

**MEMO****CHICAGOLAND**  
CHAMBER OF COMMERCE*To make Chicagoland the most business-friendly region in America and enhance our members' success through aggressive programs of advocacy, member benefits and services, and actionable information.***DATE:** January 18, 2002**FROM:** Jerry Roper**TO:** MAC Principals and Partners**SUBJECT:** Midwest Aviation Coalition Plan

Below is a draft strategy paper for the campaign to pass the Durbin/Lipinski legislation memorializing the aviation agreement reached by Governor Ryan and Mayor Daley.

**Message**

Three important themes should be integrated into all MAC activities. First and foremost, the wide-ranging economic benefits of the modernization plan must be emphasized in all of our communications and actions. It is our task to link the O'Hare plan to positive economic benefits for everyone in the region.

Second, we must highlight how improving the efficiency of O'Hare will improve the nation's entire aviation system. This argument is aimed at those who claim O'Hare is simply a local issue.

Finally, we must create a sense of inevitability in regard to the plan which will isolate Senator Fitzgerald and SOC and discourage other elected officials and stakeholders from voicing opposition to the plan. We must reduce opposition to the airport to these "fringe" players which will "clear the field" for us.

**Coordination**

The Midwest Aviation Coalition has volunteered to act as the coordinating agency in both Chicago and Washington, D.C. The MAC office will generate daily reports to all MAC principals and partners. MAC will also maintain a physical presence in Chicago, Springfield and Washington D.C.

**Media**

- Daily Rapid Response
  - Monitor opposition media coverage and respond through proper media vehicles
  - Monitor opposition Web sites
  - Counter-talking points to opposition
  - Distribute responses to approval process list
  - Coordination with UAL and AA public relations officials
- Compile Target Media/PR Lists based on the three enunciated themes
  - Pitch and blast fax regional, state and DC radio, print, wire service and TV media
    - Morning radio show

- Business, aviation and political reporters
- Business editors and editorial boards
- Include Congressional office fax list and supporting regional and national organizations
- Identify spokesmen from other organizations
- If necessary, target media in district or state of opposing politicians
- Media Vehicles
  - Update talking points and key messages used to date
  - Press Releases
  - Blast fax lists and PR Newswire
  - Letters to Editor and Op-Eds
  - Press Conferences when necessary
  - Editorial Board meetings if necessary
  - Call to Action on Chamber and MAC websites, Weekly Member Report, *ACTION* Newsletter
- Draft letters to the editor for various constituents:
- MAC website - endorser sign up and weekly update.

#### Coalition Building

A key factor in creating a sense of inevitability and promoting the economic benefits of the plan is involving the region's business community and its leadership in the debate once again.

The *Civic Committee* and its officers, Lester Crown and Eden Martin, must once again be our key partners and actively involve themselves in the public debate. The Chamber has already met with Civic Committee Manager Dea Meyer to coordinate Chamber and Civic Committee efforts and to maintain consistent communications.

The membership of the *Illinois Business Roundtable* needs to be a key partner. Jeff Mays will be contacted and encouraged to state (or re-state) their public support of the plan. If necessary, the Chamber should contact individual Roundtable members and encourage their support and ask them to make their support known to their leadership.

*Organized Labor* must play a major role and be a key partner in the O'Hare debate. The Chamber has committed to assist in the planning of public Labor event. Such an event was planned in the fall, but never produced. The Chamber has already requested that AFL-CIO president Margaret Blackshere and Chicago Federation of Labor head Don Turner state publicly their support for the plan. Don Turner has already on board and has begun a letter writing campaign. A joint appearance with the Chamber of Commerce, the Civic Committee, the AFL-CIO, the Chicago Federation and individual union presidents with Governor Ryan, Mayor Daley and Senator Durbin would send a powerful pro-O'Hare message to other stakeholders and elected officials throughout Illinois and Congress.

Another key partner in our efforts to preserve O'Hare as the preeminent aviation hub in the world, are the businesses and organizations in downtown Chicago. Therefore the *Downtown Group* must be added as a key partner and inserted into the O'Hare debate at the national level.

Union members must be encouraged to contact elected officials, particularly Republican members of Illinois Congressional delegation, such as Jerry Weller and Tim Johnson, who have considerable union membership in their district but who are not sponsoring the Durbin/Lipinski legislation.

## Political

### Congress

The main task of the effort is to identify those *not* sponsoring the Durbin/Lipinski and to focus our coordinated communications efforts on them. Attached is a list of the Illinois Congressional delegation. It is noted as of this date whether or not they are sponsors of the bill (S.1786 / H.R.3479). In addition, the entire House and Senate sponsor list is attached with the party affiliation and state of each member listed.

A priority list of key members will be created. The list can then be distributed to the coalition partners and used to focus our outreach in Illinois and Washington, D.C. To that end the following lists will be developed:

1. House majority/minority leadership
2. Senate majority/minority leadership
3. House Transportation and Infrastructure Committee
4. House Transportation and Infrastructure Committee - Aviation Sub-Committee
5. Senate Commerce Committee
6. Senate Commerce Committee - Aviation Subcommittee
7. Consistently updated House and Senate sponsorship

An information packet will be developed for distribution. The new "MAC Pack" will include: a one-pager list of endorsing organizations and companies, a summary of the agreement reached by the mayor and governor, a myth/fact sheet on the bill, an updated list of sponsors of the Durbin/Lipinski legislation, a copy of the US Chamber letter supporting the legislation, a MAC/Chamber press release/statement and an endorser response card.

The following efforts will be targeted at Congressional members:

1. A joint letter from the Chicagoland Chamber, Illinois State Chamber, Civic Committee and local Labor organizations should be sent to House Transportation and Infrastructure and Senate Commerce Committees and their respective Aviation subcommittees. In addition, the House and Senate Leadership should be carbon copied. The revised MAC Pack will be included.
2. Illinois' Congressional delegation should receive a similar, but locally tailored version of the letter and MAC Pack.
3. The Chicagoland Chamber and the Illinois State Chamber need to lead a joint effort to lock in the support of the largest chambers from the districts of uncommitted Congressional members. Joint letters from the Illinois Chamber, the local chamber and CCOC (where appropriate) should be forwarded to these members.

4. Additional "endorsers" will be gathered and presented to the press at an event. Perhaps the proposed Business-Labor rally could be used for a public "show of strength."

#### *Local/Regional Officials*

In addition to Congress, local lists will be developed to help disseminate MAC information to local and regional opinion-makers and stakeholders. These include:

1. Six-County members of Illinois General Assembly
2. Cook, Lake, DuPage, Will and Kankakee County Boards
3. DuPage Mayors and Managers
4. South Suburban Mayors and Managers
5. Metropolitan Mayors Caucus
6. The mayors and executives of the largest six downstate airports.
7. The City of Chicago has made available a list of 600 organizations and 10,000 individuals

Messages will be tailored to local interests. Peotone's inclusion will be highlighted in the south. The economic benefits of the plan will be made clear to all regions. The main focus of this campaign, however, is to create a sense of inevitability. By presenting a broad coalition of supporters to local officials, we aim to reduce potential opposition to the plan and help create a sense of urgency to take the issue "off the table" before the 2002 elections.

#### **Time Line**

We believe that this project will be completed by May 31, 2002, if not sooner. However, in all actuality, we consider the timeframe for this project to be much shorter, approximately two months.

#### **Conclusion**

The keys to success are building the broadest coalition possible, identifying and communicating with key decision makers and maintaining a consistent public presence. Our three themes - economic benefit, increased efficiency and inevitability - must be integrated into all of our efforts.

MEMORANDUM

Landrum & Brown

*Draft Confidential*

May 26, 1998

To: Oscar O. D'Angelo  
From: Douglas F. Goldberg  
Subject: Pending Release of Booze-Allen & Hamilton Study

I am pleased that you were able to meet with Gerry Chico this morning regarding the release of the Booze-Allen & Hamilton (BA&H) report of Chicago Airport System demand and capacity. I understand that you successfully convinced him that the City would best be served if the BA&H study did not reference the need for additional runways. Instead, the Study might suggest that the region's aviation needs could well be served through the reasonably foreseeable future by means of a modernization program that considers the use of new technology and the eventual reconfiguration of the Airport's forty year old runway geometry.

You advised that Mr. Chico suggested that "point-to-point" service would be taxed at Midway in the 2015-2017 time period. It is not in the City's best interest for the BA&H report to make such a statement about alleged long-term constraints at Midway before the City is prepared to announce its own long-term strategy for the Chicago Airport System. Such a premature announcement offers the potential to jeopardize the City's ability to retain airline support and to complete its issuance of Midway Airport Revenue Bonds for the Midway Terminal Development Program.

Also, please be aware that the discussion of Airport system improvements required through the year 2010 (and perhaps as far into the future as 2015) is consistent not only with the City's historical planning horizon but also with the planning horizon routinely used throughout the industry. Note that the 1983 Master Plan prepared for the O'Hare Development Program projected the City's aviation requirements through the year 1995 - a 12 year planning horizon. Given the dramatic technological and regulatory changes witnessed by the aviation industry over the past 20 years, it would be irresponsible at best for an independent study to make rigid predictions about the future of the Chicago airport system in the year 2017 before the City is prepared to announce its own strategy.

Oscar, I agree with you that irrespective of the nature of the BA&H report, making it public before the gubernatorial and mayoral election is a very "dangerous" action. Whatever the report will ultimately contain certainly can wait until after the primary election, if not indeed until after the April 1 general election.

LB/WG 002700

MEMORANDUM

TO: Frank E. Kruesi  
Warren Silver

FROM: Jay R. Franks

DATE: August 10, 1990

RE: O'HARE DISCUSSION NOTES



I. O'HARE MASTER PLAN STRATEGY

A. Principles

At and after the July 9 meeting (the outline from which is attached as Exhibit A), it has been resolved that O'Hare development should follow these principles:

1. O'Hare's ability to handle aircraft traffic in bad weather must be improved - IFR delay must be reduced - even if that means new runways.
2. Minimize the period of public controversy and the number of public proceedings.
3. Get into court on the EIS as quickly as possible, in order to get out of court as soon as possible.
4. Proceed with O'Hare development independently of LAC site selection.
5. To the seven actions listed in the July 6 outline, add the Schneidersen Action: No matter what, the City must retain effective control of airport development.

Elements of O'Hare planning are listed in Exhibit A. They include both intuitive airport matters (airside, terminal, landside delay/capacity improvements) and two other categories: air traffic control improvements, and airport "collateral" land development. Both of these are important and complex long term issues, and must be fully developed in any "master plan" scenario.

B. Basic "Master Plan" Process

A variant "master plan" program is contemplated. There will be no traditional, federally-funded and -regulated, lengthy "master plan" process leading up to development of an Airport Layout Plan (ALP) and EIS. The City will simply file a proposed ALP and start the EIS process. This is possible because necessary technical

foundation has been developed by the Delay Task Force and Terminal Support Working Group; this is desirable because it will save time and minimize public exposure. Significant features:

1. Some master plan elements are less likely to become part of the public discussion process (e.g., collateral land development programs). This is a distinct advantage.
2. Competitive bidding and public selection of technical consultants would not be required. This would save at least six months and would increase flexibility. Consultant selection must be given careful thought, and a balanced team must be selected.
3. No federal funds would be used, and no federal strings would be attached. The airlines will fund master planning from current Fees & Charges.

The basic (moderately ambitious) timetable would be:

1. September 1, 1990: Delay Task Force report released. City takes report under advisement. Timing of release may be affected by FAA release of National Capacity Office proposals for O'Hare delay reduction.
2. November 15, 1990: City submits ALP to FAA for airspace review and approval. EIS process initiated and "scoping" meetings (public notice and participation required) held.
3. April, 1991: Preliminary Draft EIS released for review. Public hearing held thereafter.
4. September, 1991: Final Draft EIS released and submitted to FAA. Regional and State SO 12372 review process. EPA publishes availability of Draft EIS.
5. February, 1992: Federal review completed.
6. May, 1992: Complete negotiation with agencies on mitigation measures.
7. July, 1992: Issuance of Final EIS by FAA/EPA. Record of Decision initiated by FAA; issuance of Record of Decision by October, 1992.
8. October, 1992: Litigation starts. Decision or settlement by late 1994.
9. 1995: Construction.

C. Parallel Initiatives.

About the time the Delay Task Force report becomes public,

the City should take certain environmental initiatives. Aside from their considerable independent merits, they will blunt the effects of the report.

1. Stage 2 Phaseout. The City should take a position advocating an early phaseout of Stage 2 aircraft at noise-sensitive airports such as O'Hare and Midway. This matter is outlined in a separate memorandum and materials. The City has an excellent opportunity to have a strong positive effect on national policy.

2. Flood Control. O'Hare already serves as an effective flood control reservoir for its suburban neighbors. There are studies afoot to construct additional retention basins and flood control devices on the airport. After the repeated "100 year" floods of recent years, flood control is a major issue, particularly in Des Plaines. The City should use O'Hare to provide more flood control support, and should claim appropriate public recognition for doing so.

3. Glycol Recycling. Glycol is the de-icing agent used on aircraft and runways, in larger quantities at O'Hare than anywhere else in the world. Its toxicity is uncertain. For reasons both economic and environmental, it is now technically feasible to collect and recycle glycol. This will become a national environmental issue in a few years; Chicago should get out ahead of the issue by announcing a pilot program to test the feasibility of recycling.

## II. ALTERNATE STRATEGY

The above strategy may be summarized as: propose new runways at O'Hare and see what "they" do. This is the most direct course and perhaps the best one. There is an alternative that deserves some consideration:

1. The City announces the Delay Task Force study. It confirms the obvious: there must be IFR delay relief at O'Hare in the short run, and capacity relief for O'Hare in the long run. These may be achieved in varying degrees by:

(a) New runways;

(b) ATC improvements to permit triple converging IFR approaches, providing most of the IFR delay reduction benefit of new runways; and

(c) A new airport.

2. New runways are the only responsible solution under current conditions. For the welfare of the region, the City must develop them.



3. However, if certain conditions changed, airport needs might be met without new runways:

- (a) If the FAA would credibly commit to develop triple converging IFR approaches, the current IFR delay crisis would be ameliorated. Technology and procedures to do this are available.
- (b) If LAC could be developed quickly - say, ten years - it could address both delay and capacity issues at O'Hare in a realistic time frame. Only the LAC site can attract sufficient traffic from O'Hare to do this.

4. To develop LAC in ten years, work must begin immediately; the current site selection process must be aborted. To finance LAC within this period, the State of Illinois (and/or Indiana) would probably have to pledge some variation of General Obligation credit. With "GO" credit, LAC could probably be built without direct airline support, a big advantage. The City would continue to pledge PFC revenues.

5. Recognizing the parties' roles, the City would propose a legal Authority to develop and operate LAC, with appropriate representation for the City, Illinois, and Indiana. The Authority would be constituted through a bi-state compact ratified by Congress.

6. If this reasonable alternative is rejected, there is no regionally responsible choice but to pursue immediately new runways at O'Hare.

\* \* \* \* \*

This approach is complex but staggeringly beneficial if successful. Even if not successful, it establishes the City as a reluctant developer of new runways.

There are several notable reasons why this approach could be attractive to many parties. Most of these reasons did not exist until recently, and may dissipate in a few months:

- LAC has acquired a sense of inevitability due to the reorganization of the bi-state committee, the public dilemma of Indiana leaders, the success of the PFC in Congress, and the lack of any discernable technical flaw in the LAC Feasibility Study. Most importantly, no other competing site plan has yet emerged as a rallying point.

- The Mayor is the most effective leader in the region, capable of creating events rather than simply coping with them. The zeitgeist is with him; he cannot keep it by waiting a year (or longer) for the untested bi-state committee.

The Governor of Illinois has been unassertive in this matter; however, he cannot but wish to solve the "third airport" siting issue before leaving office. If the state is going to underwrite economically marginal projects like convention centers, how can it refuse a gilt-edge airport?

The current U.S. Secretary of Transportation would energetically assist any regional solution, and would commit all possible federal funds to LAC. Any successor (how soon?) would not be as helpful.

The O'Hare suburbs (and their state legislators) should support this proposal, contingent upon LAC providing sufficient future capacity in an environmentally acceptable way. If they reject the City's positive initiative, they will be ...hattering nabobs of negativism.

The airlines will be opposed to foregoing runways. However, the FAA could easily develop triple converging IFR approach procedures in a shorter time than runways could be developed. Getting the FAA to do so is the trick.

Finally, the City should advance this proposal for several reasons:

- The City sets the terms of the inevitable runway trade-off proposal, keeping the Mayor ahead of events rather than caught in them.

- The City offers positive alternatives to new runways, softening opposition to them.

- If this proposal is not successful, these benefits still accrue at no particular cost.

- If successful, the City pre-empt's the airport siting issue while the alternative sites remain inchoate.

- The big picture: the City's overwhelming social needs and tax base issues can only be addressed on a Regional level. The LAC Authority could be a positive, City-led example of successful regional cooperation.

- The Midway picture: this proposal would determine the scope of redevelopment at Midway, which will be very problematic under current conditions.

received  
11/17 10:53

**Barton-Aschman Associates, Inc.**

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Evanston, IL 60201  
USA

Phone: (708) 491-1000  
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**MEMORANDUM TO:** Kirby P. Freidheim  
Department of Aviation

**FROM:** Foster de la Housaye

**DATE:** November 18, 1992

**SUBJECT:** Summary of O'Hare Master Plan Team Meeting  
November 17, 1992

**Attendees:** Dave Mosena, Department of Aviation  
Mary Vigilante, Landrum & Brown  
Durwin Ursery, Department of Aviation  
Doug Goldberg, Landrum & Brown  
Chris Young, Landrum & Brown  
Foster de la Housaye, Barton-Aschman Associates, Inc.  
Kirby Freidheim, Department of Aviation  
Gary Blankenship, Thompson Consultants  
Jack Bishop, Thompson Consultants

The following are the major points covered during the meeting:

1. The digitizing of the June 3 aerial photo of the airport taken by Air Land Survey will be completed by the end of December. The aerial will be used for the sketch planning part of the Master Plan project. An additional flight for the airport will be required to obtain one-foot contours. Durwin asked Foster to contact three aerial photography companies to get a cost and time estimate.
2. The planning team will discuss the project with the Airline TOP Committee on Wednesday, November 18. The key points to discuss with them are schedule, decision points, and the airlines' participation.
3. Landrum & Brown (L&B) will complete their constrained forecast for O'Hare by the end of December. The annual enplanements for the constrained forecasts is 39.4 million in 2010. The unconstrained forecasts will be completed early in 1993. The air carriers' forecasts are generally higher than the city's.

Forecasts will be performed for each five-year period from 1995 to 2020 for peak-month average day (with weekend days factored out). The design day baseline was completed in May.



OH/R 0001399

**Barton-Aachman Associates, Inc.**

Doug handed out a matrix which is suggested for use in the evaluation of scenarios for the unconstrained forecasts. It was pointed out that these scenarios are defined more by political decisions (i.e., relocation of the military) than by technical decisions.

5. All members of the Master Plan team will need detailed air passenger, baggage, and aircraft performance data for existing conditions. It was decided that one request will be submitted by the team to each air carrier for this information. Foster will coordinate the request. This information includes passengers and baggage by flight for a one-week-period this month and gate arrival and departure time and touch down time.
6. Dave Mosena reviewed some of the overall policy considerations of the project. He stressed that the airfield drives the project. All information on the effort should be kept as confidential as possible, especially regarding public comment and release of documents. A collateral development team will be in place by mid December to assess potential for commercial development in and around the airport. He and Kitty stressed that all reports should be stamped draft.
7. An all day planning team meeting will be held on Wednesday, December 2.
8. A project management manual is being prepared for the project. L&B will provide their input to this and to the detailed schedule.

**Action required:**

- L&B to develop baseline data for airline approval.
- TCI/BA to develop request for airline passengers, baggage, and gate activity time.
- BA to contact aerial photography companies.

09/26/11 11:11 AM

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Jan. 19, 1990

Ms. Mary Eleanor Wall  
Chairperson  
DuPage County - Regional Planning Commission  
DuPage Center  
621 North County Farm Road  
Wheaton, Illinois 60197

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Dear Ms. Wall:

Chicago O'Hare International Airport  
Master Plan Update

I am writing in response to DuPage County's recent concerns regarding a proposed O'Hare master plan update (NIPC Review Docket 89-198). Deputy Commissioner Kitty Freidheim of our Planning Division spoke with Deborah Fagan about the subject project in late December; this letter details the need for an O'Hare master plan update and outlines the process.

Since completion of the current master plan document in the early 1980's, several unforeseen trends have emerged to change the characteristics of aviation activity at O'Hare and airports across the nation. As you may recall, in the early 1980's when the plan was completed, the airline industry was rebounding from the effects of economic recession and the air traffic controllers strike. At O'Hare, fairly ambitious growth was being experienced by both the established trunk carriers and the several post-deregulation carriers serving the airport. This growth occurred as the airport was poised to begin the \$2.0 billion O'Hare Development Program which would implement the recommendations of the master plan.

Since completion of the current master plan study, however, several trends have emerged which greatly impact the aviation industry, especially at key facilities like O'Hare. Hubbing has increasingly become the predominant mode of operation for airlines in the post-deregulation environment. The impacts of airline hubbing are further magnified by the development of code sharing arrangements between hubbing air carriers and commuters to promote the hub's development. Combined, these and other factors have significantly impacted O'Hare. Both the need for facilities and the way in which those facilities are used have been altered by these changes. Airport ground access characteristics have also changed over the years necessitating a reassessment and replanning of landside (off-airfield) facilities.

OH 00032148

Ms. Mary Eleanor Wall, Chairperson  
Page Two

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The Federal Aviation Administration (FAA) indicates that airport master plans should reflect an up-to-date assessment of existing and planned airport facilities. Further, the FAA states, "Updating airport plans to reflect airport modifications and off airport development is a necessity" (Advisory Circular #150/5070-8A, Airport Master Plans). The current O'Hare master plan is based on information gathered in the late 1970's and was intended to assess airport needs through 1995.

Airport master plans include short-term (5-year), intermediate-term (10-year) and long-term (20-year) activity forecasts. Typically at a large airport, short-term forecasts support the capital improvement program, intermediate forecasts are used to assess airport needs and long-term forecasts provide a basis to estimate at a more conceptual level.

In short, development proposed under the auspices of the current master plan for the period beyond 1990 is based on a ten-year old assessment of needs. An updated master plan is required to assess the needs for facilities through the year 2010 and to provide guidelines for the orderly development of those facilities.

A master plan includes seven major elements:

- 1) Inventory of Existing Conditions & Issues.
- 2) Aviation Demand Forecasts (5, 10, 20 years).
- 3) Requirements Analysis and Concepts.
- 4) Alternatives Analysis.
- 5) Environmental Procedures and Analysis.
- 6) Airport Plans.
- 7) Financial Feasibility and Implementation Plan.

Public participation is inherent in the planning process. The FAA's Airport Master Plan Advisory Circular states that airport master plans must consider airport tenants, users and the general public affected by the results of the plan. As part of the public participation which will occur in connection with the master plan, the City of Chicago will report periodically to the O'Hare Advisory Committee. Consistent with the OAC's role as an advisory body, the City of Chicago expects that the OAC will provide its views in the master planning process. The City of Chicago will seek and welcome the OAC's comments along with those from other public and private parties affected by O'Hare.

OH 00032149

Ms. Mary Eleanor Wall, Chairperson  
Page Three

The City of Chicago has previously indicated its interest in reserving land at O'Hare International Airport so that construction of new runways may remain an option. The master plan update is not a procedural precedent to developing new runways; it is a method of addressing need and alternatives. An updated O'Hare master plan will help to make intelligent decisions for future development including the feasibility of new runways at O'Hare International.

The master plan does not only include an assessment of airfield needs, it also examines ground access, terminal facilities, land use plans, noise issues, airport capacity, costs and financing, and other characteristics of air transport at the airport. Alternatives cannot be considered without forecasting future needs. Furthermore, an updated master plan will help identify surplus airport lands, i.e., lands not needed for aviation purposes which may be used for other non-aviation development.

The O'Hare master plan is analogous to DuPage County's comprehensive land use plan, it must be updated and revised continually as conditions change.

We are now preparing a Request for Proposals for the master plan update. Should you have questions or would like to discuss the master plan, please contact Deputy Commissioner of Planning, Kitty Freidheim directly at 744-4131.

Sincerely,

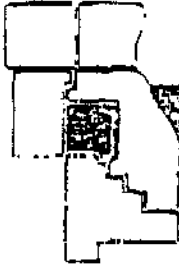
Jay R. Franke  
Commissioner

cc: J. Franke  
M. Loney  
K. Freidheim  
C. Lang  
R. Burlingham  
Subject File  
Reading File  
01/19/90

cc: Representative Henry Hyde  
Representative Harris Pawell  
Representative J. Dennis Hastert  
Jack T. Knuepfer, Chairman, DuPage County Board  
Connie Zimmermann, County Board Representative to NIPC  
Margaret Price, Assembly of Mayors Representative to NIPC  
DuPage County Board Airport Committee  
DuPage County Regional Planning Commission  
Martin Butler, Suburban O'Hare Commission  
Robert Martin, President, Mayors and Managers Conference  
Louis Yates, Federal Aviation Administration  
Larry Christmas, Executive Director, NIPC  
NIPC Commissioners appointed by the City of Chicago  
Ed H. Smith  
David D. Orr  
David Mosona  
Rosanna Marquez  
Keith Caldwell

OH 00032150

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DUPAGE CENTER 421 NORTH COUNTY FAIR ROAD WHEATON, ILL 60187 312-682-7130  
DALIP BANMI, DIRECTOR

December 18, 1989

Mr. Charles Thurston, President  
Northeastern Illinois Planning Commission  
400 West Madison Street  
Chicago, Illinois 60606

RE: NIPC Project Review Docket 89-198

Dear Mr. Thurston:

We have several concerns regarding the above referenced docket and the review performed by NIPC staff. This project includes \$80,366,200 of planning, engineering and construction funding for projects at O'Hare Airport. Seventy-five percent or \$60,274,650 of this funding is requested from the Federal Aviation Administration. The total funding includes improvements previously outlined in the 1995 O'Hare Master Plan plus \$2,000,000 for updates of the current master plan.

Our concerns cover two specific areas: the proposed master plan update and NIPC's review and handling of this docket.

The Project Reviews (A-95's) were distributed for comment with descriptions received by our staff November 14. Comments were due prior to December 14. The three DuPage County projects were reviewed by our office after comments were solicited from the Regional Planning Commission and affected municipalities. These comments were mailed to NIPC on December 1.

There were two errors in the NIPC notice regarding the above referenced project. DuPage County was not listed as a location for O'Hare and this resulted in our staff overlooking this docket. This is not the first time this problem has occurred in the A-95 process relative to O'Hare projects. In correspondence from our office dated December 13, 1984 and February 11, 1985, this objection was raised and NIPC had agreed to correct this problem. Since recent A-95 reviews had indicated larger geographical areas of concern for O'Hare projects (see January, 1989 listing of dockets), staff had no reason to assume we would not be notified for comment.

OH 00032137



Second, the docket descriptions do not list the master plan update portion of this project. I understand the limitations in describing these projects but given the significance of this project to the suburban area, the amount of funding requested (\$2,000,000), and the nature of this component compared to the other funding requests, this should have been specifically identified. We feel that NIPC staff was remiss in this exclusion.

These errors were not discovered until a full copy of the NIPC agenda was received by Dalip Bammi on December 11. At that time, Deborah Pagan of our staff called Ms. Washington to notify NIPC of the error, request an extension of time, and request additional information. Telephone contact was made with Ms. Washington's staff on December 12 and Ms. Pagan was told that her request could not be accepted verbally but must be put in writing. A FAX was sent to NIPC on December 12 with the original mailed on that same date (copy attached).

In the past, NIPC has not denied our request for additional review time. Ms. Pagan attended the December 14 Governmental Services Committee meeting and although NIPC staff acknowledged the errors, the Committee did not understand the importance of this project to DuPage County and why the request for time to comment was needed. The request was denied and the Committee, as we understand the action taken, accepted the favorable recommendation made by NIPC staff (copy attached) and forwarded the docket to the full Commission for review.

Needless to say, our staff was very surprised at the action taken by the Committee and their insensitivity to the problems of residents surrounding O'Hare. We were also surprised that NIPC staff, in light of the error on their part, did not request that the Committee grant the 30 day extension on DuPage County's behalf. NIPC staff should have taken it upon themselves to contact DuPage County when a project of this importance was not included in our December 1 transmittal of comments.

Following the meeting, NIPC staff provided us with a copy of their file on this docket. Attached is a copy of this file minus the Standard 424 form and letters of assurances. Are these 4 pages all that is needed to obtain a \$60,274,650 FAA grant? Are these 4 pages all the documentation you need to receive a favorable review from NIPC?

Our greatest concern is the update of the master plan. The sole description of this work element is shown on the last page of their application as "Update Master Plan: This project will provide for an update of the O'Hare Master Plan - Estimated cost \$2,000,000". NIPC attempted to arrange a meeting where DuPage could find out more about the master plan, but during a telephone conversation confirming the meeting with Chicago Aviation staff representative Kitty Freidheim, Ms. Pagan learned that the City was willing to meet with her but had no information to share. They said they had no details and even informal staff notes describing the future scope of work

would not be available. On what information did NIPC base its favorable review of this component of the docket? Details on the other components was available from the 1995 Master Plan but we have not been able to find any specific information on the scope of the master plan update.

DuPage County believes the new master plan may include consideration of new runways. Recent newspaper articles and discussions with suburban leaders have included this possibility (see attached Chicago Tribune article). This presents a great deal of concern to us. As you know, there is currently a consent decree banning new runways at O'Hare till 1995. That consent decree was a resolution to a suit filed by suburban leaders concerned about noise impacts from jet aircraft. In the interim, the City of Chicago was required to complete a Part 150 noise compatibility study as a condition for approval of the environmental impact statement (EIS) on the 1995 O'Hare Master Plan. This study is a cooperative effort to develop a program that will reduce the effects of aircraft noise on the local citizens. The study's recommendations are not mandatory but DuPage County feels the Part 150 study represents an excellent opportunity to develop noise mitigation measures that can reduce aircraft noise impacts.

The Part 150 study relies on the O'Hare Advisory Committee (OHAC) for public participation and input from suburban leaders. According to the City, this "Committee meets for the purpose of discussing the operation of O'Hare and the airport's impact on the region." However, the master plan update has not been discussed with OHAC. In fact, OHAC has only met twice since last April. Since the City has their aviation consultants under contract to perform the Part 150 study, we can only assume that work is proceeding with no input from the public, OHAC, or the subcommittees OHAC established to provide input on specific components of the study.

Any work program for a master plan update for O'Hare Airport must include the meaningful participation of the suburban leaders who have been active in the O'Hare Advisory Committee and of the residents of both Chicago and the suburbs who are adversely impacted by noise, air pollution and traffic congestion emanating from the airport.

The new master plan will be subject to a new environmental assessment. Will a new Part 150 study be required at that point? How can we better coordinate these efforts? We feel that OHAC is the only forum available to address these concerns. Other questions include coordination with the Midway master plan update and the continued third airport planning effort.

Most basic of all, considering the work currently in progress, why is there a need to update the master plan at this time. When queried about this, Chicago Aviation personnel said that O'Hare's present development plan was nearing completion and they felt it was time for an update. The current scarcity of federal program dollar necessitates a complete justification of this study and the accompanying 2,000,000 FAA grant. The project justification should include how this update will relate to other ongoing efforts such as the Part 150, the Midway master plan update, and the third airport study; how it will relate to OHAC; will it include new runways and how public participation will be included in the process.

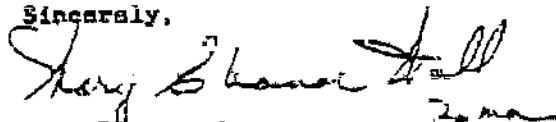
OH 00032139

As has been consistently our policy, the DuPage County Regional Planning Commission will be opposed to any project which shall cause or contribute to any increase in noise levels from the operation of aircraft at O'Hare Airport. Based on the information available to us, we do not know if the update of the master plan will be consistent with our policies and we do not see any justification for this planning effort at this present time.

If there are any questions or comments regarding this letter, please contact me or Dalip Basni at (708) 882-7236.

Thank you for your time and consideration in this matter.

Sincerely,

  
Mary Eleanor Wall

MEW:ag

Enclosures

cc: Jack T. Knuspfar, Chairman, DuPage County Board  
Connie Zimmermann, NIPC  
Margaret Price, NIPC  
Regional Planning Commission  
DuPage County Board Airport Committee  
John Geils, President, Village of Bensenville  
Martin Butler, Chairman, SOC  
Dalip Basni, Director, DuPage County Development Dept.  
Larry Christmas, Director, NIPC

Memorandum

Date April 6, 1993

From Marilou von Ferstel

To David Mosena, Lisa Howard

cc: Dave Tabolt  
Jim Martinez

Here is our proposal for the O'Hare Project.

As you can see, we've tried to cover a lot of bases - government officials, business people, taxing bodies, airline employees, travelers, the media, people within the noise footprint and the larger Metropolitan area community.

I've also attached a copy of Richard Day's research proposal, so you can see our thinking on the kinds of issues we want to explore.

We think this plan gives us the flexibility to communicate with all the audiences that must be reached - and to effectively put out any fires that may be kindled during the campaign.

The only area we do not fully explore in our proposal is a grassroots campaign because we believe much of the basic public outreach can be handled through the plan we describe here.

I look forward to discussing our proposal with you tomorrow.

MJ 0559

Pl. Ex. C 94

Ogilvy Adams & Rinehart

# O'Hare Airport Communications Program

For

The Chicago Department of Aviation

MI 0560

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### Situation Analysis

The Suburban O'Hare Committee, a small, but vocal group, has stalled progress at O'Hare through a successful public relations campaign that has:

- Created the image that the suburbs are nearly unanimous in their opposition to further growth at O'Hare.
- Convinced area media that the Suburban O'Hare Committee represents a majority of suburban residents.
- ~~Blocked~~ <sup>Blocked</sup> needed airport improvements, as well as the City's attempts to reduce the number of homes affected by airport noise.
- Fueled an atmosphere of Chicago-bashing in some suburbs.
- Locked up the political process by making officials -- including Gov. Jim Edgar -- wary of doing anything that might offend the perceived majority.

But increasing evidence shows SOC reflects a minority opinion -- and that its support is dwindling as the economy becomes a bigger issue. Studies by Richard Day Research Inc. show there is significant suburban support for O'Hare. In the most recent study, conducted last fall, 51 percent of area residents said the airport is "vital" to the economy, another 32 percent said it is "important." The same study shows that people support modernizing the airport by a 4-to-1 margin.

### Objectives

The goal of our campaign is to win widespread public and political support for runway expansion at O'Hare.

### Strategies

To accomplish this, we must:

- Define the terms and conditions that make new runways acceptable to people in the area.
- Craft a ~~comprehensive~~ package that meets or exceeds those terms and conditions to win support in the communities most affected by noise.
- Develop evidence showing broad support for the City's solution.
- Motivate people affected by O'Hare or who benefit from it to become more vocal in their support of the airport.
- Show that the current opposition to O'Hare expansion is limited to a minority of suburban residents and officials.

### Messages

A communications campaign must address the concerns of different audiences, including O'Hare's suburban neighbors, other area residents and the business community. The following messages may guide all our communications:

- We've been involved in a false debate; most people support expansion.
- Expanding O'Hare is good for the area's economy.
- Noise "victims" are being held hostage by obstructionist suburban politics.
- Chicago is willing to ~~compromise~~ *work with the suburban neighbors to make a deal*
- It's time to stop the delays and do something.

### Tactics

**Research.** We recommend five areas of research to fully investigate the issues. While the City may finance the research, it should seek suburban sponsorship from groups like chambers of commerce or others. The research would focus on:

- **O'Hare area residents.** A survey of the 10 ~~existing~~ *existing* communities would tell us what it will take for residents to support new runways. Our goal is to identify the current level of support and determine which compromises will optimize it. The survey will also let us develop profiles of supporters in each town, for use in future communications or in talks with local officials.
- **Metropolitan area residents.** Past studies show a metropolitan area survey will find that most people support O'Hare improvements. But surveying statistically significant numbers of Republicans may also tell us that the governor's supporters want runways. And, by sampling frequent fliers, we can tailor messages for this important group that likely wants quick action.
- **Business people.** Business sentiment tends to support O'Hare expansion. The survey would quantify that support, help measure what share of local business revenue is tied to O'Hare and determine whether companies will move from or expand out of the area if O'Hare is not improved.
- **Analysis of political contributors.** A survey of people who support specific officials, including the governor, some legislators and others, may show these constituents - many of them business people - support O'Hare expansion. We will share information about that support with officials.
- **Advocacy identification and development.** Working with several sources, including the Civic Committee and area chambers, we will identify suburban O'Hare supporters who will speak for the expansion. At the same time, we will compile a contact database, or list of individuals, groups and others who should be targeted for continuing communication.

*Research  
implications*

**Compromise package development.** Using research findings, the City must develop a package combining runways with noise abatement and other "trade offs" to the suburbs. The package must appeal to people in noise-impacted areas.

**Briefing kit.** Using research findings and the City's compromise plan, we will develop a briefing kit that can be used to inform a variety of audiences about Chicago's efforts to solve the problems of noise and flight delays.

**Key influencer briefings.** We will use the briefing materials to inform influential individuals about the City's compromise. Among the influencers we would contact are: Local suburban officials, the governor, specific state legislators, the media and leaders of influential organizations (including labor unions, chambers of commerce, the Rotary, contractors associations, Realtors and others).

**Tax user briefings.** Ignored in discussions of O'Hare expansion are taxing bodies who benefit - directly and indirectly - from the airport. School, park, community college districts and other municipalities don't realize what O'Hare contributes. We will develop materials to explain the contributions and show how inaction will put a ceiling on revenue, something most taxing bodies cannot afford.

**Continuing media relations.** An ongoing media relations campaign is vital to O'Hare expansion. The media must be regularly informed of research findings and developments in the City's efforts to win support for a compromise. We also hope each survey provides fresh press material amenable to suburban support for O'Hare and showing that people are anxious to solve the airport's problems.

**Community outreach.** To further broaden support, we must directly inform the public about what the City is doing and fully explain the benefits O'Hare provides to the suburbs. The outreach will include several components:

- **Video.** Very successful in the Lake Calumet effort, the video can be used with presentations or can be distributed independently to appropriate groups. The video may also be useful for local cable channels.
- **Speakers bureau.** This provides both suburban advocates and City officials the forums to make the case for O'Hare expansion on a grassroots level.
- **Phone census.** A phone room operation would allow us to call virtually every resident in the 10 suing communities for three reasons: 1) to inform everyone of the City's proposal, 2) measure support for O'Hare expansion and 3) identify supportive families for further followup.
- **Letter campaign.** Periodic letters will update supporters on the progress of runway negotiations. The "newsletters" will allow us to keep in touch with supporters and ask them to act when necessary. The mailing list will be developed from our contact database and other research.
- **Lawn signs.** We will identify individuals willing to support O'Hare by placing lawn signs on their property. They make visible statements that increase awareness of the suburban support for the airport.



- **Direct mail to "victims."** To date, the victims of O'Hare noise have let elected officials speak for them. A direct-mail campaign to residents in the noise footprint will explain what Chicago wants to do to minimize the noise and may erode support for the Suburban O'Hare Committee.
- **Call-in campaign.** To measure suburban support, we will establish an 800-number that people may call to register support for Chicago's compromise plan. While not scientific, it will generate interest and media attention.

**Airport campaign.** Airport users, both travelers and airline employees, are an important audience. There are several ways to reach them:

- **Airline employee outreach.** Thousands of airline employees live and vote in the suburbs. We will work with the airlines to explain the need for new runways at O'Hare -- and ask employees to lobby their elected officials.
- **Airline passengers.** Local residents who use O'Hare know what bad weather delays mean really mean. Two ways to communicate with these travelers will give us media material and names for our contact database:
  - **In-flight handouts.** Passengers aboard delayed flights will receive postcards advocating support for Chicago's solution to the delay problem. Flight attendants can collect the signed cards, addressed to both Mayor Daley and Governor Edgar, or passengers can deposit them in bins located throughout the airport.
  - **Concourse billboards.** Billboards will feature copy like: "Stuck by delays? Chicago has a solution to the problem, but we need your help." Attached to the billboard will be stacks of "take one" cards that are addressed to both Governor Edgar and Mayor Daley. Again, they can be dropped in bins throughout the airport.

#### Next Steps

Because of the political situations in Springfield and Washington, there is a nine-month horizon for this project. The governor must act by year's end on O'Hare, or the City will likely have to wait until after the election. Therefore, we must begin doing our homework quickly. That means we need approval to:

- **Identify suburban advocates.** We hope to have a preliminary list soon.
- **Begin research.** It takes nearly two months to conduct and analyze polls. We must begin now to get useful information in time to do any good.
- **Audience database.** We must compile a list of businesses, chambers and other audiences for our messages to move quickly once research is done.
- **Tax user briefings.** We want school districts and other taxing bodies to know the facts as they prepare their budgets for the coming year.

**Budget**

We recommend you consider the entire program, but understand that may not be possible. Below are budget estimates for each element, based on approximations of the time and materials required. In some cases (marked TBD), our suppliers are still developing estimates or costs will depend on further discussion with the Department. These estimates are conservative and reflect repeated rewrites to accommodate review by different City officials.

Tactic	QA&R Budget	Out of Pocket Budget
<b>Research</b>		
O'Hara area survey	\$10,000	\$29,500 - \$35,000
Metro area survey	\$7,500	\$23,000 - \$29,000
Business survey	TBD, depends on support from chambers.	
Contributor analysis	\$18,500	\$5,000 - \$7,500
Advocates	\$18,000 - \$25,000	\$5,900 - \$12,500
Briefing kit	\$9,500	TBD
Influencer briefings	\$12,500	TBD
Tax user briefings	\$15,000 - \$22,500	TBD
Media relations	\$15,000 - \$29,500	\$5,500 - \$10,500
<b>Community outreach</b>		
Video	\$15,000 - \$25,000	<u>\$35,500 - \$68,000</u>
Speakers bureau	\$10,500 - \$22,900	TBD
Phone census	TBD, depending on scope, outside assistance.	
Letter campaign	TBD, depending on scope of mailings.	
Lawn signs	\$3,500 - \$6,500	\$2,200 - \$8,500
Direct mail	\$8,500 - \$12,500	TBD, supplier checking.
Call-in	TBD, supplier checking costs.	
<b>Airport campaign</b>		
Employee outreach	TBD, depends on cooperation from airlines.	
Passenger outreach	TBD, depends on cooperation from airlines.	
<b>Total</b>	<b>\$141,500 - \$201,900*</b>	<b>\$106,600 - \$171,000*</b>

\* Totals do not include TBD estimates. Actual costs may be lower because Ogilvy Adams & Rinehart charges only for hours worked.



# NATIONAL AIR TRAFFIC CONTROLLERS ASSOCIATION

Chicago O'Hare Tower • P. O. Box 66226 • Chicago, Illinois 60666  
(773) 621-7654 • Fax (773) 621-7637

November 30, 2001

The Honorable Peter Fitzgerald  
United States Senate  
Washington, D.C. 20510

Senator Fitzgerald,

As requested from your staff, I have summarized the most obvious concerns that air traffic controllers at O'Hare have with the new runway plans being considered by Mayor Daley and Governor Ryan. They are listed below along with some other comments.


1. The Daley and Ryan plans both have a set of east/west parallel runways directly north of the terminal and in close proximity to one another. Because of their proximity to each other (1200') they cannot be used simultaneously for arrivals. They can only be used simultaneously if one is used for departures and the other is used for arrivals, but only during VFR (visual flight rules), or good weather conditions. During IFR (instrument flight rules, ceiling below 1000' and visibility less than 3 miles) these runways cannot be used simultaneously at all. They basically must be operated as one runway for safety reasons. The same is true for the set of parallels directly south of the terminal; they too are only 1200' apart.
2. Both sets of parallel runways closest to the terminal (the ones referred to above) are all a minimum of 10,000 long. This creates a runway incursion problem, which is a very serious safety issue. Because of their length and position, all aircraft that land or depart O'Hare would be required to taxi across either one, or in some cases two runways to get to and from the terminal. This design flaw exists in both the Daley and the Ryan plan. A runway incursion is when an aircraft accidentally crosses a runway when another aircraft is landing or departing. They are caused by either a mistake or mis-understanding by the pilot or controller. Runway incursions have skyrocketed over the past few years and are on the NTSB's most wanted list of safety issues that need to be addressed. Parallel runway layouts create the potential for runway incursions; in fact the FAA publishes a pamphlet for airport designers and planners that urges them to avoid parallel runway layouts that force taxiing aircraft to cross active runways. Los Angeles International airport has led the nation in runway incursions for several years. A large part of their incursion problem is the parallel runway layout; aircraft must taxi across runways to get to and from the terminals.
3. The major difference in Governor Ryan's counter proposal is the elimination of the southern most runway. If this runway were eliminated, the capacity of the new airport

would be less than we have now during certain conditions (estimated at about 40% of the time). If you look at Mayor Daley's plan, it calls for six parallel east-west runways and two parallel northeast - southwest runways. The northeast - southwest parallels are left over from the current O'Hare layout. These two runways simply won't be usable in day-to-day operations because of the location of them (they are wedged in between, or pointed at the other parallels). We would not use these runways except when the wind was very strong (35 knots or above) which we estimate would be less than 1% of the time. That leaves the six east-west parallels for use in normal day-to-day operations. This is the same number of runways available and used at O'Hare today. If you remove the southern runway (Governor Ryan's former proposal), you are leaving us five runways which is one less than we have now. That means less capacity than today's O'Hare during certain weather conditions. With good weather, you may get about the same capacity we have now. If this is the case, then why build it?

4. The Daley-Ryan plans call for the removal of the NW/SE parallels (Runways 31L and 31R). This is a concern because during the winter it is common to have strong winds out of the northwest with snow, cold temperatures and icy conditions. During these times, it is critical to have runways that point as close as possible into the wind. Headwinds mean slower landing speeds for aircraft, and they allow for the airplane to decelerate quicker after landing which is important when landing on an icy runway. Landing into headwinds makes it much easier for the pilot to control the aircraft as well. Without these runways, pilots would have to land on icy conditions during strong cross-wind conditions. This is a possible safety issue.

These are the four major concerns we have with the Daley - Ryan runway plans. There are many more minor issues that must be addressed. Amongst them are taxiway layouts, clear zones (areas off the ends of each runway required to be clear of obstructions), ILS critical areas (similar to clear zones, but for navigation purposes), airspace issues (how arrivals and departures will be funneled into these new runways) and all sorts of other procedural type issues. These kinds of things all have to go through various parts of the FAA (flight standards, airport certification etc.) eventually. These groups should have been involved with the planning portion from day one. Air traffic controllers at the tower are well versed on what works well with the current airport and what does not. We can provide the best advice on what needs to be accomplished to increase capacity while maintaining safety. It is truly amazing that these groups were not consulted in the planning of a new O'Hare. The current Daley - Ryan runway plans, if built as publicized, will do little for capacity and/or will create serious safety issues. This simply cannot happen. The fear is that the airport will be built, without our input, and then handed to us with expectations that we find a way to make it work. When it doesn't, the federal government (the FAA and the controllers) will be blamed for safety and delay problems.

Sincerely,

  
Craig Burjock  
Facility Representative  
NATCA - O'Hare Tower