

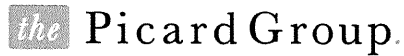


Engagement Proposal

State & Federal Governmental Affairs & Advocacy Services

Expertise | Connection | Trust

We consistently support our clients in strategizing, navigating,
and communicating complex issues and interests.



RESULTS.

Dear Mayor Mitchell,

At the Picard Group, it is our mission to transform the lives of citizens and businesses we serve, delivering results which build bridges or remove obstacles for our clients and communities to prosper. As professionals with decades of experience, we possess unparalleled insight and influence on issues facing Louisiana and the nation. Our clients count on us to help amplify their political voice and influence in their industry.

Since 2011, The Picard Group has established itself as one of the leading governmental affairs firms in Louisiana and an effective advocate in Washington, D.C. With offices in Washington, D.C. and spanning across Louisiana in Lafayette, Lake Charles, and Baton Rouge, we provide full-service representation in governmental affairs, both vertically (local, state, and federal levels) and horizontally (regulatory, legislative and executive branch), as well as issue and association management, procurement, and strategic consulting services, representing prominent regional and Louisiana businesses, including thirteen FORTUNE 500 companies and two companies on INC. MAGAZINE'S "5000 Fastest Growing Businesses in America" list. We forecast, strategize, and execute a plan of action, all on your behalf.

We believe our proven record of client representation, coupled with our mission and key principles, creates a successful partnership. It would be our pleasure to represent the City of West Monroe.

Tyron Picard, Principal
The Picard Group

OVERVIEW OF THE FIRM

Results. Our team of experienced governmental affairs professionals know that it is the most important word in a client's vocabulary and the only one that matters when measuring performance. The Picard Group is uniquely assembled to assist clients at multiple levels and in multiple areas. As your advocates, the firm is committed to producing the results that make a difference for your organization. The Picard Group represents local governments, businesses, associations, and institutions, primarily in the fields of health, energy, technology, and infrastructure.

Founded in January 2011, the firm's vision is based upon three key principles:

1. The Picard Group has the capacity to serve a **single client across multiple jurisdictions** from local to federal and to represent their interests in the legislative and executive branches of government.
2. The Picard Group is structured with **experienced associates** from both political parties and deliver quality, effective representation to clients. The firm strives to be known for the **quality of representation** delivered to clients rather than the volume of clients.
3. The Picard Group uses its talents and resources to **improve the quality of life for the citizens of Louisiana** through involvement in civic and charitable activities.

SCOPE OF WORK

The Picard Group (TPG) will provide state and federal government affairs and advocacy services for the City of West Monroe (City) through the following:

- TPG will work with the City on their legislative interests, including infrastructure, water resources, flood protection measures, and other federal and state funding priorities.
 - We will assist with funding for key infrastructure projects, including the passage of an infrastructure package which is likely to include funding for surface transportation projects and clean and drinking water projects, and other projects that could mitigate the risk of storms and flooding, and improve resiliency.
 - As Congress begins to focus on a WRDA reauthorization bill next year, TPG will work with City officials on additional authorization language needed for projects.
 - We will assist the City with Congressional support for various federal grant applications.
- TPG has strong relationships with members of the legislative and executive branches of government, experience working with House and Senate committees, and are well-known to members of the House and Senate, committee staff, and department officials. We will ensure City officials develop strong relationships with key members of Congress, not limited to the Louisiana Congressional Delegation and Northeast Louisiana members, to ensure interests are reinforced as widely as possible.
- TPG will facilitate meetings with the Louisiana Congressional Delegation members, including in-person visits and advocating for funding in Washington, D.C. and Baton Rouge, LA.
- TPG will provide guidance and recommendations regarding legislative actions, committee hearings, and the overall legislative agenda at state and federal levels.
- TPG will monitor and provide bill tracking for the City, as well as advise on issues before Congress and the Louisiana Legislature.
- TPG will provide regular updates and written reports in a frequency determined by TPG and the City. For bill tracking, reports will include a high-level overview of the legislature, status of legislation being tracked, and action taken and outcomes achieved or expected.

Our proactive approach leads to maintaining consistent communication and positive results for our clients. Because TPG staff has significant Capitol Hill experience, we can anticipate the needs for members of Congress and provide drafts on hearing questions, letters, statements, and press releases when seeking their support. We can move quickly to recruit legislative sponsors and co-sponsors and work closely with members to secure passage of bills or their inclusion in an appropriate legislative vehicle.

CASE STUDIES

TPG has a long history of advocacy efforts on behalf of parish and local governments, including in North Louisiana.

City of Monroe

TPG works with the City of Monroe on several municipal issues, including grants, funding, and other initiatives in Washington, D.C. In the summer of 2019, the City of Monroe and the Airport Director approached TPG with a funding need at Monroe Regional Airport – \$12.9 million to fund the main runway extension and taxiway construction.

- TPG immediately held meetings with several members of the Louisiana Delegation to promote the importance of Monroe Regional Airport and the economic impact of 1) Delta Airlines exiting the market and 2) the airport closing for good. We convened meetings with the FAA to discuss these same issues and coordinated our messaging with the Congressional Delegation. Our efforts resulted in an expedited release of funds in the amount of \$12.9 million.

Cameron Parish Police Jury

TPG works with Cameron Parish Police Jury to navigate the U.S. Army Corps of Engineers, FEMA, U.S. Department of Housing and Urban Development (HUD), Department of Transportation (DOT), and Federal Energy Regulatory Commission (FERC). For some projects, Cameron Parish Police Jury had an intense focus on the authorization and construction of projects approved by Congress, including:

- TPG worked with FEMA and HUD contacts to ensure recovery money flowed and to identify additional opportunities to use HUD Community Development Block Grant (CDBG) funds. Most recently, TPG and Cameron Parish held a meeting at HUD, where HUD staff discussed that CDBG funds can be used for “public services” such as job training. It was suggested that Cameron Parish reach out to the state to press on this issue.
- TPG facilitated a meeting with the Deputy Assistant Secretary of Transportation Policy and other key officials at DOT, as Cameron Parish navigates the Better Utilizing Investments to Leverage Development Program” (BUILD) grants process. TPG worked with Cameron Parish to create a narrative for the application that would be most appealing to the review panel and obtained letters of support from Louisiana’s Congressional Delegation.
- Simultaneously, TPG coordinated meetings between FERC staff and Cameron Parish officials to have a better understanding of the LNG permitting process.
- TPG strategically worked for approval of projects through legislation and administrative actions related to transportation and infrastructure, including DOT and BUILD grants.

- BUILD grants are known previously as TIGER grants. The Consolidated Appropriations Act of 2018 appropriated \$1.5 billion to be awarded by DOT for national infrastructure investments. Like TIGER, BUILD grants are used for investments in surface transportation infrastructure, with a greater share of BUILD funding reserved for projects in rural areas.
- After solicitation was made public, TPG facilitated a meeting with DOT and Cameron Parish. DOT provided guidance to Cameron Parish on how to structure the grant application, and TPG drafted letters of support for Cameron Parish's delegation to submit.

Lafayette Airport Commission

TPG has success in assisting local governments with DOT grants.

TPG works with the Lafayette Airport Commission (LFT) to ensure Airport Improvement Program discretionary funding for the terminal project. LFT received nearly \$49 million from the FAA to complete the project and were initially told by the FAA that funding was not available in Fiscal Year 2018.

- TPG convened several meetings with FAA headquarters on the issue. As a result, the FAA provided \$10 million in funds for Fiscal Year 2018. TPG continues to work with LFT and FAA, as LFT applies for the remaining funding in FY18 rather than waiting to apply over the course of multiple years. TPG has positioned LFT to compete well with the support of the delegation.

PROJECT TEAM

Tyron Picard, Principal

Congressman Rodney Alexander, Senior Director of Federal Affairs

Emily Bacque, Director of Federal Affairs

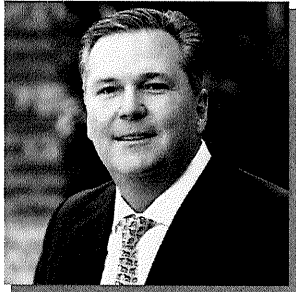
Nic Walts, Director of Policy

Hunter Hall, Deputy Director of Federal Affairs

FEE STRUCTURE & TERM

The Picard Group typically executes engagements on a monthly retainer with a one-year minimum term engagement:

The Picard Group proposes a one-year engagement for the outlined scope of services, commencing on May 11, 2021 and ending on May 10, 2022 at a rate of \$5,000 per month. Upon expiration of the original term, the agreement could be extended upon the written consent of The Picard Group and the City of West Monroe.



TYRON PICARD.
PRINCIPAL

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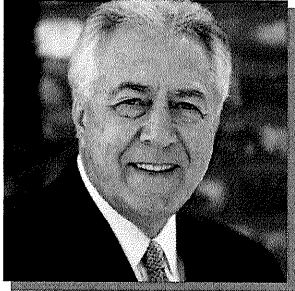
Tyron Picard is the founder and Principal of The Picard Group. Picard has developed a proven record of bipartisan legislative accomplishments on the state and federal levels. He was appointed to serve on the transition teams of two incoming Louisiana governors in 2003 and 2007 (Democrat and Republican).

Prior to founding The Picard Group in 2011, Picard served for 12 years as Executive Vice President and a Board member for the Acadian Companies, which includes Acadian Ambulance. During his 12-year tenure, Acadian grew from 600 employees to over 3,000 employees and from \$70 million in sales to \$350 million in sales.

Since founding the 12-person firm with offices in Louisiana and Washington, DC, Picard has been active in developing the firm's full integration to meet client needs, both vertically (at local, state, and federal levels) as well as horizontally (regulatory, legislative and executive branch lobbying, as well as strategic business consulting). The firm represents over 60 clients, a dozen of which are Fortune 500 companies in the areas of healthcare, technology, energy, industrial construction, gaming, etc. Using his unique business background and political experience, the firm has represented a number of private equity firms that are invested in businesses which are highly regulated.

Picard currently serves as Chairman of the Board of Directors of the Council for A Better Louisiana (CABL). He is also active in numerous Louisiana civic organizations, including the Committee of 100 for Economic Development, Catholic Charities of Acadiana, and has been a longtime Board Member of the LSU Tiger Athletic Foundation. Most recently, he was selected as the 2021 Best Governmental Affairs Lawyer by Acadiana Profile magazine.

A native of Maurice, Louisiana, Picard is a graduate of Vermilion Catholic High School, LSU (B.A. Political Science), and Tulane University School of Law (Cum Laude, 1990). Outside the office, he enjoys being outdoors in Louisiana and Colorado (skiing, fishing, or playing tennis) or being involved with his thoroughbred horses. Picard is married to the former Elizabeth Guglielmo, and they have 2 sons, who both attend Wofford College in South Carolina.



RODNEY ALEXANDER.
SENIOR DIRECTOR OF FEDERAL AFFAIRS

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Congressman Rodney Alexander serves as **Senior Director of Federal Affairs** for The Picard Group. Alexander brings a wealth of experience and accomplishments from his 42 years in local, state, and federal government. He was a member of the Jackson Parish Police Jury for 16 years and a member of the Louisiana House of Representatives for 15 years, where he served as a member of the Appropriations Committee and seven years as Chairman of the Health & Welfare Committee. As Chairman of Health & Welfare Committee, he shepherded several important pieces of legislation to passage, such as the Rural Hospital Preservation Act, Louisiana Children's Health Insurance Program, and the transfer of control of the state charity hospitals to the LSU System.

Alexander was elected as a member of Congress in 2002 and served six terms representing the 5th District in Louisiana. As a member of the powerful Appropriations Committee, where he also served as Chairman of the Legislative Branch subcommittee, Alexander was highly recognized for returning money to Louisiana in vital areas such as water projects, infrastructure problems, and secured vital funding for rebuilding the state after the massive destruction from Hurricanes Katrina and Rita.

Alexander received favorable ratings and reviews from pro-life groups, business groups, and strong support from agricultural groups. Alexander was endorsed by Americans for Legal Immigration, Louisiana National Federation of Independent Business, National Federation of Independent Business, Chamber of Commerce, and the National Rifle Association. The National Federation for Independent Business named him a "Guardian of Small Business" to acknowledge his strong voting record in favor of small businesses. On January 30, 2010, Alexander was inducted into the Louisiana Political Museum and Hall of Fame in Winnfield, Louisiana.

A native of Quitman, Louisiana, Alexander graduated from Jonesboro-Hodge High School and earned his bachelor's degree from the University of Louisiana in Monroe. Alexander served in the U.S. Air Force Reserve from 1965 to 1971, owned a construction company from 1964 to 1988, and was a New York Life insurance agent prior to entering Congress. After leaving Congress, Alexander served the state of Louisiana as Secretary of the Louisiana Department of Veterans Affairs. He left public service in 2014 to join The Picard Group as Senior Director of Federal Affairs.



EMILY BACQUE.
DIRECTOR OF FEDERAL AFFAIRS

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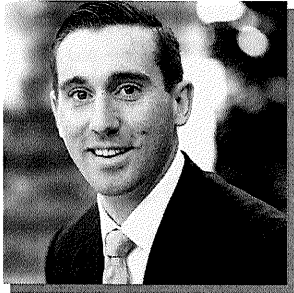
Through The Picard Group's affiliation with the Washington D.C. based firm, CJ Lake, Emily Bacque serves as **Director of Federal Affairs** for The Picard Group.

Bacque has represented local governments since 2005. She has worked with local government on annual appropriations efforts, infrastructure needs, on countless grant applications, and submission of comments to the federal docket. More recently, she has advocated on behalf of local governments' urgent need for additional federal funding to combat the impacts of the COVID-19 pandemic. She has developed annual legislative platforms and strategies to achieve those goals. She brings incredible experience, depth, and value to the firm's appropriations and budget practice. This experience has led to the development of successful federal advocacy agendas tailored to each client's unique federal needs.

Having worked in the Senate, Bacque has contacts and relationships with Republicans and Democrats alike in both the House and Senate and on the relevant committees. She has extensive contacts with Members and staff that go beyond the Louisiana Congressional Delegation. Additionally, she has contacts in the executive branch to include the Departments of Health, Housing, Justice, Transportation, Homeland Security, and Energy.

Bacque worked for Senator John Breaux (D-LA), a member of the Senate Commerce and Finance Committees, for six years where she served as Legislative Assistant responsible for handling Defense, Foreign Affairs, Veterans, and Homeland Security issues. In addition, Bacque was the appropriations coordinator for the office, responsible for coordinating the office efforts to secure federal funding for Louisiana programs and projects.

Bacque received her bachelor's degree in International Studies from Rhodes College in Memphis, Tennessee. She is married and has two children.



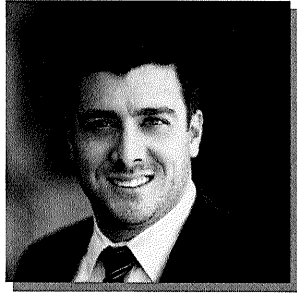
NIC WALTS.
DIRECTOR OF POLICY

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Nic Walts serves as **Director of Policy**. Prior to The Picard Group, he worked in the Louisiana State Senate, in particular with the Revenue & Fiscal Affairs Committee, who is charged with crafting the capital outlay budget responsible for funding projects throughout Louisiana each year. Walts also worked with the governor's office and on several congressional and gubernatorial campaigns. He brings a wealth of knowledge concerning the legislative process in Louisiana and an understanding of a multitude of both state and local issues.

Originally a native of California, Walts moved to Louisiana to attend Louisiana State University, where he graduated with a bachelor's degree in Business Administration. He is a former Civic Chairman of The705 Young Professionals, Executive Finance Committee member for Downtown Lafayette Unlimited, and mayoral appointee to the Lafayette Charter Transition. Walts is a graduate of Leadership Lafayette Class XXVIII and a 2017 The Daily Advertiser "20 Under 40" Award recipient. He sits on the Board for Junior Achievement of Acadiana and the political committee for One Acadiana.

He is married to Leah Walts and has two children.



HUNTER HALL.
DEPUTY DIRECTOR OF FEDERAL AFFAIRS

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Serving as the **Deputy Director of Federal Affairs**, Hunter Hall works with our team in the Washington, D.C. office on a wide variety of issues, including healthcare, transportation/infrastructure, agriculture, trade, and appropriations. He has helped secure over \$100 million in funding for hospitals, airports, highways, coastal restoration, and economic development projects. Along with funding, Hall has successfully navigated the halls of Congress to defend clients against funding cuts and regulations.

Prior to The Picard Group, he spent five years working as U.S. Special Assistant to the Secretary of Commerce, as an aide in the U.S. Senate, and on several statewide and national campaigns. His time in each position provides valuable insight into the many functions of government and politics.

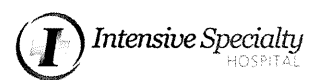
Hall holds a bachelor's degree in Communications with minors in English and Political Science from Louisiana State University.

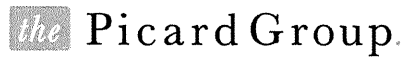
the Picard Group.

RESULTS.

CLIENTS

We are proud to represent many prestigious and influential businesses and organizations across all industries, including thirteen FORTUNE 500 companies and other prominent institutions.





RESULTS.

THANK YOU.

Expertise | Connection | Trust

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