



September 6, 2023

Dear Mr. Shafton,

Thank you for the opportunity to be a resource and educate your employees about their rights as guided by the National Labor Relations Act (NLRA) and the realities of union representation. Given the current union organizing efforts, and the labor climate, it is critically important to provide your team with access to a subject matter expert who can help answer questions and dispel common misconceptions with acumen.

My goal is to encourage understanding of the NLRA, the processes within, and the potential impact this decision can make. Lawfully and professionally providing information is of the utmost importance and will be supported by factual data along with an ability to share past lived experiences.

Based on our conversation, below I have outlined what you can expect from Heightened Solutions:

- A subject matter expert to meet with your managers and employees.
  - Working with managers to understand the conversations they are able to have while staying within the legal rights of employees. It is crucial for leaders to understand the NLRA just as it is for the employees covered under the Act.
  - It is rare for employees to have knowledge about the NLRA given the low percentage of union membership within the private sector. You are ensuring verifiable information is readily available during a stressful and highly emotional time.
- A team member that will work collaboratively with your legal team.
- Education of factual data with resources, empowering your employees to be informed and decide independently if they wish to be represented by a union. I encourage questions and respectfully acknowledge differing opinions.

- Optimal availability, providing seamless and comprehensive support promptly and efficiently.

I am required to report our agreement to the Department of Labor within 30-days. The Department of Labor also requires you to file a LM-10 form within 90 days after the end of your fiscal year. I will be providing a copy of this engagement letter with my LM-20. As discussed, below is a summary of expenses and fees agreed upon:

- Consulting Fees for services will be billed at our agreed upon rate;
- Travel expenses (if any) specific to client work; and
- Miscellaneous expenses (if any) specific to client work.

Please do not hesitate to reach out with any questions you may have.

It is my pleasure to have the opportunity to work with you and look forward to moving forward with this engagement.

Best,