

Robert A. Hazel **Managing Partner**

Bob Hazel has represented airports, airlines, investors, and government clients. He has a broad background in aviation economics and commercial and regulatory issues, and is recognized as an expert on airports. Prior to joining Eclat, Bob spent 18 months managing major aviation projects in China. From 1993 to 2001, Bob served as Vice President — Properties and Facilities for US Airways, where he managed more than \$1 billion in airport development projects, including overseeing planning, financing, and construction of new terminals at major East Coast airports. At US Airways, he also served as the airline's lead lawyer for aircraft acquisitions and corporate finance transactions, as well as senior regulatory counsel.

Bob is the author of "Airport Economics," a chapter of *Handbook of Airline Economics*, McGraw-Hill, 1995. He speaks frequently at industry conferences and to chambers and other community groups. Recent topics include airline competition and industry trends, air service planning, aviation economics, airport financing, airport design, and legislative initiatives.

Consulting Projects

- Advised investment banking clients about airline industry issues and trends; provided assessments of competitive position, financial strength, and prospects of specific airlines.
- Advised Commonwealth of Pennsylvania regarding requests by US Airways for financial assistance as a stated condition for the airline's continued operation of its hub at Pittsburgh. Provided assessment of prospects for US Airways and evaluation of how airlines make decisions regarding network planning and facilities requirements.
- For airport clients, including Pittsburgh, Metropolitan Washington Airports Authority, and others, provided strategic and analytical support for programs to increase air service and lower fares. Led various economic and regulatory studies.
- Managed major consulting project in Southwestern China, where 21 new airports were being built. Provided advice on making airports financially self-sufficient (following spin-off from central government), improving business practices, and obtaining external financing. Made multiple business trips to the region, including Chengdu, Chongqing, and Lhasa (Tibet).
- Successfully launched post-9/11 Israel-based anti-terrorism consulting firm in the U.S. market. Led airport-related business development efforts, formed joint ventures with U.S. firms, and brought in first major consulting contracts for the firm.
- Advised the Egyptian Airports Holding Corporation regarding Egypt's future airport development needs. Analyzed commercial practices at comparable international airports. Recommended financial, organizational, and design changes necessary to bring Egyptian airports up to international standards.

Accomplishments at US Airways

- Served as lead counsel for major corporate financings (including \$2 billion credit agreement used to finance the acquisition of two other airlines), and for major aircraft purchases (including the purchase of an \$800 million fleet of jets from a Dutch manufacturer—US Airways’ largest acquisition from a foreign manufacturer at the time). Served as senior regulatory counsel on all issues relating to airports.
- Managed over \$1 billion in airport design and construction projects, including projects in Boston (new Shuttle terminal, \$80 million); Philadelphia (regional terminal and international terminal, \$600 million); New York (terminal reconstruction, \$30 million); Charlotte, NC (aircraft maintenance center and training facilities, \$70 million); and other locations.
- Structured financing for airport projects, negotiated leases and other airport agreements. Negotiated budgets, capital development programs and operating plans at numerous airports.
- Served as airline expert for federal legislation on airport ratemaking issues. Frequent involvement with airport trade associations and FAA on regulatory issues affecting airports.

Employment

2003 – Present	Eclat Consulting, Arlington, Virginia Managing Partner
2001 – 2003	GCW Consulting, Arlington, Virginia Vice President and Managing Director
1983 – 2001	US Airways, Inc., Arlington, Virginia Vice President - Properties and Facilities (1993-2001) Assistant Vice President - Properties and Facilities (1989-1993) Assistant General Counsel and Corporate Secretary for five airline subsidiaries (1987-1989); Senior Attorney (1983-1987)
1979 – 1983	Peabody, Rivlin, Lambert & Meyers, Washington, D.C. Billig, Sher & Jones, Washington, D.C. Attorney

Education

Bob holds an A.B. from Princeton University, a J.D. from the University of Chicago Law School and an MBA in Finance from The George Washington University. He is a member of the District of Columbia Bar.