



# 2021

## Norfolk Airport Authority

### City of Norfolk Annual Update

A Year of Accomplishment

Malcolm P. Branch  
Chair  
NAA Board of  
Commissioners

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





January 14, 2022

Mr. Richard A. Bull  
City Clerk  
City of Norfolk  
810 Union Street, Suite 1006  
Norfolk, Virginia 23510

Re: Norfolk Airport Authority Board of Commissioners 2021 Annual Report

Dear Allan,

I am submitting this written report highlighting the Calendar Year 2021 goals and accomplishments of the Norfolk Airport Authority Board of Commissioners. Under the Board's guidance and directions, the Airport Authority's staff were successful in a number of projects.

2021 was a year of steady growth in passenger activity and airline flights as we recovered from the unprecedented downturn in 2020 due to the COVID-19 Pandemic. For Calendar Year 2021 our total passenger activity (departing and arriving) increased 86 percent compared to Calendar Year 2020 and was 83 percent of the total passenger activity for Calendar Year 2019 (our record year for passenger activity and pre-pandemic). Examples of the growth in 2021 include the month of July with the sixth highest monthly passenger activity in the Airport's 83-year history, August with the fourth highest August activity, September with the third highest September activity, October with the fourth highest October activity, November with the highest November activity, and December with the second highest December activity.

Due to this recovery, the Airport Authority Board approved staff recommendations to lift the 2020 hiring freeze and resume filling open and new positions, restore spending for operational needs, and resume our capital projects. Capital Projects completed in 2021 include the construction of Garage D, a nine-level 3,200 space long-term parking facility; the resurfacing of the primary runway and taxiway; ticket lobby baggage screening improvements; maintenance repairs to Parking Garages B and C; the construction of a U.S. Customs and Immigration facility for corporate and general aviation aircraft; resurfacing of the General Aviation Facility aircraft apron; the extension of Concourse A; the construction of additional elevators in the Departures Terminal; the replacement of nineteen passenger loading bridges; airfield signage replacement; a Master Plan Update and a Pavement Management Plan Update (both of which were approved by



the Federal Aviation Administration and the Virginia Department of Aviation); and the replacement of the primary water main for the Departures Terminal.

In June 2021 the Airport Authority successfully issued \$28,850,000 in Airport Revenue Refunding Bonds to refund its Series 2011A, 2011B and 2011C Bonds, resulting in significant debt service savings.

The Airport Authority received additional Federal COVID-19 Relief Grants in 2021. The Airport Coronavirus Response Grant Program allocated \$6,195,216 and the American Rescue Plan Act allocated \$16,758,000 to the Airport Authority. The funds were used for debt service payments and Airport Authority employee wages, salaries, and benefits. This enabled the Authority to maintain its good credit rating and retain employees that otherwise may have been laid off or placed on long-term furlough. A portion of the funds from these two acts were designated to off-set the loss of revenue for our rental car, retail, and food/beverage concessionaires, with an emphasis on their disadvantaged business enterprise partners.

In November 2021 the Airport Authority was advised by Senators Warner and Kaine that it will be the recipient of \$33,098,390 over five years from the Bipartisan Infrastructure Investment and Jobs Act. These funds will be applied to future capital infrastructure projects such as the multi-year rehabilitation and reconstruction of Runway 5-23 and the partial realignment of Taxiway C.

In May 2021 Norfolk was designated as one of four main airports for a new start-up airline, Breeze Airways. Breeze announced that Norfolk will have weekly service to seven cities commencing June 2021, will serve as a flight crew base and as a maintenance base for three aircraft parked here overnight, will bring 116 employees at an average salary of \$53 thousand plus benefits and a total capital investment of over \$5 million to Norfolk, Hampton Roads and the Commonwealth. A team of Airport Authority staff, led by Charlie Braden, Director of Market Development, began negotiations with Breeze in 2020. Charlie successfully built a partnership of local, regional, and state agencies to present a comprehensive package of support, assistance and incentives to Breeze as a new business coming to Norfolk, Hampton Roads and the Commonwealth. In December 2021 Breeze announced new service to two additional cities from Norfolk.

Another significant accomplishment of 2021 was the successful completion of the Airport Authority's first Strategic Plan, which was approved by the Airport Authority Board of Commissioners at their meeting in December 2021. A team of Airport Authority Commissioners and staff with their consultants worked for a year to develop this Strategic Plan, which will serve as a guiding document for the development of the Airport Authority and the Norfolk

International Airport in conjunction with the newly approved Master Plan Update. The Strategic Plan, with the motto of “Stronger Together. Let’s Fly”, includes:

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

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

**Values:** We take pride in what we do and how we do it.

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

Please let me know if you have any questions regarding this report. Also please find enclosed the additional requested documents.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert S. Bowen". The signature is fluid and cursive, with the first name "Robert" being more prominent than the last name "Bowen".

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

Enclosures

Copy: Mr. Malcolm P. Branch, Chairman of the Board



**NORFOLK AIRPORT AUTHORITY  
BOARD OF COMMISSIONERS  
Fiscal Year 2021-2022**

Mr. Malcolm P. Branch, Board Chair

Ms. Deborah H. Painter, Board Vice-Chair

Mr. Mekbib Gemed, Board Treasurer

Mr. John R. Broderick

Mr. Michael B. Burnette, CCIM

Peter G. Decker III, Esquire

Paul D. Fraim, Esquire

William L. Nusbaum, Esquire

Mr. Bruce Smith

Reverend Dr. Harold J. Cobb, Jr., Emeritus Commissioner

**ADDRESS MAIL TO COMMISSIONERS:**

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[swatts@norfolkairport.com](mailto:swatts@norfolkairport.com)



**NORFOLK AIRPORT AUTHORITY  
BOARD OF COMMISSIONERS  
CONTACT ADDRESS AND PHONE  
NUMBERS Fiscal Year 2021-2022**

**Board Chair**

Mr. Malcolm P. Branch  
President & CEO  
Malcolm Branch Associates, LLC  
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Norfolk, VA 23507  
Mrs. Nancy Branch

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**Board Vice-Chair**

Ms. Deborah H. Painter  
Executive Vice President  
Planning and Chief  
Information Officer (Retired)  
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Mr. Kenny Painter

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**Board Treasurer**

Mr. Mekbib Gameda  
Vice President of Diversity and  
inclusion  
Eastern Virginia Medical School  
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Mrs. Yelena Gameda

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**Board Secretary**

Mr. Robert S. Bowen, A.A.E.  
Executive Director  
Norfolk Airport Authority  
Norfolk International Airport  
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Mrs. Beth Bowen

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Mr. John R. Broderick  
President Emeritus and  
Distinguished Lecturer  
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Mrs. Cathy Burnette

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**NORFOLK AIRPORT AUTHORITY  
BOARD OF COMMISSIONERS  
CONTACT ADDRESS AND PHONE  
NUMBERS Fiscal Year 2021-2022**

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Mrs. Carmen Smith

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**Emeritus Commissioner**  
Reverend Dr. Harold J. Cobb, Jr.  
Rector  
Grace Episcopal Church  
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Mrs. Sheliah Cobb

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**Norfolk Airport Authority  
Board of Commissioners  
Committee Assignment  
Fiscal Year 2021-2022**

**Finance Audit Committee:**

Chair: Deborah H. Painter

Vice-Chair: Paul D. Fraim

**Market Development Committee:**

Chair: Peter G. Decker III

Vice-Chair: Bruce Smith

**Facilities and Planning Committee:**

Chair: Malcomb P. Branch

Vice-Chair: Deborah H. Painter

**Concessions Committee:**

Chair: William L. Nusbaum

Vice-Chair: John R. Broderick

**General Aviation Committee:**

Chair: Michael B. Burnette

Vice-Chair: Mekbib Gemedo



**BOARD OF COMMISSIONERS  
NORFOLK AIRPORT AUTHORITY  
Fiscal Year 2021-2022**

<b>Name</b>	<b>Original Appointment</b>	<b>Last Appointment</b>	<b>Appointment Expires</b>	<b>Sworn In</b>
<b>Mr. Malcolm P. Branch</b>	10/06/2009	08/20/2020	08/19/2024	08/26/2020
<b>Ms. Deborah H. Painter</b>	09/13/2011	06/29/2019	06/28/2023	06/26/2019
<b>Mr. Mekbib Gemed</b>	07/21/2015	07/01/2018	06/30/2022	07/22/2018
<b>Mr. John R. Broderick</b>	08/25/2020	08/25/2020	08/19/2024	08/26/2020
<b>Mr. Michael B. Burnette, CCIM</b>	08/25/2020	08/25/2020	08/19/2024	08/26/2020
<b>Peter G. Decker III, Esquire</b>	07/21/2015	06/29/2019	06/28/2023	06/26/2019
<b>Paul D. Fraim, Esquire</b>	02/27/2018	08/20/2020	08/19/2024	08/26/2020
<b>William L. Nusbaum, Esquire</b>	10/05/2010	07/01/2018	06/30/2022	07/18/2018
<b>Mr. Bruce B. Smith</b>	07/01/2018	07/01/2018	06/30/2022	07/18/2018
<b>Reverend Dr. Harold J. Cobb, Jr.</b>	07/24/2001	07/02/2020	12/31/2022	12/31/2021

# Norfolk Airport Authority

## Board of Commissioners

### Meeting Cancellations

Calendar Year 2021

Scheduled Meeting Dates	Meeting Status
January 28, 2021	
February 25, 2021	Cancelled
March 25, 2021	
April 22, 2021	Cancelled
May 27, 2021	
June 24, 2021	
July 22, 2021	
August 26, 2021	Cancelled
September 23, 2021	
October 28, 2021	
November/December (combined Meeting)	



# Norfolk Airport Authority

## Board of Commissioners

Attendance Record

January 1, 2021 – December 9, 2021

Commissioner	1/28/2021 Meeting Conducted through CISCO WebEx Event #132 418 6238 1:00 p.m. – 2:00 p.m.	2/25/2021 Cancelled	3/25/2021 Meeting Conducted through Go-To-Webinar, Webinar ID #610-596-851 1:00 p.m. – 2:00 p.m.	03/25/2021 FINANCE AUDIT COMMITTEE MEETING Go-To-Webinar Webinar ID #672-504-059 11:00 a.m. – 12:00 p.m.	04/22/2021 Cancelled	05/27/2021 In-Person Meeting Human Resources Conference Room A 1:00 p.m. – 2:00 p.m.	06/24/2021 In-Person Meeting Human Resources Conference Room A 1:00 p.m. – 2:00 p.m.
Malcolm Branch	Present		Present	Present		Present	Present
Michael B. Burnette	Present		Present	Absent		Absent	Absent
John R. Broderick	Absent		Present	Absent		Present	Present
Peter Decker III	Present		Present	Absent		Present	Present
Paul Fraim	Absent		Present	Present		Present	Present
Mekbib Gemed	Present		Present	Absent		Present	Present
William Nusbaum	Present		Present	Present		Present	Absent
Deborah Painter	Present		Present	Present		Present	Present
Bruce Smith	Present		Present	Absent		Present	Present
Harold Cobb, Jr.	Present		Absent	Absent		Absent	Absent
# In Attendance:	8		9	4		8	7

# Norfolk Airport Authority

## Board of Commissioners

Attendance Record

January 1, 2021 – December 9, 2021

Commissioner	07/22/2021 In-Person Meeting Human Resources Conference Room A 1:00 p.m. – 2:00 p.m.	08/26/2021 Cancelled	09/23/2021 In-Person Meeting Human Resources Conference Room A 1:00 p.m. – 2:00 p.m.	10/28/2021 In-Person Meeting Human Resources Conference Room A 1:00 p.m. – 2:00 p.m.	November & December Combined 12/09/2021 In-Person Meeting Human Resources Conference Room A 1:00 p.m. – 2:00 p.m.
Malcolm Branch	Present		Present	Present	Present
Michael B. Burnette	Present		Present	Present	Absent
John R. Broderick	Present		Absent	Absent	Present
Peter Decker III	Present		Present	Present	Present
Paul Fraim	Absent		Absent	Present	Absent
Mekbib Gemedà	Present		Present	Present	Present
William Nusbaum	Present		Present	Present	Present
Deborah Painter	Present		Present	Present	Present
Bruce Smith	Present		Absent	Present	Absent
Harold Cobb, Jr.	Absent		Absent	Present	Absent
# In Attendance:	7		6	9	6

**Signed Meeting  
Minutes  
January 28, 2021  
March 25, 2021  
May 27, 2021  
June 24, 2021  
July 22, 2021  
September 23, 2021  
October 28, 2021  
November/December  
(December 9, 2021) -  
Combined Meeting  
*Minutes will be  
approved during the  
January 27, 2022  
Meeting***



## **NORFOLK AIRPORT AUTHORITY**

### **BOARD OF COMMISSIONERS**

**Meeting  
Thursday, January 28, 2021  
1:00 p.m.**

The Norfolk Airport Authority (NAA) Board of Commissioners meeting was held on Thursday, January 28, 2021, after required notice and pursuant to Item 4-0.01 in House Bill 30 (Chapter 1289) of the 2020 Session of the General Assembly allowing the governing board of a public body to meet by electronic communication means without a quorum of the members physically assembled at one location when the Governor has declared a state of emergency. The meeting was conducted through CISCO WebEx.

**Commissioners Present:**

Malcolm P. Branch  
Michael B. Burnette, CCIM  
Peter G. Decker III, Esquire  
Mekbib Gameda  
William L. Nusbaum, Esquire  
Deborah H. Painter  
Bruce B. Smith  
Dr. Harold J. Cobb, Jr., Emeritus Commissioner

**Commissioners Absent:**

John R. Broderick  
Paul D. Fraim, Esquire

**Staff Present:**

Robert S. Bowen, A.A.E., Executive Director  
Charles Braden, Director Market Development  
Jarred Roenker, Director of Finance  
Anthony E. Rondeau, Deputy Executive Director  
Engineering and Facilities  
Steven C. Sterling, Deputy Executive Director  
Administration and Operations  
Sheri Watts, Assistant Secretary

**Others Present**

Wynter Benda, Chief Deputy City Manager, City of  
Norfolk

Others Present (*continued*)

D.J. Mehigan, Managing Director Public Finance,  
Raymond James and Associates  
Kimberly Pierceall, Reporter, The Virginian Pilot  
Anita O. Poston, Esquire, General Counsel

**Welcome and Call to Order:**

Malcolm P. Branch, Chair, called the meeting to order at 1:05 p.m. Assistant Secretary, Sheri Watts, called the roll and confirmed that a quorum was present.

**Approval of Resolution Certifying and Approving Meeting Remotely:**

Chairman Branch entertained a motion by Commissioner Nusbaum to approve the adoption of the resolution to acknowledge and certify that the meeting complies with the required procedures for a remote meeting during an emergency declared by the Governor. The motion was seconded by Vice-Chair Painter and unanimously approved. A copy of the resolution is attached.

**REGULAR AGENDA:**

**Approval of Minutes of Board of Commissioners Meeting on December 3, 2020:**

Chairman Branch entertained a motion by Treasurer Gameda to approve the minutes for the meeting on Thursday, December 3, 2020; the motion was seconded by Commissioner Nusbaum and unanimously approved.

**R-1 Recommendation to Approve the Selection of Series 2011 Bonds Refunding Underwriters:**

The Executive Director reviewed the underwriter recommendations distributed in advance of the meeting to engage Raymond James as the senior managing underwriter and Siebert Williams Shank as the co-managing underwriter for the proposed bond refunding.

Commissioner Decker moved to approve the recommendation. The motion was seconded by Treasurer Gameda and unanimously approved. Finance Audit Committee Chair Painter abstained from presenting or voting regarding the underwriter recommendation due to her association with a colleague on the CMS Energy Board who is also CEO of one of the recommended underwriters.

**R-2 Recommendation to Approve Interior Photography Artwork (Malcomb P. Branch, Chair, Facilities and Planning Committee):**

Committee Chair Branch recommended approval of the proposed photography exhibit for display in the Arrivals Terminal in the Business Lounge. Descriptive material was distributed in advance of the meeting.

After discussion, the recommendation was unanimously approved.

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

Mr. Bowen supplemented the information in the Capital Projects Update which was previously distributed.

Mr. Bowen reported on the proposed sale of the real property on Barrs Road to Century Concrete. The Authority made an offer to sell the property (parcels 55 and 109) for fair market value, based on the Authority's initial appraisal, however, Century Concrete rejected this offer and was given the opportunity to obtain a second appraisal that will be reviewed by the Authority's appraiser. Century Concrete anticipates the completion of the second appraisal sometime later in January 2021.

Also, Mr. Bowen provided an update on the purchase of the 5936 Drum Road property. He stated that Delta Airport Consultants is currently performing a Categorical Exclusion Environmental Study. The title insurance has been received. The survey and Phase 1 Environmental Site Assessment are in progress. The appraisal will begin upon completion of the survey and the Phase 1 Environmental Site Assessment.

**Chairman's Report:**

Chairman Branch expressed regrets for the problems with the WebEx video. Commissioners Gameda and Painter recommended using another webinar tool.

Commissioner Nusbaum and other Commissioners commented on the Authority's continued exceptional leadership while overseeing budget and pandemic challenges.

**Old Business:**

None

**New Business:**

None

**Closed Meeting:**

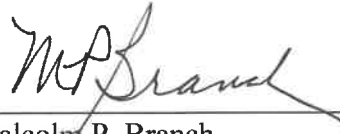
None

**Adjournment:**

There being no further business, Commissioner Gameda moved that the meeting adjourn. The motion was seconded by Commissioner Decker, and the Board unanimously approved the adjournment at approximately 2:35 p.m. The next regular public meeting of the Board will be held on Thursday, February 25, 2021, at 1:00 p.m.

[NOTE: A recording of the January 28, 2021, meeting was posted on the Airport website.]



A handwritten signature in dark ink, appearing to read "M. P. Branch", written over a horizontal line.

Malcolm P. Branch  
Board Chair

A handwritten signature in dark ink, appearing to read "R. S. Bowen", written over a horizontal line.

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



**Norfolk Airport Authority  
Board of Commissioners Meeting  
Thursday, January 28, 2021  
1:00 p.m.**

**Proposed Resolution**  
**Certifying and Approving Meeting**  
**Remotely**

The Board of Commissioners of the Norfolk Airport Authority is meeting at 1:00 PM on January 28, 2021, pursuant to the Operating Policies adopted by the Virginia General Assembly to allow the governing board of a public body to meet by electronic communication means without a quorum of the members physically assembled in one location when the Governor has declared a state of emergency;

Whereas, the Governor has declared a state of emergency due to the COVID-19 pandemic the nature of which makes it impractical and unsafe for the Commissioners, staff, and guests of the Authority to assemble in a single location; and

Whereas, the purpose of the meeting is to discuss and transact the business necessary to continue operations of the Authority and the Norfolk International Airport which it owns and operates; and

Whereas, the Authority shall make available a recording or transcript of the meeting on its website following the meeting; and

Whereas, the public has access to this meeting through electronic means through an audio connection provided by conference call; and

Whereas, this Resolution shall be filed in the minutes of the meeting.

Now therefore, the Authority hereby finds and certifies that the aforesaid conditions for the holding of this meeting remotely have been satisfied, and the holding of the meeting by electronic means is hereby approved.



# **NORFOLK AIRPORT AUTHORITY**

## **BOARD OF COMMISSIONERS MEETING MINUTES**

**Thursday, March 25, 2021  
1:00 p.m.**

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, March 25, 2021, after required notice and pursuant to Item 4-0.01 in House Bill 30 (Chapter 1289) of the 2020 Session of the General Assembly allowing the governing board of a public body to meet by electronic communication means without a quorum of the members physically assembled at one location when the Governor has declared a state of emergency. The meeting was conducted through Go-To-Webinar.

**Commissioners Present  
in person or online:**

Malcolm P. Branch  
John R. Broderick  
Michael B. Burnette, CCIM  
Peter G. Decker III, Esquire  
Paul D. Fraim, Esquire  
Mekbib Gameda  
William L. Nusbaum, Esquire  
Deborah H. Painter  
Bruce Smith

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

**Staff Present:**

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

**Others Present**

**in person or online:**

Devon Cabot, President, Two Capitols Consulting  
Lutricia c. Chavous, Virginia Beach, VA Resident  
Jessica Dennis, Management Analyst, City of Norfolk  
Anita O. Poston, Esquire, General Counsel  
Ed Reed, Vice President, Two Capitols Consulting  
Christie “CJ” Stolle, Vice President, Two Capitols Consulting

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

Malcolm P. Branch, Chair, called the meeting to order at 1:00 p.m. Assistant Secretary, Sheri Watts, called the roll and confirmed that a quorum was present as noted above.

**Approval of Resolution Certifying and Approving Meeting Remotely:**

Chairman Branch entertained a motion by Commissioner Burnette to approve the adoption of the resolution to acknowledge and certify that the meeting complies with the required procedures for a remote meeting during an emergency declared by the Governor. The motion was seconded by Commissioner Nusbaum and unanimously approved by roll call vote. A copy of the resolution is attached.

**REGULAR AGENDA**

**Approval of Meeting Minutes of Board of Commissioners Meeting on January 28, 2021:**

Chairman Branch entertained a motion by Vice-Chair Painter to approve the minutes for the meeting on Thursday, January 28, 2021; the motion was seconded by Commissioner Broderick and unanimously approved.

**Legislative Report (Ed Reed, Vice President, Two Capitols Consulting):**

Mr. Reed highlighted items from the March 2021 Legislative Report to the Board distributed by email before the meeting. He provided an update regarding the Coronavirus Relief Package and the consulting team’s effort to reinforce the Airport’s support in the American Rescue Plan. The bill was passed and signed into law by President Biden on March 11, 2021.

The 2021 AAAE/ACI-NA Legislative Conference met virtually. Several members of Congress expressed the need for continued airport support through the pandemic and for a long-term strategy of infrastructure investment across the United States.

Mr. Reed also gave an update on the 2021 Virginia General Assembly session. Two Capitols engaged on the following legislature on behalf of the Airport: **SB 114** Aircraft Civil: registration and licensing; **HB 2031** Facial Recognition Technology: authorization of use by local law enforcement agencies; and **HB 2015** Essential Workers: hazard pay, employer to provide personal protection equipment, civil penalties.

**R-1 Recommendation to Approve the Preliminary Fiscal Year 2022 Budget****(Deborah H. Painter, Chair, Finance Audit Committee):**

Finance Audit Committee Chair, Painter, reported that the Committee had met and conducted a thorough assessment of the FY 2022 Preliminary Budget. Since March 2020, the Authority has experienced severe reductions in passenger activity due to the Coronavirus pandemic. Although the Committee anticipates some recovery during Fiscal Year 2022, it has been challenging to quantify. Mr. Bowen invited Mr. Jarred Roenker, Director of Finance to provide a brief report and to answer questions.

Mr. Roenker reported that the FY 2022 budget assumes an 80% passenger rate. Some items have not been confirmed such as the amount of federal funding that will be used towards the budget, and the amount the Authority will receive in the 3<sup>rd</sup> Stimulus Package. Also, Mr. Roenker briefly reported on the Summary of Revenues, Summary of Expenses, and Summary of Capital Expenditures. Mr. Roenker welcomed questions.

Committee Chair Painter added that contingent upon the anticipated amount received from the 3<sup>rd</sup> Stimulus Package, the Finance Audit Committee expects to recommend a 4% employee increase to the FY 2022 budget that was not provided during FY 2020 due to the pandemic. After Board approval, the Preliminary Budget will be present to the Airline signatories. The Final Fiscal Year 2022 Budget will be submitted to the Board for approval in May 2021.

On behalf of the Committee, Ms. Painter recommended approval of the Preliminary Fiscal Year 2022 Budget. A roll call vote was taken, and the recommendation was unanimously approved.

**R-2 Recommendation to Approve Interior Photography Artwork (Malcolm P. Branch, Chair, Facilities, and Planning Committee):**

On behalf of the Facilities and Planning Committee, Chair Branch recommended the selection of two images from the artwork by Photographer, Mark Atkinson, be displayed in the Business Lounge in the Departures Terminal Main Lobby. After discussion, the majority of the Board selected the images depicting the marsh and the women and young boy crabbing. Commissioner Smith preferred to consider the bridge and sailboat image. Commissioner Broderick abstained because he was unable to see the images. The Board's selections will be submitted to staff for the final decision.

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

Mr. Bowen supplemented the Capital Projects Update which was distributed before the meeting.

Mr. Bowen provided an update on the sale of the real property on Barrs Road to Century Concrete. As reported on January 28, 2021, Board meeting, Century Concrete rejected the Authority's original offer and agreed to obtain a second appraisal. A second appraisal was received and revised by the Authority's appraiser. Based on the second appraisal, a counteroffer was made on March 12, 2021.

Concerning the purchase of 5936 Drum Road by the Authority, the due diligence requirements for the title insurance commitment and environmental study have been received and Mr. Bowen anticipates receiving the appraisal shortly.

Mr. Bowen reported that the current glass art exhibition, "There's No Place Like Home", ends on March 31, 2021. Mr. Bowen welcomed comments and suggestions on the next exhibition.

**Chairman's Report:**

Chairman Branch expressed appreciation for the Commissioners' participation in the virtual meetings over the last year but advised that the April 2021 meeting is being planned as an in-person meeting.

**Old Business:**


Mr. Bowen provided an update of the Strategic Plan. Consultants Susan Winslow of Tela Vuota, Deborah Cordell & Janette Crumley of Cordell & Crumley will be conducting surveys, interviews, and group meetings. Mr. Bowen invited the Board to participate if available. Commissioners Burnette and Treasurer Gameda remarked that they have appreciated the opportunity to work on the Strategic Plan and to learn so much about the Airport and its history.

**New Business:** None

**Closed Meeting:** None

**Adjournment:**

There being no further business, Treasurer Gameda moved that the meeting adjourn. The motion was seconded by Commissioner Fraim, and the Board unanimously approved adjournment at approximately 1:45 p.m. The next regular public meeting of the Board will be held on Thursday, April 22, 2021, at 1:00 p.m.

  
\_\_\_\_\_  
Malcolm P. Branch  
Board Chair

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





# **NORFOLK AIRPORT AUTHORITY**

## **BOARD OF COMMISSIONERS MEETING MINUTES**

**Thursday, May 27, 2021  
1:00 p.m.**

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, May 27, 2021, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal, Malcolm P. Branch, Chair, presided.

**Commissioners Present:**

Malcolm P. Branch  
John R. Broderick  
Peter G. Decker III, Esquire  
Paul D. Fraim, Esquire  
Mekbib Gameda  
William L. Nusbaum, Esquire  
Deborah H. Painter  
Bruce Smith

**Commissioners Absent:**

Michael B. Burnette, CCIM  
Dr. Harold J. Cobb, Jr., Emeritus Commissioner

**Staff Present:**

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

**Others Present:**

Eric Ballou, Esquire, Kaufman & Canoles, P.C.  
William Case, Managing Director, PFM  
Janette Crumley, Owner, Cordell & Crumley

**Others Present**

*continued:*

Jessica Dennis, Management Analyst, City of Norfolk  
Julie Mattlin, Principal, DKMG Consulting  
DJ Mehigan, Managing Director, Raymond, James  
Anita O. Poston, Esquire, General Counsel  
Ed Reed, Vice President, Two Capitols Consulting  
Christie “CJ” Stolle, Vice President, Two Capitols Consulting  
Susan Winslow, President, Tela Vuota, PLLC

**Welcome, and Call to Order:**

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

**REGULAR AGENDA**

**Approval of Minutes of Board of Commissioners Meeting on March 25, 2021:**

Chairman Branch entertained a motion by Commissioner Mekbib Gemedo to approve the minutes for the meeting on Thursday, March 25, 2021; the motion was seconded by Commissioner Nusbaum and unanimously approved.

**Legislative Report (Ed Reed, Vice President, and CJ Stolle Vice President, Two Capitols Consulting):**

Mr. Reed and Ms. Stolle provided a brief federal and state legislative overview. They also addressed the upcoming elections and the potential impact to the Airport and travel industry. There will be a Special Session of the General Assembly in August 2021.

**R-1 Recommendation to Approve the Final Fiscal Year 2022 Budget (Deborah H. Painter, Chair, Finance Audit Committee):**

On behalf of the Finance Audit Committee, Chair Painter recommended approval of the Final Fiscal Year 2022 Budget and moved for its adoption. The recommendation was unanimously approved.

**R-2 Recommendation to Approve the Issuance of Series 2021 Bonds to Refund the Authority’s Series 2011A, 2011B and 2011C Airport Revenue Bonds (Deborah H. Painter, Finance Audit Committee):**

Finance Audit Committee Chair Painter introduced the consultants who assisted with the proposed bond refunding and requested they provide a brief overview of the financing.

Mr. William Case, from PFM, provided an outline of the transaction, including the credit ratings. The Authority received a marginally lower rating as a result of the economic downturn due to the pandemic. Mr. Eric Ballou, bond counsel, reviewed the proposed Resolution attached to these Minutes approving the issuance and sale of the Series 2021 Refunding Bonds.

On behalf of the Committee, Ms. Painter moved for adoption of the proposed Resolution authorizing the Executive Director to execute the Bond Purchase Agreement and to proceed with the issuance of \$20,890,000 Airport Revenue Refunding Bonds Series 2021A (Non-AMT), \$2,690,000 Airport Revenue Refunding Bonds Series 2021B (AMT), and \$2,270,000 Airport Revenue Refunding Bonds Series 2021C (Federally Taxable)

After discussion, the Board voted unanimously to approve and adopt the Resolution.

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

Mr. Bowen supplemented the Capital Projects Update which was distributed before the meeting.

Mr. Bowen provided a report on the Airport Tenant Job Fair hosted by the Authority on May 24 and 25. The event was believed to be a success with over 550 resumes submitted for 122 vacant positions.

**Chairman's Report:**

Chairman Branch expressed his appreciation for the Commissioners attending the meeting in person. He congratulated staff on the successful Job Fair and Mr. Braden on his efforts in acquiring service by the new airline, Breeze. Commissioner Nusbaum emphasized the progress the Authority has made during the past years.

**Old Business Strategic Plan Update (Susan E. Winslow, P.E., President, Tela Vuota, PLLC):**

Consultant Susan Winslow provided an update on the Strategic Plan and shared the five phases of the planning process, the timeline, and the progress to date. The team will continue interviews and group meetings. Commissioners are invited to participate in the interviews.

**New Business Appointment of Nominating Committee for Slate of Officers for FY 2022:**

Chairman Branch appointed Commissioner Decker to chair the Nominating Committee and to submit a slate of officers for approval at the July 2021 meeting.

**Closed Meeting:** None

**Adjournment:**

There being no further business, Commissioner Gameda moved that the meeting adjourn. The motion was seconded by Vice-Chair Painter and the Board unanimously approved adjournment at approximately 1:45 p.m. The next regular public meeting of the Board will be held on Thursday, May 27, 2021, at 1:00 p.m.

A handwritten signature in cursive script, appearing to read "M. P. Branch", written over a horizontal line.

Malcolm P. Branch  
Board Chair

A handwritten signature in cursive script, appearing to read "Robert S. Bowen", written over a horizontal line.

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



# **NORFOLK AIRPORT AUTHORITY**

## **BOARD OF COMMISSIONERS MEETING MINUTES**

**Thursday, June 24, 2021  
1:00 p.m.**

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, June 24, 2021, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal, Malcolm P. Branch, Chair, presided.

**Commissioners Present:**

Malcolm P. Branch  
John R. Broderick  
Peter G. Decker III, Esquire  
Paul D. Fraim, Esquire  
Mekbib Gemed  
Deborah H. Painter  
Bruce Smith

**Commissioners Absent:**

Michael B. Burnette, CCIM  
Dr. Harold J. Cobb, Jr., Emeritus Commissioner  
William L. Nusbaum, Esquire

**Staff Present:**

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

**Others Present:**

Jessica Dennis, Management Analyst, City of Norfolk  
Anita O. Poston, Esquire, General Counsel

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

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

### **REGULAR AGENDA**

**Approval of Minutes of Board of Commissioners Meeting on March 25, 2021:**

Chairman Branch entertained a motion by Treasurer Gameda to approve the minutes for the meeting on Thursday, May 27, 2021; the motion was seconded by Vice-Chair Painter and unanimously approved.

**R-1 Recommendation to Approve the Arborist Airport Tree Condition Assessment (Malcolm P. Branch, Chair, Facilities and Planning Committee):**

Staff is concerned about the deteriorating condition of numerous trees on the Airport's property and the potential impact on its infrastructure. On behalf of the Facilities and Planning Committee, Chair Branch recommended approval of the removal of unhealthy trees that threaten the Airport's infrastructure. The scope of work is described in the Tree Condition Assessment Report previously distributed to the Board. The recommendation was unanimously approved.

**R-2 Recommendation to Approve the Issuance of a Request for Qualification for Government Relations and Lobbying Services (Robert A. Bowen, A.A.E., Executive Director):**

Two Capitols Consulting has represented the Authority's political interests in Washington D.C. and Richmond, VA since 2018. Their contract will expire on October 31, 2021. Mr. Bowen recommends the issuance of a Request for Qualifications (RFQ) for this service and distributed a draft RFQ to the Board. Chairman Branch entertained a motion by Vice-Chair Painter to issue the RFQ; the motion was seconded by Treasurer Gameda and unanimously approved.

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

Mr. Bowen supplemented the Capital Projects Update.

Mr. Bowen announced that the next Airport Tenant Job Fair hosted by the Authority will be on Tuesday, June 29, 2021. Also, the Transportation Security Agency (TSA) will host a Precheck Mobile Enrollment Center at the Airport June 28 through July 2, 2021.

The Authority completed and passed its FAA inspection on June 16, 2021. The FAA Inspector noted that the Airport is one of the best he has inspected.

There has been a considerable increase in travel demand and airlines are adding capacity. In the past few months, the numbers of nonstop destinations, departures, and filled seats have all improved.

**Chairman's Report:**

Chairman Branch expressed his appreciation to the Staff for vigilance in tree management. He also congratulated the Authority for its successful FAA inspection.

**Old Business:** None

**New Business:** None

**Closed Meeting (1:28 p.m.):**

Treasurer Gameda moved that the Board of the Norfolk Airport Authority convene in a closed session, according to the exemption at §2.2-3711. A.1 of the Code of Virginia, to discuss and



consider the assignment, appointment, promotion, performance, and salary of the Executive Director of the Authority. The motion was duly seconded by Commissioner Decker and approved unanimously.

**Reconvene Open Meeting:**

Chairman Branch reconvened the Open Meeting at approximately 1:48 p.m. Treasurer Gameda moved for adoption of the following resolution: *Now, therefore, be it resolved that the Board of the Norfolk Airport Authority hereby certifies that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under the Virginia Code, and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the closed meeting.* The motion was duly seconded by Vice-Chair Painter.

A roll call vote was taken to approve the motion as follows:

**Roll Call:**

Commissioner	Response	Commissioner	Response
Chairman Branch	Yes	Vice-Chair Painter	Yes
Treasurer Gameda	Yes	Commissioner Broderick	Yes
Commissioner Burnette	Absent	Commissioner Decker III	Yes
Commissioner Fraim	Yes	Commissioner Nusbaum	Absent
Commissioner Smith	Yes		

**Adjournment:**

There being no further business, Treasurer Gameda moved that the meeting adjourn. The motion was seconded by Commissioner Broderick, and the Board unanimously approved adjournment at approximately 1:50 p.m. The next regular public meeting of the Board will be held on Thursday, July 22, 2021, at 1:00 p.m.



Malcolm P. Branch  
Board Chair



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



# **NORFOLK AIRPORT AUTHORITY**

## **BOARD OF COMMISSIONERS MEETING MINUTES**

**Thursday, July 22, 2021  
1:00 p.m.**

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

**Commissioners Present:**

Malcolm P. Branch  
John R. Broderick  
Michael B. Burnette, CCIM  
Peter G. Decker III, Esquire  
Mekbib Gemed  
William L. Nusbaum, Esquire  
Deborah H. Painter  
Bruce Smith

**Commissioners Absent:**

Dr. Harold J. Cobb, Jr., Emeritus Commissioner  
Paul D. Fraim, Esquire

**Staff Present:**

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

**Others Present:**

Jessica Dennis, Management Analyst, City of Norfolk  
Barbara Fava, Managing Director, PFM Asset Management LLC  
Ms. Kimberly Lamb, General Manager, Hudson News  
Mr. Robert Napoli, Senior Vice President, Hudson News  
Mrs. Rosa Owens, The Nia Corporation  
Mr. Hugo Owens, The Nia Corporation  
Anita O. Poston, Esquire, General Counsel  
Mr. Ed Reed, Vice President, Two Capitols Consulting  
The Honorable Martin Thomas, Vice Mayor,  
City of Norfolk

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

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

**Public Comment Request (Mrs. Rosa Owens, and Mr. Hugo Owens, The NIA Corporation):**

On the approval by Chairman Branch, Mr. and Mrs. Owens were allowed to comment in support of the Hudson-NIA Norfolk Joint Venture Retail Concession Agreement Lease extension request.

**REGULAR AGENDA**

**Approval of Minutes of Board of Commissioners Meeting on June 24, 2021:**

Chairman Branch entertained a motion by Treasurer Gameda to approve the minutes for the meeting on Thursday, June 24, 2021; the motion was seconded by Vice-Chair Painter and unanimously approved.

**Investment Portfolio Review:**

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

**R-1 Recommendation to Approve the Extension of the Hudson-NIA Norfolk Joint Venture Retail Concession Agreement Lease (William L. Nusbaum, Esquire, Chair, Concessions Committee):**

As a result of the decline in air travel due to the COVID-19 pandemic, the Hudson-NIA airport concession has experienced a significant decrease in sales and profits. To offset losses during the years 2020 and 2021, Hudson-NIA Group requested a **two-year** extension on its concession lease to allow it to recoup its investment. On behalf of the Concessions Committee, Committee

Chair Nusbaum made a motion to approve a **one-year** extension of the Hudson-NIA Concession Agreement Lease to expire on June 20, 2027. The motion was unanimously approved.

**R-2 Recommendation to Approve the Issuance of a Request for Proposals for Rental Car Service Concession (William L Nusbaum Esquire, Chair, Concessions Committee):**

The economic downturn, due to the COVID-19 pandemic has affected rental car operations at the Airport. Hertz Corporation (Hertz, Dollar, and Thrifty) filed for Chapter 11 Bankruptcy and the Thrifty brand ceased operations at the Airport. On behalf of the Concessions Committee, Committee Chair Nusbaum made a motion to authorize staff to issue a Request for Proposal for a new rental car service concession in the former Thrifty facilities and to award the contract to the most responsive offeror. The motion was unanimously approved.

**R-3 Recommendation to Approve the Issuance of a Request for Proposals for Airport Common Carrier Ground Transportation Service Concession (William L Nusbaum Esquire, Chair, Concessions Committee):**

In March 2020, James River Transportation discontinued its common carrier ground transportation service at the Airport due to declining sales caused by the COVID-19 pandemic. On behalf of the Concessions Committee, Committee Chair Nusbaum moved to authorize staff to issue a Request for Proposal for a common carrier ground transportation service concession, and to award a contract to the most responsive offeror. The motion was unanimously approved.

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

A complete report of the Capital Projects Updates for July 13, 2021, was previously distributed. Mr. Bowen responded to questions and comments from the Commissioners.

**Chairman's Report:**

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

**Old Business:** None

**New Business:**

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

Name	Office
Malcolm P. Branch	Chairman
Deborah H. Painter	Vice-Chair
Mekbib Gemedda	Treasurer

Committee Chair Decker stated that all candidates have agreed to the re-appointment.

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

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

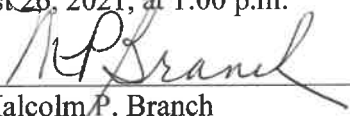
On behalf of the Nominating Committee, Committee Chair Decker recommended that the Board approve the re-appointment of Ms. Sheri Watts and Mr. Steven Sterling as Assistant Secretaries.

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

**Closed Meeting:** None

**Adjournment:**

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

  
\_\_\_\_\_  
Malcolm P. Branch  
Board Chair

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



# **NORFOLK AIRPORT AUTHORITY**

## **BOARD OF COMMISSIONERS MEETING MINUTES**

**Thursday, September 23, 2021  
1:00 p.m.**

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, September 23, 2021, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal. Malcolm P. Branch, Chair, presided.

**Commissioners Present:**

Malcolm P. Branch  
Michael B. Burnette, CCIM  
Peter G. Decker III, Esquire  
Mekbib Gemedo  
William L. Nusbaum, Esquire  
Deborah H. Painter

**Commissioners Absent:**

John R. Broderick  
Dr. Harold J. Cobb, Jr., Emeritus Commissioner  
Paul D. Fraim, Esquire  
Bruce Smith

**Staff Present:**

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

**Others Present:**

Jessica Dennis, Management Analyst, City of Norfolk  
Eric Mercado, Chief Executive Officer, ACS Firm  
Anita O. Poston, Esquire, General Counsel  
Cyndi Strafford, Human Resources & Recruitment, ACS  
Firm  
Susan E. Winslow, P.E., President, Tela Vuota, PLLC

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

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

**REGULAR AGENDA**

**Approval of Minutes of Board of Commissioners Meeting on July 22, 2021:**

Chairman Branch entertained a motion by Commissioner Decker III to approve the minutes for the meeting on Thursday, July 22, 2021; the motion was seconded by Treasurer Gameda and unanimously approved.

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

Mr. Bowen reported that staff conducted interviews with three qualified agencies who responded to the RFQ for the Federal and Commonwealth of Virginia Government Relations and Lobbying Services contract. Based on the interviews, experience, and proposals, the staff unanimously agreed that Becker/Capital Results be recommended to the Board.

Chairman Branch entertained a motion by Vice-Chair Painter to approve the recommendation from the staff for the selection of Becker/Capital Results and to authorized staff to negotiate the contract. The motion was seconded by Commissioner Decker III, and unanimously approved.

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

After receiving a recommendation from Authority Police Chief Huffman, staff investigated the opportunity to fly the Prisoner of War/Missing in Action in Southeast Asia flag at the Airport on National POW/MIA Recognition Day and when fallen service members are transported through the Airport. Mr. Sterling advised that the Authority can fund any related cost from the current budget.

Chairman Branch accepted a motion by Commissioner Decker III to approve the staff recommendation to display the flag as described. The motion was seconded by Commissioner Nusbaum and unanimously approved.

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

Mr. Rondeau advised that the tree removal approved during the June Board meeting was completed without any damage to the Airport. Staff recommends that the trees be replaced with trees recommended by Winn Nursery as shown in the report distributed to the Board before the meeting.

Chairman Branch entertained a motion by Treasurer Gameda to approve the recommendation from staff to replace the trees as described in Mr. Rondeau's report. The motion was seconded by Vice-Chair Painter and unanimously approved.

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

A complete report of the Capital Projects Updates for September 13, 2021, was previously distributed to the Board. Mr. Bowen further reported that the Garage D project is progressing well and staff is working towards a public opening on October 14, 2021, contingent upon the COVID pandemic.

Mr. Bowen highlighted the report entitled Airline Load Factors for the Airport Non-Stop Destinations, for June 2021, prepared by Mr. Braden. Commissioner Nusbaum requested that the report be distributed monthly for the Board's review.

**Chairman's Report: None**

**Old Business - Strategic Plan Update (Susan E. Winslow, P.E., President, Tela Vuota, PLLC):**

Ms. Winslow reported that a meeting is scheduled with SWAY to ensure what is advertised complies with the brand. She shared that workshop 2 focused on conducting a SWOT (strengths, weakness, opportunities, and threats) analysis. The next workshop will address the following goals:

- Employees
- Passengers, Users, Stakeholders
- Diversity
- Facility

The remaining tasks include:

- Mission, Vision, and Values Statements
- Diversity, Equality, and Inclusion Statement
- Goals, Objectives, Strategies, and Tactics
- Implementation and Tracking Plan

The final presentation to the Board will be during the December 2021 Board Meeting. Commissioner Burnette thanked Ms. Winslow for her guidance and expertise.

**New Business: None**

**Closed Meeting (1:30 p.m.):**

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

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



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

(iii) *Virginia Code Section 2.2-3711.A.8, for the purpose of consultation with legal counsel regarding legal matters pertaining to the contract with the search consultant and perspective candidates for employment.*

The motion was duly seconded by Vice-Chair Painter and unanimously approved.

**Reconvene Open Meeting (1:49 p.m.):**

Chairman Branch reconvened the Open Meeting, Treasurer Gameda moved for adoption of the following resolution:

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

A roll call vote was taken to approve the motion as follows

Roll Call:

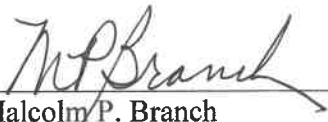
Name	Attendance	Name	Attendance
<b>Malcolm P. Branch</b>	Yes	<b>Deborah H. Painter</b>	Yes
<b>Mekbib Gameda</b>	Yes	<b>John R. Broderick</b>	Absent
<b>Michael B. Burnette</b>	Yes	<b>Peter G. Decker III</b>	Yes
<b>Paul D. Fraim</b>	Absent	<b>William L. Nusbaum</b>	Yes
<b>Bruce Smith</b>	Absent		

Commissioner Nusbaum was then recognized with a motion that the Authority contract with the ACS Firm as consultants for the search for the next Executive Director on the terms finally acceptable to the Search Committee. The motion was seconded by Commissioner Decker III and unanimously approved.

**Adjournment:**


There being no further business, Treasurer Gameda moved that the meeting adjourn. The motion was seconded and unanimously approved. The meeting was adjourned at 1:50 p.m. The next regular meeting of the Board will be held on Thursday, October 28, 2021, at 1:00 p.m.

Mr. Bowen added that the meeting will include the review and approval of the Audit Report.



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Malcolm P. Branch  
Board Chair



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



# **NORFOLK AIRPORT AUTHORITY**

## **BOARD OF COMMISSIONERS MEETING MINUTES**

**Thursday, October 28, 2021  
1:00 p.m.**

The Norfolk Airport Authority (NAA) Board of Commissioners Meeting was held on Thursday, October 28, 2021, at the Norfolk International Airport (NIA), Human Resources Conference Room A, Main Passenger Terminal. Malcolm P. Branch, Chair, presided.

**Commissioners Present:**

Malcolm P. Branch  
Michael B. Burnette, CCIM  
Peter G. Decker III, Esquire  
Paul D. Fraim, Esquire  
Mekbib Gemed  
William L. Nusbaum, Esquire  
Deborah H. Painter  
Bruce Smith  
Dr. Harold J. Cobb, Jr., Emeritus Commissioner

**Commissioners Absent:**

John R. Broderick

**Staff Present:**

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

**Others Present:**

Anthony Bedell, Federal Co-Lead Lobbyist, Becker & Poliakoff  
Jessica Dennis, Management Analyst, City of Norfolk  
Paul Feagan, CPA, Manager, Cherry Bekaert, LLP  
Eric Mercado, Chief Executive Officer, ACS Firm  
Greg Miller, CPA, Cherry Bekaert, LLP  
Anita O. Poston, Esquire, General Counsel  
Robert Shinn, State Lobbying Lead, Capital Results  
Cyndi Strafford, Human Resources & Recruitment, ACS Firm  
Clarence Williams, Federal Co-Lead Lobbyist, Becker & Poliakoff  
Susan E. Winslow, P.E., President, Tela Vuota, PLLC

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

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

**REGULAR AGENDA**

**Approval of Minutes of Board of Commissioners Meeting on September 23, 2021:**

Chairman Branch entertained a motion by Vice Chair Painter to approve the minutes for the meeting on Thursday, September 23, 2021; the motion was seconded by Treasurer Gameda and unanimously approved.

**Becker & Poliakoff/Capital Results Lobbying Team Introduction (Anthony Bedell, Clarence Williams, and Robert Shinn):**

The new lobbying team introduced the individual members who will be working on the Authority account and provided an overview of their team. They opined that their diverse approach to lobbying and their personal relationships will improve the Authority's presence in the government and private funding platforms.

**Cherry Bekaert, LLP, Presentation of the Fiscal Year 2021 Auditor's Report (Greg Miller and Paul Feagan):**

Greg Miller, CPA, Director, and Paul Feagan, CPA, Manager, from Cherry Bekaert LLP, provided a detailed review of the Fiscal Year 2021 Audit. The audit was a "clean" audit and no modifications will be required. Regarding the Government Auditing Standards, there were no reportable instances of noncompliance and no control deficiencies identified as material. Lastly, Mr. Miller discussed the new accounting and reporting changes that were summarized in the material presented to the Authority.

**R-1 Recommendation to Accept the Fiscal Year 2021 Auditor's Report****(Deborah H. Painter, Chair Finance Audit Committee):**

Committee Chair Painter welcomed questions or comments. On behalf of the Finance Audit Committee, Ms. Painter recommended accepting the Fiscal Year 2021 Auditor's Report that was distributed to the Board before the meeting. Chairman Branch called for a vote. The Commissioners unanimously accepted the Report.

**R-2 Recommendation to Approve an Employee Bonus from the Fiscal Year 2021 Surplus****(Deborah H. Painter, Chair, Finance Audit Committee):**

Mr. Bowen presented a recommendation to pay a bonus to the 206 active Authority employees for their performance during the pandemic. The estimated cost to the Authority is \$230,000, which was not included in the approved the Fiscal Year 2022 Budget. The cost will either come from the share of the estimated Fiscal Year 2021 surplus or the remaining balance of the Authority's Federal COVID relief funds.

Vice-Chair Painter requested the opportunity to discuss this matter in the Closed Meeting later in the agenda since it involves the performance and compensation of specific individual employees of the Authority. Chairman Branch agreed and will adjust the agenda accordingly.

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

Mr. Bowen supplemented the Capital Projects Updates for October 18, 2021, distributed prior to the meeting, and announced that Garage D will officially open next week. Mr. Bowen offered a tour of the Garage D after the meeting.

Mr. Bowen acknowledged the last report from Two Capitols Consulting and provided an overview of the October 20, 2021 Air Service review prepared by Mr. Braden. Mr. Bowen welcomed questions.

**Chairman's Report: None****Old Business - Strategic Plan Update (Susan E. Winslow, P.E., President, Tela Vuota, PLLC):**

Ms. Winslow provided an update of the Strategic Plan and reported that 3 of the 5 phases of the process have been completed. Currently, the Committee is addressing Phase 4, *Implement the Plan*. The remaining tasks include:

- Develop Implementation & Tracking Plan
- Final Presentation to the Board During the December 9, 2021, Meeting
- Rollout - Internal
- Rollout - External

**New Business:**

The Board unanimously agreed to combine the November and December meetings on Thursday, December 9, 2021, at 1:00 p.m.

**Closed Meeting (1:55 p.m.):**

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

- (i) *Virginia Code Section 2.2-3711.A. 3: To discuss and consider the disposition by lease of Authority owned real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the Authority;*
- (ii) *Virginia Code Section 2.2-3711.A. 8: To consult with legal counsel retained by the Authority regarding specific legal matters involving the concession agreements at the Norfolk and the contract with the search consultant and perspective candidates for employment which require the provision of legal advice by such counsel;*
- (iii) *Virginia Code Section 2.2-3711.A.29: To discuss the award of a public contract involving the expenditure of public funds and to discuss the scope and terms of the contract where discussion in open session would adversely affect the bargaining position or negotiating strategy of the Authority; and*
- (iv) *Virginia Code Section 2.2-3711.A.1 To discuss and consider the performance and compensation of certain specific individual employees of the Authority.*

The motion was duly seconded by Vice-Chair Painter and unanimously approved.

**Reconvene Open Meeting (2:15 p.m.):**

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

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

A roll call vote was taken to approve the motion as follows:

Name	Attendance	Name	Attendance
<b>Malcolm P. Branch</b>	Yes	Deborah H. Painter	Yes
<b>Mekbib Gameda</b>	Yes	John R. Broderick	Absent
<b>Michael B. Burnette</b>	Yes	Peter G. Decker III	Yes
<b>Paul D. Fraim</b>	Absent	William L. Nusbaum	Yes
<b>Bruce Smith</b>	Yes		

Thereafter, Vice-Chair Painter made a motion to authorize the Executive Director to pay a one-time bonus to the 206 active Authority employees to be based on performance and employment during the COVID-19 pandemic. The bonus will include a claw-back provision for employees who leave the employment of the Authority immediately upon receipt. The amount of the bonus will be a minimum of \$1,000 and a maximum of \$2,500 for each employee with a total cost to the Authority of \$600,000.

The motion was seconded by Treasurer Gameda and unanimously approved.

Commissioner Nusbaum then made a motion to approve the recommendation of the staff regarding the Main Lobby concession now utilized as a Starbucks. The motion was seconded by Commissioner Decker III and unanimously approved.

**Adjournment:**

There being no further business, Treasurer Gameda moved that the meeting adjourn. The motion was seconded and unanimously approved. The meeting was adjourned at 2:25 p.m. The next regular meeting of the Board will be held on Thursday, December 9, 2021, at 1:00 p.m.



Malcolm P. Branch  
Board Chair



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





# Norfolk Airport Authority

## Board of Commissioners

### Schedule of Meetings

**Calendar Year: 2022**

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Excluding the months of November and December, the Board of Commissioners meetings are held on the fourth Thursday of each month unless changed or cancelled by vote of the Board.

The meeting packet is posted as follows:

**Go to:** [norfolkairport.com](http://norfolkairport.com)

**Locate:** Press Room

**Go to:** Meeting Notices

Questions or Comments please contact Sheri Watts:

[swatts@norfolkairport.com](mailto:swatts@norfolkairport.com) or 757-857-3351

MONTH	DAY	REMARKS
January	27	
February	24	
March	24	
April	28	
May	26	
June	23	
July	28	
August	25	
September	22	
October	27	
November	TBD	
December	TBD	

