



GRA Overview

GRA, Incorporated (formerly Gellman Research Associates, Inc.) is one of the most experienced firms in the United States specializing in economic and financial issues related to air transportation. Maintaining offices in suburban Philadelphia and New York, GRA provides the comprehensive services that are required to support investment and policy decisions for airlines, airports, aerospace manufacturers and air traffic control providers. The firm has played a prominent role in modernizing the regulatory framework for the air transportation industry, and is now the chief economic counsel to the U.S. Federal Aviation Administration.

GRA also provides advisory services to airports and airlines in business planning and forecasting, air services development, strategic planning, and assessing the economic value of new investments. It has conducted economic impact assessments for airports and aviation projects in the U.S. and overseas, including the development of a model to link Hong Kong's airport to its economy that was used to support the development of a new airport.

GRA has supported FAA for over 30 years, and has helped it establish improved methods for economic analysis and forecasting; it currently supports FAA in its assessments of the impact of aviation on the U.S. economy. GRA also has conducted a number of significant policy studies for the U.S. Department of Transportation including its first analytic assessment of international airline code sharing and the development of the proposal to establish a government corporation to provide air traffic control services in the U.S. GRA was selected as the financial advisor to the Air Transportation Stabilization Board which provided loan guarantees to the airline industry in the aftermath September 11, 2001.

GRA Senior Management

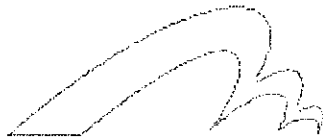
In undertaking its assignments, the firm combines the seasoned skills of its senior management with the keen and creative analytical capabilities of its professional staff. GRA's three partners have approximately one hundred years of combined experience in the air transportation industry, and all are actively involved in client assignments:

- Mr. Frank J. Berardino, GRA's President, is a professional economist who has led assignments throughout the world in restructuring airlines, and in providing investment advisory services related to aircraft acquisition, privatizations and restructurings in the airline and airport industries.
- Mr. Chris Frankel, based in New York, leads GRA's airline practice, and advises airlines and other investors throughout the world. He has current assignments in Asia and Africa and has provided strategic advisory services to airlines throughout the world. Mr. Frankel has senior executive experience in strategic planning, while working at three U.S. airlines.
- Mr. Richard Golaszewski leads GRA's activities in the public policy, regulatory and safety areas. He has led major engagements in infrastructure development and reorganization in the U.S., Europe and Asia. He advised the FAA, DOT, Congress and several Administrations on the financing of airport and air traffic control investments and on matters related to airline industry competition. Mr. Golaszewski has over 30 years of experience in conducting economic impact assessments for airports and other clients.

Airport Investment Support and Economic Advisory Services

Client

Challenge – Solution – Outcome



香港國際機場
HONG KONG INTERNATIONAL AIRPORT



- Estimate the costs to the Hong Kong economy of not building a new airport
- Develop a model that linked air transportation to the broader economy in Hong Kong and estimate the cost to the economy in the event air services became more expensive due to a lack of capacity
- Successfully presented to the Hong Kong government; a key determinant in the decision to build new Hong Kong Airport
- Develop a method to evaluate the benefits of a large capacity enhancement for Chicago O'Hare in circumstances where future delays were expected to return to historic levels
- Develop methodology for valuing additional flights consistent with FAA guidance on airport investment analysis
- Agreement reached on FAA grant
- Evaluate the contribution of airside improvements to a \$1 billion capital improvement program
- Create a model to assess future airport operations with and without the airside improvements
- Successful application for FAA grant
- Assist airport clients in estimating the regional economic impacts of their operations
- Develop a state-of-the-art economic impact model and methodology; implement successfully
- Clients have included: BWI, National Airport, Dulles International, Philadelphia International, Hong Kong, and Dallas Ft. Worth, Houston Airport System; applied to air cargo for the Greater Toronto Airports Authority

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InterVISTAS

*strategic
transportation
& tourism
solutions*

InterVISTAS Consulting Group

Who we are

The InterVISTAS Consulting Group is a dynamic team of transportation, tourism, environmental, planning and economic development professionals dedicated to providing leading edge strategic solutions for the tourism and transportation industry.

The Group is staffed with 90 consultants, analysts, research assistants and corporate employees with diverse, industry-related experiences and backgrounds. They assist 400 clients worldwide and have done over 1,500 projects in 59 countries.

The InterVISTAS Consulting Group is proud member of the strategic alliance of the DHV Group and NACO.

What we do

InterVISTAS is globally acclaimed for exemplary performance in:

- Economic / Environmental Impact
- Cost-Benefit and Market Analysis
- Border and Security Assistance
- Consumer Research and Benchmarking
- Tourism Development

Our Aviation Team - one of the strongest in the world - specializes in

- Aviation Forecasting
- Revenue Management
- Airport Privatization and Finance
- Commercial and Air Service Development

In partnership with the DHV Group and NACO, InterVISTAS also offers Infrastructure planning, design, and engineering expertise.

Who our clients are

InterVISTAS assists airlines, airports, ports, railroads, tourism organizations, government agencies, municipalities and other related industries.

Where we are

The InterVISTAS Consulting Group is headquartered in Vancouver BC, Canada, with offices in:

- United States (Bethesda, MD, Berkeley, CA),
- Canada (Vancouver BC, Ottawa ON, Winnipeg MB),
- Europe (The Hague NL, Bath UK); and
- South Africa (Johannesburg)

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Short List of Services

- Air Service Development
- Airport City Development
- Airport Financing
- Airport Privatization
- Airline Services
- Aviation and Airport Planning
- Benchmarking Studies
- Business Planning
- Cargo Marketing
- Cargo, Passenger and Border Facilitation
- Consumer Research
- Economic Development Plans
- Economic Impact Studies
- Environmental Services
- Expert Witness Services
- Forecasting Services
- Governance Reviews
- Market Research
- Multiple Account Studies
- Policy Strategic Support
- Regulatory Services
- Retail Development
- Revenue Management Services
- Safety & Security
- Strategic Advocacy
- Tourism Studies

InterVISTAS Consulting Group's Key Executives

Gerry Bruno, Group Chief Executive Officer

James F. Miller, Jr., Group President

Kenneth D. Currie, Executive Vice President

Barney Parrella, Executive Vice President

Dr. Michael Tretheway, Executive Vice President

Solomon Wong, Executive Vice President