2025 Report Card for America's Infrastructure

Aviation

November 6, 2025

2025 REPORT CARD FOR AMERICA'S INFRASTRUCTURE

ASCE
AMERICAN SOCIETY OF CIVIL ENGINEERS

Agenda

- Overview of ASCE Report Card
- Projects & Case Studies
- Panel Discussion
- Q&A

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Speakers

Melissa Cooper
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City of Kansas City, Missouri

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Principal
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Executive Director
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David Sklar
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Presentation FYI

- Webinar is being recorded
- Recording and slides will be made available
- Attendee input via typed questions
- Send any technical issues/questions through the chat function

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2025 REPORT CARD

FOR AMERICA'S INFRASTRUCTURE

2025 Report Card for America's Infrastructure

AVIATION		D+
BRIDGES		C
BROADBAND	NEW	C+
DAMS	↑	D+
DRINKING WATER		C-
ENERGY	↓	D+
HAZARDOUS WASTE	↑	C
INLAND WATERWAYS	↑	C-
LEVEES	↑	D+
PARKS AND RECREATION	↑	C-
PORTS	↑	B
RAIL	↓	B-
ROADS	↑	D+
SCHOOLS		D+
SOLID WASTE		C+
STORMWATER		D
TRANSIT	↑	D
WASTEWATER		D+

America's Cumulative Infrastructure Grade

A	EXCEPTIONAL
B	GOOD
C	MEDIOCRE
D	POOR
F	FAILING

Key Trends

1. Aging infrastructure systems are increasingly vulnerable to natural disasters and extreme weather events, creating unexpected and often avoidable risks to public safety and the economy.

2. Recent federal and state investments have had a positive impact, but the full force of increased funding will take years to realize. Sustained investment is key to providing certainty and ensuring planning goes to development, as well as making larger infrastructure projects attainable.

3. Unreliable or unavailable data on key performance indicators continues to impact certain infrastructure sectors.

Methodology

- CAPACITY
- OPERATION AND MAINTENANCE
- CONDITION
- PUBLIC SAFETY
- FUNDING
- RESILIENCE
- FUTURE NEED
- INNOVATION

National Trends in Aviation that Shaped the Grade

2021 Grade = D+ 2025 Grade = D+

- Capacity: ⟷
  - Domestic U.S. air travel rose from 629.5M passengers in 2010 to 811.4M in 2019, dropped to 337.4M in 2020 due to COVID.
    - ➢ Rebounded to 819.5M by 2023.
  - On-time arrivals declined from 78.3% in 2019 to 76% in 2023.

- Condition: ⟷
  - In FY23, 97.7% of NPIAS runways were rated excellent, good, or fair.
  - Major airport upgrades are underway ex. terminal modernization, enhanced security screening, expanded parking, improved roadways, and consolidated rental car facilities.

- Funding: ↑
  - Airports primarily fund themselves through operating revenue, bonds, grants, and Passenger Facility Charges (PFCs).
  - IIJA added $25B for aviation infrastructure, while COVID relief provided $20B to offset revenue losses.
  - Recent FAA reauthorization includes modest funding increases, but keeping the PFC cap at $4.50—unchanged since 2001—remains a missed opportunity.

- Future Need: ↔
  - The FAA estimates $67.5B in capital needs from 2025–2029.
  - ASCE projects $310B needed from 2024–2033, with only $197B in expected funding—leaving a $114B gap.

- Operation and Maintenance:
  - The U.S. aviation system faces a shortage of 3,000 air traffic controllers, contributing to delays and safety concerns.
  - FAA progress on modernizing air traffic management through the Next Generation Air Transportation System (NextGen) has been uneven, hindered by upgrade delays, outdated equipment, staff shortages, and limited repair materials.
- Public safety & resilience:
  - From May 2023 to May 2024, there were 1,115 runway incursions.
  - The 2024 FAA Reauthorization Act allocates $200M annually for airport resilience and safety, including a “Zero Tolerance” policy for near misses and surface risks.
  - Cybersecurity and drones remain ongoing challenges.

- Innovation: ⟷
  - NextGen implementation has been delayed by multiple factors.
  - The FAA Reauthorization sunsets the Office of NextGen on December 31, 2025, with remaining programs shifting to a new Airspace Modernization Office.

Kansas City International Airport

New Terminal

at Kansas City International Airport (MCI)

ASCE Aviation Report Card

Presented by

Melissa Cooper - Director of Aviation

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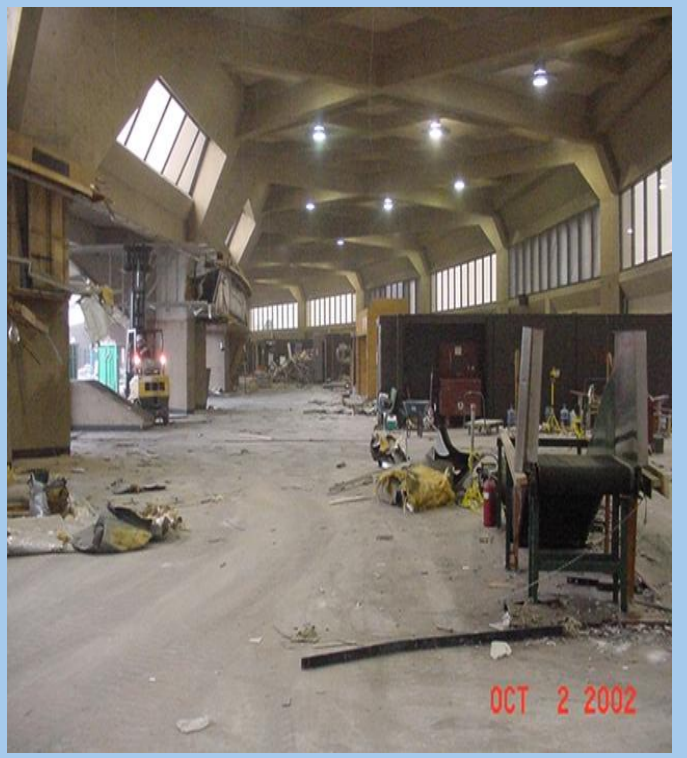
Terminal Improvement Program

Terminal Improvement Program (TIP), **1995-2004** Included Complete Removal of Interior Down to Concrete Frame



1995: Airport Master Plan/approved by the FAA, the Terminal Improvement Program – TIP was initiated.

1998-2000: Completed designs for construction/bid documents. Construction phasing determined with airline approval.

2000-2004: TIP construction takes place in multiple phases in each of the three terminals.

Program Costs total $258 million
(2023 dollars = $425 million)

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Unable to adapt to an evolving airline industry

- Airline Consolidation – Gates needed to be together
- Security Screening – Isolated checkpoints = no efficiency
- Larger Aircraft & Higher Load Factors – Not enough concessions, seats, or restrooms in gate areas

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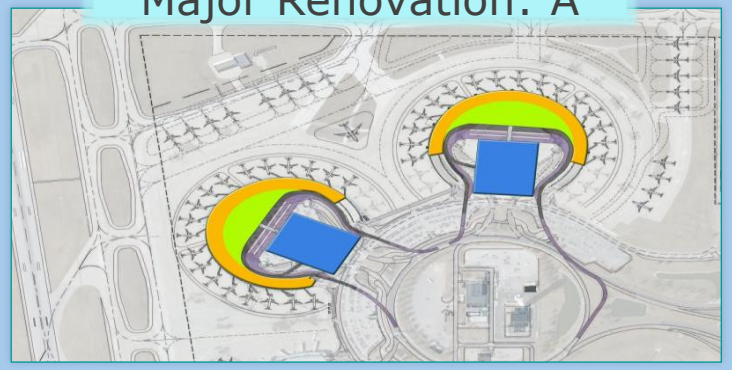
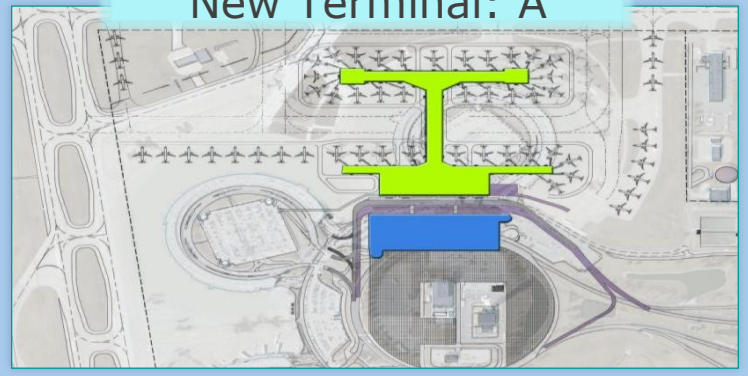
Conceptual Site Plans – Final 4

Major Renovation: A

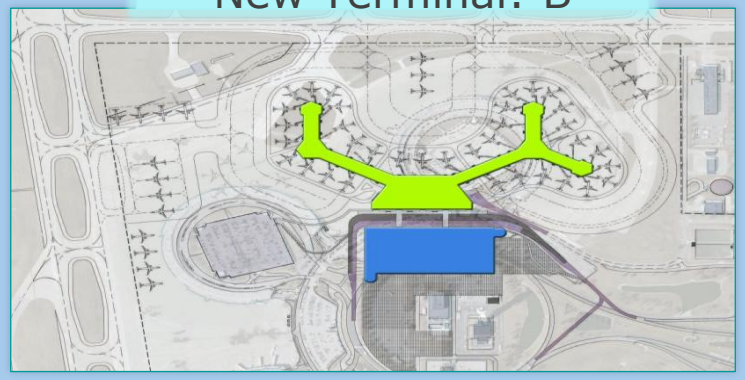


New Terminal: A



Major Renovation: B

New Terminal: B



Airport and Airline discussions started in 2013-2014 on options available (Renovation or New)

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New Terminal Project Timeline

September 2017 – Edgemoor Selected as Development Partner

November 2017 – Public Vote

March 2019 – New Terminal Use & Lease Agreement

March 2019 – Groundbreaking / Terminal A Demolition

April 2020 – Vertical Construction Begins

October 2020 – First Call for Artists

January 2021 – Topping Out

September 2021 – Vantage Selected as Concessions Partner

February 2023 – Terminal Test / Open House / Grand Opening

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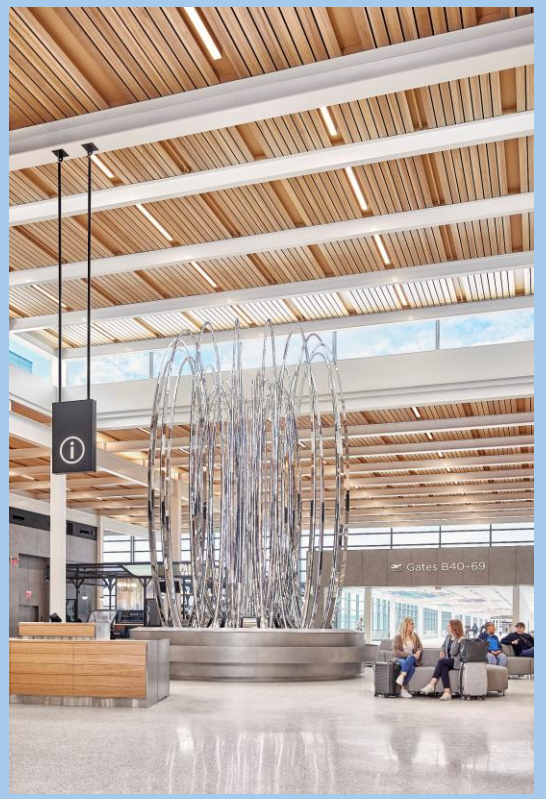
Community Design Principles

Five Primary Goals

- Inclusive & Accessible Passenger Experience
- Efficient Operations
- Flexibility and Adaptability
- Environmental Performance
- Kansas City Identity



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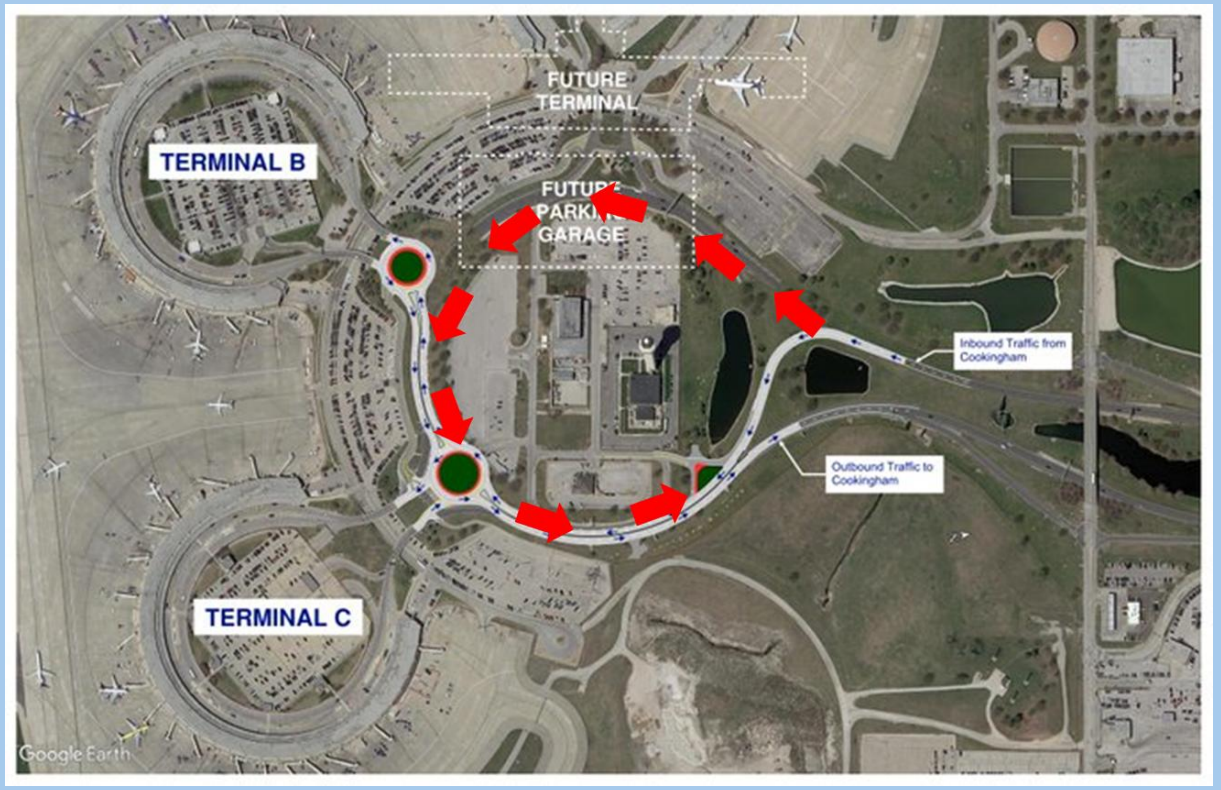
Major Roadway Change – April 2020

- Isolate construction site
- Passenger traffic re-routed to Terminal C and Terminal B
- No interruption to traffic and airlines



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New Single Terminal at MCI

- Construction of a new 40-gate terminal is complete
- 25% bigger on opening day (utilized 30 gates in old terminal complex)
- Largest capital program in City's history at $1.5 Billion
- Completed on time and on budget
- Opened February 28, 2023

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Significant Changes at MCI

- Arrivals, Departures, & Commercial Curb Operations
- Size of Facility
- Pavement Layout & Virtual Ramp Control
- Glass Boarding Bridges
- Concessions Program
- Guidance lights

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Departures Road Entrance Ramp & Parking Garage

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Airside Paving

- 100 Football Fields – 380,000 SY of 15" and 90,000 SY of 11"
- Project was organized in 5 Phases – organizational sequence with underground utilities, grading, sub-grade, and paving
- Approx. 700 calendar days for the 5 phases of paving
- Equivalent of 70 lane miles of interstate
- Other items installed with pavement section: 500 light cans and 5,400 lf of trench drains

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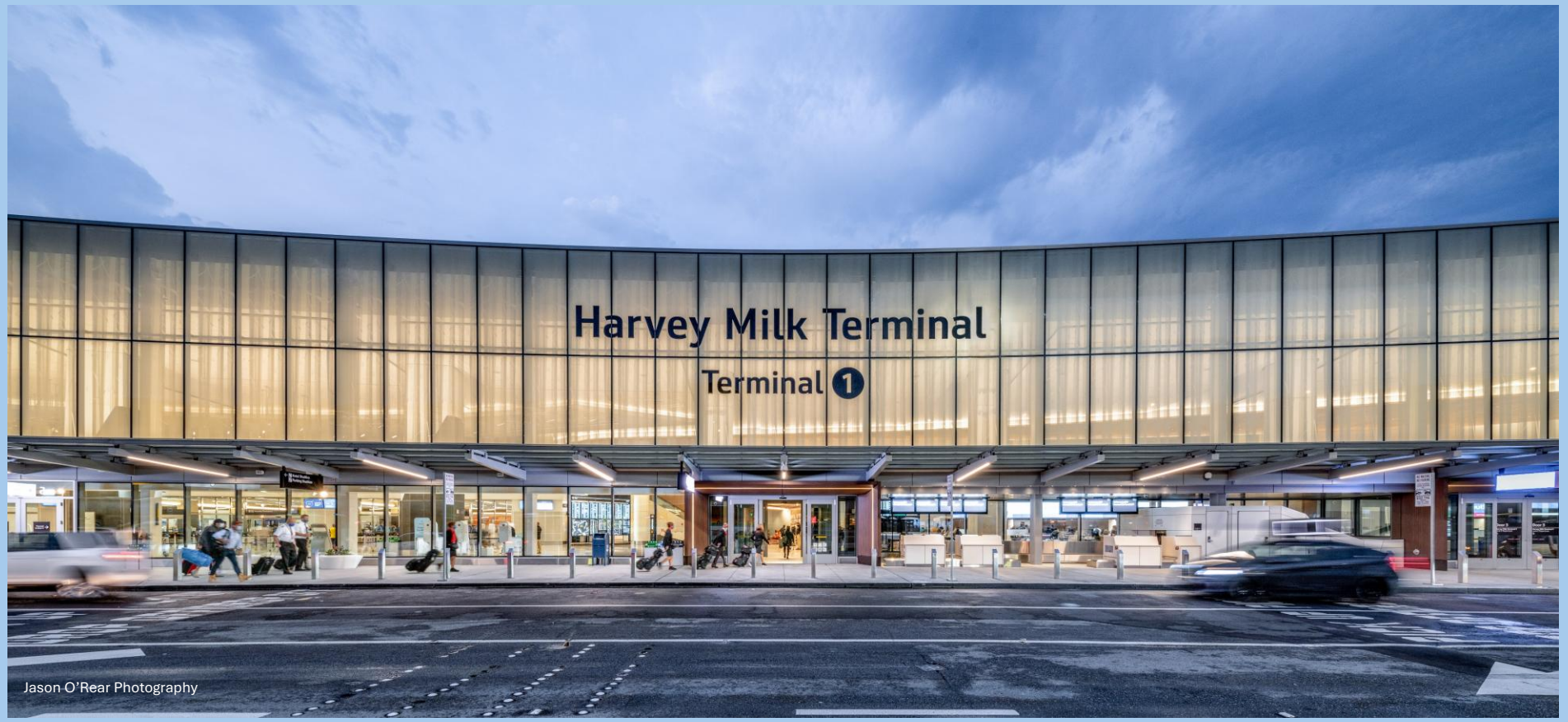

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Syracuse Hancock International Airport

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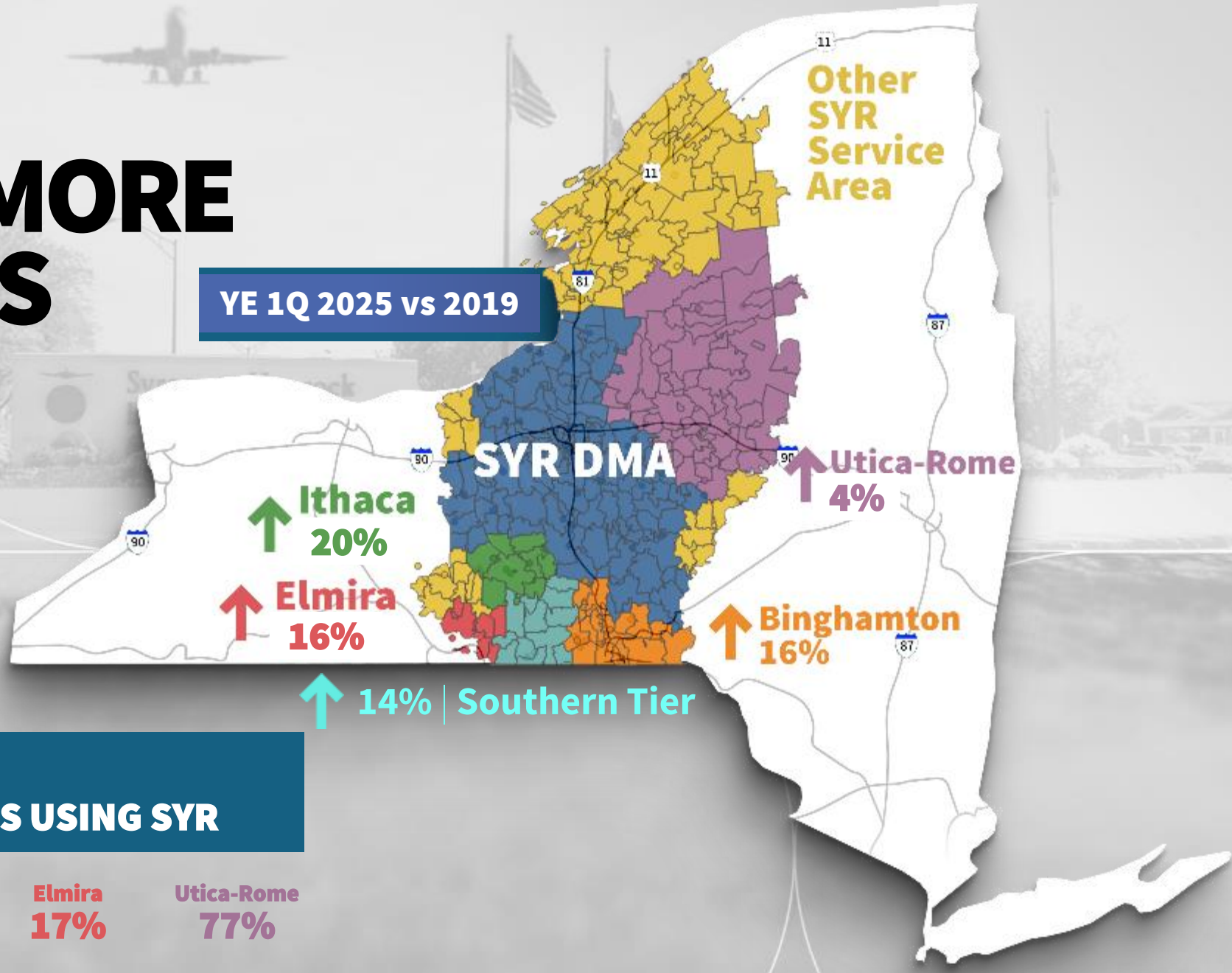
CATCHING MORE CUSTOMERS



Current Overall

PERCENTAGE OF TRAVELERS USING SYR

Binghamton	Ithaca	Southern Tier	Elmira	Utica-Rome
52%	42%	32%	17%	77%

Micron's Impact

$100B+
investment

9,000
direct jobs

50,000
total jobs

Micron's INVESTMENT IN CONTEXT

4 x 600,000 sq. ft. CLEANROOMS for a total of **2.4M sq. ft. OF CLEANROOM SPACE.** Approx. 40 U.S. football fields.

Will be **LARGEST CLEANROOM IN U.S. HISTORY.**

Micron's investments is the **LARGEST IN NEW YORK STATE HISTORY**; one of **THE LARGEST IN U.S. HISTORY.**

Amazon's fulfillment center in Clay was the largest capital investment project in the region.

MICRON'S INVESTMENT IS 250X ITS SIZE.

There are 390,000 people employed in the five county **CNY** region. 9,000 new jobs at Micron represent a

2.7% INCREASE IN EMPLOYMENT

CNY's average wage is **$58,438** (as of Q12022). The **AVERAGE MICRON STARTING SALARY IS $109,000.**

CEO Centerstate Corporation for economic development

Syracuse Micron Schedule and Semiconductor Updates

December 2024: Finalized CHIPS Award Agreement

Q1/Q2 2025: Draft Environmental Impact Statement

November 2025: Construction Begins; Micron Recently Executed $1B Contract with Gilbane

Q3 2027: Ready for Equipment – Suppliers Must be Operational

Q1 2028: Commercial Production

TBD: New York Power Authority to Construct New Nuclear Power Plant in Upstate NY

Q1 2025: Opening of Micron Syracuse Offices

2H 2025: Environmental Review Complete

Q4 2025: Micron Regional HQ in Downtown Syracuse Complete

Q4 2027: Testing and Commissioning

2030: Deadline for 2nd Chip Fabrication Facility to Avoid $6.1B Federal Grant Repayment

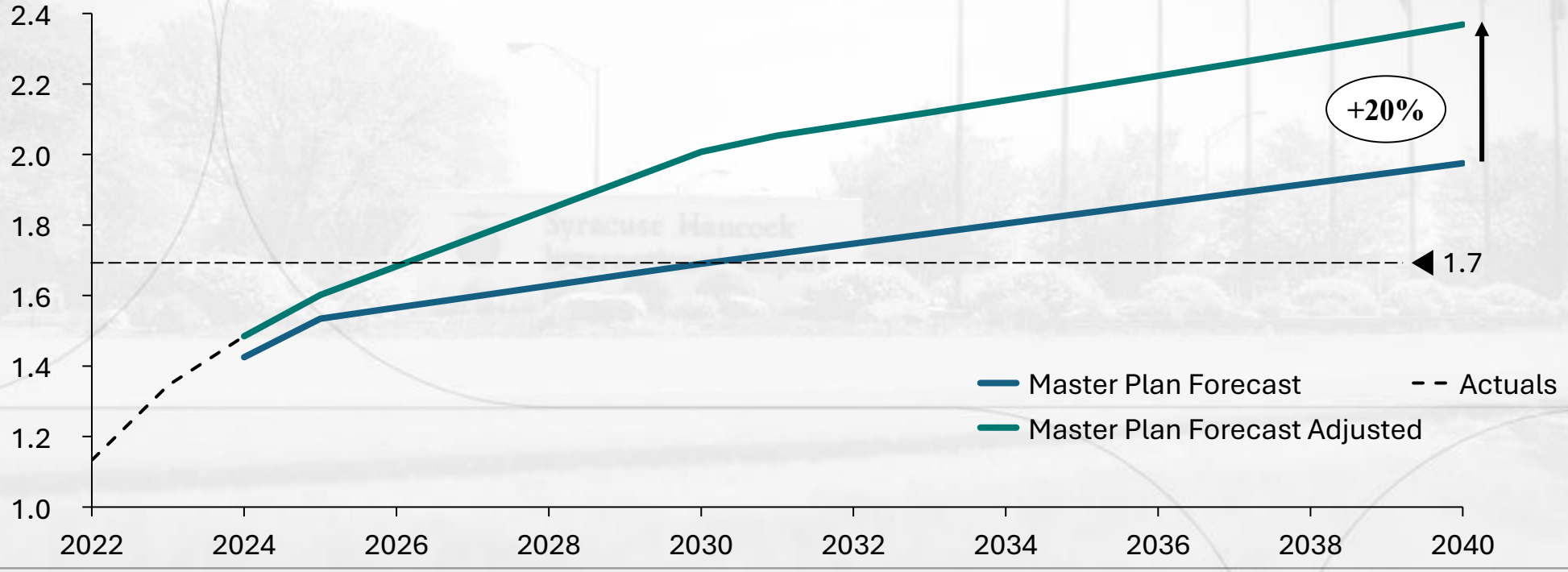
Micron Campus Fab Construction Schedule

Phase	Fab	Construction Start	Ready for Equipment	Building Construction End	Operations Start
Phase 1A	Fab 1	Q4 2025	Q2 2028	Q2 2028	Q1 2029
Phase 1B	Fab 2	Q3 2028	Q3 2030	Q4 2030	Q4 2030
Phase 2A	Fab 3	Q3 2033	Q2 2035	Q4 2035	Q4 2035
Phase 2B	Fab 4	Q2 2039	Q2 2041	*(Not listed)*	Q3 2041

Source: Micron Technology **Note:** Fab building construction would end in Q3, with final site work continuing into late, internal equipment fit-out continuing, and ramp-up to full production by [unspecified date]

SYR Master Plan overview

PLANNING FOR THE FUTURE

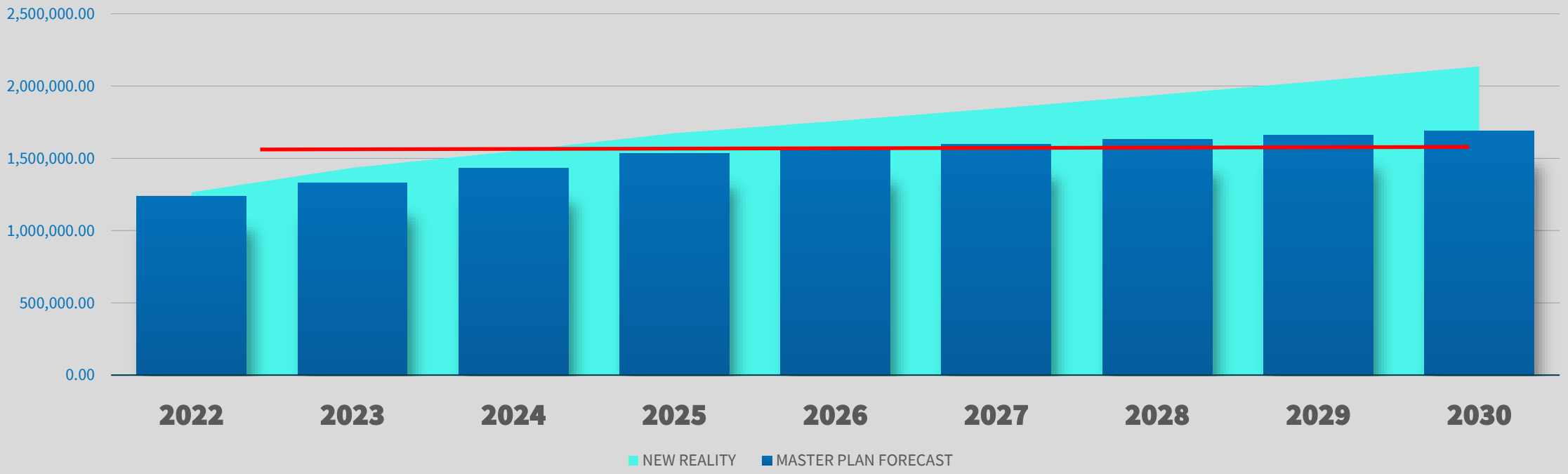


NEW REALITY:

2025 is the New 2030

1,658,615
2025

1,690,385
2030



5-Year capital program

2030 INVESTMENT ESTIMATES[1]

AREA	CURRENT	PRIMARY FUNDING
Airfield	$73,817,735.15	FAA
Airport Support	$5,851,248.11	FAA/SRAA
Cargo	$9,143,990.54	Private (P3)
Energy	$400,000.00	SRAA
General & Business Aviation	$78,948,319.45	Private (P3)/SRAA
Landside (parking and roadways)	$320,000,000	SRAA
Terminal	$663,883,278.88	Federal/State/ SRAA
Grand Total	**$1,112,044,572.13**	
Cargo AAM	$ 16,393,062.78	Private (P3)/SRAA
GA AAM	$ 21,774,345.20	Private (P3)/SRAA
Grand Total	**$ 38,167,407.98**	

1: All projects: 5-year + all master plan projects

SYR MASTER PLAN Overview

SRAA Syracuse Regional Airport Authority


Consolidated
Rental Car Facility
CONRAC
NORTH
GARAGE
SOUTH
GARAGE
SYR
D
T
SYR MASTER PLAN
Terminal
SRAA
Syracuse Regional
Airport Authority

SYR MASTER PLAN

Landside Improvement Program

SRAA
Syracuse Regional Airport Authority


Connection to Northern Boulevard
SYR MASTER PLAN
Cargo Development
SRAA
Syracuse Regional Airport Authority
C3
C4
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Panel Discussion

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Questions?

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