



CITY OF LONG BEACH

OFFICE OF THE CITY MANAGER

333 West Ocean Boulevard • Long Beach, CA 90802 • (562) 570-6711 FAX (562) 570-7650

February 16, 2016

HONORABLE MAYOR AND CITY COUNCIL
City of Long Beach
California

RECOMMENDATION:

Adopt Specifications No. RFP CM16-059 and authorize the City Manager to execute a contract, and any amendments thereto, with Dentons US, LLP, of Washington, DC, for federal legislative representation services, in an annual amount not to exceed \$138,000, for a period of one year beginning March 1, 2016, with the option to renew for two additional one-year periods, at the discretion of the City Manager. (Citywide)

DISCUSSION

City Council approval is requested to enter into a contract with Dentons US, LLP, for federal legislative advocacy services. In 2015, the City Manager initiated a Request for Proposals (RFP) process, which attracted interest from a number of professional federal legislative advocacy firms. After a rigorous review process, Dentons US, LLP (Dentons), was selected based upon qualifications and cost for services.

A Request for Proposals (RFP) for firms specializing in federal legislative advocacy services was advertised in the Press-Telegram on December 7, 2015, and 3,986 potential proposers specializing in these services were notified of the RFP opportunity. Of those proposers, 25 firms downloaded the specifications via our electronic bid system. The RFP document was made available through the Purchasing Division located on the seventh floor of City Hall, and the Division's website at www.longbeach.gov/purchasing. An RFP announcement was also included in the Purchasing Division's weekly update of Open Bid Opportunities, which is sent to 22 local, minority and women-owned business groups. Five proposals were received on December 29, 2015. Of those five proposals, none were Minority-owned Business Enterprises (MBEs), Woman-Owned Business Enterprises (WBEs), certified Small Business Enterprises (SBEs), or Long Beach businesses (Local).

A selection committee, comprised of staff from the City Manager's Office, reviewed the written proposals and evaluated each firm. The selection committee determined that the proposal from Dentons US, LLP, of Washington, DC, to have provided the most responsible proposal and will provide the best value to the City. The other firms not selected were evaluated by the committee to be less qualified due to various criteria, including their responses to questions, cost, or failure to submit the required documents.

Local Business Outreach

In an effort to align with our outreach goal, Long Beach businesses are encouraged to submit proposals for City contracts. The Purchasing Division also assists businesses with registering on the Bids Online database to download RFP specifications. Through outreach, 460 Long Beach vendors were notified to submit proposals, of which two downloaded and none submitted a proposal. The Purchasing Division is committed to continuing to perform outreach to local vendors to expand the bidder pool.

Dentons is the world's largest law firm and a top 20 firm on the Acritas 2015 Global Elite Brand Index. The firm has assembled a bipartisan team of professionals who have held public office or previously served as staff and advisors to state lawmakers, United States presidents, governors, members of Congress, and local government leaders. These strong bipartisan relationships will enable the Dentons team to be responsive to emerging policy initiatives and advance the City's federal legislative agenda. Dentons serves private and public clients in more than 125 locations in over 50 countries. The City of Long Beach will be Dentons' only full service government municipality in California.

The attached document provides more information on Dentons US, LLP, as well as biographies of the Dentons Long Beach Team: John R. Russell (Principal), Kathryn L. Anderson, Sander Lurie, Todd R. Bertson, Alex McGee, John R. Fernandez, Darry A. Sragow and Gilberto Ocañas.

This matter was reviewed by Deputy City Attorney Linda T. Vu and by Budget Management Officer Victoria Bell on February 4, 2016.

TIMING CONSIDERATIONS

City Council action to adopt Specifications No. RFP CM16-059 and award a contract concurrently is requested on February 16, 2016, to ensure that the City continues to be represented in Washington, D.C.

FISCAL IMPACT

The annual contract cost will not exceed \$138,000, based on a monthly retainer of \$10,000, and up to \$18,000 in annual expenses, to be approved on a case by case basis by the City. Funds to support this activity are budgeted in the General Fund (GF) in the City Manager Department (CM). The cost of federal legislative representation services in the City Manager's Office is shared by departments and funds throughout the City that benefit from these services, including non-General Fund operations. There is no local job impact associated with this recommendation.

HONORABLE MAYOR AND CITY COUNCIL
February 16, 2016
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SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "P. H. WEST".

PATRICK H. WEST
CITY MANAGER

Attachment

Firm overview

Dentons is the world's first polycentric global law firm. A top 20 firm on the Acritas 2015 Global Elite Brand Index, the Firm is committed to challenging the status quo in delivering consistent and uncompromising quality and value in new and inventive ways. Driven to provide clients a competitive edge, and connected to the communities where its clients want to do business, Dentons knows that understanding local cultures is crucial to successfully completing a deal, resolving a dispute or solving a business challenge. Now the world's largest law firm, Dentons' global team builds agile, tailored solutions to meet the local, national and global needs of private and public clients of any size in more than 125 locations serving 50-plus countries. The Firm serves the local, regional and global needs of private and public clients of all sizes—individuals; entrepreneurs; small businesses and startups; local, regional and national governments, and government agencies; and mid-sized and larger private and public corporations, including international and global entities.

Public policy and regulatory overview

We help clients navigate the critical intersection of business, law, regulation, policy and politics. This knowledge flows from our lawyers and professionals with exceptional backgrounds in various legislative and executive bodies of government—as well as from the legal, media, business, academic and political arenas. With a focus on comprehensive solutions to a client's most significant political or regulatory hurdles, we provide a blend of analytical planning, direct advocacy, administrative and judicial intervention, communications strategy, risk management and compliance tools, and core regulatory experience across key industry sectors.

Our knowledge of and relationships with government officials, regulators and legislators allow us to see beyond the horizon. The objective is simple: to position our clients to spot trends and respond to shifting regulatory and legislative landscapes. We do so through practical guidance that imparts a balanced perspective on domestic and global policy and regulatory initiatives that have real-world implications.

Whether before federal, state or local policymaking bodies and decision-makers, our clients rely on Dentons' innovative advocacy and substantive approach to problem-solving. Our team brings together individuals with experience in public policy and public sector management and governance, as well as experience working with not-for-profit organizations in strategic planning and implementation. Knowing why and how decisions are made, and who is making them, is key to conducting effective government relations. When clients face public policy challenges, they trust our team's broad-based knowledge of the process and comprehensive legal, legislative and public affairs method to ensure they remain advantageously engaged through every step.

Federal government affairs experience

Dentons' Public Policy and Regulation team has successfully advanced client agendas in a myriad of challenging situations. Collectively, our team brings credibility and depth to addressing public policy concerns and opportunities across a broad range of issues, timelines and client profiles.

Our legislative advocacy team, comprised of exceptional, well-qualified professionals who have worked in Congress, the executive branch, and the private sector, has extensive experience in developing comprehensive advocacy campaigns for our clients. From developing effective talking points, tear sheets, congressional leave-behinds, and white papers to advance our clients'

legislative goals, to providing real-time political intelligence about legislative, regulatory, and judicial developments, to managing federal advocacy and public affairs campaigns, we understand and know how to craft and implement all of the elements of a successful federal advocacy program.

Our team has represented municipal entities on a variety of issues, including appropriations and grant funding for key local and regional initiatives, homeland security, land use and environment restoration matters, regulatory and permitting approvals relating to use of public lands. In addition, our team has significant experience in developing comprehensive analyses of available federal funding resources, real-time analysis of the annual federal budget on an agency-by-agency basis, and strategic plans for leveraging potential resources to enhance key municipal or regional development projects.

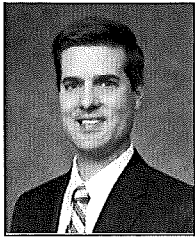
The strong and lasting relationships Dentons enjoys with key policy-makers and regulators allow members of our Public Policy and Regulation practice to produce creative, substantive and long-term positive results for our clients. We effectively cultivate and enhance our clients' presence on Capitol Hill, and develop champions for our clients' most important priorities, including securing authorization language, building formidable coalitions to obtain permits and regulatory approvals, and developing a strong brand with interested parties.

Our bipartisan team is composed of professionals who have held public office or previously served as staff and advisors to mayors, state lawmakers, US presidents, governors and members of Congress. These strong bipartisan relationships allow the Dentons team to work both sides of the aisle effectively, and ultimately be responsive to emerging policy initiatives and the needs of our clients.

John Russell, the point of contact for this proposal, worked for nearly a decade on Capitol Hill, serving on the leadership staffs of a speaker, a House majority whip and the chairman of the House Campaign Committee. In his career, John has worked both extensively and effectively in the legislative, communications and campaign arenas. He worked day to day in the highest levels on Capitol Hill. This perspective brought lasting relationships and a wealth of real-world experience in designing, implementing and maintaining dynamic, battle-tested legislative and strategic communications and coalition plans. John represents municipalities, and has coordinated numerous "fly ins" and district events to strengthen the connection between policymakers and clients. John has successfully provided similar services to those identified in the City's Scope of Services for the city of Los Angeles, Los Angeles Department of Water and Power, and the Los Angeles Area Chamber of Commerce. Recent wins include language in the 10 year transportation reauthorization, known as the Fixing America's Surface Transportation Act that increased transit capitol grants to expand urban rail in southern California as well as language that brings billions of dollars in federal low interest loans. In the Water Resources and Development Act, he was successful in shaping language to allow for qualification of mayoral priorities surrounding the rehabilitation of the Los Angeles River.

Key rankings and awards

- Public Policy & Regulation practice ranked 8th in the "Influence 50" list, *The National Law Journal*, 2015
- Ranked in the area of Government Relations, *Legal 500*, 2015
- Ranked in the area of Government Relations, *Chambers USA*, 2011-2015



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John Russell is a member of Dentons' Public Policy and Regulation practice. Focusing on federal advocacy and strategic communications, John worked for nearly a decade on Capitol Hill, serving on the leadership staffs of a speaker, a House majority whip and the chairman of the House Campaign Committee. In his career, John has worked both extensively and effectively in the legislative, communications and campaign arenas.

Described by the *National Journal's* Richard Cohen as experienced and discreet, John has built and maintained strong relationships with members of Congress, as well as committee and personal office staffs. His strong and nuanced working knowledge of the policy, political and personal aspects of Washington, DC, allows him to design winning strategies to accomplish dynamic policy and market objectives.

John is devoted to improving literacy in California, Ohio and Washington, DC, and has served numerous nonprofits as a volunteer to help children improve reading skills.

Experience

Energy

- Represents the nation's largest municipal utility.
- Provided government affairs counsel and strategic advice for the first wave-energy project permitted by the Federal Energy Regulatory Commission in the country.
- Represented the nation's largest distributed energy company in profile enhancement and regulatory matters.

Health care

- Provided government affairs counsel to California's largest association of coordinated care doctors in health care reform and implementation.
- Provided government affairs counsel to state-based exchanges before House and Senate investigative committees.
- Represents the nation's largest Medicaid health plan before authorizing and appropriating committees.

Appropriations

- Secured more than US\$3 million in programmatic and congressionally directed spending for a public health client.

Congressional investigations

- Provided counsel and communications advice to individuals, organizations and trade groups facing inquiries in the House and Senate.

Manufacturing

- Provided government affairs counsel to the world's largest apparel component manufacturer in legislative matters before Congress and the Consumer Product Safety Commission.
- Represents the recreational vehicle industry on corporate average fuel economy standards and Federal Emergency Management Agency temporary housing matters.

Coalition development/strategic communications

- Created an industry-wide coalition to address a pending federal study and follow-on legislation.
- Directed the media rollout of a six-year administrative process for the relicensing of a hydropower project.
- Conceived and implemented social media strategies for high-profile litigation and legislative battles, as well as profile enhancement on behalf of individuals, corporations and trade associations.
- Media-trained executives for interactions with congressional committees and with cable news and print reporters.
- Developed nationally recognized third-party allies.

Activities and affiliations

Prior and present employment

John spent nearly two years working on the floor of the US House of Representatives, interacting with members from both sides of the aisle as he managed the day-to-day legislative operations as a floor assistant and then deputy to the chief of staff for House Speaker J. Dennis Hastert. Before his position with Hastert, he was recognized as the youngest chief of staff on Capitol Hill when he served Congressman J. Randy Forbes, after working as a senior campaign aide during a June 2001 special election.

Prior to that campaign, John was the aide-de-camp to National Republican Congressional Committee Chairman Tom Davis, after running the congressman's successful leadership election in the fall of 2000. John began his Capitol Hill career in the office of Majority Whip

Tom DeLay as a staff assistant and rose to become the outreach coordinator responsible for maintaining relationships and building coalitions between key members of the business community and the Republican leadership.

He worked day to day in the highest levels on Capitol Hill. This perspective brought lasting relationships and a wealth of real-world experience in designing, implementing and maintaining dynamic, battle-tested legislative and strategic communications plans. He has built high-stakes communications programs for those who face the most stringent levels of media scrutiny. He is well-versed in traditional media and is at the leading edge of ever-growing online news operations. He works on a daily basis with leading newsrooms to bring balance to media coverage of high-profile issues and clients.

Areas of focus

Practices

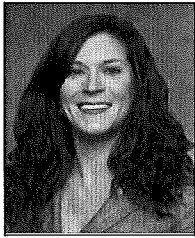
- Advocacy and Government Affairs
- Congressional Investigations (United States)
- Energy Advocacy
- Energy Regulation
- Environmental Regulation
- EU Policy
- Health Care Advocacy
- Native American Law and Policy (United States)
- Public Policy and Regulation

Industry sectors

- Energy
- Government
- Health Care
- Life Sciences and Health Care
- Manufacturing
- Technology
- Transportation

Education

- Kenyon College, 1997, BA, Political Science



Kathryn L. Anderson
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Kathryn has been in the life insurance and financial services industry for 15 years and worked in the telecom industry for three years. Over the years, she has worked on issues in the tax, financial services, health care and telecom arenas. In these environments, she has developed a strong working knowledge of a wide variety of policy issues relating to these industries. The broad exposure that she has acquired has provided her the opportunity to develop a vast array of valuable relationships and a keen ability to understand issues and the law, as well as a strong perspective on the policy-making process.

Experience

Before joining Dentons, Kathryn worked for TIAA-CREF, a Fortune 100 company with more than US\$400 billion in combined assets under management. She continues to work with insurance and financial services clients and works with major trade associations for these industries.

Activities and Affiliations

Kathryn has developed significant relationships on Capitol Hill, working on a weekly basis with the House committees on Ways and Means; Financial Services; Education and Labor; and Rules. On the Senate side, she has worked weekly with Senate committees on Finance; Banking; Health, Education, Labor and Pensions; and Aging. She has built up a solid foundation with staff and members on these committees over the last 13 years.

Memberships

Kathryn is very active with the Democratic Senatorial Campaign Committee, the Democratic Congressional Campaign Committee, the New Democrats, the Blue Dog Coalition and ModSquad.

Areas of Focus

Practices

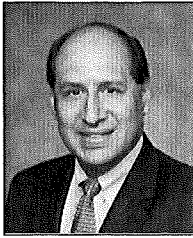
- Advocacy and Government Affairs
- Financial Services Advocacy
- Public Policy and Regulation
- Native American Law and Policy (United States)

Industry Sectors

- Insurance
- Insurance Regulation
- Technology

Education

- Marymount University, BA, English Literature



Sander Lurie

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Sander Lurie is a principal in Dentons' Public Policy and Regulation practice. He has spent more than 25 years working in Washington, DC, on legislative and public policy issues in the US Senate as a chief of staff, legislative director and committee staffer, as well as in the private sector. Sander's policy areas have included budget, appropriations, tax, health care, financial services and transportation.

Recognition

The Hill has named Sander a "Top Lobbyist" in Washington, DC. He has been quoted and featured in numerous publications, including *Politico*, *Roll Call*, *The Hill* and the *Legal Times*.

Activities and Affiliations

Community Involvement and Pro Bono

Sander is a volunteer reading mentor at Everybody Wins DC and represents nonprofit organizations pro bono.

Prior and Present Employment

Sander previously served as chief of staff to US Senator Debbie Stabenow (D-MI), a member of the Senate Democratic leadership and a committee chairwoman, and to the late US Senator Frank Lautenberg (D-NJ). He was the deputy staff director on the Senate Budget Committee.

Sander currently represents a Fortune 50 pharmaceutical distributor, health insurers and physician groups, a Fortune 100 property, casualty and life insurer, a Fortune 250 consulting firm, insurer and broker, a large financial services trade association with 100 million customers and one of the largest Indian tribes in the country.

While in the Senate and in the private sector, Sander has worked closely with the Senate Democratic leadership and the following congressional committees:

- Senate Finance Committee

- Senate Health, Education, Labor and Pensions Committee
- Senate Banking Committee
- Senate Budget Committee
- Senate Appropriations Committee
- Senate Environment and Public Works Committee
- Senate Agriculture Committee
- Senate Indian Affairs Committee

Areas of Focus

Practices

- Advocacy and Government Affairs
- Congressional Investigations (United States)
- Energy Advocacy
- Financial Services Advocacy
- Health Care Advocacy
- Public Affairs
- Public Policy and Regulation
- US Policy

Industry Sectors

- Automotive
- Government
- Life Sciences and Health Care

Education

- School of Public Affairs, University of Texas, 1987, M.P.A
- University of Wisconsin, 1984, BA, Political Science

- Real Estate Site Selection and Development Incentives
- Strategic Communications
- Venture Technology and Emerging Growth Companies

Industry Sectors

- Government
- Infrastructure and PPP
- State, Regional, Provincial, Municipal and Local Government Bodies

Education

- Indiana University, 1992, JD
- Indiana University School of Public & Environmental Affairs, 1989, MPA
- Indiana University School of Public & Environmental Affairs, 1985, BS

Admissions and Qualifications

- District of Columbia Bar
- Indiana



Todd R. Bertoson
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Todd Bertoson is a principal in the Firm's Public Policy and Regulation practice. He focuses on federal legislative and regulatory advocacy for clients in the telecommunications, technology, transportation, tribal and natural resources development industries.

Prior to joining Dentons, Todd spent nearly six years on the US Senate Committee on Commerce, Science and Transportation, working on all aspects of the committee's agenda, including issues relating to the Department of Commerce, the Department of Transportation, the Department of Homeland Security, the National Aeronautics and Space Administration, the National Science Foundation, the Surface Transportation Board, the National Transportation Safety Board, the Consumer Product Safety Commission, the Federal Trade Commission and the Federal Communications Commission (FCC).

While serving as the Republican staff director of the committee, Todd oversaw the enactment of legislation authorizing the FCC to conduct incentive auctions, the first Federal Aviation Administration reauthorization in nearly a decade and Senate passage of comprehensive surface transportation legislation.

Prior to joining the Commerce Committee, Todd served for two years as a legislative assistant in the office of the late Senator Ted Stevens (R-AK), then chairman of the Appropriations Committee and the most senior Republican on the Homeland Security and Governmental Affairs Committee and the Senate Committee on Commerce, Science and Transportation. In this position, Todd worked on a wide array of issues, including appropriations, transportation, natural resources development and management, environmental protection and homeland security.

Areas of Focus

Practices

- Advocacy and Government Affairs
- Environment and Natural Resources
- Intellectual Property and Technology
- Media Regulation

- Privacy and Cybersecurity
- Public Law
- Public Policy and Regulation

Industry Sectors

- Automotive
- Aviation and Aerospace
- Communications
- Energy
- Government
- Technology
- Transport Infrastructure: Airports, Bridges, Ports, Rail, Roads
- Transportation

Education

- University of Washington School of Law, 2004, JD
- University of Washington, 1997, BA, Business Administration



Alex McGee

Principal, Washington, DC

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Alex McGee is a Principal in the Public Policy and Regulation practice at Dentons, where he focuses on federal government affairs. He uses over 20 years' experience in the public and private sectors to provide clients with critical federal public policy and advocacy counsel.

While assisting clients in navigating the transformation of the US policy landscape, he provides informed tactical guidance on the development and execution of market-based strategies for clients in the corporate, academic and government sectors.

Before joining Dentons, Mr. McGee was the Director of Federal Affairs for Koch Companies Public Sector (KCPS), the policy and advocacy arm of one of the world's largest private companies, Koch Industries. Based in their Washington, DC office, Mr. McGee directed the federal government affairs agenda for the international company which included advocacy on a broad portfolio of issues including energy, manufacturing, financial services and consumer products.

Previously, Mr. McGee served as the Department of Energy's (DOE) Principal Deputy Assistant Secretary for Congressional and Intergovernmental Affairs. He was liaison to Congress on behalf of US Energy Secretaries Spencer Abraham and Samuel Bodman in comprehensive energy policy dialogues. During his five year tenure at the agency, he worked with elected officials in discussions related to renewable energy, energy conservation, electricity, oil, gas, science and nuclear waste issues. Mr. McGee was also a strategic player in the passage of the Energy Policy Act of 2005, one of the most comprehensive energy bills signed in the last 15 years. In 2006, Energy Secretary Bodman awarded Mr. McGee with the Department's Exceptional Service award for guiding the agency's efforts before the United States Congress.

Mr. McGee worked on the Bush-Cheney 2000 Presidential Campaign and staffed the 54th Presidential Inauguration Committee. He began his career in government in 1993 working for US Senator Paul Coverdell (R-GA) as a senior staff member in Washington, DC and Georgia until his death in 2000.

Activities and affiliations

Community involvement and pro bono

- Epilepsy Foundation of Georgia
- Prevent Cancer Foundation
- Children's Healthcare of Atlanta
- Board Member, Buckhead Council of Neighborhoods
- Board Member, BWHCC

Presentations

- "What the Impending Fiscal Cliff Means to You and Your Business," ACG Academy Breakfast, Association for Corporate Growth (ACG), December 4, 2012.
- "With Senate Flip, GOP will have Sequestration in Crosshairs" Law360, November 2014
- "Power Post", Washington Post, June 16, 2015

Memberships

- Georgia Chamber of Commerce
- Wilson Center for Leadership in the Public Interest, Speaker
- Georgians for Isakson, Steering Committee
- Member, Lions Clubs International

Areas of focus

Practices

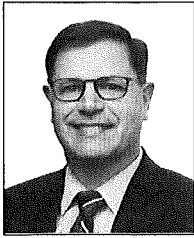
- Public Policy and Regulation
- US Policy

Industry sectors

- Energy
- Climate Change Strategies
- Educational Institutions
- Municipal/County/State Government

Education

- Hampden-Sydney College, BA



John R. Fernandez

US Chief Innovation Officer and Partner, Washington, DC

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Taking bold action and disrupting the status quo to drive strategic innovation have defined John's career as a senior leader in government, the private sector and now as US Chief Innovation Officer and Partner for Dentons, the largest law firm in the world.

A chief executive with nearly 20 years of senior management experience, this former mayor, Federal economic development leader and collaboration expert has an exceptional ability to work with diverse constituencies, manage complex issues and produce compelling results.

John's approach has led to significant opportunities and visionary outcomes:

Nominated by President Obama and confirmed unanimously by the Senate, John served as Assistant Secretary of Commerce for Economic Development. He transformed the office into a 21st Century organization and launched the Office of Innovation and Entrepreneurship, the "i6 Challenge" and the "Jobs and Innovation Accelerator Challenge" to support innovative, high-growth strategies and entrepreneurship.

Now with Dentons, John is a driving force in the Firm's strategy to reinvent the business of law. As Global Chair of NextLaw Labs, an independent legal tech business accelerator, he works closely with the Firm's lawyers and professionals to identify investment and co-development opportunities for new technologies that will transform the legal industry to deliver greater client value.

Experience

- As Mayor of Bloomington, Indiana., John worked with the private sector to develop a vibrant business climate that fostered more than US\$243 million in private investments and created 3700 new jobs.
- As Senior Vice President/Partner with First Capital Investment Group, Inc. he directed a portfolio of more than US\$150 million in assets and closed US\$47.2 million in acquisition transactions.

Honors and Awards

- His success was recognized with a 2014 Distinguished Alumni Award, the School of Public and Environmental Affairs' highest honor bestowed upon its graduates.

In the Media

- "Dentons' US Innovation Officer: I Stir Up Ideas", *Bloomberg BNA Big Law Business*, June 5, 2015

Activities and Affiliations

Prior and Present Employment

Prior to joining the Firm, he served as President Barack Obama's Assistant Secretary of Commerce for Economic Development.

With more than 13 years of executive experience, John has earned a reputation as a strategic thinker and creative problem solver. The United States Senate unanimously confirmed President Obama's appointment of him in 2009 to head the Economic Development Administration ("EDA"), where John was the chief architect of the administration's regional innovation strategies. During his tenure, he launched new coordinated federal initiatives to accelerate innovation-based growth strategies, including the "i6 Challenge" and the "Jobs and Innovation Accelerator Challenge." Additionally, John re-engineered the business processes at the EDA, reducing grant-making decision cycles from 128 business days to less than 20.

While at the US Department of Commerce, John represented the United States government at the Organization for Economic Cooperation and Development ("OECD") where he served as Chairman of the Territorial Development Policy Committee.

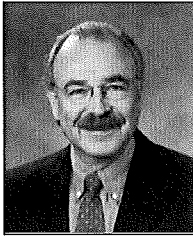
Prior to his appointment, John led the new development and acquisition team at First Capital Group, an Indiana-based real estate investment firm. He played a critical role in expanding the firm's regional and national investment footprint. John also served as of counsel for an Indianapolis-based law firm, where he advised private and governmental organizations on economic development, public finance and policy issues.

John also served as the mayor of Bloomington, Indiana, from 1996 to 2003. Under his leadership, Bloomington's economy thrived, despite facing significant changes arising from globalization. John worked with business and Indiana University leaders to launch Bloomington's Life Sciences Partnership, securing more than US\$243 million in private investments and creating more than 3,700 jobs. He also developed an aggressive downtown revitalization plan resulting in more than US\$100 million in new investments.

Areas of Focus

Practices

- Public Policy and Regulation



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Darry Sragow is the managing partner of Dentons' Los Angeles office and a member of the Public Policy and Regulation practice. Darry counsels clients at the critical intersection of business, law, regulation, policy and politics. He helps clients who seek analytical planning; direct advocacy; administrative, legislative and judicial interventions; communications strategies; crisis and risk management; and advice on regulatory compliance issues. Darry has particular expertise in the education, health care, energy, environment, financial services, crisis management, insurance, transportation, media and communications industry sectors. He is a frequent political commentator in print, on line and on radio and television.

Recognition

Darry is widely recognized as one of California's leading strategists for political campaigns, corporations, Native American tribes and nonprofit organizations.

Darry has been recognized as one of the most influential attorneys in Los Angeles by the *Los Angeles Business Journal* and has served on the boards of a number of community and nonprofit organizations.

Activities and Affiliations

Memberships

He is a current board member of the Constitutional Rights Foundation.

Prior and Present Employment

He has managed five statewide races in the state, three for governor and two for the US Senate. For nearly ten years, he served as the chief campaign strategist for the Democrats in the California State Assembly. Darry successfully managed six bond campaigns that required supermajorities to pass, four that raised more than US\$13 billion for the Los Angeles Unified School District and two that raised over US\$2 billion for the Los Angeles Community College District. He has held several senior positions in state and federal government, including Deputy California Insurance Commissioner, Chief of Staff to the Chairman of the California

Board of Equalization, and a senior staff member for US Senator Birch Bayh and the US Senate Committee on Veterans Affairs.

Darry previously directed the USC/Los Angeles Times poll and for many years has taught undergraduate political science, initially at the University of California, Berkeley and currently at the University of Southern California, where he was nominated for a Best Teacher of the Year award. Darry served as a Lieutenant in the US Navy.

Areas of Focus

Practices

- Advocacy and Government Affairs
- Environment and Natural Resources
- Public Policy and Regulation
- State Attorneys General (United States)
- Strategic Communications

Industry Sectors

- Cleantech
- Climate Change Strategies
- Government
- Health Care
- Infrastructure and PPP
- Manufacturing

Education

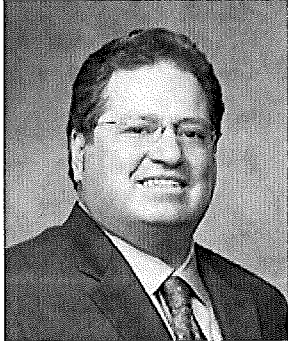
- Georgetown University, 1982, JD, *cum laude*
- University of Pennsylvania, 1968, MA
- Cornell University, 1966, BS

Admissions and Qualifications

- California
- US Court of Appeals for the Ninth Circuit
- US District Court for the Central District of California

Gilberto Ocañas

Senior Advisor



Senior Advisor

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Overview

Gilberto S. Ocañas has spent thirty years working to build a network of political and business relationships with community leaders, operatives, entrepreneurs and elected officials. His coalition-building skills include gathering local intelligence, performing political outreach and crafting communications strategies that work for his clients. This unique combination of experience has led to Gilberto providing quality business management consulting services to clients in both the public and private sectors, domestically and internationally.

Activities and Affiliations

Prior and Present Employment

A veteran of four presidential campaigns, Gilberto most recently led the National Latino Presidential Campaign for the Democratic National Committee (DNC) in 2000. Other roles include twice serving as the DNC regional field director, in addition to his role as DNC director of the Office of Voter Participation under the late Chairman Ron Brown. Gilberto has run statewide campaigns in Texas. When he began, he was one of the first Hispanics to do so. When he was director of Communications for the Southwest Voter Registration Education Project, he led one of the most successful voter registration and education groups in the Southwest.

Gilberto's experience in turning a start-up business in 1992 into a successful security printing and fulfillment company has given him insights into key business issues of governmental contracting. The success of his business enterprise, coupled with his commitment to maintain a strong civic presence, garnered him local recognition as the "Hispanic Businessman of the Year" as well as "Volunteer of the Year" by the Greater Austin Hispanic Chamber of Commerce. *Hispanic* magazine recognized Gilberto as a "Rising Entrepreneur."

Gilberto has served on the National Advisory Boards of the Resolution Trust Corporation, the US Small Business Administration, the US Secretary of Energy and the Smithsonian Task Force on Latino Affairs.

Areas of focus

Practices

- Public Policy and Regulation

Industry sectors

- Government

Education

- University of Houston, BA