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Commissioner

Chicago Department of Aviation
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Richard M. Daley
Mayor



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Commissioner

I am pleased to present the proposed 2011 Budget for the Chicago Department of Aviation (CDA). This proposed budget provides for operations and maintenance of Chicago O'Hare and Midway International Airports.

This was the first full year of operation for the newly merged departments of Aviation and the O'Hare Modernization Program. As one unified organization, our mission is to:

- Ensure safe and efficient travel through O'Hare and Midway International Airports;
- Provide the very best passenger services and amenities in an environment that reflects Chicago's rich, diverse and unique character;
- Successfully implement the O'Hare Modernization Program (OMP);
- Enhance economic activity and job creation within the City of Chicago and the region; and
- Continue to be the international leader in airport sustainability by integrating green best practices into all aspects of the airports.

We realize the significant challenges the City of Chicago faces in order to balance the 2011 budget amid the worst national economic recession in decades. And while the CDA does not rely on property taxes or place any burden on the City's corporate budget, we share the same commitment and responsibility as all other City departments to manage our organization in the most effective and efficient manner possible.

State of the Industry

The aviation industry continued to show signs of recovery and growth in 2010. As it has historically, the industry is responding and adjusting to the changing economic environment. Chicago's hometown carrier, United Airlines, and Continental Airlines are nearing the final steps to combine into the world's largest airline. The combined carrier's corporate and operational headquarters will remain in Chicago. This merger will further strengthen O'Hare and Chicago's reputation as an important global center for business, trade and tourism, creating the potential for new jobs and increased economic activity for the region.

In addition, Southwest Airlines recently announced plans to acquire AirTran Airways, which combines two of the nation's largest low-cost carriers. The deal will add AirTran's daily flight operations to Southwest's schedule and open additional destination opportunities to Midway, further solidifying its position as the nation's premiere airport for low-fare, point-to-point domestic service. Also, Southwest just announced its new flight schedule to the Carolinas and Newark, New Jersey. Midway will have two flights to both Charleston and Greenville-Spartanburg, as well as six flights to Newark International Airport. With these increases, Midway is the number one market in Southwest's network.

This year, O'Hare and Midway are projected to handle more than one million flights and 85.1 million passengers. At O'Hare, passenger activity during the first half of 2010 has increased by three percent compared to last year. Midway has seen a six percent increase over 2009 in passenger volume through the first six months – making Midway one of the nation's fastest growing airports.

Chicago is also a leader in moving cargo across the country and around the world. O'Hare has seen a substantial rebound in air cargo traffic in 2010. Freight tonnage is up 39 percent through the first nine months, with a projected annual volume of about 1.5 million tons. For reference, there will be approximately 4,400 freighter arrivals at O'Hare in 2010, and every freighter landing at O'Hare represents approximately \$3 million in business to our local economy. Therefore, we have increased our efforts to attract more cargo service to our airports.

Economic Power of Chicago's airports

Chicago's airports continue to be powerful economic engines, generating nearly \$45 billion in economic activity and 540,000 jobs in our city, the region and state. In addition, the OMP will create up to 195,000 new jobs and add \$18 billion to the region's economy.

O'Hare and Midway provide significant tax revenue to the City's Corporate Fund. In fact, Chicago's airports were responsible for providing approximately \$101.9 million in tax revenue to the City in 2009.

Airport Funding Sources

The CDA is self-supporting, using no local tax dollars; it is financed by airline rates and charges, as well as revenue generating businesses such as car rental, parking, food, beverage and retail. These revenues cover the full cost of airport operations, maintenance and debt service and the costs incurred by other City departments providing support to the CDA.

All major capital improvement plans at Chicago's airports are also financed without the use of city property tax or state tax revenues. Funding for these projects comes from airline-backed bonds, Passenger Facility Charges (PFCs) and Federal Airport Improvement Program (AIP) funds.

CDA Proposed Budget

The CDA manages its airport operations like a business—efficiently, responsibly and with accountability.

The proposed total operating budget for the Chicago Department of Aviation is \$363.4 million. That amount is less than one percent higher than the 2010 CDA Budget and is due mainly to a mandatory wage increase. Also note that the CDA's position count decreased this year by three from 1,285 to 1,282. At the same time, revenue generated from car rental, parking, food, beverage and retail at Chicago's airports in 2010 is up 6.6 percent over last year.

As the CDA continues to improve and enhance the travel experience at O'Hare and Midway, we expect revenue will continue to grow in 2011.

The 2011 Budget will provide the necessary funding for the CDA to fulfill the following objectives:

- Enhance safety and security;
- Provide passengers with the best travel experience through enhanced customer service opportunities;
- Increase and identify additional non-airline revenues;
- Reduce and control operations and maintenance costs; and
- Ensure that sustainable initiatives are included in all aspects of airport design, construction, operations, terminal maintenance and day-to-day management.

The aforementioned budget does not include costs for capital improvements or the OMP. As explained previously, those projects are funded through airline-backed bonds, PFCs and AIP funds.

Fiscal Efficiencies

In our efforts to merge and reorganize the Aviation and OMP departments, we set out to accomplish more, not less. CDA Division managers were tasked with identifying ways to better manage resources and reduce overtime.

We implemented a driver staffing optimization plan in 2010 whereby seasonal drivers were sent home after two hours on days with no snow forecasted. The Department realized more than \$600,000 in savings as a result of this plan.

In January 2010, Aviation Security Officers (ASOs) transitioned to a rotating day-off schedule which led to reduced sick days and overtime. Mobile and foot patrol unit assignments were combined to maximize resources and all watches were rebalanced to better align with operational activity. The cost savings associated with reduced overtime for ASOs is more than \$300,000.

The Department hired 17 Park Laborers for weekend shifts at both airports, which reduced the need for Laborers to work weekends at premium overtime pay. As a result, the CDA has realized a cost savings of \$640,000 to date.

We have also realized \$3.1 million in savings over the past 12 months as a result of voluntary cost reduction efforts by companies that do business with the CDA.

In addition, our ongoing effort to develop Standard Operating Procedures (SOPs) for the entire department is helping to provide clear and consistent direction to current and future employees for greater productivity and efficiency.

A Safe and Secure Airport Environment

Safety and security for airport passengers and employees is the CDA's highest priority. At airports as large and complex as O'Hare and Midway, it is critical to coordinate closely with all of our local, state and federal law enforcement partners and to utilize advanced technology.

Our safety and security efforts include a full complement of Chicago Police Department (CPD) officers, the Department's Aviation Security Officers and private security firms. We also work closely with the Transportation Security Administration (TSA), Federal Bureau of Investigation (FBI), U.S. Customs and Border Protection (CBP), U.S. Secret Service (USSS) and other federal agencies, and utilize on-site cameras and technologies to enhance our security efforts. All of these resources ensure a safe environment for the traveling public and airport employees.

The CDA works closely with the Department of Homeland Security to be compliant with the National Incident Management System (NIMS). NIMS provides a national framework for agencies to work collaboratively in case of a national or local disaster. Department safety and security personnel are certified to conduct NIMS training, which is mandated by Federal Emergency Management Agency (FEMA).

The Department put this training into practice through a series of multi-agency emergency response exercises held on land the City acquired from Bensenville for the OMP. Since December 2009, the CDA has worked with the Office of Emergency Management and Communications (OEMC), FBI, Illinois National Guard, Bureau of Alcohol Tobacco and Firearms (ATF), CPD, Chicago Fire Department, Underwriter's Laboratory (UL), Village of Bensenville, and many other city, county, state, federal and assist agencies to conduct several realistic, hands-on training events in a unique environment comprised of more than 500 vacant commercial and residential buildings.

We also conduct and provide table-top exercises, safety training and regularly scheduled disaster drills with local, state and federal agencies, to remain alert and prepared to handle any emergency at the airports. In 2011, the CDA will conduct a full-scale disaster drill at O'Hare in accordance with FAA Part 139 requirements.

The CDA recently completed the Airport Emergency Plan (AEP) which is an annex to the Airport Emergency Operation Plan (EOP). We also are completing construction of a new Incident Management Center (IMC) at O'Hare. The IMC is a primary location to manage and coordinate support for all aviation related incidents and events.

The CDA utilizes a state-of-the-art, digitally based Video Surveillance and Management System (VMS). The VMS consists of several thousand cameras supporting operations for O'Hare and Midway, as well as the TSA and our airline partners. VMS has resulted in operational enhancements and efficiencies to the airports' daily security and dispatch operations. The CDA has an ongoing phased camera installation plan to increase the number of cameras at both airports, all of which are connected to the OEMC. This camera installation plan further supports the efforts of airport-based security personnel.

The CDA also continues to utilize License Plate Recognition (LPR) technology, which has proven to be an effect tool for law enforcement agencies. Camera readers are installed at a number of locations in and around O'Hare and Midway to capture the license plate number of every vehicle entering the airports. If the plates are recognized as being "of interest" to law enforcement, CPD officers are immediately dispatched.

O'Hare Modernization Program (OMP)

We continue to make tremendous progress on the O'Hare Modernization Program (OMP) to reconfigure O'Hare's outdated intersecting runway system into a modern parallel runway layout. The OMP includes building one new runway, relocating three existing runways, extending two other existing runways, constructing two new air traffic control towers and a building new terminal complex on the west side of the airport. The full build-out of the OMP will substantially reduce delays and increase capacity at O'Hare well into the future, and secure Chicago's leading position in the global aviation system. When the OMP is completed, average delays will be reduced from more than 20 minutes to less than six minutes, and O'Hare will have the capacity for at least an additional 300,000 flights a year.

The OMP has already completed three major infrastructure projects: new Runway 9L-27R, a 3,000-ft. extension to O'Hare's busiest Runway 10L-28R; and a new air traffic control tower. All three projects opened on or ahead of schedule, and nearly \$40 million under budget. The two runway projects have had a considerable and positive impact on operations at O'Hare and the U.S. Aviation System. In fact, 2009 was the first year that O'Hare's on-time arrival performance surpassed the system average since 2000.

The OMP marked another important milestone on May 6, 2010 when contractors successfully completed the threshold relocation of Runway 14R-32L. The runway was permanently shortened to accommodate the construction of new Runway 10C-28C.

Construction work on the eastern and western ends of Runway 10C-28C continued throughout 2010 as did the relocation of the FedEx cargo facilities. Design work is nearing completion for the center section of the runway, navigational systems, and the cargo tunnel extension. The construction work is scheduled to begin next spring.

During the past year, the City of Chicago and the Village of Bensenville reached an agreement to settle two court cases that had delayed the progress of the OMP. Namely, the parties resolved the demolition case and the pending property acquisition case of Village-owned property. Reaching resolution on these two cases allowed us to proceed with the demolition of the properties the City had previously acquired in the Village, and resulted in the City's purchase of properties and streets owned by the Village in the Southwest Acquisition Area. As part of these agreements, the City recently completed the annexation of 271 acres of the acquired properties.

Once the City and Village agreed on a demolition plan, the City awarded six demolition contracts for the structures on all the properties acquired north of the Metra railroad tracks and east of York Road in Bensenville. Demolition work began in March and is substantially completed for these six projects. Work included the removal of 497 residential units and 44 industrial/commercial buildings. The completed demolition north of the railroad tracks will allow us to proceed with the relocation of the Union Pacific Railroad, Irving Park Road, and Bensenville Ditch. These relocations are enabling projects for two new runways. Our demolition procedures included numerous environmental safeguards that were closely monitored by our staff and the Village.

The Completion Phase of the OMP, which includes two new runways, the extension of another runway and a new South Air Traffic Control Tower, is well underway. In April, the U.S. Department of Transportation issued a Letter of Intent to provide \$410 million toward funding the OMP Completion Phase runway projects. This substantial investment shows how strongly the federal government supports the OMP. This funding, along with the Federal Aviation Administration's commitment of \$337 million in 2005, brings the total federal support for the OMP to \$747 million, representing the largest federal investment in an airport reconstruction project in history.

In July 2010, the CDA submitted an application to the FAA for the use of \$700 million in PFCs for the OMP. The application was found substantially complete by the FAA in August 2010, and we expect to receive a decision by the end of November 2010.

Design efforts for the all the Completion Phase runways is more than 50 percent and we began procuring Completion Phase runway construction projects in the third quarter of this year. We expect to close an approximately \$1 billion bond deal, approved by the City Council in September, to fund OMP Completion Phase runway construction in the first quarter of 2011.

OMP Job Creation

The OMP has been the region's economic stimulus package for years—putting thousands of people to work, rebuilding our infrastructure and keeping businesses here in the City and the state. So far we estimate that an average of 1,600 jobs per year have been created since the beginning of the Program, and that an additional 3,300 annual jobs will be created during the OMP Completion Phase.

As of August 31, 2010 the OMP has awarded a total of \$1.3 billion in Construction bid packages. During the next six months, the OMP will advertise approximately \$220 million of contracts for Phase 1. Once these contracts are awarded, the OMP will have substantially completed all the Phase 1 procurement. We plan on advertising as much as \$575 million for Completion Phase projects over the next 12 months.

MBE/WBE/DBE Participation

The CDA now tracks and reports actual MBE/WBE/DBE accomplishments, in addition to the contractor's stated goals, on a real-time basis. For the period of October 1, 2009 to September 30, 2010, the CDA's total payments to MBE/WBE/DBE companies was \$182,560,653—which represents 35 percent of total CDA contract payments.

Safe Airfield Operations

Safety is an ever present component of the CDA. On the airfield, Chicago's airports continue to serve as a partner with the FAA and the University of Illinois Center of Excellence for Airport Technology (CEAT).

The CDA has been a leader in supporting the assessment of cutting-edge safety technologies including new FOD (foreign object debris) detection systems and avian radar technologies at O'Hare International Airport.

Data collected from FOD detection and avian radar field tests at O'Hare is being used to develop FAA Advisory Circulars to provide guidance on the use of these initiatives at airports across the nation.

The Department continues to make enhancements in the snow removal programs at both airports. We have introduced new procedures for deicing locations, snow equipment performance and management of our labor forces. In fact, the CDA's Operations Division at O'Hare received the 2009-2010 Balchen/Post Award for excellence in airport snow and ice removal from the Northeast Chapter of the American Association of Airport Executives (AAAE).

The CDA's airfield operations section also received accolades in 2010 from the FAA and the Air Line Pilots Association (ALPA).

In April, the FAA Great Lakes Region recognized the CDA for its commitment to safety and efficiency at O'Hare. When the award was presented, an FAA Air Traffic Manager at O'Hare said "For these past few years, we've really appreciated the hard-working men and women on the front lines at the CDA. They always show a true commitment to continuous improvement and we count on them to support the FAA's mission. This type of trusted partnership helps to make O'Hare the safest and most efficient airport in the world."

In September, ALPA named O'Hare its "Airport of the Year". In a news release, ALPA's Executive Air Safety Chairman stated, "Every day, ALPA pilots operate hundreds of flights at Chicago O'Hare, and the airport is consistently receptive to our concerns and works together with us to ensure the safest possible operations. The airport has set the standard by maintaining an open dialogue with airline pilots so that, together, we can detect and resolve emerging safety concerns before problems ever occur."

These awards and recognitions are attributable to our strong commitment to safety. One of the CDA's Seven Expectations is Safety and it is an integral part of everything we do. The OMP Safety Program is an excellent example. Each construction contractor is required to have a safety manager assigned for each project. Since construction began in 2005, the OMP's safety statistics have consistently bettered national averages. For the first eight months of 2010, the OMP's Lost Workday Incident Rate is 1.85 compared to a national average of 2.50, and its Recordable Incident Rate of 4.44 bests the national average of 4.70. Given the complexity and size of the OMP, combined with the challenges of building new facilities on one of the world's busiest airports, we are extremely proud of our safety record.

Air Service Development

Chicago's future economic development depends on bringing new business to Chicago. With the new capacity created at O'Hare by the OMP, we are in a position to aggressively add new airlines and destinations to our airports.

Currently, 50 passenger carriers at O'Hare offer nonstop and direct service to 187 cities worldwide. At Midway, six airlines provide nonstop and direct service to 52 markets.

New international nonstop services introduced at O'Hare in 2010 include: American Airlines to Beijing, China; Air India to Delhi, India; Pakistan International Airlines to Barcelona, Spain with continuing service to Karachi, Pakistan; and TACA Airlines to San Salvador City, El Salvador. More than 20 nonstop domestic services were also added at O'Hare this year including service from new carrier Air Choice One to Burlington, Iowa and Decatur, Illinois.

We must continue to compete and capitalize on new passenger and cargo carrier opportunities to attract new business and the potential for additional passengers as well as visitors to our city. The CDA has developed a Strategic Marketing Plan targeted towards obtaining new passenger and cargo airline service from national and international carriers. In 2011, we will continue to aggressively pursue new air service for our region.

Air Cargo

The cargo industry plays an important role in our region's economic activity. According to 2009 Airports Council International (ACI) preliminary rankings, O'Hare ranks 18th in the world and sixth in the United States in terms of air cargo tonnage. In 2009, O'Hare handled approximately 1.2 million tons of air cargo, representing more than \$60 billion in trade and approximately 10 percent of air cargo value in the U.S.

The airport now serves more than 30 cargo airlines including over a dozen dedicated freight carriers to Asia alone. O'Hare's newest cargo carrier, Qatar Airways, came onboard in August 2010 with service to Doha via Amsterdam.

The CDA is coordinating a pilot program for a perishable processing center at O'Hare to streamline customs and delivery of flowers, foods and medicines to local markets. We expect to open a start-up facility and then grow it into a wholesale exchange over time, further enhancing O'Hare's competitiveness as an international air cargo hub.

Chicago/Gary Airport

The CDA and the City of Chicago remain committed partners in the Chicago/Gary Regional Airport Authority, which is recognized as "Chicago's Third Airport." The Authority is dedicated to providing quality service, low-cost and convenient access at Chicago/Gary Airport and is focused on growth and expansion of commercial air service. We believe the airport is well-positioned to support low frequency scheduled services and charter flights.

Leader for Airport Sustainability

Under Mayor Daley's leadership, the City has achieved global recognition for its cutting-edge, environmentally friendly initiatives. The CDA is following the City's lead by embracing the best environmental, social, and fiscally responsible practices at Chicago's airports to enhance the quality of life for our citizens. In fact, "going green" has become part of our Department's culture.

We created the groundbreaking OMP Sustainable Design Manual (SDM) in 2003, followed by the release of the updated and expanded CDA Sustainable Airport Manual (SAM) in 2009. The manuals and successful implementation of green projects at our airports have positioned Chicago as an international leader for airport sustainability.

The CDA will host its third "Airports Going Green" conference from November 15-17, 2010 in Chicago. This conference is the industry's premier event for the development, communication, and active discussion of aviation sustainability initiatives. At the conference, we will release the new SAM Version 2.0, with new chapters covering airport planning, operations and maintenance, and concessions and tenants.

This year, the CDA began a new airport compatible landscaping community education program by donating 100 trees to the local community near Midway and developing an Airport Landscaping Resource Guide for residents and businesses. The guide contains helpful information about the types and species of plants that are acceptable and preferred around airports. The guide is on the CDA website; and will be distributed to local schools, libraries and the media .

Since November 2009, the CDA has rescued more than 75 trees from the demolition sites acquired by the City of Chicago in the Village of Bensenville for the OMP. The trees were re-planted this spring at various sites and locations on the grounds at O'Hare.

New sustainable services, products and technologies are constantly being developed and introduced to the aviation industry. In order to stay abreast of the rapidly evolving "green" marketplace, we formed a Sustainability Evaluation and Recommendation Team (SERT). SERT is comprised of CDA staff and environmental consultants tasked to research, evaluate and recommend new sustainability initiatives and ideas for potential applicability and implementation at O'Hare and Midway.

The creation of green roof space is a key component of going green across the City of Chicago and at our airports. This year, FedEx completed a 3.5 acre green roof on top of its new cargo facility at O'Hare, making it the largest green roof on a free standing building in the Chicago metropolitan area and the largest green roof at an airport in the U.S. In addition, Enterprise Rental Car opened a new facility at O'Hare this year featuring nearly 6,500 square feet of green roof space. In total, there are 11 green roofs at O'Hare which together comprise nearly 230,000 square feet of green roof space (5.3 acres).

Concessions

The CDA set out to aggressively look for additional revenue opportunities in 2010. In June, CDA identified Westfield Concessions Management II LLC as the successful respondent to negotiate an agreement to design, redevelop and operate a new concessions program for the International Terminal at O'Hare. The proposal provides for a complete re-design of the terminal's concessions program to include new food and beverage, news and gifts, specialty retail, and duty-free locations. The enhanced concessions program will feature local, national and international brands, providing a more expansive shopping experience for international travelers and potential for increased revenue generation.

The CDA is always exploring new ways to showcase Chicago's world-class, unique and diverse culture at our airports.

Earlier this year, award-winning chef-restaurateur Rick Bayless signed a license agreement to bring two new restaurants to O'Hare International Airport. The restaurants are scheduled to open this fall in Terminals 1 and 3. Next month, Wicker Park Sushi will open a new location in Terminal 2 at O'Hare offering sushi, oysters and specialty salads. In celebration of the Oprah Winfrey Show's final season, we recently began featuring Oprah's iconic products and promotional signage at O'Hare and Midway.

We have recently released Request for Proposals (RFPs) inviting persons and businesses to develop and operate concessions at both airports. The RFPs are comprised of multiple packages for retail, news and gift, and service concessions. Additionally, the RFPs encourage, among other things, ACDBE participation as well as the retention of current concession employees, notably those that are City of Chicago residents.

The Department has also issued an RFP for program and property management services in the domestic terminals of O'Hare and Midway.

In 2010 the Department continued progress on a Concessions and Culinary School Partnership designed to create and build a relationship with the airport master concessionaires. The goal is to identify a pool of talented and skilled applicants for future job opportunities and to encourage the schools to prepare their students for those jobs.

The Department is always looking to increase and maximize terminal space to be made available for future advertising and marketing purposes, thereby generating additional revenue. The CDA's new marketing concepts include advertising placement on TSA security bins, 3-D mirrors in restrooms, escalator handrails and moving walkways, motion-sensor LCD screens and marketing kiosks throughout O'Hare's terminals. These new concepts are projected to generate up to \$750,000 in additional revenue next year.

In addition, FLYSmart, a national free mobile smart telephone application, was recently launched for O'Hare and Midway airports. This technology allows air travelers to quickly locate concessions, gates, as well as browse live feeds of arrival and departure information.

Airport Property Development

The Department recognizes the need to diversify its revenue streams apart from those that are dependent on airline passengers. To help meet this endeavor, the CDA has made increasing our collateral land development a priority for 2011. Aviation related developments on City owned Airport property creates jobs and increase tax revenues for Chicago.

Customer Service

Customer service and satisfaction remain a key element in the management of both O'Hare and Midway. More than 50 percent of travelers at O'Hare are connecting passengers who remain in the airport environment until their next flight. The commitment to customer satisfaction, access to airport amenities and services remain high at both Midway and O'Hare.

In April 2010, the CDA and Mayor Richard M. Daley's Office for People with Disabilities (MOPD) launched a new Disability Awareness and Assistance program to train airport employees on how to more effectively recognize and help travelers who may require additional assistance. The CDA and MOPD developed a training program that includes a customized video for airport personnel. A "Purple Airplane" symbol was created to designate all personnel at Chicago's airports who have completed the training. Printable "Purple Airplane" stickers can also be easily downloaded from the CDA website and be worn by travelers who choose to show they may need additional assistance.

The CDA has developed a new passenger amenity kit, which is distributed to travelers who remain overnight due to flight delays or cancellations. The new kits include upgraded products, brochures highlighting airport amenities and concessions, as well as coupons redeemable for discounts at any retail, food or beverage concession at the airport.

In 2011, we will continue to enhance the customer experience at both airports with new public art, expanded volunteer opportunities, and new recreational areas for families traveling with children.

We also plan to further build on the expanded entertainment programming that was featured at O'Hare and Midway in 2010. This year, we implemented a calendar of events to celebrate national holidays at the airports and increased the number of live performance dates. In 2011, we look to offer more, higher profile entertainment and performances in the terminals.

Investing in Human Infrastructure

The CDA workforce is guided by seven key principles, or expectations, which are:

- Teamwork/Collaboration
- Integrity/ Honesty
- Courage
- Results Driven
- Respect
- Safety
- Quality

Training and professional development opportunities for CDA staff are an important part of the CDA's work environment. In cooperation with the City's Department of Human Resources and the Office of Compliance, we offer monthly training in Violence in the Workplace, Diversity, Sexual Harassment, Drug & Alcohol Testing and Code of Conduct. In addition to the City's online ethics training, the CDA has also implemented mandatory annual ethics training for all CDA employees and contractors. Disability awareness annual training is also mandatory for all CDA employees.

In the fourth quarter 2010, we launched our first annual Safety, Health & Wellness Expo at O'Hare and Midway. This event is designed to increase employee safety awareness on the job, and to empower CDA employees to improve their health and well-being through a variety of health screenings, education and activities to support positive lifestyle changes. In fact, this event identified a number of employees with high blood pressure, a significant but treatable health risk. We believe improved employee health will result in improved productivity, fewer absences due to illness, increased morale and reduced health care costs to the City. Our partners include numerous public health and safety agencies, local universities and City Colleges.

The CDA hosted the U.S. Green Building Council: LEED 201 course at O'Hare in August 2010. Employees who attended this session are now eligible to sit for USGBC Associate Green Certification.

The Department also is committed to continuing education opportunities through the two leading airport professional associations, AAAE and Airports Council International (ACI). Through a partnership with AAAE, the CDA is currently exploring the introduction of Web and workstation-based programs for airport security and safety training.

As a means of establishing and centralizing Department policies and procedures, the CDA successfully developed Standard Operating Procedures (SOPs) in the areas of Human Resources, Contracts, Vehicles Services, Facilities, Security, Information Technology/Telecommunications and Midway/O'Hare Airfield Operations. The first two phases of this three phase project are substantially complete, and we expect to have SOPs for all areas completed by mid 2011.

The SOPs are posted on the Department's intranet and 23 video sessions of the HR SOPs have been created and posted on the CDA's intranet for future training of new employees or refresher courses. The Department's goal is to have all SOPs on the Web and developed into an online format.

Outreach

The CDA Web Alert system is an online communications tool which provides the latest Department news and events via blast email to a growing list of more than 8,000 subscribers. The CDA Communications section publishes an average of two to three Web Alerts each week on topics including announcements for bid package opportunities, job openings and upcoming events; as well as a wide variety of positive news stories about Chicago's two airports and the Department's current activities, special programs and accomplishments. The CDA has already issued more than 150 Web Alerts in 2010.

The CDA will launch a new internet website in 2011 to upgrade and replace the existing www.flychicago.com site. Our goal is to create one of the world's most highly-regarded airport sites on the internet; offering a rich, interactive and personalized experience. The new website will showcase the amenities and services at O'Hare and Midway, and encourage and stimulate new business opportunities at the airports and in the City. We will also create a number of multimedia tools to better connect passengers to airport amenities, business, tourism, attractions and services.

The CDA will soon unveil a new branding concept to market O'Hare and Midway to visitors from around the world. The campaign uses stirring images and the tagline "Connect" to capture the variety of ways Chicago's airports connect family, friends and business on a global scale.

Preparing for the Future

O'Hare and Midway airports are first-class global gateways to our City, and are premier aviation facilities focusing on safety, efficiency, service, amenities and environmental sustainability.

Our vision extends beyond the airports themselves. We know that our region's transportation infrastructure must also compete with other best-in-class airports around the world. To that end, a Blue Ribbon Committee was formed in August to undertake a major, comprehensive study for express train service between O'Hare and downtown Chicago. The new express rail service would provide a more cost effective and efficient transportation option for O'Hare travelers and help to mitigate congestion on the region's roadway, while producing thousands of jobs and more investment in Chicago.

As the aviation industry continues to evolve, we must be prepared to meet the needs of the industry, now and well into the future, to ensure our airports remain the economic engines for the City and the region. In 2010, the CDA took significant steps towards making Chicago's airport system the world's best.

The 2011 Chicago Department of Aviation budget is an operating resource that will allow our goals for the future of Chicago's airports to be realized.

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