

**MARYLAND AVIATION COMMISSION  
WEDNESDAY, SEPTEMBER 15, 2021  
ASSEMBLY ROOM A/B, THIRD FLOOR  
BALTIMORE/WASHINGTON INTERNATIONAL THRUGOOD MARSHALL  
AIRPORT**

---

**OPEN SESSION**

**MARYLAND AVIATION COMMISSION MEMBERS**

Gregory Slater, Chairman\*  
Vishal Amin  
T. Chineta K. Davis  
William Drew Hawkins  
José Morales  
Raymond C. Nichols  
Calvin D. Peacock  
Ivory E. Tucker  
David L. Winstead

\* MDOT Deputy Secretary Sean Powell, as designee for  
Chairman Slater (*first 15 minutes of the meeting, prior to  
Chairman's arrival*)

**MARYLAND DEPARTMENT OF TRANSPORTATION**

**MARYLAND AVIATION ADMINISTRATION (MDOT MAA)**

Ricky D. Smith, Sr.  
Jonathan Dean  
Jaimini Erskine  
Staci Gorden  
Dale Hilliard  
Cedric Johnson  
Jordan Kayloe  
Al Pollard  
Robert Polkiewicz  
Hazel Robinson  
Robert Sager  
Paul Shank  
James Walsh

**OTHER EMPLOYEES OF THE STATE OF MARYLAND**

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

**MEMBERS OF THE PUBLIC**

**MARYLAND AVIATION COMMISSION  
WEDNESDAY, SEPTEMBER 15, 2021  
ASSEMBLY ROOM A/B, THIRD FLOOR  
BALTIMORE/WASHINGTON INTERNATIONAL THRUGOOD MARSHALL  
AIRPORT**

---

Jane Toskes

Deputy Secretary Sean Powell called the meeting to order at 1:01 p.m.

**WELCOME AND APPROVAL OF MINUTES** – Deputy Secretary Sean Powell

Deputy Secretary Powell welcomed commissioners to the meeting. Upon request for a motion to approve the minutes of the July 14 Commission meeting, it was so moved by Commissioner Winstead, seconded by Commissioner Amin, and approved unanimously.

**EXECUTIVE DIRECTOR'S REPORT** – Ricky Smith

Commemoration of 9/11

Mr. Smith took a moment to acknowledge and mark the 20th anniversary of 9/11, which was last weekend.

Pandemic Recovery

MAA remains focused on health and safety. Leadership is doing all that they can to help ensure the safety of passengers and employees. BWI and MTN have recovered well ahead of what was forecasted. Passenger travel continues to increase. Some days we surpass 2019 numbers. Other indicators of strong recovery – concessions, parking, new airport amenities and new air service. All MAA employees have returned to work. Some have modified work arrangements.

Air Service

Airlines are making decisions according to their own recovery plans. International travel is limited, especially to Canada and Europe. Travel to the Caribbean and South America is more robust. New service recently launched by Air Senegal.

Legislative Update

MAA is preparing for the annual CTP tour. The CTP details MDOT's draft six-year capital budget. The annual tour of twenty-three Maryland counties and Baltimore City serves as an opportunity for MDOT and the Transportation Business Units to engage with customers about their transportation priorities. It begins with Baltimore City on September 20.

MAA is hopeful that peer-to-peer car sharing legislation is coming soon. MAA is working with Senator Beidle to sponsor peer-to-peer legislation in the 2022 Legislative Session.

**PLANNING & ENGINEERING** – Paul Shank

Key Projects Update

**Taxiway T reconstruction**

**MARYLAND AVIATION COMMISSION  
WEDNESDAY, SEPTEMBER 15, 2021  
ASSEMBLY ROOM A/B, THIRD FLOOR  
BALTIMORE/WASHINGTON INTERNATIONAL THRUGOOD MARSHALL  
AIRPORT**

---

**(Phase 1 – Complete | Phase 2 – Ongoing)**

The project includes new asphalt pavement and new concrete behind gates B2, B4, A1-A5, A7 & A9. Work also includes removal and installation of airfield lighting. A total of five gates are closed in Phase 2.

Upcoming capital projects:

**Airline Maintenance Facility and Taxiway F (Phase 1/ Segment 1) – Anticipated schedule is three years.**

Work includes: site development for maintenance facility for Southwest Airlines; utilities will be brought into the site for connection to the facility; construction of perimeter roads will be realigned to allow for both landside and airside access to the facility and connectivity to the existing perimeter road near Taxiway 'W'. In addition, a portion of Taxiway 'F' will be relocated. NORA issued to Alan Myers on August 6, 2021. Pending approval from the Board of Public Works on September 22, 2021.

**Airline Maintenance Facility and Taxiway F (Phase 1/ Segment 2) – Anticipated schedule is 1+ year.**

Work includes building a new parallel taxiway system. The project will relocate 1,300 feet of Taxiway F from the existing intersection with Taxiway G to a point east of the new taxilane entrance to the airline maintenance facility. It will also address taxiway/runway FAA geometric standards. NORA issued to Alan Myers on August 6, 2021. Pending approval from the Board of Public Works on September 22, 2021.

**BWI Terminal Restroom Enhancement Program.**

Work includes the renovation of six sets of restrooms; two sets each in Concourses B, C, and D. Proposals were received January 14, 2021. NORA issued to Whiting-Turner on August 11, 2021. Pending approval from the Board of Public Works on October 6, 2021.

**DX-DY HVAC Upgrades**

Work includes Concourse D Chiller Plant Expansion and replacement of existing air handlers in Concourse DY and the Commuter Concourse. NORA issued to Towson Mechanical on August 23, 2021. Pending approval from the Board of Public Works on October 6, 2021.

**Airfield Lighting Vault Relocation – Anticipated Schedule is three years.**

This shelf-ready project is queued up and ready to go. Work includes building a new replacement ALV with dedicated rooms for each R/W system with fire separation for improved reliability and redundancy.

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

**MARYLAND AVIATION COMMISSION  
WEDNESDAY, SEPTEMBER 15, 2021  
ASSEMBLY ROOM A/B, THIRD FLOOR  
BALTIMORE/WASHINGTON INTERNATIONAL THRUGOOD MARSHALL  
AIRPORT**

---

Work includes supporting the relocation of the RTR (RR) installation by providing site infrastructure to allow FAA installation of the tower. NORA issued to Brawner Builders on August 31, 2021.

**Terminal A/B Connector and Baggage Handling System - Anticipated Schedule is 2021-2026.**

Work includes two-level expansion to Terminal A/B, new expanded baggage handling system, extensive sitework to include underground utility relocations and concrete apron reconstruction. This project has had updates to the design, which has yielded tens of millions of dollars in cost savings. Funding for this project has been secured because of the MAA bond sale.

**BUSINESS DEVELOPMENT & MANAGEMENT – James Walsh**

Federal Relief to MAA:

	<u>Expenses</u>	<u>Concessions</u>	<u>Total</u>
CARES	\$87.6 million		\$87.6 million
CRRSAA	\$21.3 million	\$2.8 million	\$24.1 million
ARP (estimate)	\$84.1 million	\$11.4 million	\$95.5 million
<b>Total</b>	<b>\$193.1</b>	<b>\$14.2 million</b>	<b>\$207.3 million</b>

CARES Funding:

- All CARES funding (\$87.6 million) has been received
- Allocation of Funding:
  - Capital Project Expenses \$12.6 million
  - Debt Service \$14.3 million
  - Operating Expenses \$60.8 million

CRRSAA Funding:

- \$20 million of CRRSAA funding has been received
- Allocation of Funding:
  - Transportation Trust Fund Revenue \$2.8 million
  - COVID Projects \$1.3 million
  - PFC Debt/ MDOT Loan \$20 million

ARP Funding:

- \$80 million of ARP funding has been received
- Allocation of Funding:
  - Transportation Trust Fund \$11.4 million
  - COVID Projects \$4.1 million
  - PFC Debt/ MDOT Loan \$80 million

PFC Application

MAA to Begin Consultations with FAA and Airlines on PFC Application 14. PFC Application 14 eligible projects:

- Delta and Spirit Relocations

**MARYLAND AVIATION COMMISSION**  
**WEDNESDAY, SEPTEMBER 15, 2021**  
**ASSEMBLY ROOM A/B, THIRD FLOOR**  
**BALTIMORE/WASHINGTON INTERNATIONAL THURGOOD MARSHALL**  
**AIRPORT**

---

- New Bag Claim Devices
- MDTA Police Relocation
- BWI Marshall Security Fence
- Replacement Radios
- Replacement of aged snow removal equipment
- FIS Restart
- Pavement Replacement

Infrastructure Bill

If passed into law, the Infrastructure Investment and Jobs Act will enable the allocation of \$2.48 billion for Primary Airports from FY 2022 thru FY 2026. BWI Marshall will receive \$27.5 million.

The funds have to be spent on projects that are:

- PFC eligible
- Used within a 4-year window from allocation
- Awarded like AIP Entitlements (all eligible projects are guaranteed funding)
- Not used for debt service

**MTN OPERATIONS & MAINTENANCE – Al Pollard**

At the start of the pandemic in March 2020, aircraft operations at Martin State Airport declined but began rebounding in May 2020. Since that time, operations have remained steady. Corporate travel via charter flights to and from Martin State airport account for most of the activity. In comparing year-over-year flight activity – aircraft operations in June 2021 were up slightly, and for the months of July and August operations have increased compared to the same time last year. Fuel sales were up in August this year compared to last year. Martin State Airport continues to generate significant revenue from fuel sales and aircraft parking. Currently, four flight schools operate at the airport.

**MARKETING & AIR SERVICE DEVELOPMENT – Jonathan Dean and Jordan Kayloe**

Communications and Marketing Update – BWI Marshall received a variety of press coverage recently. News stories were about:

- Passenger levels returning to normal at BWI airport
- Governor Hogan celebrates Ribbon Cutting of FirstCall Medical Center at BWI Thurgood Marshall Airport
- Sky Squad Launches at BWI Thurgood Marshall Airport to Make Travel a Breeze
- BWI Receives GBAC Star Accreditation, the Industry’s Gold Standard for Clean and Safe Public Buildings

Air Service and Traffic Statistics

**MARYLAND AVIATION COMMISSION  
WEDNESDAY, SEPTEMBER 15, 2021  
ASSEMBLY ROOM A/B, THIRD FLOOR  
BALTIMORE/WASHINGTON INTERNATIONAL THRUGOOD MARSHALL  
AIRPORT**

---

Total passenger numbers show strong recovery since March. By month in 2021--January fell 59%; February fell 58%; March fell 43% from 2019; April fell 33% and May fell 26%, June fell 26%, July preliminary numbers fell 22%. The recent declines are lower than TSA declines, meaning more passengers are connecting at BWI Marshall.

TSA statistics show recovery at BWI Marshall leads the region. Since May 2020, the airport has recovered more quickly than DCA and IAD. BWI Marshall has maintained the top position since May 2020.

Cargo movement set a new record for tonnage in July 2021. Increased Amazon service brought gains in 2020, but schedules stabilized by October. A record for cargo movement was set in December 2020, and a new record was set in July 2021. By month in 2021--January grew 9%; February grew 3%; March grew 1%, April grew 23%, May grew 2%, June grew 0%, July preliminary numbers grew 6%.

Total operations have fallen much less than passenger numbers. With operations holding mostly steady since March, passengers have increased, and load factors have increased strongly. By month in 2021--January fell 34%; February fell 41%; March and April fell 26% from 2019, and May 25%, June 23%, and July preliminary numbers fell 23%.

Looking ahead at future capacity, Q3 is down 21% and Q4 is down 17% from Q3 and Q4 2019.

New route announcements continue sparingly during the Pandemic.

Air Senegal has launched a new route from BWI to JFK to:  
-Dakar, Senegal

Southwest Airlines has launched new routes from BWI to:  
-Chicago, IL  
-Jackson, MS  
-Destin, FL  
-Sarasota, FL  
-Syracuse, NY  
-Savannah, GA  
-Myrtle Beach, SC

Icelandair has launched a new route from BWI to:  
-Reykjavik

Spirit has announced new routes from BWI to:

**MARYLAND AVIATION COMMISSION**  
**WEDNESDAY, SEPTEMBER 15, 2021**  
**ASSEMBLY ROOM A/B, THIRD FLOOR**  
**BALTIMORE/WASHINGTON INTERNATIONAL THRUGOOD MARSHALL**  
**AIRPORT**

---

-Miami, FL

-San Salvador (*the launch date continues to slip*)

Allegiant has launched a new route from BWI to:

-Punta Gorda, FL

Boutique has launched a new route from BWI to:

-Massena, NY

**ADMINISTRATION & PERFORMANCE MANAGEMENT – Shanae Murray**  
**MAA Training Plan Overview**

Key metrics of the FY 2020 Training Plan included:

- 45% planned courses offered
- 387 (67%) employees completed one or more sessions
- Average class size: 9 (excludes core training and SMT leadership training)
- Competencies included: safety, communication, diversity, performance management, teamwork, leadership, business acumen, project management, customer service

Because of the pandemic, administrators in the Office of Organizational Development had to pivot in order to provide more e-learning courses to the workforce.

Some highlights of the FY 2021 Training Plan included:

- A new MAA Aviators Toastmasters Club
- The launch of the Employee Performance Assurance Program (EPAP)
- The creation of the SMT Leadership Training Series
- Mandatory and Safety Training

In FY 2021, the MAA workforce was surveyed in order to gain insight into what kinds of training opportunities employees were seeking and how they felt about training in general. Survey results indicated that:

- 75% feel their leadership support training participation for their current position and future career.
- 74% are able to apply a moderate amount to great deal of knowledge and skills from external trainings
- 64% Able to apply a moderate amount to great deal of knowledge and skills from internal trainings

**FY2022-2023 EVOLVE Training Plan**

**MARYLAND AVIATION COMMISSION  
WEDNESDAY, SEPTEMBER 15, 2021  
ASSEMBLY ROOM A/B, THIRD FLOOR  
BALTIMORE/WASHINGTON INTERNATIONAL THRUGOOD MARSHALL  
AIRPORT**

---

The training plan draws from a variety of elements including:

- The Strategic Plan Update FY 2021- 2024
- FY 2020 Training Plan
- Compliance and Safety Training Requirements
- Leadership/ Workforce Competency Models
- Functional and Leadership Training Needs
- FY 2021 Workforce Training and Development Survey Feedback

FY 2022-2023 Training Plan focus areas include: competencies, targeted development programs, in-house support, compliance & safety, eLearning, wrap-around support services.

Competency Areas:

- Leadership
- Project Management
- Communication
- Teamwork/Relationship Management
- Diversity
- Performance Management
- Customer Focus
- Job Knowledge/Business Acumen

FY 2022-2023 Targeted Development Programs:

- Advance Leadership Development Program
- New Leaders Program
- Management Training Program (policy focused)

Key Features of the Curriculum Approach:

- Establishes required and baseline training
- Aligns with vision, mission, values
- Outlines clear expectations for current positions and future opportunities

**PUBLIC COMMENT** – Jane Toskes

Ms. Toskes spoke as a representative of the Glenn L. Martin Museum. The Museum, located at Martin State Airport, offers educational programs for all ages. Ms. Toskes seeks to expand the educational opportunities that the museum provides by establishing an aircraft mechanic training program. The aim of the program would be twofold – to provide educational opportunities and jobs to the local community. Possible partners include University of Maryland Eastern Shore and Catonsville Community College.



**MARYLAND AVIATION COMMISSION  
WEDNESDAY, SEPTEMBER 15, 2021  
ASSEMBLY ROOM A/B, THIRD FLOOR  
BALTIMORE/WASHINGTON INTERNATIONAL THRUGOOD MARSHALL  
AIRPORT**

---

Ms. Toskes requested to have a meeting with Mr. Smith to provide more information pertaining to the project.

There being no further business, a motion to adjourn was made by Commissioner Nichols, seconded by Commissioner Amin, and approved unanimously. The meeting adjourned at 2:17 p.m.