

MARYLAND AVIATION COMMISSION
WEDNESDAY, FEBRUARY 18, 2026
TERMINAL BUILDING, A/B CONFERENCE ROOM, THIRD FLOOR
BALTIMORE/WASHINGTON INTERNATIONAL THURGOOD MARSHALL AIRPORT

OPEN SESSION

MARYLAND AVIATION COMMISSION MEMBERS

Kathryn Thomson, Acting Chair
Ned Carey
LaTara Harris
W. Drew Hawkins
Charles Madison
Jose' Morales
Mary Reese
Donald Stanton
David Winstead (*virtual attendee*)
Dr. Zafar Zafari

MARYLAND DEPARTMENT OF TRANSPORTATION (MDOT)
MARYLAND AVIATION ADMINISTRATION (MAA)

Shannetta Griffin, Executive Director
Tunji Adenekan
Stacey Armstead
Samantha Biddle
Dean Christmon
Traci Clark
Kevin Clarke
Jonathan Dean
Theodore Eyler
Daniel Favarulo
Rachel Goodman (*virtual attendee*)
Staci Gorden
Janean Hazelton (*virtual attendee*)
Stacey Hicks-Johnson
Jordan Kayloe
William Lindsey
Tara McDaniel
Drew Morrison
Nia Newton (*virtual attendee*)
Bruce Rineer (*virtual attendee*)
Keiva Rodrigues
Robert Sager
Ashish Solanki
Anthony Tangorra (*virtual attendee*)

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Shanida Thomas-Broderick

OTHER EMPLOYEES OF THE STATE OF MARYLAND

None

MEMBERS OF THE PUBLIC

Laura Donovan

Acting Chairwoman Thomson called the meeting to order at 1:02 p.m.

WELCOME REMARKS FROM CHAIR – Acting Chair Thomson

Acting Chair Thomson introduced herself as the Acting Secretary of the Maryland Department of Transportation and the new Acting Chair of the Maryland Aviation Commission. She made welcome remarks, which included an overview of her professional background.

During her remarks she described four core pillars that are key to the Commission’s work: 1) advising MDOT and MAA on safety and efficiency as it pertains to the airport and airport operations, 2) helping to ensure that MAA is doing everything it can to be a good neighbor to communities surrounding the airport, 3) ensuring operational excellence and integrity across all of MDOT and MAA, and 4) building and positioning MAA to grow and evolve into the future. She then asked the Commissioners to briefly introduce themselves. She shared that she looks forward to working with all of the Commissioners.

APPROVAL OF MINUTES – Acting Chair Thomson

There was a request by Commissioner Reese to modify the meeting minutes of the November 12, 2025 Commission meeting. She submitted her request via email prior to the meeting. In her email, she requested specific updates and a correction be made to the minutes.

The Executive Director commented that the Commission minutes are a summary intended to capture key points of discussion, as opposed to a transcript. She also noted that during the November 12th meeting, a technical problem disrupted connectivity to Microsoft Teams. Virtual attendees were unable to hear or participate during a portion of the meeting. The Commission meeting on November 12th was recorded, however audio for this portion of the recording dropped as well. Executive Director Griffin stated that because of this, it is not possible to validate some of Commissioner Reese’s requested amendments to the minutes.

Commissioner Reese made a statement about how the Commission’s meeting minutes were sparse and very different than the meeting minutes from the BWI Community Roundtable

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There was discussion regarding conflicting accounts of one statement made during the November 12th meeting. Specifically, Commissioner Reese requested to update the minutes to include the statement: “Executive Director Griffin explained it is hard to provide the documents to the members of the Commission but would do so upon request and the MAA needed to move along the ANZ process to meet COMAR deadlines even though the MAA representative with technical expertise could not be at the day’s meeting.” The Executive Director responded by saying that this was not exactly what she said. She stated that MAA staff would review the recording of the meeting to confirm.

There was also discussion regarding conflicting accounts of Commissioner Reese’s vote during the November 12th meeting. Specifically, Commissioner Reese requested to correct the minutes to indicate that she voted “no” on the item “BWI Marshall Airport ANZ Update”. The Executive Director maintains that Commissioner Reese abstained. The recording of the meeting does not capture this vote because it occurred during the portion of the recording when the audio dropped.

Commissioner Reese said that allowing Commissioners to submit requested amendments to meeting minutes could be useful if/when Commissioners submit content for future Annual Reports. She also requested that meeting minutes be distributed to Commissioners earlier than two days prior to the meeting so that there is more time to review.

Acting Chair Thomson spoke about the need for the meeting minutes to be succinct, but clear and accurate. She reiterated that the minutes will not capture all dialogue. She encouraged Commissioners to keep this in mind when reviewing the minutes, and she said that the Commission welcomes suggestions to correct or update the minutes to ensure accuracy.

Upon request for a motion to amend the minutes as requested by Commissioner Reese and Executive Director Griffin, it was so moved by Commissioner Hawkins, and seconded by Commissioner Morales and approved unanimously.

EXECUTIVE DIRECTOR’S REPORT – Executive Director Shannetta Griffin

The Executive Director made introductory remarks and welcomed Acting Secretary Thompson to the Commission. She also provided a brief overview of the agenda. She provided updates pertaining to recent and upcoming events at BWI Marshall and Martin State, including the opening of the A/B Connector, Aviation Day/National Engineers Week, AMAC Foundation Project LIFT, and the Topping Off Ceremony for the Air Traffic Control Tower at Martin State. She also gave a status update regarding the COMAR updates for the BWI Marshall Airport Noise Zone and the Martin State Airport Noise Zone. Ms. Griffin shared information on legislative matters affecting airports, including the state budget deficit and MAA’s legislative budget hearings. She encouraged Commissioners to attend MAA’s Annual Legislative Reception this

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evening in order to engage with policymakers and discuss the critical role the airport plays in the state's economy.

Following the Executive Director's Report, Commissioners asked questions pertaining to some of the topics covered in her remarks. Acting Chair Thomson shared insight on the role of the Commission, in terms of it being a regulatory or advisory body. Follow up discussion also revolved around MAA's budget hearings, budgetary constraints and the associated impacts on aviation and transportation in the state.

COMMISSIONER COMMENTS – Commissioner Zafar Zafari

Commissioner Zafari requested a few minutes on the agenda in order to raise a few points. He spoke about the challenges he encountered when trying to participate virtually in the Commission meeting on November 12, 2025. At some point during that meeting, his connectivity to Microsoft Teams was disrupted and he was unable to vote on the meeting agenda items. He broached the subject in order to request a solution to ensure that all virtual participant's votes are captured in the future.

In response, Acting Chair Thomson stated that the Commission can ensure that all virtual participant's votes are received when connectivity is disrupted by following up with Commissioners after the meeting to confirm the votes are properly recorded.

Commissioner Zafari also commented on the framework for the forthcoming Commission Committees. He requested the Commission create a formal process for public engagement and incorporate feedback before voting on items. He mentioned the policy framework he had started working on with former Commissioner Jesse Chancellor. He also provided an example of engagement – extending invitations to health scientists to serve as guest speakers at future Committee meetings or Commission meetings. He also recommended having the meeting package include community feedback or public health reports.

COMMISSION COMMITTEES: NEXT STEPS - Executive Director Shannetta Griffin

Ms. Griffin's presentation focused on key decision points for the formation of committees. Utilizing feedback received from Commissioners who completed a committee survey, she provided options for three potential committees as well as some potential projects. She underscored that this was a draft of the framework and indicated that she was open to revisions and further discussion.

Air Service Development Incentive Committee

Key Objectives:

- Growth & Retention of Commercial Air Service and Cargo Offerings
- Stakeholder Engagement & Advocacy

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- Policy & Strategic Alignment

Finance Committee

Key Objectives:

- Budget Development & Oversight
- Evaluation of Market Conditions & Economic Outlook
- Economic Impact Analysis & Advocacy

Economic Development Committee

Key Objectives:

- Revenue Generation Strategies
- Business Development & Partnerships
- Strategic Planning & Market Positioning

Ms. Griffin recommended that the Commission come to a consensus on the following key decision points in order to move forward with forming Committees:

- Selection of Committees
- Committee Descriptions
- Projects
- Chairs and Members of Committee
- Meeting Cadence
- Charters

Ms. Griffin explained that the committee survey included additional potential committees, but that the three proposed committees are based off of survey responses. Additionally, she made sure that components from all the potential committees were included in the three committees proposed today.

There was discussion about how the Committees would function and work in alignment with the MAA. Ms. Griffin explained that MAA staff would be assigned to serve as liaisons and facilitate the work of the committee. The strategic plan will inform the work of the Committees to ensure that all projects are aligned with MAA's goals and objectives.

Commissioners suggested that if there are other Airport Commissions across the country or a Commission within the state that functions similarly with Committees, that the Maryland Aviation Commission should look to see how they have set up their committees in order to glean best practices. There was a question about the status of the strategic plan and whether a new one is currently being developed. It was suggested that the strategic plan could be used as a resource document to inform the Committees. Commissioners also discussed opportunities to collaborate across Committees on various projects.

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Acting Chair Thomson recommended each committee identifies specific issues that it would like to work on and shares this information during the next Commission meeting. The full Commission can decide if there is an opportunity for collaboration and ensure that work is not duplicated by multiple committees.

There was also discussion about the need for clarity around whether the Committee projects should be strategic/ advisory or tactical/ directive. Getting clarity on this will help inform the Committees about what kinds of projects are appropriate to take on. A Commissioner expressed concern that the potential committees do not include the Commission's regulatory responsibilities.

Action Items (for MAA):

- Identify Airport Commissions across the country or a Commission within the state that functions similarly with Committees, so the Maryland Aviation Commission can look to see how they have set up their committees in order to glean best practices.
- Confirm where committee meetings can be held – onsite and/or virtual.
- Identify MAA staff liaisons for each Committee.

Action Items (for Commissioners):

- Provide any additional comments or feedback on the potential committees to .
- Each committee should convene, finalize members, elect a Chair, and identify specific issues that it would like to work on (including proposed timeframe and support needed for completion). Report out at the next MAC meeting on June 17, 2026.
- Get consensus on whether the Committee projects should be strategic/ advisory or tactical/ directive. This will help inform the Committee about what kinds of projects are appropriate to take on.

MARKETING AND AIR SERVICE DEVELOPMENT – Jordan Kayloe, Director of Air Service Development and Tunji Adenekan, Policy Advisor

Mr. Kayloe presented updates pertaining to air service development at BWI Marshall.

Air Service Development at BWI

Looking at future capacity, Q2 2026 seats are down 2% year-over-year. Spirit shed aircraft in bankruptcy and is down over 50% so far in 2026. Frontier is growing and filling in the holes that Spirit left behind.

In Q2 2026, carrier capacity share rankings have shifted.

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- Southwest: 73.4%
- Delta: 5.8%
- Frontier: 5.7%
- United: 4.5%
- American: 4.2%
- Spirit: 3.8%
- Other: 2.7%

Spirit falls from #2 to #6 with bankruptcy schedule reductions. Frontier jumps up to #3 with summer expansion.

Airlines have announced new routes for FY26:

Spirit: added Montego Bay

Frontier: added Chicago, Houston, New Orleans, Cancun, and Fort Lauderdale

BermudAir: added Anguilla

Southwest: will add St. Thomas, Knoxville, St. Maarten, Oklahoma City, Pensacola

Alaska: will add Portland

BWI Marshall's route map now includes 90 nonstop destinations.

In Q2 2026, Washington-Dulles leads the region in seat capacity:

IAD: 36%

BWI: 33%

DCA: 31%

The gap is much larger looking at international seat capacity:

IAD: 87%

BWI: 9%

DCA: 4%

BWI Marshall's top 10 unserved international markets provide opportunities for new nonstop service:

1. San Salvador
2. Toronto
3. Paris
4. Frankfurt
5. Guatemala City
6. Rome
7. Vancouver
8. Lagos

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9. Dublin
10. Amsterdam

Total passenger traffic continues to trend downward. The K-shaped economy does not favor the all-economy carriers prevalent at BWI Marshall. November had mandatory flight cancellations. December and January numbers are preliminary.

Southwest has increased its percentage of connecting passengers. This change impacts BWI Marshall. Fewer local passengers mean less revenue from parking and rental cars. BWI Marshall has the highest connecting percentage among Southwest's large airports.

International traffic was trending up this summer, but BWI Marshall lost the Icelandic carrier Play when they ceased operations in late September. Hurricane Melissa hit Jamaica in late October, which also impacted the airport's international air traffic.

Cargo volume grew in 2025. April and July increases were driven by consumers trying to rush to beat price increases caused by tariffs.

Air Service Development Incentive Committee – Next Steps

Mr. Adenekan's presentation focused on next steps for the air service development incentive committee. He provided a snapshot of the work of the committee over the next several months.

Building the Foundation

The committee will need to establish a shared foundational understanding of industry standards through briefings on:

- Air service development process
- ASIP Frameworks
- FAA regulations
- Competitive benchmarking
- Economic impact & ROI modeling

External Engagement & Advocacy

- Act as ambassadors for the airport
- Support the initiatives led by BWI Marshall Airport to engage key contacts
- Advocate for policy implementation

Report Back with Feedback and Contacts

- Report back with Feedback and Contacts

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Mr. Adenekan shared that he would likely be serving as the MAA staff liaison to the Air Service Development Incentive Committee and looks forward to delving into this work with committee members.

MAC REVIEW AND APPROVAL ITEMS – Executive Director Shannetta Griffin

The Executive Director presented on the Commission’s responsibilities as it pertains to reviewing and approving specific items.

Maryland Open Meeting Act

Ms. Griffin explained the training requirement related to the Open Meetings Act.

Annotated Code of Maryland, General Provisions §3-213(b) states:

Each public body shall designate at least one individual who is an employee, an officer, or a member of the public body to receive training on the requirements of the open meetings law.

Annotated Code of Maryland, General Provisions §3-213(d) states:

A public body may not meet in a closed session unless the public body has designated at least one member of the public body to receive training on the requirements of the open meetings law.

Annotated Code of Maryland, General Provisions §3213(d) (*continued*) states:

If the individuals designated cannot be present at an open meeting, then the public body must complete the Compliance Checklist developed by the Office of the Attorney General and include the completed checklist in the minutes for the meeting.

Acting Chair Thomson acknowledged that only one member must be trained according to the statute, but she recommended that all Commissioners take the Open Meetings Act Training. She indicated that all Commissioners should understand what their obligations are under the Open Meetings Act.

Action Items (for Commissioners):

- Acting Chair Thomson recommended that all Commissioners take the Open Meetings Act Training.

Commission Annual Report

Ms. Griffin provided an overview of the process of creating the Annual Report to the General Assembly.

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Subject to § 2–1257 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.

Going forward, there will be a more formal process for drafting the Annual Report. The Commission will have an opportunity to review and contribute to the report. The updated process for the Annual Report includes:

- MAA drafts the report
- Commission reviews the report
- MDOT Government Affairs reviews the report
- MDOT Government Affairs obtains approvals from MDOT TSO, Department of Budget and Management, and Governor’s Office.
- MDOT Government Affairs submit the report to the General Assembly

The 2026 Annual Report was approved by the Governor’s Office yesterday and submitted to the General Assembly. A copy will be placed on the Commission webpage today.

There was consensus among the Commissioners who agreed with the process as outlined today.

Items Requiring Commission Approval (From Maryland Transportation Article §5–201)

Ms. Griffin highlighted the following items that require Commission approval:

- New or amended COMAR regulations
- Major capital projects, as defined in Maryland Transportation Code § 2–103.1(a)(4), that are included in the Consolidated Transportation Plan (CTP).
- Appointments for up to 12 management personnel positions.

Maryland Transportation Article §5–201 states:

No formal action may be taken by the Commission except by an affirmative vote of a majority of the entire Commission.

Supplemental Materials on the Commission Website

Ms. Griffin explained that she received a request from Commissioner Reese recently to place a Supplemental Annual Report on the Commission website that was drafted by herself and former Commissioner Chancellor independently of the Maryland Aviation Commission. The report is titled “2024 Supplementary Report to the Maryland General Assembly Executive Summary. The Supplemental Report was posted on the BWI Community Roundtable’s webpage as part of their meeting materials. It remained on the Roundtable’s webpage for over a year, and was then subsequently taken down.

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Ms. Griffin said she was bringing this to the attention of the full Commission today and proposed having a process for reviewing/approving requests to post material to the Commission webpage.

Commissioner Reese shared that she and former Commissioner Chancellor wrote the report as a supplement to the 2025 Commission Annual Report, which was submitted late. At that time, the Commission was not reviewing / approving the Commission Annual Report before it was submitted to the General Assembly. Commissioner Reese said she and former Commissioner Chancellor were unsure what community input was included in the Commission Annual Report when they wrote their supplemental report. Commissioner Reese also explained that she and Commissioner Chancellor sent the supplemental report to Secretary Wiedefeld and informed him that they were also sending their supplemental report to legislators and others.

Commissioner Reese then recommended that MAA have an archive on the website so that the public can access a larger amount of documents and recordings of past Commission meetings. In addition to posting her Supplemental Annual Report, she also requested that all the recordings of previous Commission meetings be restored to the website.

There was follow up discussion amongst commissioners about whether or not it was appropriate to post material or documents written independently by Commissioners without the approval of the full Commission. One Commissioner described the Supplemental Report as an airing of grievances against the Commission and the MAA, and not an official document of the Commission.

Acting Chair Thomson indicated that she felt that Commissioners should be able to contribute content to the website, but if it is not approved by the full Commission, then the material needs to be classified as public comment. She shared that there are ways to incorporate public comments on the website.

She informed the Commissioners that this topic would be discussed further offline and then she would report back with a proposed course of action.

Commissioner Reese stated that the 2026 Commission Annual Report was inadequate and did not speak to what the Commission did. She said the report was missing public comments and community feedback, as well as the concerns that she voiced during the last meeting. She also indicated that it was confusing that so much of the Commission's Annual Report detailed MAA projects and programs that were not discussed during Commission meetings.

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Executive Director Griffin explained that the contents of the Annual Report are mandated through legislation.

Action Items (for MDOT):

- Draft process for reviewing and approving requests to post content by Commissioners and/or members of the public to the Commission website. Share proposed course of action at a future Commission meeting.

PUBLIC COMMENT PERIOD

No comments

MEETING ADJOURNED

There being no further business, a motion to adjourn was made by Commissioner Morales, seconded by Commissioner Stanton, and approved unanimously. The meeting adjourned at 2:58 p.m.

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ACTION ITEMS

ACTION ITEMS FROM 2/18:
(FOR MDOT)

- Draft process for reviewing and approving requests to post content by Commissioners and/or members of the public to the Commission website. Share proposed course of action at a future Commission meeting.

(FOR MAA)

- Identify Airport Commissions across the country or a Commission within the state that functions similarly with Committees, so the Maryland Aviation Commission can look to see how they have set up their committees in order to glean best practices.
- Confirm where committee meetings can be held – onsite and/or virtual.
- Identify MAA staff liaisons for each Committee and introduce them to Committee members.
- Ensure MAA staff liaisons are facilitating open committee meetings.

(FOR COMMISSIONERS)

- Complete virtual [Open Meetings Act Training](#).
- Provide any additional comments or feedback on the potential committees to Executive Director Griffin.
- Each committee should convene, finalize members, elect a Chair, and identify specific issues that it would like to work on (include proposed timeframe and support needed for completion). Report out at the next MAC meeting on June 17, 2026.
- Get consensus on whether the Committee projects should be strategic/ advisory or tactical/ directive. This will help inform the Committee about what kinds of projects are appropriate to take on.

MARYLAND AVIATION COMMISSION REQUIREMENTS:

- Financial Disclosure Forms ---one Commissioner is outstanding

ONGOING DISCUSSIONS FROM PREVIOUS MEETINGS:

- Define roles and responsibilities for MAA, MDOT, and Commission.
- Setting up committee structure
- Creation of policy framework