

MARYLAND AVIATION COMMISSION
WEDNESDAY, FEBRUARY 19, 2025
A/B CONFERENCE ROOM, THIRD FLOOR
BALTIMORE/WASHINGTON INTERNATIONAL THURGOOD MARSHALL AIRPORT

OPEN SESSION

MARYLAND AVIATION COMMISSION MEMBERS

Paul Wiedefeld, Chairman
Ned Carey
Jesse Chancellor
W. Drew Hawkins
Mary Reese
Dr. Cedric Sims
Dr. Zafar Zafari

MARYLAND DEPARTMENT OF TRANSPORTATION (MDOT)

MARYLAND AVIATION ADMINISTRATION (MAA)

Ricky D. Smith, Sr.
Stacey Armstead
Diana Brown
Niqui Clark (*virtual attendee*)
Jonathan Dean
Harold Fowler
Rachel Goodman
Staci Gorden
Jordan Kayloe
Shanae Murray
Hemant Patel (*virtual attendee*)
Wayne Pennell
Bruce Rineer (*virtual attendee*)
George Robinson
Keiva Rodriques
Robert Sager
Paul Shank
Caleb Singer (*virtual attendee*)
Tanya Wojtulewicz

OTHER EMPLOYEES OF THE STATE OF MARYLAND

Samantha Biddle, Maryland Department of Transportation
Shafiq Rahman, Maryland Department of Transportation
Colter Menke, Maryland Department of Commerce

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MEMBERS OF THE PUBLIC

Laura Donovan

Chairman Wiedefeld called the meeting to order at 1:01 p.m.

WELCOME AND APPROVAL OF MINUTES – Chairman Wiedefeld

Upon request for a motion to approve the minutes of the October 23rd Commission meeting, it was so moved by Commissioner Carey, seconded by Commissioner Hawkins, and approved unanimously.

EXECUTIVE DIRECTOR’S REPORT – Executive Director Ricky Smith

The Executive Director provided an update on legislative activity that impacts MAA.

State Updates

- Maryland Senate Bill 0373 State Personnel - BWI Airport Fire and Rescue Department - Collective Bargaining and Arbitration Processes (Sponsored by Senator Pam Beidle)
Summary: This bill would alter the collective bargaining process between the State and uniformed fire employees of the BWI Airport Fire and Rescue Department by requiring the parties to reach a collective bargaining agreement on or before a certain date; establishing a process of binding arbitration in the event of an impasse; and generally relating to collective bargaining between the State and employees of the BWI Airport Fire and Rescue Department.

- Maryland Senate Bill 973 Aviation Oversight - BWI Thurgood Marshall Airport Master Plan (Sponsored by Senator Clarence Lam)
Summary: This bill would require the Maryland Aviation Commission to adopt, rather than approve for adoption by the Executive Director of the Maryland Aviation Administration, regulations for the operation of the State-owned airports; alter requirements for meetings and a quorum of the Commission; alter certain powers and duties of the Administration and the Commission; require certain contracts to be approved by the Commission; etc.

MAA will respond to these bills with a statement on the agency’s position.

MAA is anticipating that Delegate Richard Metzgar will introduce the two bills that would do the following:

- Add slot machines in the airport.
- Bring commercial air service to Martin State.

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Regarding the agency's budget, MAA recently participated in both House and Senate Budget Hearings.

Federal Updates

On January 28, the Senate voted 77-22 in favor of confirming Sean Duffy to be the 20th Secretary of Transportation.

President Donald Trump appointed Chris Rocheleau a U.S. Air Force veteran and FAA career veteran as Acting FAA Administrator.

MAA hosted U.S. Congresswoman Sarah Elfreth for a briefing and tour of BWI Marshall airport on January 30th.

The Board of Public Works recently approved the concessions contract at BWI Marshall. Fraport Baltimore Partnership LLC was awarded the contract to redevelop, renovate, lease and manage the retail, restaurant and commercial services at the airport.

OVERVIEW OF MDOT'S IT CONSOLIDATION PLAN – Samantha Biddle, Deputy Secretary, Maryland Department of Transportation and Shafiq Rahman, Chief Information Officer

Over the past year, MDOT brought together IT leadership from each mode to focus on IT Governance and IT Consolidation. As part a consolidation effort, all IT professionals at each mode have transitioned to management under MDOT leadership. IT employees are still geographically located at each mode but are now working under a new management structure within MDOT headquarters. This new management structure will enable MDOT to efficiently address IT issues such as aging infrastructure, resource allocation, cyber security and personnel.

The new management structure will not impact IT operational technologies at BWI Marshall or Martin State airports, but it will impact information technology, which is the backbone of IT infrastructure for MDOT. Areas that will be impacted include cyber security, data centers, fiber networks, etc.

BUSINESS DEVELOPMENT & MANAGEMENT – Tanya Wojtulewicz, Chief, Division of Business Development & Management

Debt Outstanding and Ratings

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BWI Marshall was upgraded by Fitch in Calendar Year 2024. Fitch upgraded the Revenue Bonds from A to A+. Fitch upgraded the PFC Revenue Bonds from A- to A. Series 2024A Completion bonds for AB Connector and BHS is \$219.8 million issued in November 2024. Debt O/S per enplanement averages \$60 per enplanement; very low compared to peer airports.

Debt (\$Millions)	Amount Issued	Debt O/S (Principal) as of June 30, 2025
Special Transportation Project Revenue Bonds	\$630.2	\$576.6
Passenger Facility Charge (PFC) Bonds	\$291.7	\$149.2
Customer Facility Charge (CFC) Bonds	\$117.3	\$54.9
Appropriated Other Debt	\$80.1	\$30.3
Total Debt	\$1,119.3	\$811.0

Financial Overview – December 2024

MAA Operating Revenues are up by 8.7% (\$160.1M), which is mostly attributed to rate increases. Operating expenses are up by 4.1% (\$101.7M) which is largely due to salaries.

Enplanement activity and landed weight remain relatively flat (fiscal year-to-date thru December).

Operating Expenses

Fiscal year-to-date spent is \$101.7 million or 43% of budget with 46.2% of year passed. There is a lag in spending which is a result of invoicing delays and annual debt payments that have yet to occur. MAA is forecasted to spend \$253.4M or 103% of the amended budget. Forecast and budget amendment excludes new collective bargaining agreement for airport firefighters effective 1/1/2025. Forecast includes snow/ice event costs through February 12th. A budget amendment of \$7.9M is expected Spring 2025 for additional funds & salary increases excluding the January 2025 longevity and CBA.

Year-over-year increases in expenses can be attributed to:

- Salaries (Statewide mandates, Snow events)
- Fuel and Utilities
- Contractual Services (Shuttle bus, Elevator/escalator, Software Maintenance)
- Land and Structures (Snow removal)

Revenues – Operating and Non-Operating

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Total MAA Operating Revenues are up by 8.7% (\$160.1M), which is mostly attributed to parking (rate increase) and rents/user fees and other passenger concessions.

FISCAL YEAR-TO-DATE THRU DECEMBER

FY Ends June 30	FY 2025	FY 2024	Variance	% Change
MAA Operating Revenue				
Flight Activity ¹	\$31,129,181	\$30,855,915	\$273,267	0.9%
Rent & User Fees ²	\$49,318,701	\$44,497,267	\$4,821,434	10.8%
Public Parking ³	\$42,717,030	\$34,727,028	\$7,990,001	23.0%
Rental Cars	\$9,035,356	\$8,006,460	\$1,028,897	12.9%
Retail, Food & Beverage Concessions	\$10,080,202	\$9,471,774	\$608,428	6.4%
Other Passenger Concessions ⁴	\$6,094,407	\$4,659,638	\$1,434,770	30.8%
Non-Passenger Concessions	\$2,680,875	\$2,359,014	\$321,861	13.6%
Other Revenue	\$4,364,310	\$7,072,244	(\$2,707,933)	-38.3%
Subtotal BWI	\$155,420,062	\$141,649,339	\$13,770,723	9.7%
Martin State	\$4,647,479	\$5,587,332	(\$939,853)	-16.8%
TOTAL- MAA REVENUES	\$160,067,541	\$147,236,671	\$12,830,870	8.7%
Revenue Bond Payment	(\$15,501,380)	(\$14,417,923)	(\$1,083,457)	7.5%
TOTAL MAA REVENUE TO THE TTF	\$144,566,161	\$132,818,748	\$11,747,413	8.8%

For non-operating revenue, PFC Collections are down due to significant decrease in Southwest Airlines (SWA) Collections. SWA moved to Clearing House which results in a month lag in remitting collections when comparing to FY 2024. SWA reported their bookings were down 18% in 3rd Quarter CY 2024. CFC rates increased from \$3.75 to \$5.75 per transaction day as of January 1, 2024.

Capital Expenses

Status of Funds

% of Year Passed

50.0%

FY25	Fund	Budget	YTD	Remaining	% Spent
	TTF	\$96,911,294	\$38,533,852	\$58,377,442	39.8%
	Federal	\$94,145,482	\$38,986,048	\$55,159,434	41.4%
	Other	\$171,955,867	\$69,958,022	\$101,997,845	40.7%
	TOTAL	\$363,012,643	\$147,477,922	\$215,534,721	40.6%

CAPITAL DEVELOPMENT POLICY FRAMEWORK – Paul Shank, Chief, Division of Planning & Engineering

Mr. Shank reported that all of that all of MAA’s major capital projects were on schedule and on budget. He explained that during most Commission meetings he provides an in-depth status

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update on major capital projects. In lieu of his normal presentation, he wanted to present MAA's version of an initial capital development policy framework. The purpose is to educate the Commission because at some point the Commission will need to decide which Framework to utilize going forward.

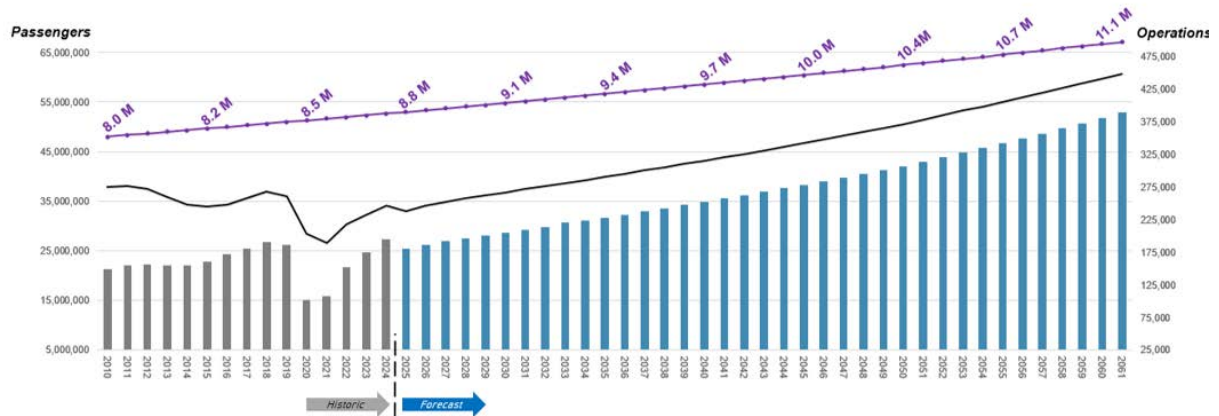
During the last Commission meeting on October 23, 2024, Commissioners Chancellor and Zafari presented an initial framework (i.e. analysis tool) for implementing their interpretation of the revised MAC legislation and what is important to them. MAA has also evaluated the legislation, with consideration of existing rules, regulations and processes of airport operation and development.

Cardinal Understandings of Airport Development

- BWI Marshall is part of an inter-connected national system of airports
- Airports develop to accommodate public demand – not to attract activity
- Accommodating that demand results in regional economic strength which in turn has community and health benefits associated with employment, housing, education, food security, public services – quality of life.
- Not accommodating that demand in a timely and efficient manner, can have adverse impacts including congestion, delay, stress, reduced air quality, and an erosion of life's opportunities.
- Accommodating that demand can result in impacts to the environment and community but those are avoided, minimized and mitigated through a multi-layered implementation process and federal and state regulatory frameworks.

Projected Traveler Demand & Airport Capacity

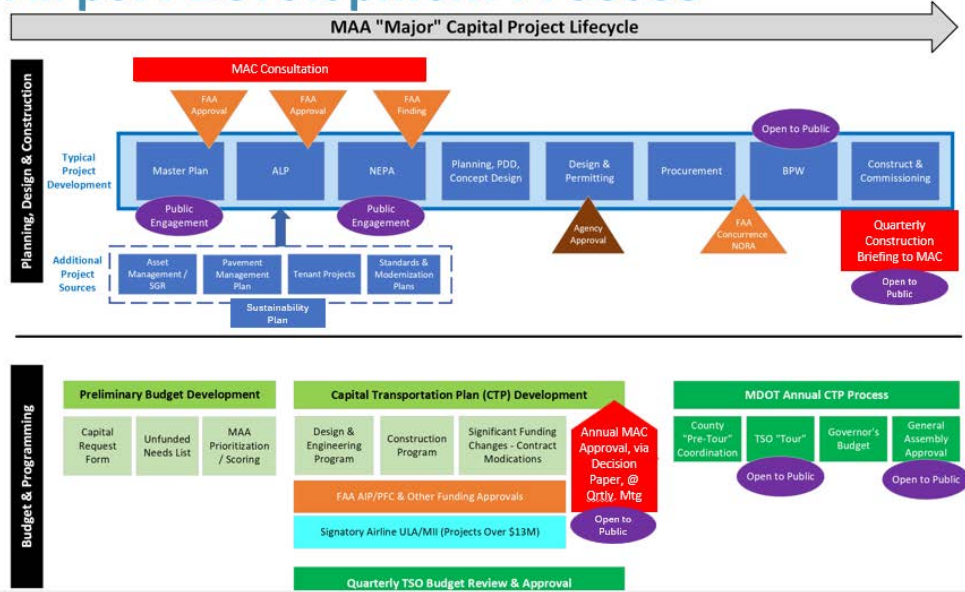
- This the growth in the region we are preparing for.



A high-level overview of the airport development process was presented.

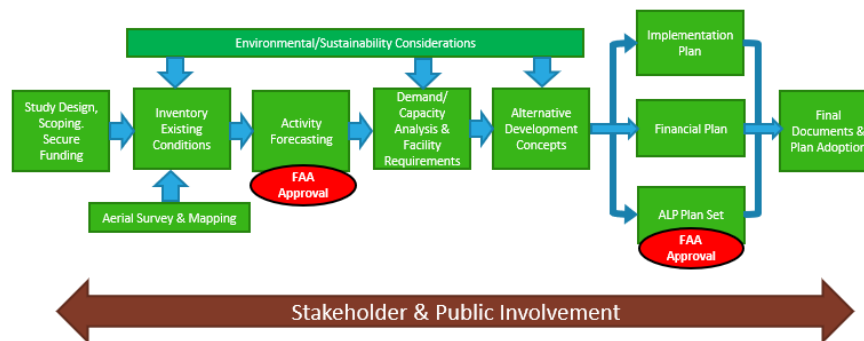
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MAA Airport Development Process



Master Planning Process

- This process establishes the strategic long-term development vision of the airport and is the primary avenue for identifying major capital projects to enter the CTP



FAA AC 150/5070-6B Airport Master Plans

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Typical NEPA Environmental Assessment Process

- Pursued when projects/programs are forecast to be needed within 3 to 5 years



Excerpt from July 2023 briefing to

- Theme is to avoid, minimize, mitigate impacts
- Can take several years
 - BWI EA: 4 years
 - MTN EA: 8 years
- Document chapters mirror the process
 - BWI = 360 pages plus 14 appendices of additional 4,890 pages
 - MTN = 290 pages plus 12 appendices of 4,620 pages
- Published on MAA Website

Outreach and Engagement

These are MAA's stakeholders and partners throughout all processes:

- Airlines
- Non-profits
- Citizens of Maryland
- Tenants
- BWI Roundtable
- Maryland Aviation Commission
- Federal Government
- Business Community
- Passengers
- International Business
- Elected Officials
- Community Partners
- Trade Associations
- BWI Employees
- Youth
- National Capital Region
- State Government
- County Government
- Local Government

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- Partner Associations

Using a matrix approach, MAA created a chart that lists mandated areas of consideration and the associated processes.

MAC Areas of Consideration

- Example of project lifecycle for the ATCT, BHS & C-D Connector Program which entered the CTP in 2024

Mandated Areas of Consideration	MAA's interpretation of what it means relative to the MDOT/MAA mission	Master Plan (long-range Vision)	ALP	NEPA & Preliminary Planning	Advanced Planning	Design & Permitting	Procurement	Board of Public Works (BPW)	Construct
Aviation	This is airport's purpose to accommodate projected aviation demand in the most efficient and traveler friendly manner. These are the drivers or purpose and need of the projects.	2007 LRNA 2009 TMP 2011 MP	FAA Conditional Approval 2008, 2011, 2015	Purpose & Need, Forecast PDD 2018	FAA ATCT Siting Studies 2012-2024 CSD 2024 Ongoing	Ensure Compliance with FAA Aviation Standards		Approval of the expenditure of public funds based on preceding considerations. Done at a public meeting	
Economics	This is the regionally beneficial outcome of project implementation acknowledging associated jobs, benefits, etc.	Biennial Airport Economic Impact Calculation			Project Specific Economic Impact Calculation		Public Labor Agreement		
Business	This is the funding and financial feasibility of implementing the projects	Cost & Funding Estimates			Cost Estimates, Value Engineering, Programming of Funding Streams including AIP, PFC, TTF, ULA		Public Labor Agreements, Construction Contracts		Value Engineering, Partnering
Environment	These are the potential adverse impacts to the natural and human environment	Sustainability Considerations		CATEX 2022 EA/FONSI 2024		FCP/Tree Mitigation, Stormwater/NPDES, Wetlands Others			Fugitive Dust, ESC Plan
Health		Environmental Overview							
Community/ Other	This is the mechanism for the public to share any other concerns	Compatible Land Use Considerations		2 public Workshops & Extended Public Comment Period		Applicable Regulatory Permit Notifications			Maintenance of Traffic

Environment and Health Considerations

MAA evaluates potential environmental and human health impacts (e.g. aircraft noise, air quality, etc.) consistent with existing Federal and state laws, regulations, and orders. MAA is supportive of advancing the national and state level research and policy on transportation and aviation related health impacts.

MAA's Position

- The existing processes and tools provide the Commissioners the information needed to satisfy the responsibility to approve the capital development program
- Developing an MAA specific, highly analytical, project-level evaluation tool is duplicative, potentially costly, inconsistent with other MDOT modal practices, and will not holistically account for other programs promoting sustainability and supporting communities
- The existing processes are established on the federal and state regulatory framework, are defensible, and include multiple factors to minimize adverse impact to health and community

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- We agree the nationwide discussion of potential aviation related health impacts is important, collaborative research is needed, and regulatory reform warranted
- Maryland can be at the forefront of this evolving issue however MAA is not a regulatory body charged with health. The strength and expertise of the FAA, the Maryland departments of Health, Environment, Planning, Attorney General, as well as industry, academia and possibly other state agencies is needed

Executive Director Smith commented on the importance of educating the Commissioners and the public on what the airport is currently doing. The Commission will need to decide what policy framework to use going forward.

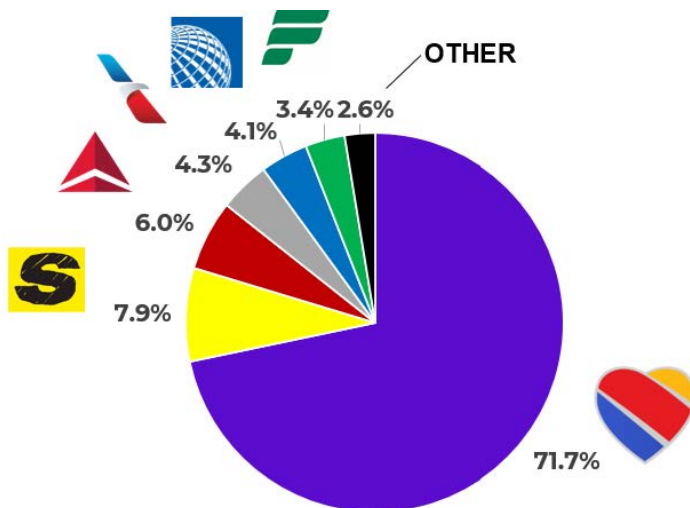
Secretary Wiedefeld recommended that the policy framework be discussed in more detail and developed further within the forthcoming committees of the Maryland Aviation Commission.

MARKETING AND AIR SERVICE DEVELOPMENT – Jordan Kayloe, Director of Air Service Development and Jonathan Dean, Director of Communications

Air Service and Traffic Statistics

Looking at future capacity, Q2 2025 seats are flat year-over-year.

In Q2 2025, Southwest offered just over 70% of seat capacity at BWI Marshall.



In Q2 2025, Washington-Dulles leads the region in seat capacity. DCA's slot rules hold capacity steady year-round. Capacity at BWI Marshall and IAD tends to grow and shrink with seasonal

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demand. DCA is getting five new roundtrip flights with the new beyond-perimeter routes, but we will wait and see if the aviation tragedy at DCA changes the slot rules.

- BWI: 33%
- IAD: 35%
- DCA: 32%

So far in FY 2025, airlines have announced many new routes.

Southwest increases efficiency with redeye flights from 6 new Western cities, part of 12 daily redeye flights in total. Spirit returns with routes to Fort Myers and has added seasonal service to Punta Cana in the Dominican Republic.



Southwest started its first partnership last week with Icelandair. Passengers can connect across the networks of both carriers with a single booking. Icelandair started selling itineraries including Southwest flights over BWI Marshall on February 13, 2025.

Total passenger traffic is trending downward after setting records. Cargo volume fluctuates back and forth, but in single digits. Mail volume has increased significantly due to UPS. Landed weight generally moves similarly to operations.

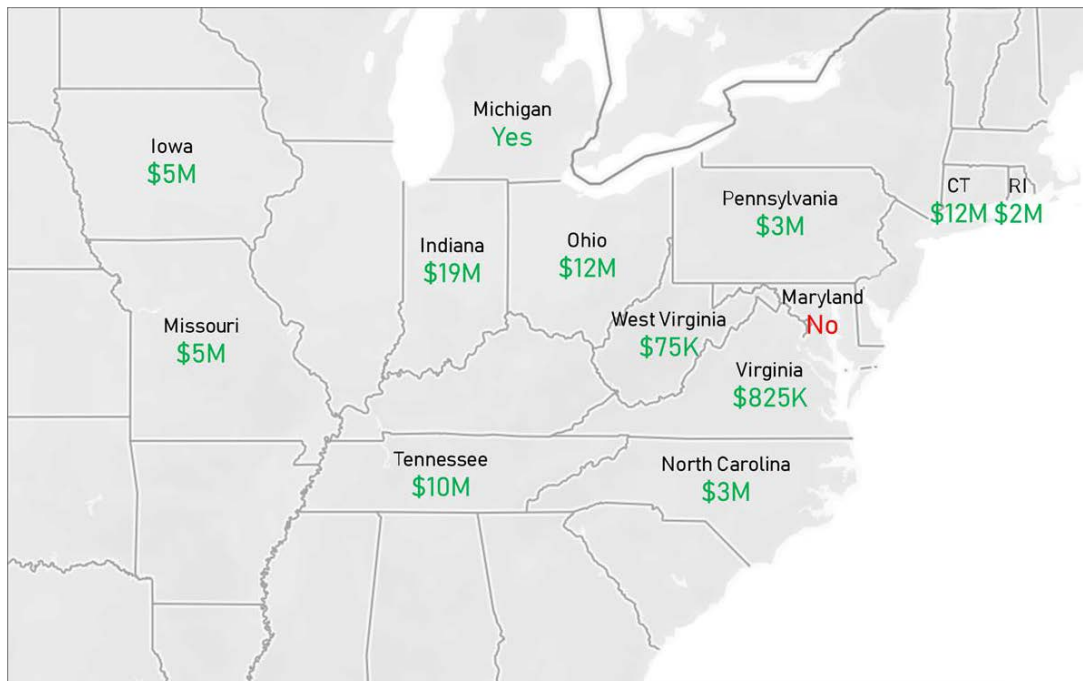
Competitive Air Service Incentives

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The FAA severely limits what U.S. airports can contribute monetarily to attract new air service. U.S. airports are therefore at a disadvantage when pitching to international airlines. Foreign airports are usually private companies with more flexibility in developing attractive financial packages.

Many airports do receive regional assistance. Regional governments, economic development entities, and destination marketing organizations go beyond what airports are permitted to provide in order to compete. These funds can be a difference maker when airlines are deciding among multiple opportunities with limited resources. With pilot and aircraft availability issues, regional funds are more important than ever.

State Surrounding Maryland Offer Larger Air Service Incentive Programs:



Communications

75th Anniversary of BWI Thurgood Marshall Airport - Milestone Celebration

- BWI Thurgood Marshall Airport marks its 75th Anniversary on June 24, 2025.
- A celebratory event is tentatively scheduled for June 14th, bringing together key stakeholders, staff, and community members.
- Event will highlight the airport's achievements and future vision.

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- The anniversary provides an opportunity to reflect on the airport's evolution and contributions to regional and national travel.
- Plans include special activities and recognition of those who helped shape BWI's legacy.

Recent Media Coverage

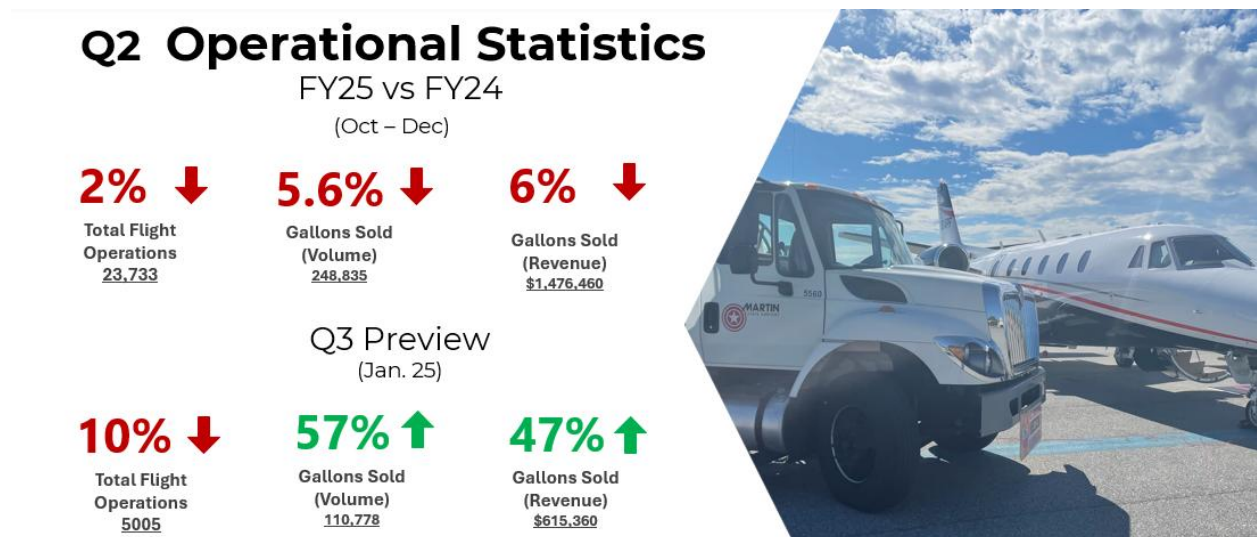
- BWI Thurgood Marshall Airport Welcomes Added Transcontinental Service from Southwest Airlines
- Southwest Airlines Boosts Red-Eye Service at BWI Marshall for Summer 2025
- Fitch Upgrade of BWI Bond Rating Reflects Airport's Strong Market Position
- Restaurants at BWI Marshall Accept Mobile IDs for Age Verification
- Board of Public Works Approves BWI Thurgood Marshall Airport Construction Projects
- Governor Moore Signs Executive Order to Establish Maryland Advanced Air Mobility Council

Recent CEO Speaking Engagements

- Legislative Event in Annapolis – Executive Director Smith made keynote address on BWI Marshall's Economic Impact to the State of Maryland
- Coffee and Conversation Virtual Event – Executive Director Smith provided a briefing for airport stakeholders

MARTIN STATE OPERATIONS & MAINTENANCE – Harold Fowler, Chief, Division of MTN Operations and Maintenance

Operational Statistics at Martin State Airport (MTN) - Q2 FY 2025 vs. FY 2024



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Increases in gallons of fuel sold and revenue can be attributed to the Presidential Inauguration. Martin State is a reliever airport. When big events like the Inauguration bring heavy air traffic, Martin serves an important role to accommodate flights when BWI, DCA and IAD are at capacity.

PROPOSED COMAR AMENDMENTS – Wayne Pennell, Chief, Division of BWI Operations and Maintenance

Proposed Amendment to COMAR 11.03.01.04 (A), (L) - Control of Vehicular Traffic on the Air Operations Area

MAA proposes the adoption of amendments to COMAR to update the definition of abandoned, derelict, inoperable and surplus vehicles and equipment; and to establish a directive to prohibit the parking of abandoned, derelict, inoperable and surplus motor vehicles and equipment. This directive also serves to provide the regulatory authority to remove these vehicles and equipment from the Air Operations Area at the owner's expense. In addition to the update of the vehicle and equipment definitions, these proposed amendments serve to articulate the circumstances of when and how vehicles and equipment can be removed from the Airport.

There was discussion on whether or not costs would be recouped for removing derelict vehicles. If there is a charge incurred, the airport should be able to recoup most costs. Ms. Wojtulewicz, Chief of the Division of Business Development and Management, stated that in the future they would be putting additional language into the Use and Lease Agreement with the air carriers.

Upon request for a motion to approve the amendments to COMAR 11.03.01.04 (A), (L), it was so moved by Commissioner Chancellor, seconded by Commissioner Carey, and approved unanimously.

Proposed Amendment to COMAR 11.03.01.13 - Business Hours of Operation

MAA proposes to amend COMAR 11.03.01.13 "Public Hours of Operations" to "Business Hours of Operation" at BWI Marshall Airport.

In recent years, MAA has seen an increase in our persons experiencing homelessness (PEH) population that dwells and lodges in BWI Marshall Airport continuously during all hours of the day. During 2023 and portions of 2024, there have been considerable increases in calls for service to police, paramedics, operations, and maintenance personnel which are directly attributable to PEH at BWI Marshall Airport. In addition, there have been several serious

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incidents involving our PEH community at BWI Marshall Airport including multiple arsons inside of the Airport, many drug overdoses to include several drug overdose deaths, and multiple arrests for criminal offenses ranging from aggressive panhandling to assaults and larcenies.

To address these issues, the MAA Office of Airport Security has developed a comprehensive community-driven strategy that enhances the quality of life for PEH and supports a safe and secure BWI Marshall Airport Operating environment. Right now, we have implemented a non-sustainable workforce pilot program in which we have surged BWI Operations Team Members, MDTA Police, BWI Fire & Rescue (FRD) and other service providers to complete documented PEH community policing engagements up to four (4) times per day 24/7. This pilot program reduces resources that are dedicated to passenger safety, security and emergency response missions. Key partners in developing strategies include MDTA Police, BWI FRD and the Anne Arundel County Mental Health Crisis Response Team.

This proposed amendment serves to assist with the enforcement of security regulations and support a safe and secure BWI Marshall Airport Operating environment. Airports across the country have instituted similar language and has proven to be successful.

There was discussion around how individuals in the PEH population are identified at the airport and what community service organizations MAA is partnering with.

Upon request for a motion to approve the amendments to COMAR 11.03.01.13, it was so moved by Commissioner Carey, seconded by Commissioner Hawkins, and approved unanimously.

CONCEPTUAL POLICY FRAMEWORK UPDATE - Commissioners Chancellor

Commissioner Chancellor provided an update on the draft policy framework that he and Commissioner Zafari are working on.

After presenting their draft to the Commission at the meeting on October 23, 2024, they have engaged with the Secretary's Office at MDOT and MAA staff on how to work together. Currently, they are focused on finding a college or university to partner with to assist with data collection and research efforts. They are working with Drew Morrison in the Secretary's Office who has experience with this kind of collaborative approach to creating a framework to make policies within different modalities. They have also begun to engage with data researchers to figure out how to pull this together. They will work within the Maryland Aviation Commission's committees and with MAA staff to continue to improve the draft framework. They anticipate having the policy framework completed by October 1, 2026.

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MEETING ADJOURNED

A motion for a closed session was on the agenda, but it was postponed until the next meeting due to the absence of Assistant Attorney General Bill Lindsey.

There being no further business, a motion to adjourn was made by Commissioner Carey, seconded by Commissioner Hawkins, and approved unanimously. The meeting adjourned at 2:59 p.m.