS**
 - Approval of FY25 Budget
10. **ADJOURNMENT**

Norfolk Airport Authority

Board of Commissioners Meeting Minutes Thursday, March 28, 2024, 1:00 pm.

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, March 28, 2024, at the Norfolk International Airport (NIA), in the NAA Board Room, Main Passenger Terminal. Peter G. Decker, Esquire - Chair presided.

Commissioners Present: Peter G. Decker III, Esquire, Chair
Susan C. Pilato, Vice-Chair
Michael B. Burnette
Peggy H. Newby, RN, BSN, CAOHC, CPC-A
Charles 'Chip' W. Rock, Rear Admiral, USN, Retired
Bruce B. Smith
Joel A. English

Commissioners Absent:

Staff Present: 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
Chris Jones, Chief Marketing & Communications Officer
Shannon Day, Administration Office Supervisor

Others Present: Jessica Dennis, City of Norfolk
Gene Bonney, NAA Manager of Building Maintenance

Welcome and call to Order, Peter G. Decker III, Esquire (Chair);

Peter G. Decker III, Esquire - Chair, determined that a quorum was present and called the meeting to order.

at 1:03 pm.

REGULAR AGENDA

Approval of Minutes:

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

Public Comments:

None

NAA New Staff:

Chris Jones, Chief Marketing & Communications Officer

Featured NAA Staff of the Day:

Mr. Rondeau introduced NAA Building Maintenance Manager Gene Bonney and brief overview of his tenure here.

CEO Report Mark A. Perryman, President & CEO:

Mr. Perryman's presentation is attached.

Board Chair Report:

Chair Decker extended congratulations to Bruce Smith for his appearance in the 2024 Super Bowl commercial. Well done, #78! A warm welcome to Chris Jones and Gene Bonney; your contributions are greatly appreciated. Special thanks to the Finance Committee for consistently providing exceptionally detailed reports every year, your efforts are valued and acknowledged.

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
 - Awarded to Virginia Paving
- 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 North restroom on February 5, 2024 – June 2024
 - South Restrooms will begin June 2024- September 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 Summer/Fall 2024, with the anticipated completion date of December 2025.

- CBP Federal Inspection Services (FIS) Facility
 - Groundbreaking scheduled for late Fall 2024, and completion scheduled for December 2025.
- Airport Hotel
 - Working with City on TDFP map amendment.
 - Groundbreaking Fall 2024.
 - Completion December 2026.
- Proposed Cell phone lot
 - Tree removal will begin in February 2024.
 - Completion December 2025.
- Consolidated Rental Car Facility
 - Working through procurement options
 - Schedule TBD
- Terminal Development
 - Construction Manager At-Risk (CMAR) is under contract Summer 2025.
 - Design is underway, with construction to begin Summer 2026
 - Scheduled to be completed by end of 2028.

Old Business: None

Closed Meeting {1:53 p.m.}:

Vice- Chair Pilato read the following motion that the Board of Commissioners 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.** Discussion of a proposed land swap involving Authority and privately-owned property.*

***Subsection 5:** Discussion of a prospective new business locating at the Norfolk International Airport; and*

***Subsection 8:** Consultation with staff and the Authority's legal counsel regarding specific legal matters involving Norfolk International Airport requiring the provision of legal advice by such counsel.*

***Subsection 29:** Discussion of a potential Authority management contract; and*

***Subsection 1:** Discussion of the performance and salary of the President and Chief Executive Officer of the Authority.*

Chair Peter G. Decker III moved for adoption of the motion and Commissioner Joel English seconded the motion, and the vote to approve was unanimous. Following the vote, the Authority convened in a closed meeting.

Reconvene Open Meeting {2:24 p.m.}:

Following the closed meeting, Vice-Chair Pilato reconvened the open meeting. Chair Decker moved for the adoption of the following Resolution and Certification:

Now, therefore, be it resolved that the Board of the Norfolk Airport Authority hereby certifies that to the best of each 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 English seconded the motion. The motion was approved by roll call vote as follows:

Commissioner	Vote
Joel English	√
Bruce Smith	√
Charles Rock	√
Peggy Newby	√
Michael Burnette	√
Peter Decker	√
Susan Pilato	√

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

Vice-Chair Pilato read the following motion:

I move that the Board of Commissioners authorize the President and Chief Executive Officer to execute the Third Modification Agreements to the Norfolk Airport Authority Series 2002 and 2003 Revenue Bonds.

Commissioner Joel English moved for adoption of the motion, Commissioner Peggy Newby seconded, and the vote to approve was unanimous.

Adjournment {1:57 pm}:

There being no further business, Chair Decker moved that the meeting adjourn.

Commissioner English seconded the motion, which was unanimously approved. The next meeting is scheduled for Thursday, May 23, 2024, at 1:00 pm.

Peter G. Decker III, Esquire
Chair

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

STRONGER TOGETHER. LET'S FLY



APRIL 2024 GOALS PROGRESS

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



↑
6%
FROM
FEB 2024

81%

PERCENT COMPLETE

- 100% **Objective 1A:** Optimize our organizational structure
- 100% **Objective 1B:** Better engage our employees
- 57% **Objective 1C:** Foster a culture of transparency, and strong communications, where information is shared and voices are heard
- 55% **Objective 1D:** Create a formal employee training and development program
- 94% **Objective 1E:** Hire and retain diverse, qualified, and competent employees

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



↑
6%
FROM
FEB 2024

70%

PERCENT COMPLETE

- 74% **Objective 2A:** Increase customer and passenger satisfaction; improve customer experience.
- 70% **Objective 2B:** Increase air service offerings and expand direct flight destinations
- 65% **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.



↑
9%
FROM
FEB 2024

81%

PERCENT COMPLETE

- 100% **Objective 3A (Diversity):** Assess the Diversity of the Authority
- 78% **Objective 3B (Equity):** Ensure applicants and employees are treated fairly and given equal opportunities
- 79% **Objective 3C (Inclusion):** Create an Inclusive Work Culture
- 79% **Objective 3D:** Enhance Small Business Participation
- 68% **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.



↑
3%
FROM
FEB 2024

51%

PERCENT COMPLETE

- 79% **Objective 4A:** Enhance the Passenger Experience
- 21% **Objective 4B:** Expand and Diversify Revenue Sources
- 53% **Objective 4C:** Increase our infrastructure reliability, sustainability, and resiliency; decrease our environmental footprint

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	11,785,000	1,504,000
Rent	8,692,778	12,071,745	15,775,000	18,120,000	2,345,000
Concessions	2,954,938	3,267,357	4,500,000	4,841,000	341,000
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	74,690,000	9,544,000
Operating Expenses:					
Salaries, wages and benefits	21,057,365	22,688,236	24,492,098	28,670,555	4,178,457
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	50,340,141	4,308,286
Operating Income	12,511,276	16,878,506	19,114,145	24,349,859	5,235,714

* 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	11,785,000	1,504,000	14.6%	2,489,022	26.8%
Airline Space	5,083,319	7,963,375	10,837,000	12,370,000	1,533,000	14.1%	4,406,625	55.3%
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	14,441,000	1,711,000	13.4%	5,313,874	58.2%
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	2,105,000	130,000	6.6%	950,901	82.4%
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	4,186,000	216,000	5.4%	1,434,542	52.1%
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	74,690,000	9,544,000	14.7%	15,182,803	25.5%
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)	-100.0%	(151,500)	-100.0%
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	8,935,000	4,648,500	108.4%	2,561,683	40.2%
TOTAL REVENUE	58,462,784	65,880,514	68,272,500	83,625,000	15,352,500	22.5%	17,744,486	26.9%

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	20,772,962	2,955,867	16.6%	4,668,364	29.0%
Employee Bonuses	-	524,403	524,403	623,190	98,787	18.8%	98,787	18.8%
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	2,961,283	610,883	26.0%	562,957	23.5%
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	1,557,680	264,680	20.5%	357,392	29.8%
State Insurance	187,938	196,590	219,300	254,428	35,128	16.0%	57,838	29.4%
State Retirement	1,961,151	2,064,140	2,139,000	2,389,014	250,014	11.7%	324,874	15.7%
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	50,340,141	4,308,286	9.4%	7,711,450	18.1%
Capital Expenditures - Not Amortized			829,000	378,000	(451,000)	-54.4%		
Total Operating Expenditures	40,468,035	42,628,691	46,860,855	50,718,141	3,857,286	8.2%	8,089,450	19.0%
Enplaned Passengers	2,138,662	2,275,111	2,250,000	2,500,000				
Operating Expenditures per Enplanement	18.92	18.74	20.83	20.29				
			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 Funding			State Funding			Local Funding		Local Funding Expensed	Debt Issuances
				Entitlements	BIL AIG Funds	BIL ATP Funds	CDS Funds	Entitlements	PFC Funds	CFC Funds	Amortized		
1	Gate 1 FIS Construction	Terminal	31,000,000		12,000,000	6,000,000	3,000,000						10,000,000
2	Intersection Improvements and Utility Relocation - Construction	Transportation	25,000,000								12,500,000		12,500,000
3	Departures Terminal Program - Design to 30% (70% PFC)	Terminal	15,000,000							10,500,000		4,500,000	
4	CONRAC - Design Development	Transportation	6,000,000								6,000,000		
5	Garage A Lighting and Signage (Construction)	Transportation	5,000,000										5,000,000
6	Curbside Drop-off Improvements at Arrivals (Construction)	Transportation	4,000,000					3,200,000				800,000	
7	Terminal Reno-D&C (Carpet, Painting Depts and Arrivals, Lighting, Ceiling Arrivals)	Terminal	3,000,000										3,000,000
8	Mill and Overlay Long Term East (D&C)	Transportation	2,500,000									2,500,000	
9	Shoreline Stabilization Runway 23 (Design and Construction)	Field	2,000,000									2,000,000	
10	DAS Construction	Admin	2,000,000										2,000,000
11	Surplus Land Study and NEPA	Field	1,500,000									1,500,000	
12	Woodland Management - South End of Airfield	Field	1,500,000									1,500,000	
13	Remove Docks from Lake Whitehurst Fishing Facility (D&C)	Field	1,000,000									1,000,000	
14	FY25 Fuel Facility Renovations - Year 2	Fuel	1,000,000									1,000,000	
15	RWY 14/32 Closure (Design)	Field	750,000	675,000								75,000	
16	FIDS and Common Use System Replacement	Terminal	750,000									750,000	
17	TWY V Panel Replacement	Field	750,000									750,000	
18	Safety Management System Plan Document	Ops	500,000									500,000	
19	Runway 5/23 As-Built Survey and Obstacle Evaluation	Field	400,000									400,000	
20	Camera System Upgrades	Police	400,000									400,000	
21	Tymco Sweeper	Field	375,000									375,000	
22	IDMS additional funding	Police	300,000									300,000	
23	Garage A, B, C Generator & ATS replacement (construction)	Transportation	250,000									250,000	
Total Major Capital Expenditures			104,975,000	675,000	12,000,000	6,000,000	3,000,000	3,200,000	10,500,000	18,500,000	18,600,000	-	32,500,000

Minor Capital Expenditures

Item	PROJECT	Department	Total Estimated Cost	Federal Funding			State Funding			Rental Car CFC	Local Funding		Local Funding Expensed	Debt Issuances
				Entitlements	BIL AIG Funds	BIL ATP Funds	CDS Funds	Entitlements	PFC Funds	Funds	Amortized			
24	Replace Rescue-2	Fire	115,000										115,000	
25	Replacement of Airport 5 & Airport 12	Terminal	135,000										135,000	
26	Dedicated water supply for HVAC cooling towers (Construction)	Terminal	80,000										80,000	
27	Pickup Truck	Ops	50,000										50,000	
28	Ceiling Fans for Field Maint. Facility	Field	48,000										48,000	
29	Garage D storm water pump system (Construction)	Transportation	45,000										45,000	
30	Replace AP #52	Transportation	40,000										40,000	
Total Minor Capital Expenditures			513,000	-	-	-	-	-	-	-	-	-	513,000	-

Total	105,488,000	675,000	12,000,000	6,000,000	3,000,000	3,200,000	10,500,000	18,500,000	18,600,000	513,000	32,500,000
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Item	PROJECT	DESCRIPTION
1	Gate 1 FIS Construction	Construction funds for Gate 1 FIS that is currently under design as part of FY24 approved budget
2	Intersection Improvements and Utility Relocation - Construction Phase 1	Per ongoing design. Norview Avenue/Terminal Loop intersection improvements that will enable access to a future CONRAC described in Project 4 below. The realigned intersection will also allow for better access to the parking garage complex and Arrivals Curbside for those arriving to the airport via Robin Hood Road.
3	Departures Terminal Program - Design to 30% (70% PFC)	Continue with design of the Departures Terminal Program Improvements. Design will not proceed beyond 30% prior to the selection of a Construction Manager-at-Risk.
4	CONRAC - Design Development	Design Development effort for a standalone Consolidated Rental Car structure and Quit Turn Around facilities that will service the growing demand and increase the operational efficiencies of the rental car companies.
5	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.
6	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.
7	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.
8	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
9	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.
10	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.
11	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.
12	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
13	Remove Docks from Lake Whitehurst Fishing Facility (Design and Construction)	The docks and piers at the site of the old Lake Whitehurst Fishing Facility are in a state of disrepair and will be removed
14	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.
15	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.
16	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.
17	Taxiway V Panel Replacement	A number of concrete panels along Taxiway V have cracked and settled and require replacement
18	Safety Management System Plan Document	Creation of Safety Management System Manual required to be submitted to the FAA by June of 2025
19	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
20	Camera System Upgrades	Replace all security cameras within the terminal complex which have reached the end of their useful life
21	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.
22	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.
23	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.
24	Replace Rescue-2	Replace Rescue-2 (2013) with a traditional V-8 gas engine with a 4-door crew cab heavy duty truck
25	Replacement of Airport 5 & Airport 12	Replace vehicles that have reached the end of their expected service life
26	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)
27	Pickup Truck (Replacement)	Replace vehicle that has reached the end of its expected service life
28	Ceiling Fans for Field Maintenance Facility	Fans for the shop and vehicle bay to provide better climate control
29	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
30	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	11,521,713
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	12,083,005
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	\$ 3.68
Non-Signatory Landing Fee Rate	\$ 3.88	\$ 4.35	\$ 4.60
Signatory Landing Fees	8,235,700	10,436,915	11,643,243
Nonsignatory Landing Fees	842,897	498,931	439,762
Total Landing Fees	9,078,597	10,935,846	12,083,005
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	23,419,984
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	25,993,359
Less Reimbursements:			
Telephones	371,960	18,000	-
Security	273,811	123,000	93,000
Net Requirement	19,282,731	23,627,562	25,900,359
Rentable Terminal Space (square feet)	485,890	281,557	281,557
Post-Abatement Terminal Rental Rate (per square foot)	\$ 40.78	\$ 73.49	\$ 82.84
Airline Leased Terminal Space (square feet)	127,485	149,320	149,320
Airline Terminal Rents	5,198,850	10,972,879	12,369,893

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	578,753
PLB Debt Service (Net of PFC's)	-	-	-
PLB Capital Expenditures - Amortized	-	-	-
Total Requirement	205,000	429,619	578,753
Number of NAA Passenger Loading Bridges	22	22	22
Rent per Passenger Loading Bridge	9,318.18	19,528.12	26,306.96
Airline Leased Passenger Loading Bridges	15	16	16
Airline Passenger Loading Bridges Rent	139,773	312,450	420,911

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

2023



YEAR IN REVIEW



NORFOLK INTERNATIONAL AIRPORT



TABLE OF CONTENTS

A Message from the President and CEO.....	3
Our Mission	4
Air Service Development.....	5
Customer Experience.....	7
Commercial Activity.....	8
Financial Performance	9
Operations.....	10
Technology & Innovation	11
Terminal Art & Music.....	12
Community & Industry Partnerships	13
Local Community Engagement.....	14
Business Diversity.....	15
Employee Engagement.....	16
Employees Giving Back.....	18



A MESSAGE FROM THE PRESIDENT AND CEO

In April 2023, Norfolk International Airport (ORF) commemorated its 85th year of operations as a commercial service airport. From modest beginnings in 1938 to today's status as the primary link between Hampton Roads and the global air transportation network, ORF continues to grow and adapt to meet the ever-changing aviation needs of our community.

There are more changes on the horizon. We are in the process of developing a comprehensive program to modernize and enhance the terminals and other facilities.



Passenger traffic increases resulted in more than 4.5 million passengers served in 2023. Month after month, we continually saw record-breaking numbers. We are thankful to Norfolk Airport Authority staff and our entire airport community for their commitment and performance in accommodating this growth in demand.

To meet those needs, Norfolk Airport Authority added 15 full-time positions across the organization during the 2023/24 fiscal year, with a particular focus on critical work areas to ensure adequate staff coverage is available across all shifts.

Employees are our greatest asset and a new Employee Incentive Bonus Plan was launched. Important elements include identifying key performance metrics that tie directly into our Strategic Plan, along with our continued ability to achieve our targets metrics. These include areas such as Financial Performance, Customer Service, Safety and Compliance, Community Outreach, being an Employer of Choice, plus other annual goals set by Norfolk Airport Authority.

Staff Forums were also implemented in 2023 to better connect the executive management team and employees. Feedback from these forums led to enhancements in staff well-being, with more suggestions soon to be implemented. We are committed to putting words into action – everyone in every department is valued, important and critical to the mission of serving our region's travelers.

Looking ahead, several airfield and airport projects will soon begin to reshape the traveler experience. More than \$850 million in improvements are on tap in the coming years under a program we're branding as Transform ORF.

Projects scheduled to begin in 2024 include:

- The second and final phase of Runway 5/23's rehabilitation
- A relocated and expanded Park and Wait lot for easier passenger pickups
- Three more gates, new restrooms and a common hold room to enlarge Concourse A
- A modern Federal Inspection Services space to better serve international arrivals
- An onsite Courtyard by Marriott to be built by local hotelier LTD Hospitality Group

And by popular demand, we'll also bring back the moving walkways along the pedestrian bridge between ORF's garages and terminal.

With the support of our stakeholders and the community, we are shaping the future of air travel in the region for years and years to come. Let's fly!



Mark Perryman
President and CEO
Norfolk Airport Authority



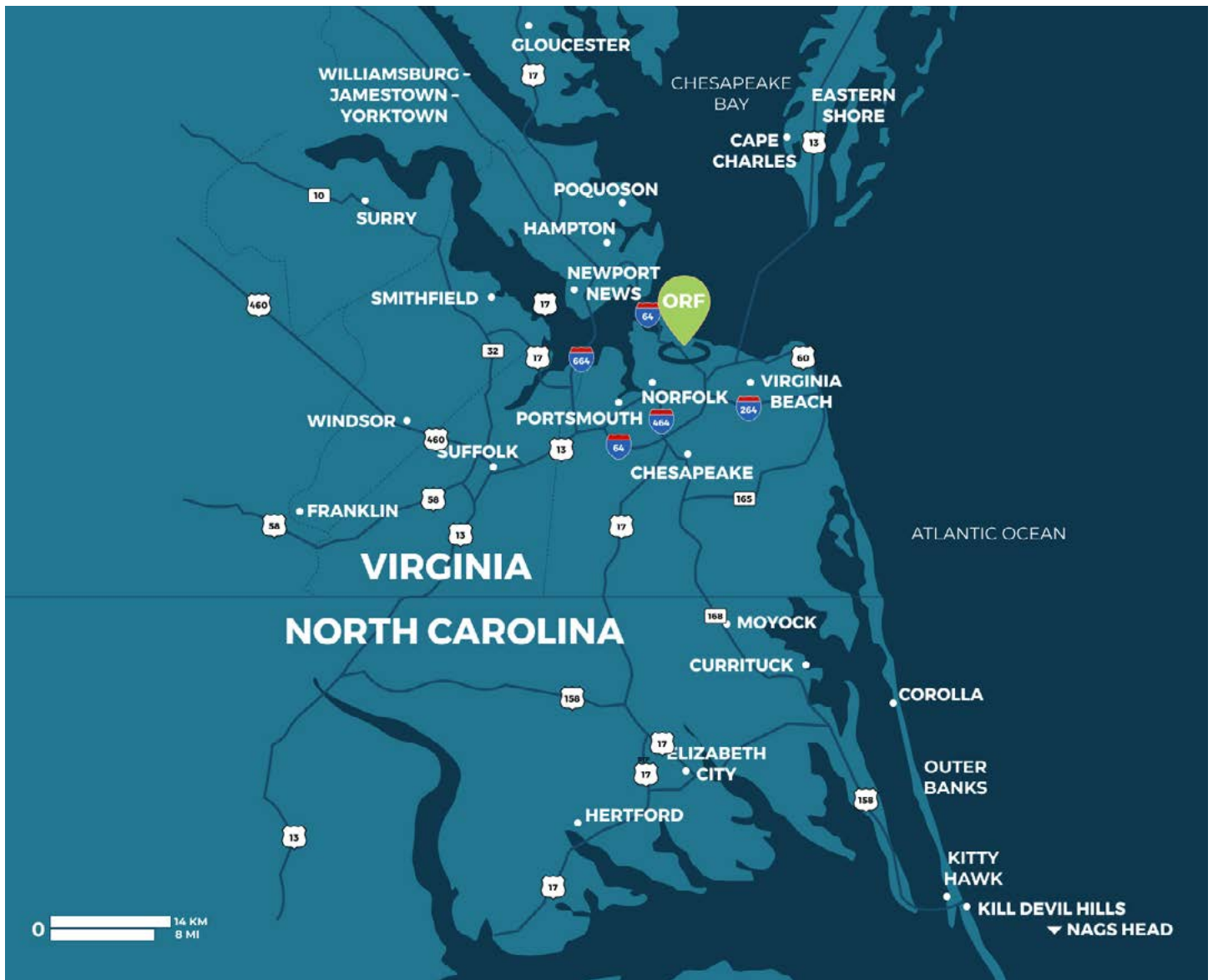
OUR MISSION

Norfolk International Airport is committed to providing exceptional aviation services and facilities, ensuring safety, promoting economic growth and delivering a superior passenger experience for the region's travelers.



AIR SERVICE DEVELOPMENT

Commercial air transportation is a major factor in a community's growth. Convenient access to the global transportation system attracts business, which in turn supports economic development and corporate growth. In addition, with tourism being a major pillar of our regional economy, robust air service is critical to serve visitors.



AIR SERVICE DEVELOPMENT

One positive side effect of the pandemic was as visitors sought new ways to reach “The Great Outdoors,” ORF was discovered by travelers interested in experiencing Coastal Virginia and the Outer Banks. Following the pandemic, Norfolk International became one of the fastest growing airports in the country in terms of airline seat capacity recovery. Many airports lost air service, and half of U.S. domestic airports still have not recovered to pre-pandemic airline seat capacity. But Norfolk International was in the upper quartile of positive seat growth throughout 2023.

Norfolk Airport Authority maintains a robust air service development program to advocate for the community and persuade airlines to offer new or improved air service. In 2023, ORF gained a new air carrier – Spirit Airlines – plus five new cities. It now enjoys service to 41 airports, including the west coast. In addition, ORF recorded a record year handling more than 4.5 million total passengers, the highest in its 85-year history. The future is bright as growth continues. New cities already announced for 2024 include San Diego, Phoenix and a first Caribbean destination in San Juan, Puerto Rico.

With Spirit’s addition, ORF is now served by a mix of eight full-service, low-fare, or ultra-low-cost carriers who collectively offer this region direct or one-stop access to markets around the world.



CUSTOMER EXPERIENCE

Norfolk International Airport was awarded a 4-Star Regional Airport Rating by London-based Skytrax at the Passenger Terminal EXPO 2023 in Amsterdam, Netherlands. Skytrax annual ratings are known as a global benchmark for airport standards, developed through many years of professional experience and qualitative knowledge of the airport industry. Skytrax applies ratings between 1-Star and 5-Star for up to 800 customer-facing areas of airports' products and services. Its 2023 report concluded, "ORF is presently delivering a 4-Star customer experience in overall assessment of the various categories of frontline product and service, and we see clear potential for Norfolk to achieve the 5-Star Regional Airport Rating in the future."

Norfolk Airport Authority also instituted several new programs to enhance customer experience. These include Hidden Disabilities Sunflower Lanyards made available to travelers at the Information Center. These identifiable lanyards help staff to recognize that persons wearing these items may need more assistance and additional patience. All airport employees will be trained to support this program. Separately, tourism counselors from the Norfolk Convention & Visitors Bureau recently began staffing the Information Center in the Main Lobby during evenings and weekends to provide extended coverage to serve travelers.



COMMERCIAL ACTIVITY

As a result of record-breaking passenger traffic, Hudson's revenue increased nearly 11 percent in 2023. It rebranded Bayside Market on Concourse A to offer grab-and-go options alongside a permanent Hudson kiosk. In addition to its Main Lobby and concourse Hudson stores, specialty offerings at FAO Schwarz and Tech-on-the-Go were introduced on both concourses. Self-checkouts were also added to all stores to increase traveler convenience.

In 2023, HMS Host welcomed new management. With this team in place, improvements followed to include expanded operating hours at all restaurants; a new menu at the Main Lobby restaurant, The Local @ ORF; a renovation of the Concourse A Starbucks store; and the addition of self-serve grab & go/self-pay kiosks on Concourse B, and in the Arrivals Terminal.

Strong passenger traffic during 2023 gave HMS Host a nearly 12 percent increase in revenue.



FINANCIAL PERFORMANCE

The Finance Department plays a critical role in ensuring the Norfolk Airport Authority's funds are well maintained. These professionals are responsible for certifying that all revenues and expenses are properly authorized and accounted; members work with departments to safeguard assets and ensure each unit receives the resources needed to best serve airport users.

Parking fees remained the airport's top source of revenue, up 15 percent compared with 2022. The number of passengers who

pre-booked parking accommodations grew by 44 percent in 2023. Additionally, membership in the Parking Perks loyalty program increased more than 150 percent over the previous year. Parking Perks is supported by advertising campaigns and email blasts offering members earned rewards, upgrades and discounts on parking stays.

Fiscal Year 2023 was the most successful year in Norfolk Airport Authority history. Revenues were at an all-time high and the organization is positioned to further its success again this year.





OPERATIONS

Norfolk Airport Authority successfully completed the FAA Part 139 Airport Certification Inspection with no discrepancies for a second consecutive year in 2023. This achievement demonstrated a strong standard of excellence and professionalism.

The FAA requires commercial service airports to meet strict and specific requirements to ensure public safety. Inspections include a comprehensive review of the airfield including runways, taxiways, lights, signs and markings. Maintenance and training records are also reviewed for all personnel qualified to operate on the airfield. The FAA also inspects fuel trucks,

facilities, airport fire equipment and procedures, and looks into winter operation plans and wildlife programs.

The addition of staff sleeping quarters in the Field Maintenance Facility provided a much-needed space for ORF's team members during winter operations. When inclement weather hits, these men and women are often required to spend many hours – and in some cases several days – onsite as crews work around the clock. These new sleeping spaces will afford those persons a comfortable and quiet place to rest until their missions are completed.





TECHNOLOGY & INNOVATION

Norfolk Airport Authority's Information Technology team expanded to enable daily coverage to meet increasing service demand. These important IT projects were also completed in 2023:

- Additions to and upgrades of common-use ticketing and gate facilities for ultra low-cost carriers
- Replacement and upgrades of network switches to standardize equipment and improve network speeds and capabilities
- Partial migration of onsite IT infrastructure to a virtual IT infrastructure to support additional security and scalability
- Hardware upgrades of flight information display networks to improve reliability and monitoring capabilities
- Emergency telephone deployments to Garages B and C for greater reliability and safety

- Evolving cybersecurity efforts as cyber attacks remain a constant threat
- Implementing multifactor authentication for devices via Cisco's DUO Mobile service

Norfolk Airport Authority also successfully transitioned all airport parking facilities to a cashless operation. This led to significant cost savings and reduced security risks for personnel, and enabled investment in future technologies to further enhance the customer service experience. Customer service attendants are now on duty to assist travelers 24 hours a day.

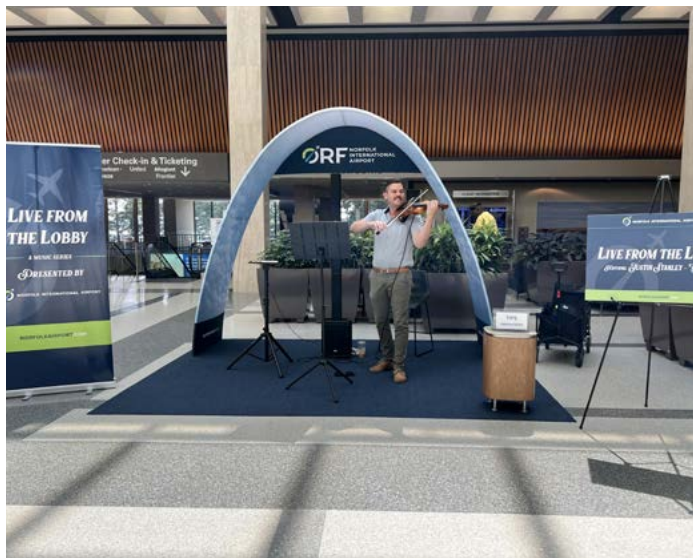




TERMINAL ART & MUSIC

New features to engage travelers, visitors and employees were launched in 2023 including:

- *Live from the Lobby*, a weekly music series featuring local musicians in the Main Lobby each Friday afternoon.
- Holiday décor in the Main Lobby that featured an 18-foot tree decorated in the airport's branded color scheme along with a 10-foot illuminated ornament-shaped arch. The arch served as a stage for live holiday music and as a popular photo station.



COMMUNITY & INDUSTRY PARTNERSHIPS

With a total of 15 installations, including Naval Station Norfolk, the world's largest naval base, and more than 80,000 active-duty military personnel, the region has one of the largest concentrations of armed forces in the United States.

To further our mutual aid partnership, a U.S. Navy F/A 18 Hornet, along with Navy Regional Fire and the Strike Fighter Squadron VFA-81 personnel, visited Norfolk International Airport to provide training to members of the Airport Fire Department. Training included aircraft familiarization, ARFF positioning and tactics, pilot access and removal, ejection seat and emergency procedures training. During May's National Travel & Tourism Week,

and again on the Friday before Thanksgiving, regional tourism partners from Coastal Virginia Tourism Alliance promoted the region by thanking travelers for visiting Coastal Virginia. Norfolk Airport Authority's Volunteer Ambassadors were also honored as Champions of Hospitality by Visit Norfolk.

Travel and tourism positively affect businesses and residents by generating visitor spending and tax revenue; the creation of jobs; and increased community services and experiences.



LOCAL COMMUNITY ENGAGEMENT

Norfolk Airport Authority planned and participated in several initiatives to benefit the community. Events in 2023 included:

- **Wings for All** allowed those with autism or intellectual and developmental disabilities the chance to “practice” the airport to help prepare them for future air travels.
- **Fly Norfolk** let aviation enthusiasts of all ages enjoy thrilling aerial displays and interactive exhibits. The event was held in partnership with the Virginia Department of Aviation, Del. Jackie Glass, and the Aviation Institute of Maintenance.
- **The Sky’s the Limit** provided participants from the Boys & Girls Clubs of Southeast Virginia a tour of the airport, the opportunity to board a Breeze Airways jet and interact with crew, as well as exposure to exhibits by the Aviation Institute of Maintenance, Signature Flight Support, Hampton University and TSA.
- **Coffee and Cocoa-with-a-Cop** events brought together airport police officers and the residents they serve to discuss important issues in a relaxed setting.
- **757 Langley Career Summit** provided airport career information to transitioning military, veterans and military spouses.
- A **job fair** for airport tenant companies was held to assist with hiring and retention of new employees.
- For the first time, NAA participated in Downtown Norfolk’s Annual **Grand Illumination Parade** by building a float to fit the parade’s theme of “Gingerbread Dreams.” A display titled

“Gingerbread International Airport” featured a miniature terminal and FAA tower alongside a 6-foot-tall ORF logo. The float won first place in the corporate category.



BUSINESS DIVERSITY



“Inclusion and diversity are at the core of our Strategic Plan and are key drivers in enabling us to achieve our strategic objectives for our people, customers, and community.”

– MARK PERRYMAN, PRESIDENT AND CEO

These qualities are promoted for our employees, travelers and community by embracing uniqueness, respecting differences, celebrating fairness and cultivating equity. Quarterly training is provided for all employees.



EMPLOYEE ENGAGEMENT

The success of ORF's operations result directly from the efforts of employees. Everyone in every department is valued, important and critical to the mission of serving the region's travelers. Aligned with Norfolk Airport Authority's Strategic Plan, we are committed to our core values of **PRIDE: Professionalism, Responsiveness, Innovation, Diversity and Excellence.**

Semiannual Staff Forum sessions were launched in 2023 to allow leadership to discuss upcoming initiatives and invite staff feedback and suggestions. Many suggestions have been incorporated into our operations, including a new employee break room for frontline staff.

An Employee of the Quarter program recognizes those who exemplify professionalism, hard work and dedication. Finance Supervisor Olivia Gunter was honored for the third quarter and Janitorial Attendant Kenneth Williams was the fourth quarter's honoree. Events and outings also provided an opportunity for bonding and encouraged confidence and a sense of ownership in the airport. A variety of events recently held for employees includes:

- Employee appreciation breakfast and dinner
- Picnic and Norfolk Tides baseball game
- Holiday luncheon and appreciation gifts
- Seasonal food truck visits with complimentary treats for all employees
- Aviation in Black History game night
- Memorial Day ceremony honoring those who served in Vietnam
- Women's History Month honoring the women of Norfolk Airport Authority
- Juneteenth Lunch and Learn with guest speaker Sen. Aaron Rouse of the Virginia General Assembly
- Breast Cancer Awareness Month honoring team members who fight breast cancer
- Men's Health Awareness Month luncheon with guest speaker Dr. Andrew Franklin, Assistant Director of Clinical Training at Norfolk State University
- Veterans Day luncheon honoring those who served with guest speaker Charles "Chip" W. Rock, a retired Rear Admiral from the United States Navy



EMPLOYEE ENGAGEMENT

Norfolk Airport Authority welcomed more than 40 new employees for a total of 202 employees in 2023. There were 11 internal promotions. The average tenure was 9 ½ years, and 74 employees had more than 10 years of seniority; 30 possessed more than 20 years on the job.



EMPLOYEES GIVING BACK

Norfolk Airport Authority staff members volunteered their time to support local organizations and events. These efforts included:

- Donating 120 Thanksgiving baskets to local families in partnership with United Way of South Hampton Roads and the Norfolk Redevelopment & Housing Authority
- Supporting the American Cancer Society's Relay for Life annual walk
- Donating funds to the Sentara Foundation Breast Cancer Awareness Month to assist in empowering and supporting the community through charitable giving
- Collecting and donating more than 900 items to support the YWCA of South Hampton Roads women's shelter
- Participating in the American Foundation for Suicide Prevention (AFSP) Community Walk to raise awareness and provide resources to aid in suicide prevention





OUR COMMITMENT

Norfolk Airport Authority's management team is committed to strengthening and growing our region while serving as an industry leader, recognized for our professionalism and excellence.

We take pride in what we do and how we do it.

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

