



TABLE OF CONTENTS

A.	Name, size, description, and history of firm	1
B.	Location of main office and office where work will be accomplished	1
C.	Executive Summary	1
D.	Qualifications and previous experience...	2
E.	Listing of all sub-consultants...	6
F.	Additional Comments	7
G.	Pricing Schedule	9

A. Name, size, and description and history of firm

Rosemont Strategies (Rosemont) is a boutique government affairs firm launched in 2013 by founders Kyle Mulhall and Scott Brenner. Kyle and Scott each have over 25 years of experience in federal policy, having served as advisors to Democrats and Republicans, respectively, at all levels of government. Kyle and Scott bring to their clients expertise in a wide range of issues including the federal rulemaking process, environmental reviews, grant and regulatory compliance, congressional committee process, appropriations rules, and congressional oversight of agency programs. As a two-person operation, all client work is completed by the firm's principles, Kyle and Scott. Important tasks are never handed off to junior staff. Kyle and Scott's experience working in Congress and various federal agencies, combined with their broad network of contacts of policymakers, opinion-leaders, and private sector principals throughout Washington, provides Rosemont with a unique ability to represent clients and provide a complete, 360-degree view of the federal policymaking process.

B. Location of main office and office where work will be accomplished

Rosemont is strategically located just steps from the U.S. Capitol at 316 Pennsylvania Ave., SE in Washington, D.C. Being on Capitol Hill helps the Rosemont team get in front of key decision-makers quickly and frequently. Seeing, socializing, and meeting with members of Congress and their aides in the neighborhood allows Scott and Kyle to develop and maintain meaningful and productive professional relationships.

All work will be completed in our Capitol Hill offices and every Rosemont client is welcome to make use of our conference facilities while visiting Washington.

C. Executive Summary

Rosemont is uniquely qualified to help the TTAD succeed in Washington. Our bipartisan team fully understands the challenges and opportunities ahead of TTAD. With the FAA reauthorization bill moving forward later this year, ongoing debate over noise issues, a proposed funding increase for the contract tower program, and active consideration of a major infrastructure bill in Congress and the White House, TTAD policy priorities are very much at center stage in the nation's capital. It is more critical than ever for TTAD to have an active lobbying team in Washington that will work in partnership with your leadership and stakeholders to fight for your objectives.

Scott and Kyle are senior policy experts with experience advocating for leading airports such as LAX, OAK and RNO. They have spent the past two decades working these issues, and advocating for airports of all sizes. They are no strangers to balancing the needs of the airport with those of the surrounding communities. On behalf of LAX, Rosemont has spent many hours

ensuring that community stakeholders remain engaged with all aspects of the airport, its operations, and its considerable capital plans.

In addition to working with TTAD's neighbors, Rosemont also understands the role the airport plays in serving as an economic generator for the district and would seek to leverage the investment the district has made in the airport by seeking federal funds for improved ATC coverage through the contract tower program. Congress is currently debating an expansion of the program and TTAD needs to be included in that debate. Rosemont would also seek funding for the installation of an ADSB system that will increase the airport's level of safety making it more accessible to others in the general aviation community and, in turn, help to generate additional airport revenue.

Scott and Kyle have served in congressional member offices, committee offices, and leadership offices in both the House and Senate, for both Republicans and Democrats. They understand the work culture of Congress and congressional staff. Moreover, they know how to communicate effectively and advocate on both sides of the aisle. They have worked with California's congressional delegation for many years and are very familiar with the ever-changing impact local electoral politics plays with each office.

Scott and Kyle have also served as career civil servants and political appointees in Democratic and Republican administrations at DOT, FAA, and DHS. They have a working knowledge of how the federal bureaucracy works, having seen it from the inside. They know the power of and limitations on critical support from political appointees. They can also identify creative funding opportunities and develop an agency grant strategy and have employed successful such strategies for many airport clients.

TTAD's federal lobbying program must comprehensively cover both legislative and government agency issues. To produce the best results, TTAD will need a lobbying team that is well-versed in the processes of both branches of the government.

D. Qualifications and previous experience

The Rosemont team offers only senior policy experts who have broad experience advocating for leading airports such as LAX, OAK and RNO. Scott and Kyle have spent the past two decades working these issues, working with each other and advocating for airports of all sizes.

As required by the scope of work, Rosemont's team members are among the leading legislative strategists on aviation issues in Washington. Scott and Kyle are experienced with regulatory and legislative processes, including both authorizing legislation and federal appropriations. Scott and Kyle are skilled at the technical drafting of rules, rulemaking comments, statutes, congressional reports and committee testimony.

The team has served in congressional member offices, committee offices, and leadership offices in both the House and Senate, for both Republicans and Democrats. Having lived it, they understand the work culture of Congress and congressional staff. Moreover, they know how to communicate effectively and advocate on both sides of the aisle.

Scott and Kyle have also served as civil servants and political appointees in Democratic and Republican administrations at DOT, FAA, and DHS. They know how the federal bureaucracy works and the power of and limitations on critical support from political appointees. They also know how to identify creative funding opportunities and to develop an agency grant strategy and have done so successfully for many airport clients.

Rosemont's work philosophy treats each project as a partnership; Scott and Kyle can only succeed when working in partnership with senior staff on a daily basis. A good working relationship with open and regular communication is the key to staying on top of key issues, sudden opportunities, and unexpected crises.

PERSONNEL

- ***Kyle Mulhall, Principal, Rosemont Strategies.*** Kyle served as senior transportation policy advisor to House Democratic Leader Dick Gephardt where he coordinated policy for House Democrats on aviation issues, culminating as a lead negotiator on the Airline Stabilization Act and the Aviation Security Act following the 9/11 terrorist attacks. He also has extensive experience with the Airport Improvement Program, the Passenger Facility Charge, FAA oversight of airport finances and construction projects, and appropriations for surface projects and navigational aids. He has helped shape the rules that govern slot-controlled US airports, including preserving slot ownership rights, the transferability of slots and the future expansion of the number of slots. Kyle led the successful effort to create the first non-stop service between LAX and Washington's Reagan-National Airport. He served as legislative and regulatory counsel at DOT under President Clinton, and practiced transportation law in the private sector for ten years. Kyle received his Juris Doctor from the George Washington University Law School.
- ***Scott Brenner, Principal, Rosemont Strategies.*** Scott has over 25 years of experience working on Capitol Hill, the Executive Branch and in government affairs. He has a proven track record in creating and implementing public policy strategies at the state and federal levels, from shaping legislation and regulations to designing public affairs strategies that incorporate legislative and media components. Recently, Scott worked with the Trump campaign and transition team to help set up the incoming administration's transportation team in 2016. He maintains strong ties to the administration, with former colleagues at DOT, DHS, and the White House. Scott is a regular commentator on aviation issues on Fox News, CBS News and other media outlets, appearing live on air to speak on aviation safety issues

during national news programs. His successes include a the defeat of a tax provision that would have cost LAX over \$550 million in finance costs for the airport's current modernization project; a pending legislative proposal that would increase the passenger facility charge; and a media campaign pivotal to passing legislation to raise the retirement age of commercial airline pilots. Scott spent three years as the press secretary to the legendary Republican House Transportation Committee Chairman Bud Shuster. For the Committee, Scott crafted the communication strategies for such initiatives as the 1998 highway bill and the 2000 aviation bill. Scott was later appointed by President George W. Bush to serve as Associate Administrator at the FAA. Scott served as the agency's chief spokesperson and managed the agency's communications programs, congressional relations, media relations and web site operations. Scott managed a staff of 37 and served as chief spokesman during the terrorist attacks of September 11th.

EXPERIENCE

Los Angeles World Airports

Scott and Kyle were retained by LAWA in September 2009 to provide federal legislative consulting and advocacy services. Since then, they have worked on a range of issues for LAWA. They have helped lead the national effort to increase the Passenger Facility Charge ("PFC"), worked with the local community on FAA's proposed new flight paths, advocated before Customs and Border Protection to improve staffing levels and processing times at international arrivals, and advised the airport on a host of issues including environmental requirements for airport infrastructure projects, new landing slots at federal slot-controlled airports, federal grants for landside transportation projects, noise program requirements, and issues related to transfer of ownership of a major commercial airport, Ontario International Airport, for Los Angeles to the City of Ontario and other community entities.

Rosemont's major deliverables on behalf of LAWA have included:

- **PFC Initiative:** Providing leadership on the national effort to win an increase in the PFC; to date, Rosemont has secured Senate Republicans' endorsement of a PFC increase; they secured an opportunity for LAX's executive director to personally brief President Trump on the need for an increased PFC; Scott and Kyle inserted the PFC debate into the 2012 "Super Committee" budget negotiations as well as the 2014 Murray-Ryan budget talks. Rosemont also helped House Democrats shape their PFC proposals in the last and current Congress. The team secured Democratic advocacy for the PFC in the ongoing FAA reauthorization debate in both the House and Senate and continues to lead the trade groups and our airport allies on shaping PFC proposals and Hill advocacy.
- **Congressional Support for LAX:** Building strong ties to the California congressional delegation, Rosemont organized 18 members of the delegation, led by Rep. Xavier Becerra, to call for a PFC increase to support the major ongoing capital plan at LAX. Rosemont also helped secured Senator Feinstein's support for a PFC in coordination with colleagues at SFO.
- **Grassroots Support for LAX:** Rosemont leads an ongoing effort to create an effective working coalition of California supporters of a PFC increase and major American airports to advocate on core funding issues and CBP staffing. Working with the leadership of LAWA and the San Francisco International Airport, Scott and Kyle secured support letters and telephone calls from over 50 labor unions, businesses, and civic organizations supporting airport modernization.
- **Coordination with LA Mayor's Office:** Under the direction of the Mayor's Office, Rosemont helped organize an unprecedented letter from over 40 mayors of major American cities to fight for a PFC increase.
- **Contact:** Mark Adams, Director of Government Affairs
Los Angeles World Airports
424-646-5114
madams2@lawa.org

Port of Oakland & Oakland International Airport

The Port of Oakland is an agency of the City of Oakland with authority to operate both the seaport and the Oakland International Airport ("OAK"). Rosemont's Kyle Mulhall began work for the Port in 2007 by helping with the appropriations issues the Port was facing with its \$300 million project to dredge the main shipping channel and berths down to 50 feet. Our firm handled all aviation, surface and maritime transportation and environmental issues.

- **Landside Grants to OAK:** Kyle helped win FAA and FTA environmental approvals for construction of a BART line into OAK. The transit project also won \$70 million in supplemental federal funds under the landmark American Recovery & Reinvestment Act. Kyle also played an active role in preparing the Port's grant applications under the DOT TIGER program, including securing critical support among the California congressional delegation. The Port's first win was for \$30 million barging and transportation electrification project. In later rounds Kyle helped win two additional TIGER grants for rail relocation and cold-storage facility projects. Rosemont also won \$8 million in transportation security funds for a multi-jurisdictional emergency response center.
- **CBP Staffing for International Service:** Rosemont also worked on repeated challenges in securing additional CBP staffing to support the growing number of international flights at OAK. This includes arranging the support of California's Senators and senior members of the House, arranging regular meetings with the CBP Commissioner and CBP senior management, and recruiting airport industry support for greater programmatic flexibility at CBP. Based on Rosemont's success in solving the CBP problem, OAK now offers service on five international carriers to over 15 destinations in Europe and Mexico, and is expected to soon add service to Asia.
- **Contact:** Matt Davis, Director of Government Affairs
Port of Oakland
510-627-1430
mdavis@portoakland.com

Reno-Tahoe International Airport (RNO)

The airport retained us in early 2010 to help with a variety of issues. Representing his hometown airport, Scott Brenner led the effort to secure more than \$1.5 million in appropriations to assist with runway and terminal improvements; helped defeat costly emergency response regulations contained in the FAA reauthorization bill; served as a key component on a coalition to push for a PFC increase; and worked to push the FAA to adjust flight patterns for gliders which could endanger approaches and departures of commercial aircraft.

- **Contact:** Marily M. Mora, President and CEO
Reno-Tahoe International Airport
775-328-6408

E. Provide a listing of all sub-consultants to be used, including responsibilities and qualification for each sub-consultant

Rosemont does not anticipate using any sub-consultants. However, with more than 50 years of combined experience in Washington, Rosemont has an established professional network they can tap into should they need someone with a unique skill set to supplement our efforts on behalf of TTAD.

F. Provide any additional comments, which you may believe to be relevant

PROPOSED WORK PLAN AND APPROACH

Scope of Work and Red Team

As part of Rosemont’s normal business practices, Scott and Kyle undertake an initial effort, called the “red team process,” to generate a foundational understanding of TTAD’s needs, issues, priorities, and operating context. That effort starts with a rapid, but comprehensive, review of the areas of concern to TTAD, whether it is a state-inspired issue, or Truckee-area politics, or matters involving any federal agencies. Rosemont’s goal is to fully understand TTAD’s needs so that the team can most effectively represent the airport.

Scott and Kyle will use sessions with staff to gain a deeper understanding of the perspectives, insights, and interests of key stakeholders who will shape TTAD’s federal agenda. They will then utilize this understanding to identify and prioritize the range of issues and opportunities relevant to TTAD. This red team process, and Rosemont’s knowledge of TTAD’s needs, concerns, and issues, enables an immediate federal affairs strategy.

Optimize Trips and Meetings

Whenever TTAD leadership or their staff visit Washington, D.C., our team will arrange meetings with key Members of Congress, executive branch leaders, and senior career executives in the federal agencies to discuss federal policy, programs, and projects for which TTAD seeks federal action and support. To make those visits most productive and effective, our team will:

- Engage in advocacy to promote the TTAD’s position on priority issues, both in support of, and in opposition to, key legislation, particularly with regards to upcoming FAA reauthorization legislation and the annual transportation appropriations measures. This will involve maintaining direct and consistent contact with key U.S. Senators and Representatives including TTAD’s Congressional Delegation, and keeping them informed about your top priorities;
- Leverage TTAD’s membership in the various trade associations to ensure your investment is maximized and your goals are aligned;
- Coordinate funding, legislation, and policy-related activities with outside stakeholders, Congress, and all executive branch agencies;

- Keep TTAD informed on federal funding opportunities proposed in authorizing or appropriations bills;
- Provide analysis of bills, committee reports, and federal agency rules that have a bearing on the airport;
- Secure authorizations and funding from Congress and the executive branch agencies to implement TTAD's projects;
- Coordinate visits by TTAD officials with the California Delegation and key regulatory agencies;
- Assist with briefing materials and conduct briefings for TTAD officials who are preparing to meet with members of Congress or agency officials or testify before Congressional committees and administrative agencies;
- Arrange for appointments and accommodations for TTAD officials to facilitate the performance of your business while in Washington, D.C.;
- Aid with travel logistics for Washington, D.C. visits, including local transportation and meals for working meetings; and
- Utilize technology like webinars and videoconferences as a cost-saving measure.

PROJECT MANAGEMENT CONTROL

A key element of Rosemont's engagement will be working with TTAD to establish clear, customized communications protocols. Our firm believes that regular and frequent communication with our clients is critical to the success of any project.

Our team will remain in close communication with TTAD officials regarding our activities, highlighting important federal initiatives and actions, as well as our ongoing work on your behalf. Rosemont anticipates highly productive working sessions; both upon Rosemont's visits to TTAD and with your representatives' visits to Washington, D.C. Our team members will remain in close communication with TTAD officials via the following channels:

- **In-Person Visit.** As mentioned above, Rosemont prefers to commence our working relationship by traveling to the client's location for the red team process, during which we can also physically view any potential existing projects that may require our first-hand perspective or understanding. Our goal in these meetings is to gain a better understanding of TTAD's needs, as well as its strategic objectives in the near and long term.
- **Frequent Activity Updates.** Each month, Rosemont will submit written statements of work detailing the activities undertaken by the team during the previous month on behalf of TTAD, as well as the status of the various projects and initiatives that are currently underway.
- **Regular Phone Calls.** Rosemont will conduct regular phone calls with the appropriate representatives to ensure that the airport is fully-informed about our activities on an ongoing basis, and to ensure that we have current and accurate information about TTAD's position on various issues of importance.
- **Daily Communications.** During certain periods in the year, especially at several points in the appropriations cycle, it will be essential that our team members maintain daily phone and email contact with your representatives, as we respond quickly to any roadblocks or new opportunities that may arise, and field last minute inquiries from Members and staff.
- **Additional In-Person Visits.** Rosemont anticipates that our team members may require additional in-person visits to Truckee throughout the year, both to conduct ongoing discussions about your federal strategy or new initiatives, as well as to facilitate visits, tours, briefings, and press events involving the California Delegation Members and staff.
- **D.C. Visits.** Finally, Rosemont will organize visits to Washington, D.C. by TTAD officials in support of the airport's needs. These visits will be designed to strengthen relationships and to increase TTAD's visibility among important congressional and administration allies. These visits will be carefully planned to maximize high-value opportunities to differentiate and elevate your priorities before federal decision-makers.

G. Pricing Schedule

As is standard for federal lobbying firms, Rosemont proposes a flat monthly fee of \$4,000.00 for our federal affairs services. This would include the time per month of our two senior professionals and also cover all incidental costs and expenses incurred in Washington on your behalf. Rosemont would bill separately, and only with your preapproval, for any travel outside of the DC metropolitan area.

Rosemont offers a value our competitors cannot match. Rosemont gives you over 30 years of bipartisan federal policy experience and your work will only be done by senior policy experts. Scott and Kyle are among the best in transportation policy and are considered leaders within the small circle of transportation lobbyists in Washington.

Scott also offers insight into the new Trump Administration that few can match, given his involvement over the past months in policy and transition planning for USDOT.

Finally, inclusive in our price is the option to use our office space on Capitol Hill. Our office is located just two blocks from the Capitol, offering close proximity to congressional offices, as well as the USDOT, FAA, and the White House. We can also provide temporary offices and a home base for visiting officials, and a large conference room with views of the Capitol dome.