

General Professional Services Questionnaire Instructions

- The General Professional Services Questionnaire shall be used for all professional services except outside legal services and architecture, engineering, or survey projects.
- **The General Professional Services Questionnaire should be completely filled out. Complete and attach ALL sections. Insert “N/A” or “None” if a section does not apply or if there is no information to provide.**
- Questionnaire must be dated and signed by an authorized representative of the Firm. Failure to sign the questionnaire shall result in disqualification of proposer pursuant to J.P. Code of Ordinances Sec. 2-928.
- All subcontractors must be listed in the appropriate section of the Questionnaire. Each subcontractor must provide a complete copy of the General Professional Services Questionnaire, applicable licenses, and any other information required by the advertisement. Failure to provide the subcontractors' complete questionnaire(s), applicable licenses, and any other information required by the advertisement shall result in disqualification of proposer pursuant to J.P. Code of Ordianances Sec. 2-928.
- If additional pages are needed, attach them to the questionnaire and include all applicable information that is required by the questionnaire.

General Professional Services Questionnaire

A. Project Name and Advertisement Resolution Number:

B. Firm Name & Address:

C. Name, title, & contact information of Firm Representative, as defined in Section 2-926 of the Jefferson Parish Code of Ordinances, with at least five (5) years of experience in the applicable field required for this Project:

D. Address of principal office where Project work will be performed:

E. Is this submittal by a JOINT-VENTURE? Please check:

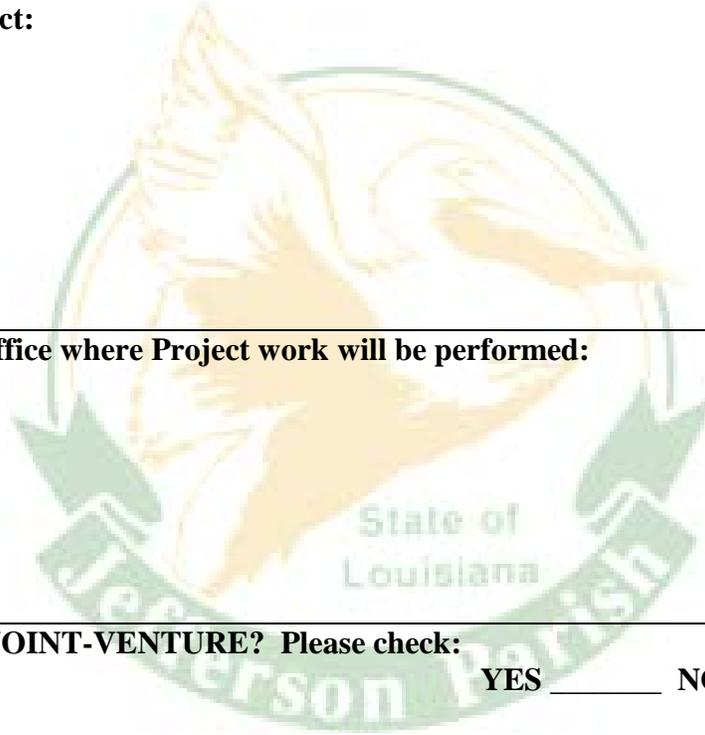
YES _____ NO _____

If marked "No" skip to Section H. If marked "Yes" complete Sections F-G.

F. If submittal is by JOINT-VENTURE, list the firms participating and outline specific areas of responsibility (including administrative, technical, and financial) for each firm. Please attach additional pages if necessary.

1.

2.



General Professional Services Questionnaire

G. Has this JOINT-VENTURE previously worked together? Please check: YES _____ NO _____

H. List all subcontractors anticipated for this Project. Please note that all subcontractors must submit a fully completed copy of this questionnaire, applicable licenses, and any other information required by the advertisement. See Jefferson Parish Code of Ordinances, Sec. 2-928(a)(3). Please attach additional pages if necessary.

Name & Address:	Specialty:	Worked with Firm Before (Yes or No):
1.		
2.		
3.		
4.		
5.		



General Professional Services Questionnaire

I. Please specify the total number of support personnel that may assist in the completion of this Project:

J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.

PROFESSIONAL NO. 1

Name & Title:

Name of Firm with which associated:

Description of job responsibilities:

Years' experience with this Firm:

Education: Degree(s)/Year/Specialization:

Other experience and qualifications relevant to the proposed Project:



General Professional Services Questionnaire

PROFESSIONAL NO. 2
Name & Title:
Name of Firm with which associated:
Description of job responsibilities:
Years' experience with this Firm:
Education: Degree(s)/Year/Specialization:
Other experience and qualifications relevant to the proposed Project:



General Professional Services Questionnaire

PROFESSIONAL NO. 3
Name & Title:
Name of Firm with which associated:
Description of job responsibilities:
Years' experience with this Firm:
Education: Degree(s)/Year/Specialization:
Other experience and qualifications relevant to the proposed Project:



General Professional Services Questionnaire

PROFESSIONAL NO. 4
Name & Title:
Name of Firm with which associated:
Description of job responsibilities:
Years' experience with this Firm:
Education: Degree(s)/Year/Specialization:
Other experience and qualifications relevant to the proposed Project:



General Professional Services Questionnaire

PROFESSIONAL NO. 5
Name & Title:
Name of Firm with which associated:
Description of job responsibilities:
Years' experience with this Firm:
Education: Degree(s)/Year/Specialization:
Other experience and qualifications relevant to the proposed Project:



General Professional Services Questionnaire

I. Please specify the total number of support personnel that may assist in the completion of this Project: 13
J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.
PROFESSIONAL NO. 6
Name & Title:
Nick Cahanin, Director of State & Local Government Affairs
Name of Firm with which associated:
The Picard Group
Description of job responsibilities:
Managing day-to-day advocacy efforts on behalf of state clients; assisting clients in developing and executing legislative platforms.
Years' experience with this Firm:
10 years
Education: Degree(s)/Year/Specialization:
Bachelor of Science - Business Management with concentrations in Accounting and Finance, Liberty University, 2010 Masters of Business Administration (MBA), University of Louisiana at Lafayette, 2015
Other experience and qualifications relevant to the proposed Project:
Nick Cahanin has over 13 years of public service experience and is well versed in all aspects of state and local government. He served as Director of Intergovernmental Affairs in the governor's office, as a liaison between the governor, local elected officials and the State Legislature. During his tenure with the governor, Cahanin served as a Policy Advisor and Deputy Director of Legislative Affairs. Prior to working in the governor's office, Cahanin served in the United States Marine Corps and is a combat veteran who served in Operation Iraqi Freedom. He is a member of the Louisiana Association of Business and Industry and One Acadiana. He has 13 years experience - 3 years legislative, 10 years lobbying.

General Professional Services Questionnaire

PROFESSIONAL NO. 7
Name & Title:
Nic Walts, Director of Policy
Name of Firm with which associated:
The Picard Group
Description of job responsibilities:
Managing day-to-day advocacy efforts on behalf of state clients; assisting clients in developing and executing legislative platforms.
Years' experience with this Firm:
7 years
Education: Degree(s)/Year/Specialization:
Bachelor of Science - Business Administration, Louisiana State University, 2013
Other experience and qualifications relevant to the proposed Project:
<p>Nic Walts worked in the Louisiana State Senate for two years, in particular for Revenue & Fiscal Affairs Committee, charged with crafting the capital outlay budget responsible for funding projects throughout Louisiana each year. He worked in the Governor's Office of Intergovernmental Affairs and on several congressional and gubernatorial campaigns. Walts brings a wealth of knowledge concerning the legislative process in Louisiana and an understanding of a multitude of both state and local issues. He is extremely knowledgeable on key issues, such as healthcare, energy, infrastructure, and capital outlay.</p> <p>He has 9 years experience - 2 years legislative, 7 years lobbying.</p>

General Professional Services Questionnaire

PROFESSIONAL NO. 8
Name & Title:
Hunter Hall, Deputy Director of Federal Affairs
Name of Firm with which associated:
The Picard Group
Description of job responsibilities:
Managing day-to-day advocacy efforts on behalf of federal clients; assisting clients in developing and executing legislative platforms.
Years' experience with this Firm:
3 years
Education: Degree(s)/Year/Specialization:
Bachelor of Arts - Broadcast Journalism, Louisiana State University, 2011
Other experience and qualifications relevant to the proposed Project:
Hunter Hall spent five years working as Special Assistant to the U.S. 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. 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. He has 7 years of experience - 4 years legislative, 3 years lobbying.

General Professional Services Questionnaire

PROFESSIONAL NO. 9
Name & Title:
David Koke, Deputy Director of Policy
Name of Firm with which associated:
The Picard Group
Description of job responsibilities:
Managing day-to-day advocacy efforts on behalf of state clients; assisting clients in developing and executing legislative platforms.
Years' experience with this Firm:
1 year
Education: Degree(s)/Year/Specialization:
Bachelor's Degree - Finance, Louisiana State University, 2019
Other experience and qualifications relevant to the proposed Project:
David Koke worked in the legislature and state government for four years prior to lobbying. He served on the committee staff for the Natural Resources Committee; Agricultural, Forestry, Aquaculture and Rural Development Committee; and Ways & Means Committee in the Louisiana House of Representatives. He is well versed in the capital outlay process, tax legislation, and conservation of state resources. In addition to his work in the legislature, he has assisted on a number of election campaigns through advocacy, marketing, and fundraising efforts. He has 4 years of experience.

General Professional Services Questionnaire

K. List all prior projects that best illustrate the Firm's qualifications relevant to this Project. Please include any and all work performed for Jefferson Parish. Please attach additional pages if necessary.

PROJECT NO. 1

Project Name, Location and Owner's contact information:	Description of Services Provided:
Lafayette Airport Commission Paul Segura Chairman Paulsegura@msn.com (337)266-4401	In 2014, the Lafayette Airport Commission determined a significant need for a new airport terminal to manage the increased demand projected in ten years. The Picard Group compiled a three-pronged funding approach comprised of local, state, and federal funding for construction of a \$90 million passenger terminal. We met with community leaders and Lafayette Consolidated Government Mayor-President to implement a dedicated one-cent sales tax for an eight-month period, coordinated messaging and community outreach, and assisted in the passage of the ballot measure. At the state level, The Picard Group successfully advocated for \$15.5 million through the capital outlay process. Federally, we have been seeking discretionary grant funds from the Federal Aviation Administration (FAA) since 2018. We assisted the Lafayette Airport Commission with securing meetings with the Congressional delegation and the Acting Assistant Administrator for Airports at the FAA. At the initial meeting in 2018, the Acting Assistant Administrator indicated the FAA had not programmed specific funds for the new terminal in Fiscal Year 2018 but agreed to consider the request. Through The Picard Group's work, the new terminal received two discretionary grants in Fiscal Year 2018, totaling \$20 million, and the FAA announced the final grant in August 2020 for a total of over \$48 million in discretionary grants from FY18-FY20. The terminal is currently under construction with projected completion by November 2021.
Length of Services Provided:	Cost of Services Provided:
April 2011 - Present	Annual rate of \$213,900 plus qualified reimbursement expenses

PROJECT NO. 2

Project Name, Location and Owner's contact information:	Description of Services Provided:
University of Louisiana Lafayette Foundation John Blohm CEO Jib@louisiana.edu (337)482-0700	Over six years, The Picard Group (TPG) pursued capital outlay projects for the University of Louisiana at Lafayette (ULL) at the state legislature and has successfully lobbied over \$28 million. These projects include deferred maintenance and the construction of buildings such as Girard Hall, Fletcher Hall, and Madison Hall, as well as land acquisition for future infrastructure growth. ULL wanted to revive their laboratory (lab) school, which shut down over 30 years ago. The Picard Group worked diligently with ULL to establish a ten-year plan for the university to provide schooling for grades K-12. The plan lays out an option for 60% of students to pay full tuition, 25% to pay half-price tuition, and 15% to pay no tuition. For the ten-year plan to be successful, the university needed to be eligible for the state portion of Minimum Foundation Program (MFP) funding. In 2018, TPG worked with Rep. Coussan to author HB193, allowing ULL to secure the funding as an official university lab school and advocated for its passage to become ACT 297. The lab school will be managed by ULL, not the Lafayette Parish School System, and no local dollars will be used for its operations.
Length of Services Provided:	Cost of Services Provided:
April 2011 - Present	Annual rate of \$180,000 plus qualified reimbursement expenses

General Professional Services Questionnaire

PROJECT NO. 3	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>City of Broussard, LA</p> <p>Mayor Ray Bourque Mayorbourque@broussardla.com Office: (337)837-6681</p>	<p>Over the last several years, the City of Broussard has experienced exponential growth, largely in response to capital outlay projects, improvements to Highway 89 and the reconstruction of South Bernard Road.</p> <p>In 2018, Louisiana was faced with a budget shortfall, and budget cuts came at the expense of sheriff and district attorneys' offices, among others. The Picard Group represented the City of Broussard at the state level and assisted the coalition in extending the .45% of the 5th penny sales tax until 2025. This funding mechanism restored budgets for higher education, TOPS, sheriffs, district attorneys and healthcare departments.</p>
Length of Services Provided:	Cost of Services Provided:
January 2014 - Present	Annual rate of \$60,000

PROJECT NO. 4	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Lafayette Economic Development Authority, One Acadiana</p> <p>Gregg Gothreaux, President & CEO, LEDA Gregg@lafayette.org (337)593-1416</p> <p>Troy Wayman, President & CEO, One Acadiana troy@oneacadiana.org (337)233-2705</p> <p>David Mann, Chairman, I-49 S Coalition Dmann@manncompanies.com (337)278-0237</p>	<p>The Picard Group worked with the Lafayette Economic Development Authority (LEDA) and One Acadiana to establish and manage the I-49 South Coalition - an association to help move forward on finalizing the interstate's development from Lafayette to the Westbank at I-310 South in Jefferson Parish. Negotiations took place between civic leaders, engineering companies, and the Louisiana Department of Transportation and Development (DOTD) to devise multiple plans viable given the existing community, mitigation needs, and infrastructure standards. The interstate is currently being constructed south of Lafayette, causing the least amount of disruption, while the connector through Lafayette is finalized.</p> <p>Funding was a major component of this project. The Picard Group worked with Rep. Tanner Magee and Sen. Rick Ward on their major infrastructure funding bill to include \$150 million in legislation, specifically dedicated to I-49 South. The bill was supported by a number of other stakeholders and legislators and marks the most significant spend on infrastructure in Louisiana modern history. At the same time, The Picard Group assisted assisted the Lafayette Consolidated Government in its Department of Transportation TIGER planning grant application. We worked with the Louisiana Congressional Delegation on letters of support and worked with the Obama Administration to ensure the project ultimately received \$304,000 to be put towards the planning, preparation, and design of the project.</p>
Length of Services Provided:	Cost of Services Provided:
February 2016 - Present	Annual rate of \$210,000

General Professional Services Questionnaire

PROJECT NO. 5	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Cameron Parish Police Jury</p> <p>Katie Armentor Parish Administrator Karmentor@cameronpj.org (337)775-5718</p>	<p>The Picard Group successfully lobbied legislators to appropriate \$20 million in capital outlay projects for a new ferry in Cameron Parish to allow for more efficient transportation across the Calcasieu Ship Channel.</p> <p>The Calcasieu Ship Channel has experienced dredging problems that hinder the transportation and usage of the channel. The Picard Group helped facilitate the creation of the Calcasieu-Cameron Navigation District to maintain and improve the Calcasieu River and Pass Project. Residents in the district are represented by a five-person committee who meet to hear testimony and discuss efficiency solutions and identify areas that need additional attention.</p>
Length of Services Provided:	Cost of Services Provided:
July 2014 - Present	Annual rate of \$132,000

PROJECT NO. 6	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>City of Monroe and Monroe Chamber of Commerce</p> <p>Mayor Friday Ellis (318)329-2200</p> <p>Sue Nicholson President & CEO (318)807-4015</p>	<p>Due to an increase in aviation traffic, the Monroe Regional Airport is currently in the midst of a development program which will result in the extension of runway 14/32. The runway is currently 5,000 feet long, and the extension will result in an overall length of 6,300 feet. At the current length, the runway is not long enough to meet the stage length requirements for those airlines serving Monroe, Louisiana and discourages larger aircraft from expanding flight options to the regional airport.</p> <p>The Picard Group has assisted the City of Monroe in attaining close to \$10 million in FY19-FY20 funding commitments through AIP discretionary and entitlement grants and utilizing state matches. AIP grants are administered by the FAA to projects with the highest priority safety, security, reconstruction, and capacity standards.</p>
Length of Services Provided:	Cost of Services Provided:
July 2017 - Present	Annual rate of \$70,000

General Professional Services Questionnaire

PROJECT NO. 7	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>City of Youngsville</p> <p>Mayor Ken Ritter Mayor@youngsvillela.gov (337)856-4181</p>	<p>The City of Youngsville has been one of the fastest growing cities over the past decade, largely due to infrastructure improvements. In 2013, the city passed a "hotel tax" of 4% on rent or fee charged for the occupancy of hotel rooms within the city. The Picard Group worked with city officials to craft legislation to provide the City of Youngsville with the authority to impose this tax. The city's utilization of the tax has increased infrastructure development and led to economic growth throughout the city and surrounding areas.</p> <p>The Picard Group has also assisted in a number of capital outlay projects, including working with legislators to provide \$7.1 million for the Parkway Road project in 2013, as well as \$4.69 million for the state-of-the-art Youngsville Sports Complex in 2014.</p> <p>In 2016, 53 of Louisiana's 64 parishes experienced record flooding and thousands of homes were damaged across the state. Working with Mayor Ritter, The Picard Group assisted the City of Youngsville's recovery efforts by securing federal relief money through Community Development Block Grants administered by the Housing and Urban Development Department.</p>
Length of Services Provided:	Cost of Services Provided:
February 2013 - June 2019	Annual rate of \$60,000

PROJECT NO. 8	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Lafayette Consolidated Government</p> <p>Cydra Wingerter Chief Administrative Officer Cwingerter@lafayettela.gov (337)291-8311</p>	<p>Over the last several years, the City of Lafayette has focused on identifying federal funding to assist with the purchase of new Compressed Natural Gas (CNG) powered buses to add to its fleet. The Picard Group worked to identify Federal Transit Administration (FTA) discretionary funding opportunities and worked on letters of support with the Congressional delegation. The city successfully obtained \$479,000 in FY11 funds through a competitive FTA Bus and Bus Facilities grant. The funding was used to rehabilitate the current maintenance facility to accommodate new CNG buses.</p>
Length of Services Provided:	Cost of Services Provided:
March 2011 - October 2014	Annual rate of \$84,000

General Professional Services Questionnaire

PROJECT NO. 9	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Resource Environmental Solutions Elliott Bouillion President & CEO (713)986-9220	<p>Recognizing the issue of coastal land loss facing Louisiana and the ongoing need to mitigate wetlands as offsets for developments, in 2017, The Picard Group worked with private companies, Coastal Protection and Restoration Authority (CPRA), and the Louisiana Legislature to pass a statute to authorize CPRA to enter into outcome-based performance contracts as an additional delivery method for state projects. The delivery method, often referred to as Construction Manager At-Risk (CMAR), provides a better financial structure where the state pays for specific benchmarks met and project performance. Additionally, it ensures contractors would be properly licensed, bonded, and insured for project viability.</p> <p>Rep. Leger authored HB596, and The Picard Group lobbied, negotiating between our client, Resource Environmental Solutions (RES) and other industry companies. The Picard Group worked with the governor's office, Senate Natural Resources Committee chairman, and CPRA to establish a successful program. The bill was signed into law, becoming Act 536, providing for solicitations utilizing CMAR, subject to a \$250 million cap, and providing preference to Louisiana-based contractors. The program has been utilized on several projects along the coast of Louisiana.</p>
Length of Services Provided:	Cost of Services Provided:
August 2013 - March 2017	Annual rate of \$144,000

PROJECT NO. 10	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Oxfam America, Inc. Laura Inouye Deputy Director, US Regional Office laura.inouye@oxfam.org	<p>Following the BP oil spill in 2010, The Picard Group worked on behalf of Oxfam America to ensure any Gulf Coast Ecosystem Restoration legislation included a worker training grant program. The Picard Group worked with Oxfam to draft language which was ultimately included in the RESTORE Act. The RESTORE Act dedicated 80% of the Clean Water Act fines from BP and other parties responsible for the oil spill to restoring the Gulf Coast environment and economy. The language included promotes training and hiring of local workers in new ecosystem restoration jobs, ensuring local communities in Mississippi and Louisiana would benefit from the gulf's multi-billion dollar restoration economy. The RESTORE Act was signed into law in June 2012.</p>
Length of Services Provided:	Cost of Services Provided:
May 2011 - October 2014	Annual rate of \$97,500

General Professional Services Questionnaire

L. List all prior and/or on-going litigation between Firm and Jefferson Parish. Please attach additional pages if necessary.

Parties:		Status/Result of Case:
Plaintiff:	Defendant:	
1. N/A	N/A	N/A
2.		
3.		
4.		

M. Use this space to provide any additional information or description of resources supporting Firm's qualifications for the proposed project.

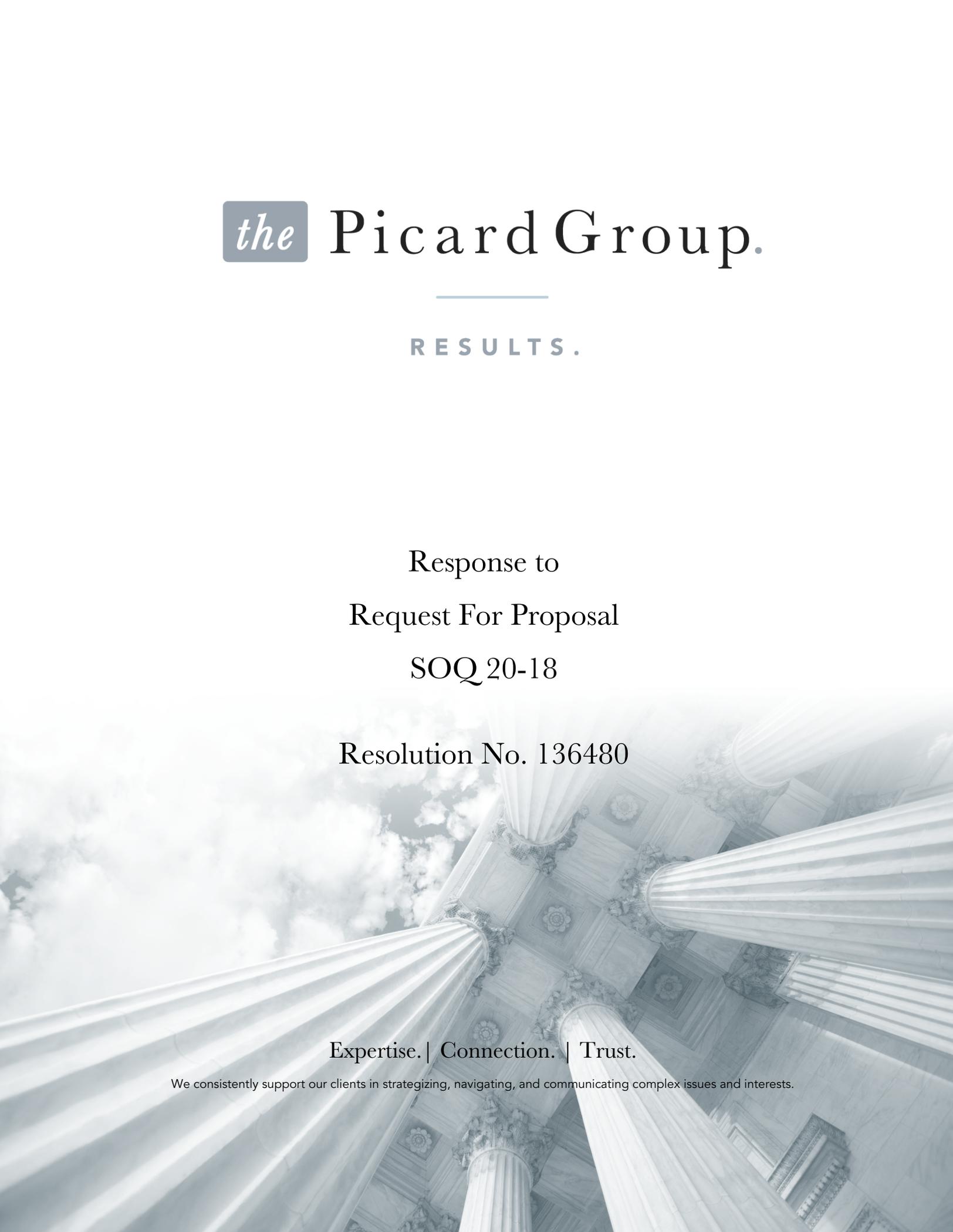
Since 2011, The Picard Group has established itself as one of the leading governmental affairs firms in Louisiana and an effective advocate in Washington, D.C. We provide full-service representation in governmental affairs, both vertically (local, state, and federal levels) and horizontally (regulatory, legislative and executive branch), as well as strategic consulting services, representing local governments, businesses, associations, and institutions nationally. It is our mission to provide responsive and effective service, transforming the lives of citizens and businesses, and delivering results which build bridges or remove obstacles for them to prosper.

The Picard Group is uniquely assembled with a bipartisan team, including a former U.S. Congressman, two former state legislative leaders, top-level staffers from within the state and federal government, and executive leadership from the private sector. We have relationships not only with our state and Congressional delegations, but also with Members and staff in both Republican and Democrat leadership offices. With our depth of experience and knowledge, we can forecast, strategize, and execute a plan of action to promote and protect our client's priorities.

N. To the best of my knowledge, the foregoing is an accurate statement of facts.

Signature:  **Print Name:** Tyron Picard

Title: Principal and Founder **Date:** November 10, 2020



the Picard Group.

RESULTS.

Response to
Request For Proposal
SOQ 20-18

Resolution No. 136480

Expertise. | Connection. | Trust.

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

November 10, 2020

Jefferson Parish Government
1221 Elmwood Park Blvd., Suite 403
Jefferson, LA 70123

To Whom It May Concern:

Thank you for the opportunity to respond to the Request for Proposal SOQ 20-18 Lobbyist – Act as Legislative and Administrative Consultant for the Parish of Jefferson. We believe The Picard Group is the right fit for this project, and our response outlines a strong project team with 174 years of combined experience in the federal and state government sectors.

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. Our vision is to provide full-service representation in governmental affairs and strategic business consulting, representing businesses and institutions nationally.

The Picard Group does not represent any other public body in the Jefferson or Orleans Parish area, and our clients have no conflicts with Jefferson Parish.

The statement of qualifications described in the RFP is well within the capabilities of The Picard Group and the team we propose for the project. We are not aware of any limitations or restrictions in providing State and Federal representation, and we welcome the opportunity to represent Jefferson Parish.

In addition to the General Professional Services Questionnaire, our RFP response includes an overview of the firm, proposed scope of work, deliverables and reports, project team and resumes, and a proposed fee structure. If you have any questions or need more information, I can be reached by email at tpicard@thepicardgroup.com or by phone at 337-989-0071.

Thank you for your consideration. It would be our pleasure to represent Jefferson Parish.



Tyron Picard, Principal
The Picard Group

TABLE OF CONTENTS

Overview of The Picard Group	Page 4
Proposed Scope of Work	Page 6
Conflict of Interest	Page 13
Deliverables and Reports	Page 14
Project Team	Page 15
Project Team Resumes	Page 17
Proposed Fee Structure	Page 26

OVERVIEW OF THE PICARD GROUP

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.

Founded in January 2011, our vision is based upon three key principles:

- 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.
- The Picard Group is structured with experienced professionals from both political parties and delivers quality, effective representation to clients. We strive to be known for the quality of representation delivered to clients rather than the volume of clients.
- The Picard Group uses its talents and resources to improve the quality of life for the citizens of Louisiana through our involvement in civic and charitable activities.

With offices in Lafayette, LA, Baton Rouge, LA, and Washington, D.C., 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 strategic business consulting services, representing local governments, businesses, associations, and institutions nationally, including thirteen FORTUNE 500 companies and two companies on INC. MAGAZINE’S “5000 Fastest Growing Businesses in America” list.

Our bipartisan team includes a former United States Congressman, two former state legislative leaders, top-level staffers from within the state and federal government, and executive leadership from the private sector. We have relationships not only with our state and Congressional delegations, but also with Members and staff in both Republican and Democrat leadership offices.

Our reputation for achieving goals and seamlessly navigating challenges with discretion and professionalism is unmatched. From building statewide coalitions to seeking legislative authors and passing legislation, we provide responsive and effective service. It is how we deliver transformative results that leave a lasting impact.

As your advocates, our firm is committed to producing the results that will make a difference for Jefferson Parish.

Our Services:

Governmental Affairs & Lobbying: Our team works with all levels and all branches of government on behalf of our clients. We handle legislative and regulatory issues from detailed legislation and rules promulgation to full-service lobbying and advocacy. We offer governmental affairs services that keep decision makers informed and engaged, while ensuring that client needs are addressed promptly and effectively.

Issue & Association Management: We help associations manage their day-to-day affairs and strategically leverage their grassroots assets as a unified political voice. We can assist an industry or sector establish an association, as well as facilitate the management functions, membership recruitment, and Political Action Committee activities.

Strategic Consulting: Our team helps clients succeed across all metrics. We support our clients in developing strategy, navigating challenges, communicating complex issues, and executing effective and practical solutions.

Our Values:

Expertise: As professionals in our field with decades of experience, we possess unparalleled insight and influence on issues facing Louisiana and the nation.

Connection: We are built on strong relationships. Our clients count on us to help amplify their political voice and influence in their industry, and we deliver results.

Trust: We conduct business with unparalleled integrity and accountability. Our clients trust in our ability to meet their needs and continue to refer us to their network.

PROPOSED SCOPE OF WORK

The Picard Group (TPG) will provide governmental affairs services at the State and Federal levels for the Parish of Jefferson (the Parish). TPG's roadmap to implement our strategy is as follows:

Federal

Represent the Parish before the Executive and Legislative Branches

- TPG proposes to serve as Jefferson Parish's primary advocate in Washington, D.C. with the legislative and executive branches of government. As the primary advocate, we will advise Parish staff and officials on every facet of its federal advocacy, beginning with assisting the Parish in creating a legislative platform, communicating that platform to Capitol Hill and the Administration, and executing the platform. Given our strong relationships with the Louisiana Congressional Delegation and House and Senate leadership, we remain informed on their legislative priorities process each session. We will advise the Parish of those priorities to ensure the platform is consistent and mindful of those priorities.
- Annually, we will work with Parish staff to develop a federal legislative advocacy program. We will carefully document the steps and strategies necessary to achieve the Parish's legislative goals. The legislative platform will outline a plan to achieve those goals and will hold the TPG team accountable for anticipated legislative accomplishments.

Communicate Federal Programs and Regulatory Matters to Parish

- We monitor the movement of legislation and report regularly to our clients on legislation of interest. Monitoring begins prior to public introduction. As a result of our relationships, we are able to work with staff not only to respond to developments, but also anticipate them, and when possible, present our clients' viewpoints in time to shape legislation prior to introduction. We do the same on the regulatory front. TPG will stay in touch with agency staff and will identify regulatory matters for the Parish, often before they are published.

Draft Legislation and Regulatory Comments

- TPG has the expertise to assist the Parish with public comments in response to notices and proposed rulemaking issued by the executive branch. Our team will assist not only with drafting comments, but with facilitating calls with Office of Management and Budget (OMB) to discuss data impacts of proposed rules. We often know in advance when a proposed rule will be

released and are able to notify clients. In addition to federal regulations and rules, in 2020, we have developed additional relationships with agencies implementing COVID legislation. Because the COVID response packages were drafted so quickly, much of the agency implementation has been done through frequently asked questions (FAQs). The TPG team has worked with contacts at the U.S. Department of Treasury, U.S. Department of Health and Human Services, and other agencies to ensure clients received the information and funding timely. We will continue to use those relationships to assist the Parish on their initiatives.

Assist with Proposals to Agencies

- As stated above, TPG has the expertise to assist Jefferson Parish with public comments in response to notices and proposed rulemaking issued by the executive branch. We will assist with grant proposal strategies and work with the Parish on the submission and obtaining support, not only from the state and Congressional Delegations, but from private sector partners as well. We will work with the grant writer on the overall submission and follow-up strategies.

Engage Louisiana Congressional Delegation and Executive Branch

- Our team has strong relationships with the Louisiana Congressional Delegation and their relevant staff. Additionally, by virtue of our long-time presence in the Federal advocacy arena, TPG is well known to members of the House and Senate leadership, their staffs, and relevant Committee staffs.
- We believe a major portion of our responsibility to our clients is developing and nurturing relationships with the key policy makers in the legislative and executive branches, which we have done over many years and many changes in both executive agencies and Congressional offices. It is critical to understand each federal agency's structure to convene meetings and have discussions at the appropriate level. There are many occasions when the Parish will need to engage with Administration officials. We will seek opportunities to engage with the political appointees and career staff who have a deep understanding of the issues at hand, as well as oversight authority of relevant programs and regulations. TPG will engage the key policy makers in the legislative and executive branches, as well as relevant agencies, on behalf of the Parish to secure the necessary meetings.

Coordinate Congressional and Administrative Meetings

- We encourage Parish officials and staff to visit Washington, D.C. regularly, both during the National Association of Counties (NACo) Legislative Conference, and throughout the year. Whenever possible, we will connect Parish officials and staff with the key federal decision-makers to discuss a proposal or policy in person. Those meetings serve to highlight a project's merits and anticipated public benefits to the Parish and beyond. These visits, over the years, have been key to our success in moving client agendas forward.
- As part of that effort, we will provide a suggested agenda to Parish staff, outlining proposed meetings for review and approval. We will develop briefing materials, talking points, and coordinate visits with members of Congress, their staffs, and key Administration officials. We will record key points, summarize those discussions, and undertake any follow-up necessary in response to those meetings, providing meaningful results for the Parish.
- Additionally, our team has years of experience with testifying on Capitol Hill and before federal agencies. We will assist with the drafting of statements and testimony and often submit statements for the record on behalf of our clients.
- The Parish's issues touch multiple federal agencies. TPG will coordinate contacting and scheduling meetings or discussions with necessary agencies including, but not limited to:
 - Army Corps of Engineers
 - Department of Energy
 - Department of Transportation
 - FEMA
 - Department of Justice
 - White House Intergovernmental Affairs

Identify, Research, and Assist with Grants

- TPG has expertise in the budget development process, which we utilize in identifying grant program opportunities for our clients. Early identification of federal grant opportunities is critical, especially in the case of competitive grants. We have assisted several local governments through many successful grant submissions including, but not limited to the Departments of Justice and Transportation. We will assist the Parish with the federal grant process by identifying

grant opportunities, assisting in preparation and submission of grants, and securing letters of support from the Congressional Delegation.

Engage Private Sector in Support of Federal Economic Development Funds

- Key industry stakeholder outreach and coordination will be important parts of our representation of Jefferson Parish. These relationships offer opportunities to form coalitions to support mutual causes. We maintain close contact and good relations with large private sector companies and businesses in Louisiana and statewide organizations, including Council for A Better Louisiana (CABL), Committee of 100 (C100), and Regional Economic Alliance of Louisiana (REAL).
- When appropriate, we will also collaborate with relevant local government stakeholders as Congress works on a variety of authorizations impacting the Parish, such as the FAST Act Reauthorization, WRDA, as well as significant state and local assistance related to the COVID-19 pandemic. The TPG team has worked very closely with NACo since March, as we have worked to obtain additional COVID-19 related federal assistance for parishes. These relationships and successful outcomes will be beneficial for the Parish.

Present to the Parish President and/or Jefferson Parish Council

- We always enjoy visits with our clients, giving us an opportunity to provide updates on activities in Washington, D.C. and a better sense of priorities on the ground. We look forward to connecting with Parish officials and staff, department heads, and key staff on their priorities for the coming year. Throughout the year, we will provide regular updates from Washington, D.C. to Parish officials and staff. The advantage of having two offices in Louisiana, aside from our D.C. office, allows us to provide real-time updates and meeting attendance with the Louisiana-based team members without sacrificing the constant presence in Washington, D.C.

State

Represent the Parish before the Executive and Legislative Branches

- TPG is comprised of professionals who are intimately aware of the inner workings of Louisiana government and the political process. We work in every governmental arena – municipal, legislative, and executive. TPG brings 174 years of combined experience, advising and consulting across the spectrum of every department, agency, committee, or task force. Many of our team members have worked in the Legislative branch and collectively have more than 80

years of experience working in government. These experiences provide a unique perspective of state agencies and the legislature. TPG will rely on this experience and knowledge in representing Jefferson Parish before Executive and Legislative branches.

Communicate Programs and Regulatory Matters to Parish Staff

- TPG monitors all state publications, registries, procurements, and regulations in addition to legislation. Through our key relationships, we remain in constant communication with regulators and administrators to stay abreast of such opportunities, often before officially published and positioning our clients for success. We will be proactive in bringing identified opportunities to Jefferson Parish for consideration through our consistent communication.

Analyze Executive, Legislative and Administrative proposals, Rules, and Regulations

- TPG will facilitate in-depth analysis of all proposed rules and regulations which impact Jefferson Parish and their possible effects on the Parish's operations, such as funding, contracting or partnership ability, or changes in the direct governmental services offered by the Parish. Our analysis will also include cross referencing with State statutes and potential action needed to influence or adjust the proposed rules or regulations.
- We will work Parish officials to evaluate a proposal on its forecasted effect on operations and construct a strategic plan on how to influence the proposal.

Advise on Proposals to State Agencies

- TPG is staffed by a robust team of experienced lobbyists, prior chairmen of state committees, and knowledgeable administrative and organizational staff. Our firm can effectively review, evaluate, and recommend changes to any proposal or submission being issued by the Parish. We will assist the Parish on such submissions and obtain support from legislators and private sector partners.

Engage Jefferson Delegation

- TPG has a relationship with every member of the Jefferson Legislative Delegation and has served alongside and worked with many of them for years. We will ensure the Parish's interests and positions on issues or legislation are priorities for them.

Attend Committee and Administrative Meetings

- TPG has a strong presence at the state Capitol and regularly attends state agencies' meetings across a multitude of subject matters including transportation, coastal issues, healthcare, environmental, and energy. Our firm is comprised of professionals with varying subject-matter expertise and the ability to cover multiple hearings simultaneously. We will attend any meetings of relevance to the Parish, serve as their representative, and take lobbying action as directed. We will provide a recap of these meetings and share any applicable information with Parish officials and staff. These recaps will be included in our monthly state reports sent to the Parish.
- In circumstances where public testimony is deemed necessary at committee meetings, TPG will coordinate presentation materials for the meeting and facilitate introductions to members of the committee or agency for Jefferson Parish officials.
- As mentioned above, TPG regularly attends state agencies' meetings, as well as committee meetings when applicable. As a result of our strong relationships with members and staff, we remain abreast of potential upcoming initiatives. Any meeting, hearing or panel of interest to Jefferson Parish will have a TPG representative present to monitor, report, and intervene as needed.
- Throughout the year, TPG will convene meetings with legislative leadership, the Jefferson Delegation, and chairmen of committees of interest to the Parish, including secretaries and key regulators in departments. TPG will monitor and interact with agencies to advocate for Jefferson Parish as needed. Given its unique geography, Jefferson Parish touches multiple agencies in the executive branch including, but not limited to:
 - Coastal Protection and Restoration Authority (CPRA)
 - Department of Environmental Quality (DEQ)
 - Department of Natural Resources
 - Louisiana Economic Development (LED)
 - Louisiana Department of Transportation (DOTD)

Engage Agencies and Departments

- TPG will coordinate with state departments and agencies charged with oversight of Jefferson Parish initiatives or pending applications. We will ensure relevant staff are informed of the Parish's participation and their objectives, as well as any needs or resources. TPG maintains

strong relationships with the Secretary level, as well as key personnel and staff in state departments – providing extensive accessibility to staff. We will advocate for most favorable consideration and maintain consistent communication with key stakeholders and decision makers, so the Parish remains a priority during consideration of any proposal.

Engage Private Sector in Support of State Economic Development Funds

- In addition to being a high-level governmental affairs firm, we serve as a full-service strategic and business consulting firm, including business-to-business introductions and negotiations. We will facilitate meetings with key private sector companies that could benefit the Parish.
- TPG has over eight years of experience representing economic development organizations from across the state. We understand economic development can be pursued through a number of avenues, but legislation and governmental cooperation is key to achieving true growth. We are active in statewide organizations, Council for A Better Louisiana (CABL), where Tyron Picard serves as Chair, and Regional Economic Alliance of Louisiana (REAL), where Mike Michot serves as Executive Director. We can connect the Parish to private sector companies and organizations (i.e. health, transportation, environmental, coastal, energy, finance, education) to establish mutually beneficial partnerships, leading to results.

Present to the Parish President and/or Jefferson Parish Council

- TPG will frequently visit the Parish, as we value these opportunities to update Parish officials and staff on state initiatives and projects. We look forward to connecting with Parish officials and staff, department heads, and key staff on their priorities for the coming year. Our team will be present at any requested meeting. Regular communication is a key component to success, and we will recommend holding regular meetings to discuss initiatives. The Parish will receive monthly reports and additional written correspondence throughout the year, as well.
- Our multiple office locations allow the flexibility for our team to attend in-person meetings with the Parish without sacrificing continuous presence in Louisiana and Washington, D.C.

Advocate for Jefferson Parish

- TPG will represent Jefferson Parish before all regulators and legislators to ensure they are knowledgeable on the Parish's position and initiatives. We will track every item identified through the legislative process and advocate to oppose, support, or amend as directed by Parish officials.

CONFLICT OF INTEREST

The Picard Group does not represent any other public body in the Jefferson or Orleans Parish area, and our current client list poses no conflicts with Jefferson Parish or their priorities. Before taking any new clients, we perform regular conflict checks. Going forward, we will not add any client whose interests would conflict with Jefferson Parish in the legislative, regulatory, or judicial arenas. If any potential conflicts were to arise, we will consult Jefferson Parish officials prior to accepting any such engagement.

DELIVERABLES AND REPORTS

Consistent communication is a key component to success, and TPG provides regular updates and written reports. We will work with Jefferson Parish to determine the best method and frequency to provide updates. Communication will be tailored to the needs of the issue, which sometimes occur hourly or daily – not limited to weekly and monthly.

Regular and Special Session Reports: During session, reports will include a high-level overview of the legislature and the status of the legislation being tracked, inclusive of its stage in the process. The report will contain actions taken and outcomes achieved or expected. Additionally, TPG will formulate a summary of the rule or regulation being proposed and formulate an approach to mitigate any negative impacts or support the initiative.

Monthly Client Specific Reports: We produce client-specific monthly reports which include the status of initiatives, legislation being tracked and the action taken, updates on past and upcoming committee and agency meetings, and other political issues of importance in Louisiana.

Weekly Federal Reports: We produce weekly updates on issues at the federal level, including legislative and agency activity. The report includes a schedule of upcoming hearings, summaries on committee hearings, budget and appropriations, and key votes.

Monthly State Reports: We produce monthly reports, recapping legislative and state news for the month. The report also includes summaries of budget committee meetings, Session recaps, updates on state agencies' staff, and other key state news for clients.

Issue Specific Reports: We have also provided reports related to the outlook for a new Congress, midterm elections, and Presidential transitions. In the last few years, TPG has developed slide presentations on timely issues, including tax reform and outlooks for upcoming elections.

PROJECT TEAM

TPG has extensive relationships and connections with both Members and key staff inside the state legislature, state departments, Congress, and at the cabinet levels. Our bipartisan team includes:

Tyron Picard, Principal

Attorney, former Executive Vice President of Governmental Affairs at Acadian Companies

28 years' experience

Email: tpicard@thepicardgroup.com

Cell: 337.278.0099

Congressman Rodney Alexander, Senior Director of Federal Affairs

Former U.S. Congressman, former member of Appropriations Committee and Chairman of the Legislative Branch subcommittee

47 years' experience

Email: ralexander@thepicardgroup.com

Cell: 318.243.7810

Mike Michot, Senior Director of State Affairs

25 years' experience

Former Louisiana State Senator, former Chairman of the Senate Finance Committee

Email: mmichot@thepicardgroup.com

Cell: 337.298.6024

Chuck Kleckley, Senior Director of Legislative & Regulatory Affairs

20 years' experience

Former Speaker of the Louisiana House of Representatives, former Chairman of the House Insurance Committee, former President of Calcasieu Parish Police Jury

Email: ckleckley@thepicardgroup.com

Cell: 337.540.3936

Emily Bacque, Director of Federal Affairs

21 years' experience

Former legislative assistant to Senator John Breaux, responsible for handling Appropriations, Defense, Foreign Affairs, Veterans, and Homeland Security issues

Email: ebacque@thepicardgroupdc.com

Cell: 202.669.5593

Nick Cahanin, Director of State & Local Government Affairs

13 years' experience

Former Director of Intergovernmental Affairs and Policy Advisor to Governor Bobby Jindal

Email: ncahanin@thepicardgroup.com

Cell: 337.298.6414

Nic Walts, Director of Policy

9 years' experience

Worked in the Louisiana State Senate for Revenue & Fiscal Affairs and the Governor's Office

Email: nwalts@thepicardgroup.com

Cell: 337.278.9132

Hunter Hall, Deputy Director of Federal Affairs

7 years' experience

Former Special Assistant to the Secretary at the U.S. Department of Commerce, former Southwest Regional Director for U.S. Senator

Email: hhall@thepicardgroup.com

Cell: 225.247.8677

David Koke, Deputy Director of Policy

4 years' experience

Former Legislative Committee Staffer, House Ways & Means, Natural Resources, and Agriculture Committees

Email: dkoke@thepicardgroup.com

Cell: 337.278.4871



TYRON PICARD.
PRINCIPAL

O: 337.989.0071 | C: 337.278.0099
E: tpicard@thepicardgroup.com

Tyron Picard is the **founder and Principal** of The Picard Group. Picard has developed a proven record of bipartisan legislative accomplishments on state and federal levels. He was awarded the 2008 American Ambulance Association’s President’s Award for his efforts leading the industry’s National Political Action Committee and his role in assisting with passage of Federal Medicare Ambulance Payment Reform in 2008. 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. During his twelve-year tenure, Acadian grew from 600 employees to over 3,000 employees and from \$70 million in sales to \$350 million in sales.

Since its founding, Picard has been active in establishing a firm which is fully integrated, both vertically (local, state, and federal levels) and horizontally (regulatory, legislative and executive branch) lobbying, as well as strategic business consulting. The firm has currently and previously represented over a dozen Fortune 500 companies in the areas of healthcare, 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 and Catholic Charities of Acadiana.

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, his hobbies include duck hunting, fishing, tennis, and being involved with his thoroughbred horses. Tyron and his wife Elizabeth, have two college age sons, Drew and John, that attend Wofford College in South Carolina.



RODNEY ALEXANDER.
SENIOR DIRECTOR OF FEDERAL AFFAIRS

O: 202.347.3332 | C: 318.243.7810

E: ralexander@thepicardgroup.com

Congressman Rodney Alexander serves as **Senior Director of Federal Affairs** for The Picard Group. Alexander brings a wealth of experience and accomplishments from his 41 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.



MIKE MICHOT.
SENIOR DIRECTOR OF STATE AFFAIRS

O: 337.989.0071 | C: 337.298.6024
E: mmichot@thepicardgroup.com

Senator Mike Michot serves as **Senior Director of State Affairs**. Michot was elected to the Senate in 2000, after serving in the Louisiana House of Representatives for one full term. He represented the Acadiana area in the Louisiana Legislature for 16 years.

In his final term in the State Senate, Michot served as Chairman of the Senate Finance Committee, making him one of two legislative architects charged with the construction of the state's \$28 billion annual appropriation's bill, funding all aspects of state government. During his legislative tenure, he also served on numerous legislative committees, including but not limited to the Louisiana State Bond Commission, Senate Natural Resources, Senate Revenue & Fiscal Affairs, Vice Chair of Senate Commerce, Consumer Protection and International Affairs, and House Labor and Industrial Relations. He served on the Joint Legislative Committee on the Budget as Chairman for two years and Vice-Chairman for two years.

Michot owned and operated Premier Medical Equipment in Lafayette for 20 years. He has been active in community service organizations, including the Community Foundation of Acadiana, American Heart Association, Boys & Girls Clubs of Acadiana, United Way of Acadiana, and the Catholic Diocese of Lafayette's Opus Christi Magnum fundraiser. He has received various awards for his public and community service including Legis-Gator of the Year, Business Champion, Distinguished Citizen and the Bishop's Medal. He is currently a member of the Kiwanis Club of Lafayette, the U.S. Chamber of Commerce, and serves as a board member for Community Foundation of Acadiana and Lourdes Foundation. Michot is a graduate of Leadership Lafayette and Leadership Louisiana.

Michot graduated from Cathedral-Carmel High School in Lafayette and University of Louisiana at Lafayette, earning a Bachelor of Science degree in Finance. He is married to Monique Broussard Michot and has two children, Michael Jr. and Mary Carolyn.



CHUCK KLECKLEY.
**SENIOR DIRECTOR OF LEGISLATIVE &
REGULATORY AFFAIRS**

O: 337.989.0071 | C: 337.540.3936
E: ckleckley@thepicardgroup.com

Former Louisiana Speaker of the House Chuck Kleckley serves as **Senior Director of Legislative & Regulatory Affairs** for The Picard Group. Kleckley brings over 15 years of experience in local and state government.

In 2005, he was elected as State Representative for District 36 in a special election and served in this role for 11 years. From 2012 through 2016, Kleckley served as the 67th Speaker of the Louisiana House of Representatives – the first speaker from Calcasieu Parish. As Speaker, he was deeply involved in the state budget process, reviewing and approving sub committees’ outcomes.

During his tenure in the Louisiana House of Representatives, Kleckley served as Chairman of the House Insurance Committee. He also served on several other committees including the House Executive Committee, House Retirement Committee, House Commerce Committee, and the Audit Advisory Committee. He was a champion for road improvements in southwest Louisiana and worked to improve the transportation system, including having an active role in the \$80 million Cove Lane Interchange Project. Kleckley was also a champion for higher education and authored the WISE Fund in 2014. He worked to improve Louisiana's insurance and business climate, protect healthcare funding, and focused on Louisiana's coastal issues from natural resources to conservation. In 2016, because of term limits after serving three terms, Kleckley retired from politics to work in governmental affairs and lobbying services, representing clients in gaming, healthcare, and local government industries.

During his legislative career, Kleckley received several recognitions including The Louisiana Distinguished Civilian Service Medal, Louisiana State Troopers Association Legislator of the Year, Honorary Colonel of the Louisiana State Police, and was named McNeese Alumnus of the Year in 2018.

Prior to serving as State Representative, he served on the Calcasieu Parish Police Jury from 2000-2005, including serving as Chair of Wastewater Committees in Calcasieu Parish. In 2003, he served as its president. Additionally, he has experience as a small business owner and real estate developer in Southwest Louisiana.

A native of Lake Charles, Kleckley graduated from LaGrange High School and received a Bachelor of Science degree in Finance from McNeese State University. He currently resides in Lake Charles with his wife, Laurie, and has three children and six grandchildren.



EMILY BACQUE.
DIRECTOR OF FEDERAL AFFAIRS

O: 202.347.3332 | C: 202.669.5593
E: ebacque@thepicardgroupdc.com

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.

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 received her bachelor's degree in International Studies from Rhodes College in Memphis, Tennessee.



NICK CAHANIN.
**DIRECTOR OF STATE & LOCAL
GOVERNMENT AFFAIRS**

O: 337.989.0071 | C: 337.298.6414
E: ncahanin@thepicardgroup.com

Nick Cahanin serves as **Director of State & Local Government Affairs**. Cahanin has over 13 years of public service experience and is well versed in all aspects of state and local government. He served as Director of Intergovernmental Affairs in the governor's office, acting as a liaison between the governor, local elected officials and the State Legislature. During his tenure with the governor, Cahanin also served as a Policy Advisor and Deputy Director of Legislative Affairs.

Prior to working in the governor's office, Cahanin served in the United States Marine Corps and is a combat veteran who served in Operation Iraqi Freedom. His tenacious, competitive spirit, coupled with intense self-discipline, has led to successful completion of multiple iron-distance triathlons and marathons across the United States. Cahanin is a member of the Louisiana Association of Business and Industry, a member of One Acadiana, and a 2019-2020 Gold Level Hero for St. Jude Children's Research Hospital.

A native of Rayne, Louisiana, Cahanin graduated from Liberty University, earning a bachelor's degree in Management and Accounting, and the University of Louisiana, earning a Master of Business Administration (MBA). He is married and has two beautiful daughters.



NIC WALTS.
DIRECTOR OF POLICY

O: 337.989.0071 | C: 337.278.9132
E: nwalts@thepicardgroup.com

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

O: 202.347.3332 | C: 225.247.8677
E: hhall@thepicardgroup.com

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.



DAVID KOKE.
DEPUTY DIRECTOR OF POLICY

O: 337.989.0071 | C: 337.278.4871
E: dkoke@thepicardgroup.com

David Koke serves as the **Deputy Director of Policy** for The Picard Group. Prior to The Picard Group, Koke worked in Baton Rouge, gaining valuable insight into the legislative process and state government operations. He served on the committee staff for the Natural Resources Committee; Agricultural, Forestry, Aquaculture and Rural Development Committee; and Ways & Means Committee in the Louisiana House of Representatives. In addition to his work in the legislature, he has assisted on a number of election campaigns through advocacy, marketing, and fundraising efforts. Throughout his tenure in college, Koke gained four years of building relationships, knowledge, and experience during his time working at the state Capitol. He is well versed in areas such as the capital outlay process, tax legislation, and conservation of state resources.

Koke received a bachelor's degree in Finance from Louisiana State University with a. He is a member of the 705 and participates in fundraising efforts for the Muscular Dystrophy Association. Koke resides in Lafayette.

PROPOSED FEE STRUCTURE

The Picard Group proposes three options:

1. For both State and Federal services, The Picard Group proposes a rate of \$22,000 per month.
2. For State services only, The Picard Group proposes a rate of \$8,000 per month.
3. For Federal services only, The Picard Group proposes a rate of \$16,000 per month.

THANK YOU.

Expertise | Connection | Trust

LAFAYETTE.

1200 Camellia Boulevard Suite 101
Lafayette, LA 70508
337.989.0071

BATON ROUGE.

638 State Capitol Drive
Baton Rouge, LA 70802

WASHINGTON DC.

525 9th Street NW Suite 800
Washington, DC 20004
202.347.3332