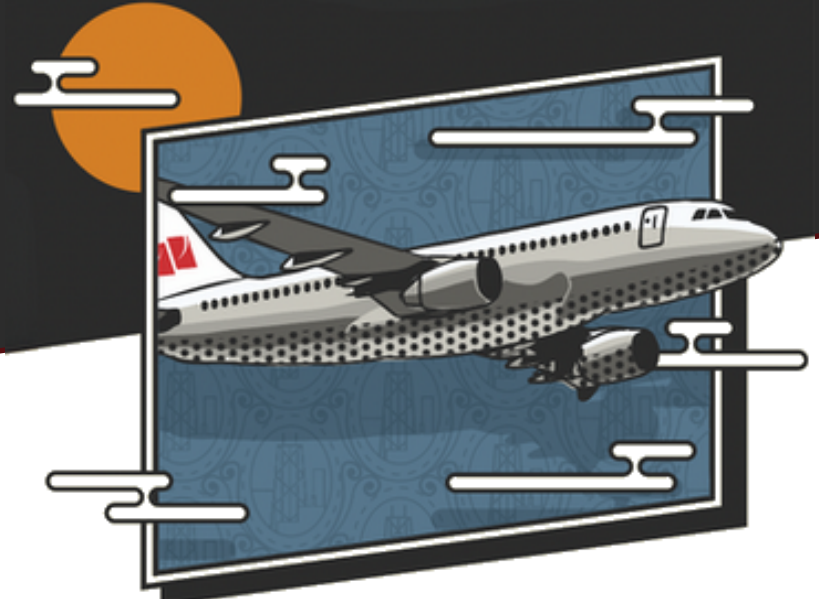



KAPLAN KIRSCH



40th Annual
Airport Law Workshop



October 9, 2024

Keynote Presentation

CDA Overview

Two Airports, One Department

O'Hare and Midway are owned and operated by the City of Chicago

The Chicago Department of Aviation (CDA) administers all aspects of the Airports

O'Hare and Midway Airports operate financially as two separate enterprise funds per federal regulations

Both Airports are financially self-sustaining per federal regulations

All 77 neighborhoods are represented in CDA's workforce

CDA employees over 1,600 City residents

More than 44,000 people are employed at O'Hare and 9,300 at Midway

Chicago's Airport System is critical to the local economy

Provides more than 700,000 full-time equivalent jobs across nine counties



**NO STATE OR LOCAL TAXPAYER DOLLARS
ARE USED TO PAY FOR AIRPORT OPERATIONS**



Commissioner
Jamie Rhee



First Deputy Commissioner
Duane Hayden

MANAGING DEPUTY COMMISSIONERS



Roberto Diaz



**Elizabeth
Granados-Perez**



Frank Grimaldi



Tracey Payne



Amber Ritter



Robert Rodriguez



Isaiah "Danny" Vega



David Winters

CDA Divisions



**Airfield
Operations**

**Air Service
Marketing**

Concessions

**Customer
Service**

**Design and
Construction**

Facilities

Finance

**Human
Resources**

**Intergovernmental
Affairs**

**Media/
Communications**

**Landside
Operations**

Real Estate

**Workforce
Development**

ID Badging

Safety/Security

Cargo

IT

Legal

**Terminal
Operations**

**Vehicle
Services**

Planning

AIRSIDE AND LANDSIDE OPERATIONS

AIRSIDE

- Daily safety inspections of runways and taxiways, identifying and reporting problems for resolution and repair.
- Airside Operations manages maintenance, construction, snow removal, and emergency response on the airfield.

LANDSIDE

- Often the first and last point of contact for the traveling public.
- Landside Operations is responsible for moving passengers around the airport.

LANDSIDE OPERATIONS OVERSEES AND MANAGES THE FOLLOWING:

Ground transportation, parking and revenue, snow removal, and facility management, airport wayfinding signage, taxicabs, limousines, and rideshare relations, charter buses and hotel shuttles, commercial vehicle holding area, limousine lot and lot for transportation network providers

What Is O'Hare 21?



OMP Phase 2

**Terminal 5
Expansion**

**Terminal 3
Concourse L
Three-Gate
Expansion**

**Terminal
Area Plan**

**Capital
Improvement
Projects**

**Airport
Access**

CHICAGO'S VISION FOR A MORE EFFICIENT AND ACCESSIBLE INTERNATIONAL GATEWAY

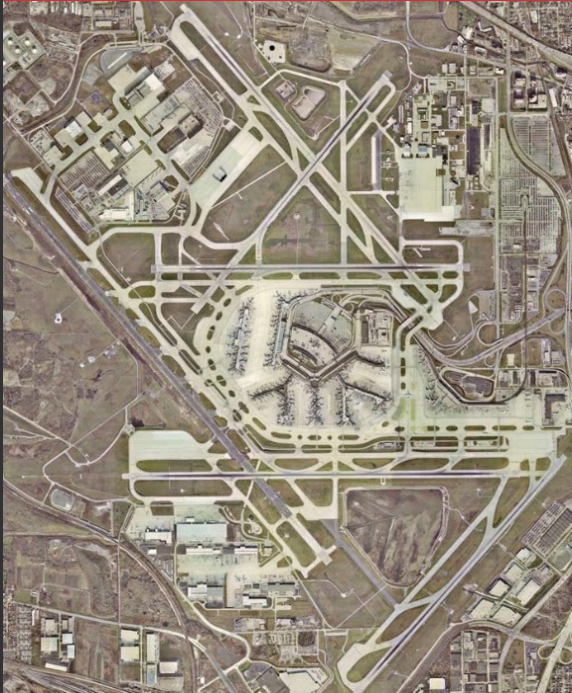
Airfield Transformation that Impacted the National Aviation System

- The O'Hare Modernization Program (OMP) reconfigured the airfield with parallel runways to increase capacity, reduce delays, and prepare for future travel demands.
- Prior to the OMP, the airfield's layout contributed to significant congestion and delays at O'Hare.
- Certain federal restrictions were put in place, limiting operations, and resulting in capacity constraints that impacted the national and international aviation system.



Historic Airfield Reconfiguration Reduces System Impact Delays by 66%

O'Hare - 2001



O'Hare - 2011

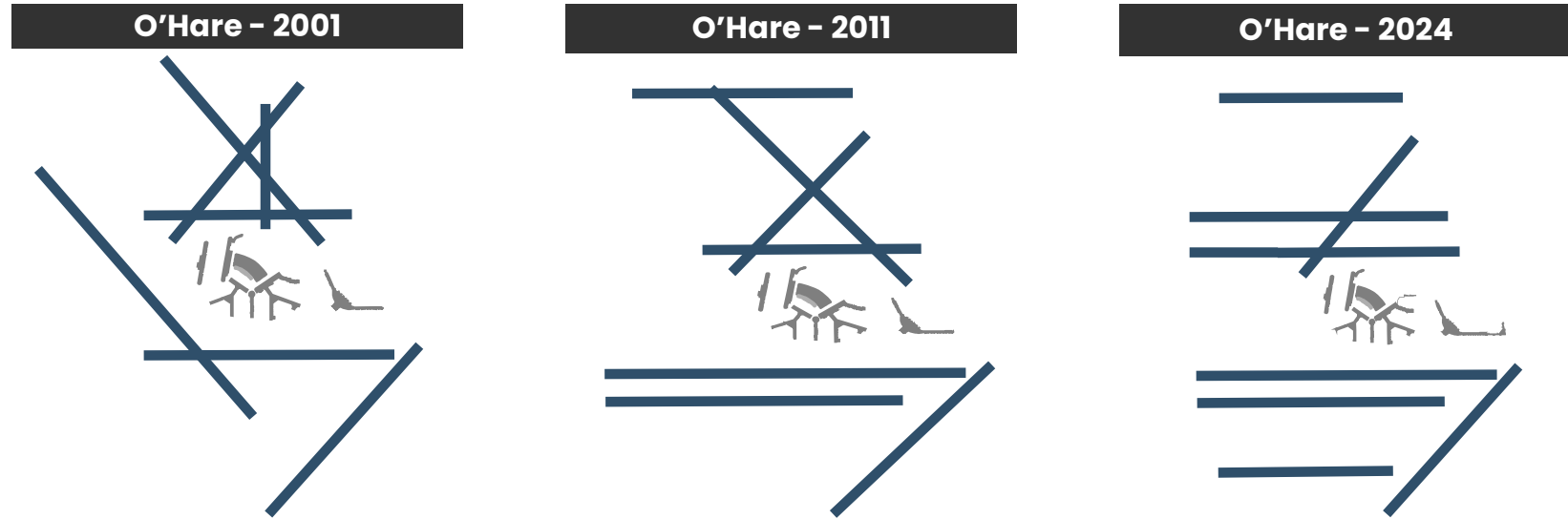


O'Hare - 2021



O'HARE MODERNIZATION PROGRAM

Successful Delivery of the O'Hare Modernization Program Airfield Projects



OMP includes: four new runways, two extended runways, two new Air Traffic Control Towers, facility relocations, and sound-insulation of more than 11,500 homes and 124 schools

Incorporating Sustainable Measures Into OMP

- North Air Traffic Control Tower is the first in the U.S. with a vegetated green roof and to earn a LEED Silver Certification
- Approximately 98% of all construction demolition materials (concrete, asphalt, soil) have been reused on-site and diverted from landfills.
 - Preserved natural resources
 - Saved over 29 million gallons of diesel fuel, keeping more than 297,000 tons of CO2 emissions out of the atmosphere
- Over 85% of construction materials were obtained from local and regional sources, contributing to the region's economy, and reducing emissions
- The OMP used more than \$22 million worth of recycled content materials
- O'Hare is the first airport in the U.S. to receive FAA approval to utilize recycled asphalt shingles in the mix of asphalt layers of runways and taxiways
 - More than 8 million rooftop shingles have been kept out of landfills as a result

2018 AULA Governs the Way CDA Does Business and Supports Further Capital Investment in O'Hare's Infrastructure

Almost \$3.4 billion has been spent since 2018 to revitalize O'Hare
Additional projects funded via the AULA:

Airside

- Concourse L 3-Gate Expansion
- Replacement of Roof and HVAC in Terminal 1
- Replacement of HVAC in Rotunda
- Northeast Cargo Phase 3

Landside

- Airport Transit System Extension and Modernization
- Multi-modal Facility opening
- Terminal Area Fire Main Replacement and Lower-Level Utility Repair Project
- Pedestrian Tunnels Refurbishment
- Emergency standby power generation system
- Replacement of High-Temperature Water Generators
- Parking Garage Structural Rehabilitation

The Terminal Area Plan Provides the Long-Term Development of O'Hare's Passenger Terminal Facilities

Satellite 2

- Multi-purpose function for near- and long-term
- Enables replacement of Terminal 2
- Capacity for future growth

Satellite 1

- Flexible MARS* gates
- International arrival gates
- Adjacent to United Airlines hub

Terminal 5

- Increased airport capacity
- Flexible MARS gates
- Co-location of Delta and Skyteam Alliance
- Important for local passenger traffic

Consolidated Tunnel

- Backbone of O'Hare for near-term use and long-term growth
- Multi-purpose passenger, baggage and utility functions

OGT

- Future central hub
- Co-location of international and domestic operations
- Modern amenities
- Improved passenger flow

or on the November 2022 Final Chicago O'Hare International Airport Future Airport Plan.

*MARS gates (Multiple Aircraft Ramp System) accommodate multiple aircraft sizes for streamlined operations

The O'Hare Terminal Area Plan Will Deliver Important Benefits to the Airlines and City

The benefits of the TAP have not changed since the AULA was signed in 2018

Address Aging Facilities

Some of the Airport's facilities are approaching 60 years old and nearing the end of their useful life

Terminal 2 opened in 1962 and has undergone limited renovations

Improve Efficiency

Aging terminals and systems including baggage handling systems are inefficient with multiple operational challenges

Improve efficiency of airfield taxi flows

Reduce split international and domestic operations

Improve Passenger Experience

Provide upgraded, modern terminal facilities

Reduce delays

Improve amenities and commercial offering

Integrate domestic and international terminal operations

Accommodate Demand

Provide sufficient terminal space and gates to accommodate forecast demand at acceptable levels of service

Expand and configure gates to provide increased flexibility for modern aircraft

The FAA Prepared the TAP Environmental Assessment (EA) to Assess the Potential for Environmental Impacts

Key issues evaluated include noise, air quality, historic/architectural, and wetlands

- Housing units exposed to an increase in noise have already been mitigated via the City's on-going Residential Sound Insulation Program
- Ultimate decrease in air emissions by reducing taxi times
- Determination of no adverse impacts to existing historic/architectural elements
- No significant impacts to wetlands

The FAA issued a Final EA and Finding of No Significant Impact (FONSI)/Record of Determination (ROD) on November 21, 2022

After issuance of the FONSI/ROD and approval of the Future Airport Layout Plan (ALP):

- Design can advance and construction can begin immediately
- TAP projects may be eligible for AIP and other grant funding
- Design and assumptions must remain consistent with TAP EA



Terminal 5 Expansion

Project Completed in 2023

- ✓ 10 additional gates
- ✓ 350,000 additional square feet
- ✓ Expanded core area for additional amenities
- ✓ New 22,000 square-foot Delta Sky Lounge
- ✓ Reconfigured international arrivals facility and security checkpoint
- ✓ Baggage handling system to increase throughput capacity



Narrowbody

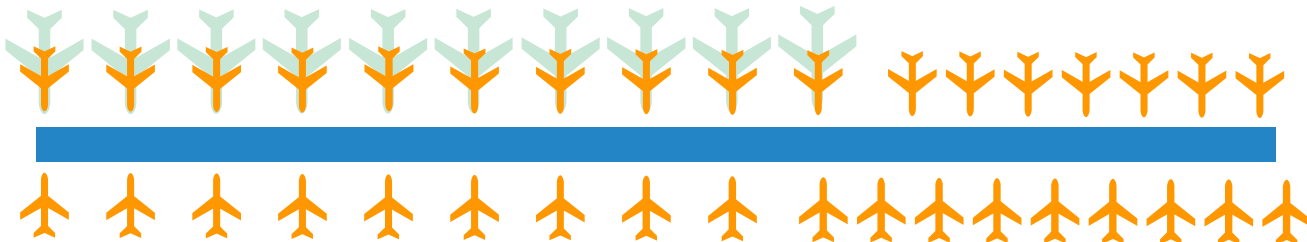
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Widebody

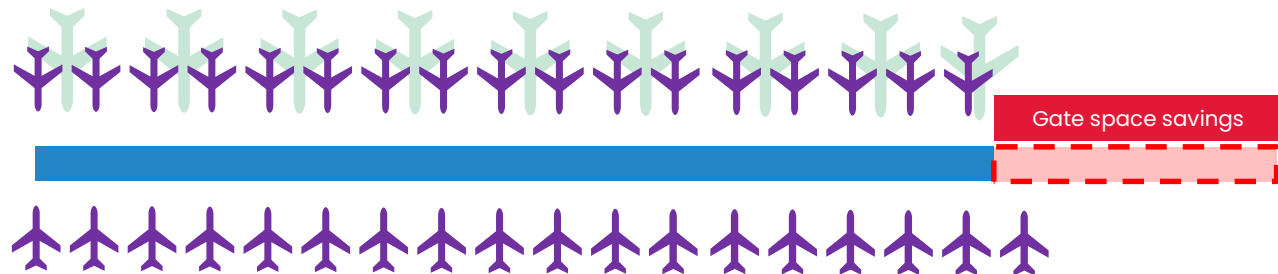
19

Why Mars Gates?

CONCOURSE LENGTH
WITHOUT MARS
CONFIGURATION



CONCOURSE LENGTH
WITH MARS
CONFIGURATION





Delta Air Lines is Now Located In Terminal 5 With a New Delta Sky Club:

Spacious premium lounge space

22,000 plus square feet

Digital tools expedite check-in process

Relax and recharge before flights

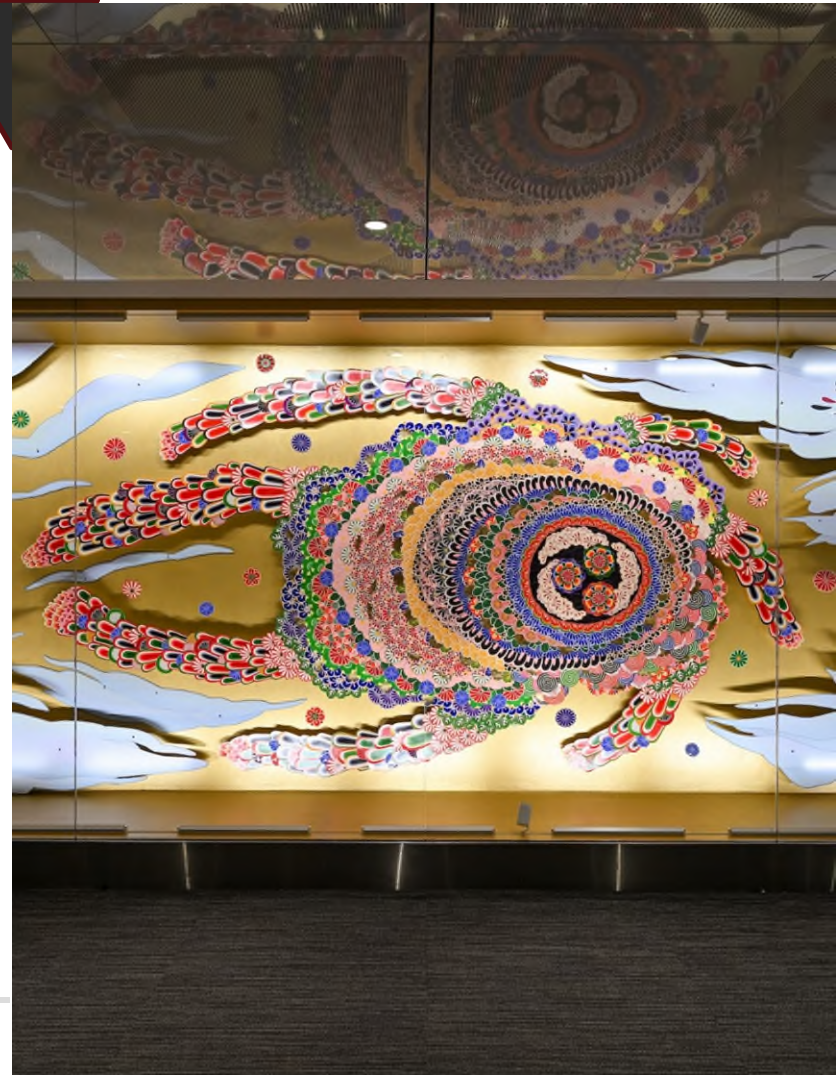
Board flights directly from the Sky Club for ultimate convenience

Celebrating Chicago's Rich Diversity Through Art

Terminal 5's extraordinary new public art collection includes works by more than 20 Chicago artists.

The \$3.5 million art installation is the City's largest single acquisition of works by Chicago artists in the last 30 years.

Recent installations can also be seen at the Multi-Modal Facility, as well as existing exhibits on display throughout the terminals and airport campus.



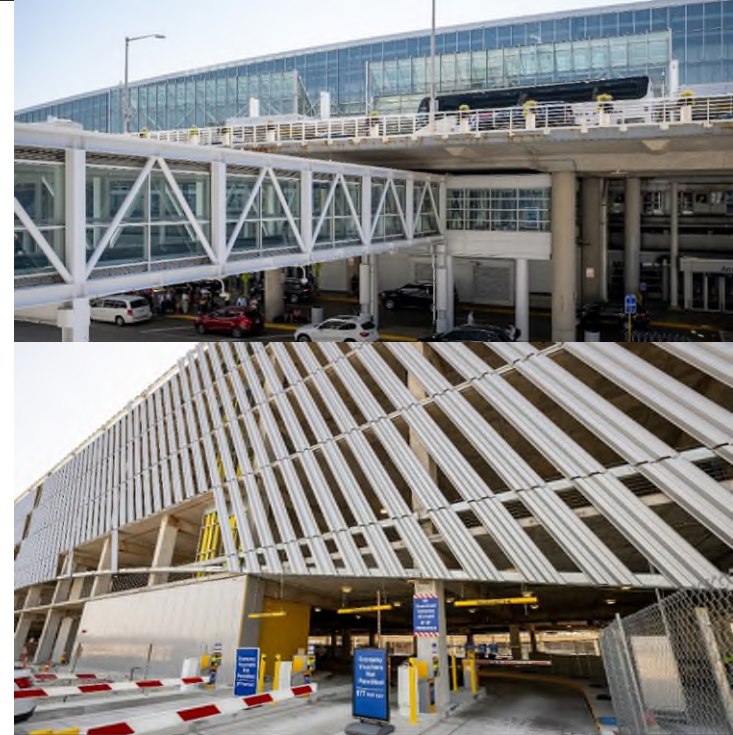
Terminal 5 Parking Garage

~1,700 garage spaces

- 660 spaces remain in surface lot
- Doubles the available parking
- Comparable to Terminal 1, 2 & 3 parking

First Level opened August 2024

- Initial phase adds 20% more parking spaces and ties in existing pedestrian bridge
- Direct access to terminal via pedestrian bridge
- Estimated completion October 2024



Elevate T3 was awarded the largest single competitive grant given by the FAA in 2023 -- \$50 million from the Bipartisan Infrastructure Law (BIL), and an additional \$40 million in 2024 for a total of \$90 million in BIL funding.



ElevateT3

FINANCED BY THE BIPARTISAN INFRASTRUCTURE LAW

× O • HARE 21

 **CHICAGO**
MAYOR BRANDON JOHNSON

INVESTING IN
AMERICA

Elevate T3 Improvement Program Improves Efficiency and Accessibility:

More space for concessions and amenities

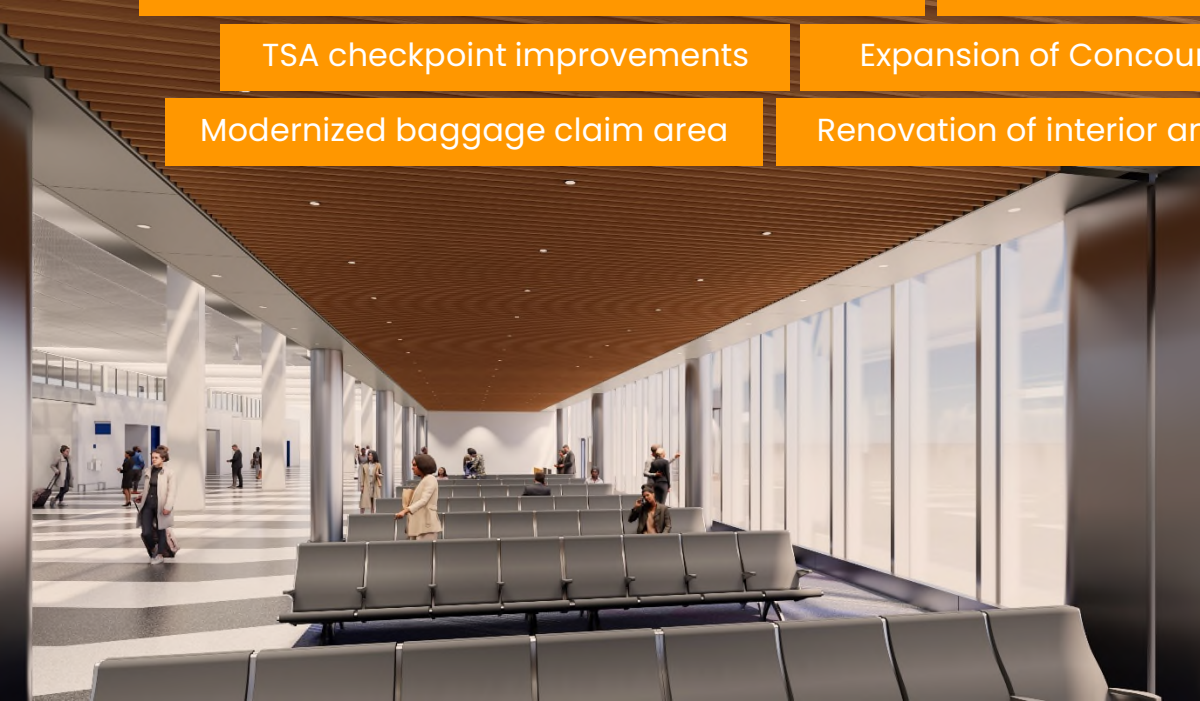
Renovated restrooms and new family restroom

TSA checkpoint improvements

Expansion of Concourses K and L passenger corridor

Modernized baggage claim area

Renovation of interior and exterior structures and systems



Satellite 1



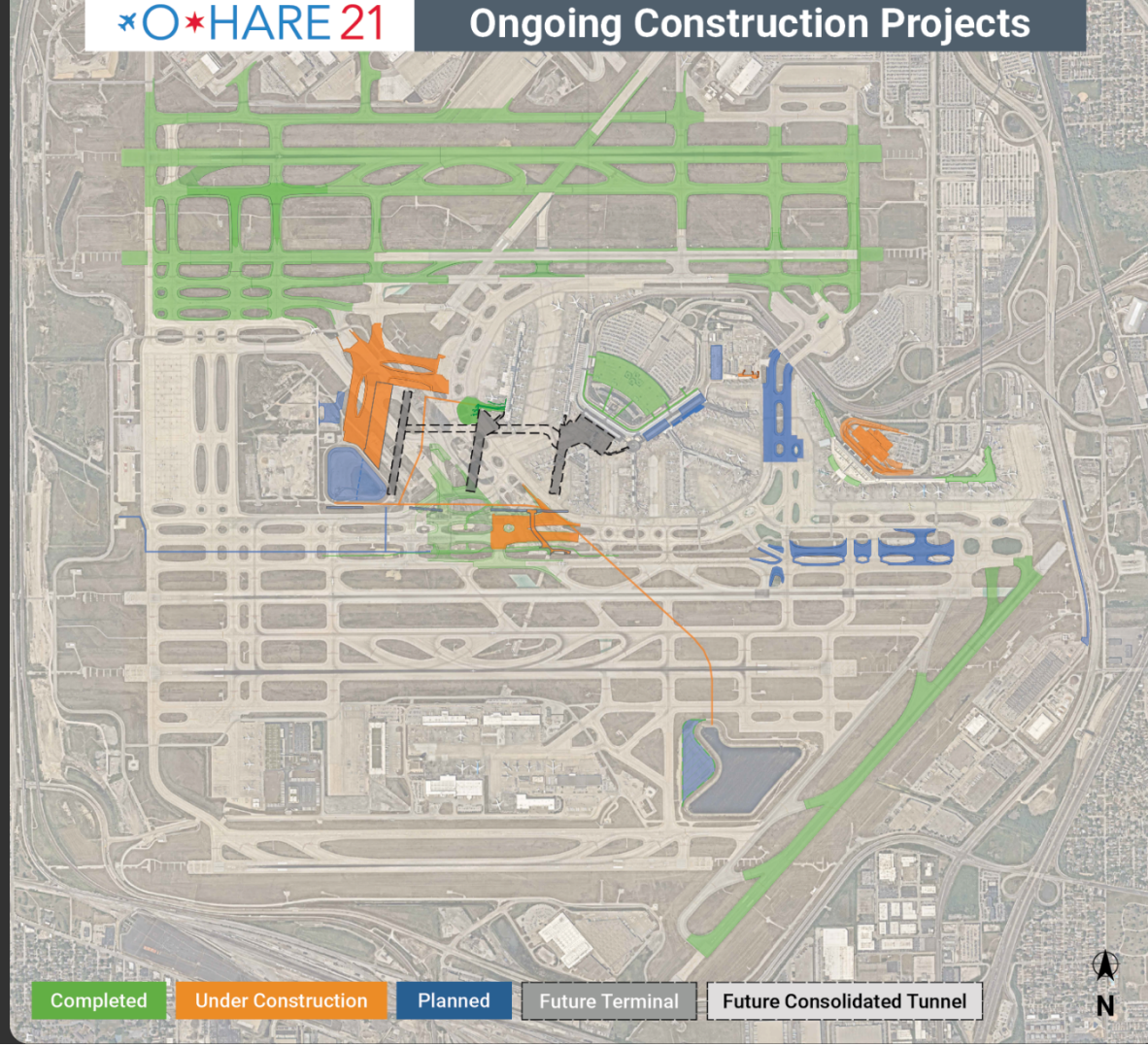
International and domestic passengers

19 gates to accommodate different aircraft types

High-performance systems to reduce energy use and greenhouse gas emissions

Curved roof to minimize heating and cooling needs

~3,800 construction jobs



Airports are Dynamic Places with Many Stakeholders



U.S. Department of Transportation
Federal Highway Administration



Transportation Security Administration



U.S. Customs and Border Protection



AIRLINES

60 U.S. AND FOREIGN FLAG CARRIERS

OTHER USERS

CARGO

GROUND TRANSPORTATION PROVIDERS

CONCESSIONAIRES

FIXED BASED OPERATORS

PASSENGERS

BUSINESS

LEISURE

OTHER CITY DEPARTMENTS & ENTITIES

FINANCE

LAW

CITY
TREASURER

BUDGET &
MANAGEMENT

BUSINESS AFFAIRS &
CONSUMER PROTECTION

FIRE, FLEET & FACILITY
MANAGEMENT

HUMAN
RESOURCES

WORLD BUSINESS
CHICAGO

POLICE

PROCUREMENT

EMERGENCY MANAGEMENT
& COMMUNICATIONS

MAYOR'S OFFICE FOR
PEOPLE WITH DISABILITIES

CULTURAL AFFAIRS
& SPECIAL EVENTS

CHOOSE
CHICAGO

ASSIST AGENCIES

51st Street Business Association | AeroStar Avion Institute | African American Contractors Association – AACA | Angel of God Resource Center | Association of Asian Construction Enterprises | Austin African American Business Networking Association | Better Business Bureau of Chicago/Northern Illinois | Black Contractors Owners and Executives | Black Contractors United | Chatham Business Association Small Business Development | Black Leadership Council | Chicago Minority Supplier Development Council | Chicagoland Associated General Contractors | Chicago Women in Trades | Chicago Urban League | Contractor Advisors Business Development and Construction Development Institute | Construction Cares | Council of Black Architecture and Engineering Companies | Cosmopolitan Chamber of Commerce | Elite Service Disabled Veteran Owned Business Network | Do For Self Community Development | Federation of Women Contractors | Far South Community Development Corporation | Greater Southwest Development Corporation | Fresh Start Home Community Development | HIRE360 | Hispanic American Construction Industry Association | Illinois Black Chamber of Commerce | Illinois State Black Chamber of Commerce | Illinois Hispanic Chamber of Commerce | JLM Business Development Center | Lester and Rosalie Anixter Center | LGBT Chamber of Commerce of Illinois | National Association of Minority Contractors | National Black Wall Street NPF | Native American Chamber of Commerce of Illinois | NDIGO Foundation | Rainbow/Push Coalition | Revolution Workshop | RTW Veteran Center | South Shore Chamber, Inc. | St. Paul Church of God in Christ Community Development Ministries | Sustainable Options for Urban Living, Inc. | The Monroe Foundation | Turn 2 Growth | Veteran Business Project | Women Construction Owners & Executives | US Minority Contractors Association, Inc. |

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Construction in a Highly Regulated Environment on one of the Busiest Airfields in the World is an Ambitious Undertaking

Guiding Principles

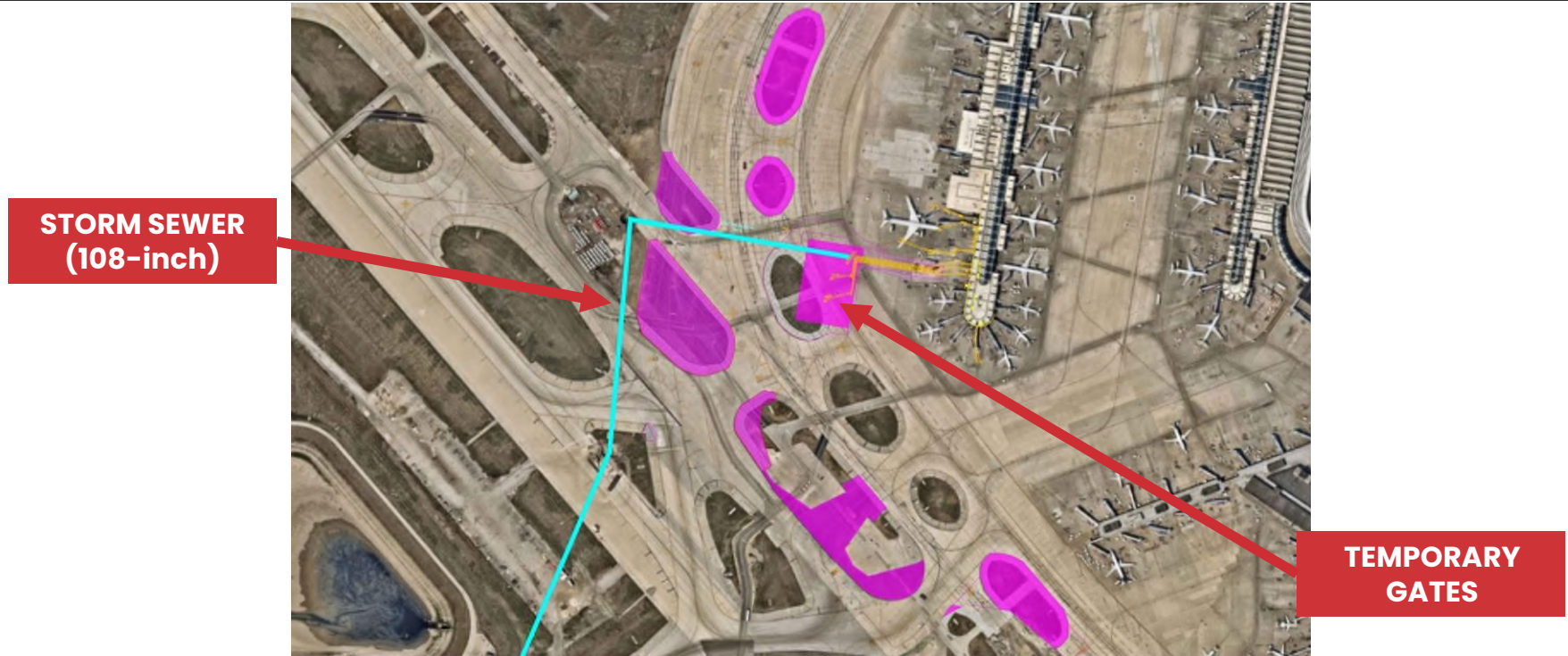
- Collaboration with the Federal Aviation Administration
- Consistent engagement with construction leadership and operating stakeholders to maintain safety and compliance

Applicable Federal Regulations

- AC 150/5320-6G - Airport Pavement Design and Evaluation
- AC 150/5340-1M - Standards for Airport Markings
- AC 150/5345 -46E - Specification for Runway and Taxiway Light Fixtures
- AC 150/5345-44K - Specification for Runway and Taxiway Signs
- AC 150/5320-6G - Airport Drainage Design
- Part 139.305 Paved areas
- Part 139.307 Unpaved areas
- Part 139.309 Safety areas
- Part 139.311 Marking, signs, and lighting
- Part 139.327 Self-inspection program
- Part 139.341 Identifying, marking, and lighting construction and other unserviceable areas



Concourse C Temporary Gates and New Storm Sewer





LOWER CONCOURSE C EXTENSION



TAXIWAY A/B EAST/WEST RELOCATION





TAXIWAY A/B EAST/WEST RELOCATION



Examples of Situations that Affected Work Schedules and Planned Work

Taxiway A/B East/West Relocation

- Extensive airfield operation coordination
 - Gain access to manholes for investigation of active fiber/power used for critical airport components
 - Taxiway/runway closures to perform work
- Additional repairs to existing manholes
 - Removal of 50+ miles of existing fiber replaced with 80+ miles of new fiber optic cable used by FAA/CDA/Airlines
 - Required team to cover almost entire airfield, between new and old structures

Concourse C Temporary Gates

- Ongoing ramp operations
 - Maintenance of ground service equipment parking and battery charging infrastructure
 - Modification to pushback maneuvers for adjacent widebody aircraft gates
- Coordination between multiple stakeholders
- Balance of new gate openings with offsetting gate closures to maintain compliance with lease agreements
- Maintain schedule published by FAA for charting airfield changes and taxiway openings

The Midway Modernization Program is Complete

New security pavilion

Streamlined, single checkpoint area

Parking structure improvements

New inline baggage handling system for carry-on items

Improvements to Customs arrivals corridor





THE MIDWAY CENTRAL MARKET

Grand reopening of the Midway Central Market marked the final phase of the \$400 million capital improvement program



\$75 million investment from Midway Partnership

70,000 sq ft of concessions space

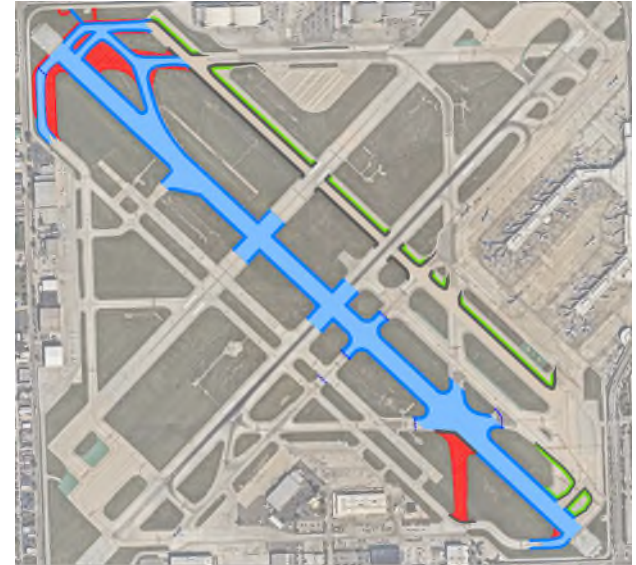
30+ New Restaurants

30+ New Shops

56% ACDBE participation rate

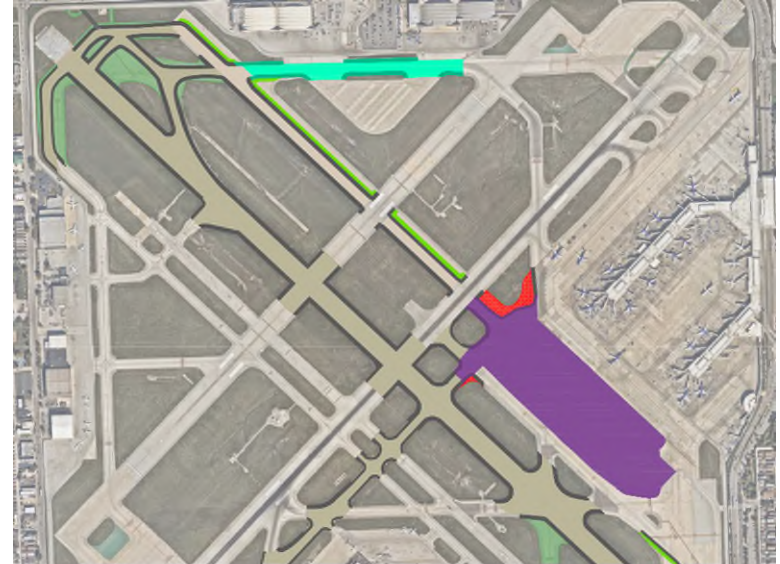
Runway 13C-31C and Associated Taxiways Rehabilitation

- 2020 APMS pavement study found the runway would benefit from repaving.
- The runway will remain operational.
- Taxiway geometry will be updated based on FAA requests and newer AC guidance
- Plans for mill and repave asphalt on Runway 13C-31C and associated taxiways
- Provide new runway guard lights at six locations
- Modify adjacent soils as needed



Conversion of RWY 13L-31R to TWY H and TWY E Reconfiguration

- Modification of taxiway and runway geometry to create a new central holding pad.
- Runway 13L-31R will be converted to a taxiway.
- Accounts for less than 1% of airport operations.
- Allow greater flexibility to aircraft ground movements.
- Enhance terminal core efficiency and flexibility to accommodate future demand.





THE CLUB MDW

O'Hare was ranked 6th busiest airport in the U.S. and 13th globally in terms of cargo tonnage in 2023

O'Hare Cargo Facilities

– Airside

- Approximately 2 million square feet of cargo facilities
- Space for 40 jumbo freighters (including the B747-8F)
- Four separate ramps

– Landside

- 2 million square feet of cargo facilities



O'Hare and Midway Noise Compatibility Commissions

O'Hare Noise Compatibility Commission

Established in July 1996, the O'Hare Noise Compatibility Commission (ONCC) began with an invitation from the City to suburban mayors to begin constructive discussions on aircraft noise issues. Since forming, the ONCC has achieved the following:

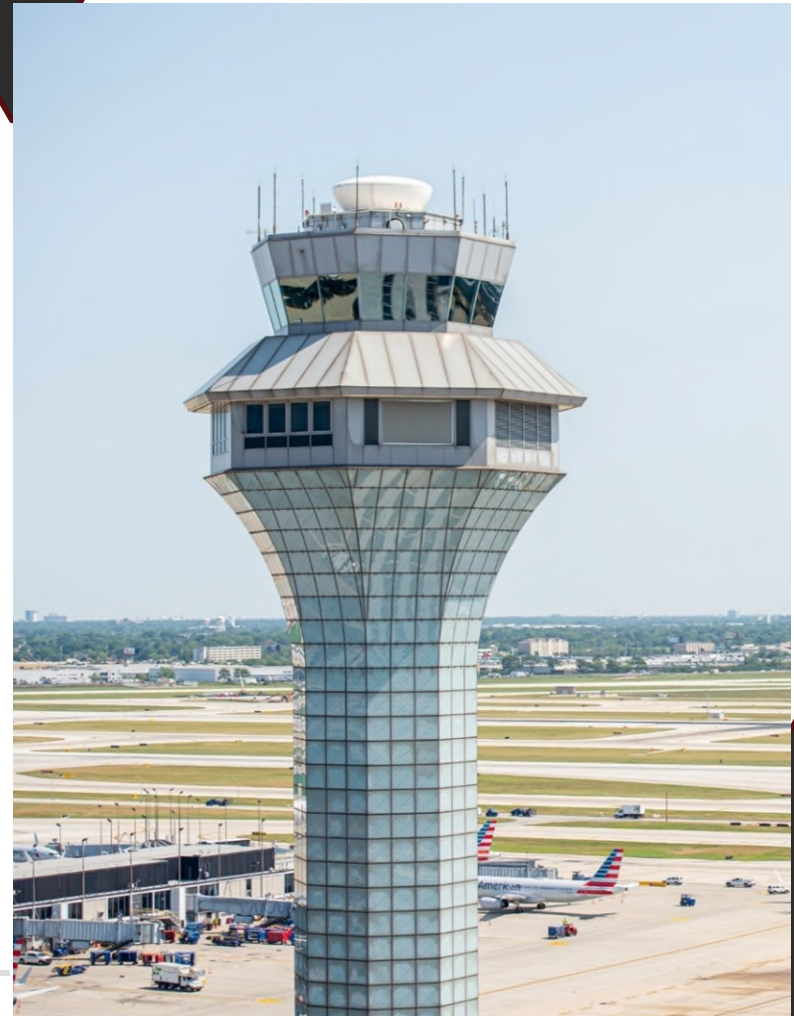
- grown to 42 member communities and 19 school districts,
- sound insulation of more than 12,000 homes
- sound insulation of 124 schools
- developed and approved a new Fly Quiet Program for O'Hare, which was submitted to the FAA for review and approval

Midway Noise Compatibility Commission

In February 1996, the Midway Noise Compatibility Commission (MNCC) was established to oversee noise management efforts around Midway in partnership with the City of Chicago and surrounding suburbs. The MNCC has achieved the following:

- Sound insulation of more than 10,000 homes
- Sound insulation of 41 schools
- Airport Noise Management System (ANMS) has recorded that nearly 55% of communities impacted by airport noise have had reductions in levels

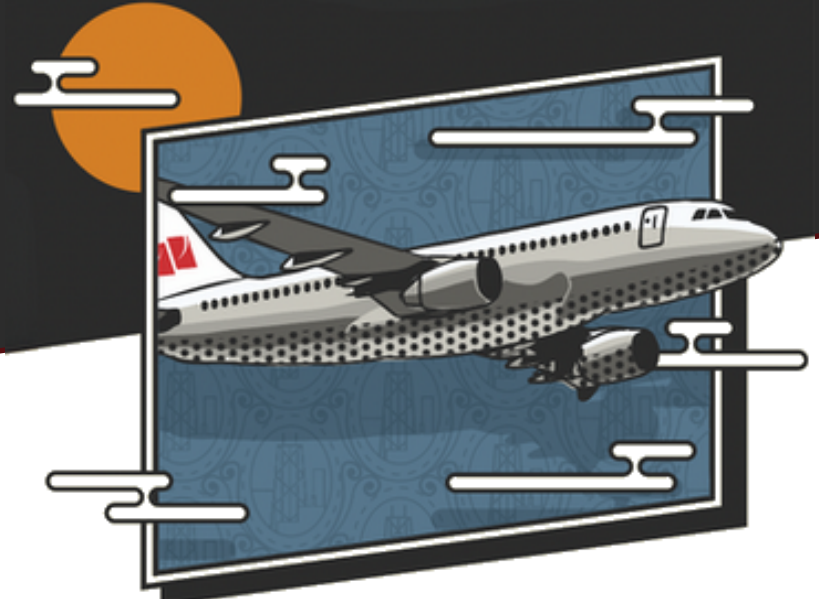
The mission of the Chicago Department of Aviation (CDA) is to enhance the economy and connectivity of Chicago through the accountable administration of O'Hare and Midway airports. The CDA is continually committed to fostering economic growth and ensuring that its airports are safe, sustainable, accessible, and reflect the city's diverse and unique character.




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THANK YOU!