

**Maryland Aviation Commission Annual Report
Transportation Article, § 5-201.2**

A Report to the Maryland General Assembly

June 2025

**Maryland Department of Transportation
Maryland Aviation Administration**

**MARYLAND AVIATION COMMISSION ANNUAL REPORT
TRANSPORTATION ARTICLE, § 5-201.2**

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Introduction

Pursuant to Transportation Article §5-201.2, the Maryland Aviation Commission is required to submit an annual report. The section states that:

(a) Subject to § 2-1246 of the State Government Article, the Commission shall report by January 15 of each year to the General Assembly on the activities of the Commission during the previous year.

(b) The report shall include:

(1) A review of the financial and operational results for all State-owned airports during the previous year, a summary of Commission feedback related to health or community impact, and any recommendations of the Commission for future changes in legislation, capital funding, or operational flexibility;

(2) Subject to review by the Department of Budget and Management, an estimate of all expenditures necessary for the operation of the Commission. The estimate shall identify staff resources allocated to the Commission that are provided by the Department or other State agencies; and

(3) Actions taken by the Commission pursuant to § 5-201.1(a) of this subtitle, including the consideration of the comparative status of employees serving at comparable airports or aeronautical agencies.

SECTION I

BACKGROUND

Creation of the Maryland Aviation Commission

The 1994 General Assembly passed Chapter 457, Acts of 1994 (Transportation Article, §5-201.2 (c)) creating the Maryland Aviation Commission, effective October 1, 1994. The Commission is the successor to the BWI Airport Commission, a gubernatorial advisory panel created in September 1993 by Executive Order.

The Maryland Aviation Commission consists of thirteen voting members. Twelve of the members are appointed by the Governor with the advice and consent of the Senate, with the Secretary of the Maryland Department of Transportation serving as Chair and the 13th voting member, and the Secretary of the Maryland Department of Commerce serving as a nonvoting ex officio member. The Commission's duties include:

- Establishment of policies to improve and promote Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall) as an airport of service to the Washington-Baltimore Metropolitan area;
- Approval of regulations for the operation of State-owned airports prior to adoption by the Executive Director, Maryland Department of Transportation (MDOT) Maryland Aviation Administration (MAA);
- Direction to MAA in developing and implementing airport management policy for all State-owned airports;
- Approval of major capital projects at State-owned airports as defined in the Transportation Article, §2-103.1(a) (4), Annotated Code of Maryland;
- Consideration of information and advice from air carriers, airport concessionaires, the airport support services industry and citizen advisory groups in carrying out the provisions of law relating to the Maryland Aviation Commission;
- Consideration of the aviation, economic, business, environmental, health, and community-related impacts or any other impacts the Commission finds relevant to the decisions of the Commission or the Administration; and
- Determination of qualifications, appointment and compensation for 12 senior management personnel positions and provide advice to the Chair on the appointment or removal of the Executive Director.

SECTION II

MARYLAND AVIATION COMMISSION MEMBERS

Paul Wiedefeld, Chairman
Secretary, Maryland Department of Transportation

Edward “Ned” Carey

Jesse Chancellor

T. Chineta K. Davis

Lisa Ellis

W. Drew Hawkins

José Morales

Raymond C. Nichols

Mary Reese

Dr. Cedric Sims

David L. Winstead, Esq.

Dr. Zafar Zafari

Kevin Anderson
Secretary, Maryland Department of Commerce
ex officio, nonvoting member

SECTION III

MESSAGE FROM THE CHAIRMAN

The Maryland aviation system connects communities across the state to the international marketplace. Baltimore/Washington International Thurgood Marshall Airport, Martin State Airport, and regional airports throughout Maryland play a vital role, serving as aviation gateways and catalysts for economic growth. The Maryland Aviation Administration (MAA) works in close partnership with the Maryland Aviation Commission to ensure that the state's airports offer outstanding service to customers and community members, while maintaining the highest standards of efficiency, safety, and security.

Even as the Maryland aviation system serves as a major transportation resource, the MAA values and prioritizes its position as a good neighbor. The MAA works closely with many partners and stakeholders, including local communities. In recent months, the MAA articulated and emphasized a firm commitment to five pillars of corporate social responsibility: economic impact, community, youth, environment, and military. Across the organization, the MAA is supporting initiatives and programs to elevate these five pillars.

BWI Thurgood Marshall Airport remains a hub of connectivity, innovation, and economic growth. The airport team continues its work to enhance facilities and customer service, advancing its position as a premier gateway for air travel. With a strong rebound in passenger traffic in 2024, BWI Marshall achieved pre-pandemic traffic levels and set new monthly records.

Martin State Airport is a large general aviation airport that supports important corporate, military, law enforcement, and personal aviation activities. 2024 marked a significant chapter in the long, celebrated history of Martin State with a comprehensive runway rehabilitation. The \$32 million project replaced runway pavement and enhanced the airport infrastructure. The work will ensure a safe, efficient airport that will serve the aviation community for decades to come.

A new economic impact report details public use airports in Maryland and the critical role that they play in serving communities and driving the economy. These public use airports, other than BWI Marshall, have a \$752 million direct economic impact, while providing and supporting 10,225 jobs. These facilities also help generate more than \$168 million in state and local tax revenue. The MAA Office of Regional Aviation Assistance continues to foster aviation and support public use airports across the state with funding and technical assistance.

I am grateful for the continued leadership and support of the Maryland Aviation Commission. The MAA staff is comprised of dedicated professionals that provide outstanding, safe operations for Maryland airports. I appreciate these employees for their commitment and hard work. In addition, I thank the many stakeholders and partners that help to provide a high level of service for the state's aviation system.

SECTION IV

OVERVIEW OF MARYLAND AVIATION ADMINISTRATION AIRPORT ACTIVITIES AND ACCOMPLISHMENTS FOR 2024*

MAA is responsible for fostering safe and efficient operations, economic viability, and environmental stewardship in aviation activity state-wide. MAA operates two airports, BWI Marshall and Martin State Airport (Martin). In addition, MAA's Office of Regional Aviation Assistance (RAA) develops and regulates aviation activities at Maryland's 34 public-use airports. These efforts are guided by an MDOT mission, which reads:

"The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions in order to connect our customers to life's opportunities."

Baltimore/Washington International Thurgood Marshall Airport

Based on economic data from State Fiscal Year (FY) 2023, BWI Marshall supports 107,066 total jobs in the regional economy. Further, BWI Marshall produces \$5.6 billion in personal income and is responsible for \$11.3 billion in business revenue for the State. The overall activity at BWI Marshall Airport produces an estimated \$782 million in tax revenue for state and local governments.

In FY 2024, 27.0 million passengers flew through BWI Marshall, setting a new fiscal year record. The airport's largest carrier Southwest Airlines added new nonstop routes to Belize City, Colorado Springs, Oakland, Richmond, and Seattle. BWI Marshall's second-largest carrier Spirit Airlines added new nonstops to Boston, New Orleans, Portland (OR), Sacramento, San Diego, and San Jose (CA). Frontier Airlines remained BWI Marshall's fastest-growing carrier, adding new nonstop service to Charlotte, Chicago-Midway, Cleveland, Detroit, and Tampa. BWI Marshall also added a new international carrier and route in FY 2024, with BermudAir adding nonstop service to its namesake island.

Martin State Airport

Martin's commitment to the local, regional, and national aviation community was at the forefront throughout FY 2024. Martin continues to be the base of operations for some of the State's and region's most crucial aviation units. The Maryland Air National Guard's 175th Flight Wing Headquarters and Cyberspace Operations Squadron, the Maryland State Police Aviation Command Headquarters as well as the Baltimore County and Baltimore City Police Aviation Units are all based out of Martin. Additionally, the Department of Natural Resources and Baltimore County Police Department Marine Units use Martin as a base of operations for their regional response for water rescue and maritime law enforcement and homeland security. Private businesses transporting organs and conducting medivac helicopter operations also maintain bases at Martin. Two of the three largest defense companies in the world, four separate flight schools

*Activities are for CY 2024, except as noted. FY data is based on FY 2024 (July 1, 2023 through June 30, 2024).

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and Baltimore's only news helicopter are among Martin's many tenants contributing to the 277 based aircraft (259 Airplanes; 18 Helicopters).

Martin maintains its "national" role (the largest category for general aviation airports) in the FAA's National Plan of Integrated Airport Systems. The "national" role is assigned to airports who support the national airport system by providing communities access to national and international markets in multiple states and throughout the United States. National airports have very high levels of aviation activity with many jets and multiengine propeller aircraft. In FY 2024, Martin had 95,859 Airport Operations and sold 887,931 gallons of Aviation Fuel.

Martin is an economic engine for the State, supporting both national and international business travel for based tenants and those visiting the greater Baltimore metropolitan area from around the world. Designated by the FAA as a "Reliever" airport, Martin reduces the General Aviation congestion at BWI Marshall by relocating general aviation activity. In FY 2024 there were 50,147 Local operations at Martin. These are flights that originate at Martin and stay in the traffic pattern or under control by Martin's Air Traffic Control Tower. Operations like these, with lower capacities and slower speeds, would decrease BWI Marshall's ability to operate more flights with larger aircraft and handle more passengers. Martin economic impact data from CY 2023 indicates that Martin supports 2,376 total jobs and generates nearly \$343 million dollars in business revenues. The associated state and local tax revenues were \$48.9 million. Additionally, Martin's symbiotic relationship with BWI Marshall should be regarded as an economic multiplier.

As MAA continues to explore opportunities to accommodate growth at BWI Marshall, improving the quality of facilities and services at Martin is an important element. Both aeronautical and non-aeronautical infrastructure improvements continued throughout FY 2024. The most notable being the initiation of the Runway 15 – 33 rehabilitation project. Project finalization is anticipated in Q2 FY 2025. Another key accomplishment in FY 2024 was the securing of necessary funding for the Martin Airport Traffic Control Tower replacement project slated to begin in Q3 FY 2025.

Regional Aviation Assistance

In accordance with Code of Maryland Regulations 11.03.04, *Aeronautical Regulations*, MAA is charged with inspecting and certifying landing facilities for safe flight operations. In CY 2024, MAA inspected and issued operating licenses to 129 landing facilities (including 34 public-use airports).

MAA continues to foster and develop aviation in Maryland by providing support for airport infrastructure improvements to meet a wide variety of business and personal needs. In FY 2024, \$37.1 million was invested into Maryland's regional airport infrastructure (excluding BWI Marshall and Martin). MAA provided \$2.8 million in grants for airport improvements, while the Federal Aviation Administration (FAA) contributed \$29.9 million and airport owners invested over \$4.3 million.

Through the IIJA, the federal government has programmed an additional \$6.4 million (excludes BWI Marshall and Martin). These funds will be used towards projects improving the airport infrastructure to include but not limited to pavement maintenance, obstruction removal and runway extensions.

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Partnering with the FAA, and the newly organized industry group Maryland Aviation Council (MAC), MAA continues to support aviation safety programs and aviation promotional activities to encourage the use of Maryland’s aviation gateways. In-person gatherings, meetings and seminars participation by MAA staff continues to increase. MAA continues to support MAC’s promotional program *Explore Maryland by Air*, designed to encourage flyers and non-flyers to visit all of the public-use airports as well as aviation museums across Maryland.

MAA continues to support the growing interest in Unmanned Aircraft Systems (UAS) and the emerging electric vertical takeoff and landing (eVTOL) aircraft. MAA is engaged in promoting safe, responsible use of new aircraft types and their safe integration into the National Airspace System. MAA is advising local communities, through their comprehensive planning updates, in preparation of industry-led, market-place driven ground-based solutions for the emergence of Advanced Air Mobility (AAM) capabilities. MAA has outreach tools for the UAS community available through social media and our websites to encourage safe UAS operations. MAA continues to work with regional airport stakeholders in developing best practices for safe flight operations while maximizing life’s opportunities that UAS, eVTOL and other emerging aviation technology brings to the citizens of Maryland.

Planning & Engineering

Noise Program

- **DC Metroplex BWI Community Roundtable (Roundtable)**

MAA continues to serve as administrative support and technical advisor to the Roundtable, an initiative of MAA formed in 2017 at the request of the FAA. The Roundtable serves as a vehicle for the FAA to engage with community residents to address noise issues related to the FAA’s implementation of the Next Generation Air Transportation System (NextGen) in the region .

A series of FAA-proposed flight procedure changes were presented to the Roundtable in October 2019, and a subsequent series of flight procedure changes were developed by the Roundtable’s Technical Committee, including MAA and Aviation Industry technical representatives, and submitted to the FAA in late 2019. Following COVID-19 delays, the FAA presented its findings and disposition on the procedures to the Technical Committee in May 2022 and to the full Roundtable in August 2022. The Roundtable accepted the FAA’s design package, with concurrence from MAA and industry partners (i.e. airlines) in September 2023. The FAA implemented the new flight procedure changes in May 2024 as part of the FAA Reauthorization Act of 2024.

- **BWI Marshall Residential Sound Insulation Program**

MAA strives to be a “good neighbor” within the community and has been participating in the FAA’s voluntary CFR Part 150 Airport Noise Compatibility Program since the mid-1980s. Under this program, the sound insulation of eligible residences and schools intends to mitigate aircraft noise impacts to within federally accepted levels which in turn will improve the quality of life for citizens and help preserve the long-term operational sustainability of the airport. To date, more than 700 homeowners and four schools have participated in the BWI program. MAA is working on the next phase of the program which includes sound insulation for up to 136 single-family homes and 17 multifamily structures (comprised of 344 units). The program is eligible for federal Airport Improvement Program (AIP) funding assistance and the current

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multi-year phase will be pursued over multiple construction packages, all at no cost to eligible homeowners. In FY 2023, MAA issued notice to proceed on the first construction package (18 homes) with construction being completed in mid-FY 2024. Design of the second construction package (20 homes) was also completed in FY 2023 and is programmed for construction in FY 2025. Pending FAA approval, bid and award of the third construction package (204 multi-family residences) is also planned for FY 2025. Design of additional construction packages continues to progress

- **Transportation Community Enhancement Grants**

MAA's Transportation Community Enhancement Grant program supports neighbors who live in the communities most impacted by noise from BWI Marshall's daily operations by providing an opportunity to apply for transportation-related grants. Typical enhancement projects include not only sidewalk repairs and speed bumps but also the installation of noise barriers, street lighting improvements, traffic calming measures, and pedestrian safety enhancements such as crosswalks and signal upgrades. Grant applications are reviewed by a committee of 11 members that have been appointed by the Secretary of the Maryland Department of Transportation. In FY 2024, the Committee recommended grants in four eligible communities for award.

Environmental Services

- **National Environmental Policy Act (NEPA) Determinations**

In support of obtaining federal funding for numerous airport improvement and equipment replacement projects, multiple Categorical Exclusions (CATEXs) were issued by the FAA in FY 2023. Projects included the Concourse C-D Connector, rehabilitation of airfield pavements, baggage handling system improvements, elevator and escalator rehabilitations, terminal and airfield electrical system improvements, boarding bridge replacements, and security screening checkpoint improvements. With these favorable environmental findings, these projects will be pursued as funding becomes available.

- **Environmental Compliance**

Environmental compliance activities at both BWI Marshall and Martin continued with updates to the Spill Prevention, Control and Countermeasures Plans, and Asbestos Management Plans. Other compliance activities included completed review of Stormwater Pollution Prevention Plans, Title V Permit reporting, and annual training and daily guidance of BWI Marshall and Martin employees in stormwater pollution control, hazardous waste management, asbestos and lead-based paint awareness, and emergency spill response requirements. MAA continues to perform necessary inspections, sampling, testing, and reporting to maintain compliance with National Pollution Discharge Elimination System permits.

- **Sustainability**

MAA released its Sustainability Plan that formally implements the organization's sustainability program based on four pillars (environment, economic, social, and human). These four pillars ensure a strong, systematic approach to sustainability that will position MAA to be a leader in aviation sustainability while continuing to support MAA's important role as a regional economic engine. Within each pillar, three focus areas have been identified which showcase a foundational overview of the topic and outline future goals and tracking metrics. The plan also demonstrates how the pillars can be used to think and plan in a holistic way so that solutions are environmentally, economically, and socially responsible while also improving quality of life for individuals who interact with MAA's airports. The Sustainability Steering Committee (SSC)

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which includes involvement from divisions and offices across the organization is championing the following sustainability initiatives: Safety Management System Development, Recycling Expansion, and Decarbonization Roadmap Planning.

- **Airport Zone Permitting**

Per the Code of Maryland Regulations (COMAR), MAA collaborates with the local jurisdictions to review proposed development plans and/or construction activity within the established BWI Marshall and Martin State Airport Zoning Districts. For BWI this encompasses the land area within a 4-statute mile radius of the airport, and for Martin State it is a 3.3-mile radius. Proposals are reviewed for airspace protection, land use compatibility, and hazardous wildlife attractants. Acceptable proposals are issued an MAA Airport Zoning Permit prior to the jurisdictions issuing their corresponding building permits. In FY 2024, MAA processed 226 Airport Zoning Permits and approved 44 Stormwater/Landscape Permits which is consistent with the previous two years and indicates an active local development/redevelopment environment.

BWI Marshall – Terminal Improvements

- **C-D Connector Program**

This is the capstone project of the 2009 BWI Marshall Terminal Modernization Plan and will provide uninhibited flow of secure side passengers to all concourses and gates – it is the final post-security concourse connection. The full program includes the secure passenger connector, a consolidated and expanded baggage handling system, a consolidated Airport Operations Center (AOC), expanded concessions, improved restrooms, MAA and FAA office space, a replacement Airport Traffic Control Tower (ATCT), and associated business and traveler amenities. Building upon past planning studies, a Concept Schematic Design was completed in FY 2023 that defined all needed program elements, aesthetic objectives, and established a feasible facility configuration and implementation plan. MAA continues coordinating with industry and other stakeholders to develop a supportive funding strategy.

- **Replacement Airport Traffic Control Tower (ATCT) – Siting Studies**

Collaboration with the FAA on the new BWI Marshall ATCT siting studies continued in FY23. Final concurrence on the FAA Siting Study, including tower program requirements, was received in August 2024. Based on the selected location for the new tower, at the junction of Concourse D and the terminal (site A1), MAA prepared an Environmental Assessment for the project, as required by the National Environmental Policy Act (NEPA), which received a Finding of No Significant Impact (FONSI) from the FAA in June 2024.

- **New Restroom Improvement Project**

The initial notice to proceed (INTP) was issued in October 2021, and was completed in April 2024. The Restroom Improvement Program includes six new sets of restrooms which include two new restroom sets in the B, C and D Concourses. Each set of restrooms includes a Men's Restroom, Women's Restroom and a suite with Adult Change, Nursing Room and Family Restrooms. The new restrooms include full-height stalls and state-of-the-art technology. Increasing the size of the individual stalls for the comfort of the passenger, the restroom design has created building additions which add an architectural feature to the exterior facades of the terminal. The following Restrooms were completed and opened to the public: B.R1 was opened on March 30, 2023; DY.R2 (Women) and C.R2 were opened on June 30, 2023; and C.R3 was opened to the public on September 13, 2023. Restroom DX.R2 opened on October 31, 2023;

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B.R2 (Women) on November 30, 2023; DY.R2 (Men) on December 15, 2023; and B.R2 (Men) on April 16, 2024. The Restrooms Program was awarded America's Best Restroom 2023 by Cintas on September 28, 2023 and the CMAA National Award in 2024. It was covered by NPR, CNN, The Washington Post, The Baltimore Sun and other coverage.

- **Concourse A/B Connector and Baggage Handling System (BHS) Project**

This project includes a terminal expansion between Concourses A and B to provide an improved passenger connector between the two concourses, five (5) relocated gates with expanded holdrooms, new concessions, airline operations space, and a new in-line baggage screening and handling system capable of accommodating approximately eight (8) Explosive Detection System machines meeting the latest TSA design requirements. As part of the project, capacity upgrades were completed at the central utility plant and energy efficient lighting improvements were added on the adjacent lower-level roadway to comply with the Maryland State Energy Code.

The project is being pursued as a construction manager at risk (CMAR) delivery method. Design progressed through several bid packages and was on track for the first guaranteed maximum price (GMP) package advertisement when the project was placed on hold due to COVID-19 in April 2020. In February 2021, the program design was completely restarted with a reduction of \$98 million in funding. Major objectives of the original project are being maintained. In an effort to recover lost project delivery schedule due to the COVID-19 hold, the project was split in to two construction procurement packages. The 1st GMP package of \$25.6 million for early mobilization and site preparation, received Board of Public Works (BPW) approval on January 5, 2022 with construction starting shortly thereafter. The 2nd GMP package of \$332.5 million to complete the terminal expansion, received BPW approval on October 12, 2022. Completion of the project is scheduled for fall 2026. The first enabling project for Lower-Level Roadway Lighting improvements was completed in February 2024, and the second enabling project for Central Utility Plant Improvements was completed in April 2024. Both enabling projects are included in the GMP-2 package. Overall A/B Project completion is scheduled for Fall 2026.

- **DX-DY Concourse HVAC System Improvements**

The DX/ DY concourses' HVAC system improvement project -- originally constructed in 1984 and 1987-- was designed and awarded. The initial notice to proceed (INTP) was issued in October 2021 and the project achieved completion on July 13, 2023. Final seasonal commissioning and closeout were completed by end of CY 2023. The project included the upgrade of the Concourse D Chiller Plant, the replacement of the existing direct expansion air handlers, and the replacement of the variable air volume (VAV) boxes in the terminals, as well as a replacement of the central concourse ceilings with an architectural enhanced ceiling system to include new LED lighting. Published in Airport Improvement Magazine.

- **The BGE Feeder Upgrade Project**

This project will improve overall electrical system reliability for the Airport. Phase 1 was completed in FY22 and replaced Transformer T1, which had been in service for over 43 years, and provided liquid containment for the transformer as well as upgraded LED site lighting for energy efficiency and added safety. Phase 2 construction began in April 2023 with a duration of 804 calendar days. This phase includes the installation of a new double-ended 35kV switchgear at the North and South substations (to facilitate switching) and the installation of new BGE service feeders into the North and South switchgears (to eliminate single point of failure). The project will remove BGE automatic selector switches at the North and South Substations, replace meters and relays in the 15kV switchgear, integrate new work on the SCADA for remote

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monitoring and alerts, and add security features to include CCTV and access control. Completion is anticipated June 2025.

- **North Area Fuel Farm Additional Storage Tanks**

Construction of the North Area Fuel Farm project began in June 2023 with a duration of 550 calendar days. The project increases the jet fuel storage capacity and facilitates provision of additional supply to BWI Marshall. This project will also upgrade the existing waterline capacity to an acceptable level to support firefighting operations and complete the waterline loop around the North Area Fuel Farm. Completion is anticipated December 2024.

- **Maryland Transportation Authority (MdTA) Police Relocation**

The MdTA Police will be relocated from the Terminal to Building 113. In addition, a police substation will be created in the Central Terminal area (lower level, near Concourse C, also known as the “Rabbit Warren”). This relocation will enable the planned expansion of the baggage claim system in the D-E zone including two additional carousels. This project was in the bid cycle but has been postponed as of August 2024 due to funding.

BWI Marshall - Airside Improvements

- **Airline Maintenance Facility**

The Airline Maintenance Facility (AMF) site work has continued with significant progress being made including handover of the hangar and apron site to Southwest Airlines for their construction. The hangar building steel erection was underway as of October 2023. The construction of the hangar and apron are expected to take 18 months. The entire AMF program is targeting a June 2025 completion for all work areas. The associated Taxiway F Relocation (Phase 1) Segments 1 and 2 have reached substantial completion and close out of the FAA AIP Grant that funded the work is underway.

- **Taxiway F Relocation (Phase 2)**

As described with the AMF project, Phase 1 of the Taxiway F Relocation project is substantially completed. Design and bidding of Phase 2 is complete. Construction NTP was executed November 2023 for a contract duration of 780 calendar days. Phase 2 will extend the taxiway from Taxiway F Phase 1 towards the Runway 10 end. Completion is anticipated January 2026.

- **Remote Transmitter/Receiver (RTR) Relocation**

The RTR relocation project was completed. The RTR relays voice communication from the ATCT to/from aircraft on approach. The relocation was required to restore frequencies impacted from airport development projects and allow for future projects within the line of sight from the existing RTR. This project also installed duct bank for FAA fiber optic utilities.

- **New Airfield Lighting Vault (ALV)**

Construction of the replacement of the existing ALV at BWI Marshall has begun. The project is funded by a sizable \$23M FAA AIP Discretionary Grant. The existing facility is a re-purposed Airfield Rescue & Fire Fighting building that is less than ideal for the provision and layout of the lighting infrastructure, workspaces, and equipment access. Additionally, the facility represents a significant risk of single point of failure for the entire airfield electrical system, and its location causes a congestion point on the airfield. The new facility is designed with each runway and associated taxiway lighting infrastructure segregated into separate fire-rated electrical rooms, reducing the risk of airfield wide loss of service. Space is provided for layout of switch gear and

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transformers with service areas, storage, workspace, and appropriate maintenance vehicle access. The new site also relocates the ALV from the entrance of the apron between Concourses B & C, and therefore greatly improves operational efficiency by providing for a dual-taxi entrance to the apron. Construction is substantially complete as of July 30, 2024, certificate of occupancy was successfully achieved on September 10, 2024.

- **Taxilane N & N1 Reconstruction**

The pavement on Taxilanes N & N1 between the D and E Concourses has needed rehabilitation for several years. The reconstruction project replaced the asphalt pavement with concrete pavement for increased durability longevity. Construction is substantially complete as of September 2024. The project is in closeout.

- **Taxiway T Phases 2&3**

The MAA continues the complete reconstruction of Taxiway T to support operations at BWI Marshall. Taxiway T is among the most heavily traveled pavements at BWI Marshall and is in need of complete reconstruction along its entire length. The replacement of the existing asphalt paving with concrete is carefully phased to minimize the number of airline gates closed due to the construction. Phases 2&3 extend the reconstruction behind Concourse A to the Runway 15R deicing pad and behind Concourse B to the existing ALV. Construction NTP was executed May 2024. Substantial completion is anticipated December 2025.

- **DX/DY Apron Reconstruction**

Similar to the Taxilanes N&N1 project, the DX/DY Apron reconstruction is intended to replace asphalt apron pavement with long lasting and durable concrete paving adjacent to Concourse DX/DY. Additionally, the adjacent portion of Taxiway T will also be reconstructed. The project design is complete and in the procurement phase. Anticipated award December 2024/January 2025. The estimated \$31.5M project will be majority funded by FAA Entitlement funding provided by the Bipartisan Infrastructure Legislation.

BWI Marshall - Landside Improvements

- **Parking Guidance System**

The Hourly Garage Parking Guidance System had reached the end of its useful life and a project to replace the system was awarded. Construction NTP was executed February 2023. Substantial completion was achieved December 2023. The project had a construction duration of 259 calendar days and replaced the parking space monitoring sensors with a camera-based system capable of license plate recognition and associated signage of the existing system. An end user car finder mobile application is also an added feature included in the system. In addition, the project also includes maintenance of the system for five years as a companion contract.

- **Electric Bus Charging Infrastructure**

Construction of the Electric Bus Charging Infrastructure began March 2023. Substantial completion was achieved March 2024. The project prepared a site layout for eight (8) electric charging stations for the new electric buses purchased by MAA. It included site improvements such as new paving and curbs, a new security camera system, and monitoring services of the chargers. The layout also allows for future expansion of additional electrical charging stations.

Martin State Capital Projects

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- **Amtrak Catenary Lowering - Design**

In FY 2023, following the favorable FAA environmental Finding of No Significant Impact (FONSI) in FY 2022, MAA obtained an AIP grant and initiated design of the long-planned lowering of the Amtrak catenary lines in the approach to Runway 15. This project will protect navigable airspace and reclaim usable runway length for civilian and military aircraft operators. Design is underway in 2024 with construction planned to begin in late 2025 pending available funding.

- **Runway 15-33 Rehabilitation**

In collaboration with the Maryland Air National Guard, the MAA is undertaking a comprehensive rehabilitation of the runway at Martin. The project will provide necessary pavement repairs by providing for a significant asphalt overlay, installation of reinforcing fabric to prevent reflective cracking, and significant geometric improvements to meet FAA standards and support an ultimate usable runway length of 8,100 feet. The project will also provide new lighting and signage infrastructure for the runway and replace existing systems with energy efficient LED systems. The \$34M construction cost is funded by \$32M of directed spending from the Department of Defense with a \$16M State match. The balance of funds is being devoted to obstruction clearing, lowering of the Amtrak Catenary and planning/permitting efforts required to operate the runway at 8,100 feet. The runway rehabilitation was put out for bid in September 2023 and construction was completed in October 2024.

- **Replacement Airport Traffic Control Tower (ATCT)**

The existing ATCT at Martin has been in operation since 1949. The replacement ATCT will be a stand-alone facility located near the airfield midpoint with an eye elevation 36 feet higher than the current Tower. The planned site location and elevation will greatly improve overall controller line-of-sight and depth perception. The new ATCT has been designed to 100% and bids are under review. Award is anticipated December 2024/ January 2025.

- **Airport Operations Area (AOA) Fence Upgrades**

To improve security of the airport and limit hazardous intrusions by wildlife, MAA plans to remove the existing fence and install a 10-foot-high fence with barb wire, clear brush and vegetation, remove trees and repair eroded areas and the gravel access road. Construction began March 2023 and had an original project duration of 277 days. Completion is underway with the bonding company.

GIS & Engineering Technology

The GIS & Engineering Technology Group manages the enterprise Geospatial/Geographic Information System (GIS), Asset Management Program, Subsurface Utility Engineering (SUE), Building Information Modeling/Management (BIM), and Document Management program utilizing Airport Information Retrieval Portal (AirPortal) gateway. AirPortal is a secure web-based portal for MAA's internal and external users to access documents and data that facilitate critical airport business functions comprising of over 50 applications. This group fulfills and supports a diverse range of GIS and non-GIS technological needs of MAA in developing and implementing best-in-class applications consistent with MAA's enterprise framework. This group ensures that data quality and information is consistently maintained and reliably accessible for approximately 1000 internal and external users while meeting FAA requirements with respect

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to FAA's Airports GIS (AGIS). This group implements customized aviation and airport specific applications to leverage GIS and subsurface asset information and other data in nearly every element of airport engineering, planning, construction, operations, security, life safety, and maintenance at BWI Marshall and Martin State Airports. This group develops and maintains advanced user-friendly, customized (desktop, mobile, and web), modular, scalable, interoperable, and secured airport and aviation GIS and non-GIS applications, portals, dashboards, and reporting tools. Defining and developing solutions to support GIS, BIM, CAD, and Asset Management data integration, interoperability, conversion, and workflows. This group leads the agency-wide Asset Management Program to improve the information, coordination, and processes related to the management of its critical infrastructure assets to remain in a state of good repair. The group manages the document control and records management of electronic formatted records; to include, but not limited to: content analysis, document management, data capture, portals, shared storage locations, workflow, collaboration, data warehousing, decision support, information dissemination, as well as, create policies, procedures, and standards for data classification and maintain a records governance framework that addresses the lifecycle of Planning and Engineering information assets. This group directs and manages the BWI Marshall and Martin State Airports' Building Information Modeling and Management (BIM). This position oversees and coordinates the process of generating and managing virtual 3D digital models of facilities/buildings that help with decision making through the life cycle of projects through planning, design, construction, and maintenance.

The Engineering Technology group has advanced several projects including updates to the AirPortal document management system; development of asset management standards, tools and processes; developed GIS based application for pavement management, airport zoning permit applications, Part 139 Inspections; refined Building Information Management system requirements; and updated airport wayfinding data for Google Maps and Apple Maps.

Marketing and Air Service Development

Marketing

During this past year, the Maryland Aviation Administration executed a range of impactful marketing initiatives to strengthen the roles of BWI Marshall and Martin State Airports as essential assets in Maryland. These efforts underscore MAA's commitment to driving regional economic growth, fostering inclusive opportunities, and enhancing community engagement.

In September 2023, MAA hosted the annual SynergyBWI Business and Networking Event. This event provided valuable insights into airport procurement opportunities for small, minority-owned, and women-owned businesses, fostering connections with prime contractors. SynergyBWI illustrates MAA's dedication to promoting equitable business practices, contributing to a vibrant regional economy, and supporting the growth of diverse enterprises.

Spring 2024 marked the launch of BWI Marshall's Thriving Communities Campaign, underscoring the airport's role as a cornerstone of community and economic development. This digital campaign highlighted BWI Marshall's commitment to the community, environment, military partnerships, and youth engagement, targeting Anne Arundel, Howard, Montgomery, and Baltimore Counties. The campaign's messaging aimed to amplify BWI Marshall's value beyond transportation, portraying it as a positive influence on the surrounding region. The campaign received 5,060,213 impressions.

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BWI Marshall also gained notable exposure through broadcast media placements during the Preakness Stakes in May 2024. This placement promoted the “We’ll Take You There” campaign, reinforcing the airport’s convenience, connectivity, and dedication to Maryland’s travelers.

Further extending its brand visibility, BWI Marshall participated in other high-profile advertising campaigns, including partnerships with Maryland Fleet Week, Greater Baltimore Committee, and promotional campaigns with the CIAA Basketball tournament and the Baltimore Ravens. Through these partnerships and media placements, MAA continues to align with local organizations that share its values, building strong community bonds and positioning the airport as a leader in the state’s economy and connectivity. These campaigns combined received over 348,349,525 media impressions.

Martin State Airport also advanced its brand through the “It’s All Here” campaign, promoting its competitive fuel costs, strategic location near Baltimore, and position as a vital East Coast hub. The campaign leveraged partnerships with trade organizations, social media, media, and targeted events to communicate the airport’s unique advantages, capturing the attention of businesses and affluent travelers alike.

MAA’s strategic marketing initiatives for FY 2024 have effectively showcased BWI Marshall and Martin State Airports as vital regional assets, driving economic opportunity and enhancing Maryland’s reputation in the aviation sector. Through focused campaigns, community engagement, and strategic partnerships, MAA continues to set new standards for excellence in airport marketing.

Air Service Development

Air service at BWI Marshall Airport took strong growth steps in 2024. Our largest carrier Southwest Airlines flew 11% more seats in 2024 than it did in 2023. Frontier Airlines continued to be BWI Marshall’s fastest-growing carrier, adding service throughout the year to five new destinations. In March, BWI Marshall welcomed its newest international carrier, BermudAir, with flights 3 times per week to its home island of Bermuda.

Many carriers took advantage of BWI Marshall’s existing Air Service Incentive Program in 2024. Air Canada, Avelo, British Airways, Condor, Copa, and Icelandair continued with contracts started in previous years, and BermudAir took advantage of the program to receive fee waivers and joint marketing funds beginning with the launch of their service.

Communications

The MASD Office of Communications manages and implements the MAA’s comprehensive media relations, public affairs, and social media programs for BWI Marshall Airport, Martin State Airport, and in support of Maryland’s public-use airports.

The Office of Communications had a successful, high-achieving year. With a robust proactive media program, the office drove positive media coverage throughout the year and produced high value earned media. An independent consultant working for MDOT commented that the MAA’s public information program was “very strong,” and that the MAA staff knows “their stuff inside and out.”

Throughout 2024, the Office of Communications showcased the continued recovery and growth of passenger traffic, including a focus on new and returning airline service. It was a record-

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breaking summer at BWI Marshall Airport in 2024. Governor Moore announced a new all-time busiest month for passenger traffic, set in June and quickly surpassed with a new record in July.

A long project to migrate the BWI Marshall Airport website to a new, external content management system was fully implemented. The change was positive and allowed better management and greater website stability. There were more than 7.7 million customer pageviews on the main BWI Marshall Airport website property for the fiscal year.

The Office of Communications developed and created social media content related to MAA priorities and actions that produced enthusiastic customer engagement. The MAA ended the fiscal year with more than 86,000 followers on nine active social media channels. The office achieved, and often greatly surpassed, social care goals during the fiscal year. Customer service response rates on social media were consistently well above the targets. Throughout the fiscal year, the office regularly achieved among the highest customer response rates since data has been tracked.

Customer Experience

The Office of Customer Experience (OCX) is committed to realizing BWI Marshall's vision to "Be Better" by fostering a seamless, welcoming environment that elevates passenger satisfaction and builds brand loyalty. Guided by the slogan "Easy Come, Easy Go," OCX focuses on providing exceptional customer service, convenience, enjoyable travel experiences that make BWI Marshall a preferred choice for travelers.

This year, OCX adapted to high passenger volumes through flexible volunteer schedules and rapid-response protocols. Key programs and initiatives within our office, included but are not limited to:

- **Pathfinder Programs:** OCX's Pathfinder and Junior Pathfinder volunteers provide crucial assistance, creating positive first impressions. We currently have over 100 Pathfinders working at the information desks assisting passengers from 5:00am-9:00pm daily. This year, Pathfinder volunteers achieved a 4.8/5 customer satisfaction rating.
- **Customer Service Awards & Employee Intranet:** In 2022, OCX launched BWI Marshall's first **Customer Service Awards**. In May, we celebrated our 3rd awards ceremony where we highlighted the Employee of the Year, and spotlighted outstanding customer service in Ground Transportation, Support Services, Airlines, Retail, Food & Beverage, Security Services and Volunteerism.
- **Employee Intranet focuses on BWI Marshall's community** boosting morale and increased communication. The community is comprised of 128 partners including Concessions, Airlines, Rental Car, Police, Ground Transportation, TSA, USO and CBP. To date, 75% of employees reported improved access to essential information within six months.
- **Autonomous Wheelchair Pilot Deployment:** In partnership with Morgan State University's Urban Mobility & Equity Center, OCX coordinated this pilot to enhance accessibility for travelers with mobility challenges, reinforcing BWI's commitment to accessible, passenger-centric travel.

Each of these endeavors align with our commitment to offer stellar performance which is reflected via the matrix highlights below:

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- Customer Satisfaction (ASQ Surveys): A 15% increase in positive satisfaction ratings.
- Lost & Found: 70% item recovery rate.
- Event and Space Management: Hosting over 30,000 visitors to the Yumi Hogan Art Gallery and Observation Gallery.

Looking ahead, OCX aims to expand the Junior Pathfinder Program; introduce new customer feedback channels; and develop virtual customer service tools to enhance passenger support. Through these efforts, OCX continues to strengthen BWI Marshall's commitment to a worldclass airport experience where passengers feel valued, supported, and welcomed, exemplifying the "Be Better" vision and "Easy Come, Easy Go" promise.

Corporate and Community Relations

The Office of Corporate & Community Relations plans and executes strategic activities that increase awareness and enhance the perception of BWI Marshall and Martin to build community support and promote usage of the airports. This work includes program management and engaging with a variety of businesses, community groups, and tourism organizations.

Highlights from FY 2024 include:

• **Youth Outreach**

MAA's signature corporate social responsibility program is our Annual Summer Youth Initiative, which was held on July 22-26, 2024. This year marked our 8th year and included new program partners such as Tipton Airport, Fort Meade Flight Activity, MedStar, G-Force Avionics, Anne Arundel County Police Department, Civil Air Patrol, and the Latino Pilots Association. It was an exciting week of activities for the 50 campers who learned about the many career opportunities within the aviation and transportation industry.

Additionally, MAA hosted its first Aviation Day at BWI Marshall Airport in partnership with the Engineering Society of Baltimore and Southwest Airlines during National Engineer's Week. Fifty high school STEM students had a behind the scenes tour of the airport's daily operations and current construction projects and interacted with professionals working in the many disciplines of engineering that are integral to aviation.

Other tours and presentations were provided for youth associated with Women's Transportation Seminar (WTS), Girl Scouts and Airlines for America (A4A). During each of these encounters, participants spent a day at BWI Marshall, meeting and learning from aviation professionals and touring behind the scenes to see airport operations.

• **Business Engagement Events and Tours**

MAA actively engaged with the business community at BWI Marshall Airport and throughout the region, reinforcing its role as a key partners and resource. This year, the World Trade Center Institute's Bowe Fellows visited BWI Marshall for an executive-led presentation and tour, gaining insights into the complexities of operating a major international airport. MAA also participated in Leadership Anne Arundel's Economic Development Day, showcasing the airport's contributions to the regional economy.

MAA maintained a strong involvement in the business community holding memberships in more than 15 chambers of commerce, trade associations, and economic development

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organizations. The Anne Arundel Chamber recognized Ricky Smith’s contributions this year by inducting him into their Business Hall of Fame. Additionally, MAA sponsored significant events throughout the year, including the Central Maryland Chamber’s annual Awards Gala - where BWI Marshall was named the Large Business of the Year – and the Maryland Tourism Coalition's Travel and Tourism Summit, emphasizing aviation’s role in tourism. It also supported the Greater Baltimore Committee’s Annual Meeting, reinforcing its commitment to the region’s economic future.

Through each of these engagements, MAA highlighted its role as a major driver of economic growth and innovation in the region.

• **Community Outreach**

The National Security Agency (NSA) installed and unveiled an Honor Wall within the BWI Marshall Airport terminal which illustrates NSA’s unique support to the Armed Forces through declassified archival photographs. The current exhibit highlights the Signals Intelligence work of NSA and its predecessors during World War II, the Korean War, and the Vietnam War.

MAA once again supported the Ann Arundel County Historical Society’s annual Summer Fest community event held at the Benson Hammond House. This historic home located on BWI Marshall Airport property has been under the care of the Society since 1975. This nonprofit has faithfully restored and preserved the home, which now plays a key role in educating the community about the history of Anne Arundel County.

BWI Marshall proudly collaborates with local nonprofits to support their missions and benefit neighboring communities. The Community Partners Program promotes 20 regional nonprofits each year by showcasing their impactful missions throughout the terminal.

Each summer the various modes of the Maryland Department of Transportation come together to collect and donate school supplies to the Boys & Girls Clubs throughout Maryland. The Office of Corporate and Community Relations led this effort on behalf of MAA

This year, MAA participated for the first time in the Baltimore Pride Festival and Parade with employees and their family members marching to show MAA’s pride about being an inclusive and accepting community partner.

• **Commitment to the Arts**

BWI Marshall is home to several art galleries that rotate art throughout the year, featuring regional art organizations, Anne Arundel County artists and youth artists. In 2024, the Yumi Hogan International Art Gallery hosted exhibits curated by the Katzen Art Center at American University, the Black Art Today Foundation, and regional Korean American Artists. The Arts Council of Anne Arundel County curated three exhibits in the Concourse C art gallery showcasing Anne Arundel County artists. Additionally, in partnership with the Maryland Art Education Association, the Youth Art Gallery in the Observation Gallery displays work by K-12 students from across Maryland.

Business Development and Management

In FY 2024, MAA experienced both activity and revenue growth over the prior fiscal year. Operating revenues (e.g. airlines rates and charges, concession and parking revenues) totaling \$321.3 million increased 3%, and enplanements totaling 13.5 million increased 9.1%. Enplanements for FY 2024 broke a record exceeding FY2019 pre-pandemic levels. MAA operating expenses totaling \$239.5 million increased 6.6%.

Federal Funding Strategy Continues

The passage of the Bipartisan Infrastructure Law (BIL) in FY 2022 made additional federal funding available to MAA to improve airport infrastructure over the next several years. MAA has been able to program \$170 million in anticipated Airport Improvement Program (AIP) federal funding to construct critical airfield and terminal improvement projects at BWI Marshall and Martin. Through FY 2026, MAA entitlement increases to at least \$25 million for BWI and \$800 thousand for Martin. In addition, MAA has been aggressive in submitting applications to compete for discretionary grant opportunities that have been expanded under the passage of BIL.

In FY 2024, MAA was awarded two discretionary grants totaling \$20 million in federal funding for Passenger Boarding Bridge Replacements and Martin State Air Traffic Control Tower Replacement. In addition, MAA received \$19 million in AIP Supplemental Discretionary for Concourse DX/DY Apron reconstruction in October 2024 as well as \$1.2M in AIP Discretionary Funding for Taxiway T Reconstruction, Phase II.

In FY 2024, MAA successfully submitted two Passenger Facility Charge applications that were approved by the FAA to complete the following projects: Snow Removal Equipment Replacement, Group V Aircraft Parking Expansion, D/E Bag Claim Expansion Design, Checkpoint D/E Expansion, Concourse E Outbound Baggage Handling System Improvements, Concourse A/B Bag Claim 0-5 Reconfiguration, Controlled Access Security System Replacement, Phase I, and BGA & ST-AB Substation Replacement.

Revenue Bond Structure

MDOT issues Special Transportation Project Revenue Bonds, on behalf of MAA. In October 2024, Fitch upgraded the credit rating from A to A+ and Moody's affirmed the A1 rating. Previous issuances include Series 2021B in July 2021 for \$200 million for partial funding of the Terminal A/B Connector & Baggage Handling System Project and in November 2024, MDOT issued \$220 million for the completion of funding for the project.

BWI Operations and Maintenance

Airport Operations

The FAA conducts an annual comprehensive inspection and audit of commercial airports for compliance with federal aviation safety regulations as outlined in Title 14, Code of Federal Regulations Part 139, Certification of Airports. BWI Marshall Airport successfully completed the annual Airport Safety and Certification Inspection with minimal findings.

BWI Airport Fire & Rescue

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In the first nine months of 2024, BWI Airport Fire & Rescue Department (FRD) responded to 3,301 incidents, of which 2,096 were on the BWI Marshall Airport campus and 1,205 were in support of mutual aid partners. Out of the 3,301 incidents, 985 were for fire-related incidents and 2,316 were medical. Also, through this period of 2024, FRD's mutual aid colleagues responded to a total of 241 separate apparatus responses on the BWI Marshall Airport campus. Of the responses to BWI Marshall Airport, 150 were from the Anne Arundel County Fire Department, 89 from the Baltimore County Fire Department, 1 from the Baltimore City Fire Department, and 1 from the Howard County Fire Rescue Department. Along with regional, state, and federal partners, the FRD has begun planning for the Fluorine-Free Foam (F3) transition for aircraft firefighting away from the environmentally hazardous Aqueous Film Forming Foam (AFFF).

Airport Security

The Office of Airport Security continues to process many new applicants requiring a BWI Marshall Airport credential due to increased staffing levels by airlines, vendors, and contractors. With over 21,000 airport workers vetted through federally mandated regulations, Security has successfully implemented a paperless airport badge application. This enhancement has significantly streamlined the processes for the community and our employees as we continue to achieve a rating of over 95% customer satisfaction. As we continue to maintain our professional relationships with our federal partners (i.e., Federal Bureau of Investigation, Transportation Security Administration, and U.S. Customs and Border Protection), Security was able to achieve timely results while adhering to all federal mandates, as noted during regulatory inspections and audits.

Grounds

The Office of Grounds Maintenance continues to work with Anne Arundel County Department of Recreation and Parks to develop and improve the BWI Hiker/Biker Trail. MDOT 750 Complete Streets policy guides our focus to improve safety for all users employing human powered means.

Fleet

Snow Removal Equipment Replacement (2023 Report)

BWI Operations & Maintenance updated and submitted the Airport Snow and Ice Control Plan for 2023 to the FAA. As part of the plan, BWI submitted a request to replace part of the aging Snow Removal Equipment fleet using the Airport Improvement Program (AIP) and Passenger Facility Charge (PFC) funding. The FAA concurred with and approved the plan to replace 27 pieces of snow equipment, to include snow blowers, high-speed multi-functional units that plow, broom, and blow snow simultaneously, and both solid and liquid deicing units. These procurements equate to approximately 58% of the snow removal equipment fleet.

Snow Removal Equipment Replaced in FY 2024

The vehicles below constitute 37% of the total FAA approved vehicle replacements; 63% remain outstanding to complete planned updates (approx. 58% of all airport snow removal equipment on station). The balance of pending replacements arrives in FY 2025 or are in the procurement phase.

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Quantity	Type	Cost	Date received
Runway & Taxiway Specialty Vehicles (AIP & PFC funded)			
2	MB Multifunction Runway Snow Truck (plow/broom/air blast)	\$1,889,692.64	6/12/2024
2	3 axle 4,000 gallon liquid de-ice 50' boom sprayer trucks	\$1,221,422.00	5/1/2024
1	3 axle solid material (sand/NAAC) spreader truck (2 of 6)	\$400,644.70	5/8/2024
2	Vammas Multifunction Runway Snow Truck (plow/broom/air blast)	\$2,558,000.00	12/14/2023
2	Vammas B750 7500 ton per hour snow blowers	\$1,750,000.00	5/1/2023
		Total	\$7,819,759.34
Landside and Snow Support Vehicles (State funded)			
3	Skid loader with front mount broom (lead in line cleaner)	\$323,987.00	5/22/2024
		Total	\$323,987.00

Airport Technology

CCTV System Upgrade at Martin State Airport

MAA upgraded the Closed-Circuit Television (CCTV) security system at Martin State Airport (MTN). This upgrade replaced the outdated system server and networked video recorder, which had reached end-of-life (EOL) and was prone to frequent shutdowns. The new server offers improved system management and video storage with camera controllers for MTN. Additionally, the upgrades come with new licenses that can be transferred to future hardware when the current server reaches EOL, along with free software upgrades for the server's lifespan.

800 MHZ Radios Handheld - Subscribers Upgrade

MAA has acquired new two-way radios and accessories to replace its aging fleet of handheld radios and equipment, which are no longer supported by the manufacturer or have been discontinued. These radios are used exclusively by BWI Fire and Rescue to meet BWI Public Safety needs, as well as support mutual aid efforts with neighboring counties and agencies. The upgrade enhances communication speed and reliability, ensuring seamless coordination among all responders at a scene. Additionally, the new radios bring MAA's radio communication system up to current technological standards.

Parking Access and Revenue Control System (PARCS) Equipment Replacement at BWI

MAA has upgraded the Airport Parking Access and Revenue Control System at Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall). The upgrade replaces the BWI PARCS end of life equipment. The upgrade will provide BWI and its parking operator with the ability to manage all parking facilities from a central control center with complete visibility into the operations at each location. The new Payment Options

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provides: point-to-point encryption for improved security and reduced liability; Europay, Mastercard & Visa chip card payments; (near field communication) payments such as Apple and Google Pay. Additionally, there are scalable reporting capabilities.

Administration & Performance Management

Human Resources

MAA was the award recipient for the Chesapeake Human Resources Association (CHRA) 2024 James W. Rouse Diversity Award for Large Business. Additionally, MAA participated in several recruitment and outreach events in 2024, including participating in mock interviews at Hammond High School in Howard County; a virtual Job Fair hosted by Jobs Fair Pro; a job fair hosted by the Maryland Department of Labor; Pikesville Volunteer Fire House Community Career Fair; and participated and sponsored the Next Level Career & Resources Fair in Baltimore.

MAA's Summer Internship Program continued in 2024, hosting ten interns from various area colleges. Over the three years of the program, MAA has hosted a total of 39 student interns. The ten-week internship program is experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in the aviation and transportation industry. By implementing this program, MAA allows interns to gain valuable, applied experience while also giving employers the opportunity to guide and evaluate talent.

Safety and Risk Management

On May 8, 2024, MAA Office of Safety & Risk Management conducted a tabletop exercise involving various departments to practice safe evacuation in the event of a fire emergency.

On June 26, 2024, BWI hosted its 8th Annual Community Safety Fair at the BWI Marshall Terminal. This event provided an engaging opportunity for our employees, tenants, partners, and contractors to participate in safety-focused activities. The primary goal was to elevate safety awareness within the broader airport community. A wide array of safety vendors participated, including the Injured Worker Insurance Fund, which manages state employee injury claims, and suppliers of Personal Protective Equipment tailored to the transportation industry. One of the standout interactive programs was the use of Fatal Vision Impairment Goggles, allowing participants to experience firsthand the simulated effects of alcohol intoxication, impacting vision, reaction time, judgment, and balance.

BWI also hosted a 1K Health and Safety Walk on July 17th 20024 in the terminal for Maryland Aviation employees to identify potential safety hazards and promote walking for health. Participants walked along the BWI Cardio Trail within the terminal.

BWI proudly participated in its fourth OSHA Safe + Sound Week from August 12th to 18th, 2024. This nationwide event, held annually in August, highlights the importance of workplace health and safety programs. Safe + Sound Week offers valuable resources to advance safety standards and safeguard America's workforce. Engaging in these initiatives reinforces the critical impact of a safe workplace by boosting employee morale, enhancing productivity, and significantly reducing risks.

On August 14, 2024, Martin Airport held its second safety fair, bringing together airport tenants and employees with a shared dedication to safety.

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Organizational Development

In 2024, MAA graduated the first cohort of fourteen employees in the Advance Leadership Program, a 15-month, competitive leadership development program aimed at building leaders poised to compete for positions as they become available through attrition.

MAA launched the Performance Awareness and Learning initiative to help employees learn about different careers within MAA. The program is designed to address employees' desires to learn more about different types of positions and career paths through a series of open house events focused on a job/classification and covering topics such paths of entry to the job, overview of the position, typical/atypical workday assignments and responsibilities.

Diversity, Equity and Inclusion

The MAA Office of Diversity, Equity & Inclusion (DEI) participated in a number of public outreach, networking, and procurement events such as Ready, Set, Grow hosted by the Governor's Office of Small and Minority Business, outreach hosted by the Baltimore County Public Schools, and the National Forum of Black Public Administrators.

The Office hosted 90 firms over a two-day workshop in July to ensure vendors are trained on timely and accurate entry into MAA's contract payment and compliance reporting system. Firms attended both in-person and online, where they worked with a dedicated compliance professional to answer their questions, resolve technical issues, and train them on the use of the system. MAA hosted another vendor event in October and provided sixty-five firms training on how to navigate the system and enter the required data, and the importance of timely and accurate entry for compliance with State and federal participation reporting and contractual requirements.

MAA hosted a "Meet the Primes" networking event in June to introduce vendors to upcoming procurement opportunities. Attendees received a thorough explanation of the processes and steps to take to do business with the MAA.

In September, the Office of Diversity, Equity and Inclusion hosted Synergy BWI, the Airport's signature outreach and businesses networking event. This program drew industry leaders, officials from MDOT, MAA leadership, and business leaders in the Baltimore-Washington region. This event, designed for small, and minority owned businesses, provided them the opportunity to network, participate in workshops, and learn about finance and procurement opportunities.

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ACTIONS TAKEN BY THE MARYLAND AVIATION COMMISSION

- The Commission was regularly briefed and consulted on the following:
 - BWI Marshall air service trends and air service marketing efforts;
 - Mid-year and year-end financial results;
 - FY 2024 - FY 2029 Revenue Forecast
 - Airport operational activities and aviation security issues;
 - Various airport construction projects;
 - State and federal legislative issues impacting BWI Marshall;
 - Martin State Airport operational statistics;
 - Noise mitigation at BWI Marshall.

- The Commission approved the following major capital projects and development & evaluation projects for inclusion in the FY 2025-2030 CTP, with total estimated costs (TEC):

New Major Capital Projects	TEC
– Consolidated Rental Car Facility Improvements at BWI	\$34,400,000
– Snow Removal Equipment Shelter at BWI	\$15,000,000
– Runway 10/28 Rehabilitation at BWI	\$43,000,000
– Passenger Movement Modernization at BWI	\$29,100,000
– Air Traffic Control Tower at Martin	\$23,100,000

New Development & Evaluation Projects	
– Master Plan and Airport Layout Plan Update for BWI	\$ 7,100,000
– Ticket Counter Expansion Program at BWI	\$ 2,000,000
– Roof Replacement Program at BWI	\$ 1,800,000
– Air Traffic Control Tower and C/D Connector at BWI	\$ 3,900,000

Existing Projects Previously Approved	
– Taxiway T Reconstruction at BWI	\$40,400,000
– Taxilanes N and N1 Reconstruction at BWI	\$24,200,000
– Fuel Storage Tank Additions at BWI	\$26,100,000
– Air Operations Area Fence Upgrade at BWI	\$ 9,600,000
– DX/DY Apron Pavement Rehab at BWI	\$38,300,000
– Deicing Pad Expansion at BWI	\$61,800,000
– 15L/33R & Associated TWs - Pavement Rehab at BWI	\$14,200,000
– Concourse A/B Bag 0-5 Reconfiguration at BWI	\$30,500,000
– Electrical Substations Reconstruction at BWI	\$29,200,000
– D/E Bag Claim Expansion at BWI	\$ 9,900,000
– Snow Equipment Replacement at BWI and Martin	\$19,500,000
– Taxiway F Extension at Martin	\$ 5,300,000
– Runway Improvement Program at Martin	\$51,000,000

- The Maryland Aviation Commission approved the adoption of amendments to COMAR 11.03.01.09 (Badge Replacement Fees) to establish fees for:
 - Replacing Lost BWI Airport Badges

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- Failing to return a BWI Airport Badge of a former employee at BWI Marshall Airport

The new rate structure is \$25.00 for the first occurrence and \$50.00 for each subsequent occurrence of a Lost Badge. In addition, MAA will charge \$100.00 to the employer that fails to return a BWI Airport Badge of an employee that no longer works for them.

Opportunity for Public comment was published in the Maryland Register issued on September 6, 2024. No comments were received when the comment period closed on October 7, 2024.

- In accordance with Transportation Article, §5-201.1, the Commission approved the following personnel actions:
 - The appointment of and compensation for the Chief, Division of Business Development and Management; and
 - The appointment of and compensation for the Chief, Martin State Airport Division of Operations & Maintenance.

Summary of Commission Feedback and Actions Related to Health and Community Impact

Policy Framework

In carrying out its duties and responsibilities, the Maryland Aviation Commission is to consider (among other things) the:

- Aviation
- Economic
- Business
- Environmental
- Health
- Community-related impacts or any other impacts the Commission finds relevant to the decisions of the Commission or the Administration.

In order to address the letter and spirit of The Maryland Code, Transportation Article Title 5, Subtitle 2, effective October 1, 2023, Commissioners Zafari and Chancellor presented a draft conceptual policy framework to the Maryland Aviation Commission during the meeting held on October 23, 2024. The goal is that, once finalized, the policy framework may be used by the Maryland Aviation Commission in its policy-making role.

The framework is expected to be a forecasting tool designed to weigh all relevant MAA policy, regulatory or major capital project actions within the Commission’s legislative authority. It will be used to assist in MAA and MAC decision-making in order to provide guidance in balancing the MAC’s potentially competing policy-making considerations.

The policy framework is currently a working draft. Commissioners will work with MAA staff to incorporate their input. A second draft will be presented again during the Maryland Aviation Commission meeting on February 19, 2025. Subsequently, it will continue to be developed and undergo further revisions.

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Public Comments During Maryland Aviation Commission Meetings

During the Maryland Aviation Commission meeting held on October 23, 2024, community member Laura Donovan read a prepared statement about aviation-related noise and its negative impact on the surrounding community.

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FINANCIAL RESULTS
Maryland Aviation Administration
Baltimore/Washington International Thurgood Marshall Airport
and Martin State Airport
Comparative Statement of Revenue, Expense and Income
(Thousands)

	FY 2024	FY 2023	Difference	% Change
TTF Revenue and Expense				
TTF Operating Revenue	\$293,049	\$284,591	\$8,458	3.0%
TTF Revenue - Federal	\$5,869	\$110	\$5,759	5247.6%
MAA Operating Expense	\$239,526	\$224,782	\$14,744	6.6%
TTF Surplus/(Deficit)	\$59,392	\$59,919	(\$527)	-0.9%
Non-TTF				
Non-Operating Revenue	\$75,990	\$63,860	\$12,130	19.0%
Non-TTF Debt Service	\$32,620	\$33,190	(\$570)	-1.7%
Non-TTF Surplus/(Deficit)	\$43,371	\$30,670	\$12,700	41.4%
Total MAA Surplus/(Deficit)	\$102,762	\$90,589	\$12,173	13.4%
Capital Program Expenditures	\$279,091	\$180,141	\$98,950	54.9%
Enplanements	13,496,059	12,365,276	1,130,783	9.1%

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**Maryland Aviation Administration
Statement of Revenue
Fiscal Year Ending
June 30, 2024 and 2023**

	FY 2024	FY 2023	Difference	% Change
BWI Operating Revenue				
Flight Activities	\$72,501,868	\$72,862,829	(\$360,961)	-0.5%
Rents & User Fees	\$94,020,668	\$82,685,626	\$11,335,042	13.7%
Public Parking	\$82,938,510	\$79,827,020	\$3,111,490	3.9%
Rental Cars	\$17,061,491	\$18,165,450	(\$1,103,959)	-6.1%
Retail, Food & Beverage	\$21,078,984	\$18,223,965	\$2,855,019	15.7%
Other Passenger Concessions	\$11,559,896	\$8,971,068	\$2,588,828	28.9%
Non-Passenger Concessions	\$5,620,705	\$5,060,339	\$560,366	11.1%
Other Revenue	\$5,463,163	\$13,432,495	(\$7,969,332)	-59.3%
Total BWI Marshall Operating Revenue	\$310,245,285	\$299,228,792	\$11,016,493	3.7%
MTN Operating Revenue	\$11,138,904	\$12,241,649	(\$1,102,745)	-9.0%
Total MAA Operating Revenue	\$321,384,189	\$311,470,441	\$9,913,748	3.2%
Revenue Bond Debt Service¹	(\$28,335,061)	(\$26,879,261)	(\$1,455,800)	5.4%
MAA Operating Revenue to the TTF	\$293,049,128	\$284,591,180	\$8,457,948	3.0%
Other Revenues to the TTF²				
Federal Stimulus Reimbursements	\$0	\$109,740	(\$109,740)	-100.0%
Capital Reimbursement to TTF	\$5,868,507	\$0	\$5,868,507	-
Total Other Revenues to the TTF	\$5,868,507	\$109,740	\$5,758,767	5247.6%
Total TTF Revenue	\$298,917,634	\$284,700,920	\$14,216,715	5.0%
Non-Operating Revenue				
Customer Facility Charges	\$12,716,994	\$9,429,658	\$3,287,335	34.9%
Passenger Facility Charges	\$50,901,274	\$45,520,385	\$5,380,889	11.8%
Interest Income ³	\$12,371,983	\$8,909,777	\$3,462,206	38.9%
Total Non-Operating Revenue	\$75,990,251	\$63,859,820	\$12,130,431	19.0%
Total MAA Revenue Prior To Debt	\$403,242,946	\$375,440,001	\$27,802,945	7.4%

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Notes

- 1/ 2021A Revenue Bonds refunded Parking and MEDCO debt. Fiscal year debt paid monthly to pay debt annually each August and February paid to Trustee for future debt payments and does not reflect actual Bond Year payments. Interest Earned has lowered FY24 installment payment amount.
- 2/ FY23 includes CRRSAA Concession Relief Funds for consulting expenses \$56,904 and ARPA Martin Sewer reimbursement \$52,836. FY24 Includes reimbursement of PFC Eligible Capital Expenses advanced by TTF
- 3/ Interest income captures revenue bonds beginning FY23. Gross of transfers. Excludes \$1M of investment maturity interest.

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**Maryland Aviation Administration
Statement of Expense
Fiscal Years Ending
June 30, 2024 and 2023**

	FY 2024	FY 2023	Difference	% Change
BWI Operating Expense (TTF)1				
Salaries and Wages	\$60,511,169	\$52,286,831	\$8,224,338	15.7%
Technical and Special Fees	\$2,804,929	\$3,500,410	(\$695,481)	-19.9%
Communications	\$1,396,654	\$1,727,172	(\$330,518)	-19.1%
Travel	\$473,806	\$357,431	\$116,375	32.6%
Fuel and Utilities	\$14,421,732	\$15,947,712	(\$1,525,980)	-9.6%
Motor Vehicle Operations	\$2,673,206	\$3,029,384	(\$356,178)	-11.8%
Contractual Services	\$119,980,247	\$111,571,777	\$8,408,470	7.5%
Supplies and Materials	\$5,818,378	\$5,597,220	\$221,158	4.0%
Replacement Equipment	\$238,738	\$361,412	(\$122,674)	-33.9%
Additional Equipment	\$282,050	\$182,235	\$99,814	54.8%
Grants/Subsidies/Contributions	\$1,052,580	\$1,002,524	\$50,056	5.0%
Fixed Charges - Debt Service (COPS/Loans)	\$5,487,657	\$5,466,602	\$21,055	0.4%
Other Fixed Charges	\$2,862,704	\$2,639,410	\$223,295	8.5%
Land and Structures	\$11,801,339	\$9,358,735	\$2,442,604	26.1%
Total BWI Operating Expense	\$229,805,190	\$213,028,856	\$16,776,334	7.9%
MTN Operating Expense (TTF)	\$9,106,123	\$11,252,817	(\$2,146,695)	-19.1%
Regional Aviation (TTF)	\$614,614	\$500,618	\$113,997	22.8%
Total MAA Operating Expense	\$239,525,927	\$224,782,291	\$14,743,636	6.6%
Federal Reimbursements ²	\$0	(\$109,740)	\$109,740	-100.0%
Total TTF Operating Expense	\$239,525,927	\$224,672,551	\$14,853,376	6.6%
Non-TTF Debt Service Expense				
Passenger Facility Charge Backed Debt	\$23,706,836	\$24,263,349	(\$556,513)	-2.3%
Customer Facility Charge Backed Debt	\$8,912,772	\$8,926,198	(\$13,427)	-0.2%
Total Non-TTF Debt Service Expense	\$32,619,608	\$33,189,547	(\$569,939)	-1.7%
Total MAA Expense	\$272,145,534	\$257,971,838	\$14,173,696	5.5%
Capital Program Expenditures				
State Funds - TTF ³	\$79,025,486	\$66,073,428	\$12,952,058	19.6%
Federal Funds	\$56,243,508	\$19,447,618	\$36,795,890	189.2%
Other	\$143,821,642	\$94,619,959	\$49,201,683	52.0%
Total Capital Program Expenditures	\$279,090,636	\$180,141,005	\$98,949,631	54.9%

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Notes:

1/ Operating Contractual Services - MOTA Police expenses shown are net of the TSA LEO grant FY24 - \$597,500 and FY23 \$645,500; TSA grant ended May 1, 2024. Janitorial expenses are net of TSA COVID-19 cleaning grant FY23 \$54,731 . FY23 are prior to federal reimbursement from CRRSAA and ARPA. Technical and special fees \$56,904.

Utilities - MTN Sewer \$52,836. Supplies and Materials - shuttle bus fuel is net of MD State Fuel Tax reimbursement FY23 \$195,924 and FY24 \$191 ,789.

2/ Federal Reimbursements FY23 includes CRRSAA Concession Relief Funds and MTN Sewer Reimbursement from ARPA.

3/ Capital expenses is not strictly TTF cash but a combination of TTF revenues from the sale of Consolidated Transportation Bonds and other sources.

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**BALTIMORE/WASHINGTON INTERNATIONAL
THURGOOD MARSHALL AND MARTIN STATE AIRPORTS
AVIATION ACTIVITY**

	FY 2024	FY 2023	Difference	% Change
BWI Domestic Passengers	25,670,434	23,450,247	2,220,187	9.5%
BWI International Passengers	1,376,282	1,255,006	121,276	9.7%
BWI Total Passengers*	27,046,716	24,705,253	2,341,463	9.5%
BWI Aircraft Operations	243,628	229,207	14,421	6.3%
MTN Aircraft Operations	95,859	93,314	2,545	3%

PASSENGER ACTIVITY COMPARISON FOR FY 2024

	BWI Marshall	Dulles	Reagan National
Total Commercial Passengers	27,046,716	26,212,057	25,986,105
Percent Change over FY 2023	9.5%	12.3%	3.0%

Total Regional Market:	2024	2023
	79,244,878	73,285,717

NOTE: Statistical data is subject to change as subsequent information is received from airlines.

*Total Passengers include both enplaned and deplaned passengers.

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SECTION V

MARYLAND AVIATION COMMISSION COSTS
FISCAL YEAR 2024*

Technical and Special Fees		\$12,300.00
Travel Reimbursement to the Commissioners for Meetings		\$1,000.47
Contractual Services:		\$1,082.36
Public Notice Advertisements for Commission Meetings	\$0	
Food Services	\$1,082.36	
Miscellaneous		\$0
Total Maryland Aviation Commission Cost		\$14,382.83

*Fiscal Year 2024: July 1, 2023 to June 30, 2024