

Exhibit A

QUALIFICATIONS AND RESUMES





PROFESSIONAL SERVICES AND QUALIFICATIONS

SERVING:

Airports and Airport Authorities
International and Domestic Passenger Airlines
Integrated Express Carriers
Industry Trade Associations
Aircraft Manufacturers
Travel Companies
Legal Profession
Financial Institutions
Regulatory Agencies
Government Planning and Policy Agencies

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WHO WE ARE

The Campbell-Hill Aviation Group, Inc. (Campbell-Hill) is a privately-owned U.S. consulting firm providing a wide range of services to the aviation industry. Campbell-Hill's client base includes passenger airlines, all-cargo carriers, airports, industry associations, and city, state, and federal government agencies. Campbell-Hill is located in the Washington, D.C. area, which provides ready access to U.S. government agencies, law firms, leading transportation and public policy research centers.

The Campbell-Hill Aviation Group was formed by **Dr. Brian M. Campbell** in 1993, as the successor to the aviation practice of Leeper, Cambridge & Campbell, Inc. (LCC) of which Dr. Campbell was a co-founder and Chairman. Dr. Campbell has been engaged in aviation consulting continuously since 1982.

Dr. Campbell began his aviation consulting career in 1968 with Simat, Helliesen & Eichner, Inc. (SH&E) and is an expert in airline economics, planning and forecasting, and the measurement of the economic impacts of air services on local and regional economies. He was a co-founder of two start-up airlines and has consulted to many others. He also is an industry leader in the air cargo/air express sector and in the evaluation of the financial impacts of noise and emissions regulations on the owners and operators of commercial aircraft, as well as on national and regional economies. Dr. Campbell's broad background as an entrepreneur, airline executive, and respected advisor to the aviation industry is an invaluable resource for Campbell-Hill clients.

Mr. Dean B. Hill (President) brings 27 years of airline experience to the firm from Delta Air Lines, where he gained extensive operating expertise in all facets of airline planning, marketing, and analysis. Mr. Hill has particular skill in route and marketing strategy, hub development, acquisition evaluation, code-sharing and carrier alliances, and regulatory affairs. At his retirement from Delta, Mr. Hill was Director of International Route Development. Mr. Hill offers Campbell-Hill clients an important understanding of the aviation industry from an airline perspective.

Mr. Rex Edwards (Consulting Associate) brings more than 25 years of transportation research and consulting experience to Campbell-Hill projects. His strengths as an economist, statistician and transportation database expert benefit the firm's clients in both passenger and air cargo/express systems analysis and forecasting. Mr. Edwards manages the firm's aviation economic impact studies for airports and he has analyzed FAA flight operations and delay databases for a landmark study in 2001.

The firm has a highly qualified team including three other senior full-time experienced aviation economists.

Mr. Patrick M. Swift (Research Director) has a broad, hands-on background in the planning and operation of small and start-up airlines. Mr. Swift advises clients on a range of planning issues, including domestic and international slot procurement and management, CRS management, aircraft scheduling, and airline pricing. He is an expert in managing and analyzing large aviation and economic databases.

Mr. Kevin Schorr (Research Director) specializes in creating and delivering air service presentations for airport clients of all sizes. He also has experience with airport use and lease agreements, rates and charges methodologies, schedule analysis, and route planning. Before joining Campbell-Hill, Mr. Schorr spent 2½ years with PA Consulting Group, Inc. in Washington, DC and prior to that, he was Director – Domestic Strategies and Alliances for Trans World Airlines (TWA). His responsibilities at TWA included the implementation of the alliance with America West, international route planning, schedule planning, and other codeshare planning activities.

Mr. Todd Schroder (Research Director) has eight years of experience in aircraft marketing and fleet planning. He is an expert in market research, including fleet planning studies, regional airline industry forecasting, and strategic planning. Mr. Schroder's extensive technical abilities include database development and geographical, industrial, and demographic information systems.

Supporting the firm's research projects are three full-time economic analysts.

Azer Ibadov (Senior Research Analyst) Mr. Ibadov has a B.B.A in International Management from Pace University and an M.B.A. in International Finance from American University. Mr. Ibadov joined Campbell-Hill in 1999 and currently specializes in statistical and database analysis and research.

James Lundy (Research Analyst) Mr. Lundy has a B.B.A. in Finance from James Madison University. Joining the firm in 2003, Mr. Lundy specializes in statistical and database analysis and research.

The firm's computer systems employ state-of-the-art graphics software, communications packages, and modern database management and statistical packages that include traditional regression and other multivariate techniques. The firm has access to all U.S. Department of Transportation and Department of Commerce traffic and financial databases.

The Campbell-Hill Aviation Group maintains close working affiliations with a broad base of other aviation marketing, airport planning, and economic and financial service companies from which additional resources are readily available. In addition, Campbell-Hill has excellent working relationships with numerous regulatory attorneys, and transportation professors and researchers at several leading universities.

The firm is 100% employee owned and managed.

WHAT WE DO

The Campbell-Hill Aviation Group specializes in providing a wide range of consulting services to the aviation industry. Campbell-Hill's client base includes passenger airlines, integrated air express carriers, all-cargo carriers, airports, and financial institutions. Campbell-Hill's engagements are divided approximately equally between the private sector, and various levels of government and airport organizations.

A major portion of our engagements involves problem diagnosis, opportunity specification, forecasts and analyses of decision alternatives, strategic recommendations, and follow-up evaluations. Other significant aspects of our private sector practice include regulatory issues (e.g., international route development and regulatory cases, aircraft noise and emissions policy, and government aviation competition policy development), long-range planning (e.g., aircraft fleets), litigation support, and marketing strategy.

PRIMARY CONSULTING SERVICES

INTERNATIONAL AVIATION

Airline and Airport Advocacy and Representation
Carrier Alliances and Code-sharing Evaluation and Negotiation
Traffic Analysis and Forecasting • Environmental Policy Analysis
Financial and Economic Impact Studies
Government Regulatory Policy Analysis
Bilateral Representation and Strategy

AIR SERVICE DEVELOPMENT

Marketing Strategy • Service Opportunity Studies
Competitive Service Analysis • Marketing Programs for Airports
Air Service Plans and Presentations • Industry Monitoring Services
Traffic, Revenue, and Profit/Loss Forecasts
Multiple Airport Traffic Assignment Modeling

PRIMARY CONSULTING SERVICES

ECONOMIC AND FINANCIAL ANALYSIS

Feasibility Studies • Corporate Valuation Studies • Preparation of Business Plan
Litigation Support • Economic, Financial, and Traffic Forecasting • Arbitration Opinions
Impact Analysis of Environmental Initiatives • Due Diligence Evaluations

STRATEGIC PLANNING

Merger and Acquisition Analysis • Analysis of Industry Issues
Alliance Strategy Simulation Modeling • Route Strategy and Traffic Flow Analysis
Public Policy Analysis and Advocacy Papers

AIR CARGO STUDIES

Commodity Flow Analysis • Hub Location Analysis • Mode-Split Modeling
All - Cargo Service Studies • Economic Impact Studies • Carrier Presentations

REGULATORY SERVICES

Route Case Preparation/Presentation • Strategy Development
Expert Testimony • Aircraft Noise Policy Evaluation
Merger Case Analysis and Support (DOT, DOJ, FTC, Congress)
Regulatory Accounting and Reporting

RESOURCE PLANNING

Schedule Evaluation • Fleet Planning • Financial Forecasting
Airline Alliance Evaluation • Restructuring Studies • Airline Merger Evaluation
Aircraft Evaluation

SURVEY RESEARCH

Travel and Tourism • Airlines and Forwarders
Business Firms • Cargo Shippers

SELECTED CLIENTS

U.S. FEDERAL GOVERNMENT

Department of Transportation • Federal Aviation Administration

FOREIGN GOVERNMENTS

Government of Canada • Government of Taiwan

STATE AND LOCAL GOVERNMENTS

City of Calgary, Alberta • City of Edmonton, Alberta
City of Harlingen, Texas • City of Kansas City, Missouri
City of Memphis, Tennessee • City of San Jose, California
Commonwealth of Virginia • County of Milwaukee, Wisconsin
Province of Alberta • State of Connecticut • State of Hawaii
State of Maryland • State of New York • State of North Carolina
Province of Prince Edward Island

AUTHORITIES, REGIONAL COMMISSIONS, AND TASK FORCES

Austin - Bergstrom International Airport • BWI Airport
Berlin Brandenburg Flughafen • Bradley International Airport
Fresno Yosemite International Airport • General Mitchell International Airport
Greater Peoria Airport Authority • Lehigh - Valley International Airport
Metropolitan Washington Airport Authority • Munich Airport Authority
Pittsburgh International Airport • Port of Oakland • Port of Portland
Raleigh/Durham Airport Authority • Reno/Tahoe International Airport
Washington Airports Task Force • Washington Metropolitan Council of Governments

ASSOCIATIONS

Air Transport Association of America • Canadian Consumers' Association
Cargo Airline Association • Regional Airline Association

SELECTED CLIENTS

MANUFACTURERS

Boeing Corporation • Lockheed Aircraft Company • McDonnell Douglas Corporation

AIRLINES

Airborne Express • American Airlines • Atlantic Coast Airlines • BAX Global
Canada 3000 • Canadian Airlines • Continental Airlines • Delta Air Lines
DHL • Emery/CF Air Freight • Evergreen International Aviation
Federal Express Corporation • Gemini Air Cargo • Legend Airlines
Midway Airlines • Northwest Airlines • PeopleExpress • Polar Air Cargo
Royal Aviation, Ltd. • Royal Jordanian Airlines • Scandinavian Airlines System
Southern Air Transport • Southwest Airlines • United Airlines
United Parcel Service • Viacão Aerea Sao Paulo (VASP)

ENGINEERS

Howard Needles Tammen & Bergendoff • Kimley Horn

LAW FIRMS

Bagileo, Silverberg & Goldman • Ball, Janik • Condon & Forsyth • Crowell & Moring
Davis Polk & Wardwell • Hewes, Gelband, Lambert & Dann, PC
Hogan & Hartson • Hopkins & Sutter • Kirkland & Ellis
McGuire, Woods, Battle & Boothe • Morgan, Lewis & Bockius
Nobbs, Woods & Clark • O'Melveny & Myers • Preston, Gates, Ellis & Rouvelas Meads
Seamon, Wasko & Ozment • ShawPittman • Steptoe & Johnson
Sutherland, Asbill & Brennan • Tory, Tory, Deslauriers & Binnington
Ungarretti & Harris • Verner, Liipfert, Bernhard, McPherson & Hand
Winston & Strawn • Winthrop, Stimson, Putnam & Roberts
• Zuckert, Scoutt & Rasenberger

OTHER

GE Capital Aviation Service, Inc. • Hiller Investment Group
International Utilities • UNC Resources

TYPICAL ASSIGNMENTS

FOR AIRLINE CLIENTS

- Analyzed economic potential for expanded air services at hub cities
- Assessed government aviation initiatives and prepared advocacy papers
- Evaluated feasibility of hub locations for several new scheduled carriers
- Developed models to assess the economic and financial impacts of new noise and emissions stringencies
- Evaluated airline mergers and/or alliance potential for traffic, fleet, and labor efficiencies
- Analyzed carrier business plans and provided litigation support in bankruptcy case
- Evaluated competitors' marketing, pricing, and scheduling strategies
- Investigated numerous markets for passenger and cargo charter airlines
- Evaluated "down-sized" business plans for carrier operating in Chapter 11
- Assessed tour operator and charter market potentials for both scheduled and non-scheduled airlines, and for a major hotel corporation
- Assisted airline in the valuation of bankrupt carrier route authority
- Collected and evaluated data on the U.S. domestic business travel market
- Evaluated airlines under going concern, asset-based, and liquidation methods
- Raised venture capital for new start-ups and small takeover candidates
- Raised debt and lease financing for new entrant carriers
- Prepared applications and exhibits for Section 419 subsidy applications
- Prepared exhibits and testimony and appeared as expert witnesses in approximately 125 CAB/DOT adversarial cases
- Participated in attempted takeover of a U.S. domestic airline and advised on reorientation of airline operations, fleet, and marketing strategies
- Analyzed cargo and passenger traffic to support the establishment of a new overseas commuter airline
- Evaluated and negotiated alternative airport facilities leases on behalf of scheduled airlines
- Prepared performance review materials for contract cargo airlines
- Developed proposals and presentations on behalf of large contract carrier airlines for new route segments and whole systems of air express companies
- Prepared government pricing proposals for contract airlines
- Negotiated the sale of two commuter airlines
- Negotiated joint fare agreements for commuter air carriers
- Prepared country specific analysis for carrier use in bilateral negotiations
- Analyzed cargo and mail profitability under various methods of cost allocation and developed tactics for increasing profitability

TYPICAL ASSIGNMENTS

FOR AIRLINE CLIENTS

- Developed and implemented segment profit and loss models
- Designed carrier internal accounting and budgeting systems
- Developed new operating plan for refinancing proposals
- Installed interim transition management and new operating plans under four-month contract for scheduled helicopter turnaround situation
- Negotiated new and used aircraft purchase agreements, along with maintenance, spare parts, and training support services
- Forecast future aircraft values under alternative assumptions regarding fuel prices, interest rates, and traffic growth
- Evaluated economics of new generation aircraft under alternative assumptions regarding fleet size and mix of planes
- Assisted carriers with government bids and proposals (e.g., Military Airlift Command, Logair, and U.S. Postal Service procurement)

TYPICAL ASSIGNMENTS

FOR AIRPORT CLIENTS

- Prepared strategic marketing plans
- Prepared more than 100 airline service presentations. Supported the City of San Jose by preparing economic exhibits and testimony in DOT route case to obtain nonstop service to Tokyo
- Assisted BWI Airport in becoming the focal point of US Airways MetroJet low-fare operation
- Supported State of Connecticut in obtaining low-fare service from MetroJet, Southwest and America West at Bradley International Airport
- Supported seven cities in obtaining nonstop service to Toronto
- Assisted Portland, Oregon in obtaining authority to two additional points in Japan and becoming the first and only U.S. mainland gateway with authority to four cities in Japan
- Served as a major subcontractor for the North Carolina Air Cargo System Plan, and evaluated the potential for a global air cargo industrial complex ("Global TransPark")
- Helped Dulles to secure nonstop service to Zurich from Swissair
- Assisted Dulles in obtaining service from Delta Express
- Identified air freight development problems and opportunities at BWI Airport for Maryland Department of Transportation
- Served the Washington Dulles Parties by preparing economic exhibits and testimony (written and oral) in DOT route cases to obtain nonstop service to England, the former Soviet Union, and Italy
- Guided Raleigh/Durham Airport in securing nonstop service to London
- Forecast passenger and scheduled commercial flight distributions between the three Washington metropolitan area airports (BWI, IAD, and DCA) and performed similar studies in other multi-airport regions
- Prepared strategy analysis for airport client seeking to strengthen relations with hub carrier
- Assisted City of Harlingen in its successful efforts to obtain International Gateway status in the U.S.-Mexico All-Cargo Service Proceeding
- Prepared due diligence report for a city considering extending credit to important but financially weak tenant airline
- Analyzed scheduled passenger and cargo service deficiencies and prepared strategic plans for City of Calgary, Alberta, Canada

TYPICAL ASSIGNMENTS

FOR AIRPORT CLIENTS

- Worked with the Metropolitan New York Transportation Authority to develop a two-stage master plan forecast for Steward Airport
- Developed air cargo/express service improvement strategies and carrier presentations for Greater Peoria Airport Authority
- Guided Reno through service transitions resulting from the acquisition of its hub carrier by a major airline

TYPICAL ASSIGNMENTS

REGULATORY ACTIVITIES/POLICY ISSUES

- Analyzed opportunities and strategies for regulatory case participation
- Created economic exhibits and written and oral testimony in more than 125 aviation cases, including routes, rates, mergers, service evaluation, industry performance, and airline subsidy representing airlines, civic parties, federal government parties, and consumer associations
- Presented evaluation of the effects of major code-sharing alliances on U.S. markets and industry participants
- Prepared economic forecasts in support of international bilateral route negotiations on behalf of U.S. and foreign air carriers
- Represented cities and airlines in U.S. international bilateral route negotiations
- Evaluated economic benefits of the U.S. all-cargo industry in support of legislative proposals regarding the need for a uniform national aircraft noise policy, and a reasonable program to transition from Stage 2 to Stage 3 aircraft fleets
- Developed comprehensive study of the financial impacts on the world's airlines of new noise and emission standards proposed by ICAO
- Participated in Congressional hearings on transportation issues
- Presented written and oral testimony in Canadian Parliamentary hearings on aviation policy
- Prepared major analysis of proposed new airline industry competition rules
- Created regulatory and public relations material for a proposed major carrier alliance and for a major proposed airline merger
- Participated in numerous presentations to the DOT, DOJ and before European Community antitrust authorities regarding proposed immunized carrier alliances.

BRIAN M. CAMPBELL
CHAIRMAN

PROFESSIONAL EXPERIENCE

Dr. Campbell's thirty-seven year career has been heavily concentrated in the economic elements of commercial air transportation. After graduating from the Columbia University Graduate School of Business Administration in 1968, he was employed for seven years by Simat, Helliesen & Eichner, Inc., a transportation consulting firm. Prior to his resignation from that firm in 1975, he held the position of Vice President of the Washington office.

Between 1976 and 1982, Dr. Campbell was co-founder and senior executive of two new-entrant (post-U.S. deregulation) airlines, with primary responsibilities for planning and finance. The first of these new companies was Midway Airlines, Inc., where he held the position of Vice President of Finance and Administration from 1977 to 1980. After resigning from Midway, Dr. Campbell formed Air Chicago, Inc. and served as its Chairman and Chief Executive Officer through the planning and initial capitalization period.

Dr. Campbell returned to the consulting profession in 1982, and from 1987 until December 1993 he was a founding member of Leeper, Cambridge & Campbell, Inc. He held the position of President from 1991 to 1993. On January 1, 1994 he formed The Campbell-Hill Aviation Group, Inc.

Dr. Campbell's particular expertise is in the economic analysis of aviation issues and opportunities. This includes financial, marketing, planning, and operations aspects of airlines, airports, and equipment manufacturers. Dr. Campbell's experience is well developed from both the research and executive viewpoints. He has served numerous clients in problem diagnosis, specification and analysis of alternative courses of action, development of strategic action plans, and implementation procedures and controls.

Throughout his career, Dr. Campbell has developed various analytical models and procedures for a broad variety of clients in all major sectors of the industry. For instance, in his airport economic forecasting practice, he led the development of the only comprehensive airport activity and passenger forecasting model that realistically accounts

for inter-airport competition within a single region, such as New York/Newark, Washington/Baltimore, and San Francisco/Oakland. He also has developed and implemented detailed costing, budgeting, and financial forecasting models for airlines.

Dr Campbell's aviation expertise includes extensive consulting in air cargo and air express operations. He directed the firm's research and analysis for the Global Transpark (GTP) in North Carolina and he works closely with the creator of the GTP concept on opportunities for applying the system in other parts of the U.S. and elsewhere in the world. Currently he directs the firm's consulting services for Federal Express as well as for other air cargo and air express carriers.

Dr. Campbell has significant experience assisting airports in their air service development and marketing programs. The firm regularly serves eight U.S. airports in this fashion.

As a consultant, Dr. Campbell has appeared as an expert witness in more than 75 adversarial proceedings before regulatory boards or commissions, representing private as well as government and non-profit organizations. This cross section of cases includes routes, fares, mergers, initial certification, and industry performance evaluations. The majority of these case appearances were before the U.S. Civil Aeronautics Board and the U.S. Department of Transportation, and several occurred before the Canadian Transport Commission and the European Commission.

As a senior airline executive, Dr. Campbell raised millions of dollars of venture capital and several times that amount for lease and debt financing of used aircraft. He has managed an SEC registration for a public stock offering by a new-entrant airline; negotiated and successfully concluded purchase agreements for new and used flight equipment, spare parts inventories, training services, and airport and maintenance facilities; and managed the finance and accounting, purchase/stores, planning and administration department of new operating carriers.

AREAS OF SPECIALIZATION

- Route system development and market planning
- Litigation support and expert testimony
- Airport planning (economic forecasting and air service marketing issues)

- Financial and economic impact analysis of environmental regulations
- Aircraft evaluations and fleet planning
- Marketing, sales, promotion, advertising, and pricing strategies
- Demand forecasting (passenger, property, activity/operations)
- Proforma financial statements and measures of performance
- Corporate organization structure and planning
- Development and preparation of business plans for targeted purposes
- Presentations to financial institutions and boards of directors
- Financial services (equity and debt)
- Merger and acquisition analyses, recommendations, and integration plans
- Small community air service problems and plans for improvements
- Federal and local airport and airways policy issues
- Airport access, capacity, and noise regulation

EDUCATION

Bachelor of Commerce, McGill University

M.B.A., University of Western Ontario

Ph.D. Business Administration, Columbia University

DEAN B. HILL
PRESIDENT

PROFESSIONAL EXPERIENCE

Mr. Hill joined The Campbell-Hill Aviation Group in 1994 after 27 years of service at Delta Air Lines. He has made a successful transition from the airline sector to aviation consulting by offering his extensive airline experience to Campbell-Hill's clients. Mr. Hill designs and directs most of the firm's air service presentations for airport clients dealing with a wide range of airline targets and service objectives. For example, Mr. Hill prepared and delivered comprehensive route, scheduling, and marketing plans to several low-fare carriers that have led to the inauguration of daily low-fare flights at the client airport. He assisted another airport client in obtaining new international air service to Japan, and still another in obtaining new transatlantic service.

Mr. Hill is exceptionally qualified to deal with airline clients because he knows firsthand how they function and make route and scheduling decisions. He works easily with airport clients to fulfill their air service requirements because he is familiar with the airports' target markets, the airlines, and because he has years of experience in making route decisions at Delta. Using his legal background, Mr. Hill also works with the legal community, providing a bridge between the legal/regulatory world and the business side of airlines and airports.

Mr. Hill began his aviation career with Delta Air Lines in 1967. Between 1968 and 1981 he was part of Delta's Economic Research Department where his primary responsibilities included the planning, preparation, and sponsorship of Delta's route cases before the Civil Aeronautics Board. Mr. Hill appeared or participated, normally as Delta's chief economic witness, in every Delta route case from 1974 through 1994.

With the phase-out of airline regulation beginning in 1978, Mr. Hill was assigned the responsibility of planning the transition of Delta's route structure into the deregulated environment. His work led to the expansion of Delta's hubs at Atlanta, Dallas/Fort Worth, Cincinnati and, later, Salt Lake City. Early in the 1980's, Mr. Hill designed the comprehensive computer route model that would drive Delta's route planning for almost two decades.

As Delta's domestic hub structure matured, Mr. Hill was instrumental in extending Delta into the international arena, first from Atlanta and then from new gateways at Portland and Cincinnati. During this time Mr. Hill was heavily involved in Delta's acquisition of Western Airlines and Pan American Airways' European routes and the shuttle.

In early 1990's, Mr. Hill was again on the leading edge of route development as he led Delta's evolution into international airline alliances. He personally negotiated code-share agreements with nine airlines covering 34 routes between 1992 and 1994.

AREAS OF SPECIALIZATION

- Strategic planning for airports and airlines
- Airline alliance strategies
- Regulatory affairs (e.g. DOT, DOJ, European Commission)
- Route planning and analysis
- Air service presentation for airports
- Economic analysis of aviation issues
- Fleet planning
- Merger and acquisition analysis
- Analysis of industry issues
- Route strategies
- Code-sharing evaluation and negotiation
- Litigation support and expert testimony

EDUCATION

A.B. Political Science, Stanford University

J.D. Law, University of Kansas

Admitted to law practice in Kansas and Georgia

REX J. EDWARDS
CONSULTING ASSOCIATE

PROFESSIONAL EXPERIENCE

Mr. Edwards has worked extensively with Dr. Campbell since 1987. He assists the firm in the analysis and modeling of aviation systems. He has developed databases and analytical methods for estimating regional demand and supply patterns for several airport market studies. In addition, Mr. Edwards has developed economic impact methodologies for several FAA funding applications, and analyses of U.S. aviation competition issues. He also provided analysis of the potential impact of passenger carrier mergers on market competition. Mr. Edwards has worked extensively in analyzing new cargo airports in the U.S. and overseas, including feasibility and economic impact analysis.

He produces an annual database of current and forecast air trade flows by market, commodity type, and U.S. state of origin/destination, and supplies extracts of these data for airport market analysis, aviation bilateral negotiations, and DOT route case proceedings. In a recent analysis of Asian air policy, Mr. Edwards designed and applied a model for estimating air trade flows and the impact of air rights liberalization on economic development in China and Hong Kong. Mr. Edwards is a developer and programmer of software for transportation costing, systems modeling, and database management.

Mr. Edwards has 20 years of experience as a transportation and trade economist and researcher. Before joining Campbell-Hill as a consulting associate, Mr. Edwards was the vice president and a founding partner of Leeper, Cambridge & Campbell, Inc. Previously, he worked at several transportation and engineering firms, including Phillips Cartner & Co., Simat International, Exploration Services, and Simat, Helliesen & Eichner, Inc.

AREAS OF SPECIALIZATION

- Forecasting/modeling of transportation systems, facilities, technologies and services
- Software programming for transportation costing/database management
- Industrial level economic trade analysis
- International trade analysis by mode of transport, and by origin/destination
- Market feasibility studies
- Transportation demand forecasting

EDUCATION

B.A., Mathematics and Economics, College of William and Mary

JAMES LUNDY
SENIOR ANALYST

PROFESSIONAL EXPERIENCE

Mr. Lundy joined Campbell-Hill in June of 2003. During the course of his employment, he has worked on projects ranging from air service presentations to economic impact studies. He has provided research and analysis that has been used in expert witness testimony, including testimony in the DHL Citizenship Case before the United States Department of Transportation. Mr. Lundy's financial analysis was utilized in a presentation that played a vital role in the November 2004 repeal of the amendment to Florida's constitution that would have created a financially infeasible high-speed rail system. In addition, Mr. Lundy helped develop the statistical models that are currently used to determine intra Alaska bush mail rates for Part 121 carriers.

AREAS OF SPECIALIZATION

- Financial Research and Analysis
- Aviation Research
- Econometric Analysis
- Database and Statistical Analysis

EDUCATION

Mr. Lundy graduated Magna Cum Laude with a B.B.A. degree in Finance and a minor in Economics from James Madison University. He was awarded the Outstanding Student in Finance award for his graduating class with a 3.95 cumulative Finance grade point average and a 3.88 overall grade point average.

KEVIN SCHORR
RESEARCH DIRECTOR

PROFESSIONAL EXPERIENCE

Mr. Schorr joined Campbell-Hill in February of 2004. His work focuses on analytical interpretation of aviation issues including forecasting airport traffic and operations, and air service development.

Previously, Mr. Schorr has held several different positions which have exposed him to many aspects of the commercial aviation industry. He was a project engineer for Morse Diesel International on the Terminal One construction project at JFK International Airport. In addition to performing a variety of engineering tasks, Mr. Schorr was responsible for managing all construction drawings and samples for this multi-million dollar project.

For his Master's thesis, he developed a linear programming model that evaluated the assignment of regional jets to TWA's St. Louis hub operation. Mr. Schorr also held an internship with TWA's strategic alliances department where his responsibilities included financial and strategic evaluation of potential codeshare partners. After spending a year as a supply chain consultant with Ernst & Young LLP, Mr. Schorr became the Director – Domestic Strategies and Alliances for TWA. In this capacity, he played a key role in the implementation of the airline's alliance with America West Airlines, including negotiation of the codeshare agreement itself. Mr. Schorr's duties also included international route planning, schedule planning and analysis, and other strategic planning activities.

For the 2½ years prior to joining Campbell-Hill, Mr. Schorr was a consultant in the transport practice of PA Consulting Group, Inc. He participated in many different projects, including analysis of hub and spoke network economics, competitive scheduling analysis, airport traffic and operations forecasting, air service presentations, use and lease agreement negotiations, rates and charges methodologies, airport traffic forecasting, and airline route profitability systems.

AREAS OF SPECIALIZATION

- Demand forecasting (passenger, property, activity/operations)
- Economic analysis of airline hub and spoke networks
- Economic analysis of industry issues
- Route planning and analysis
- Airline alliance strategies
- Use and lease agreements (rates and charges methodologies)
- Air service presentations
- Airport marketing and incentive programs

EDUCATION

B.S. Civil Engineering, Washington University

M.S. Civil Engineering, Washington University

M.B.A., Washington University

PATRICK M. SWIFT
RESEARCH DIRECTOR

PROFESSIONAL EXPERIENCE

Mr. Swift joined Campbell-Hill in April of 1996. During his tenure with the firm, Mr. Swift has performed extensive traffic and revenue analysis for both passenger and cargo markets. He also has prepared airline schedule simulations for proposed markets and airline networks. Mr. Swift is an expert in large database management and manipulation, often dealing with U.S. passenger traffic and revenue data as well as global airline schedules. He has created several proprietary models that are in regular use by the firm.

Additionally, Mr. Swift has assisted Dr. Campbell and Mr. Fred Zusman, creators of the MADAM model, in enhancing the model to assist Metropolitan Washington Airports Authority in analyzing slot DCA perimeter rule changes during the McCain hearings. Those improvements are part of the MADAM model today.

Previously, Mr. Swift spent 10 years in the airline sector, where he developed many unique skills. He was co-founder of the second Midway Airlines and co-author of the company's business plan. In the planning of the start-up he dealt with schedules, route planning, strategy, fares and tariffs, slot management, and revenue forecasting and management. Previously, Mr. Swift was a co-founder, co-owner and Vice President of Aviation Fuels Services Company, where he specialized in the enhanced procurement and cost reduction of petroleum products. Mr. Swift acted as Director of Planning/Schedules/Stations at Jet Express, which later became Midway Airlines.

AREAS OF SPECIALIZATION

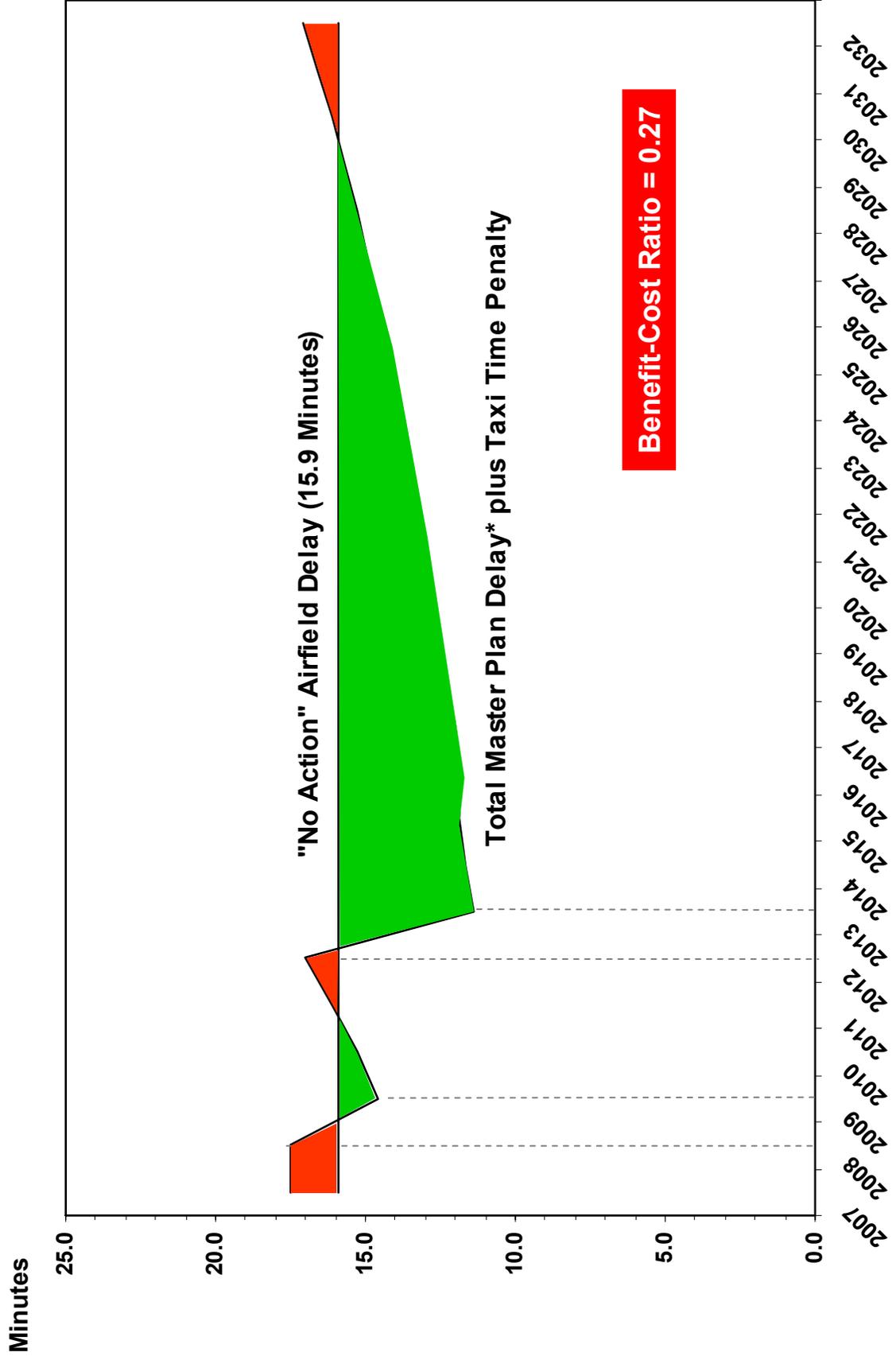
- Model Development and programming
- Computer reservations systems
- Yield management systems
- Planning
- Operations

- Scheduling
- Pricing

EDUCATION

B.S. Aeronautical Studies, Embry-Riddle Aeronautical University

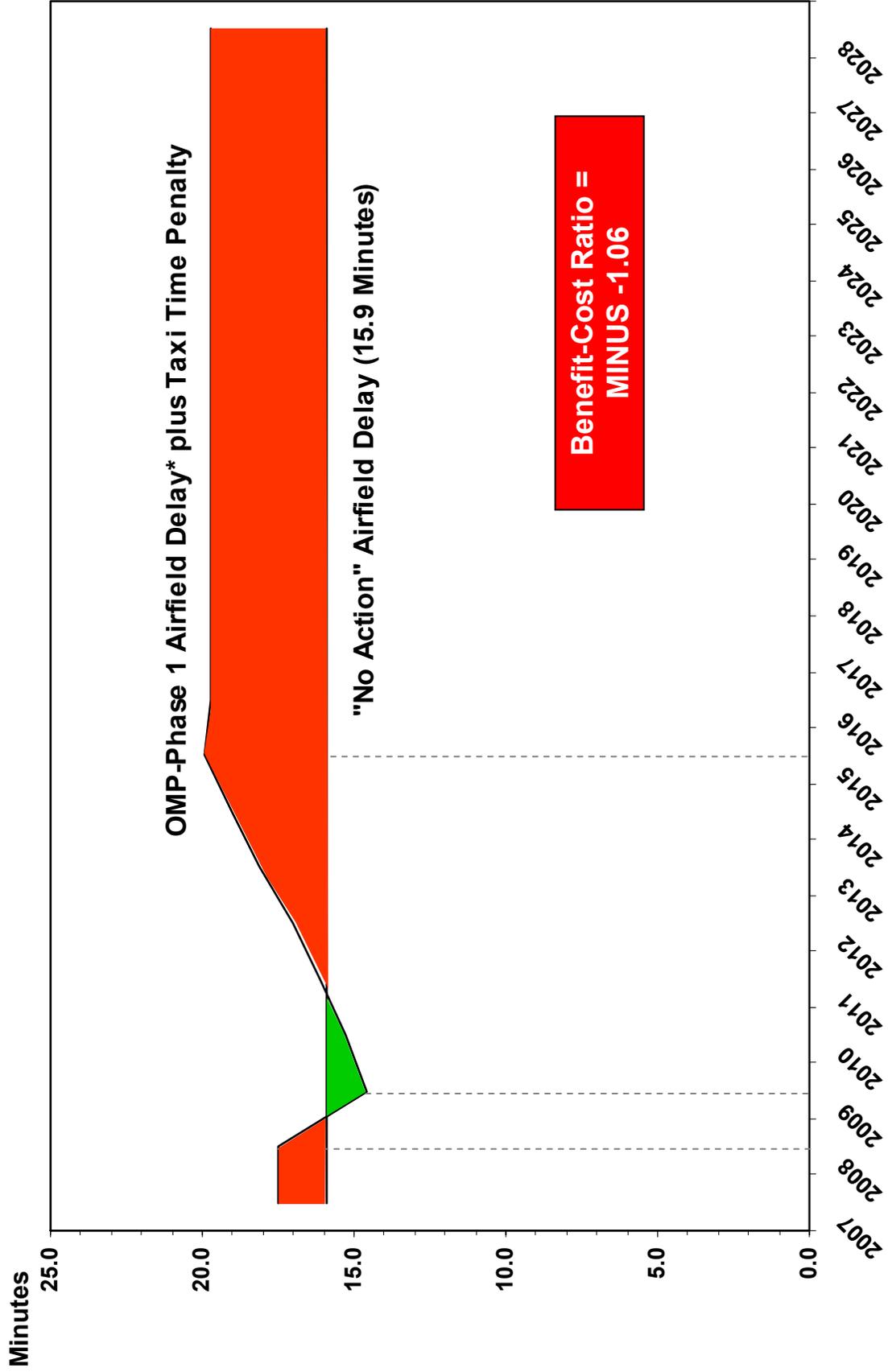
Using Delay-based Constraint, Total Master Plan Would Have a Limited Travel Time Advantage Over “No Action” Airfield (Based on 2002 TAF)



* Delay estimates are based on delay curves derived from TAAM model results with no adjustments.



With Delay-based Constraint, OMP-Phase 1 Airfield Would Have Significant Travel Time Disbenefits (Based on 2002 TAF)



* Delay estimates are based on delay curves derived from TAAM model results with no adjustments.

Comparison of FAA Operations Forecasts for ORD (2002, 2003 and 2004 TAF)

	2002 TAF calendar year ops	2003 TAF calendar year ops	2004 TAF calendar year ops
2002	922,787	907,172	907,172
2003	960,500	952,665	939,954
2004	976,544	1,054,344	985,490
2005	992,855	1,105,591	983,419
2006	1,009,439	1,135,178	1,015,934
2007	1,026,300	1,156,269	1,040,443
2008	1,041,635	1,173,853	1,061,529
2009	1,057,200	1,192,742	1,081,410
2010	1,072,706	1,211,991	1,099,749
2011	1,088,438	1,230,378	1,118,203
2012	1,104,402	1,249,390	1,137,062
2013	1,120,600	1,267,587	1,156,462
2014	1,134,910	1,286,484	1,176,499
2015	1,149,402	1,307,349	1,196,950
2016	1,164,080	1,329,521	1,219,352
2017	1,178,945	1,351,358	1,242,039
2018	1,194,000	1,373,356	1,264,569
2019	1,209,247	1,396,383	1,287,036
2020	1,224,689	1,419,795	1,309,902
2021	1,240,328	1,443,601	1,333,174
2022	1,256,167	1,467,805	1,356,859
2023	1,272,208	1,492,416	1,380,966
2024	1,288,454	1,517,439	1,405,501
2025	1,304,908	1,542,881	1,430,471
2026	1,321,571	1,568,750	1,455,885
2027	1,338,448	1,595,053	1,481,751
2028	1,355,539	1,621,797	1,508,076
2029	1,372,849	1,648,989	1,534,869
2030	1,390,381	1,676,638	1,562,138
2031	1,408,136	1,704,749	1,589,892
2032	1,426,117	1,733,333	1,618,138

<p>Color Code</p> <p>Yellow = 1.2 million ops = 5.8 min AAW</p> <p>Turquoise = 1.3 million ops -- Ricondo 2003 =10.9 min AAW</p> <p>Orange = 1.4 million which FAA in App R says = 13-16 minutes AAW</p>

**UNMODIFIED TAFS
(In Fiscal Years)**

Fiscal Years	Enplanements			Operations			Enplanements per Operation		
	2004 TAF	2003 TAF	2002 TAF	2004 TAF	2003 TAF	2002 TAF	2004 TAF	2003 TAF	2002 TAF
2002	30,943,392	31,036,583	31,026,878	901,703	901,703	901,703	34.3	34.4	34.4
2003	32,488,761	32,717,166	32,279,532	923,578	923,578	942,961	35.2	35.4	34.2
2004	35,283,104	36,299,801	33,355,660	989,082	1,039,927	956,478	35.7	34.9	34.9
2005	35,514,512	38,553,984	34,436,637	974,712	1,097,593	974,893	36.4	35.1	35.3
2006	36,560,681	40,016,916	35,482,484	1,009,541	1,129,584	990,853	36.2	35.4	35.8
2007	37,696,446	41,176,513	36,538,578	1,035,114	1,151,961	1,005,759	36.4	35.7	36.3
2008	38,760,211	42,365,388	37,616,027	1,056,429	1,169,193	1,020,212	36.7	36.2	36.9
2009	39,841,343	43,574,089	38,707,538	1,076,827	1,187,832	1,035,207	37.0	36.7	37.4
2010	40,880,131	44,809,921	39,838,460	1,095,160	1,207,471	1,050,072	37.3	37.1	37.9
2011	41,920,256	46,014,868	41,009,473	1,113,514	1,225,552	1,065,814	37.6	37.5	38.5
2012	43,004,093	47,302,742	42,193,590	1,132,271	1,244,857	1,081,429	38.0	38.0	39.0
2013	44,131,948	48,596,213	43,396,118	1,151,436	1,262,988	1,096,905	38.3	38.5	39.6
2014	45,304,159	49,932,756	44,595,908	1,171,540	1,281,384	1,111,865	38.7	39.0	40.1
2015	46,481,208	51,284,709	45,847,959	1,191,376	1,301,782	1,126,284	39.0	39.4	40.7
2016	47,696,802	52,701,547	47,128,724	1,213,672	1,324,051	1,141,590	39.3	39.8	41.3
2017	48,931,190	54,090,880	48,432,974	1,236,390	1,345,930	1,156,013	39.6	40.2	41.9
2018	50,196,123	55,503,487	49,759,252	1,258,984	1,367,640	1,170,635	39.9	40.6	42.5
2019	51,451,352	56,948,834	51,067,731	1,281,324	1,390,503	1,183,948	40.2	41.0	43.1
2020	52,722,217	58,395,018	52,404,871	1,304,171	1,414,021	1,198,192	40.4	41.3	43.7

TAFS EXTRAPOLATED (In Fiscal Years)

Fiscal Years	Enplanements			Operations			Enplanements per Operation		
	2004 TAF	2003 TAF	2002 TAF	2004 TAF	2003 TAF	2002 TAF	2004 TAF	2003 TAF	2002 TAF
2002	30,943,392	31,036,583	31,026,878	901,703	901,703	901,703	34.3	34.4	34.4
2003	32,488,761	32,717,166	32,279,532	923,578	923,578	942,961	35.2	35.4	34.2
2004	35,283,104	36,299,801	33,355,660	989,082	1,039,927	956,478	35.7	34.9	34.9
2005	35,514,512	38,553,984	34,436,637	974,712	1,097,593	974,893	36.4	35.1	35.3
2006	36,560,681	40,016,916	35,482,484	1,009,541	1,129,584	990,853	36.2	35.4	35.8
2007	37,696,446	41,176,513	36,538,578	1,035,114	1,151,961	1,005,759	36.4	35.7	36.3
2008	38,760,211	42,365,388	37,616,027	1,056,429	1,169,193	1,020,212	36.7	36.2	36.9
2009	39,841,343	43,574,089	38,707,538	1,076,827	1,187,832	1,035,207	37.0	36.7	37.4
2010	40,880,131	44,809,921	39,838,460	1,095,160	1,207,471	1,050,072	37.3	37.1	37.9
2011	41,920,256	46,014,868	41,009,473	1,113,514	1,225,552	1,065,814	37.6	37.5	38.5
2012	43,004,093	47,302,742	42,193,590	1,132,271	1,244,857	1,081,429	38.0	38.0	39.0
2013	44,131,948	48,596,213	43,396,118	1,151,436	1,262,988	1,096,905	38.3	38.5	39.6
2014	45,304,159	49,932,756	44,595,908	1,171,540	1,281,384	1,111,865	38.7	39.0	40.1
2015	46,481,208	51,284,709	45,847,959	1,191,376	1,301,782	1,126,284	39.0	39.4	40.7
2016	47,696,802	52,701,547	47,128,724	1,213,672	1,324,051	1,141,590	39.3	39.8	41.3
2017	48,931,190	54,090,880	48,432,974	1,236,390	1,345,930	1,156,013	39.6	40.2	41.9
2018	50,196,123	55,503,487	49,759,252	1,258,984	1,367,640	1,170,635	39.9	40.6	42.5
2019	51,451,352	56,948,834	51,067,731	1,281,324	1,390,503	1,183,948	40.2	41.0	43.1
2020	52,722,217	58,395,018	52,404,871	1,304,171	1,414,021	1,198,192	40.4	41.3	43.7
2021	54,024,473	59,877,927	53,777,022	1,327,425	1,437,937	1,212,607	40.7	41.6	44.3
2022	55,358,895	61,398,494	55,185,101	1,351,094	1,462,257	1,227,196	41.0	42.0	45.0
2023	56,726,277	62,957,674	56,630,049	1,375,185	1,486,989	1,241,960	41.2	42.3	45.6
2024	58,127,435	64,556,450	58,112,831	1,399,706	1,512,139	1,256,902	41.5	42.7	46.2
2025	59,563,201	66,195,825	59,634,438	1,424,664	1,537,714	1,272,024	41.8	43.0	46.9
2026	61,034,431	67,876,831	61,195,885	1,450,067	1,563,722	1,287,328	42.1	43.4	47.5
2027	62,542,001	69,600,525	62,798,217	1,475,923	1,590,169	1,302,816	42.4	43.8	48.2
2028	64,086,809	71,367,992	64,442,504	1,502,239	1,617,064	1,318,490	42.7	44.1	48.9
2029	65,669,774	73,180,342	66,129,845	1,529,026	1,644,414	1,334,352	42.9	44.5	49.6
2030	67,291,839	75,038,717	67,861,366	1,556,289	1,672,227	1,350,406	43.2	44.9	50.3
2031	68,953,969	76,944,283	69,638,225	1,584,039	1,700,510	1,366,652	43.5	45.2	51.0
2032	70,657,154	78,898,240	71,461,608	1,612,284	1,729,271	1,383,095	43.8	45.6	51.7

Bold = Extrapolated by Campbell-Hill using the final year growth rate

**TAFS EXTRAPOLATED
(In Calendar Years)**

Fiscal Years	Enplanements			Operations			Enplanements per Operation		
	2004 TAF ¹	2003 TAF ¹	2002 TAF ²	2004 TAF ¹	2003 TAF ¹	2002 TAF ³	2004 TAF	2003 TAF	2002 TAF
2002	31,329,734	31,456,729	31,710,512	907,172	907,172	922,787	34.5	34.7	34.4
2003	33,187,347	33,612,825	32,609,000	939,954	952,665	960,500	35.3	35.3	34.0
2004	35,340,956	36,863,347	33,633,731	985,490	1,054,344	976,544	35.9	35.0	34.4
2005	35,776,054	38,919,717	34,696,477	983,419	1,105,591	992,855	36.4	35.2	34.9
2006	36,844,622	40,306,815	35,798,961	1,015,934	1,135,178	1,009,439	36.3	35.5	35.5
2007	37,962,387	41,473,732	36,943,000	1,040,443	1,156,269	1,026,300	36.5	35.9	36.0
2008	39,030,494	42,667,563	38,027,250	1,061,529	1,173,853	1,041,635	36.8	36.3	36.5
2009	40,101,040	43,883,047	39,149,000	1,081,410	1,192,742	1,057,200	37.1	36.8	37.0
2010	41,140,162	45,111,158	40,280,622	1,099,749	1,211,991	1,072,706	37.4	37.2	37.6
2011	42,191,215	46,336,837	41,450,618	1,118,203	1,230,378	1,088,438	37.7	37.7	38.1
2012	43,286,057	47,626,110	42,660,538	1,137,062	1,249,390	1,104,402	38.1	38.1	38.6
2013	44,425,001	48,930,349	43,912,000	1,156,462	1,267,587	1,120,600	38.4	38.6	39.2
2014	45,598,421	50,270,744	45,119,418	1,176,499	1,286,484	1,134,910	38.8	39.1	39.8
2015	46,785,107	51,638,919	46,367,492	1,196,950	1,307,349	1,149,402	39.1	39.5	40.3
2016	48,005,399	53,048,880	47,657,820	1,219,352	1,329,521	1,164,080	39.4	39.9	40.9
2017	49,247,423	54,444,032	48,992,074	1,242,039	1,351,358	1,178,945	39.7	40.3	41.6
2018	50,509,930	55,864,824	50,372,000	1,264,569	1,373,356	1,194,000	39.9	40.7	42.2
2019	51,769,068	57,310,380	51,050,000	1,287,036	1,396,383	1,209,247	40.2	41.0	42.2
2020	53,059,595	58,793,341	52,200,000	1,309,902	1,419,795	1,224,689	40.5	41.4	42.6
2021	54,382,292	60,314,676	53,400,000	1,333,174	1,443,601	1,240,328	40.8	41.8	41.2
2022	55,737,962	61,875,376	54,550,000	1,356,859	1,467,805	1,256,167	41.1	42.2	41.6
2023	57,127,427	63,476,461	55,750,000	1,380,966	1,492,416	1,272,208	41.4	42.5	42.0
2024	58,551,530	65,118,976	56,900,000	1,405,501	1,517,439	1,288,454	41.7	42.9	42.3
2025	60,011,133	66,803,993	58,050,000	1,430,471	1,542,881	1,304,908	42.0	43.3	42.7
2026	61,507,122	68,532,610	59,250,000	1,455,885	1,568,750	1,321,571	42.2	43.7	43.1
2027	63,040,404	70,305,958	60,400,000	1,481,751	1,595,053	1,338,448	42.5	44.1	43.4
2028	64,611,908	72,125,192	61,550,000	1,508,076	1,621,797	1,355,539	42.8	44.5	43.7
2029	66,222,588	73,991,501	62,750,000	1,534,869	1,648,989	1,372,849	43.1	44.9	44.0
2030	67,873,419	75,906,103	63,900,000	1,562,138	1,676,638	1,390,381	43.4	45.3	44.3
2031	69,565,403	77,870,247	65,050,000	1,589,892	1,704,749	1,408,136	43.8	45.7	44.6
2032	71,299,566	79,885,214	66,250,000	1,618,138	1,733,333	1,426,117	44.1	46.1	44.8

Bold = Extrapolated by Campbell-Hill using the final year growth rate

1/ Converted to calendar years by Campbell-Hill using Ricondo methodology of CY1=(0.75 x FY1)+ (0.25 x FY2)

2/ CY Unconstrained 2002 TAF prepared for the DEIS

3/ 2002-2018 from DEIS, 2019-2032 extrapolated by Campbell-Hill using the final year growth rate

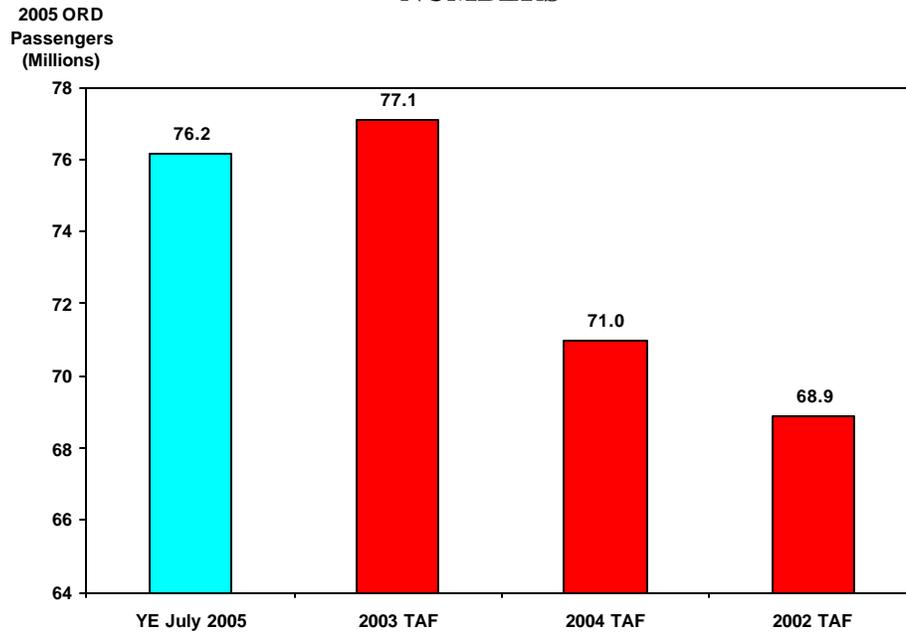
**THE FAA SHOULD NOT HAVE REDUCED
PASSENGER PROJECTIONS IN THE 2004 TAF**

The significant decline in forecast ORD enplanements from the 2003 TAF to the 2004 TAF (forecast 2020 enplanements declined by 9.7%) defies all reason. It is abundantly clear that in the development of its 2004 TAF, the FAA ignored available data that showed, for the most recent history, increased passenger and economic activity. In fact, the 2003 TAF for 2005 is closer to **actual** 2005 passenger levels than either the 2004 or the 2002 TAF. The 2003 TAF fiscal year 2005 passenger number is 1.2% higher than actual ORD passengers for the year ended July 2005. The 2004 TAF forecast fiscal year 2005 passenger number is **6.8% lower** and the 2002 TAF number is **9.6% lower** than the current level (See Chart 1).¹ Further evidence that the FAA overlooked important data in developing the 2004 TAF is that all quarters in 2004 had extremely high quarter over quarter (prior year) passenger growth rates (Q1=6%, Q2=12%, Q3=11%, Q4=6%). Except for the first quarter, the quarter over quarter growth rates in 2003 were lower than in 2004 (Q1=9%, Q2= 5%, Q3=1%, Q4=3%) (See Chart 2). Using these data, the FAA erroneously predicted that passengers would only grow by 0.66% from fiscal year 2004 to fiscal year 2005. The passenger level for the year ended July 2005 is actually 4% higher than the passenger level for the year ended July 2004. So passenger growth at ORD accelerated during 2004 rather than decelerated as the FAA's TAF would have one believe.

¹ The actual passenger numbers are from the Chicago Department of Aviation. These passenger numbers are given in terms of total passengers, not enplanements. To compare the enplanements from the TAFs to the City's passenger numbers, Campbell-Hill multiplied TAF enplanements by two.

THE FAA SHOULD NOT HAVE REDUCED PASSENGER PROJECTIONS IN THE 2004 TAF

Chart 1
**2003 TAF PASSENGER NUMBERS ARE CLOSER TO ACTUAL PASSENGERS
NUMBERS¹**

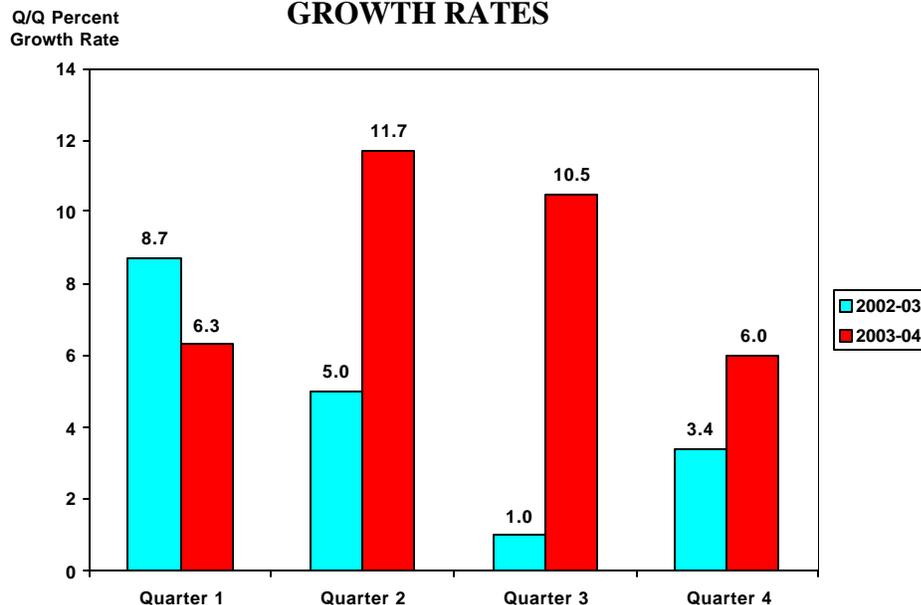


1/ TAF enplanements multiplied by two to get total passengers

Sources: Chicago Department of Aviation and FAA Terminal Area Forecasts

THE FAA SHOULD NOT HAVE REDUCED PASSENGER PROJECTIONS IN THE 2004 TAF

Chart 2
2004 PASSENGER GROWTH RATES WERE HIGHER THAN 2003 PASSENGER
GROWTH RATES



Source: Chicago Department of Aviation

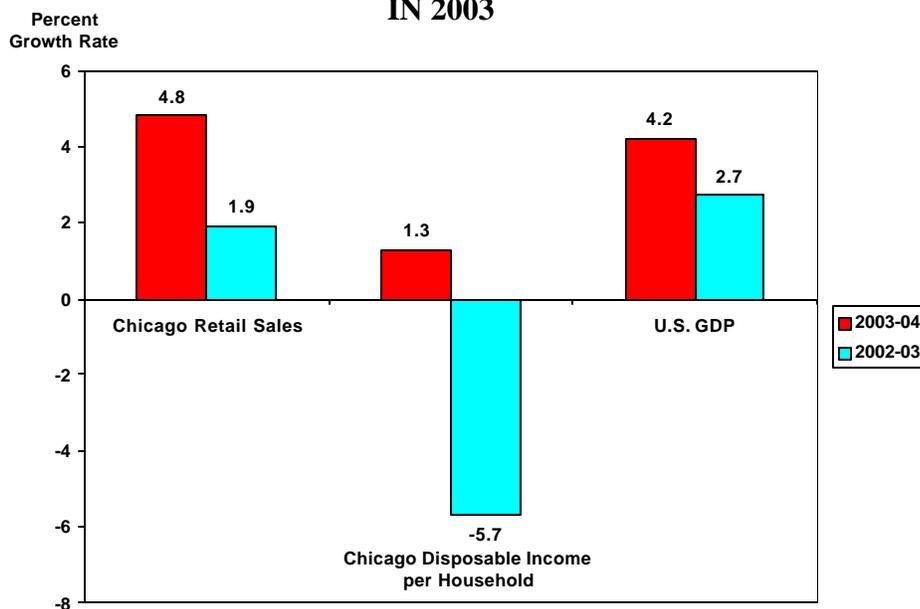
According to FAA forecast methodology, it is also supposed to use both local and national economic variables in developing the annual TAFs. Once again, the FAA overlooked regional and national economic growth in developing its 2004 TAF. Total retail sales in the Chicago region were 4.8% higher in 2004 than they were in 2003. In contrast, total retail sales increased by only 1.9% from 2002 to 2003. Disposable income per household increased by 1.3% from 2003 to 2004, while it declined by 5.7% from 2002 to 2003.² The growth rate in the national economy, as measured by the real (adjusted for inflation) gross domestic product, was also higher from 2003 to 2004 than from 2002 to 2003 (4.2% vs. 2.7%).³ In fact, the GDP growth from 2003 to 2004 was the highest one-year increase since 1998 to 1999. Any rational aviation economist would have increased forecast growth rates from the 2003 TAF to the 2004 TAF- not reduced them!

²The regional economic data are from Sales and Marketing Management, 2004 and 2003 Survey of Buying Power, September 2004 and September 2004.

³ From the U.S. Department of Commerce

THE FAA SHOULD NOT HAVE REDUCED PASSENGER PROJECTIONS IN THE 2004 TAF

Chart 3
**THE GROWTH IN ECONOMIC ACTIVITY WAS STRONGER IN 2004 THAN IT WAS
IN 2003**



Sources: Sales and Marketing Management, 2004 and 2003 Survey of Buying Power, September 2004 and September 2004; U.S. Department of Commerce.

**THE FAA SHOULD NOT HAVE REDUCED
PASSENGER PROJECTIONS IN THE 2004 TAF**

**Chart 4
DESPITE THE STRONGER GROWTH FROM 2003 TO 2004 THE FAA
ILLOGICALLY REDUCED ITS 2004 FORECAST**



Sources: FAA 2003 and 2004 TAFs

In the FAA's response to Campbell-Hill's April 6 comments, it states that the 2004 TAF "serves to validate the 2002 TAF that has been used for the EIS (Comment 55)." There is no reason why this should be the case. In contrast to the recent period preceding the 2004 TAF preparation, the aviation and economic activity preceding the development of the 2002 TAF was dismal. According to the National Terminal Area Forecast, FY 2002 enplanements had decreased by 11% from FY 2000. During the same time period, ORD enplanements declined by 10%.⁴ Further, the U.S. real GDP increased by only 1.2% annually from 2000 to 2002. These events should have produced a much lower forecast than the 2004 forecast that was preceded with such rapid growth. Instead, the 2020 ORD enplanements from the 2004 TAF are only 0.61% higher than the 2020 enplanements in the 2002 TAF. It seems clear that the FAA rigged the 2004 TAF to be similar to its 2002

⁴ Enplanement numbers are from the TAF.

THE FAA SHOULD NOT HAVE REDUCED PASSENGER PROJECTIONS IN THE 2004 TAF

in order to salvage and justify (partially) its and the City's reliance upon the low-ball 2002 TAF.

If the most reasonable forecast of the three, the 2003 forecast, was used the FAA predicts that in 2018 with the OMP ORD would experience between 13 and 16 minutes of delay.⁵ According to the FAA, at around 15 minutes "market forces will likely constrain aircraft operations."⁶ This makes it clear why the FAA has had to justify its use of the 2002 TAF, even though the 2003 TAF was out for an entire year before the DEIS was released - ORD will be out of capacity just five years after the OMP opens.⁷ And this conclusion destroys all economic viability and sensibility of the OMP, as demonstrated quantitatively in Campbell-Hill's comments on the City's Benefit/Cost Analysis (supplied June 6, 2005).

Corroborating Evidence from the FAA

The FAA released some files of spreadsheets and analysis that underlie the preparation of its ORD TAF's for 2002, 2003 and 2004. These files were supplied pursuant to the commenters' FOIA requests.⁸

These previously unreleased workpapers show clearly that the FAA's initial forecasting model results agree with Campbell-Hill's conclusion that forecasts prepared in 2003/04 should produce higher long term growth rates than forecasts developed a year earlier (2003/2002).

As shown in Table F-1 below, the FAA TAF model produced a 0.5% per year higher growth rate for air carrier operations in the 2004 TAF than it did for the 2003 TAF. This indicates that even the 2003 TAF forecasts are too low for purposes of evaluating the efficacy and performance of OMP (alternative C). If, as the FAA estimates, the 2003 TAF operations forecast for 2018 would produce an average delay of

⁵ FAA, FEIS, page R-11.

⁶ FAA, FEIS, page B-22.

⁷ As displayed in Section 2.0 of Campbell-Hill's April 6 report, it is likely that the OMP will be out of capacity even prior to the five years forecast by the FAA.

⁸ See letter from Joseph Kareganis to Barry Cooper at FAA dated August 8, 2005

**THE FAA SHOULD NOT HAVE REDUCED
PASSENGER PROJECTIONS IN THE 2004 TAF**

13-16 minutes, it is reasonable to conclude that the adjusted 2004 TAF value⁹ would produce delays well over 25 minutes in 2018. In fact, from the FAA's own data it is reasonable to conclude that ORD delay would reach 16 minutes when OMP opens in 2013 or 2014. This finding is confirmed by Campbell-Hill's independent analysis.

Finally, it must be noted that none of these delay estimates include the 6.5 minute additional taxi time occasioned by the OMP design. Inclusion of the added taxi time produces NEGATIVE BENEFITS for the OMP from DAY 1.

**Table F-1
UNDERLYING FAA DOCUMENTS DISCLOSE THE FACT THAT ITS
FORECASTING MODEL PRODUCED HIGHER FUTURE GROWTH RATES FOR
THE 2004 TAF COMPARED TO THE 2003 TAF**

ORD Annual Passenger Growth Rate		
	<u>2002/03-2020</u>	<u>2005-20</u>
2004 TAF	3.3%	2.8%
2003 TAF	<u>3.3%</u>	<u>2.7%</u>
2004 TAF Higher than 2003 TAF	0.0%	0.1%

ORD Annual Departure Growth Rate		
	<u>2002/03-2020</u>	<u>2005-20</u>
2004 TAF	2.4%	2.0%
2003 TAF	<u>2.2%</u>	<u>1.5%</u>
2004 TAF Higher than 2003 TAF	0.2%	0.5%

Sources: Files received from the FAA entitled ORD Forecast Methodology and ORD 04 Forecast Methodology.

⁹ Adjusted by adding 0.5% per year to the 1.5% growth rate in the 2003 TAF (Table F-1).