



Gubernatorial Trade Mission to Mexico

July 27th – July 30th • Mexico City



COVER: A view of Yosemite Valley
from Glacier Point.

The Old Basilica of Guadalupe
with Mexico City skyline behind it.



July 2014

Thank you for joining us in traveling to Mexico.

Given our common border and long-standing historical, cultural and economic ties, Mexico is a natural partner for California. Our mission while in Mexico City will be to identify opportunities to expand trade and investment between California and Mexico and highlight ways our two countries can collaborate on climate change.

We will spend our time in Mexico City, the political capital and financial center of Mexico. Some of the highlights of our mission will include an investment forum and reception hosted by US Ambassador to Mexico Anthony Wayne, a fellow Californian; a California-Mexico Climate Change Summit with the Ministry of Environment and Natural Resources and business and academic leaders throughout Mexico; and a higher education dialogue with the Ministry of Education and the National Council of Science and Technology.

I look forward to a memorable and productive trip.

Sincerely,

A handwritten signature in black ink, reading "Edmund G. Brown Jr.", with a large, stylized flourish at the end.

Edmund G. Brown Jr.

Belfry of "Santuario de los remedios," Cholula, Mexico.





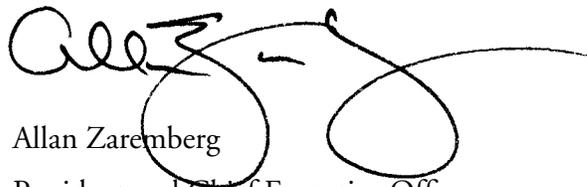
Dear Members of the California Delegation:

Thank you for participating in the July 2014 Gubernatorial Trade and Investment Mission to Mexico. The California Chamber of Commerce and the California Foundation for Commerce and Education are pleased and honored to be a part of this endeavor.

In helping organize arrangements for this visit to the state's neighbor and largest export market, we have seen repeated evidence of the tremendous diversity and inventiveness of Californians, as illustrated by your biographies and stories of the growth and development of your companies and organizations.

A long shared history and cross-border cultural ties provide a firm foundation for California-Mexico projects that boost two-way commerce. We hope this mission will help you advance current efforts or find new opportunities and potential business partners.

Best wishes for a productive and enjoyable mission.

A handwritten signature in black ink, appearing to read "Allan Zaremberg", is written over a circular stamp. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Allan Zaremberg
President and Chief Executive Officer



The Senate of Mexico building
in Mexico City, Mexico.

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Colonial architecture in Campeche, Mexico.



Special Thanks to Our Sponsors



Agenda Overview

Sunday, July 27, 2014

Travel to Mexico City

Flight travel time from California to Benito Juárez International Airport (MEX) is approximately 4 hours.

Hotel check-in

The JW Marriott Mexico City rises 26 stories above the Polanco District. Located in the heart of the business and entertainment sector, this flagship Mexico City hotel is within walking distance of Auditorio Nacional, Masaryk Avenue, the city's financial hub, and some of the city's best shopping, dining and night life.



JW Marriott Hotel

Delegate Welcome Reception

This casual welcome reception will be the first chance for delegates and senior administration officials to get to know each other. We hope you'll join us.

Monday, July 28, 2014

Breakfast Briefing: Building California-Mexico Trade and Investment

JW Marriott Hotel

Delegates will receive an in-depth briefing and participate in Q&A sessions with some of the foremost experts on the historical, economic, business and cultural ties between Mexico and California.

The California-Mexico Climate Change Summit

Mexican Ministry of Foreign Affairs

The California-Mexico Climate Change Summit will bring together government leaders, business and academia to explore ways in which California and Mexico can work together sub-nationally to achieve mutual climate goals. The summit will include a discussion with officials from the Mexican Ministry of Environment and Natural Resources, followed by a luncheon.

Tour of Zócalo and Metropolitan Cathedral of the Assumption of Mary of Mexico City

The Zócalo is the main square in the heart of the historic center of Mexico City. The plaza used to be known simply as the "Main Square" or "Arms Square," and today its formal name is Plaza de la Constitución.

The Metropolitan Cathedral of the Assumption of Mary of Mexico City is the largest cathedral in the Americas, and seat of the Roman Catholic Archdiocese of Mexico. It is situated atop the former Aztec sacred precinct near the Templo Mayor (Great Temple) on the northern side of the Plaza de la Constitución in Downtown Mexico City. The cathedral was built in sections from 1573 to 1813 around the original church that was constructed soon after the Spanish conquest of Tenochtitlán, eventually replacing it entirely. Spanish architect Claudio de Arciniega planned the construction, drawing inspiration from Gothic cathedrals in Spain.



California Investment Reception **Soumaya Museum in Mexico City**

With U.S. Ambassador to Mexico, E. Anthony Wayne

This reception will be a gathering of Californians, Mexican business leaders and investors gathered by the U.S. Foreign Commercial Service and partners in Mexico, with a focus on business matchmaking for our delegates. Ambassador Wayne and Governor Edmund G. Brown Jr. will deliver remarks.

The Museo Soumaya is a private museum in the Nuevo Polanco area of Mexico City. It has a collection of more than 66,000 pieces of art. The majority of the art consists of European works from the 15th to the 20th century. It also holds Mexican art, religious relics, historical documents and coins. The museum contains the world's largest collection of pre-Hispanic and colonial era coins. It also holds the largest collection of casts of sculptures by Auguste Rodin outside of France and is the world's largest private collection of his art. The Thinker, located on the main floor (planta baja), is the seventh of 24 cast sculptures.



La Hacienda, which was once part of the surrounding countryside, is now located in one of Mexico City's residential districts.

Hacienda de los Morales for a Relaxed, Light Late-Night Dinner La Hacienda de los Morales Restaurant

La Hacienda de los Morales is a milestone in the history of Mexico City. To speak of this estate is to go back in time to relive passages recorded in Mexico's cultural heritage. La Hacienda, which was once part of the surrounding countryside, is now located in one of Mexico City's residential districts. In colonial times, La Hacienda de los Morales was a portion of the vast lowlands, west of the Valley of Mexico.

When the first land grants were made by the king of Spain, this area was given to Don Hernán Cortés, captain-in-chief of New Spain. These fields were planted with the first "moreras," mulberry bushes where silkworms fed from, which became the origin of a name that has prevailed for more than four centuries: "Los Morales."

The manor house was built in the 16th century. Its many restorations throughout the years have always been made honoring the original architecture. Additional property was purchased and added to the estate.

Tuesday, July 29, 2014

California-Mexico Educational Exchange Breakfast Casa de California

Casa de California is the University of California's hub/mini-campus in Mexico City, located in the colonial neighborhood of Chimalistac, only a few blocks away from the University of Mexico campus (UNAM). The mission of Casa de la Universidad de California is to expand the university's academic research and outreach in Mexico and to serve as a meeting space for the exchange of ideas by scholars and students from both sides of the border.

Education leaders from California and Mexico will come together to discuss how to expand their existing partnerships and how to foster greater cooperation based on the history and relationships that have been cultivated over the years. This agenda is in keeping with the "100,000 Strong in the Americas" initiative launched by President Barack Obama in March 2011 aimed at increasing international study in Latin America and the Caribbean.

Mexico Business Briefings

ENova and Qualcomm

Join us for a briefing on the Mexico business climate and Mexico federal government relations from California businesses. Delegates will be divided into two groups; one group will visit ENova, the other will visit Qualcomm.

ENova is a Sempra Energy company that develops, builds and operates energy infrastructure in Mexico. Sempra Energy is based in San Diego, CA.

Qualcomm Incorporated is a global semiconductor company that designs and markets wireless telecommunications products and services. Qualcomm is headquartered in San Diego, CA.

American Chamber of Commerce of Mexico Luncheon

Hotel Camino Real Polanco

The American Chamber of Commerce of Mexico, the oldest AMCHAM outside of the United States, is a nonprofit organization which represents more than 1,000 U.S. companies and 3,500 individuals doing business in Mexico.

Delegates will be joined by prominent Mexico political and business leaders. Governor Brown, Ambassador Wayne and the president of AMCHAM of Mexico will give joint remarks at the luncheon.

Tour of the Museo Nacional de Antropología

The Museo Nacional de Antropología (National Museum of Anthropology) is the most visited museum in Mexico. Opened in 1964 by Mexican President Adolfo López Mateos, the museum has a number of significant archaeological and anthropological artifacts and exhibits, such as: the Stone of the Sun; a 16th century Aztec statue of Xochipilli; giant stone heads of the Olmec civilization that were found in the jungles of Tabasco and Veracruz; treasures recovered from the Maya civilization, at the Sacred Cenote at Chichen Itza; a replica of the sarcophagal lid from Pacal's tomb at Palenque; and ethnological displays of contemporary rural Mexican life. It also has a model of the location and layout of the former Aztec capital Tenochtitlán, the site of which is now occupied by the central area of modern-day Mexico City itself.



Olmeca-Xicalanca - Cacaxtla bird man mural on display at the Museo Nacional de Antropología.
Photo by Xuan Che via Flickr

Taste of California Reception and Dinner

Four Seasons Hotel, Mexico City

Hosted by Visit California, the California Department of Food and Agriculture, and the Wine Institute, this event is a celebration of the best food, wine, and business and leisure adventures California has to offer. The evening showcases the reasons generations of dreamers have been drawn to live, work, learn, play and thrive in the Golden State.

Wednesday, July 30, 2014

Trade and Investment Breakfast

Club de Industriales

Governor Brown will meet with the Secretary of the Mexican Ministry of Foreign Affairs José Antonio Meade Kuribreña and the Secretary of the Mexican Ministry of the Economy Idefonso Guajardo Villarreal on trade and investment.

Governor Brown, Secretary Meade and Secretary Guajardo will deliver joint remarks at the breakfast.

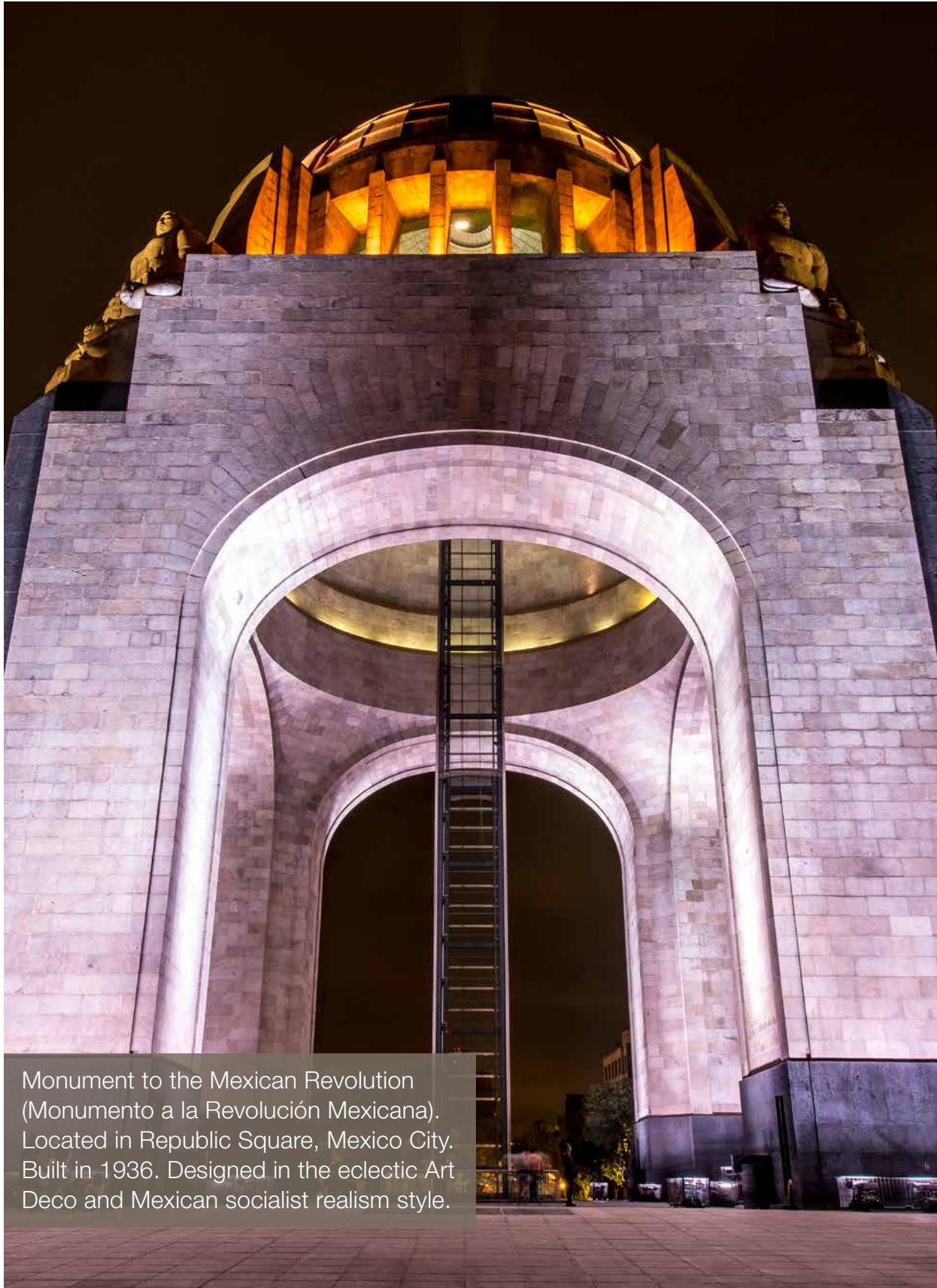
The Club de Industriales, which includes more than 1,400 members, is a private club that brings together the most important business people and prominent national and international enterprises in Mexico.

Closing Luncheon

On the final day of the California Gubernatorial Trade Mission to Mexico there will be a casual farewell lunch at the hotel.



Colored fabrics found in local markets.



Monument to the Mexican Revolution (Monumento a la Revolución Mexicana). Located in Republic Square, Mexico City. Built in 1936. Designed in the eclectic Art Deco and Mexican socialist realism style.

Delegates and Dignitaries

California Government Delegation

The Honorable Edmund G. Brown Jr., Governor, State of California

Anne Gust Brown, First Lady and Special Counsel

Caroline Beteta, President and CEO, Visit California; Director of Tourism, Governor's Office of Business and Economic Development (GO-Biz)

Mark S. Ghilarducci, Director, California Governor's Office of Emergency Services

Brian P. Kelly, Secretary, California State Transportation Agency (CalSTA)

Ambassador Eleni Kounalakis, Chair, California Advisory Council for International Trade and Investment

Mary D. Nichols, J.D., Chairman, California Air Resources Board (ARB)

Matthew Rodriquez, Secretary, California Environmental Protection Agency (CalEPA)

Karen Ross, Secretary, California Department of Food and Agriculture (CDFA)

Michael E. Rossi, Senior Advisor for Jobs and Business, Office of Governor Edmund G. Brown Jr.

Robert B. Weisenmiller, Chairman, California Energy Commission

California Executive Branch Staff

Kathy Baldree, Director of Scheduling, Office of Governor Edmund G. Brown Jr.

Abigail L. Browning, International Business Specialist, Governor's Office of Business and Economic Development (GO-Biz)

Jamie Callahan, Special Advisor to the Executive Secretary, Office of Governor Edmund G. Brown Jr.

Jim Evans, Chief Deputy Press Secretary, Office of Governor Edmund G. Brown Jr.

Martha Guzman-Aceves, Deputy Legislative Secretary, Office of Governor Edmund G. Brown Jr.

Helen Lopez, Chief, Office of Audits & Performance Evaluations, California Governor's Office of Emergency Services; department liaison for Mexico and other Latin American countries

Brian Peck, Deputy Director of International Affairs and Business Development, Governor's Office of Business and Economic Development (GO-Biz)

Alexis Podesta, Director of External and International Affairs, Office of Governor Edmund G. Brown Jr.

Evan Westrup, Press Secretary, Office of Governor Edmund G. Brown Jr.

Randall Winston, Special Assistant to the Executive Secretary, Office of Governor Edmund G. Brown Jr.

California State Senate

The Honorable Kevin de León, Senate President pro Tempore-Elect, California State Senate, District 22

The Honorable Ellen Corbett, California State Senate, District 10

The Honorable Lou Correa, California State Senate, District 34

The Honorable Ben Hueso, California State Senate, District 40

The Honorable Ricardo Lara, California State Senate, District 33

California State Assembly

The Honorable V. Manuel Pérez, California State Assembly, District 56; Delegation Leader

The Honorable Nora Campos, Assembly Speaker pro Tempore, California State Assembly, District 27

The Honorable Luis Alejo, California State Assembly, District 30

The Honorable Richard Bloom, California State Assembly, District 50

The Honorable Rocky Chávez, California State Assembly, District 76

The Honorable Susan Talamantes Eggman, California State Assembly, District 13

The Honorable Cristina Garcia, California State Assembly, District 58

The Honorable Roger Hernández, California State Assembly, District 48

The Honorable Chris Holden, California State Assembly, District 41

The Honorable Jose Medina, California State Assembly, District 61

Business Delegation

The Honorable Rusty Areias, Principal, California Strategies

Ruben Aronin, Assistant Director, California Business Alliance for a Green Economy

Dennis Arriola, President and CEO, Southern California Gas Company (Sempra subsidiary)

Paola Avila, Executive Director, Mexico Business Center, San Diego Regional Chamber of Commerce

Stephen Berberich, President and CEO, California Independent System Operator (ISO)

The Honorable Kathleen Brown, Partner, Manatt, Phelps and Phillips LLP

Jay Burress, President and CEO, Anaheim/Orange County Visitor & Convention Bureau

Michael C. Camuñez, President, ManattJones Global Strategies, LLC

Johnny Casana, Western Region Government and Regulatory Affairs Director, EDP Renewables

Rafael Castellanos, Commissioner, Port of San Diego

Daniel M. Crane, Principal, The Crane Group, Inc.

Clark Crawford, Vice President Sales and Business Development, Soitec

The Honorable Frank C. Damrell, Principal, Cotchett, Pitre & McCarthy, LLP

Larry Dicke, Treasurer, California Foundation for Commerce and Education; Executive Vice President, Finance, and CFO, California Chamber of Commerce

George Dickson III, Chairman and CEO, Seismic Warning Systems, Inc.

Linda H. DiMario, Senior Director, Economic Development and Tourism, Irvine Chamber of Commerce

Dorene C. Dominguez, Chairman and CEO, Vanir Group of Companies

Lucy Dunn, President and CEO, Orange County Business Council

Maura K. Egan, Vice President Marketing - Western Region, Premium Outlets (division of Simon Shopping Destinations)

Lauren Faber, West Coast Political Director, Environmental Defense Fund

Dean Fealk, Partner, Group Leader, DLA Piper

Jennifer Fitzgerald, Director, State Government Affairs, AMGEN, Inc.

Gary L. Gallegos, Executive Director, San Diego Association of Governments

Peter M. Gallo, Co-Owner and Vice President - Supply Chain, Joseph Gallo Farms

Michael Garland, President and CEO, Pattern Energy Group Inc.

Byron Georgiou, President, Georgiou Enterprises

Gary Gero, President, Climate Action Reserve

George John Gigounas, Partner, DLA Piper

Lucie Gikovich, Principal, The Crane Group, Inc.

Julie Gill, Director, Regulatory and Government Affairs, AES Southland

William R. Gould Jr., Chief Technology Officer, SolarReserve

Mauricio Gutierrez, Executive Vice President and Chief Operating Officer, NRG Energy, Inc.

Marilyn Hannes, Vice President - Marketing, SeaWorld and Aquatica, San Diego

Maureen "Mo" Hayes, Senior Vice President and Regional Development Executive for California, Parsons Corporation

Kathy Janega-Dykes, President and CEO, Visit Santa Barbara

The Honorable Kathleen Anne Kelly, Judge, San Francisco Superior Court

Robert P. Koch, President and CEO, Wine Institute

Adam Levine, Managing Director, Global Public Affairs, TPG Capital

Jake Lewin, President, CCOF Certification Services LLC

Dr. Sol Lizerbram, Chairman, HealthFusion, Inc.

Bryce Lundberg, Vice President of Agriculture, Lundberg Family Farms

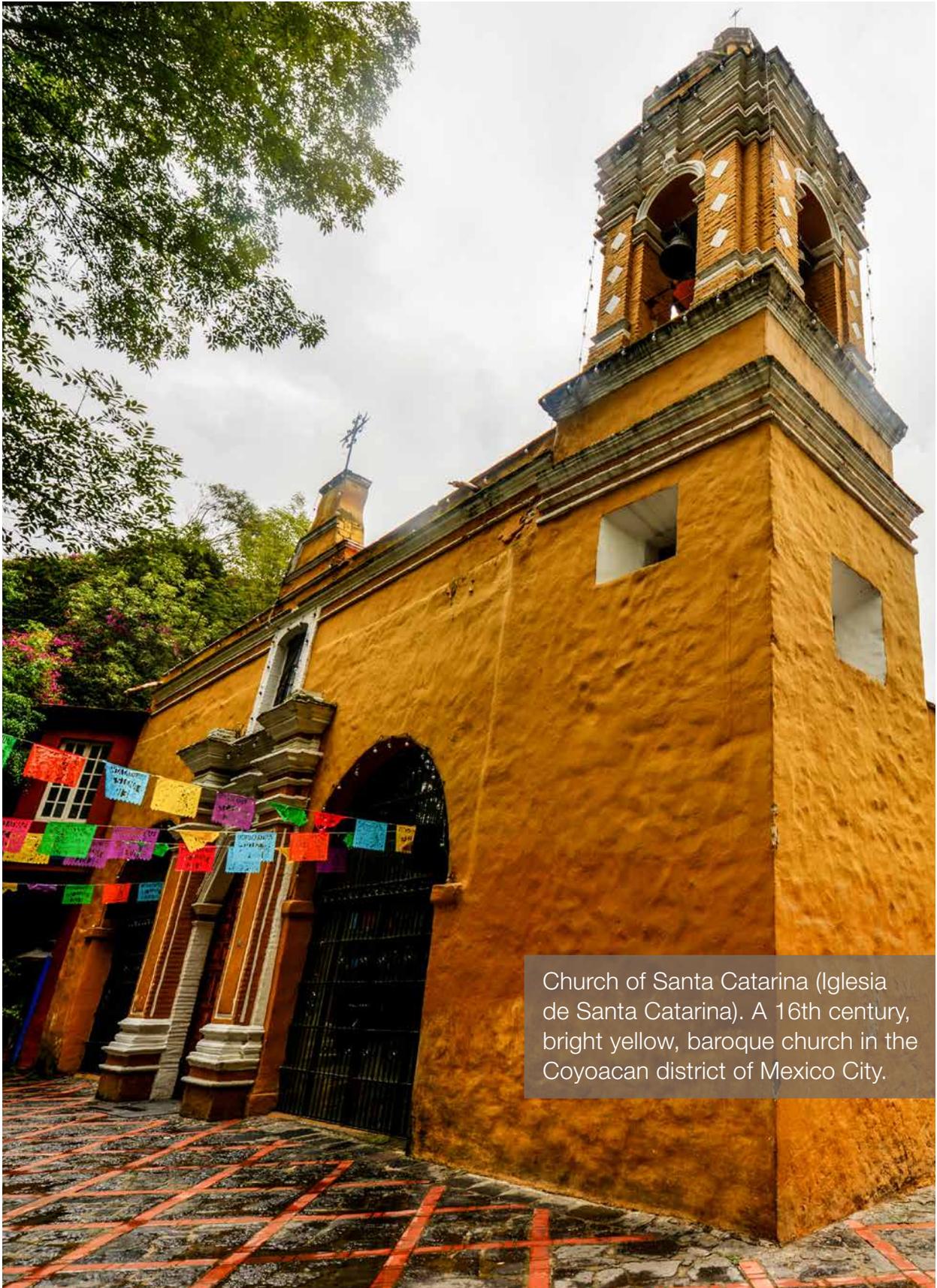
Marcy L. Martin, Director of Trade, California Grape & Tree Fruit League

Noreen Martin, President and CEO, Martin Resorts, Inc.

Michael Masserman, Director of International Government Relations, Lyft Inc.

Richard Matoian, Executive Director, American Pistachio Growers

Richard J. Maullin, Partner, Fairbank, Maslin, Maullin, Metz & Associates (FM3)
Dr. Christina McCain, Senior Manager, Latin American Climate Initiative, Environmental Defense Fund
Duncan McFetridge, Managing Director, Mercury Public Affairs
Craig McNamara, President and Owner, Sierra Orchards; President, California State Board of Food and Agriculture
Ralph J. Moran, Senior Director of Government and Public Affairs, BP America
The Honorable Pedro Nava, Attorney, Law Offices of Pedro Nava
Scott Nebenzahl, Vice President Sales, Director of Government Affairs, Seismic Warning Systems, Inc.
Bob Nelson, Chairman of the Board of Port Commissioners, Port of San Diego
Rhonda J. Nelson, Sector Director (Global Operations and Logistics), Northrop Grumman Aerospace Systems
Steven Nissen, Senior Vice President, Legal and Government Affairs, NBCUniversal
Ann Notthoff, California Advocacy Director, Natural Resources Defense Council
The Honorable Fabian Núñez, Partner, Mercury Public Affairs
Michelle Passero, Senior Climate Policy Advisor, The Nature Conservancy
Amparo Pazos Cousillas, Director, Abengoa Solar Industrial Systems LLC
Melissa Poole, Director, Government Affairs and Counsel, Roll Global
Phillip R. Recht, Partner in Charge, Los Angeles, Mayer Brown, LLP
Bob Roberts, President and CEO, California Ski Industry Association
Mark Rodriguez, President, The Elden Company
Victoria Rome, California Legislative Director, Natural Resources Defense Council
Chris Rosander, International Program Manager, Raisin Administrative Committee
Brian Rothery, Assistant Vice President, Government and Public Affairs, Enterprise Holdings, Inc.
Jerry Sanders, President/CEO, San Diego Regional Chamber of Commerce
Thomas S. Sayles, Senior Vice President, University Relations, University of Southern California
Harley Shaiken, Director, Center for Latin American Studies, University of California, Berkeley
Chris Shelton, President, AES Energy Storage, LLC
Dr. Horst Simon, Deputy Laboratory Director, Lawrence Berkeley National Laboratory
Edward Smeloff, Director, Utility Sales, North America, SunPower Corporation
Michael Smith, Director, Special Projects and Industry Relations, Harris Ranch
Mark A. Snell, President, Sempra Energy
Joy Anne Sterling, CEO, Iron Horse Vineyards
Mario Steta, Group Vice President and General Manager, Driscoll's
Susanne Stirling, Vice President, International Affairs, California Chamber of Commerce
Christie Thoene, Director Public Affairs, Qualcomm
Gary L. Toebben, President and CEO, Los Angeles Area Chamber of Commerce
Brad Triebsch, Co-Founder and Partner, Central Valley Fund
Francisco J. Uribe, Director, State, Local and International Government Relations, The Home Depot, Inc.
Carlos J. Valderrama, Senior Vice President, Global Initiatives, Los Angeles Area Chamber of Commerce
Gaddi H. Vasquez, Senior Vice President of Government Affairs, Edison International
Dr. James A. Walker, Vice Chairman, EDF Renewal Energy (formerly enXco)
V. John White, Executive Director, Center for Energy Efficiency and Renewable Technologies
James B. Woodruff, Vice President, State and Local Government Affairs, First Solar, Inc.
Ken Zagzebski, President, United States Strategic Business Unit, AES Corporation
Allan Zaremborg, President and CEO, California Chamber of Commerce



Church of Santa Catarina (Iglesia de Santa Catarina). A 16th century, bright yellow, baroque church in the Coyoacan district of Mexico City.

Business Resources

U.S. Commercial Service

The U.S. Commercial Service promotes the export of U.S. goods and services and protects U.S. business interests in Mexico. The expert staff of Commercial Officers and Industry Specialists provides trade counseling, market intelligence, Mexican trade contacts, and access to trade promotion opportunities and trade advocacy. Learn more in the section: Services for U.S. Companies at www.export.gov/mexico/

American Chamber of Commerce of Mexico

American Chamber of Commerce of Mexico was founded more than 90 years ago, positioning itself as a nonprofit and nonpartisan organization. It is affiliated with the two most active and significant international business organizations in the world: the United States Chamber of Commerce and the Association of American Chambers of Commerce in Latin America (AACCLA). Today, the companies comprising American Chamber/Mexico represent nearly 70% of the foreign direct investment in Mexico, significantly contributing to economic and trade development and strengthening the economic relationship between Mexico and the United States. Its vision is to act and be seen as the opinion leader within the American business community, helping to positively shape policies having an impact on the U.S.–Mexico business environment. Its mission is to promote sustainable trade and investment between Mexico and the United States by participating in the shaping of public policies and fostering a socially responsible business environment. www.amcham.org.mx

California Chamber of Commerce Mexico Portal Page

A section of the CalChamber's international website pulls together links and information about California's largest export market. www.calchamber.com/Mexico

Mexican Consulate-Sacramento

The Consulate General of Mexico in Sacramento, California, was opened as a Career Consulate in 1942, with a direct constituency in nine counties of northeastern California and Nevada. After that, its constituency was extended to 24 counties in northwestern California and the State of Nevada except Clark County, which includes the City of Las Vegas.

Consul General Carlos González Gutiérrez was appointed by the President of Mexico Felipe Calderon, and was ratified by the Senate, to act as Consul General of Mexico in Sacramento, California, with jurisdiction over 24 counties in Northeastern California.

Ambassador Carlos González Gutiérrez, Consul General
2093 Arena Blvd
Sacramento, CA 95834-2310
(916) 441-3287
Fax: (916) 441-3147
sacramento@sre.gob.mx
<http://consulmex.sre.gob.mx/sacramento/en/>

ProMexico

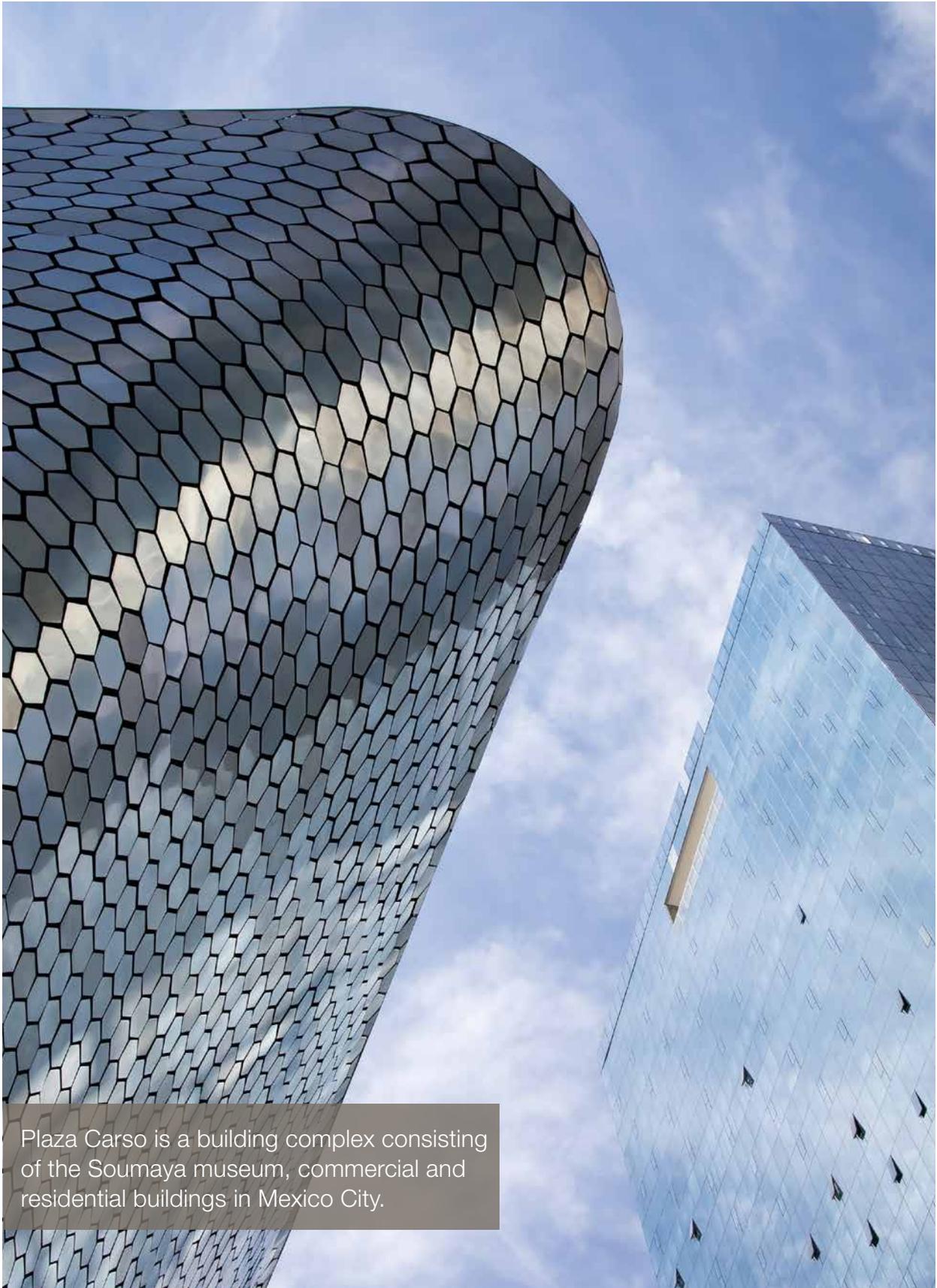
ProMexico is the Mexican government institution in charge of strengthening Mexico's participation in the international economy. The institution supports the export activity of companies established in the country and coordinates actions to attract foreign direct investment to national territory. Its mission is to promote the attraction of direct foreign investment and the export of goods and services, as well as the internationalization of Mexican companies in order to contribute to Mexico's economic and social development and strengthen the country's image as a strategic business partner.
www.promexico.gob.mx

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Plaza Carso is a building complex consisting of the Soumaya museum, commercial and residential buildings in Mexico City.

Before You Go

U.S. Embassy in Mexico City

Address: Reforma 305, Col. Cuauhtemoc, Del.
Cuauhtemoc, C.P. 06500
Number: (From the U.S.) 011-52-55-5080-2000, ext. 0
(From Mexico) 01-55-5080-2000, ext. 0

What to Pack

Light and compact should be your guiding mantras when planning what to bring with you to Mexico. During this gubernatorial trade mission, we will be traveling by bus throughout Mexico in large groups, making extra-large suitcases inconvenient.

We will be staying at the JW Marriot Hotel, which is located near modern metropolitan centers, which include modern boutiques, shops and upscale restaurants. What you do not bring most likely can be found easily in Mexico City, except perhaps for specific pharmaceutical items. Otherwise, you may want to factor in the following considerations when planning what to pack.

Weather

Mexico has two main climate seasons: rainy (May to mid-October) and dry (mid-October to April).

Expect overcast and rainy days in Mexico City in July. Temperatures average around the mid-60's to low-70's during the day, and low-50's at night.

Earthquakes

Mexico City does experience earthquakes and temblors in other areas of the country can be felt in Mexico City. A recent 6.9-magnitude earthquake close to the Guatemalan border shook buildings in Mexico City.

Meetings

Business attire is suggested for all official events, except for the opening reception and closing lunch; business casual attire will be acceptable for these events. Expect Mexican government officials and business leaders to be in business attire during all events.

Dress comfortably if possible; we will be riding charter buses to and from many meetings.

Electricity

An electrical adapter is not needed in Mexico. Mexico, like the United States, uses A, B plugs, at 120v and 60Hz.

Gifts

The Governor's office will be handling official gifts on behalf of the delegation.

Travel Health and Safety Tips

On this Mission we have selected caterers, restaurants and hotels that use quality products and use safe handling food practices. If, however, you are planning on doing any independent traveling or sightseeing in Mexico or Mexico City, please read the tips outlined below.

Note: Water at the JW Marriot Hotel is purified, but bottled water is still best. Bottled water will be provided to all delegation hotel events.

Food Safety Tips

Travelers' diarrhea, common among visitors to Mexico, is caused by eating unclean food and water. Following the tips below can greatly lower your risk of contracting travelers' diarrhea:

Eat:

- Food that is cooked and served hot.
- Hard-cooked eggs.
- Fruits and vegetables you have washed in clean bottled/filtered water or peeled yourself.
- Pasteurized dairy products.

Don't eat:

- Food served at room temperature.
- Food from street vendors.
- Raw or soft-cooked (runny) eggs.
- Raw or undercooked (rare) meat or fish.
- Unwashed or unpeeled raw fruits and vegetables. If exploring restaurants or street food on your own, be wary of consuming lettuce, cabbage, cilantro and tomatoes. These items are usually served raw and briefly rinsed in unfiltered tap water (which is not safe to drink). Most salsas are usually cooked, and therefore are relatively safe to consume. Avoid salsas made with raw tomatoes and other raw ingredients, such as "pico de gallo" or "salsa cruda" ("raw sauce" in Spanish).
- Unpasteurized dairy products.



Chili Con Carne, traditional Mexican food.

Drink:

- Bottled water and beverages that are sealed.
- Water that has been filtered/disinfected.
- Ice made with bottled or filtered water.
- Carbonated drinks.
- Hot coffee or tea.
- Pasteurized milk.

Don't drink:

- Tap or well water.
- Ice made with tap or well water.
- Drinks made with tap or well water (such as reconstituted juice). "Agua fresca" (Spanish for "fresh water") is a drink made of a combination of fruits, flowers, sugar and water. There are many variations of this drink and it is very popular in Mexico. Do not drink agua fresca unless it was made with filtered water and do not drink agua fresca purchased from a street vendor.
- Unpasteurized milk.

Medical

Please consult with your physician before traveling to Mexico if you have a medical condition or have any medical concerns.

If you are not feeling well after your trip, you may need to see a doctor. The Centers for Disease Control and Prevention recommends that you tell your doctor about your travel, including where you went and what you did on your trip. Also tell your doctor if you were bitten or scratched by an animal while traveling.

Maintain Personal Security

Use the same common sense traveling abroad that you would at home, and always stay alert and be aware of your surroundings.

While at your destination(s):

- Do not wear expensive clothing or jewelry.
- Be vigilant for pickpockets, especially in crowded areas (such a market or town square).
- Always keep hotel doors locked, and store valuables in secure areas (the JW Marriott provides a safe in the closet of each bedroom).
- Follow all local laws and social customs.
- Carry contact information for the nearest U.S. embassy.
- **To call for emergency services** while in Mexico, dial **060**. Write this number down to carry with you during your trip.

Dialing International Calls

The U.S. country code is 1. Mexico's country code is 52.

Calling to the United States from Mexico:

- Dial 00 (Mexico's exit code)+ 1 (U.S. country code)+ area code+ phone number.
- To dial to a 1-800 U.S. number, dial 00+ 1+ 800+ phone number.

Calling to other countries from Mexico:

- Dial 00+ country code (1, 2 or 3 digits) + phone number.



Teotihuacan Aztec ruins near Mexico city.

Etiquette

Names

Mexican citizens generally have two last names. The first last name is the father's first last name, while the second last name is the mother's first last name. Parents give their fathers' last names to their children. For example, if a person's name is José Carlos Martínez Gómez, Martínez is his father's last name and Gómez is his mother's last name. José is his first name and Carlos is his middle name. The first last name is used for alphabetizing; it is also what would be used as the last name in the United States.

A woman does not lose her maiden name and acquires the name of her husband when she gets married. However, a woman can choose to use her husband's name if she wants. For example, if a Teresa María García Ramírez marries our José Carlos Martínez Gómez, Teresa can go by Teresa María García Ramírez de Martínez if she so chooses.

Furthermore, when it comes to names:

- Upon initial introduction, Mexican businesspeople should be addressed by their professional title, followed by their first last name.
- If they do not have a title or if you do not know their title, you should use Señor for males, Señora for married women, and Señorita for unmarried women.
- Do not use red ink when you are writing someone's name.

Exchanging Business Cards

- Titles (Doctor/a, Director/a, etc.) should be included on business cards.
- It is advised to have one side of your business card in Spanish and the other in English.
- Present your business card with the Spanish side facing the recipient.

Business Dress In Mexico

Business attire is more formal than in the United States.

- Men should wear a conservative dark suit, tie, long-sleeved shirts and usually cufflinks. It is recommended that you chose classic colors, such as gray, navy, white, and light blue.
- Women should wear a dress, skirt and blouse, or a classic suit. Basic classic colors such as gray, navy, white, and ivory are recommended.

Cybersecurity Best Practices*

Cybersecurity is a critical topic today. The risk to our confidential and sensitive information, and our electronic devices has never been higher.

Any computing devices, including smart phones, tablets and laptops, should be treated with care. At risk are not only any actual documents that these devices may hold, but also residual information about what you have done online (browsing history), documents you have deleted, and passwords and account information you may have used. All of this information can be extracted unless certain precautions are followed.

Before heading to Mexico, check with your organization's information technology (IT) department. Your organization may not want you to take company-owned computing devices or information classified as confidential or sensitive with you, unless there is an absolute business need to do so.

When you travel, you are subject to the civil and criminal laws of Mexico, as well as to its expectations regarding privacy and free speech. The State Department offers more information about legal and cultural differences you may want to take into consideration: http://travel.state.gov/travel/cis_pa_tw/cis/cis_1089.html#safety.

We cannot overstate the need to take precautions prior, during and upon return from your travel to ensure your personal and professional information security.

Following the general guidelines below will help you to ensure that sensitive and personally identifiable information is not compromised or lost during travel. If you are unsure how to follow any of the recommendations, see your IT specialist for assistance.



El Castillo, the castle, of Chichen Itza in the Yucatan was a Mayan city and remains today one of the most visited archaeological sites in Mexico.

1. Check <http://travel.state.gov> for the latest updates on any threats prior to departing.
2. Physically secure your devices and any hardcopy records to prevent loss at all times. For example, do not leave luggage unattended at airports, on trains, or in any other public spaces.
3. Ensure full disk encryption is installed and activated on any internal and external storage.
4. DO NOT use the same password(s) you use to access any of your work systems or email accounts.
5. DO NOT connect any external devices to your laptops that you did not bring with you. This includes thumb, jump or flash drives, external drives, modems and air cards. Avoid plugging any external drives into systems that do not belong to you.
Additionally, if you do plug your external drive into a foreign device, consider it compromised and do not plug it back into any company-owned hardware.
6. Ensure all computers are fully updated with the latest version of software protection prior to departing the US. This includes your Operating System (OS), applications, and latest antivirus and firewall rule sets.
7. If possible use a loaner cell phone or prepaid cell phone device while out of the country. This will prevent your smart phone, electronic documents and passwords from being compromised during your trip.
8. Leave all Bluetooth devices at home and disable them on any laptops or tablets.
9. If you must access the Internet, only do so via a Virtual Private Network (VPN) connection.
10. Assume all communications will be intercepted. Please communicate appropriately in all your correspondence.
11. Be mindful of your environment when engaging in conversations involving personal, confidential or sensitive information. In particular, be aware of conversations which may involve proprietary information, or give individuals an advantage over others in competitive procurement processes, for example.
12. See your IT specialist upon return to ensure your devices are properly scanned and cleaned prior to use again on your network. Any data that you need saved can be backed up by your IT specialist. Please do not forget those external devices.

**Source: California Office of Emergency Services*



San Miguel de Allende, Mexico.

Mexico at a Glance

- Official Name: Estados Unidos Mexicanos
(United Mexican States)
- Capital: Mexico City
- Population: 120.2 million people
- Area (sq. mi.); 758,449
- Area (sq. km.): 1,964,375
- Human Development Index: 61 of 187 countries
- Gender Inequality Index: 72 of 148 countries
- GDP (Purchasing Power Parity): \$1.845 trillion USD
- GDP (PPP) per capita: \$15,300 USD
- California Exports to Mexico: \$23.93 billion USD
- Adult Literacy: 87% (male); 85% (female)
- Life Expectancy: 75 (male); 79 (female)
- Currency: Peso
- Currency Converter (as of July 2014):
 - 1 Mexican Peso = 0.077 U.S. Dollar
 - 1 U.S. Dollar = 13.01 Mexican Pesos



Beautiful old Spanish church and bell tower near Playa del Carmen, Mexico.

Mexico City: A Brief History

Flying over Mexico City, it's hard to imagine that only 500 years ago the region was filled by a chain of lakes. The largest of these lakes was Lake Texcoco, only a portion of which remains today. On a small island in this great lake, the Aztecs founded their capital city, Tenochtitlán. Present-day Mexico City has greatly expanded into areas that were once under water, but a portion of the downtown area of the city lies on top of what remains of Tenochtitlán.

Aztec Rule

The Aztecs were a Nahua tribe that wandered the Valley of Mexico, offering mercenary services to the myriad of tribes residing in the valley around the 13th century. The Aztecs believed in a prophecy that said the tribe members would know where to build their permanent city when they saw an eagle on a cactus devouring a snake. While residing along the shores of Lake Texcoco (present-day Mexico City) around 1325 C.E., legend has it that they saw a swampy island on the lake, and on the island was an eagle on a cactus devouring a snake. On this island, they built Tenochtitlán. Today, this eagle imagery is used on Mexico's coat of arms and flag.

Once a marginalized tribe, the Aztecs quickly rose to become the largest pre-Columbian empire in Mexico. By 1473, the Aztecs had subjugated neighboring tribes and indirectly ruled most of central Mexico.



Kukulcan pyramid in Chichen Itza, Yucatan.

Tenochtitlán

At its peak, Tenochtitlán was the largest city in the pre-Columbian Americas. The island was extended by the Aztecs using artificial island building techniques of the time (the artificial islands are known as chinampas; a version of which can still be seen in Xochimilco, a borough of Mexico City and World Heritage Site). The city was connected to the mainland and other islands by causeways, and was interlaced with a series of canals and bridges that allowed canoes and other traffic to pass freely. Aqueducts provided the city with fresh water from nearby springs.

Spanish conquistador Hernán Cortés arrived in Tenochtitlán on November 8, 1519. With a population estimated at between 200,000 and 300,000, Tenochtitlán was what many scholars believe to have been the largest city in the world at that time. Only Paris, Venice and Constantinople in Europe might have rivaled it. Tenochtitlán was five times the size of the contemporary London of Henry VIII. In a letter to the Spanish king, Cortés wrote that Tenochtitlán was as large as Seville or Córdoba. Cortés' men were in awe at the sight of the splendid city and many wondered if they were in a dream.

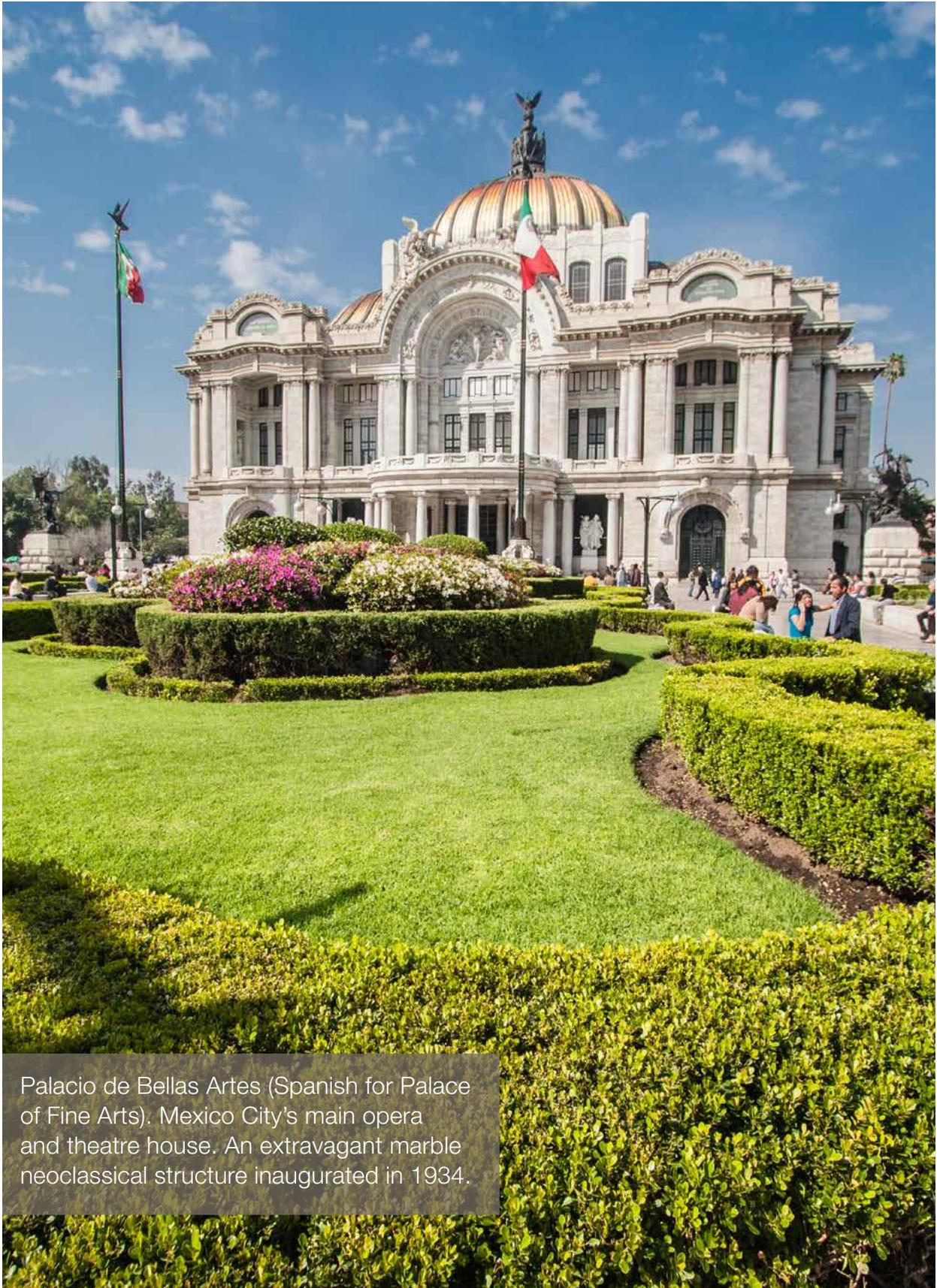
The Conquest

Aided by the Aztecs' rival tribes, metal armor and foreign disease, the Spanish eventually conquered the Aztecs and claimed Tenochtitlán as the capital of New Spain. The Spanish conquerors dismantled pyramids and ceremonial centers, building churches and cathedrals on top of the ruins, often reusing the same stones that made up the Aztec structures.

The largest and most important temple in the ceremonial complex at the heart of the Aztec empire, Templo Mayor (Great Temple), was partly destroyed and buried, but was rediscovered in the early 20th century. The ruins are located near Mexico City's main square, "Zócalo," and the Metropolitan Cathedral of the Assumption of Mary.

New Spain

The Spanish found Tenochtitlán hard to say and eventually adopted the city's secondary name "Mixico." This name comes from Mexitli, an alternative name for the god Huitzilopochtli; "co" was a suffix meaning place, so Mix-



Palacio de Bellas Artes (Spanish for Palace of Fine Arts). Mexico City's main opera and theatre house. An extravagant marble neoclassical structure inaugurated in 1934.

ico means place of Huitzilopochtli. The pronunciation of this term was modified over time to its current form.

New Spain, or Viceroyalty of New Spain, was the formal name of Spanish colonial Mexico until independence in 1821. The king of New Spain was also king of Spain, and his highest appointed minister was his viceroy, who was the official representative to the northern half of the global Spanish empire. The Spanish governed New Spain from Mexico City.

The city quickly established itself as the most powerful city in the Americas. At one point, Mexico City ruled a territory that extended as far south as Panama and as far north as California.

New Spain fell into disarray when Napoleon Bonaparte occupied Spain and deposed of the monarchy. The following Peninsular War between Spain and France led in part to the Mexican war for independence.

Mexico

With the colonial government in New Spain experiencing turmoil during the war, its opponents began to gain momentum. Father Manuel Hidalgo, a priest from the village of Dolores, issued a famous call for independence on September 16, 1810. “El grito de Dolores” (the Cry of Dolores) began a revolutionary fever amongst thousands of natives and mestizos, people of mixed Spanish and native origins, and made Mexico one of the first countries to revolt against Spanish rule. While the Hidalgo rebellion was defeated and Father Hidalgo killed in 1811, “El grito de Dolores” is still celebrated as Mexico’s Independence Day.

The revolutionary fever did not end with Hidalgo, however, and for the next decade the independence movement went through several stages, as its leaders were imprisoned or executed by loyal forces to Spain. Mexico gained independence from Spain in 1821, but didn’t become a republic until 1824. The Federal Constitution of the United Mexican States of 1824 established Mexico City as the nation’s capital. For the next several decades, different factions fought for control of Mexico.

Mexico City entered the modern age under Porfirio Díaz, who ruled Mexico for most of the period from 1877 to 1911 and attracted much foreign investment. Díaz ushered in a construction boom. Electric tramways threaded the streets, industry grew, and by 1910 the city had more than half a million inhabitants. A drainage canal and tunnel finally succeeded in drying up much of Lake Texcoco, allowing further expansion.

Díaz kept Mexico free of the wars that had plagued it for more than 60 years, but at the price of political repression, foreign ownership of Mexican resources, and appalling conditions for many workers. Wealth became concentrated in the hands of a small minority. Such extreme economic disparity led to the Mexican Revolution, a confusing sequence of allegiances and conflicts between a spectrum of leaders and their armies, in which successive attempts to create a stable government were wrecked by new outbreaks of devastating fighting.

The 1920s ushered in a modicum of prosperity and peace. Mexico’s top artists—notably Diego Rivera, David Alfaro Siqueiros and José Clemente Orozco—were commissioned to decorate numerous public buildings in Mexico City with vivid murals on social, political and historical themes. This was the start of a major movement in Mexican art, with a lasting impact on the face of the city.

Following the Great Depression, a drive to industrialize attracted more money and people, and by 1940 the population had reached 1.7 million. Today, roughly 21.2 million people live in Mexico City.

Mexico’s current president is Enrique Peña Nieto, from the Institutional Revolutionary Party (PRI). Nieto was sworn into office on December 1, 2012 and his term will end in 2018. His campaign focused on ending the drug wars and revitalizing the economy. Within his first year, he proposed reforms that will change many aspects of Mexico, such as the public school and tax collection system, the telecommunications industry, and the oil and gas sector.

Aztec Legacy

The Nahua tribe that Spanish conquistadors called the “Aztecs” actually referred to themselves as “Mexica” (meh-shee-kah). Historians hypothesize that since the Mexica are said to have come from a region called “Aztlán,” using the Nahuatl word “aztecatl” or “aztecah” (meaning “people from Aztlán”), Spanish explorers erroneously believed tribe members called themselves the Azteca.

Nahuatl was the spoken language of the Aztecs. Today, Nahuatl varieties are spoken in scattered communities, mostly in rural areas throughout central Mexico and along the coastline. It is estimated that 1.4 million people speak Nahuatl.



Colorful skulls souvenirs from Mexico.

Objectives and Opportunities

Governor Edmund G. Brown Jr. is leading an historic trade and investment mission to Mexico in July 2014. Along with senior members of his administration and business delegates, Governor Brown will travel to Mexico City from Sunday, July 27 to Wednesday, July 30, to build on the momentum initiated during his trade mission to China last year—expanding California’s focus to its southern neighbor and largest export market.

Given the state’s border relationship and long-standing historical, cultural and economic ties, Mexico is a natural partner to further expand two-way trade and investment, and strengthen cooperation on global climate change. Delegates will visit with high ranking officials in Mexico City, tour California companies and projects in Mexico, and lead events to promote California to potential Mexican investors.

The mission is organized by the California Chamber of Commerce and the California Foundation for Commerce and Education, a nonprofit 501(c)(3) organization affiliated with CalChamber.

Trade Overview

Mexico’s \$1.3 trillion economy has become increasingly oriented toward manufacturing in the 20 years since the North American Free Trade Agreement (NAFTA) entered into force, according to figures from the Central Intelligence Agency.

Two-way trade in goods between Mexico and the

United States increased dramatically from \$81.4 billion in 1993 to more than \$506.6 billion in 2013. Mexico has remained the United States’ second-largest export market since 1995, with a total value of \$226.2 billion in 2013, and is the third-largest source of imports. Top export categories from the U.S. to Mexico included computer and electronic products, transportation equipment, chemicals, and nonelectrical machinery.

NAFTA

The NAFTA was signed on December 17, 1992 by President George H.W. Bush, Mexico President Carlos Salinas, and Canadian Prime Minister Brian Mulroney. The framework agreement proposed to eliminate restrictions on the flow of goods, services, and investment in North America.

The historic agreement, after passing through both the U.S. House of Representatives and the U.S. Senate, was signed into law by President Bill Clinton on December 8, 1993, and took effect on January 1, 1994.

The objectives of NAFTA are to eliminate barriers to trade, promote conditions of fair competition, increase investment opportunities, provide adequate protection of intellectual property rights, establish effective procedures for implementing and applying the agreements and resolving disputes, and to further trilateral, regional and multilateral cooperation.

According to the most recent figures from the Bureau



Large cargo ship in a harbor of Mazatlan, Mexico.

Sunny Lover's Beach in Cabo San Lucas, Mexico.
Photo by Simple Tourist Boat



of Economic Analysis, the U.S. invested more than \$101 billion into Mexico, while Mexican investment in the U.S. reached nearly \$15 billion.

Trade with California

Mexico is California's No. 1 export market, purchasing 14.2% of all California exports. California exports to Mexico amounted to nearly \$24 billion in 2013. Computers and electronic products remained California's largest exports, accounting for 21.1% of all California exports to Mexico. Exports of transportation equipment and machinery from California to Mexico grew to total almost \$4.7 billion; with petroleum and chemicals continuing to be strong export sectors as well.

Trade Agreements

Mexico has free trade agreements with more than 50 countries, including Guatemala, Honduras, El Salvador, the European Free Trade Area, and Japan—putting more than 90% of trade under free trade agreements. In 2012 Mexico formally joined the Trans-Pacific Partnership negotiations and formed the Pacific Alliance with Peru, Colombia and Chile.

Mexico Trade

Mexico's largest export and import partner is the United States. In 2012, Mexico exported \$349.6 billion in goods and services; 78% of this total went to the United States. Last year, Mexico exports totaled \$370.7 billion.

Mexico exports manufactured goods, coffee, cotton, fruits, vegetables, oil and oil products, and silver.

Agriculture

In 2013, agriculture accounted for 3.6% of Mexico's gross domestic product (GDP). While this is a small percentage of its GDP, agriculture nevertheless is an important part of Mexico's economy, helping raise wages and living standards.

Mexico's wide variety of geological features and climates have allowed it to produce more than 350 distinct farm products each year. The majority of exports are fresh fruits and vegetables, which totaled \$7.5 billion in 2012, representing 68.8% of all Mexican agriculture products sold abroad that year. In particular, Mexico is an important source of winter vegetables for the United States and Canada.

Tourism

More than 7 million travelers from Mexico visited California in 2012, with air travel accounting for 504,000 travelers, according to Visit California. These 504,000 visitors contributed \$498 million to California's economy, and projections from the CIC Research Office of Travel and Tourism Industries estimate that in 2013 California will see a 4.1% increase in Mexican visitors, who will spend approximately \$535 million in the state.

The top regions visitors from Mexico are interested in visiting, according to Visit California, are: San Francisco Bay Area (No. 1), San Diego County (No. 2) and Los Angeles County (No. 3). The top five attractions are: 1. Disneyland; 2. San Francisco; 3. Hollywood; 4. Los Angeles; and 5. Napa Valley/Wineries.

Pact for Mexico: Mexico's Reform Package

President Enrique Peña Nieto of Mexico began his presidency in December 2012 with the launch of an ambitious reform package called the Pact for Mexico (el Pacto por México). The Pact for Mexico is an accord that covers 95 initiatives. All reforms are set to be accomplished by the end of President Nieto's term in 2018. Following are detailed descriptions of the most significant reforms.

Education

An education reform was passed in September 2013 that placed the control of the public education system into the hands of the state. Its goal is to raise the amount of students who complete middle school to 80% and high school to 40%. It also intends to stop the inheritance and sale of teaching positions, and the existence of "phantom teachers," people on payroll who do not actually work. To do so:

1. The National Statistic and Geography Institute will conduct a census to accurately detail how many schools, teachers, and students exist within the Mexican public education system. Teachers who miss three consecutive work days could face dismissal.
2. Teachers, principals, counselors, and staff are now required to submit to mandatory assessments from the new and autonomous National Institute for Education Evaluation. Teachers will have three opportunities to pass the evaluations during a two-year period. They will lose their jobs or be reassigned to an administrative position if they do not.

Unions claim that the law is designed to curtail teachers' labor rights and the power of their unions rather than improve the education system. The Confederation of Mexican Workers (CNTE), the largest confederation of labor unions in Mexico, claimed that they do not oppose evaluations, but instead they believe that education experts should develop and administer them instead of government officials or business groups. They also believe this reform does nothing to improve education or resolve problems. Such problems include discrepancies in educational access and resources, lack of infrastructure, poverty, income inequality, and underdevelopment. The new National Institute for the Evaluation of Education

did caution that evaluations may reveal the extent of Mexico's educational failings, but will not necessarily improve the causes of those problems.

Security

The security reform being pushed in Mexico involves the creation of a National Gendarmerie, a police force with additional military training, to help combat drug cartels. This National Gendarmerie will be divided into 14 regional commands that correspond to major drug trafficking zones; it will be responsible for strengthening territorial control in rural municipalities, ports, airports, and borders. The new force is to respond to requests from local governments and work closely with Mexico's main intelligence agency, the National Security and Investigation Center. The plan is for the force to expand to 40,000 officers over the next two years. It is to be financed from fiscal and energy reforms.

This National Gendarmerie was originally to be implemented by the end of 2013. Its future, however, is uncertain with the March 16th resignation of Manuel Mondragón, the previous national security commissioner, who was to lead the creation of the National Gendarmerie. As of now, the security policies of the Nieto Administration have remained similar to those of the previous administration.



Illuminated National Palace in Plaza de la Constitucion of Mexico City at Night.

Critics of the security reform efforts claim that the new force may inject an element of confusion to the law enforcement community, as many different military forces exist, each holding their own chain of command. Because these troops would be cut from existing military branches, critics question what will happen to the existing military forces' abilities to perform traditional functions of territorial defense. In addition, critics claim that the focus should be on reforming the command structure and oversight controls of the existing federal police, and on ensuring that local and state police are fully vetted, properly trained and adequately paid. They believe that the creation of a new military branch will not bring any improvements to Mexico's fight against drug cartels.

Telecommunications

On July 9, 2014, Mexico's Congress approved laws that implement a landmark telecommunications overhaul. As this briefing book went to print, the legislation was headed to President Nieto to be signed into law.

The telecommunications reforms proposed by the Nieto Administration seek to increase competition and investment within the telecommunications field. Currently, América Móvil holds 70% of the country's wireless subscribers and more than 70% of the fixed phone lines. Grupo Televisa SAB controls close to 70% and TV Azteca SAB holds around 30% of the broadcast television market.

The monopolistic state of the telecom market has led to high costs and complex plans that have limited the number of Mexicans who have access to modern telecommunications services. A survey in 2012 showed that only 26% of Mexican homes held Internet access and 32% of homes had computers. The Organization for Economic Co-operation and Development reported that the costs for mobile phone usage in Mexico were five times the average of other countries. Furthermore, long distance rates to different Mexican states are almost on par with international phone calls.

The telecommunications reform mandates that:

1. The state will reassert itself as telecom regulator with the creation of the Federal Telecommunications Institute (IFETEL). IFETEL is to assure economic competition and content plurality, along with encouraging universal coverage, quality, convergence, and access. It would be able to sanction or break up companies engaged in monopolistic practices and would establish ad hoc restrictions to minimize excessive market advantages for companies that capture a

50% market share through their number of users, network infrastructure, or capacity. IFETEL would hold the final word on disputed interconnection tariffs and on alterations in the corporate structure of companies bound to license holders. The organization would function as the telecom sector's anti-trust agency and will be independent from the executive and legislative branches.

2. The federal government is to create a nonprofit, public service broadcast company that would provide impartial information and broadcast independently produced content.
3. Television broadcasters would be required to offer their local channels free of charge to cable and other paid television operators. Currently, companies like Iusacell and Movistar rent most of the equipment they use from América Móvil.
4. Roaming charges would be eliminated within two years after approval of the legislation.
5. The Ministry of the Interior would be authorized to monitor and administrate content and advertisements.
6. Internet service providers would be able to differentiate their services in capacity, speed, and quality according to market demand.

Energy

On December 20, 2013, an historic energy reform law dictated that Mexico will open up its \$95 billion-a-year state-owned oil and gas industry to private capital. Mexico previously held one of the most restrictive legal frameworks for energy production and development in the world. This reform has been called the most significant change in Mexico's economic policy in 100 years.

The oil and gas industry was nationalized in 1938 when President Lázaro Cárdenas expropriated major U.S., British, and Dutch oil companies, creating *Petróleos Mexicanos* (PEMEX). PEMEX is a state-owned producer, refiner, and distributor of crude oil, natural gas, and petroleum products. In 2013, it ranked ninth among the world's leading oil producers and the third among foreign oil contributors to the United States. PEMEX is a substantial source of revenue for Mexico's federal government, contributing around one-third of its national budget.

PEMEX was extremely prosperous due to the rich oil reserves in the Tabasco and Chiapas states and offshore in the Bay of Campeche, which tripled Mexico's crude oil production from 1976 to 1982. Mexican crude oil production, however, dropped from 2004 to 2010 from about 3.5 million barrels per day to approximately 2.5

million barrels per day. The declining production translated into declining revenue for the Mexican government.

The decline in crude oil production is blamed on the lack of the exploration of Mexican deep-water resources, natural gas, and shale beds. PEMEX, however, states that it lacks the technology and expertise to access these resources. Citi research estimated that Mexico may have 29 billion barrels of oil and gas reserves in the Gulf of Mexico and an additional 13 billion barrels in oil shale reserves.

The energy reform package focuses on bringing in the investment and expertise of foreign companies to tap into these resources. While the oil and gas found on Mexican jurisdiction will still remain under Mexican ownership, articles of the Mexican Constitution have been amended to permit profit-sharing and production-sharing contracts, as well as licenses. These contracts will be made directly with the state, rather than issued by PEMEX, thus ending the company's monopoly on Mexican oil. In profit-sharing contracts, oil firms will be paid in cash. In production-sharing contracts, oil barrels will be divided in a percentage yet-to-be determined between the government and the companies. In the case of licenses, companies would pay royalties and taxes to a newly-created oil holding trust to be run by Mexico's Central Bank for the right to explore and drill. While concessions will be formally forbidden, the Woodrow Wilson Center issued a statement that the concept of "license" will operate in a similar way to a concession.

Instead of being able to sell the hydrocarbon volumes themselves, these contracts would enable foreign companies to receive a share of revenues from the oil and gas fields. In order to encourage companies to agree to risk-sharing contracts when the oil and gas will remain under Mexican ownership, companies will be allowed to book reserves on their balance sheets. This allows users of financial statements to understand where they are spending and investing and from where they are looking for future production to come.

Supporters of the energy reform bill contend that it will strengthen the oil sector through increased oil production, greater private investment, cheaper energy and more jobs. President Nieto said that reforms would allow Mexico to increase oil output by 2.2 to 3.5 million and gas production from 5.8 billion cubic feet to 10.4 billion cubic feet by 2025. A recent economic impact study from Morgan Stanley's Houston office estimated that investment in the Texas-Mexico border region from the deregulation of the Mexican oil and gas industry could be \$1 trillion when oilfield investment, infrastructure improvements, jobs and peripheral

industries such as housing and hotels along the border are taken into consideration. Mexico also estimates that the reform will create 2.5 million new jobs by 2025. The creation of jobs also could disincentivize undocumented immigration. Furthermore, increased production from Mexico also would decrease the United State's oil reliance on the Organization of the Petroleum Exporting Countries (OPEC) nations.

Critics claim the legislation amounts to the privatization of the oil industry and will undermine Mexico's sovereignty by taking away oil revenue from the Mexican people. They assert that PEMEX would have the ability to invest in the development of Mexico's oil fields without foreign investment if the government did not tax PEMEX at a rate of approximately 90%. Critics also claim that PEMEX would be able to invest and create greater revenues if it addressed its reputed issues of political corruption.

Environmental activists point out that President Cárdenas' decision to expropriate the oil and gas companies in 1938 was sparked by local uprisings in oil fields and refineries that were tied to the labor and environmental abuses of foreign companies. They also worry about the environmental consequences of deep-water drilling and fracking. All critics point to public surveys that show that a majority of Mexicans are against the privatization of PEMEX; in fact, the day that President Lázaro Cárdenas nationalized the oil industry is celebrated among the Mexican people. To the Mexican people, PEMEX is a symbol of Mexican nationalism and a celebrated part of their national identity.

While the bill is being enacted by the Mexican Congress this year, oil experts caution that it could take as long as 10 years for production to begin. Mexico would need to conduct seismic testing and an auction for deep-water prospects; foreign companies would need to do their own appraisal drilling. However, shale drilling and enhanced oil recovery from older wells may begin sooner.

Social Security

Currently moving through the legislative process is the Nieto Administration's plan for the expansion of social safety nets. The reform mandates the universal access and standardization of social security services, life insurance for heads of households, pensions for adults older than 65 years of age, and unemployment insurance. The Nieto Administration says that 7.8 million citizens will benefit from the pension itself, which is expected to go into effect in 2018. The expansion of social safety nets is to be financed by cutting tax loopholes for big businesses.



Woman in ethnic traditional Mexican dress with fresh herbs.

Fiscal

New tax increases and other fiscal reforms went into effect on January 1, 2014 as part of the Pact of Mexico. The hope is that Mexico's federal government will not have to depend on the state-owned oil and gas company PEMEX for revenue. Fiscal reforms include:

1. The alteration of the revenue tax (ISR) and elimination of the Special Tax on Production and Services (IETU) and Cash Deposit Tax (IDE). The interaction between these taxes was complex and resulted in high operating and control costs.
2. Stock and capital profits, and sales are subject to a 10% ISR tax. This applies to foreign investors even if they do not live in Mexico.
3. Tax increases and limits on personal tax exceptions and deductions for those with the highest income brackets.
4. The reduction of special tax deductions by 47% and the number of preferential regimes by 77%. Large Mexican companies will pay more taxes as a result.
5. The country-wide harmonization of the Value Added Tax (VAT) at 16%. States along the Texas-Mexico border, whose population earns 27% more than the national average, had a lesser VAT than other states.
6. An annual mining royalty and 7.5% mining tax on mining companies.
7. A health related tax on unhealthy foods and sugary drinks.
8. Various changes in customs regulation. On top of greater cooperation with foreign authorities to reinforce security and information exchange, the new customs regulation states that:
 - a. Exporting to Mexico no longer needs to be done in official establishments;
 - b. Companies are able to conduct their own export processes without a customs broker;
 - c. Inspections of goods will be conducted with nonintrusive technology;
 - d. Second customs reviews are voided;
 - e. Strategic Fiscal Establishments are to be established to improve logistics and facilitate trade;
 - f. The import of rail transportation and specialized equipment is allowed for up to 10 years;
 - g. All custom operations will be conducted online;
 - h. Customs brokers will not be able to pass their licenses to their children;
 - i. And the licenses of customs brokers will be voided if they allow others to use them.

The International Monetary Fund stated that the fiscal reform showed progress, but more could be done to reduce Mexico's reliance on oil revenues. Critics also point out that there is little pressure on those in the informal economy to pay taxes instead of bribes and therefore worry that the changes will only exploit the middle class. The reform was met by resistance from the middle class, Mexico's leading private-sector advocacy group, states along the Texas-Mexico border, soft-drink companies and mining companies.

Climate

In order to address the effects of global warming, the Mexican government has taken a proactive stance against climate change. Under former Mexican President Felipe Calderón, Mexico became the second nation in the world to enact national climate change legislation in April 2012 with the National Strategy on Climate Change (ENAC). The ENAC is nonbinding, but recognizes climate change as a significant world issue and has established a framework for addressing climate change and goals for emissions reductions, reduced dependence on fossil fuels, and renewable energy production and utilization. It promotes targets to cut carbon emissions by 20% by 2020 and 30% by 2050. It also led to the creation of a national emissions registry that measures and reports carbon emissions across the country.

The Nieto Administration has adamantly promoted the ENAC. Furthermore, President Nieto's new fiscal reforms placed a tax on the carbon in fossil fuel products. Built into this tax reform is the ability for companies to pay this carbon tax through carbon offset projects. This coincided with a new offset trading platform on the Mexican stock exchange where carbon credits can be purchased. Furthermore, measures to reduce carbon dioxide emissions in new cars, to create an Environmental Quality Commission to reduce air pollution and improve air quality in Mexico's more populated regions, and to transform the Nevado de Toluca National Park into an area for the protection of flora and fauna were created through President Nieto's Inclusive Green Growth plan.

Accountability, Transparency, Corruption

In response to Mexico scoring 34 out of 100 in Transparency International's 2013 Corruption Perception Index, the Mexican government enacted a new transparency law in February 2014. The Mexican Federal Anti-Corruption Law for Public Contracts of 2012 (the Mexican Anti-Corruption Law) is to prohibit bribery in concerns to federal public contracts and commercial transactions in Mexico and abroad. It is also to prohibit facilitation or grease payments, and requires all government entities to publicly report their finances and expenditures. The Federal Institute for Access to Public Information and Data Protection is charged with overseeing public transparency and the finances and expenditures of government entities. It also now has administrative autonomy from the federal government and can make final resolutions and binding decisions in cases that are not a concern of national security.

Political

A political reform package was approved in December 2013 and will come into force in 2018. The reform:

1. Establishes a nine-year term for the federal attorney general. The attorney general's office also is now autonomous.
2. Includes the possibility of the president forming a coalition government, whose agenda and cabinet must be approved by the senate.
3. Abolishes state-level electoral institutions and dictates that the new National Election Institute (INE) will name the president and members of the 32 states' electoral institutes. The INE was created to counteract electoral fraud and interference in state and municipal elections.
4. Eliminates the ban on immediate re-election of state and federal legislators, allowing them to serve up to 12 consecutive years.
5. Allows independent candidates to run for president, thereby eroding the parties' control over elections.
6. Annuls an election if campaign spending exceeds the legal amount by 5%.
7. Requires small parties to get at least 3% of the vote to qualify for lucrative public funding; an amount up from 2%.
8. Shortens the time between when presidents are elected and when they take office. New presidents will take office on September 15, versus the beginning of December, after being elected in July.



Colorful view of the city of Guanajuato at night.

California-Mexico Ports of Entry

The United States and Mexico share a 1,969 mile border that integrates a combination of 10 states; six Mexican states and four U.S. States. Under these conditions, the region becomes highly integrated in culture and business leading to successful collaboration and increased welfare. In 2013 Mexico-U.S. trade volume surpassed \$506 billion, with a combined import and export total of \$60.1 billion moving across the Californian border. It is important to note, however, that 99% of all commercial trade between California and Mexico is conducted via truck at the four commercially equipped ports of entry (POEs).

Ports of Entry

San Diego County houses various POEs, but only the Otay Mesa and Tecate POEs are commercially equipped. In fact, the Otay Mesa-Mesa de Otay Port is the nation's third largest POE with \$34 billion in bidirectional trade and more than 25% of imports destined for states beyond California. In addition to servicing a high volume of commercial needs, the Otay Mesa POE also accommodates pedestrian and passenger vehicles. The civilian and business communities serviced through this port are both of high priority, which has led to the pursuit of a second POE in the city of Otay Mesa.

In collaboration with Caltrans, local, state and federal agencies, the San Diego Association of Governments is pursuing the funding and completion of a state-of-the-art Otay Mesa East, a new POE equipped with a commercial vehicle enforcement facility just 2.5 miles away from the



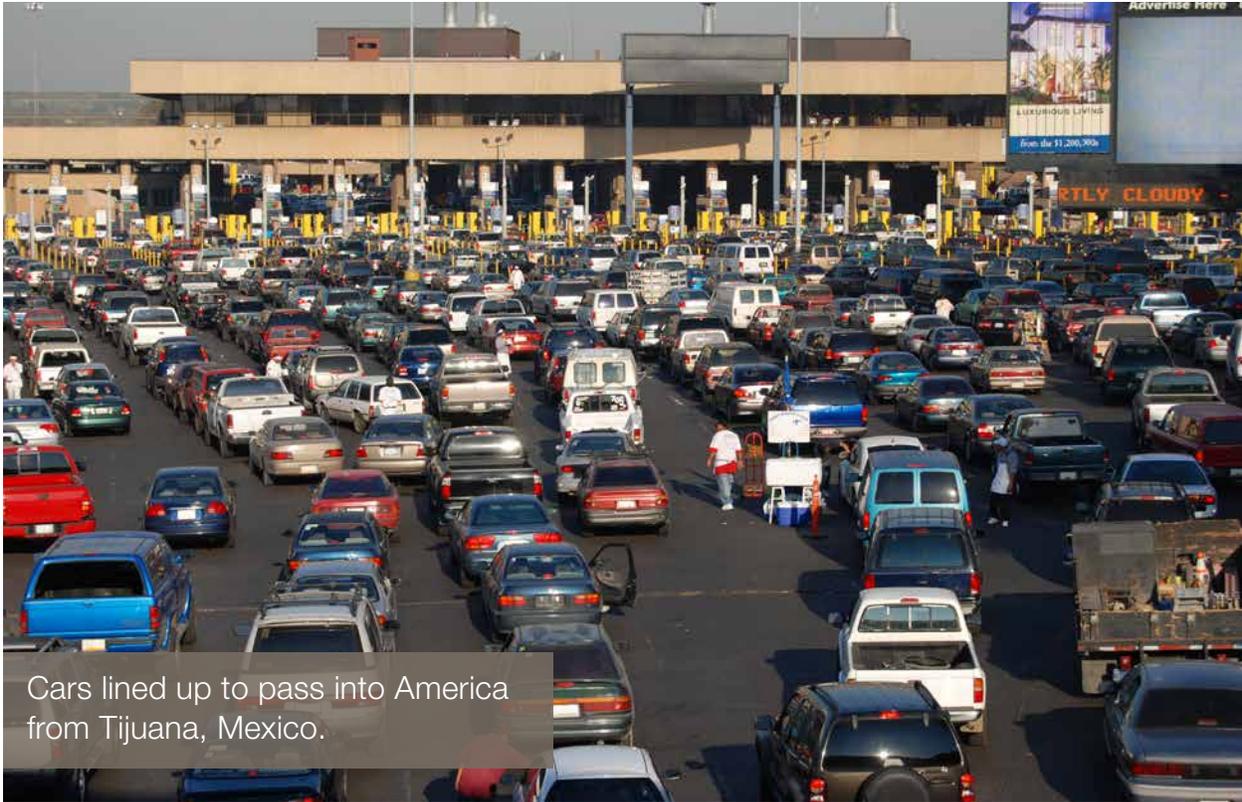
99% of all commercial trade between California and Mexico is conducted via truck.

current Otay Mesa POE. The first of the project's three segments broke ground in December of 2013 and could be completed as soon as 2016. In addition to the POE, this infrastructure project will include the creation of State Route (SR) 11 for quick access to both U.S. and Mexican transportation routes including: SR 125, SR 905, Tecate-Tijuana, and Tijuana-Ensenada free and toll roads (San Diego Association of Governments, Caltrans).

The Calexico East POE, located in the Imperial Valley, serves nearly all of the international truck traffic crossings in Imperial County with a total trade value of more than \$13 billion in 2013. In 2013 alone, the Calexico East POE handled more than 325,000 northbound trucks. In an effort to promote efficient activity across the border, the Imperial County Transportation Commission is working with stakeholders to develop a financial plan to fund improvements to alleviate the bottleneck over the All American Canal by widening the bridge on the Californian side of the border. The project proposal includes adding three new northbound truck lanes to double the capacity for a total of six truck inspection lanes. The project also proposes to add six new northbound auto lanes for a total of 15 auto inspections lanes.

Commercial Alternatives

Supplemental to some of the second largest and fifth largest U.S. land POEs on the southern border, California offers two commercial alternatives. The Tecate-Tecate and Andrade-Los Algodones POEs provide a less congested atmosphere, processing about 6% of all California-Mexico annual truck crossings between 1999 and 2012. There are no immediate infrastructure improvements proposed for these POEs; however, shrinking capacity caused by the continual increase of Mexico-California trade demands they continue to receive the same attention to detail as all other land ports of entry. Infrastructure improvement projects have been recommended for both of these POEs to maintain a high quality security and service standard.



Cars lined up to pass into America from Tijuana, Mexico.

Trusted Traveler Program

Companies wishing to bypass traffic at the Otay Mesa and Calexico POEs can apply to be in a trusted traveler program that allows for expedited commercial services. The Pre-Arrival Processing System (PAPS) program is a barcode system arranged between the carrier, broker and the U.S. Customs and Border Protection (CBP). This system allows for commercial shipments to be announced to U.S. CBP officials before their arrival resulting in an expedited processing at the POE if CBP has deemed no additional examination is required.

The Free and Secure Trade for Commercial Vehicles (FAST) program similarly certifies drivers, carriers, manufacturers and even supply chains under the Customs-Trade Partnership Against Terrorism Program. This allows a customized commercial clearance for those transporting low-risk shipments into the United States.

Still there are commercial entities that choose to operate without membership of a trusted traveler

program. Cargo entering into California from Mexico is subject to a more extended procedure at customs for security. California POE's are equipped with the necessary technology that allows for Department of Homeland Security and U.S. CBP officials to ensure all northbound goods are safe for consumers and companies. Commercial POE on the California-Mexico border commonly use gamma and x-ray imaging systems as well as radiation portal monitors to detect suspicious items in cargo vehicles. Border officials implement the use of radiation isotope identifiers, explosives and narcotics detection systems, and portable contraband detectors to identify cargo with traces of illegal substances. These technologies help discriminate between cargo requiring additional inspection and that which has no need to remain in the POE queue. The increased adoption of these technologies has helped expedite commercial activity and more accurately detect illicit commercial activity.

Participating Companies and Organizations

ABENGOA **Abengoa**

Abengoa applies innovative technology solutions for sustainability in the energy and environment sectors, generating electricity from renewable resources, converting biomass into biofuels and producing drinking water from sea water. It is the world's leading company for solar thermal power and currently has 1,223 megawatts (MW) of installed capacity in commercial operation and 430 MW under construction, including both solar-thermal (tower and parabolic trough) and photovoltaic technology.



AES

AES Corporation is a global power company that owns and operates a diverse and growing portfolio of electricity generation and distribution businesses, which provide reliable, affordable energy to customers in 20 countries. Its power plants encompass a broad range of technologies and fuel types, including coal, diesel, hydropower, gas, oil, wind and biomass. AES utilities power diverse markets, from São Paulo, Brazil to Indianapolis, Indiana. AES Southland is developing plans to replace existing natural gas power plants in Long Beach, Huntington Beach and Redondo Beach with modern, more attractive and far more efficient facilities, which will take up less space at the sites.



American Pistachio Growers

American Pistachio Growers (APG) is a nonprofit trade association representing 585 grower members in California, Arizona and New Mexico. APG is governed by an 18-member board of directors who are growers and is funded entirely by growers and independent processors with the shared goal of increasing global awareness of nutritious, American-grown pistachios. APG conducts pistachio nutrition research and domestic and international marketing and public relations activities. APG is also an advocate for growers at the state and federal levels and works on a wide variety of issues that affect the growers' economic bottom line. The United States has been No. 1 in global pistachio production since 2008. For more information, visit AmericanPistachios.org.



AMGEN

Amgen is committed to unlocking the potential of biology for patients suffering from serious illnesses by discovering, developing, manufacturing and delivering innovative human therapeutics. A biotechnology pioneer since 1980, Amgen has reached millions of patients around the world and is developing a pipeline of medicines with breakaway potential.



Anaheim Orange County Visitor & Convention Bureau

The mission of the Anaheim Orange County Visitor & Convention Bureau is to develop, promote, market and sell Anaheim Orange County as a premier visitor destination benefiting the economic vitality of our communities and the quality of life for our citizens.



BP America

BP is one of the world's leading international oil and gas companies employing more than 80,000 people in 80 countries. Around the world it develops and produce essential sources of energy, turning them into products that people need. BP's goal is to be a focused oil and gas company that delivers value over volume. The company is pursuing its strategy by setting clear priorities, actively managing a quality portfolio and employing its distinctive capabilities.



California Business Alliance for a Green Economy

The California Business Alliance (CBA) for a Green Economy represents more than 1,280 small and mainstream businesses that support California's clean energy economy. The CBA amplifies the business voices that support policies which are helping move us toward cleaner energy, less dependence on fossil fuel, and avoidance of the economic disruptions caused by climate change.



California Chamber of Commerce

The California Chamber of Commerce (CalChamber) is the largest broad-based business advocate to government in California. Membership represents one-quarter of the private sector jobs in California and includes firms of all sizes and companies from every industry within the state. Leveraging our front-line knowledge of laws and regulations, we provide products and services to help businesses comply with both federal and state law. CalChamber, a not-for-profit organization with roots dating to 1890, promotes international trade and investment in order to stimulate California's economy and create jobs. For more information, visit www.calchamber.com/international.



California Grape & Tree Fruit League

The California Grape & Tree Fruit League is a public policy agricultural industry association that represents California's table grape and deciduous tree fruit growers, packers and shippers. Our members produce fresh fruit throughout the state and include: Coachella Valley (table grapes), Central San Joaquin Valley (all member commodities), Santa Clara County (cherries), Lake County (pears), as well as Mendocino, Yuba, Stanislaus, San Joaquin and Sacramento counties (pears, plums, cherries, kiwi and apricots).



California ISO

The California Independent System Operator (ISO) is uncompromising in maintaining reliability and accessibility to one of the largest and most modern power grids in the world. We work every minute of every day in our control center to "keep the lights on" while meeting the electricity needs of Californians through a competitive market. The California ISO provides open and nondiscriminatory access to the bulk of the state's wholesale transmission grid, supported by a competitive energy market and comprehensive infrastructure planning efforts.



California Ski Industry Association

The California Ski Industry Association represents the state's 27 winter sports resorts. It is proactively engaged in destination representation, legislative and regulatory issues, public relations and technical training.



California Certified Organic Farmers

California Certified Organic Farmers (CCOF), a nonprofit organization founded in 1973, is one of the nation's oldest and largest third-party organic certifying agencies. CCOF certifies, educates, advocates, and promotes organic through: a premier organic certification program for growers, processors, handlers, and retailers; programs to increase awareness of and demand for certified organic product and to expand public support for organic agriculture; advocacy for governmental policies that protect and encourage organic agriculture. CCOF certifies more than 2,700 organic operations in 38 states and three countries. For further information, visit www.ccof.org.



California Strategies

California Strategies, LLC, is a full-service public affairs consulting firm dedicated to successfully navigating clients through the myriad pathways of California's political, legislative, regulatory, and media environments. Its sister company, California Strategies & Advocacy, offers state and local legislative and regulatory advocacy services. California Strategies principals and associates are a politically diverse group who have held top positions in the public, private, and nonprofit sectors, and are widely recognized as leaders in their fields. Positions have included state legislators, senior government staff, state Cabinet officials, federal officials, as well as top business and community leadership.



Center for Energy Efficiency and Renewable Technologies

The Center for Energy Efficiency and Renewable Technologies (CEERT) is a partnership of major environmental groups and private-sector clean energy companies. We design and fight for policies that promote global warming solutions and increased reliance on clean, renewable energy sources for California and the West.



Central Valley Fund

The Central Valley Fund (CVF) was established to provide private capital for small to mid-sized businesses. With a broad focus across the western United States, and target area in California's Central Valley, CVF's capital is used to finance later-stage growth and expansion, strategic acquisitions, ownership transitions, and recapitalizations. Our target investment is between \$2 million–\$10 million with a focus on growing firms with at least \$1 million in cash flow. CVF has broad experience in the Hispanic markets in both the United States and México. Relationships with Nacional Financiera (México's economic development bank), ProMéxico (a part of México's Secretary of the Economy), Fondo de Fondos, and numerous Hispanic-managed businesses provide CVF the needed expertise to navigate the growing Hispanic marketplace.



Climate Action Reserve

The Climate Action Reserve is the most experienced, trusted and efficient offset registry to serve the carbon markets. With deep roots in California and a reach across North America, the Reserve encourages actions to reduce greenhouse gas emissions and works to ensure environmental benefit, integrity and transparency in market-based solutions to address global climate change. The Climate Action Reserve is a 501(c)(3) nonprofit organization based in Los Angeles, California.



Cotchett, Pitre & McCarthy, LLP

Cotchett, Pitre & McCarthy, LLP, based on the San Francisco Peninsula for more than 45 years, engages exclusively in litigation and trials. The firm's dedication to prosecuting or defending socially just actions has earned it a national reputation. With offices in Burlingame, Los Angeles, Sacramento, New York and Washington D.C., the core of the firm is its people and their dedication to principles of law, their work ethic and commitment to justice.



The Crane Group

The Crane Group is a government relations consulting firm based in Washington and Sacramento, California. The Crane Group works with federal and state officials on behalf of California corporations, nonprofits and other institutions. Areas of specialty include telecommunications, health care, tax, Native American affairs, and energy policy.



Diversity Consulting Group

Diversity Consulting Group is a strategic communications consultancy based in Santa Barbara, California, with associates throughout the country. The group has worked with numerous Fortune 500 companies, small businesses, nonprofits and government agencies to help them understand and communicate with the Hispanic market.



DLA Piper

DLA Piper is a global law firm providing legal services to businesses in virtually every market and industry around the world, including more than half of the Fortune 250. The firm's 4,200 lawyers are located in 30 countries throughout the Americas, Asia Pacific, Europe and the Middle East. Ranked No. 1 law firm in American Lawyer 100 by revenue and lawyer count; No. 1 by volume of M&A transactions in Mergermarket; No. 1 by volume of private equity and venture capital deals in 2011 by Dow Jones Private Equity Analyst.



Driscoll's

Family owned for more than 100 years, Driscoll's is passionate about growing premium fresh berries. Established in California, and with operations on all continents, Driscoll's is the world's most recognized berry brand. Mexico is a key strategic production area for the company in its efforts to make its new vision a reality.



EDF Renewable Energy

EDF Renewable Energy is an independent power producer covering services from project development, management to operations and maintenance. EDF RE specializes in wind and solar photovoltaic with presence in other segments of the renewable energy market. EDF Renewable Energy is the U.S. subsidiary of EDF Energies Nouvelles—the renewable energy arm of the EDF group



Edison International

Edison International, through its subsidiaries, is a generator and distributor of electric power and an investor in energy services and technologies, including renewable energy. Headquartered in Rosemead, California, Edison International is the parent company of Southern California Edison, one of the nation's largest electric utilities and the leader in providing renewable energy in the country. We have 14,266 full-time employees in California and have given \$19.7 million in charitable contributions to our community in 2013.



EDP Renewables

EDP Renewables is a global leader in the renewable energy sector that develops, constructs, owns and operates renewable energy facilities. With a sound development pipeline, first class assets and market-leading operating capacity, EDP Renewables has developed over 4,000 megawatts (MW) in North America, and is currently investing in Mexico with the construction of 180 MW of wind energy, and in California with a combined 230 MW of wind and solar energy.



The Elden Company

The Elden Company specializes in commercial real estate supporting the specialized genre of industrial properties related to shipping, transport, warehousing, intermodal, distribution and logistical operations of businesses, particularly those located within or adjacent to the primary transportation corridor networks that serve the shipping transportation and distribution industries, namely near the ports of Los Angeles and Long Beach.



Enterprise Holdings, Inc.

Enterprise Holdings, Inc. is the most comprehensive service provider and only investment-grade company in the car rental industry. Enterprise Holdings operates Alamo Rent A Car and National Car Rental, as well as its flagship Enterprise Rent-A-Car brand, and leads the car rental industry with more than a third of all airport business in the United States and Canada. Enterprise Holdings' extensive network includes 8,100 neighborhood and airport locations worldwide. With annual revenues of \$16.4 billion and more than 78,000 employees, Enterprise Holdings also owns and operates, through its regional subsidiaries, more than 1.4 million cars and trucks, making it the largest car rental company in the world measured by revenue, employees and fleet.



Environmental Defense Fund

Environmental Defense Fund's mission is to preserve the natural systems on which all life depends. Guided by science and economics, we find practical and lasting solutions to the most serious environmental problems.



Fairbank, Maslin, Maullin, Metz & Associates

Fairbank, Maslin, Maullin, Metz & Associates (FM3) is a public opinion research and strategic consulting company with offices in Santa Monica and Oakland, California and Madison, Wisconsin. FM3 offers a full range of opinion research techniques and focuses primarily on public policy and political issues throughout the United States, Latin America and Europe.



First Solar, Inc.

First Solar is a leading provider of comprehensive photovoltaic (PV) systems. The company's power plant solutions deliver an economically attractive alternative to fossil-fueled electricity generation today. From raw material sourcing through end-of-life collection and recycling, First Solar's value-driven renewable energy systems protect and enhance the environment.



Georgiou Enterprises

Georgiou Enterprises encompasses wide-ranging businesses, including: Xtreme Green Electric Vehicles (www.xgpinc.com). It is a manufacturer/distributor of all-electric, zero-emission vehicles which serves police, military, security, consumer and commercial markets with three-wheel vehicles, all-terrain vehicles and utility-terrain vehicles. Nuevagua is a company helping to solve California's fresh water shortage through Mexican Pacific Coast desalination facilities and regional water transfers between California and Baja California Norte.



Harris Ranch

Harris Ranch is one of the largest agribusinesses in the United States. We operate a 150-room inn and a restaurant complex serving 1,500 meals a day. The Beef Division feeds 250,000 head of cattle each year that are then slaughtered, fabricated and further processed in our beef processing facility. Our thoroughbred horse division (home of California Chrome) breeds roughly 300 brood mares each year. Our farming operation encompasses 17,000 acres growing more than 35 different crops. In addition to permanent crops of almonds, pistachios, grapes and citrus, in a normal water year we grow tomatoes, onions, garlic, broccoli, lettuce, asparagus, melons, etc.



HealthFusion®

Founded in 1998, HealthFusion develops web-based, cloud computing software for physicians, hospitals and medical billing services. HealthFusion's fully integrated solution includes MediTouch EHR (Electronic Health Record and Patient Portal) and MediTouch PM (Practice Management and Claims Clearinghouse). MediTouch EHR was designed for use on mobile tablets such as the iPad, and offers a unique array of features that facilitate adoption of EHR technology.



The Home Depot

The Home Depot is the world's largest home improvement specialty retailer, with 2,264 retail stores in all 50 states, the District of Columbia, Puerto Rico, U.S. Virgin Islands, Guam, 10 Canadian provinces and Mexico. The Home Depot has been in Mexico for 12 years, investing more than \$2 billion, which has allowed it to open 106 stores throughout the country, two large next-generation multi-channel distribution centers and corporate offices located in the State of Nuevo León. The Home Depot Mexico employs 12,500 associates who serve 50 million customers a year in 70 cities throughout the country, and has partnered with more than 1,200 leading suppliers. It has the lowest rate of employee turnover of any retailer in Mexico.



Iron Horse Vineyards

Iron Horse Vineyards is a family-owned Sonoma winery best known for its sparkling wines, which have been served at the White House for five consecutive presidential administrations, beginning with the historic Reagan-Gorbachev summit meetings ending the Cold War. Most recently, Iron Horse was served at the State Department International Oceans Conference dinner hosted by John Kerry in June 2014. The winery produces signature cool climate chardonnays and extremely elegant pinot noirs from the Green Valley of Russian River Valley.



Irvine Chamber of Commerce

The Irvine Chamber of Commerce is dedicated to the growth and prosperity of its businesses and business community. In addition to business development education, networking and advocacy, the Chamber leads a robust business attraction and retention program, and education and workforce development initiative and promotes Irvine as a tourism destination.



Joseph Gallo Farms

Joseph Gallo Farms, Maker of Joseph Farms Cheese, is a dairy, cheese making, and whey business in the small community of Atwater in the heart of California's San Joaquin Valley that has been family farmed since 1946. The Gallo family's focus on sustainability and quality includes a methane-powered cheese plant and award-winning innovative environmental programs. The family dairy is Environmentally Certified by the California Dairy Quality Assurance Program and all Joseph Farms-crafted cheeses are labeled "No Artificial Hormones."

Pedro Nava

Attorney at Law

Law Offices of Pedro Nava

Pedro Nava is an attorney (emphasizing governmental relations), a former member of the California State Assembly (2004–2010), and currently serves as the chair of the Milton Marks "Little Hoover Commission" on California State Government Organization and Economy. After leaving the Legislature, he has served as an advisor to the telecommunications industry on environmental and regulatory issues, and assisted entities involved in agriculture, water and energy.



Lawrence Berkeley National Laboratory

Lawrence Berkeley National Laboratory addresses the world's most urgent scientific challenges by advancing sustainable energy, protecting human health, creating new materials, and revealing the origin and fate of the universe. Founded in 1931, Berkeley Lab's scientific expertise has been recognized with 13 Nobel prizes. The University of California manages Berkeley Lab for the U.S. Department of Energy Office of Science. For more information, visit www.lbl.gov.



Los Angeles Area Chamber of Commerce

The Los Angeles Area Chamber of Commerce is a coalition of community leaders committed to improving the quality of life for all residents of Los Angeles by strengthening the region's economy. The Chamber is the largest business organization in L.A. County, representing more than 1,650 businesses of all sizes and sectors. As a private, nonprofit, voluntary membership organization, the Chamber's focus is on business growth, business advocacy, global trade, technology start-ups, workforce development, leadership development and direct support for member businesses. It was founded in 1888 when the population of the City of Los Angeles was 50,000.



Lundberg Family Farms

Since 1937, Lundberg Family Farms® has grown rice while respecting and sustaining the earth. The third generation carries on the family heritage using organic farming methods. We produce wholesome rice, rice cakes, rice chips, risottos, and various rice entrees -- all while protecting the environment for generations to come.



Lyft

Lyft Inc. (founded in 2007 as ZimRide) provides the latest evolution of mobile-based ridesharing—a friendly, safe and affordable transportation option that matches people who need rides with people who have cars. Lyft launched in June 2012 and is now live in more than 60 cities across the country with millions of rides shared to date. With safety measures that go above and beyond what's required of taxis and limos, Lyft was started with the mission of building a community-powered transportation solution that would help make cities safer, more affordable and better connected.



ManattJones Global Strategies, LLC

ManattJones Global Strategies provides strategic business advice and advocacy to companies operating in, investing in, or exporting to Mexico and Latin America. The firm helps clients identify and take advantage of opportunities and address strategic, political, and market access challenges. With years of experience, we offer unmatched market knowledge, extensive regional experience, and a deep network of relationships with senior business, government, and civic leaders. ManattJones also assists companies interested in doing business or investing in the United States.



Manatt, Phelps & Phillips, LLP

Manatt, Phelps & Phillips, LLP, is known for a range of capabilities. It represents a range of industries, including health care, financial services, entertainment, media and advertising, real estate, and energy. Service areas include advertising; antitrust; banking; bankruptcy and financial restructuring; corporate, finance and securities; environmental; government and regulatory; health care; insurance; intellectual property, including patent, trademark and copyright; Internet and e-commerce; labor and employment; litigation and trial; mergers and acquisitions; motion picture and television; music; real estate and land use; tax, benefits and compensation; and venture capital.



Martin Resorts, Inc.

Martin Resorts is a privately owned company, founded in 1998, that specializes in preserving ocean front, historical properties. Headquartered in San Luis Obispo, where tourism fuels the local county economy, Martin Resorts is one of the area's top 20 employers.

MAYER • BROWN Mayer Brown LLP

Mayer Brown LLP is a leading global law firm with 23 offices in key business centers across the Americas, Asia, and Europe. The firm is deeply involved in trade and investment matters between Mexico and the United States, including California. It is particularly active in the energy field, advising on Mexico's recent energy reforms and representing clients on various Mexican oil and gas, wind farm, and real estate development projects.

Mercury Mercury Public Affairs

Mercury Public Affairs is a high-stakes public strategy firm. We use our expertise and reach to gain competitive advantage for clients. Our expertise comes from extensive must-win campaign experience and operating successfully at the highest rung of business, government, politics and media. Our reach is the ability to use strategic intelligence to mobilize the message and persuade the toughest audiences. We know what it takes to win in difficult situations. We have proven results for prominent figures, leading advocacy groups and the world's most successful companies.



Mexico Business Center

As an advocacy arm of the San Diego Regional Chamber of Commerce, the Mexico Business Center (MBC) is dedicated to promoting business between Mexico and San Diego, raising San Diego's business profile and strengthening its competitiveness globally. MBC strives to earn a reputation as the leading advocacy organization in the San Diego/Baja California binational region.



Natural Resources Defense Council

The Natural Resources Defense Council (NRDC) is an international nonprofit environmental organization with more than 1.4 million members and online activists. NRDC has more than 250,000 California activists and staff based in offices in San Francisco, Los Angeles and Sacramento. We work to curb climate change and create the clean energy future, revive the world's oceans, defend endangered wildlife and wild places, protect our health by preventing pollution, ensure safe and sufficient water and foster sustainable communities.



The Nature Conservancy

The Nature Conservancy is the world's largest international nonprofit organization dedicated to the conservation of the lands and waters upon which all life depends. The Conservancy bases its activities on science and works in all 50 states and in more than 30 countries, including Mexico, to address the most urgent conservation challenges at the largest scale by pursuing nonconfrontational, pragmatic, market-based solutions to protect critical habitats. The Conservancy has initiated and led climate change projects in California, Mexico and across a range of other domestic and international geographies for many years, including pioneering work on climate solutions to global deforestation and forest degradation.

COMCAST NBCUNIVERSAL NBCUniversal

NBCUniversal is one of the world's leading media and entertainment companies in the development, production, and marketing of entertainment, news, and information to a global audience. NBCUniversal owns and operates a valuable portfolio of news and entertainment television networks, a premier motion picture company, significant television production operations, a leading television stations group, world-renowned theme parks, and a suite of leading Internet-based businesses. NBCUniversal is a subsidiary of Comcast Corporation.



Northrop Grumman Corporation

Northrop Grumman Corporation is a leading global security company whose 70,000 employees provide innovative systems, products and solutions in aerospace, electronics, information systems, shipbuilding and technical services to government and commercial customers worldwide.



NRG Energy, Inc.

NRG is leading a customer-driven change in the U.S. energy industry by delivering cleaner and smarter energy choices while building on the strength of the nation's largest and most diverse competitive power portfolio. A Fortune 250 company, we create value through reliable and efficient conventional generation while driving innovation in solar and renewable power, electric vehicle ecosystems, carbon capture technology and customer-centric energy solutions. Our retail electricity providers serve almost 3 million residential and commercial customers throughout the country. More information is available at www.nrgenergy.com. Connect with NRG Energy on Facebook and follow us on Twitter @nrgenergy.



Orange County Business Council

Orange County Business Council (OCBC) is the leading voice of business on important issues locally, regionally and nationally. OCBC works to enhance Orange County's economic prosperity while preserving a high quality of life focused on infrastructure, housing, education and economic development. For more than 100 years, OCBC and its predecessor organizations have well-represented America's sixth largest county.



Paramount Farming Company

Paramount Farming Company and its related entities, including Paramount Farms, POM Wonderful and Paramount Citrus, are the world's largest vertically integrated grower and processor of pistachios, almonds, pomegranates and citrus in the United States. We farm approximately 75,000 acres of pistachios and almonds across California's Central Valley and deliver nearly 280 million pounds of pistachios and 140 million pounds of almonds to our customers annually. Paramount Citrus and its growers cultivate and harvest more than 47,000 acres of fresh citrus across California and Texas, including mandarins, navel and valencia oranges, lemons, limes, minneolas, red grapefruit, and other citrus varieties, and farm more than 10,000 acres of lemons and limes in Mexico.



Parsons Corporation

Parsons, celebrating 70 years of growth in the engineering, construction, technical and professional services industries, is a leader in many diversified markets with a focus on transportation, environmental/industrial, and defense/security. Parsons delivers design/design-build, program/construction management, and other professional services packaged in innovative alternative delivery methods to federal, regional, and local government agencies, as well as to private industrial customers worldwide. For more about Parsons, please visit www.parsons.com.



Pattern Energy Group LP

Pattern Energy Group Inc. (Pattern Energy) is an independent power company. Including two projects we have agreed to acquire, we own and operate 11 wind power projects in the United States, Canada and Chile that use proven, best-in-class technology and have a total owned capacity of 1,434 megawatts. These projects generate stable long-term cash flows in attractive markets that have strong growth potential. For more information, visit www.patternenergy.com.



Port of San Diego

The Port of San Diego is a unified district encompassing five member cities surrounding San Diego Bay, entrusted by the State of California as steward of the public-trust tidelands. The Port has guided the waterfront's development with commercial real estate, maritime and public uses: two cargo terminals, two cruise terminals, shipyards and boatyards, sportfishing landings, 16 hotels, 25 marinas, restaurants, tours and museum attractions. The Port is a leader in environmental initiatives and recently adopted a Climate Action Plan, which includes strategies for reducing greenhouse gas emissions.



Qualcomm

Qualcomm Inc. is a world leader in 3G, 4G and next-generation wireless technologies. Qualcomm Inc. includes Qualcomm's licensing business, QTL, and the vast majority of its patent portfolio. Qualcomm Technologies, Inc., a wholly-owned subsidiary of Qualcomm Inc., operates, along with its subsidiaries, substantially all of Qualcomm's engineering, research and development functions, and substantially all of its products and services businesses, including its semiconductor business, QCT. For more than 25 years, Qualcomm ideas and inventions have driven the evolution of digital communications, linking people everywhere more closely to information, entertainment and each other.



Raisin Administrative Committee

The Raisin Administrative Committee (RAC) is a federally chartered agency, led by growers and packers and overseen by the U.S. Department of Agriculture. California is the largest producer of raisins in the world, and the RAC actively promotes "California Raisins" in 17 countries.



San Diego Association of Governments

The 18 cities and county government are SANDAG, the San Diego Association of Governments. This public agency serves as the forum for regional decision-making. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transportation, and provides information on a broad range of topics pertinent to the region's quality of life.



San Diego Regional Chamber of Commerce

The San Diego Regional Chamber of Commerce (SDRCC) is the leading, most effective voice for business policy and connections in the San Diego-Baja region. As the largest chamber on the West Coast, representing more than 3,000 businesses and 400,000 employees, the SDRCC is committed to organizing the business community to make San Diego the best place to do business and create jobs. For more information, please visit www.sdchamber.org or call (619) 544-1300.



San Francisco Superior Court

The purpose of the San Francisco Superior Court is to assure equal access, fair treatment, and the just and efficient resolution of disputes for all people asserting their rights under the law. The court has 550 employees and a \$95 million budget.



SeaWorld San Diego

It's SeaWorld® San Diego's 50th Celebration! Connect with the sea through up-close animal experiences and be inspired by our biggest star, Shamu®. Step beneath the waves at the all-new Explorer's Reef™ and touch a shark. Then splash into fun at Aquatica, SeaWorld's Waterpark™, where you can enjoy waves from serene to extreme.



Seismic Warning Systems, Inc

Seismic Warning Systems, Inc. is an earthquake early warning and mitigation technology company offering a proven suite of products and services designed to provide automated responses to industry, government and individuals. The world leader in commercial earthquake early warning systems, we have a 13-year proven track record of providing actionable and reliable real-time automated responses to impending earthquakes.



Sempra Energy

Sempra Energy is a Fortune 500 energy services company, based in San Diego, California. The Sempra Energy companies develop energy infrastructure, operate utilities, and provide related products and services to more than 31 million consumers worldwide. Sempra Energy's California utilities, San Diego Gas & Electric Co. and Southern California Gas Co., serve more than 20 million consumers. Its other businesses—Sempra U.S. Gas & Power and Sempra International—develop and operate critical energy infrastructure and provide gas and electricity services in North America and South America.



Sierra Orchards

Sierra Orchards is a diversified farming operation that includes field, processing, and marketing operations, producing primarily organic walnuts and olive oil. The orchard covers approximately 450 acres within the limits of Winters, California, a small city in Yolo County, on the border with Solano County. Sierra Orchards is recognized for its use of sustainable practices and conservation techniques.



Simon Shopping Destinations

Simon Shopping Destinations brings together the three Simon property platforms—Simon Malls, Premium Outlets and The Mills—and promotes the breadth and depth of shopping options available to both the tourist and the travel trade. Simon Shopping Destinations covers 102 properties in the top tourist markets across the United States.



Soitec

Soitec is an international manufacturing company of revolutionary semiconductor materials at the frontier of the most exciting energy and electronic challenges. Soitec's products include substrates for microelectronics (most notably SOI) and concentrating photovoltaic systems (CPV). Soitec has manufacturing plants and R&D centers in France, Singapore, Germany and the United States.



SolarReserve

SolarReserve is a leading developer of utility-scale solar power projects and advanced solar thermal technology with more than \$1.8 billion of projects in construction and operation globally. SolarReserve has commercialized the leading solar thermal energy storage technology that enables the company's concentrated solar power plants to reliably operate on-demand, day and night.



Southern California Gas Company

Southern California Gas Company (SoCalGas) has been delivering clean, safe and reliable natural gas to its customers for more than 140 years. It is the nation's largest natural gas distribution utility, providing safe and reliable energy to 20.9 million consumers through 5.8 million meters in more than 500 communities. The company's service territory encompasses approximately 20,000 square miles in diverse terrain throughout Central and Southern California, from Visalia to the Mexican border. SoCalGas is a regulated subsidiary of Sempra Energy.



SunPower Corporation

SunPower Corporation is a vertically integrated solar company that manufactures solar cells and modules, designs and builds solar power plants, and maintains and operates solar power plants throughout their useful life. Several of the world's largest solar power plants have been engineered, designed and built by SunPower. These include the 250 megawatt (MW) California Valley Solar Ranch Project in San Luis Obispo County and the 579 MW Solar Star Projects in the Antelope Valley of California. SunPower employs more than 5,500 people worldwide, including more than 900 people in Mexico at its module assembly facility in Mexicali.



TPG

TPG is a leading global private investment firm with more than \$59 billion of capital under management. Founded in 1992, TPG specializes in recognizing value—or the potential for value—where others do not. Our contrarian philosophy, global reach, and deep investment and operational expertise set TPG apart from other firms. Our complementary asset classes offer a unique investment platform.



University of Southern California

The central mission of the University of Southern California is the development of human beings and society as a whole through the cultivation and enrichment of the human mind and spirit. The principal means by which our mission is accomplished are teaching, research, artistic creation, professional practice and selected forms of public service.



Vanir Construction Management, Inc.

Vanir Construction Management, Inc. serves clients in seven market segments: K-12 education, higher education, health care, justice facilities, water/wastewater, public buildings, and transportation. We are consistently ranked as one of the top construction management firms in the nation by Engineering News Record. Our expertise lies in our ability to serve the unique needs of each market segment and ensure each need is met in the most optimal way. We do this by not only understanding what purpose each building needs to serve, but also how it must function in the real life setting.



Visit Santa Barbara

Visit Santa Barbara is an innovative tourism leader and destination authority that embodies the spirit and personality of Santa Barbara—an internationally renowned destination of beauty, discovery and inspiration. The Mission of Visit Santa Barbara is to promote the City of Santa Barbara, South Coast and surrounding county communities, as a destination for travel and media production to create economic vitality.

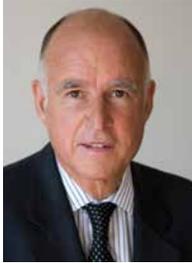


Wine Institute

Established in 1934, Wine Institute is the public policy advocacy group of 1,000 California wineries and affiliated businesses that initiates and advocates state, federal and international public policy to enhance the environment to responsibly produce, promote and enjoy wine. The Wine Institute membership represents 85 percent of U.S. wine production and 90 percent of U.S. wine exports. The Wine Institute provides members with international market development, education programs, and a sustainable winegrowing program that promotes environmentally and socially responsible winemaking and grape growing practices in California. The organization also works with Visit California to bring visitors to cities and rural communities by showcasing California's outstanding wine and food offerings.

About the Delegates

California Government Delegation



Governor Edmund G. Brown Jr.

Edmund G. Brown Jr., or “Jerry,” was born in San Francisco on April 7, 1938. He graduated from St. Ignatius High School in 1955 and entered Sacred Heart Novitiate, a Jesuit seminary. He left the seminary in 1960 and graduated from the University of California, Berkeley in 1961 and Yale Law School in 1964. He was elected trustee for the Los Angeles Community Colleges in 1969, Secretary of State in 1970, and Governor in 1974 and 1978. As Governor, he helped create millions of jobs, strengthened environmental protections and promoted renewable energy. In 1992, he sought the Democratic Presidential nomination, defeating Bill Clinton in six states and continuing until the Democratic National Convention. In 1998, he was elected Mayor of Oakland, revitalizing downtown, reducing crime and founding two high-performing charter schools. On June 18, 2005, Senator Dianne Feinstein officiated at then-Mayor Brown’s marriage to Anne Gust. In 2006, he was elected California Attorney General. As Attorney General, Brown focused on protecting working families and consumers, pursuing mortgage fraud and real estate scams and cracking down on violent crime. In 2010, the people once again elected him as Governor of California.



Anne Gust Brown

First Lady Anne Gust Brown grew up in Bloomfield Hills, Michigan. She graduated from Stanford University and the University of Michigan Law School. She then returned to the San Francisco Bay Area to work as a lawyer at Orrick, Herrington & Sutcliffe and then at Brobeck, Phleger & Harrison. In 1991, she joined Gap Inc. as an in-house attorney and soon was promoted to general counsel. After holding other senior-level positions, she became Gap Inc.’s chief administrative officer in March 2000. She left the company in 2005 to help run Governor Brown’s successful campaign for California Attorney General. She served as special counsel to Governor Brown when he was California’s attorney general, and in January 2011 she was appointed special counsel in the Office of the Governor. This position is unpaid. Governor Brown and Anne were married in June 2005. It is the first marriage for both.



Caroline Beteta

Caroline Beteta serves as President and CEO of the industry-led Visit California, a nonprofit organization created to market California as a premier travel destination and to increase the state's share of tourism-related revenues. She simultaneously serves as the director of tourism in the Governor's Office of Business and Economic Development (GO-Biz). In her dual capacity, she is responsible for implementing Visit California's \$50 million global marketing program and serves as the lead spokesperson for California's \$106.4 billion travel industry. Ms. Beteta has shepherded the growth of Visit California into a global marketing franchise whose brand advertising alone generated incremental visitor spending returns of more than \$7.1 billion in 2012. Under her leadership, California's share of U.S. domestic travel has grown by more than 1 percent, bringing tens of millions of additional visitors to the state every year.



Mark S. Ghilarducci

Mark S. Ghilarducci serves as the Director of the California Governor's Office of Emergency Services, appointed July 1, 2013 by Governor Edmund G. Brown Jr. Mr. Ghilarducci previously served as secretary of the California Emergency Management Agency, appointed in February 2012 by Governor Brown. As a member of the Cabinet, Director Ghilarducci serves as the Governor's homeland security advisor and oversees statewide public safety, emergency management, emergency communications, counter-terrorism efforts and the State Threat Assessment System. In 2000, he was appointed as deputy director of the California Governor's Office of Emergency Services where he oversaw statewide emergency operations, planning and training. Previously he served as a Federal Coordinating Officer (FCO) with the U.S. Federal Emergency Management Agency. Mr. Ghilarducci has more than 30 years of diversified service in both the public and private sectors, in the emergency services, fire and rescue and homeland security disciplines.



Brian P. Kelly

Brian P. Kelly was sworn in as the first Secretary of the new California State Transportation Agency (CalSTA) on July 1, 2013. CalSTA replaced the Business, Transportation and Housing Agency (BT&H). Mr. Kelly had previously been running BT&H since March 2012. As acting secretary, he oversaw 12 departments and several economic development programs and commissions consisting of more than 45,000 employees and a budget of \$18 billion. The new CalSTA portfolio remains one of the largest in the State of California. Its operations address transportation issues that have a direct impact on the state's economic vitality and quality of life, including public safety, construction and maintenance, and intercity and high-speed rail. Mr. Kelly has been at the center of California's major transportation policy decisions over the last two decades, having served as chief transportation policy consultant for four successive Senate President pro Tempores.



Ambassador Eleni Kounalakis

Ambassador Eleni Kounalakis serves as Chair of the California Advisory Council for International Trade and Investment. She is a Northern California business woman and philanthropist. From 2010 until 2013, she served as the U.S. Ambassador to Hungary, appointed by President Barack Obama. During her service, Ambassador Kounalakis received two Meritorious Honor awards from the U.S. Department of State. Currently, Ambassador Kounalakis is a senior advisor at Albright Stonebridge Group. She also serves as a member of the board of the University of California, Berkeley Haas School of Business, where she received her M.B.A. in 1992. She holds an honorary doctorate of laws from the American College of Greece. Previously, Ambassador Kounalakis served as a member of the California State World Trade Commission, The California First Five Commission and the San Francisco War Memorial. She lives with her husband and two children in San Francisco.



Mary D. Nichols

Mary D. Nichols, J.D., was reappointed Chairman of the California Air Resources Board (ARB) by Governor Edmund G. Brown Jr. in January 2011, a post she previously held under Governor Arnold Schwarzenegger from 2007 to 2010 and under Governor Brown (during his first tenure) from 1979 to 1983. At ARB, she is responsible for implementing California's landmark greenhouse gas emissions legislation, as well as setting air pollution standards for motor vehicles, fuels and consumer products. After graduating from Cornell University and Yale Law School, Ms. Nichols practiced environmental law in Los Angeles, bringing cases on behalf of environmental and public health organizations to enforce state and federal clean air legislation. President Bill Clinton appointed her to head the Office of Air and Radiation at the U.S. Environmental Protection Agency, where she was responsible for, among many other regulatory breakthroughs, the acid rain trading program and setting the first air quality standard for fine particles. She also served as California's secretary for Natural Resources from 1999 to 2003. Prior to her return to the ARB, Ms. Nichols was professor of law and director of the Institute of the Environment at UCLA.



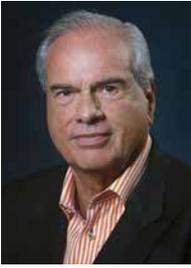
Matthew Rodriquez

Matthew Rodriquez is California Secretary for Environmental Protection. He was appointed by Governor Edmund G. Brown Jr. in July 2011. As secretary, Mr. Rodriquez oversees the activities of the six boards, departments and offices within the California Environmental Protection Agency, including the California Air Resources Board and the State Water Resources Control Board. He formerly served as a deputy attorney general with the California Department of Justice, specializing in land use and environmental law. Attorney General Brown promoted Mr. Rodriquez to the position of chief assistant attorney general for the Public Rights Division in 2008, where he supervised the environmental, civil rights and consumer law sections of the office. Prior to his selection as secretary, he served as acting chief deputy attorney general for Attorney General Kamala D. Harris. He graduated from the University of California, Berkeley with a degree in history, and received his J.D. from Hastings College of the Law in 1980.



Karen Ross

Karen Ross was appointed Secretary of the California Department of Food and Agriculture (CDFA) on January 12, 2011 by Governor Edmund G. Brown Jr. Secretary Ross has deep leadership experience in agricultural issues nationally, internationally, and in California. Before joining CDFA, Secretary Ross was chief of staff for U.S. Agriculture Secretary Tom Vilsack. Before her time at the U.S. Department of Agriculture, Secretary Ross served more than 13 years as president of the California Association of Winegrape Growers (CAWG). During that same period, she served as the executive director of Winegrape Growers of America and California Wine Grape Growers Foundation. Among Secretary Ross' many achievements at CAWG was the creation of the nationally recognized Sustainable Winegrowing Program, which assists wine grape growers in maintaining the long-term viability of agricultural lands and encourages them to provide leadership in protecting the environment, conserving natural resources, and enhancing their local communities.

**Michael E. Rossi**

Mike Rossi is the Senior Advisor for Jobs and Business to Governor Edmund G. Brown Jr. Mr. Rossi was appointed by Governor Brown in August 2011 to be the point of contact between California's business leaders and the administration. He also advises the Governor on regulatory, legislative and executive actions needed to drive job growth. From 2005 to 2008, Mr. Rossi served as a senior member of the operations team and as an advisor to Cerberus Capital Management, L.L.P. During that time, he served as chairman and CEO of Aozora Bank, taking it public in November 2006, and as chairman of GMAC Residential Capital, LLC in 2007 and 2008. Previously, Mr. Rossi held executive positions with various BankAmerica commercial and world banking arms, retiring as vice chairman, chief risk officer and chairman of the Fiduciary and Investment Policy Committee of BankAmerica Corporation. Mr. Rossi is a former director of organizations supporting community health, banking, international studies and the arts. He also served on the President's Campaign Cabinet for the University of California, Berkeley. Mr. Rossi remains a member of the Advisory Board of Shorenstein Properties LLC and is a senior advisor to the San Francisco 49ers. He also serves on the boards of many organizations. He received a bachelor's degree from the University of California, Berkeley and is a proud and often boastful Cal Bears supporter.

**Robert B. Weisenmiller, Ph.D.**

Robert B. Weisenmiller, Ph.D., is Chair of the California Energy Commission. He was appointed by Governor Edmund G. Brown Jr. in January 2011 and appointed chair in February. He fills the engineer/scientist position on the five-member commission where four of the five members by law are required to have professional training in specific areas—engineering or physical science, environmental protection, economics, and law. Commissioner Weisenmiller brings more than 30 years energy experience to the commission, including expertise in electricity and gas markets and California regulatory policies. Chair Weisenmiller has served as an expert witness in more than 100 state and federal regulatory commission proceedings and has authored numerous publications on electricity and natural gas markets. He is the lead commissioner on the Energy Commission's budget and management, legislative and intergovernmental matters, research, development and demonstration, climate change, and electricity markets. Chair Weisenmiller received his B.S. in chemistry from Providence College; and holds a master's in energy and resources, and a doctorate in chemistry from the University of California, Berkeley.

California Executive Branch Staff



Kathy Baldree

Kathy Baldree was appointed as the Director of Scheduling in the Office of Governor Edmund G. Brown, Jr. in 2011. Before joining the Brown administration, she was director of scheduling at the California Department of Justice, Office of the Attorney General from 2007–2011.



Abigail L. Browning

In January 2013, Abby Browning joined the Governor's Office of Business and Economic Development (GO-Biz), the lead state entity for economic strategy in California. As an International Business Specialist, she handles the international policy, partnerships and planning of GO-Biz's International Affairs and Business Development section. Before joining GO-Biz, Ms. Browning worked for the California Chamber of Commerce International Affairs Department from 2007 to 2012. While at the CalChamber, she helped organize and participated in the business delegation for the 2010 Gubernatorial Trade Mission to China, Japan and South Korea. Ms. Browning also has held positions with OMI Government Relations, the California Seismic Safety Commission, and the Austrian Consulate in San Francisco. She holds a B.A. in political science, focusing on foreign affairs, from West Virginia University and an M.A. from the School of Government, focusing on political theory and international relations, at California State University, Sacramento.



Jamie Callahan

Jamie Callahan serves as Special Advisor to Executive Secretary Nancy McFadden in the Office of Governor Edmund G. Brown Jr., working on education policy and special projects. She serves as an Advisory Board member for the California K-12 High Speed Network and the Navigating Leadership Agency Steering Committee. Ms. Callahan joined the Brown administration in January 2011 after spending several months as an aide on the brown for governor 2010 campaign. prior to 2010, she served as a legislative assistant at The Crane Group, a government relations consulting firm in Washington, D.C. In 2006, Ms. Callahan served as a research assistant to a Labour Member in British Parliament. She received a B.A. in politics from the Catholic University of America and an M.P.P. in education policy from George Mason University.



Jim Evans

Jim Evans is Chief Deputy Press Secretary in the Office of Governor Edmund G. Brown Jr. Mr. Evans served as consultant in the Senate Office of Research in 2013. He was deputy secretary for communications and strategic planning at the California Business, Transportation and Housing Agency in 2012, and a consultant for California Senator Mark DeSaulnier from 2009 to 2012. Mr. Evans was communications director for California Senate President pro Tem Darrell Steinberg from 2006 to 2009 and communications director for California Senator Joe Dunn from 2005 to 2006. He was a staff writer for *The Sacramento Bee* from 2003 to 2004, managing editor at the *California Journal* from 2002 to 2003, staff writer for the *Sacramento News and Review* from 2001 to 2002 and a staff writer at *The Industry Standard* from 1998 to 2001.



Martha Guzman-Aceves

Martha Guzman-Aceves is Deputy Legislative Secretary in the Office of Governor Edmund G. Brown Jr. She has more than a decade of experience lobbying in Sacramento. Her portfolio includes natural resources, environmental protection, energy, and food and agriculture. From 2004 to 2011, she represented the California Rural Legal Assistance Foundation (CRLAF) on legislative and regulatory issues related to community health, farm worker health and safety, environmental justice, and education. She previously worked for the United Farm Workers (UFW) AFL-CIO as legislative coordinator in 2003, covering labor and environmental issues, and for five years in its political and research departments. She is co-founder of Communities for a New California, a 501(c)(4), and Cultivo Consulting, a political consulting partnership. She is a board member of the Ag Innovations Network that strives to bring food and food production back to the core of people's lives, and Sierra Institute that builds collaborations in resource-based rural communities. She has an M.S. in agricultural and resource economics from the University of California, Davis and a B.S. in international economics: growth and development with a certificate in Latin American Studies from the School of Foreign Service at Georgetown University, complemented by her studies at La Pontificia Universidad Católica de Chile in Santiago de Chile, South America.



Helen Lopez

Helen Lopez serves as the Chief of the Office of Audits & Performance Evaluations at the California Governor's Office of Emergency Services, as well as the department's liaison for Mexico and other Latin American countries. Ms. Lopez has actively worked on the Border Governors Conference (BGC) on various binational issues during the last 14 years. In 2008, Ms. Lopez held the position of chief of staff and deputy secretary over the Technology Operations Division at the California Emergency Management Agency. In this role, she oversaw the functions of the offices within the Chief of Staff, including the Policy and Strategic Initiatives Office and the Audit Office. From 1991 to 2007, Ms. Lopez served the California Department of Food and Agriculture (CDFA) as the executive director of the State Board of Food and Agriculture, director of the Grant Program and audit director of the CDFA Internal Audit Office, as well as the Mexico liaison.



Brian Peck

Brian Peck is Deputy Director of International Affairs and Business Development at the Governor's Office of Business and Economic Development (GO-Biz). Before his appointment in August 2013, Mr. Peck was an international trade and intellectual property (IP) attorney, advising multinational clients on international trade, regulatory and compliance matters, international government and policy affairs, and trade-related IP matters. He served as policy director at the Internet Corporation for Assigned Names and Numbers (ICANN) from 2011–2013, and is an adjunct professor for international trade policy and international IP at USC Gould School of Law. Mr. Peck served as senior director for IP at the Office of the U.S. Trade Representative (2003–2005) and director of Japanese affairs (2001–2003). He was the lead U.S. negotiator for the IP chapters in the U.S.-Colombia, U.S.-Peru and U.S.-Panama Free Trade Agreements (FTA). He also oversaw implementation of IP provisions in the U.S.-Chile FTA and the Dominican Republic-Central America FTA (CAFTA-DR). As director for Japanese affairs, Mr. Peck co-chaired the U.S.-Japan Information Technologies Working Group; he also led bilateral talks with several Asian countries under the World Trade Organization (WTO) negotiations to liberalize international markets for services, and the U.S. delegation at the WTO TRIPS Council meetings on IP matters. Mr. Peck received his law degree from the University of San Diego School of Law, and his B.A. from the University of California, Berkeley.



Alexis Podesta

Alexis Podesta was appointed by Governor Edmund G. Brown Jr. in 2011. As Director of External and International Affairs, she leads outreach, communication and partnerships with stakeholder groups, as well as providing key support for the Governor’s special projects. Additionally, Ms. Podesta is the lead on international affairs and serves as the Chief of Protocol. Ms. Podesta has volunteered on a number of campaigns including, most recently, Yes on Proposition 30, to increase funding for education and public safety in California. Before joining the Brown administration, she worked for Pacific Gas & Electric in Sacramento as the special assistant to Senior Vice President Nancy McFadden. Before joining PG&E, Ms. Podesta spent nearly a decade in Washington, D.C., working first as the director of scheduling for U.S. Senator Dianne Feinstein of California, and then as the manager of government relations for The Walt Disney Company. She has a bachelor’s degree from George Washington University. Although not traveling to Mexico, Ms. Podesta has served as “mission control” for the gubernatorial trade mission to Mexico.



Evan Westrup

Evan Westrup was appointed Press Secretary in the Office of the Governor in 2013 after serving as deputy press secretary from 2011 to 2013. Previously, he was deputy press secretary on the Jerry Brown for Governor Campaign in 2010 and deputy press secretary in the Office of Attorney General Brown from 2009 to 2010. Mr. Westrup was deputy youth vote director on Barack Obama’s Presidential Campaign in New Mexico in 2008 and associate communications director in the Office of Governor Schwarzenegger from 2007 to 2008. He is a graduate of the Capital Fellows Program and Coro Fellows Program in Public Affairs and was a research assistant in the Office of Dr. Elaine Murray in the Scottish Parliament. Mr. Westrup earned a B.A. from the University of California, San Diego, and a master of international and European politics degree from the University of Edinburgh.



Randall Winston

Randall Winston is Special Assistant to the Executive Secretary in the Office of Governor Edmund G. Brown, Jr., working on climate change and international affairs. Mr. Winston has previously worked in the areas of architecture, urban development, venture technology and finance, most recently having worked for architect Norman Foster before joining the office of Governor Edmund G. Brown Jr. Mr. Winston was a founding director at Causes, a venture technology company started by Facebook’s founding president, which has since become the largest online philanthropic platform in America. He worked for two years in Beijing, China, both for SOHO China, an integrated urban development and architecture firm, and for Goldman Sachs Gao Hua Securities, a China mainland joint-venture with Goldman Sachs. He received a B.A. in government from Harvard University and a master of architecture degree from the University of Virginia.

California Senators



Senate President Pro Tempore-Elect Kevin de León

Senator Kevin de León (D-Los Angeles) was elected to serve the 22nd Senate District in November 2010. He is Senate President pro Tempore-elect; chairs the Senate Appropriations Committee; and is a member of the Senate Energy, Utilities and Communications; Governmental Organization; Health; Joint Legislative Budget and Public Safety committees; and the Select Committees on Energy Efficiency, Immigration and the Economy, and Sports and Entertainment. Senator de León has been a community organizer, English as a Second Language and U.S. citizenship teacher, and an advocate for public schools. He worked with the California Teachers Association and the National Education Association in Washington, D.C. before being elected to the Assembly in 2006. He was the first Latino in 100 years to chair the Assembly Appropriations Committee. He is a member of the Santa Monica Mountains Conservancy Board and the author of legislation funding alternative fuel research and development, and improved park access for underserved communities. Senator de León grew up in the San Diego barrio of Logan Heights. He was the first in his family to graduate from high school. He attended the University of California, Santa Barbara, and graduated from Pitzer College at the Claremont Colleges with honors. He has one daughter.



Senator Ellen Corbett

Senator Ellen Corbett (D-San Leandro) is serving her second term in the State Senate and was elected Senate Majority Leader by her fellow Democrats in 2010. She serves as a member of the Senate Budget and Fiscal Review Committee, Energy, Utilities and Communications Committee, Judiciary Committee, Business, Professions and Economic Development Committee and Insurance Committee; chairs Senate Budget Subcommittee 3 on Health and Human Services; and the Select Committee on Emerging Technology: Biotechnology and Green Energy Jobs. She represents the Senate on the California Seismic Safety Commission, California Commission on Disability Access and the California Commission on Uniform State Laws. Throughout her career, she has focused on strengthening California's economy, standing up for consumers and protecting natural resources while encouraging the growth of the green economy. She was the first woman elected mayor of San Leandro. Before that, she worked as an attorney, community college professor and civic activist. A native Californian raised in the East Bay, Senator Corbett attended Chabot Community College and California State University, East Bay. She graduated from the University of California, Davis and University of the Pacific, McGeorge School of Law. She is the mother of a college-age son.



Senator Lou Correa

Senator Lou Correa (D-Santa Ana) was elected to the 34th Senate District in 2006 and re-elected for a second and final term in 2010. He chairs the Senate Governmental Organization Committee and is a member of the Senate Banking and Financial Institutions, Education, Insurance and Veterans Affairs committees. He chairs the Select Committee on California-Mexico Cooperation and is a member of the Select Committees on Climate Change and AB 32 Implementation, and Autism and Related Spectrum Disorders. In 2004, he was elected to the Orange County Board of Supervisors, representing central Orange County. He previously represented the 69th Assembly District from 1998 to 2004. Before serving in the Legislature, he was an investment banker and a real estate broker. He attended Anaheim public schools, and holds a degree in economics from California State University, Fullerton, and a J.D. and M.B.A. from the University of California, Los Angeles (UCLA). He is licensed with the California Real Estate Board and the California State Bar. Senator Correa lives in Santa Ana with his wife and their four children.



Senator Ben Hueso

Senator Ben Hueso (D-Logan Heights) was elected to represent the 40th Senate District in March 2013. He chairs the Senate Veterans Affairs Committee and the Select Committee on California's Energy Independence. He also serves on the Senate Banking and Financial Institutions, Natural Resources and Water, Transportation and Housing, and Education committees, and the Select Committee on California Mexico Cooperation. He represented the 80th Assembly District from 2010 to 2013; served on the San Diego City Council from 2006 and as council president from 2008 to 2010. He also served on the California Coastal Commission, the San Diego Association of Government Board of Directors, the League of California Cities, and the Otay Valley Regional Park Policy Committee. Senator Hueso owned and operated a small business in Logan Heights, and founded the Central Commercial District Revitalization Corporation. He holds a B.A. from the University of California, Los Angeles. He also studied abroad at the University of Odessa in the Ukraine, and completed post-graduate degree work in community and economic development at San Diego State University. He and his wife, Laura, live in Logan Heights with their four sons.



Senator Ricardo Lara

Senator Ricardo Lara (D-Huntington Park/Long Beach) was elected in November 2012 to represent the Southeast Los Angeles County cities of the 33rd Senate District. He is a member of the Senate Appropriations, Natural Resources and Water, Rules, and Transportation and Housing committees. Senator Lara was raised in a blue collar immigrant family in East Los Angeles. He was elected to the Assembly in 2010, where he chaired the Joint Legislative Audit Committee and Select Committee on Financial Empowerment; and served as a member of the Assembly Appropriations, Banking and Finance, Higher Education, and Water, Parks and Wildlife committees; and Select Committees on California-Mexico Binational Affairs and the California Border Legislative Conference. He also chaired the 23-member Latino Legislative Caucus. He is an ongoing volunteer with local, statewide and international service organizations, including the Downey Kiwanis Club, Kiwanis International; the Bellflower Noon Lions Club; Optimist International; and the Rotary Club in the city of South Gate. He also serves on the Planned Parenthood Advocacy Project Board. Senator Lara earned his B.A. in journalism and Spanish with a minor in Chicano studies from San Diego State University. He is working on his master's degree in leadership from the University of Southern California.

California Assembly Members



Assemblymember V. Manuel Pérez; Delegation Leader

Assemblymember V. Manuel Pérez (D-Coachella) was elected in 2008 to represent the 56th Assembly District, which encompasses eastern Riverside and Imperial counties, and serves as the Majority Floor Leader. During his first two terms, he chaired the Assembly Jobs, Economic Development and the Economy Committee. Much of his policy work has focused on economic recovery, including local economic development, supporting small business, and protecting local government. He has advocated continued investments in education, while ensuring a safety net for the most vulnerable communities. He is a member of the Assembly Governmental Organization; Insurance; Jobs, Economic Development and the Economy; and Revenue and Taxation committees. A member of the California Latino Legislative Caucus, Assemblymember Pérez was its vice chair in 2013 and currently chairs its Task Force on Immigration Reform. A lifelong resident of the district, he was born in Indio, raised in Coachella and attended public schools. He graduated from the University of California, Riverside, and earned a master's degree in education from Harvard University. He has served as a school teacher, a youth advocate, and a community health care director. Before being elected to the Assembly, he served on the board of the Coachella Valley Unified School District.



Assembly Speaker pro Tempore Nora Campos

Assemblymember Nora Campos (D-San Jose), the Assembly Speaker pro Tempore, was re-elected in 2012 to represent the 27th Assembly District. Her legislative focus includes Latino community issues, creating jobs, safety, protecting working families, keeping communities healthy, women's issues, the drought, education and privacy. She represents the Assembly on the California Commission on the Status of Women and Girls. As a San Jose City Council member from 2001 to 2010, she worked to turn a neglected, high-crime area in East San Jose into a bustling shopping center that increased the tax base by 105%. Inspired by her father's work with the farmworker movement and Cesar E. Chavez and her mother's work as an elementary school teacher, Speaker pro Tempore Campos began her work for economic, social, environmental, and political justice as a young person with her parents marching alongside farmworkers. Speaker pro Tempore Campos is a founding member of the San Jose Latino Leadership Alliance; former co-chair of the City of San Jose Family/Domestic Advisory Board; and serves on the Santa Clara County Construction Careers Association. She received a B.A. from San Francisco State University, and lives with her husband and son in San Jose.



Assemblymember Luis Alejo

Assemblymember Luis Alejo (D-Salinas) was first elected to the Assembly in November 2010 to represent the 28th Assembly District, and re-elected in 2012 to represent the newly formed 30th Assembly District. He chairs the Assembly Environmental Safety and Toxic Materials Committee, and is a member of the Judiciary, Labor and Employment, and Local Government committees. Raised in Watsonville, he attended Watsonville High School and Gavilan Community College, before transferring to the University of California, Berkeley, where he graduated with honors, receiving bachelor's degrees in political science and Chicano studies. After returning home to teach special need students and at-risk youth, he earned his J.D. at the University of California, Davis, School of Law. He obtained his Ed.M. in administration, planning and social policy from Harvard University. He was a staff attorney for California Rural Legal Assistance Foundation and the Monterey County Superior Court. Before being elected to the Assembly, he served as the mayor of Watsonville, on the Watsonville Planning Commission, the Library Board, and the Santa Cruz County Juvenile Justice and Delinquency Prevention Commission. In May 2012, he became the first Assemblymember to propose in the Assembly Chambers during legislative session. He and his wife, Karina Cervantez Alejo, married on December 8, 2012. She is mayor of Watsonville. They live in Watsonville with their two dogs.



Assemblymember Richard Bloom

Assemblymember Richard Bloom (D-Santa Monica) was elected to represent the 50th Assembly District in November 2012. His priorities include fostering economic development and job creation, improving public school funding and outcomes, providing services for seniors and the disabled, ending homelessness, and protecting California's environment. Born in Philadelphia, he grew up in Altadena and West Los Angeles. He attended Fairfax High School, the University of California (Los Angeles and Berkeley) and Loyola School of Law. He holds a B.A. in communication and public policy as well as a J.D. He practiced family law for nearly 30 years. In 2008, he became a nonprofit executive director, assisting low-income clients and the homeless. He has served as a volunteer judge pro tem and mediator for the Los Angeles Superior Courts and on the Executive Committee of the Los Angeles County Bar Association Family Law Section. In 1999, he was elected to the Santa Monica City Council, and served as mayor three times over 13 years. For many years he chaired the commission charged with overseeing plans to restore the health of Santa Monica Bay and its watershed. He served multiple terms as a founding member and chair of the Westside Cities Council of Governments. He is a member of the California Coastal Commission. He lives in Santa Monica with his wife of 33 years, Robbie Black, a health care professional at Cedars-Sinai Health Center in Los Angeles. They have two young adult children, three chickens and one dog.



Assemblymember Rocky Chávez

Assemblymember Rocky Chávez (R-Oceanside) was elected to represent the 76th Assembly District in November 2012. He is vice chair of both the Assembly Veterans Affairs Committee and Higher Education Committee. He also is a member of the Assembly Rules, Education, Budget, Health, and Utilities and Commerce committees. He sits on the California Task Force on Science, Technology, Engineering and Mathematics Education and is a member of the Governor's Military Council. Assemblymember Chávez joined the U.S. Marine Corps immediately after graduating from California State University, Chico. He spent more than 28 years as a U.S. Marine, rising to the rank of colonel and being assigned chief of staff for the 4th Marine Division. Upon retiring from the Marine Corps, he founded the School of Business and Technology, a charter high school in the Oceanside Unified School District. He served as the school's director from 2002–2008. He was elected to the Oceanside City Council in November 2002. During his seven years on the council, he focused on economic development, public safety and quality of life issues. He was named undersecretary of the California Department of Veterans Affairs in 2009, later serving as acting secretary. He and his wife, Mary, live in Oceanside, and have three children and five grandchildren.



Assemblymember Susan Talamantes Eggman

Assemblymember Susan Talamantes Eggman (D-Stockton) was elected in November 2012 to represent the 13th Assembly District, which encompasses several San Joaquin Delta communities. She chairs the Assembly Agriculture Committee and is a member of the Veterans Affairs, Appropriations, and Business, Professions and Consumer Protection committees. Dr. Eggman grew up on her family's small almond orchard and apiary in Turlock, joined the U.S. Army out of high school, and served four years as a medic. After her service, she completed a bachelor's degree in psychology and a master's degree in social work at California State University, Stanislaus, then worked as a mental health provider and medical social worker before completing a Ph.D. at Portland State University. An associate professor of social work at California State University, Sacramento, she has taken a leave of absence to serve in the Assembly. She passed the Licensed Clinical Social Worker examination shortly after assuming office. A former member of Stockton's City Council—and the first Latina elected to that office—Dr. Eggman is committed to improving access to health care, expanding educational opportunities and addressing her district's need for resources to address crime. Dr. Eggman and Renee, her partner for more than 30 years, live in Stockton's Victory Park neighborhood.



Assemblymember Cristina Garcia

Assemblymember Cristina Garcia (D-Bell Gardens) was elected in November 2012 to represent the 58th Assembly District. She co-chairs the Assembly Legislative Ethics Committee and is a member of the Human Services, Judiciary, Natural Resources, and Utilities and Commerce committees. Recently, she was named as Assistant Whip to the Assembly Democratic Caucus. Legislative priorities have included preventing cyber bullying, empowering women in politics and government, government accessibility, accountability and transparency. Before her election, she taught statistics at the University of Southern California (USC), mathematics at Los Angeles City Community College, and middle school and high school students through the Jaime Escalante Program at East Los Angeles Community College and Huntington Park High School. When the City of Bell corruption scandal gained national attention, she worked with Bell residents to form the Bell Association to Stop the Abuse (BASTA), which forced out Bell's corrupt officials. Assemblymember Garcia was raised in the Southeast Los Angeles community of Bell Gardens and attended local public schools. She earned a bachelor's degree from Pomona College, a master's degree and a secondary teaching credential from Claremont Graduate University, and is a doctoral candidate at USC.



Assemblymember Roger Hernández

Assemblymember Roger Hernández (D-West Covina) was elected to represent the 48th Assembly District in November 2010 and re-elected in November 2012. He chairs the Assembly Labor and Employment Committee and Assembly Select Committee on Post-Secondary Access and Matriculation. He also serves on the Governmental Organization, Health, Utilities and Commerce, Select Committee on Workforce and Vocational Development, and Select Committee on California-Mexico Bi-National Affairs. Priorities have included worker protections; energy efficiency; financial literacy; education; and green space. Before being elected to the Assembly, Assemblyman Hernández was a professor of government at Rio Hondo and Citrus Community Colleges. He also served as West Covina mayor and councilmember; and on the Rowland Unified School District Board (1999–2003). A son of immigrant parents, Assemblymember Hernández was the first in his family to pursue higher education beyond high school. He earned a B.A. in political science from the University of California at Riverside; an M.A. in public administration from the University of La Verne; and a Master of Arts in Governance Certificate from the California School Boards Association. He is married to Susan Rubio, who serves on the Baldwin Park City Council. They live in the San Gabriel Valley.



Assemblymember Chris Holden

Assemblymember Chris Holden (D-Pasadena) was elected to represent the 41st Assembly District in November 2012 and soon was appointed Majority Whip. He serves on the Assembly Appropriations; Business, Professions and Consumer Protection; Labor and Employment; Legislative Ethics; and Transportation committees. He was appointed to the Governing Board of the Santa Monica Mountains Conservancy and the Select Committees on Community Colleges; Innovative Green Financing Mechanisms; Regional Transportation Solutions; and Local Emergency Preparedness. Before his election to the Assembly, he served 23 years on the Pasadena City Council. He was the youngest city councilmember at age 28 and only the second African American to serve as mayor. He fought for the city's first living wage ordinance, and managed deregulation of the city's public utility. He also served as a commissioner and president of the Burbank-Glendale-Pasadena Airport Authority and on the Pasadena Light Rail Alignment Task Force. He has received several honors for his community leadership. Assemblymember Holden owns CHMB Consulting, a real estate firm. He is a lifelong resident of the district and graduate of San Diego State University. He lives in Pasadena with his wife, Melanie, and five children.



Assemblymember Jose Medina

Assemblymember Jose Medina (D-Riverside) was elected in November 2012 to represent California's 61st Assembly District, which consists of Riverside, Moreno Valley, Perris and Mead Valley. He chairs the Assembly Jobs, Economic Development and the Economy Committee, and is a member of the Assembly Accountability and Administrative Review, Governmental Organization, and Higher Education committees. Before being elected to the Assembly, he was a high school teacher with the Riverside Unified School District for more than 35 years, a member of the Riverside City Teachers Association, and a representative to the state council of the California Teachers Association (CTA). He was a member of the Jurupa Unified School District Board of Education and completed three terms on the Riverside Community College District Board of Trustees. He moved to Riverside to attend the University of California, Riverside, graduating in 1974 with a bachelor's degree in Latin American studies, and going on to earn a master's degree in history. He is a three-time recipient of the National Endowment for the Humanities fellowship and was awarded a grant from the Organization of American States for research on Latin America. Assemblymember Medina has two adult children and lives in Riverside with his wife, Linda.

California Business Delegates



Rusty Areias

Rusty Areias is Principal of California Strategies. He creates solutions on behalf of California Strategies' clients facing the state's most intense regulatory scrutiny, specifically within environmental, agricultural and coastal arenas. He provides clients a clear understanding of what must be done to achieve their strategic business objectives. His successful record of public service is characterized by his ability to balance complex issues, especially environmental, land-use, transportation, agriculture and water, into legislative and public policy success. He authored more than 100 pieces of legislation. Mr. Areias served 12 years in the California Assembly and chaired the Agriculture; Earthquakes, Repair and Response; and Consumer Protection committees. As director of the California Department of Parks and Recreation, he cut park fees in half, boosted state park attendance by 23 million visitors and oversaw the passage of two major park bonds, totaling over \$6 billion. He served four years as a California Coastal Commissioner, including two years as chairman. Prior to his public service, he managed the operations of the Areias Dairy was named Outstanding Young Farmer in America.



Ruben Aronin

Ruben Aronin is the Assistant Director of the California Business Alliance (CBA) for a Green Economy, which represents more than 1,280 small and mainstream businesses from all over California that support the state's clean energy economy. Mr. Aronin has two decades of experience in corporate and government relations, global communications and marketing, and strategic messaging for campaigns. He has managed fundraising and policy initiatives to promote energy efficiency and renewable energy; clean transportation; green cities, schools and neighborhoods; and smart climate solutions for low-income communities. Mr. Aronin was instrumental in creating and implementing a major nonprofit's sustainable rebuilding efforts in New Orleans, post-Katrina, and he has overseen production of many international communications campaigns, including movie trailers, and television, radio and print PSAs seen by more than a billion people worldwide. He has served on the national steering committee for the Apollo Alliance (now BlueGreen Alliance), the Board of ECO India, and the Advisory Boards of LOHAS and Ciceana.



Dennis Arriola

Dennis Arriola is President and CEO of Southern California Gas Company (SoCalGas). He has spent most of the last 20 years in a broad range of leadership roles for the Sempra Energy companies. He has served as president and chief operating officer of SoCalGas since 2012, and was promoted to CEO in 2014. In 2008, Mr. Arriola left the Sempra Energy companies to become executive vice president and chief financial officer for SunPower Corp., a Silicon Valley-based solar panel manufacturer. He rejoined SoCalGas in 2012. From 2006 to 2008, he was senior vice president and chief financial officer of both SDG&E and SoCalGas. Previously, he also served as vice president of communications and investor relations for Sempra Energy and regional vice president and general manager of Sempra's South American operations. He first joined the company in 1994 as treasurer for Pacific Enterprises/SoCalGas. Mr. Arriola serves on the board of directors for the American Gas Association, United Way of Greater Los Angeles, Western Energy Institute, California Business Roundtable, Latino Donor Collaborative and Southern California Leadership Council. He has an A.B. in economics from Stanford University and an M.B.A. from Harvard University. Both Mr. Arriola's parents were born in Mexico and he is fluent in Spanish.



Paolo Avila

Paolo Avila is Executive Director of the Mexico Business Center for the San Diego Regional Chamber of Commerce. To that position, she brings more than 15 years of experience in public policy, community outreach and government relations. She focuses on developing domestic and international public policies that enhance economic prosperity through cross-border trade. Ms. Avila has spent a significant portion of her career focused on binational affairs and various border issues. She served as deputy chief of staff in the City of San Diego where she advised the mayor on San Diego-Mexico binational affairs. She then started her own public affairs consulting business assisting companies with economic development opportunities, such as reducing border wait times and improving border infrastructure. She also served in Senator Ben Hueso's office, advising him in several policy areas, including water, energy, education and economic development. Ms. Avila holds a degree in economics from the University of California, San Diego.



Stephen Berberich

Steve Berberich is the President and CEO of the California Independent System Operator Corporation. He leads one of the largest transmission organizations in the world and collaborates closely with state and federal policy makers to ensure a reliable grid during the current transformation to a cleaner, more resilient power system. After joining the company in 2005, Mr. Berberich served in a series of executive positions: vice president and chief operating officer responsible for the reliable operation of the transmission system and wholesale electric markets that deliver electricity to 30 million Californians; vice president of technology and corporate services; and chief financial officer. Before working in energy, he held positions within the banking and finance industry in addition to Andersen Consulting (now Accenture). Mr. Berberich also served in various management positions with Dallas-based TXU (now Energy Future Holdings), including vice president, information technology. He led TXU's transition to deregulated operations, which included managing major technology shifts with TXU's retail, generation and energy trading business units. Mr. Berberich chairs the Board of Trustees for Sacramento-based Jesuit High School. He holds a B.S. in finance and an M.B.A. from the University of Tulsa.



Kathleen Brown

Kathleen Brown's practice focuses on business counseling, government and regulatory affairs, particularly as they relate to the health care, energy and financial services industries. Ms. Brown brings to her practice a background that includes 18 years as a senior executive in the banking and financial services industry and 16 years of public-sector experience, including a term as California's state treasurer. Ms. Brown joined Manatt after more than 12 years at Goldman Sachs, Inc., a global investment banking and securities firm, where she served as chairman of Midwest Investment Banking and, prior to that, as managing director and head of the firm's Western Region Public-Sector and Infrastructure Group. Ms. Brown also held various senior positions with Bank of America, including president of the private bank.



Jay Burress

Jay Burress is President and CEO of the Anaheim/Orange County Visitor & Convention Bureau (AOCVCB), where he has served since February 11, 2013. He leads the organization and oversees day-to-day management of all convention, tourism and destination marketing programs. He also plays a key role in Anaheim and Orange County product and visitor industry business development, as well as future expansion plans for the Anaheim Convention Center. Mr. Burress is a member of the Orange County Visitors Association Executive Committee, and works closely with Visit California to further enhance exposure of Anaheim/Orange County as a premier travel and leisure destination. Before joining the AOCVCB, Mr. Burress was president and CEO of Experience Arlington (Convention & Visitor Bureau) for five years. During his tenure, the city hosted the NBA All Star Game, Super Bowl XLV, US Open of Bowling, two World Series games and a successful move of the AT&T Cotton Bowl to AT&T Stadium (formerly Cowboys Stadium). Raised in Edmond, Oklahoma, Mr. Burress majored in business administration at Baylor University in Waco, Texas. He recently relocated to Orange County, California with his wife, Jill, and their three children.



Michael C. Camuñez

Michael C. Camuñez is President of ManattJones Global Strategies, which provides strategic advice and advocacy to help clients identify new opportunities, export to and invest in the international marketplace, with a particular emphasis on Mexico. From 2010 to 2013 he served as the U.S. assistant secretary of commerce, where he managed a global portfolio to help lead the U.S. government's efforts to open new markets for U.S. goods and services. He is widely recognized for playing a critical role in rebalancing U.S. economic policy toward Mexico and was the chief architect of the U.S.-Mexico High Level Economic Dialogue, which he proposed, coordinated and later helped launch during President Obama's visit to Mexico in May 2013. Mr. Camuñez served in the Obama White House for two years as special counsel and special assistant to the President. He was previously a partner at the international law firm O'Melveny & Myers LLP. He is a graduate of Harvard College and Stanford Law School.



Johnny Casana

Johnny Casana is the Western Region Government and Regulatory Affairs Director for EDP Renewables, an industry leader and the third largest provider of wind energy in the world. He oversees political strategies and lobby efforts at the local, state and federal levels, and serves on a number of trade association boards in the U.S. and Canada, including the Independent Energy Producers (IEPA), the Center for Energy Efficiency and Renewable Technologies (CEERT), and Interwest Energy Alliance. He holds a degree from Reed College, has served as a project developer for wind and solar energy, and has worked in federal science policy at the National Science Foundation.



Rafael Castellanos

Rafael Castellanos was sworn in to the Board of Port Commissioners of the San Diego Unified Port District on April 15, 2013, to represent the City of San Diego. He chairs the Port's Environmental Advisory Committee. Mr. Castellanos is a partner with the law firm Solomon Minton Cardinal Doyle & Smith LLP in San Diego, specializing in commercial real estate and business transactional law. He serves on the Board of Directors of the San Diego La Raza Lawyers Association, Teach for America – San Diego, and the San Diego Regional Economic Development Corporation. He is a member of the San Diego Foundation's Business Forum on Climate Change, and chairs its Resilience Ad Hoc Committee. He also is a member of the California State Bar Association, the San Diego County Bar Association, and the Mexican American Business and Professional Association. He previously served as general counsel to, and a member of, the Board of Directors of MANA de San Diego. He was named one of the *San Diego Daily Transcript's* Top Young Attorneys in 2008, and in 2011 was named one of *San Diego Metro Magazine's* 20 Men Who Impact San Diego. He holds a B.A. from Arizona State University and a J.D. from the University of Chicago Law School as a Cornerstone Scholar.



Daniel M. Crane

Dan Crane is a Principal at the Crane Group, a government relations consulting firm. He served as legislative director, state director and acting chief of staff to the late Senator Daniel Patrick Moynihan (D-NY). He also served as tax counsel on the Ways and Means Committee and was staff director to House Banking Subcommittee. Mr. Crane practiced law with Goodwin, Procter & Hoar in Boston, was legal counsel to Governor Philip Noel of Rhode Island and worked for Mayor Kevin White of Boston. He was on the faculty of the University of Virginia School of Law. He received his A.B. from Holy Cross College; J.D. from Boston College Law School, where he was a member of the Board of Editors of the Law Review; his M.A. and Ph.D. in history from the University of Virginia; M.P.A. from Harvard University; and LL.M (Taxation) from the Georgetown University Law Center.



Clark Crawford

Clark Crawford is Vice President Sales and Business Development for Soitec. He manages Soitec Solar's U.S. headquarters located in San Diego. His team is responsible for selling and deploying Soitec's Concentrix™ Concentrator Photovoltaic (CPV) technology in the U.S. market. Under his leadership, the Soitec San Diego team was instrumental in Soitec announcing a \$160 million investment in a Rancho Bernardo CPV module manufacturing facility coinciding with California Public Utility Commission approval of 305MW of PPA's with SDG&E which will utilize the Concentrix™ technology. Mr. Crawford is experienced in the breadth of CPV technology, having led the sales and market development efforts for two of the industry's leading CPV companies. Before Soitec, he held positions at Amonix, Xerox PARC and Idealab. He earned both a B.S. and M.S. in mechanical engineering and holds an M.B.A. from the University of Southern California.



Frank C. Damrell

In 2012, Judge Frank Damrell (Ret) became a Principal in charge of the Sacramento office of Cotchett, Pitre & McCarthy, LLP, a nationally recognized litigation firm. In 1997, Judge Damrell was appointed by President Clinton to the U.S. District Court and served until December 2011. While on the court, Judge Damrell presided over a number of cases involving major commercial, environmental and energy issues. Before his appointment to the court, as an attorney he represented numerous California agricultural and winery interests in both California and in Washington, D.C. In 2013, Judge Damrell was appointed by Governor Brown to The Delta Stewardship Council, an independent agency of the State of California, charged with developing the Delta Plan, which must provide a reliable water supply for California. Judge Damrell received degrees from Yale Law School and the University of California, Berkeley, and an honorary doctorate of law from Santa Clara University.



Larry Dicke

Larry Dicke is Treasurer of the California Foundation for Commerce and Education; and Executive Vice President, Finance, and Chief Financial Officer for the California Chamber of Commerce. He joined the CalChamber on June 1, 2002. He previously worked for Blue Diamond Growers in Sacramento; the Brach Candy Company in Chicago; and Jacobs Suchard, a coffee and candy company with corporate offices in Switzerland. A member of Financial Executives Association (FEI), Mr. Dicke is past president of the Greater Sacramento Area Chapter of FEI. He is a member of the National Association of Corporate Directors and the American Institute of CPAs. He has been an adjunct professor for the Graduate School of Management at the University of California, Davis; CFO for the California State Protocol Foundation; member of the California Governor and First Lady's Conference Board of Directors; president of the Sacramento Area Commerce and Trade Organization (SACTO); and board member of the Sacramento Metropolitan Chamber of Commerce. Mr. Dicke was born and raised in Chicago. He holds a B.S. in accounting from Millikin University in Decatur, Illinois; passed the CPA exam in Illinois; and earned his M.B.A. from the University of Chicago.



George Dickson III

George Dickson III is Chairman and CEO of Seismic Warning Systems, Inc. Over 30 years in business, he has worked closely with numerous start-up companies at various levels, including planning, raising capital, strategic alliances, sales, marketing, executive training, finance, operations and recruiting key personnel. Mr. Dickson was the CEO for Tectonics Research Group Inc., the company that started development of the QuakeGuard earthquake warning system, until it merged into Seismic Warning Systems, Inc. He also was the founder and CEO of Cal Wave Inc., the marketing and distribution company for QuakeGuard in California. Mr. Dickson is the founder/chairman of Viscus Therapeutics Inc., a biotechnology start-up company involved in developing vaccines; CEO/co-founder of Hazards Warning & Analysis Inc., a structural engineering/structural integrity company; and co-founder/president of Dickson's Cleartone, Inc, which owns patented products distributed internationally through a license and manufacturing agreement with Fishman Transducers, Inc., selling to major musical instrument companies, including Gibson, Fender, Martin and Guild. Mr. Dickson studied international business management, marketing and economics at San Jose State University, San Diego State University and the University of Nevada at Las Vegas.



Linda H. DiMario

Linda H. DiMario is Senior Director, Economic Development and Tourism, for the Irvine Chamber of Commerce. Before joining the chamber, she owned DiMario & Associates, an economic development consulting practice working with more than 100 cities, counties and organizations in the U.S. Before consulting, She was president and CEO of the Arlington (TX) Convention & Visitors Bureau helping to build the new Dallas Cowboys Stadium; CEO of the Long Beach Area (CA) Convention & Visitors Bureau (CVB), taking a lead role in the city's transformation; and held senior management positions with the Greater Tucson (AZ) CVB, Oakland (CA) CVB, two Hilton hotels, the Hotel Queen Mary and Disneyland Hotel. She is an active member and former board member of Destination Marketing Association International (DMAI) and an active member, speaker and instructor with the International Economic Development Council. She holds a bachelor's degree in political science from Central Washington State University and is a Vietnam War-era Air Force veteran.



Dorene C. Dominguez

Dorene C. Dominguez is the Chairman and CEO of the Vanir Group of Companies, succeeding her late father, H. Frank Dominguez, in 2004. She oversees 15 offices throughout the United States, Dubai and Saudi Arabia. In 2008, Ms. Dominguez launched Vanir Energy, LLC, a green initiative specializing in solar energy. The Vanir Foundation she created in memory of her father in 2004 partners with elementary schools in selected Vanir service areas to bring innovative programs to children in underserved communities. Ms. Dominguez is a member and former chair of the Advisory Council of the Institute for Latino Studies at the University of Notre Dame; member of the Advisory Council of the Lusk Center for Real Estate at the University of Southern California; serves on the boards of the Smithsonian Latino Center, and PRIDE Industries; and is a member of the World Presidents Organization. She has served on the Los Angeles Planning Commission, the California State Board of Geology and Geophysics, and was the Governor's appointee to the California State Medical Board. Ms. Dominguez is the first Latina owner of a national basketball team, the Sacramento Kings. She graduated from the University of Notre Dame and holds a bachelor's degree in business finance.



Lucy Dunn

Lucy Dunn is President and CEO of Orange County Business Council, leading a dynamic organization of business members, working with academia and government, to assure the county and region's economic prosperity. She also serves as vice chair of the California Transportation Commission, appointed in 2008 by Governor Arnold Schwarzenegger and again in 2012 by Governor Jerry Brown. She is a director of numerous nonprofit organizations, including Pacific Symphony, Mobility 21, Lennar Charitable Housing Foundation and the Bolsa Chica Conservancy. Ms. Dunn previously served as director of the California Department of Housing and Community Development, and was the first woman president in the 80-year history of the Building Industry Association of Southern California. She received the California State Legislature "Woman of the Year" award in both 1997 and 2009 for her civic involvement and participation in public policy. Ms. Dunn is an attorney admitted to practice before the California State Bar, the federal bar and the U.S. Supreme Court. She is the mother of two adult sons who reside in the Bay Area.



Maura K. Eggan

Maura K. Eggan is Vice President of Marketing for the Western Region of Premium Outlets, a division of Simon Shopping Destinations, the world's leading shopping center developer. She oversees all marketing activities for 11 Premium Outlets in California as well as outlet centers in Washington, Oregon, Arizona, Nevada and Hawaii—a total of 19 outlet centers. She also represents the three property platforms of Simon—the Malls, Premium Outlets and The Mills—and promotes the variety of shopping options available to both the tourist and travel trade. Ms. Eggan joined Premium Outlets in 1999. She previously was regional director of marketing for Corporate Property Investors, based in Atlanta. In the early 1990s, she lived for three years in London, where she worked for a British developer of shopping centers. Before that, she was director of marketing for South Coast Plaza in Orange County for eight years, working with Werner Escher, a pioneer in marketing shopping centers to international visitors to California. Since 2005, she has visited China 12 times, attending China International Travel Mart in Shanghai and Kunming and meeting with tour operators in major Chinese cities. She was a delegate on the 2012 Gubernatorial Mission to China. Born and raised in New York City, she is a graduate of Manhattanville College in Purchase, New York.



Lauren Faber

Lauren Faber is the West Coast Political Director for the Environmental Defense Fund (EDF). Her work at EDF focuses on building support with governmental leaders, business and environmental counterparts to advance key policies in climate, energy, oceans, land, water and wildlife. Before joining EDF, she worked at the California Environmental Protection Agency, where she was appointed assistant secretary for climate change programs in 2010 and focused on the design and implementation of California's landmark Global Warming Solutions Act, AB 32. Ms. Faber previously served as senior director for Lighthouse Consulting Group, where she advised on climate change and energy policy strategies for domestic and international companies, and nongovernment organizations, in particular, the U.S. Climate Action Partnership. From 2005 to 2009 she served at the British Embassy in Washington, D.C. as the senior policy advisor for climate change and energy. Ms. Faber is a Catto Fellow for environmental leadership at the Aspen Institute and a member of the Truman National Security Project Political Partnership. She obtained her bachelor degrees in earth systems and economics from Stanford University, and master's degree in climate and society from Columbia University.



Dean Fealk

Dean Fealk is Partner and Head of DLA Piper's Global Equity practice, advising leading multinational companies on legal and strategic issues related to international business. He has counseled on more than \$30 billion in cross-border deals. Mr. Fealk also serves as general counsel to the Halifax International Security Forum and is a Truman National Security Fellow and a Marshall Memorial Fellow. Active in business and civic leadership in California, he serves on the board of directors of the Bay Area Council, California Business Roundtable and the Foundation for Sustainable Development. He also serves as federally appointed member of the U.S. Department of Commerce Northern California District Export Council and the U.S. Trade Representative's Industry Trade Advisory Committee. Mr. Fealk is a Fulbright Scholar and a graduate of Leadership San Francisco and the executive leadership program at Harvard Business School. He has been named to the *Daily Journal's* list of California's "Top 20 Attorneys under 40" and the *San Jose Business Journal's* "40 Under 40" young leaders in the Silicon Valley.



Jennifer Fitzgerald

Jennifer Fitzgerald is Director of State Government Affairs for AMGEN, Inc. With AMGEN since 2004, she is responsible for California, Nevada and Hawaii. Before joining AMGEN, she served Governor Arnold Schwarzenegger as deputy legislative secretary, responsible for working with various constituencies on health care, welfare and veterans' issues and making recommendations to the Governor on whether he should sign or veto legislation. Before serving in the administration, she worked for eight years at the Assembly Republican Caucus as principal policy consultant covering the Assembly Health Committee. Prior to her work as a consultant, she managed the Assembly floor operations for the Republican Caucus and served as its appropriations coordinator. She received a B.A. in communications from San Diego State University. She is married with three children and resides in Sacramento, California.



Gary L. Gallegos

Gary Gallegos is the Executive Director of the San Diego Association of Governments (SANDAG). SANDAG is the research, planning, and transportation agency for the region. Agency policymakers are elected officials from each of the area's 18 cities and the county. SANDAG is responsible for numerous regional initiatives including population growth, transportation, transit engineering and construction, environmental management, economic development, municipal finance, binational and interregional coordination, and public safety. Under his direction, the agency created the first Regional Transportation Plan under new California legislative mandates to reduce greenhouse gas emissions, is developing a third international border crossing at the U.S.-Mexico border, and implementing more than \$1 billion in transportation infrastructure projects in the San Diego region. Before joining SANDAG in 2001, Mr. Gallegos held the position of district director for Caltrans District 11, covering San Diego and Imperial counties.



Peter M. Gallo

Peter Gallo is Co-Owner and Vice President-Supply Chain of Joseph Gallo Farms, a family owned and operated dairy, cheese and protein business in California. Joseph Gallo Farms is not only the maker of award winning Joseph Farms Cheese; the farm grows the majority of the feed for its own cows, which produce the milk for the cheese plant. Joseph Gallo Farms is a prominent sustainable enterprise, receiving several honors and awards for its environmental practices, including the recent 2014 U.S. Dairy Sustainability Award. In 2008, Mr. Gallo graduated from Loyola Marymount University with a degree in business. After college, he joined the company full-time to work alongside his father, Michael Gallo. In his current capacity as vice president-supply chain, he oversees the Logistics Department. He was born and raised in the San Joaquin Valley and is the third generation Gallo to be active in the family business. In his spare time he enjoys outdoor activities.



Michael Garland

Michael Garland is President and CEO of Pattern Energy Group Inc. Before joining Pattern Energy, Mr. Garland served as CEO of PEG LP since June 2009. From 1986 to 2009, he was a partner of Babcock & Brown, where he initiated and managed project finance activities, energy development and energy investment, and led Babcock & Brown's North American Infrastructure Group. From 1975 to 1986, Mr. Garland worked for the State of California as chief of energy assessments.



Byron Georgiou

Byron Georgiou is President of Georgiou Enterprises, with wide-ranging business interests, including manufacture of all-electric niche vehicles through Xtreme Green Electric Vehicles and development of water resources for the California/Baja California region, Nuevagua. From 2009 to 2011, he served as one of 10 nationwide members on the Financial Crisis Inquiry Commission, which reported to the President and Congress on the causes of the financial crisis. From 2000 to 2011, he served as counsel in the historic litigations on behalf of victimized institutional investors at Enron, WorldCom, Dynegy, AOL/TimeWarner and UnitedHealth. During Governor Jerry Brown's second term as California Governor, Mr. Georgiou served as legal affairs secretary, responsible for litigation, judicial appointments, liaison with the Attorney General, Judiciary and State Bar, legal advice to the Governor and members of his Cabinet, and exercise of the Governor's powers of extradition and clemency. He graduated with great distinction from Stanford University and received his J.D. magna cum laude from Harvard Law School.



Gary Gero

Gary Gero is the President of the Climate Action Reserve, where he ensures that the organization's work to certify greenhouse gas emission reductions meets the highest standards for quality, transparency and environmental integrity. Mr. Gero was previously with the Los Angeles Department of Water and Power, where he oversaw the \$40 million Green LA programs. He also worked for more than a decade in the City of Los Angeles Environmental Affairs Department as assistant general manager, leading the city's policy efforts to address air quality, sustainability, and climate change. Mr. Gero serves on the Board of Directors for the Los Angeles League of Conservation Voters and is on the Steering Committee of the California Sustainability Alliance. He has served on the U.S. Commodity Futures Trading Commission's Energy and Environmental Markets Committee, the board of California Invasive Plant Council, and the Glendale City Planning Commission. Mr. Gero earned his undergraduate degrees from the University of California, Berkeley, and his master's degree from the London School of Economics.



George John Gigounas

George John Gigounas is a litigation and regulatory Partner in DLA Piper's San Francisco office. He advises international clients in heavy industry, manufacturing, consumer product, and insurance businesses. His litigation practice emphasizes corporate governance, industrial and environmental operations, and toxics exposure. He has litigated a broad range of commercial and corporate disputes, government enforcement actions, and class actions. Mr. Gigounas' regulatory practice encompasses environmental, consumer product, and manufacturing compliance and liability. He helps clients achieve and monitor regulatory compliance, develop testing programs, implement certifications, and handle enforcement actions or litigation under federal and state products laws. He represents clients in product recalls and withdrawals and advises regarding a wide spectrum of consumer products and electronics. His environmental experience includes defense of claims under federal CERCLA and RCRA laws, California's Proposition 65, and environmental and chemical manufacturing regulatory advice. Mr. Gigounas has significant additional experience in commercial litigation, including insurance litigation.



Lucie Gikovich

Lucie Gikovich is a Principal at the Crane Group, a government relations consulting firm. Ms. Gikovich joined Jerry Brown's first gubernatorial campaign and served the Governor during his two terms as a key advisor on legislative and public affairs issues. In 1983, she worked for the Los Angeles Olympic Organizing Committee. She subsequently served as Major League Baseball's first director of public affairs under Baseball Commissioner Peter Ueberroth. In 1987, Ms. Gikovich joined California-based Pacific Bell in Washington. In 1993, she became vice president for congressional affairs, directing Pacific Bell's Washington office. Ms. Gikovich has been consulting in Washington since 2000. She has represented the City of Oakland and several other major California corporations, universities, hospitals and nonprofits. Ms. Gikovich holds a bachelor's degree in political science from Immaculate Heart College of Los Angeles and did graduate work in American Studies at the University of San Francisco.



Julie Gill

Julie Gill is Director of Regulatory and Government Affairs for AES Southland, focusing on environmental, legislative and public affairs issues in California. She also works with AES California plant managers and assists in fostering their relationships with state/local governments and the community at large. She joined AES in 2008 after more than nine years at the California Independent System Operator (CAISO). While at CAISO, Ms. Gill negotiated with new participating transmission owners as they joined the ISO, managed the alternative dispute resolution process and negotiated reliability must run agreements. Ms. Gill was involved in the legislative review of AB 32 and other greenhouse gas regulations. As an external affairs manager with CAISO's Government Affairs Division, she led the new stakeholder initiative on the reliability need for aging power plants and once-through-cooled generating units. She also authored the CAISO Environmental Justice (EJ) Policy, paving the way as the first ISO to address EJ in its processes. Ms. Gill worked for the Sutter County District Attorney's Office from 1993 to 1998. She is a graduate of the University of the Pacific McGeorge School of Law and California State University, Chico.



William R. Gould Jr.

William R. Gould Jr. is Chief Technology Officer for SolarReserve. He brings more than 40 years of technical experience to his role as SolarReserve's CTO. His expertise broadly spans the areas of engineering, procurement and construction of power plants and power-related systems, with the last 12 years of his career largely dedicated to advanced solar power installations. Mr. Gould served as project manager of the Solar Two Project built in 1997 near Barstow, California by the U.S. Department of Energy. This highly successful concentrating solar thermal (CSP) demonstration facility utilized molten salt technology in a power tower configuration for energy capture and storage—the same technology that SolarReserve is employing in its larger-scale facilities today. Mr. Gould's highly regarded solar energy expertise includes extensive work on various CSP technologies, including power tower and solar trough designs—including facilities in development, construction and in operation in the United States as well as installations in Europe, Africa, the Middle East and Latin America.



Mauricio Gutierrez

Mauricio Gutierrez is Executive Vice President and Chief Operating Officer for NRG Energy, Inc. He joined NRG in 2004, shortly before the company moved to its current headquarters in Princeton, NJ. He holds top responsibility for ensuring that NRG’s entire generating and thermal operations fleets operate at top levels of safety, performance and environmental sustainability. He also leads NRG’s engineering and construction activities related to new generation and repowering projects. By overseeing commodities trading through increasingly volatile energy commodity markets, he helps maximize NRG’s financial performance. Mr. Gutierrez began his career as a senior consultant and project manager at Mexico City-based DTP Consultores, working on various energy and infrastructure projects in Mexico. When the U.S. merchant energy industry started to emerge, he joined Dynegy’s management program, serving in various positions, including managing director for the Southeast and Texas regions, senior trader for East Power and asset manager. At NRG, he also has held the positions of executive vice president, commercial operations, and senior vice president, commodities trading. Mr. Gutierrez has served on the Boards of the Mexican National Chamber of Consulting Firms and the Electric Power Supply Association in the U.S. He holds a bachelor’s degree in industrial engineering from the Universidad Panamericana, a master’s degree in mineral economics from the Colorado School of Mines, and a master’s in petroleum economics from the French Petroleum Institute.



Marilyn Hannes

Marilyn Hannes is Vice President of Marketing for SeaWorld and Aquatica, San Diego. She oversees marketing and sales for the San Diego parks. Ms. Hannes joined SEA in 1997 after building a 20-year hospitality industry career in Orange County. She is a past chair of the California Travel Industry Association. Additionally, she served as chair for the International Advisory Committee of Visit California and is a current member of the Marketing Committees for Visit California, San Diego Tourism Authority and San Diego Tourism Marketing District. She is the current chair for the National Council of Attractions, U.S. Travel Association. Ms. Hannes recently was appointed to the board of the San Diego Convention Center Corporation. She received the 1994 Leadership Award for General Manager Excellence from the Hospitality Sales and Marketing Association International (HSMIA). Other accolades include the BEC Marketing Excellence Award in 2000, the Tribute to Women in Industry (TWIN) in 2005, and the California Diversity Council Woman of Power and Influence in 2012.



Maureen “Mo” Hayes

Maureen Hayes is Senior Vice President and Regional Development Executive for California of Parsons Corporation, a global engineering, construction, technical, and management services firm headquartered in Pasadena, California, with more than 15,000 employees and revenues over \$3 billion. She joined Parsons in 1997 and has held positions of increasing responsibilities for business development and government relations activities. In her current role, she is responsible for understanding the business climate of the region. Her responsibilities include strategic planning and execution to leverage Parsons’ competitive advantage on complex projects. She has been involved with legislative, political, and business development activities to augment Parsons’ participation in large-scale public works projects throughout the Western United States. Notable projects include Alameda Corridor, Mid-Corridor Trench Design-Build project; Transbay Center and Downtown Caltrain Extension in San Francisco; Oakland Airport Connector to BART Design-Build project; SR-22 Design-Build Program Management; Bakersfield TRIP Program Management; Los Angeles to Culver City EXPO Light Rail Design-Build; Construction Management for Orange County Water District Groundwater Replenishment Phase 2; and multiple projects for California High Speed Rail.



Kathy Janega-Dykes

Kathy Janega-Dykes is President and CEO of Visit Santa Barbara, one of the top resort destinations in the United States. She has instigated and led numerous collaborative community development efforts. With 30 years of experience in the hospitality industry, she is recognized for her skills in community and government relations. While CEO of Visit Santa Barbara, Ms. Janega-Dykes has initiated numerous highly successful cooperative marketing programs at the city, county and regional level. Her strong background in tourism sales and marketing includes many years of experience in international outreach marketing. An active participant in the tourism industry both locally and nationally, she serves on the Board of Directors of U.S. Travel Association and the California Travel Association, as well as on various committees for Visit California. Locally, she is an active member of the Board of Directors for the Santa Barbara Downtown Organization, Greater Santa Barbara Restaurant & Lodging Association, Santa Barbara International Film Festival and the UCSB Economic Forecast Project. In addition, she is past president of the Western Association of Convention & Visitors Bureaus.



Kathleen Anne Kelly

Judge Kathleen A. Kelly was appointed to the San Francisco Superior Court in 2003. She has presided in the Criminal Division and in Juvenile Delinquency Court, where she initiated a number of model programs for youth. She currently presides in a Domestic Violence/ Criminal assignment. Judge Kelly was appointed by the Chief Justice to serve on the Judicial Council Family and Juvenile Law Advisory Committee, as well as the Truancy and School Discipline Workgroup. She is Vice President-Elect of the California Judges Association. Judge Kelly is a graduate of the University of California, Berkeley and UC Hastings College of the Law. Before her tenure on the bench, she served as an assistant United States attorney; a senior trial attorney with the San Francisco City Attorney's Office; and an adjunct professor at the University of San Francisco School of Law, where she taught juvenile law.



Robert P. Koch

Bobby Koch is President and CEO of Wine Institute. He leads Wine Institute, the public policy advocacy association representing 1,000 California wineries and affiliated businesses responsible for more than 85 percent of the nation's wine production and more than 90 percent of U.S. wine exports. His responsibilities include promoting and protecting the interests of the California wine industry worldwide, directing the industry's legal, governmental and regulatory affairs, as well as international public policy and marketing. Mr. Koch joined Wine Institute in July 1992 as vice president, federal government relations. He previously served for 10 years in senior leadership positions for former U.S. House Majority Leader Richard A. Gephardt and U.S. House Majority Whip Tony Coelho. Mr. Koch is a member of USDA's Agricultural Policy Advisory Committee for Trade (APAC), the U.S. Chamber's Committee of 100, and a board member of the California Sustainable Winegrowing Alliance. He received his B.A. in government and politics from the University of Maryland. Mr. Koch and his wife, Doro, have four children.



Adam Levine

Adam Levine joined TPG, Capital as the Managing Director for Global Public Affairs in January 2008 after having worked with the firm as an advisor. He joined TPG from Public Strategies, Inc., where he served as co-leader of the public affairs effort on the TXU Energy deal. Before working at Public Strategies, Mr. Levine was vice president for corporate communications at Goldman Sachs & Company, serving as spokesman for the firm’s executive office and government affairs operations. Before that, he served as assistant White House press secretary and director of television news for President George W. Bush. Prior to serving in the White House, Mr. Levine was a television producer and executive for both NBC News and the ABC television network where, among other positions, he was senior producer of Hardball with Chris Matthews and editorial producer for The McLaughlin Group. Mr. Levine began his career with U.S. Senator Daniel Patrick Moynihan. He joined the staff as an intern in 1989 and later became a senior adviser to Senator Moynihan, including service as a professional staff member on the Senate Committee on Finance.



Jake Lewin

Jake Lewin is the President of CCOF Certification Services LLC, one of the nation’s oldest and the largest organic NOP organic certifier in the world. CCOF certifies more than 2,700 operations and performs more than 3,800 inspections annually. Since he joined CCOF in 2004, the organization has more than doubled in size. His experience in the organic industry includes all aspects of organic certification, from farm production to organic inspection and certification of producers, processors, retailers and private labelers. Mr. Lewin also has extensive experience with international organic certification issues and trade promotion. He has taught seminars and training events on organic regulations and certification worldwide.



Dr. Sol Lizerbram

Dr. Sol Lizerbram is Chairman of the Board of Directors, HealthFusion, Inc, a position he has held since the company’s inception in 1998. Dr. Lizerbram has been in the health care industry for more than 30 years and is Board Certified in Family Practice. He has received many awards and appointments, including: commissioner with the California Medical Assistance Commission; member of the Advisory Committee for the California State Insurance Commissioner; medical director, The Prudential Insurance Company, San Diego; and recipient of a California State Senate Resolution recognizing his contribution to health care. NASDAQ/Ernst & Young named Dr. Lizerbram the 1996 Entrepreneur of the Year in the health care industry. He was a trustee of the U.S. Olympic Committee. Dr. Lizerbram was appointed by the California Insurance Commissioner to the Governing Committee of the Workers’ Compensation Insurance Rating Bureau, and appointed by the California Governor as a commissioner to the Health Policy and Data Advisory Commission



Bryce Lundberg

Bryce Lundberg is Vice President of Agriculture and a Company Director for Lundberg Family Farms, a multi-generation family operation producing several varieties of organic rice and rice products. He began working in the family business in 1985, and now farms with wife, Jill, and brother Eric, sharing their vision with the next generation and striving to maintain a unique approach regarding opportunities and challenges—from field to fork. He serves on the California State Board of Food and Agriculture and is a director of Western Canal Water District, Northern California Water Association (chair), and California Farm Water Coalition. He is a past board member of California Certified Organic Farmers, California Organic Food Advisory Board, and the California Rice Research Board. He received a B.A. in political science from the University of California, Davis, and studied at Trinity Evangelical Divinity School in Illinois. He and his wife have three children.



Marcy L. Martin

Marcy L. Martin is Director of Trade for the California Grape & Tree Fruit League (CGTFL), an agricultural trade association representing California's fresh fruit industry on legislative and regulatory issues. Ms. Martin provides advocacy on behalf of CGTFL members to international, federal, state, and local government bodies on a diverse array of issues, including protecting the safe use of important crop protection materials, packaging standards and requirements, and trade. With two decades of advocacy and experience in developing and facilitating fresh tree fruit trade programs, Ms. Martin's extensive knowledge of fresh tree fruit production and the use of plant protection products complemented her critical role in developing programs and services such as plant pest and disease protocols for quarantine and domestic and export market programs. Ms. Martin currently serves as an active member of the Minor Crop Farmer Alliance, Crop Protection Coalition, and the North American Plant Protection Organization.



Noreen Martin

Noreen Martin is President and CEO of Martin Resorts, Inc., a family-owned organization on California's vineyard covered Central Coast. She has succeeded in building a highly respected collection of boutique hotels that specialize in enhancing the experience of guests while giving back to the community. San Luis Obispo County depends heavily upon tourism. Ms. Martin dedicates her time to many tourism boards and organizations within the county, including Visit San Luis Obispo County, where she is board president. She assisted in restructuring the organization, making it exceedingly functional and helped to establish one of the most successful events in the county, "Savor the Central Coast," in partnership with *Sunset Magazine*. She also is the commissioner and chief fiscal officer for Visit California, the official tourism board of California.



Michael Masserman

Michael Masserman is Director of International Government Relations for Lyft Inc. He previously was executive director for export policy, promotion and strategy at the U.S. Department of Commerce, International Trade Administration, in charge of putting into operation the President's National Export Initiative to double exports by the end of 2014. He also was director of the Office of Advisory Committees within the U.S. Department of Commerce. He began his career practicing international corporate law at Simpson Thatcher & Bartlett in New York, where his focus was primarily on domestic and cross-border capital markets and securities transactions. After a number of years, he moved to Sydney, Australia, where he worked at the law firm Mallesons Stephen Jaques and specialized in international mergers and acquisitions as well as international corporate finance. Mr. Masserman took a leave of absence from his law firm in Australia to join the Obama campaign, working on the political, field and constituency teams in a number of states. Afterwards, he worked as a business development consultant for a start-up company where, among other tasks, he worked on enhancing the company's global supply chain strategy. Mr. Masserman received his B.A. with distinction from the University of Michigan and his J.D. cum laude from the University of California, Hastings College of the Law.



Richard Matoian

Richard Matoian serves as Executive Director of the American Pistachio Growers (APG), a trade association representing more than 585 pistachio member growers from California, Arizona, New Mexico and Nevada. APG conducts pistachio nutrition research and domestic and international marketing and public relations activities. These activities account for more than 80 percent of the APG's annual budget, which totaled \$11.5 million in 2013–14. APG also is an advocate for growers at the state and federal levels, and works on a wide variety of issues that affect the growers' bottom line. Mr. Matoian has served as APG's executive director since May 2008. He also farms table grapes in a partnership with his brother. Mr. Matoian received his B.S. in agricultural business from California State University, Fresno in 1984.



Richard J. Maullin

Richard Maullin is a founding Partner (1981) with Fairbank, Maslin, Maullin, Metz & Associates (FM3) who has held executive positions in both government and the private sector. He has provided opinion research and consulting services to a wide variety of domestic and international clients, including state, regional and local government; ballot measure campaigns; and candidates for governor, mayor and other state and local elective offices. He was the California deputy secretary of state from 1971 to 1974, chairman of the California Energy Commission from 1975 through 1979, and currently serves as a member of the Board of Governors of the California Independent System Operator, which operates California's electric grid. From 1980 to 1985, Dr. Maullin was president and CEO of MCR Geothermal Corporation. He also was a member of the social science research staff at the RAND Corporation from 1965 through 1971, specializing in Latin American politics and economics. He has taught international relations at the University of California, Los Angeles and serves as chairman of the board of the Vilnius Yiddish Institute at the Vilnius University in Vilnius, Lithuania. He was born in Los Angeles, California and received his bachelor's (with honors 1962), master's (1964) and Ph.D. (1972) degrees in political science from UCLA.



Christina McCain

Dr. Christina McCain leads Environmental Defense Fund's climate change initiatives in Mexico. She works with government and nongovernment partners in Mexico to develop effective policy design for greenhouse gas mitigation and market-based solutions across sectors, including the forest sector and Reducing Emissions from Deforestation and Degradation (REDD+). Before joining EDF in 2009, Dr. McCain served as a foreign affairs officer at the U.S. Department of State in the Office of Ecology and Natural Resource Conservation and the Office of the Science & Technology Adviser to the Secretary. She is a former Science Policy Fellow of the American Association for the Advancement of Science, and Robert E. Maytag Fellow at the University of Miami. Dr. McCain's areas of expertise include tropical forest ecology, climate change and tropical forest policy, REDD+, Mexico and Brazil, and international trade and environmental policy. She is fluent in Spanish and Portuguese. She holds a B.S. in ecology, evolution and conservation biology from the University of Texas at Austin, and earned her Ph.D. in biology from the University of Miami in 2005, conducting field research in the Central Amazon on the effects of deforestation.



Duncan McFetridge

Duncan McFetridge is a Managing Director for Mercury Public Affairs, providing a range of legislative, regulatory and legal services for clients in California and across the country. Before joining Mercury, Mr. McFetridge managed Brownstein Hyatt Farber Schreck's Sacramento office where he led its growth and expansion. In addition, he served as a legislative and policy director for California State Treasurer Philip Angelides from 2000 to 2004. Before that, he was a committee consultant for Assemblyman Jack Scott and the Assembly Insurance Committee. He also previously served as a legislative assistant for former state Senator and now Congressman Mike Thompson. From 1993 to 1997, Mr. McFetridge worked for Congressman Vic Fazio as a senior legislative assistant, staffing the Congressman on the U.S. House Appropriations Committee in the areas of defense and transportation. Mr. McFetridge has a degree in political science from California State University, San Francisco. He received his J.D. from the University of the Pacific McGeorge School of Law and is a licensed member of the California State Bar. He is married and has two young sons.



Craig McNamara

Craig McNamara is the President and Owner of Sierra Orchards, a diversified farming operation producing primarily organic walnuts. By connecting people, policy and agricultural best practices, he works to protect the land that feeds us, to promote social justice and support the next generation of farmers. He is the founder of the Center for Land-Based Learning, an innovative program that helps high school students build greater social and human capital in their communities. He also is president of the California State Board of Food and Agriculture, on the UC President's Advisory Commission and the University of California, Davis Dean's Advisory Council. He is an advisory board member of the Agricultural Sustainability Institute, and active in the American Farmland Trust, Roots of Change, and the Public Policy Institute of California. Mr. McNamara is the recipient of several awards, including California Agriculturalist of the Year 2014, James Irving Leadership Award, Leopold Conservation Award, the California Governor's Environmental and Economic Leadership Award, the UC Davis Award of Distinction and Outstanding Alumnus Award. Together with his wife and three children he lives in Winters, California.



Ralph J. Moran

Ralph J. Moran is Senior Director of Government and Public Affairs for BP America. He is a native of California whose career approaching three decades in the oil and gas industry ranges from stints in the oil fields of Bakersfield and the Los Angeles basin, to advocating for effective energy policy in the nation's capital. He currently manages BP's political, legislative and regulatory interests in the state and previously was BP's director of environmental affairs in Washington D.C. Additional experience includes diverse assignments in both the upstream and downstream segments of the oil industry. He has served in an advisory capacity to the state of California on energy, economic and environmental matters through various committee appointments. Mr. Moran is a frequent speaker on energy and environmental issues and has spoken at numerous conferences and at many major universities. He holds a B.S. and M.S. in petroleum engineering from the University of Southern California. Mr. Moran and his wife of 23 years, Karen, reside in Folsom, California with their twin teenage daughters.



Pedro Nava

Pedro Nava was elected to the California Assembly in 2004 to represent the Ventura and Santa Barbara area, and served three terms. Some of the committees that he chaired include: Transportation, Banking and Finance, Environmental Safety and Toxic Materials, the Select Committee on California's Green Economy, and the Joint Committee on Emergency Management. He previously worked as a deputy district attorney in Fresno and Santa Barbara counties. After leaving the DA's office, Mr. Nava tried cases for another 17 years as a civil litigator. He served as president of the Board of Trustees of the Santa Barbara and Ventura Colleges of Law, and the Santa Barbara Hispanic Chamber of Commerce, and served on the California Coastal Commission for eight years. In April 2013, Mr. Nava was appointed by Assembly Speaker John A. Pérez to the Little Hoover Commission, where he had previously served while in the Assembly. He now chairs the commission.



Scott Nebenzahl

Scott Negenzahl is Vice President Sales, Director of Government Affairs for Seismic Warning Systems, Inc. He has more than 25 years of sales, marketing, political and strategic development and management experience in the public, private and philanthropic sectors. He has served as vice president, vice president of sales, vice president of business development, regional director and executive director in profit and not-for-profit organizations. Mr. Nebenzahl was an independent business consultant and adviser to early-stage security and technology firms focused on homeland security and hazard mitigation segments. He has been involved in local, state and national politics at various management levels, including fundraising and campaign management, campaign organization and field outreach. He is an expert in federally mandated disaster mitigation requirements. Mr. Nebenzahl holds a B.S. from the University of California, Santa Barbara in international relations and government affairs.



Bob Nelson

Bob Nelson is Chairman of the San Diego Unified Port District Board of Port Commissioners. His 40 years of government and political service includes participation as President Clinton's representative on the U.S. Competitiveness Policy Council, and serving as chair of the San Diego Convention Center Corporation, the San Diego LGBT Community Center, and City of San Diego Revenue Review and Economic Competitiveness Commission. He has also served on the City of San Diego Public Utilities Advisory Commission and in various advisory capacities to the Mayor of San Diego and the San Diego County District Attorney. He serves on the Port's Environmental Advisory Committee and represents the Port as an advisory member of the San Diego Association of Governments (SANDAG) Board of Directors. He also serves on the Board of Directors of CleanTECH San Diego and Middle Class Taxpayers Association. Before entering public service, Mr. Nelson built one of America's largest independent public relations agencies, now part of Porter-Novelli Group. His clients have included American Water, Anheuser-Busch Companies, the Association of American Railroads, California Teachers Association, The Irvine Company, San Diego-Imperial Counties Labor Council, and International Brotherhood of Electrical Workers.



Rhonda J. Nelson

Rhonda J. Nelson is Sector Director (Global Operations and Logistics) for Northrop Grumman Aerospace Systems. She is responsible for supporting the sector's major manufacturing centers and a number of smaller facilities located across the country that are today producing and maintaining some of the most advanced weapon systems in the world. Ms. Nelson has more than 20 years experience supporting such programs as B-2, F-35, F/A-18, N-UCAS, Global Hawk, Targets, E-2, Advanced Hawkeye, JSTARs and Fire Scout. As the 2011–2012 president and director on the Antelope Valley Board of Trade, Northrop Grumman Recreational Club executive board member/commissioner, and YMCA board of control director, she is involved in coordinating and integrating major site activities for Palmdale and the surrounding Antelope Valley area. Ms. Nelson earned an A.A. in business management at Antelope Valley College, and a B.S. in business administration and M.B.A. from the University of LaVerne. She is a graduate of the Defense Acquisition University, Program Management Conference, Cal Poly Systems Engineering, and is a Six Sigma Greenbelt. In July 2009, she was awarded the Northrop Grumman President's Award for her significant contributions and involvement with the Antelope Valley College Certification Training Program. She also has received numerous awards for her involvement in supporting the community.



Steven Nissen

Steve Nissen is Senior Vice President of Legal and Government Affairs at NBCUniversal, one of the largest media companies in the world. He is responsible for a comprehensive state and local government agenda, including economic development, content protection, tax, production issues, land use and government compliance. In addition, he serves as volunteer chair of the Board of the Los Angeles Biomedical Research Institute, FilmLA and the Central City Association. He also serves on the Executive Committees of the Los Angeles Police Foundation and Chamber of Commerce, where he was honored as 2013 Chamber Board Member of the Year. Before joining NBCUniversal, Mr. Nissen was a partner in the national law firm of Manatt, Phelps & Phillips, representing clients from Fortune 500 companies to nonprofit entities. In addition to practicing law, Mr. Nissen has spent a considerable part of his career dedicated to public service: as a senior official for former California Governor Gray Davis, executive director of the State Bar of California, and president of Public Counsel, which he built into the largest pro bono law office in the U.S. Mr. Nissen gained his undergraduate degree from Stanford University and law degree from the University of California, Berkeley School of Law.



Ann Notthoff

Ann Notthoff is the California Advocacy Director of the Natural Resources Defense Council (NRDC) in San Francisco where she has worked since 1982. She directs a broad range of initiatives to promote public health and environmental protection. In 2010 she was a leader of the successful bipartisan campaign to defeat Proposition 23 and defend California's landmark climate change law, AB 32. She has led NRDC's efforts to get many of California's nationally significant environmental laws enacted, including: the Marine Life Protection Act (AB 993 in 1999), the Clean Car bill (AB 1493 in 2002), Global Warming Solutions Act (AB 32 in 2006), climate and land use (SB 375 in 2008), and a package of water policy reforms in 2009. Before becoming director, Ms. Notthoff focused on coastal and marine management issues. She is a board member of the State Coastal Conservancy and the California League of Conservation Voters. She has held appointed positions on the California State Oil Spill Technical Advisory Committee, the San Francisco Harbor Safety Committee and the CALFED Bay Delta Advisory Council. Ms. Notthoff received her undergraduate degree from the University of Oregon and a master's of city and regional planning from the University of California, Berkeley. She and her husband, Dwight Holing, live in Orinda and have two adult children.



Fabian Núñez

Fabian Núñez is a Partner at Mercury Public Affairs, where he provides strategic advice and counsel for Fortune 100 companies. Mr. Núñez served in the California State Assembly for more than six years, and served as Assembly Speaker for more than four years. Recognized for his unique ability to lead and find bipartisan solutions to complex public policy challenges, Mr. Núñez was named "Legislator of the Year" in 2007 by *Governing Magazine*, specifically for his bipartisan efforts with former Governor Arnold Schwarzenegger on transportation and infrastructure legislation. He authored AB 32, the landmark climate change legislation that has become a blueprint for other states and the U.S. Congress in addressing environmental challenges. Mr. Núñez serves on the Board of Directors for the U.S. Soccer Federation and the Mexican American Legal Defense and Education Fund (MALDEF).



Michelle Passero

Michelle Passero is the Senior Climate Policy Advisor for The Nature Conservancy (TNC). She has more than 15 years of experience working on issues related to natural resource protection, land use, and environmental law and policy. Ms. Passero is leading TNC's climate policy efforts to ensure successful implementation of California's landmark law, The Global Warming Solutions Act of 2006, with a focus on the intersection of climate change, conservation, and land use. Ms. Passero holds an LL.M. in sustainable international development from the University of Washington and a J.D. from the University of San Francisco.



Amparo Pazos Cousillas

Amparo Pazos Cousillas has been the Director of Abengoa Solar Industrial Systems LLC, a company owned by Abengoa Solar LLC, since 2013. Abengoa is a company that applies innovative technology solutions for sustainability in the energy and environment sectors, generating electricity from renewable resources, converting biomass into biofuels and producing drinking water from sea water. Ms. Pazos joined Abengoa in 2006 as a strategy and corporate development associate following two years working in Paris in the financial and accounting sectors. In 2009, she started working for Abengoa Solar, an Abengoa company that focuses on solar technologies and promotes solar power plant projects. She was in charge of the development and financing of two 50 megawatt solar thermal trough plants in Ciudad Real, Spain. She left in 2012 once the projects entered into operation and she was transferred to Denver, Colorado. She earned her business administration degree from CUNEF- Complutense University (Madrid, Spain) and also graduated in communications from Girona University (Girona, Spain).



Melissa Poole

Melissa Poole serves as Director of Government Affairs and Counsel for Roll Global and its related entities, including Paramount Farming Company, Paramount Citrus, Paramount Farms, Fiji Water and POM Wonderful. These entities, collectively, are the largest growers, processors and shippers of almonds, pistachios, pomegranates, and citrus in the United States. Ms. Poole manages policy and regulatory work at the local, state and federal level, with particular focus on issues having an impact on agriculture and environmental policy. She received her B.A. in political science from California State University, Fresno and her J.D. from University of California Los Angeles School of Law. She is a former Maddy Institute intern for the California State Senate Agriculture and Water Resources Committee, and is currently a member of the Maddy Institute Board of Directors. She also serves as an adjunct professor of environmental law at California State University, Bakersfield.



Philip R. Recht

Phil Recht is Partner in Charge of the Los Angeles office of Mayer Brown, LLP, one of the world's largest global law firms. He also is leader of the firm's California Government and Global Trade Practice Group. The group handles regulatory, legislative, and enforcement matters before federal, state and local governments, as well as grants, permits, approvals and other government transactions. Mr. Recht has particular expertise in transportation, health care, gaming, government contracts, and election law matters. He served in the Clinton Administration in senior positions at the National Highway Traffic Safety Administration in the U.S. Department of Transportation (1994–99), and on the Los Angeles Transportation Commission (2002–05). He serves on the boards of the Los Angeles Area Chamber of Commerce, Central City Association of Los Angeles (chair, 2008–10), Los Angeles Business Council, Los Angeles Conservation Corps, and Public Counsel.



Bob Roberts

Bob Roberts is President and CEO of the California Ski Industry Association. He was actively involved in the creation of Visit California, serving as its co-chair for many years. Twice elected chair of the California Travel Association, he continues to be politically involved in Sacramento and Washington, D.C. He is a graduate of Stanford and holds an M.B.A. from Columbia University. He was in the first group of Peace Corps volunteers sent to Perú. His assignment was to supervise the development and construction of a hotel and thermal baths in the Andes. The road less traveled has taken his career throughout Latin America, into real estate development and leadership roles in the ski industry and California tourism. He has served as a winter sports and tourism development consultant in Alaska, Central America, Argentina, and Kyrgyzstan.



Mark Rodriguez

Mark Rodriguez is President of The Elden Company. He has been in the commercial real estate field for the past 29 years, including nine years working as a corporate real estate service director. His diversified background in engineering, business and real estate provide him with a unique perspective, and a solid understanding of the business world empowers him with the skills required to manage complex, large-scale real estate projects. Mr. Rodriguez's niche client base of companies are involved mostly in the Greater Los Angeles Goods Movement Industry. Working from personal experience and looking for trading opportunities to import bio diesel from South America over the last several years, Mr. Rodriguez has witnessed the rapid growth of these emerging markets also making excellent partners for bilateral trade. Mr. Rodriguez is interested in increasing Latin American trade to the Los Angeles ports and plans to hold a forum in the early fall of 2014.



Victoria Rome

Victoria Rome is the Legislative Director for the Natural Resources Defense Council (NRDC) California Advocacy Program, working with the state Legislature and administrative agencies to further the environmental community's agenda. She works to enact laws to reduce exposure to pollution and toxic chemicals and to foster California's clean energy economy. She previously worked in the California State Capitol as a legislative consultant for the Assembly Human Services Committee and former Assembly Members Tom Bates and Dion Aroner. She holds a B.A. in political science from UCLA and an M.A. in international affairs from California State University, Sacramento. She lives in El Cerrito with her husband, Charlie, sons, Evan and Aaron, and their Corgi named Lily.



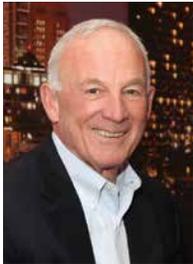
Chris Rosander

Chris Rosander is the International Program Manager for the Raisin Administrative Committee. He oversees export promotion of California raisins in 17 countries. Mr. Rosander has a diverse background ranging from rocket science to raisins, and has worked for two U.S. Congressmen and one U.S. President. His background includes both corporate and small business development. He was the founder and owner of two small business start-ups—a contracting business building custom homes and an Internet recruiting business exporting American English as a Second Language (ESL) teachers. He has worked for the McDonnell Douglas Corporation, lobbying for development of the International Space Station, and recently was inducted into the International Space Hall of Fame as a member of the DC-X reusable rocket team. Mr. Rosander holds a mechanical engineering degree from California State University, Fresno.



Brian Rothery

Brian Rothery is Assistant Vice President of Government and Public Affairs, California, for Enterprise Holdings, Inc, the most comprehensive service provider and only investment-grade company in the car rental industry. He manages state legislative activity in California relating to the car rental, fleet leasing, and car sales industries. He works directly with Enterprise, Alamo and National Rent-A-Car operating groups throughout the state to manage governmental and political issues. He assists in managing Enterprise’s political action committee. Mr. Rothery is a graduate of Furman University in Greenville, South Carolina and St. Louis University School of Law. He is a member of the Missouri Bar Association, and lives in Sacramento, California with his wife, Laura, son and daughter.



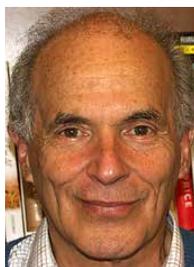
Jerry Sanders

Jerry Sanders is President/CEO of the San Diego Regional Chamber of Commerce. He began his lifelong career in public service when he joined the San Diego Police Department at the age of 22, fulfilling his dream of becoming a police officer. He ascended the police department ranks and became one of the youngest police chiefs in the city’s history. In 1999, Mr. Sanders retired as chief of police and became CEO of the United Way of San Diego, where he reduced the organization’s costs and increased fundraising by 20 percent. Three years later, he chaired the board of the local chapter of the American Red Cross. In 2005, with his reputation as a successful turn-around executive, civic leaders urged Mr. Sanders to run for mayor. Under Mayor Sanders, city financial staff completed six years’ worth of back-logged audits, allowing the city to return to the public bond markets in January 2009. Mayor Sanders also won city council approval for compensation cuts for employees that saved the city more than \$34 million annually. He also introduced managed competition to city government, which allows private companies to compete against city employees for the right to provide a variety of municipal services. He completed his second and final term as mayor in December 2012.



Thomas S. Sayles

Thomas S. Sayles was appointed Senior Vice President for University Relations at the University of Southern California (USC) effective July 1, 2011. His responsibilities include government relations, communications, media relations, public relations, marketing, community outreach, and USC’s 11 public radio stations. He previously practiced law in the private and public sectors. He has served as California’s commissioner of corporations and as secretary of business, transportation and housing. In the private sector, he has held senior executive positions at Sempra Energy and at Rentech, Inc., an alternative fuels company headquartered in Los Angeles. Los Angeles Mayor Antonio Villaraigosa appointed Mr. Sayles to the governing board of the Los Angeles Department of Water and Power in July 2009; he served as board president until August 2013. In 2013, Mr. Sayles was appointed to the Los Angeles 2020 Commission, a private, independent group asked to study and report on fiscal stability and job growth in Los Angeles. He has served on the University of California Board of Regents and the California Community Colleges Board of Trustees. He is a member of the board of directors of Unified Grocers. He previously served on the boards of Golden State Bancorp (California Federal Bank) and Glendale Federal Bank. Born and raised in South Los Angeles, Mr. Sayles earned a bachelor’s degree “with distinction” from Stanford University, where he was elected to Phi Beta Kappa, and a law degree from Harvard Law School.



Harley Shaiken

Harley Shaiken is Director of the Center for Latin American Studies at the University of California, Berkeley, where he is a professor of social and cultural studies at the Graduate School of Education, and a member of the Department of Geography. He specializes on issues of work, technology and global production. He was formerly on the faculty of the University of California, San Diego (1986–1993). Before joining the UC faculty, he was a research associate in the Program in Science, Technology, and Society (STS) and the Laboratory for Manufacturing and Productivity at Massachusetts Institute of Technology (1981–1986). In 1980, he was a post-doctoral fellow in the STS program at MIT. Professor Shaiken is the author of three books: *Work Transformed: Automation and Labor in the Computer Age*; *Automation and Global Production*; and *Mexico in the Global Economy*, as well as numerous articles and reports in both scholarly and popular journals. He is an advisor on trade and labor issues to public and private organizations and leading members of the U.S. Congress; a member of the advisory boards of the Center for American Progress and the Latin American Program of the Open Society Institute; and a member of the Chile-California Council. He holds a B.A. from Wayne State University.



Chris Shelton

Chris Shelton is President of AES Energy Storage, LLC. He leads the AES Corporation business area with 200 megawatts of advanced energy storage systems in operation and construction and another 1,000 megawatts of projects in near-term development. He has more than 20 years of technology-related development and systems architecture experience and has been a leader in the origination of new business efforts at AES. These efforts include the launch of a retail electricity business where he pioneered the bundling of environmental offsets with customer electricity consumption and began the first AES wind development efforts. He holds a B.S. in physics and serves on the Electricity Advisory Committee to the U.S. Department of Energy. He recently served as chairman of the Energy Storage Association.



Dr. Horst Simon

In 2010 Dr. Horst Simon was appointed Deputy Laboratory Director of Lawrence Berkeley National Laboratory (LBNL). He is responsible for the overall integration of the scientific goals and objectives, for management oversight of interdisciplinary programs, and he interacts with policy and advisory committees to assure the highest scientific standard. Dr. Simon is an internationally recognized expert in the development of parallel computational methods for the solution of scientific problems of scale. He was honored twice with the prestigious Gordon Bell Prize, most recently in 2009, and in 1988 in recognition of superior effort in parallel processing research. Earlier in his career, he has served as a senior manager for Silicon Graphics, NASA Ames (CSC), and Boeing, and has been a member of the faculty at Stony Brook University. He holds a Ph.D. in mathematics from the University of California, Berkeley, and a Diplom from TU Berlin, Germany.



Ed Smeloff

Ed Smeloff is a Director with SunPower Corporation's Utility and Power Plants Americas business unit. He is leading SunPower's power plant development team for Mexico. Mr. Smeloff has more than 25 years of experience in solar project development, energy policy and energy program management. At SunPower, he has been responsible for the origination and development of utility-scale solar projects in Kern, Los Angeles and Merced counties. Previously, he was assistant general manager for power at the San Francisco Public Utilities Commission, where he set up a program that led to the development of multiple solar electric systems in San Francisco, including one at the Moscone Convention Center. From 1997 to 2001, he was executive director of the Pace Law School Energy Project in New York, leading the design and advocacy of renewable energy policies for New York and New Jersey. From 1986 through 1997, he served as an elected member of the Sacramento Municipal Utility District (SMUD) Board of Directors, providing leadership for SMUD's transition to developing effective energy efficiency and renewable energy programs. Mr. Smeloff received a B.A. from the University of California, Davis, and a Master's of Public Administration from the University of Southern California. He is fluent in Spanish.



Michael Smith

Michael Smith is Director of Special Projects and Industry Relations for Harris Ranch. His responsibilities include: coordinating Harris Ranch Partnership for Quality program (producer alliance); liaison between Harris Feeding Company and Harris Ranch Beef Company; legislative and regulatory affairs; industry relations and research projects. As assistant director of quality assurance for the National Cattlemen's Beef Association, he provided oversight of numerous check-off funded research initiatives and development of educational materials used in the Beef Quality Assurance (BQA) program. He has been a research and teaching assistant at Colorado State University, where he conducted beef check-off funded research and assisted with classroom instruction. He currently serves on the Board of Directors of the following beef industry organizations: Cattlemen's Beef Board, California Cattlemen's Association and the California Beef Council. Raised on a commercial cattle operation in southwestern Oregon, Mr. Smith earned a bachelor's degree in animal science from Cal Poly, San Luis Obispo in 1986, and a master's degree in animal science at Oklahoma State University in 1990.



Mark A. Snell

Mark A. Snell is president of Sempra Energy, a San Diego-based Fortune 500 energy services holding company whose subsidiaries build, own and operate energy infrastructure that provides natural gas, electricity, and other energy-related products to customers in North America, Mexico and South America. From 2005 to 2011, Mr. Snell was executive vice president and chief financial officer of Sempra Energy. Previously, he was group president overseeing Sempra Energy's businesses outside of the company's two California utilities. In that position, he oversaw all aspects of Sempra Energy's activities in competitive energy markets. Prior to that, he served as chief financial officer of this group. Mr. Snell joined Sempra Energy in 2001 as vice president of planning and development. He previously was executive vice president and chief financial officer for Earth Tech. Prior to that, he was executive vice president and chief financial officer of Dames and Moore, where he guided the completion of acquisitions that more than doubled the firm's revenues. He holds a bachelor's degree in accounting from San Diego State University.



Joy Anne Sterling

Joy Sterling is CEO of Iron Horse Vineyards and represents the second generation at her family's winery in Sebastopol, CA. She is the author of four books. She grew up in Paris, speaks fluent French, graduated from Yale University and spent 10 years as a journalist before joining the winery. An adventurer, she has climbed Kilimanjaro, trekked in the Himalayas, run white water rapids in China and has literally been to Timbuktu ... and back. She serves on California's Food and Agriculture Board, appointed by Governor Brown in July 2013. She is a trustee of the Leakey Foundation, spearheads an annual eco-fund and awareness raising event: Celebrate Earth Day in Green Valley, and has launched a vintage blanc de blancs sparkling wine in partnership with National Geographic called Ocean Reserve to help restore the ocean's health and abundance.



Mario Steta

Mario Steta is Group Vice President and General Manager-Central Mexico for Driscoll's, leading the Mexico geographic region since 2009. Mr. Steta is responsible for implementing all strategic initiatives, including planning and budgeting, process management, grower, industry, and government relationships. He is an agronomist from the Monterrey Institute of Technology in Queretaro, and holds a master's degree in vegetable crops from the University of California, Davis. Mr. Steta has been involved in horticultural farming, including greenhouse and organic production, for more than 25 years. Being responsible for the foundation of Mexico's Greenhouse Grower's Association (AMPHI/AMHPAC) and the Berry Exporters Association (ANEBERRIES), he has participated in several international industry forums. He has been a board member of various entities, including Grupo Agros, Agropark, and Grupo IDESA.



Susanne Stirling

Susanne Thorsen Stirling is Vice President of International Affairs for the California Chamber of Commerce. The organization, established in 1890, offers a variety of services to help businesses comply with complex laws and regulations, as well as compete in the international marketplace. Mrs. Stirling serves on the National Export Council (appointed by the U.S. Secretary of Commerce), the U.S. Chamber International Committee, the California International Relations Foundation, and the Chile-California Council. Through her efforts, the CalChamber is a recipient of the U.S. President's Export Service Award (the nation's highest award to honor U.S. exporters), and the Korean Presidential Citation for promoting U.S.-Korea commercial relations. Mrs. Stirling received her M.A. in international relations from the University of Southern California. Her undergraduate work was completed at the University of Copenhagen and the University of the Pacific, where she received her B.A. in international relations and serves as a Regent. She resides in the Delta with her husband, Dave—a former member of the Assembly and Superior Court judge—and they have a college-age daughter.



Christie Thoene

Christie Thoene serves as Director of Public Affairs for Qualcomm. In this role, she is responsible for managing external communications regarding policy, regulatory and legal matters. She works closely with Qualcomm's senior management to position Qualcomm and its leading-edge technologies with lawmakers, the media, think tanks, and advocacy coalitions. Her work covers a wide range of complex public policy and legal issues, including litigation, intellectual property rights, tax and immigration policy, wireless spectrum, and state and local issues. Ms. Thoene also oversees public affairs for Qualcomm in Latin America. Before her work at Qualcomm, Ms. Thoene was a partner in the San Diego office of the law firm Lewis, Brisbois, Bisgaard & Smith LLP. She received her J.D. from the University of San Diego School of Law and her B.A. in Central and East European studies from the University of Colorado, Boulder.



Gary L. Toebben

Gary L. Toebben has been President and CEO of the Los Angeles Area Chamber of Commerce since July 1, 2006. The L.A. Chamber was founded in 1888 and is the largest business organization in Los Angeles. Its 1,650 member companies employ 650,000 people in L.A. County. Mr. Toebben is past chairman of Mobility 21, a seven-county coalition for transportation funding in Southern California, and served on blue ribbon committees for L.A. Mayor Antonio Villaraigosa, the California Endowment, the Metropolitan Water District and the Los Angeles Unified School District. Mr. Toebben and the L.A. Chamber co-sponsored two successful statewide ballot initiatives on legislative redistricting and term limits reform in 2008 and 2012. Before moving to Los Angeles, Mr. Toebben headed chambers of commerce in Kentucky, Kansas and Nebraska. He served as chairman of the board of the American Chamber of Commerce Executives in 2003. He is a native of Nebraska and holds a B.S. in mathematics from the University of Nebraska, Lincoln.



Brad Triebsch

Brad Triebsch is a Co-Founder and Partner with the Central Valley Fund, a \$120 million private equity fund focused on making basic industry investments in the California Central Valley and throughout California. The firm has offices in Davis and Fresno and is currently investing its second fund. Mr. Triebsch is active with many business and civic groups throughout the Central Valley and serves on the University of California, Merced Foundation Board of Trustees and the Fresno State Lyles Center for Entrepreneurship Board of Directors.



Francisco J. Uribe

Francisco Uribe is Director of State, Local and International Government Relations for The Home Depot, Inc., covering the Western U.S., Puerto Rico and Mexico. Before joining Home Depot in October 2007, Mr. Uribe was director of government and external affairs for Verizon from 1998 through 2007. He previously was special projects coordinator to Congressman Xavier Becerra (D-CA). He worked in Washington, D.C. from 1993 through 1995 as a staff assistant to the U.S. Attorney General and at the White House Office of Public Liaison where he worked for the associate director for Hispanic, environmental and religious community issues, helping coordinate advocacy campaigns, including one on the North American Free Trade Agreement. Mr. Uribe serves on the board of directors for the California, Washington and Nevada retail associations, the California Business Properties Association, the Los Angeles Area Chamber of Commerce, and the South Central Family Health Center. Raised in Los Angeles, he earned an A.A. in journalism/public relations from El Camino College, a B.A. in international relations and ethnic studies from the University of Southern California, and an Executive M.B.A. from Pepperdine University. Mr. Uribe and his wife, Alejandra, have two sons and live in Northridge (CA).



Carlos J. Valderrama

Carlos J. Valderrama is Senior Vice President for Global Initiatives at the Los Angeles Area Chamber of Commerce. He is responsible for developing and implementing programs to create employment and economic growth by fostering global trade and investment for Los Angeles Metropolitan Area businesses. Since 1993, Mr. Valderrama has served as the director of Latin American operations for two prominent law firms in Los Angeles. He was responsible for structuring joint ventures, mergers and acquisitions, exporting, importing and investment business relationships between U.S., European, Pacific Rim and Latin American firms. Mr. Valderrama was appointed by and represented Governors George Deukmejian and Pete Wilson as the California Trade Representative in Mexico and Latin America. He was assigned with opening and organizing the California Trade and Investment Office in Mexico City where he promoted state exports and joint ventures between California and Mexico. He also served as director of the Office of Export Development, managing programs promoting California products and services worldwide, in addition to overseeing the operations of the state's overseas trade and investment offices. He has held executive positions with General Telephone Electronics, GTE Overseas Groups in Brazil and Panama, as the marketing manager and general manager, respectively.



Gaddi H. Vasquez

Gaddi H. Vasquez is Senior Vice President of Government Affairs for Southern California Edison (SCE), one of the nation's largest electric utilities, and its parent company, Edison International. He is responsible for government relations activities at the federal and state levels, as well as local public affairs. Previously, Vasquez was senior vice president of public affairs at SCE, having joined SCE in 2009 as vice president of public affairs. Before SCE, he served as U.S. Ambassador and permanent representative to United Nations Agencies based in Rome, managing a U.S. multi-agency team responsible for oversight of U.N. organizations. Mr. Vasquez was formerly director of the U.S. Peace Corps. He also worked for SCE from 1995 to 2002 as division vice president of public affairs. He has been an Orange County supervisor, chief deputy appointments secretary to California Governor George Deukmejian, and a police officer for the City of Orange. Mr. Vasquez has served on the President's Commission on White House Fellowships, the California Criminal Justice Council and the California Film Commission. He serves on the boards of the Segerstrom Center for the Performing Arts, the Orangewood Foundation, and the National Association of Latino Elected and Appointed Officials Educational Fund. Mr. Vasquez received a bachelor's degree in public service management from the University of Redlands and holds five honorary doctorates.



Dr. James A. Walker

Dr. James A. Walker is Vice Chairman of the Board, EDF Renewable Energy, formerly enXco. He was CEO from October 2002 until March 2005 and later responsible for the company's \$1 billion operating wind project portfolio. He has more than 30 years experience in energy in public and private entities, including MCR Geothermal and Edison Mission Energy. After serving in the Office of Management and Budget in the Nixon and Ford administrations, he served at the California Energy Commission from 1975 to 1982, including as vice chairman. He pioneered wind development in Greece, Turkey and Mexico. Dr. Walker has been on the board of the American Wind Energy Association and was board president in 2008–2009. He was named "Wind Industry Person of the Year" in 2007. He serves on the board of the Wind Energy Foundation and the American Wind Wildlife Institute. He has a B.A. in physics from Princeton University and a doctorate from Harvard Business School.



V. John White

V. John White has been a writer, commentator, advocate, and leader of the green energy movement in California for 35 years. His career has been devoted to air quality improvement and clean energy development. As chief consultant to the California Assembly Subcommittee on Air Quality, he became the leading legislative expert on air quality technology and regulation, helping to draft the California Clean Air Act and subsequent clean air and energy statutes. He also served on the Board of Governors of the California Independent System Operator from 1998 to 2001. In 1990, he co-founded Center for Energy Efficiency and Renewable Technologies (CEERT) in Sacramento, which has become the premier energy advocacy voice for key environmental public interest groups and clean energy technology companies. He also is the legislative director for Clean Power Campaign (CPC), and principal of the environmental and energy lobbying practice, V. John White Associates.



James B. Woodruff

James Woodruff is Vice President, State and Local Government Affairs, for First Solar, Inc. He oversees a broad range of policy matters with his primary focus being an advocate for the company's interests before state/local regulatory/legislative bodies in the U.S. He also provides support to the company's project development team to ensure timely execution of the company's 2.5 gigawatt North American project pipeline. Mr. Woodruff joined First Solar after serving as vice president of government affairs at NextLight Renewable Power LLC from April 2008 until First Solar's acquisition of NextLight in July 2010. Before joining NextLight, Mr. Woodruff worked for Southern California Edison (SCE) as in-house counsel and manager of regulatory and legislative matters for SCE's Renewable and Alternative Power business division. He represented SCE both as an attorney and as a witness in a broad range of regulatory, litigation and legislative proceedings affecting the California energy markets and the procurement of renewable and alternative energy. Before working at SCE, Mr. Woodruff practiced law with an emphasis on commercial transactions and litigation. He graduated with distinction from Yale University in 1978, receiving a B.A. in American Studies. In 1982, he received a J.D. from the University of California, Los Angeles School of Law.



Ken Zagzebski

Ken Zagzebski is President of the AES Corporation's U.S. Strategic Business Unit, one of six business units of AES. He leads the AES businesses in the United States, which include electric generation in Southern California and more than 13 gigawatts of generating capacity across the country. The U.S. Strategic Business Unit also includes two utilities, Indianapolis Power & Light Company (IPL) and Dayton Power and Light (DPL). Mr. Zagzebski previously was CEO and president of IPL. He is an experienced utility executive with operational and financial leadership experience, both domestically and internationally. Before joining AES in 2007, he was vice president and chief operating officer for field operations at Xcel Energy, where he held a number of leadership positions, including executive director of the company's Asia-Pacific region with responsibility for regional investments primarily located in Australia. He chairs the Marion University Academy for Teaching and Learning Leadership Board of Visitors. He also serves on the boards of the YMCA of Greater Indianapolis and the Central Indiana Corporate Partnership. Mr. Zagzebski is a Certified Public Accountant, and has an M.B.A. from the Carlson School of Management at the University of Minnesota and a bachelor's degree from the University of Wisconsin.



Allan Zaremborg

Allan Zaremborg is President and CEO of the California Chamber of Commerce. He took over the top staff position in 1998 after six years as executive vice president and head of the CalChamber's advocacy program. Before joining the CalChamber, Mr. Zaremborg served as chief legislative advisor to and advocate for California Governors Pete Wilson and George Deukmejian. Prior to that, Mr. Zaremborg worked in the private practice of law, as a deputy attorney general and as a captain in the U.S. Air Force. He has a B.S. in economics from Penn State and a J.D. from the University of the Pacific.

Dignitaries in Mexico

Dignitaries in Mexico



His Excellency Enrique Peña Nieto **President of Mexico**

The Constitutional President of Mexico, Enrique Peña Nieto, was born on 20 July 1966. He holds a B.A. in law from the Universidad Panamericana and an M.A. in business administration from the Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM). President Peña Nieto joined public service at an early age, occupying several positions in the government of the State of Mexico. From 2000 to 2002, he was secretary of administration; and from 2003 to 2004, he was elected representative of the 13th District in the 65th Session of the State of Mexico, where he was coordinator of the Parliamentary Group of the Institutional Revolutionary Party (PRI). He was elected governor of the State of Mexico, holding that office from September 16, 2005 to September 15, 2011. At the end of his term as governor, he expressed his hopes of running for the presidency. After an intense electoral campaign, characterized by the signing of national and state commitments, he won the elections on July 1, 2012, taking office on December 1, 2012.



His Excellency José Antonio Meade Kuribreña **Secretary of Foreign Affairs**

Jose Antonio Meade Kuribreña earned his bachelor's degree in economics from Instituto Tecnológico Autónomo de México, his law degree from Universidad Nacional Autónoma de México, and his Ph.D. in economics from Yale University. He has served in public office as secretary of finance and public credit, secretary of energy, undersecretary of revenue, chief of staff, general director of banking and savings at the Ministry of Finance and Public Credit, chief executive officer for Financiera Rural, chief executive officer of BANRURAL (National Bank for Rural Credit), deputy secretary of bank savings protection of Institute for the Protection of Bank Savings (IPAB), director general of financial planning, National Commission for the Retirement Savings System (CONSAR). As Secretary of Foreign Affairs, he extends and advances political, economic and cultural relations and cooperation with the different regions of the world in favor of the integral development of all Mexicans.



The Honorable Sergio M. Alcocer Martinez de Castro
Undersecretary for Foreign Affairs, North America

Sergio M. Alcocer has served as Undersecretary for North American Affairs at the Secretariat of Foreign Relations in Mexico since January 2013. Dr. Alcocer has been undersecretary for energy planning and technology development, and research director of the National Center for Disaster Prevention. He earned a bachelor's degree in civil engineering from the Universidad Nacional Autónoma de México (UNAM) and a Ph.D. in engineering from The University of Texas at Austin. He has held several positions at UNAM, including Secretary General (Provost). Dr. Alcocer is Vice President of the Mexican Academy of Engineering. Additionally, he is a member of the National System of Researchers, the Mexican Academy of Sciences and several technical societies. In 2001, he received a National University Distinction for Young Scholars in the category of technology innovation and industrial design, and a Research Award from the Mexican Academy of Sciences in the area of technological research. In 2012, the Mexican Society of Civil Engineers (CICM) recognized him with the José A. Cuevas Award for the best technical paper of that year.



His Excellency Eduardo Medina Mora Icaza
Ambassador to the United States

Ambassador Eduardo Medina Mora Icaza has built a distinguished career in both the public and the private sectors. Before coming to Washington, Ambassador Medina Mora was Ambassador of Mexico to the United Kingdom from November 2009 until the beginning of January 2013. Prior to that appointment, he held cabinet-level positions in the Mexican federal government. He was attorney general (2006-2009). He also served as secretary for public security (2005-2006), and as director general of the Center for Investigation and National Security (CISEN), the Mexican Civil Intelligence Agency (2000-2005). In these capacities, he served as a member of the Public Security Cabinet and of the National Security Council. Ambassador Medina Mora has lectured at conferences and international seminars in Mexico, Latin America and Europe on trade and development, national security, terrorism, public security, organized crime and human rights. He is co-editor of the book *Legitimate Use of Force*, published by Mexico's National Institute of Criminal and Forensic Studies (INACIPE) in 2008, and author of the book *Fisheries in the Exclusive Economic Zone*. He has also been a member of the Mexican Bar Association and of the American Bar Association.



Ambassador Carlos González Gutiérrez
Consul General of Mexico, Sacramento

Ambassador Carlos González Gutiérrez was appointed Consul General by Mexico President Felipe Calderon, and was ratified by the Senate to act as Consul General of Mexico in Sacramento, California, with jurisdiction over 24 counties in Northeastern California. Consul General Gonzalez has a B. A. in foreign relations from El Colegio de Mexico and a master's degree in foreign relations from the University of Southern California. He has been a member of the Mexican Foreign Service since 1987 and has been the consul for community affairs at the Consulate General of Mexico in Los Angeles (1989-1995); director of community affairs of the Program for the Mexican Communities Abroad at the Ministry of Foreign Affairs of Mexico (1995-1999); counselor for Latin affairs at the Embassy of Mexico in Washington, D.C. (1999-2003); and executive director of the Institute for Mexicans Abroad (2003-2009). Consul General Gonzalez is the author of several publications about relations between the government of Mexico and its community in the United States. He is married to Mrs. Alina Flores and has two daughters.



The Honorable Idefonso Guajardo Villarreal
Secretary of Economy

Idefonso Guajardo Villarreal currently serves as Secretary of Economy, where he promotes and implements public policies and programs designed to create more and better jobs, more and better companies and more and better entrepreneurs. He has attained a bachelor's and master's degree in economics from Universidad Autónoma de Nuevo León and Arizona State University respectively. He has occupied office as Nuevo Leon coordinator of the PRI Parliamentary Section of the Congress; president of the Commission for Economic and Tourism Development in the Chamber of Deputies; head of Executive Office of Governorship of Nuevo León; head of North American Free Trade Agreement (NAFTA) Office in Washington D.C.; technical secretariat of planning, communications and liaison in Secretariat of Trade and Industrial Development; chief, Office of Secretariat of Foreign Affairs; under-secretariat of tourism development in Secretariat of Tourism; and director of public finances in Secretariat of Programming and Budgeting.



The Honorable Pedro Joaquín Coldwell
Secretary of Energy

Pedro Joaquin Coldwell is Secretary of Energy. He earned his bachelor's degree from the Iberoamericana University. He has served in various public offices, including state senator of Quintana Roo, state governor of Quintana Roo, secretary of state, Quintana Roo, president of the Electoral Commission, Quintana Roo, director general of the National Fund for Tourism Development, Secretariat of Tourism, Mexican Federal Government, Mexican Refugee Assistance Commission coordinator, and head of the government delegation for the Dialogue for Peace in Chiapas.



The Honorable Emilio Chuayffet Chemor
Secretary of Public Education

Emilio Chuayffet Chemor has served as Secretary of Public Education since December 1, 2012. He studied law at the Universidad Nacional Autónoma de México, where he also was a professor and researcher at the Institute for Legal Research. He has been mayor of Toluca; secretary of education, culture and social welfare; interior secretary; attorney general for consumers; founding director general of the Federal Electoral Institute (IFE); Governor of the State of Mexico; and president of the General Council of the IFE. He also has been president of the Board of the Chamber of Deputies; coordinator of the Revolutionary Institutional Party (PRI) parliamentary group from 2003 to 2006; and president of the Board of Directors of the Universidad Nacional Autónoma de México.



The Honorable Juan José Guerra Abud
Secretary of Environment and Natural Resources

Juan Jose Guerra Abud attained his B.Sc. in industrial engineering from Universidad Anáhuac Huixquilucan and his M.A. in international economics from the University of Southern California. He has held office as parliamentary coordinator of Mexican Ecological Green Party in Chamber of Deputies, director general of industrial promotion at Secretariat of Economic Development of the Government, State of Mexico, Secretary of Economic Development of the Government. As secretary of environment and natural resources, he incorporates into the various spheres of society and public service, criteria and instruments that ensure optimal protection, conservation and utilization of the country's natural resources, thus shaping a comprehensive and inclusive environmental policy that enables sustainable development to be attained.



The Honorable Enrique Martínez y Martínez
Secretary of Agriculture, Livestock, Rural Development, Fisheries and Food

Enrique Martínez y Martínez earned his bachelor's degree in economics from Instituto Tecnológico Autónomo de México. He has been secretary general of government of the State of Coahuila, president of the State Electricity Commission, director of municipal reinforcement of the State of Coahuila, municipal president of Saltillo, Coahuila, under-secretary of expenditure of the State of Coahuila, president of the National Conference of Governors (CONAGO), president of the Conference of Border Governors, and president of the National Institute of Public Administration in Coahuila.



The Honorable Gerardo Ruiz Esparza
Secretary of Communications and Transportation

Gerardo Ruiz Esparza has been Secretary of Communications and Transportation since 2012. He holds a law degree from the University of Salle and bachelor's from the Universidad Nacional Autónoma de México. He also holds a master's in economics from the University of Ann Arbor Michigan, U.S.A, where he specialized in comparative law and public administration. He has served as a legal specialist and delegate of the Bank of Mexico (1970-1975); deputy legal director of the Mexican Bureau of Public Debt and of the Bureau of Financial Policy at the Ministry of Finance and Public Credit (1977-1981). He was also the assistant secretary-general and the secretary general of the government of the State of Mexico (1981-1987). He served as the general coordinator of tours of the President of the Republic of Mexico (1988); as general coordinator of INFONAVIT (institute for workers' housing) in the Federal District (1989-1991); legal director (1991-1993) and as director of administration (1993-1997) of the Mexican Institute of Social Security. He was also legal director of airports and auxiliary services (1998), director of administration of the Federal Electricity Commission (1999-2005) and secretary of communications of the Government of the State of Mexico (2005-2011).



The Honorable Enrique Cabrero Mendoza
Director, National Council for Science and Technology (CONACYT)

Dr. Enrique Cabrero Mendoza earned his bachelor's degree in administration at Universidad Autónoma de San Luis Potosí, México; his master's in public administration through El Centro de Investigación y Docencia Económicas –CIDE– A.C., México; completed the perfecting pedagogy program at Centre d'Enseignement Supérieur des Affaires, CESA, France; and his doctorate in management sciences at H.E.C, France. He has been a visiting professor at: Ecole Normale Supérieure de Cachan, in France; University of Birmingham in Britain; and at Universidad Autónoma de Barcelona in Spain, among others. In addition, he is a third level member of the National System of Investigators of the National Council for Science and Technology (CONACYT). Throughout his career, he has served in diverse international organizations including the OECD, UNDP, DEXIA, and the World Bank. His domestic roles have included Secretariat of Economy, Sedesol, INEGRI, Cofemer, and SARH.



The Honorable Eruviel Ávila Villegas
Governor of the State of Mexico

The Governor of the State of Mexico earned his bachelor's degree from Universidad Tecnológica de México, as well as a master's and doctorate from Universidad Nacional Autónoma de México. As municipal president of Ecatepec, he discovered his vocation to serve others. His political career began as secretary of infrastructure in Ecatepec and as a member of Congress. As Governor Avila continued to develop his political career, he served in various capacities within the Institutional Revolutionary Party (PRI), including state board president. Governor Ávila has been in office since 2011, currently serving as coordinator for the International Affairs and Health Commission at CONAGO (National Conference of Governors).



The Honorable Francisco Arturo Vega de Lamadrid
Governor of the State of Baja California

Francisco Arturo Vega de Lamadrid was elected Governor of the state of Baja California in 2013. Vega has held several positions at the government level. In 1989 he was appointed director of the state Institute of Housing, five years later he was appointed as secretary of state finance and in 1998 Vega was elected mayor of Tijuana. In the House of Representatives, Governor Vega was Chair of the Special Committee to Promote Wine Industry Development and Vine Products. He also was a member on the Transports Commission and the Commission on Population, Borders and Migration Affairs. Vega graduated in business administration from University Cetyys, Tijuana.



The Honorable Marcos Alberto Covarrubias Villaseñor
Governor of the State of Baja California Sur

Marcos Alberto Covarrubias Villaseñor has served as the Governor of the state of Baja California Sur since 2012. Before holding public office, Governor Covarrubias was a farmer and businessman. To date, he works with family businesses in the Santo Domingo Valley. Governor Covarrubias was president of the Local Agricultural Association Santo Domingo Valley from 1998-2001. He was mayor of Comondú from 2005-2008, was a member of the Budget Committee and served as secretary of the Fisheries Commission. He holds a bachelor's degree in business administration from the University of Atemajac Valley, UNIVA in Guadalajara, Jalisco.



The Honorable Guillermo Padrés Elías
Governor of the State of Sonora

Guillermo Padrés Elías has served as Governor of the state of Sonora since 2009. In 1997, he won a seat on the local council of the district of Cananea and in 2006 he became a senator of the republic. He graduated in law from Universidad Humanitas in Mexico City and has a public administration degree from the Instituto Tecnológico Autónomo de México.

VIPs and Who's Who in Mexico



The Honorable Earl Anthony "Tony" Wayne U.S. Ambassador to Mexico

Earl Anthony "Tony" Wayne was nominated by President Barack Obama to be Ambassador of the United States to Mexico in June 2011. A career diplomat since 1975, Ambassador Wayne served as U.S. ambassador to Argentina from November 2006 to June 2009, and as deputy ambassador in Kabul, Afghanistan from May 2010 until June 2011. As deputy ambassador, he supervised all Embassy sections, programs, agencies, and offices in the field under the leadership of Ambassador Karl Eikenberry. The previous year he held the position of coordinating director for development and economic affairs, overseeing U.S. government nonmilitary assistance to the Afghan nation. Ambassador Wayne has a bachelor's degree in political science from the University of California, Berkeley (1972), master's degrees in political science from Stanford University (1973) and Princeton University (1975), and a master's degree in public administration from Harvard University (1984).



Rebecca Torres Commercial Attaché, U.S. Embassy, Mexico City

Rebecca Torres has been the U.S. Commercial Service Officer at the U.S. Embassy in Mexico City since June 2013, assisting and counseling companies with U.S. products and services. Her staff focuses on the automotive, tourism, education and franchising sectors. She was posted at the Tampa Bay Export Assistance Center of the U.S. Department of Commerce in Clearwater, Florida from September 2010 until March 2013, helping small and medium-sized companies develop export strategies. She also assisted exporters of marine technology and aviation and aerospace for the Tampa Bay and Southwest Florida areas. Before joining the commercial service, she worked for six years as a regional manager for Enterprise Florida, the state's economic development agency. She led export sales missions for Florida to Central America, Colombia and Brazil, and helped companies attending medical and marine shows in Germany and Dubai. Ms. Torres spent more than 25 years in global logistics and international trade Compliance in the San Francisco Bay Area's Silicon Valley. She has held positions in the technology sector with companies such as Apple Computer, Hewlett Packard and 3Com. She holds a B.A. in Spanish and French from St. Mary's College in Moraga, California, as well as various certifications in import and export regulatory compliance.



Alicia Hernández Deputy Director, U.S. Agricultural Trade Office, U.S. Department of Agriculture

Alicia Hernandez is the Acting Director of the U.S. Department of Agriculture (USDA) Agricultural Trade Offices (ATO) in Mexico. There is one office in Mexico City and one in Monterrey. She works with her staff to develop and implement activities to increase U.S. food and agricultural exports to Mexico, with a focus on small and medium-sized businesses. Since her arrival, the ATOs in have organized trade missions for healthy food and craft beer, a food truck festival highlighting U.S ingredients, seminars on the use of food in the institutional cafeterias sector, and executed multiple retail promotions with Wal-Mart Mexico to encourage healthy school lunches for kids and U.S.-inspired Super Bowl parties. Ms. Hernandez also leads the offices' reporting function and has encouraged both ATO offices to gear their reports toward explaining the Mexican market to small and medium-sized exporters in the United States. Immediately before becoming acting director, she was a grains analyst for USDA in Washington, D.C., preparing the official USDA trade numbers for small grains. Her first position with USDA was as the Mexico Desk officer, coordinating USDA headquarters work on Mexico. She has a master's degree in Latin American economics from Georgetown University and undergraduate degrees in international relations and Spanish from the University of Southern California.



José E. "Pepe" Carral, OBE
President, Industrial Club

José E. "Pepe" Carral, OBE, has been President of the Industrial Club since 1996, widening its range of activities and consolidating its convening power. With more than 70 years of experience on the international bench, he earned his bachelor's degree from Universidad Nacional Autónoma de México (UNAM), and then pursued a postgraduate degree in comparative law and international trade at New York University (NYU) and another in banking and finance from University of the Americas. He has continued to stay active in the banking and finance industries by holding offices and being part of various committees, including Bank of Tokyo-Mitsubishi, California Commerce Bank, Caterpillar, Club of Bankers, Canaco, Concanaco, Cemai, Bancrecer, Exchange House of Banamex, Continental Airlines, World Trade Center, Bottling Group of Mexico, National Institute for Immigration, Vuelta, Letras Libres, and Colgate Palmolive of Mexico. He is a board member of HSBC Bank and for 32 years has been the senior vice president and Mexican representative for Bank of America. In addition, he belongs to various recreational clubs and organizations in varying capacity, including UNICEF, Industrial Club (Club de Industriales), Anthropology Museum, Mexican Tennis Federation, Minería Symphony Orchestra, and Los Encinos Golf Club.



Patricia Kelly
Director, Public Relations, Industrial Club

Patricia Kelly is Director of Public Relations at the Industrial Club. Before joining the Industrial Club, she worked in marketing and publicity, image consulting, private aviation, and the jewelry industry. She was director of Los Encinos Golf Club, and owner and director of Suimagen S.A. She studied international relations at the University of the Americas in Mexico City and graduated at the University of Texas, Austin in business administration, with a minor in fashion merchandising.



Ernesto M. Hernández
President, American Chamber of Commerce of Mexico
President/General Director, General Motors de México

Ernesto M. Hernández has been President of AmCham/Mexico since July 1, 2013. He was appointed President and Managing Director of General Motors de México in June 2011. GM has 78 years of operations in the country and provides direct employment to 15,000 people. It has facilities in the State of México, Guanajuato, Coahuila, San Luis Potosi and México City. Mr. Hernández is the first Mexican to hold this position in his country. He began his career at General Motors de México in 1980 in product engineering, worked as a lead planner in manufacturing, and has held executive positions in sales, service and marketing. He redesigned GM's product portfolio in México and restructured its commercial operations and new distribution channels. He is a mechanical engineer from the Instituto Politécnico Nacional (IPN) and has a magna cum laude M.B.A. from the Instituto Tecnológico Autónomo de México (ITAM). He is a Sloan Fellow with a master's degree in management from the Massachusetts Institute of Technology (MIT).



Guillermo Wolf
Executive Vice President and General Director
American Chamber of Commerce of Mexico

Guillermo Wolf was appointed the General Director of American Chamber of Commerce of Mexico in January 2008. Over 30 years at DuPont, Mr. Wolf worked in a variety of positions, and in 1997 became the director of human resources. During this time, he applied his knowledge in refining the evaluation process and project management. His broad experience includes simplifying and standardizing processes, change management, and implementing new tools and methodologies. One of his major achievements at DuPont was implementing a data base of human resources for the Latin America region, along with several compensation programs based on performance. Mr. Wolf has a degree in industrial engineering from the Universidad Nacional Autónoma de México (UNAM). In 2009 he received an Executive Coaching certificate from Newfield Consulting.



María Camacho
General Manager, JW Marriott Hotel Mexico City

María Camacho studied hotel management before embarking on her career, starting as a receptionist in her native Costa Rica and progressing through a variety of positions, mostly with Marriott. Before taking the reins at the JW Marriott in Mexico City, she was general manager at the Birmingham Marriott Hotel in the United Kingdom.

Mission Organizers



The California Chamber of Commerce (CalChamber) is the largest broad-based business advocate to government in California. Membership represents one-quarter of the private sector jobs in California and includes firms of all sizes and companies from every industry within the state. Leveraging our front-line knowledge of laws and regulations, we provide products and services to help businesses comply with both federal and state law. CalChamber, a not-for-profit organization with roots dating to 1890, promotes international trade and investment in order to stimulate California's economy and create jobs. For more information, visit www.calchamber.com/international.



Allan Zaremborg,
President and CEO



Susanne Stirling
Vice President,
International Affairs



California Foundation
for Commerce & Education

The California Foundation for Commerce and Education (CFCE) is a nonprofit 501(c)(3) think tank affiliated with the California Chamber of Commerce. CFCE is dedicated to preserving and strengthening the California business climate and private enterprise through: education of the public and policy makers on the virtues of private enterprise and a strong economic base; accurate, impartial and objective research and analysis of public policy issues of interest to the California business and public policy communities; and education and outreach efforts in support of the research and public policy findings and recommendations.



Larry Dicke
Treasurer, California Foundation for
Commerce and Education;
Executive Vice President, Finance,
California Chamber of Commerce

Supporting Partner Organizations

The Los Angeles Area Chamber of Commerce and the San Diego Regional Chamber of Commerce have worked together with the California Chamber of Commerce to reach out to and recommend businesses for the delegation, and to develop trade mission activities.



LOS ANGELES AREA
CHAMBER OF COMMERCE



California Chamber of Commerce Staff Support



Jennifer Barrera

Jennifer Barrera joined the California Chamber of Commerce in September 2010. She is a Policy Advocate for labor and employment, legal and taxation issues. Since May 2003 she had worked at Carlton DiSante & Freudenberger, LLP, a statewide law firm that specializes in labor/employment defense. She represented employers in both state and federal court on a variety of issues, including wage and hour disputes, discrimination, harassment, retaliation, breach of contract, and wrongful termination. She also advised both small and large businesses on compliance issues, presented seminars on various employment-related topics, and regularly authored articles in human resources publications. Ms. Barrera earned a B.A. in English from California State University, Bakersfield, and a J.D. with high honors from California Western School of Law.



Mary Douglass

Mary Douglass is the Administrative Assistant in the International Affairs Department at the California Chamber of Commerce. She helps organize high-profile events, produce the weekly international trade e-newsletter, maintains the international web pages, and serves as a point of contact for international inquiries. Previously, she worked at Durham University in England as an alumni coordinator for the business school and as a marketing assistant for the international office. While at the international office, she proposed a new summer abroad program for University of California, Davis students to stay in the Durham Castle while learning about medieval history. She served as the on-site-coordinator of the program, which continues to run biannually. Ms. Douglass received her B.A. in international relations from the University of California, Davis and her M.A. in marketing management from Durham University.



Sara Espinosa

Sara Espinosa has been Publications Editor with the California Chamber of Commerce since 2010. She writes, edits and reviews material for CalChamber print, electronic and website communications for multiple audiences, as well as assisting with layout, photography and videography. Before joining the CalChamber, she worked as a freelance editor and writer. She was an associate technical writer for Objective Systems Integrated, Inc., and was editor-in-chief of *The Connection*, an award-winning student newspaper at Cosumnes River College. She earned a B.A. in English with an emphasis on literature, criticism and theory from the University of California, Davis.



Deidre Rose Graham

Deidre Graham is an International Affairs Intern at the California Chamber of Commerce. In May 2015, she will graduate with a B.S. in mathematical economics, B.A. in international relations, and minor in mathematics from the University of the Pacific (Pacific). During her junior year, Miss Graham studied abroad in Seville, Spain, where she interned at a Spanish business consulting agency. During her previous three summers, she studied Spanish in Guatemala, Arabic in Morocco, and Arabic at the Monterey Institute for International Studies. At Pacific, Miss Graham is the director of consulting for a pro-bono student management consulting firm, managing projects to provide professional consulting services to nonprofits and social enterprises. She also is a resident assistant, a math and writing tutor, and has been involved in Model United Nations Conferences in Washington, D.C. Miss Graham also is a Legal Scholar in Pacific's academic pre-law program and has studied at McGeorge Law School during a summer program.



Jeremy Merz

Jeremy Merz joined the California Chamber of Commerce in December 2011 as a Policy Advocate. He specializes in workers' compensation, transportation and taxation issues. Mr. Merz came to the CalChamber from Downey Brand, LLP, where he represented private defendants in state and federal courts on business litigation, employment law and workers' compensation litigation. He previously served as a judicial extern to the Honorable Frank C. Damrell, Jr., U.S. District Court judge for the Eastern District of California. Mr. Merz also was a workers' compensation claims case manager for Liberty Mutual. He earned a B.A. in economics from the University of California at Davis and a J.D. with distinction from the University of the Pacific, McGeorge School of Law. While at McGeorge, he served on the editorial board of the McGeorge Law Review.



Valeria Sanabia

Valeria Sanabia is an International Affairs Intern at the California Chamber of Commerce. She is pursuing degrees in international business and international affairs and commerce at the University of the Pacific (Pacific). Throughout her time at Pacific, she has sought out leadership roles to enrich her university experience, including being a student-athlete. As a varsity oarswoman on Pacific Crew, she began in the Novice Eight (N8+) and concluded her career in the Varsity Four (V4+). As she continues into her senior year of college, she looks forward to her concurrent position at the Center for Community Involvement, a department at Pacific, where she will be external affairs coordinator.

California Chamber of Commerce

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www.calchamber.com/international

CalChamber staff members in the Communications, Finance, Human Resources and Information Technology departments provided additional support for the mission.

Graphic Design by Neil Ishikawa, Art Director, CalChamber.

Supporting Executive Branch Staff



Panorea Avdis

Panorea Avdis serves as the Chief Deputy Director of the Governor's Office of Business and Economic Development (GO-Biz). She began her public service as an intern for Governor Davis. It led to positions in the Governor's advance team; as a special assistant to the Governor, as director for external affairs in Housing and Community Development under Governor Schwarzenegger. Prior to GO-Biz, she was chief of staff to Sacramento County Supervisor Phil Serna. Ms. Avdis spent several years in the private sector as a project manager and advisor to the Chairman of AKT Development, a major land development company based in Northern California. She is also heavily involved in her community, serving on a variety of boards. Most recently, as the first appointee by Governor Brown to GO-Biz, Ms. Avdis developed the fledgling office's structure, initiatives and staff. She oversaw the integration of several key California programs into GO-Biz, including the Infrastructure and Economic Development (IBank), the California Film Commission, and the California Commission of Travel and Tourism. She also serves on the Employment Training Panel, Green Collar Jobs Council, California Industrial Development Financing Advisory Commission, and the Economic Recovery Financing Committee. She is a native Sacramentan and graduate of the University of California, Davis.



Ashley Conrad-Saydah

Ashley Conrad-Saydah is Deputy Secretary for Climate Policy at the California Environmental Protection Agency (CalEPA). She was appointed to that position by Governor Edmund G. Brown Jr. in April 2012. Prior to joining Cal/EPA, Ms. Conrad-Saydah served as California's renewable energy program manager for the U.S. Department of the Interior, Bureau of Land Management (BLM). In that position, she helped to establish and advance key state-federal partnerships, engaged stakeholders in determining the best places for utility-scale solar, wind and transmission development, and drafted and instituted national monitoring and mitigation policies for renewable energy development on public lands. She began her tenure with the BLM as a Presidential Management Fellow. Ms. Conrad-Saydah earned degrees in ecology and evolutionary biology from Princeton University, and environmental science and management from the Donald Bren School of Environmental Science and Management at the University of California, Santa Barbara, where she was a Doris Duke Conservation Fellow.



Benjamin De Alba

Benjamin De Alba is Assistant Secretary for Rail and Ports at the California State Transportation Agency (CalSTA). He was appointed to this position by Governor Edmund G. Brown Jr. in July 2013 after spending more than a year as special assistant to the Secretary of the California Business, Transportation and Housing Agency. In his current role at CalSTA, Mr. De Alba serves as an advisor to the secretary on key freight-related issues. He also serves as the Secretary's representative on a number of boards and commissions, including the Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun, and the California-Mexico Border Relations Council. In collaboration with the California Department of Transportation, Mr. De Alba guides and directs the California Freight Advisory Committee. A native of Sacramento, California, he earned his B.A. in political science from San Diego State University.



Raul (JR) DeLaRosa

Raul (JR) DeLaRosa is the Assistant Secretary for Climate Change and Energy at the Natural Resources Agency, where he works on environmental and energy policy. Prior to his work at the Natural Resources Agency, he was an energy advisor in the Governor's Office. From 2010 to 2011, he was an Executive Fellow in the Office of Governor Edmund G. Brown Jr., where he worked on renewable energy policy. Prior to his work as a fellow, he worked in Salinas as a field representative for Assemblymember Anna Caballero while attending law school in the evenings.



Joshua Eddy

Josh Eddy has been Executive Director of the California State Board of Food and Agriculture since February 2008. As executive director, Mr. Eddy is the liaison between the state board and the California Department of Food and Agriculture (CDFA) secretary on policy issues and initiatives that have an impact on the agricultural community. In his CDFA role, he coordinates international trade activities for the department and assists on federal policy issues. He serves as the state marketing official for the Western U.S. Agricultural Trade Association and represents the CDFA secretary within the Border Governors Conference and at the California Partnership for the San Joaquin Valley. Mr. Eddy is a graduate of California State University, Sacramento.



Karin Fish

Karin Fish is Vice President of External Relations for Visit California, where she oversees stakeholder engagement, public policy, and the Assessment and Welcome Center programs of Visit California. As a former appointee of Governor Arnold Schwarzenegger, Karin served as the deputy secretary for administration and finance at the Business, Transportation and Housing Agency, overseeing a \$13 billion budget that included the Department of Transportation, Department of Motor Vehicles and California Highway Patrol. Her past assignments also have included serving as the chief financial officer and chief deputy director at the California Integrated Waste Management Board. She has more than 30 years of experience managing state administrative offices. She is married, has two grown children, and lives in the rural Lincoln area, where she raises livestock.



Justin Short

Justin Short is a Multimedia Specialist with the California Governor's Office of Emergency Services and Official Photographer for the Office of Governor Edmund G. Brown Jr. He began his career with the State of California in 2009, when he took an appointment with the Office of Governor Arnold Schwarzenegger as the official photographer for the Office of the Governor. Between 2009 and the end of Governor Schwarzenegger's administration, he photographed more than 2,000 public and private events, including traveling internationally to Iraq, Russia, Italy, England and Canada. On January 1, 2011, Mr. Short became the multimedia specialist at the California Governor's Office of Emergency Management (then Cal EMA), where his duties involve graphic design, video production, website design and management, and photography. During this time, he has also been tasked as the official photographer to the Office of Governor Edmund G. Brown Jr. on numerous occasions.



Virgil Welch

Virgil Welch is Special Counsel at the California Air Resources Board (ARB). He serves as special counsel to ARB Chairman Mary D. Nichols. Before joining ARB, he was an attorney at Environmental Defense Fund in Sacramento, California, where he focused on the organization's legal and policy efforts related to the implementation of AB 32, the California Global Warming Solutions Act of 2006. He is a graduate of the University of Texas School of Law and the Lyndon B. Johnson School of Public Policy in Austin, Texas.



Lilly Wyatt

Lilly Wyatt is Public Information Officer (PIO) at the California Governor's Office of Emergency Services (CalOES). She is a member of the Crisis Communications and Media Relations Department at CalOES. Ms. Wyatt is at the forefront of media relations for the agency and responds to inquiries from the public, media and government officials. She is responsible for planning and implementing internal and external communication strategies, developing and managing media and public relations strategies; marketing, website, social media, graphic design and television production. In her role as a PIO, Ms. Wyatt provides assistance in emergency response and recovery activities through the Joint Information System in the State Operations Center (SOC) and Regional Emergency Operations. Before joining CalOES, Ms. Wyatt spent the last 15 years in different newsrooms in Sacramento, Miami and the San Francisco Bay Area as a reporter, producer and executive producer. She graduated from San Francisco State University in broadcast journalism.

Members of the Media



Stefanie Cruz
Anchor/Reporter, KTXL Fox 40



Marcelino Navarro
News Photojournalist, KCRA-TV 3
(NBC-Hearst TV)



Alejandro Lazo
Wall Street Journal



Joab Perez
Photojournalist, KTXL Fox 40



Mike Luery
Reporter, KCRA-TV 3
(NBC-Hearst TV)



David Siders
The Sacramento Bee



Chris Megerian
Los Angeles Times

Emergency Contacts and Locations

U.S. Embassy in Mexico City

Address: Paseo de la Reforma 305, Col. Cuauhtemoc,
Del. Cuauhtemoc, C.P. 06500
(From the U.S.) 011-52-55-5080-2000, extension 0
(From Mexico) 01-55-5080-2000, extension 0
5080-2000 (within Mexico City)
Fax: +(52)(55) 5080-2201

Emergency Numbers

Ambulance: 065
Fire: 068
Police: 060

Hospitals in Mexico City

Hospital General de México

Dr. Balmis 148
Doctores, Cuauhtémoc, Ciudad de México, Distrito
Federal, Mexico
+52 55 2789 2000

Hospital Angeles México

Agrarismo 208
Escandón, Miguel Hidalgo, Ciudad de México, Distrito
Federal, Mexico
+52 55 5516 9900

Hospital Español

Ejército Nacional 617
Granada, Miguel Hidalgo, Ciudad de México, Distrito
Federal, Mexico
+52 55 5255 9600

Hospital General de Balbuena

Sur 111 y Cecilio Robelo
Venustiano Carranza, Aeronáutica Militar, Ciudad de
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Hospital Angeles Metropolitano

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Hospital Mocel

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Valeria Sanabia – 00-1-916-804-5078
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All information included as of July 25, 2014.

The seaside view of the Castle at Tulum, Atlantic Ocean, Mexico, Yucatan.





Gubernatorial Trade Mission to Mexico

July 27th – July 30th • Mexico City