

Chambers

USA

2021

The leading lawyers
and law firms in the USA

Texas



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Antitrust

Antitrust
Leading Firms
Band 1
Gibson, Dunn & Crutcher LLP*
Band 2
Jones Day*
Norton Rose Fulbright*
Susman Godfrey LLP
Band 3
Kirkland & Ellis LLP*
Locke Lord LLP*
Thompson & Knight LLP*
Vinson & Elkins LLP*
<small>* Indicates firm / individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Band 1

Gibson, Dunn & Crutcher LLP

See profile on p.869

What the team is known for Enjoys a stellar reputation for its accomplished practitioners and distinguished expertise. Dominates an impressively wide spectrum of antitrust matters, including M&A, cartel investigations, major class actions and criminal proceedings. Offers leading representation at both trial and appellate levels. Eminent client base includes leading names from the transport and healthcare industries. Frequently acts for both national and multinational corporations.

Strengths A market source opines: "It is one of the top-tier firms on the defense side for antitrust."

Work highlights Represented Smithfield Foods in class action and opt-out antitrust lawsuits filed in the US District Court for the District of Minnesota against all the major pork producers in the USA.

Notable practitioners

Veronica Lewis (see p.2964) is a trial lawyer who deftly handles government investigations and sophisticated antitrust litigation including large class actions. Her clients are drawn from the healthcare and transportation industries, among others. "She has great litigation expertise." "She is terrific, very smart." **Robert Walters** (see p.2983) is an exceedingly experienced antitrust attorney commended for his litigation practice. He represents household-name clients in high-profile merger challenges. He also provides top-level transactional antitrust advice. "He is a well-respected litigator." "He is a

Antitrust
Senior Statespeople
Senior Statespeople: distinguished older partners
Reasoner Harry M Vinson & Elkins LLP*
Leading Individuals
Band 1
Barnett Barry C Susman Godfrey LLP
Kruse Layne Norton Rose Fulbright*
McDonald J Bruce Jones Day*
Moyé Veronica Gibson, Dunn & Crutcher LLP*
Royall M Sean Kirkland & Ellis LLP*
Walters Robert Gibson, Dunn & Crutcher LLP*
Band 2
Katz Jr William M Thompson & Knight LLP
Reeder Jr James A Jones Day*
Robison Brian E Gibson, Dunn & Crutcher LLP*
Rodgers Anne Norton Rose Fulbright*
Weber Bradley C Locke Lord LLP*
Band 3
Breaux Ronald W Haynes and Boone, LLP (ORL) ◇*
Gordon Randy D Duane Morris LLP (ORL) ◇*
Susman Harry Susman Godfrey LLP
Swartzendruber Michael Norton Rose Fulbright*
Yetter R Paul Yetter Coleman LLP (ORL) ◇
Up-and-coming individuals
York Thomas D Jones Day*

great lawyer, the top in antitrust." "He knows his way around the courtroom." **Brian Robison** (see p.2973) is an experienced practitioner noted for his knowledge of antitrust issues in the food and telecommunications sectors. He regularly leads class action defense and manages civil and criminal antitrust investigations. "He is very smart and a good writer." "He is a sharp lawyer."

Band 2

Jones Day

See profile on p.583

What the team is known for Handles a comprehensive spectrum of antitrust matters for a blue-chip client roster, including domestic and multinational energy and transportation companies. Active transactional practice with strong criminal antitrust and civil litigation capabilities. Able to utilize its nationwide reach to support local practices. Regularly represents clients before the DOJ, the FCC and other federal and state enforcement agencies. Acts for cli-

ents in the healthcare and chemical sectors.

Strengths A client says: "Jones Day is a responsive firm that takes a practical approach to the guidance it provides."

Another client remarks: "The service was knowledgeable, thoughtful and strategic."

Work highlights Advised Bombardier on the sale of its EUR7.45 billion Bombardier Transportation railroad rolling stock and signaling business to Alstom. Successfully obtained approval for the sale from the European Commission. Continues to advise the firm in US clearance efforts.

Notable practitioners

Bruce McDonald (see p.2961) is an esteemed antitrust practitioner who has significant experience acting for clients from sectors including energy and transportation. "He is widely respected." "He is a top lawyer." **James Reeder** (see p.2972) is an accomplished trial lawyer who skillfully handles antitrust litigation for clients in the chemical, energy and healthcare sectors. "A terrific antitrust litigator, he's effective and persuasive in court." "He is a strong lawyer." **Thomas York** (see p.2987) is an up-and-coming attorney recommended for his broad practice advising clients on a range of contentious and transactional antitrust issues.

Norton Rose Fulbright

See profile on p.585

What the team is known for Accomplished practice with deep knowledge of complex antitrust issues. Advises on a range of matters including compliance, M&A, enforcement proceedings and investigations. Strong Texas presence complemented by significant experience in cross-border matters on behalf of major multinationals. Has a roster of clients in the healthcare, energy and consumer electronics industries. Handles specific matters including monopolization conspiracies, price-fixing allegations and boycott disputes.

Strengths A client notes: "It has very good client service and is responsive. It has a wide array of expertise across many offices and practice areas."

"The antitrust team is very strong," highlights a source. Another commentator says: "The team takes a strategic, inclusive and practical approach to solving legal problems."

Work highlights Represented Cinemark USA in a 14-year legal battle against Flagship Theatres of Palm Desert. Flagship alleged that Cinemark vio-

lated California antitrust laws by engaged in two different forms of circuit dealing. The firm obtained complete victory for Cinemark following success in appellate proceedings.

Notable practitioners

Layne Kruse (see p.2957) is a highly experienced competition litigator. He represents energy, pharmaceuticals and consumer products in significant government challenges and large multidistrict class actions. *"He is a go-to litigator."* *"A sharp lawyer."* *"He's excellent – a real player in Texas who gets good results."* **Anne Rodgers** (see p.2973) deftly handles a wide array of antitrust disputes for clients in the energy, healthcare and telecommunications sectors. She is particularly noted for her expertise in Sherman Act cases. *"She is able to consistently achieve impressive outcomes, and her commercial acumen is second to none."* *"She knows the antitrust area well. She is very thorough, an excellent strategist and a creative thinker."* **Michael Swartzendruber** (see p.2979) is a litigator with a wide-ranging practice including significant expertise in antitrust mandates. He is particularly notable for his representation of theater companies. *"He is creative, relentless and effective."* *"His is a brilliant legal mind."* *"Mike is thorough, responsive and achieves good results."*

Susman Godfrey LLP

What the team is known for Highly regarded boutique litigation firm that frequently acts for plaintiffs in high-profile antitrust cases, as well as fielding significant defense-side experience. Areas of expertise include price-fixing, market allocation and monopolization claims. Broad industry experience includes strength in the financial services, telecommunication and medical device sectors. Assists clients with both class actions and private competitor suits. Equally at home representing businesses and individual plaintiffs.

Strengths A client attests: *"The team is amazing, works incredibly hard and does exceptional work."*

Another adds: *"It produces high-quality legal work."*

Work highlights Represented 16 plaintiff OTC investors in a class action brought against several banks for allegedly conspiring with rivals to rig LIBOR.

Notable practitioners

Barry Barnett is a trial attorney recognized for his work on behalf of clients in the aviation, technology and energy industries. He represents plaintiffs in class and individual actions. *"A top-notch plaintiffs lawyer."* *"He is a fine trial lawyer."* *"The top antitrust lawyer in Texas."* **Harry Susman** handles antitrust disputes on behalf of both plaintiffs and defendants and is noted for his trial practice. *"He is fantastic in every way."*

Band 3

Kirkland & Ellis LLP

See profile on p.1594

What the team is known for Highly regarded firm demonstrating significant antitrust capabilities in Texas. Attorneys regularly handle significant DOJ and FTC challenges and investigations. Also commended for expertise in high-stakes antitrust litigation, covering both class and competitor actions.

Strengths A client says: *"They are extremely experienced and smart, and able to give specific and practical feedback on how to deal with regulators."*

Work highlights Represented Juul Labs in several related antitrust class actions brought on behalf of direct and indirect purchasers of JUUL e-cigarettes. Plaintiffs alleged that Altria Group and Juul Labs violated Sections 1 and 2 of the Sherman Act and Section 7 of the Clayton Act.

Notable practitioners

Sean Royall (see p.2974) is a highly capable antitrust practitioner with particular experience guiding clients through high-stakes government investigations. *"He is top of the field."* *"He is a star in the antitrust world both in counseling and litigation. He is easy to work with and provides measured and careful advice."*

Locke Lord LLP

See profile on p.3012

What the team is known for Noted for its work on both defendant and plaintiff-side litigation in the financial services, natural resources and energy industry sectors. Handles government investigations from the DOJ, the FTC and state-level antitrust regulators. Adept at managing complex disputes related to price-fixing, market manipulation and monopolization.

Strengths A client says: *"Its attorneys are respected and knowledgeable."*

"It has unparalleled expertise," comments another client.

Work highlights Represented defendant PABCO Building Products in antitrust price-fixing litigation brought against the leading suppliers of gypsum drywall in the USA.

Notable practitioners

Bradley Weber (see p.2983) is an accomplished practitioner recognized for managing government investigations and antitrust compliance as well as high-stakes litigation. *"His experience with prior transactions gives him a wealth of knowledge and experience. He is well regarded among his peers for handling very complex issues."* *"He gives very good business-aware advice."*

Thompson & Knight LLP

See profile on p.3026

What the team is known for Highly regarded group of trial lawyers frequently retained in disputes before state and federal courts, including those involving Sherman and Clayton Act concerns. Acts as outside counsel to industry heavyweights and provides expert advice on federal investigations and M&A clearance. Also noted for its significant advertising, distribution and trade regulation practice. Repre-

sents clients across a range of industries, including retail, healthcare, telecommunications and industrial manufacturing.

Strengths A source comments: *"When it provides advice, guidance and next steps, it is apparent that it has taken the time to think about the matter and the best way to get its client the desired result."*

Another source mentions: *"It has top-notch antitrust lawyers, provides practical advice and is easy to work with."*

Work highlights Defended Simon Property Group following allegations that it used radius restriction clauses to limit competition and prevent plaintiffs from obtaining tenants for their shopping center.

Notable practitioners

William Katz is a litigator well known for his work in the antitrust space. He appears before courts and government bodies and in arbitration proceedings. *"A very solid antitrust lawyer."* *"He has a lot of experience in the field."*

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Highly adept antitrust practice that is noted for its strength in the energy, healthcare and agricultural industries. Represents clients in civil litigation, merger control and investigations conducted by bodies such as the DOJ. Also provides counsel on the antitrust components of transactions, with a notable strength in HSR pre-merger notification filings.

Strengths Clients say: *"It is prompt, reliable, informative and knowledgeable. V&E provides sound advice and excellent service."*

Work highlights Represented shippers from the steel, power generation, chemicals and agriculture industries in antitrust lawsuits alleging that the four largest railroads in the USA conspired to fix prices by establishing rate-based fuel surcharges.

Notable practitioners

Harry Reasoner (see p.2971) has extensive experience handling antitrust litigation on behalf of energy, finance and technology companies. He is further noted for his arbitration practice. *"He is widely regarded as one of the leading state and national practitioners in antitrust."*

Other Ranked Lawyers

Ronald Breaux (see p.2934) has decades of experience in the antitrust space. He acts for corporate and individual clients on investigations and litigation. He also advises on internal compliance audits. *"He is highly thought of and very capable."*

Randy Gordon (see p.2946) has a diverse practice covering litigation and the antitrust aspects of significant corporate transactions. He is well placed to advise on matters at the intersection of IP and antitrust. *"He has a good trial reputation."*

Paul Yetter is recognized for his work representing energy, transportation and finance sector clients in complex antitrust litigation. He acts on both the defendant and plaintiff sides. *"He is an excellent trial lawyer."*

Banking & Finance

Banking & Finance
Leading Firms
Band 1
Bracewell LLP*
Vinson & Elkins LLP*
Band 2
Haynes and Boone, LLP*
Latham & Watkins LLP*
Simpson Thacher & Bartlett LLP*
Band 3
Kirkland & Ellis LLP*
Sidley Austin LLP*
Thompson & Knight LLP*
Band 4
Baker Botts LLP*
Hunton Andrews Kurth LLP*
Mayer Brown LLP*
Winstead PC*
Band 5
Paul Hastings LLP*
Porter Hedges LLP*
Weil, Gotshal & Manges LLP*
Willkie Farr & Gallagher LLP*
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Bracewell LLP

See profile on p.2995

What the team is known for An outstanding Texas firm with a deep bench of banking and finance expertise. Expert in handling secured and unsecured transactions. Handles complex and significant transactions for clients including large banks and funds. Also active in lending transactions concerning a range of companies in the energy space.

Strengths A client appreciates that the team is “commercially-minded about protecting the interests of the client while getting the deal done.”

A source describes the department as “one of the best and easiest firms to work with.”

Work highlights Advised Phillips 66 and Phillips 66 Partners in connection with the amendment and restatement of their \$5.75 billion of revolving credit facilities.

Notable practitioners

Mark Evans (see p.2942) remains a highly prominent figure in the Texas banking and finance arena, handling the full gamut of lending transactions. “He’s highly respected in the finance business.” **Heather Brown** (see p.2934) has considerable experience in debt transactions, with expertise in both term loans and revolving credit facilities. “A brilliant person and lawyer who is detail-oriented, very responsive, knowledgeable, and creative when solving problems.”

Dewey Gonsoulin (see p.2946) boasts a strong finance practice, regularly acting on behalf of lender-side clients engaging in the oil and gas space. “He is a good lawyer and has all the skills of a great lending lawyer in the finance practice.” **Kate Day** (see p.2939) brings significant experience to bear when acting for clients in the natural resources sector. “She can articulate the issues very well; she is always available and willing to help out.” **Stephanie Koo Song** (see p.2978) is regularly sought to act for lenders on both secured

Banking & Finance	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Eminent Practitioners
Barbour David Hunton Andrews Kurth LLP*	Evans Mark C Bracewell LLP*
Hilliard Michael Winstead PC*	Powers Timothy Haynes and Boone, LLP*
Leading Individuals	
Band 1	Band 4
Fontana Angela L Sidley Austin LLP*	Song Stephanie Koo Bracewell LLP*
McKellar James W Thompson & Knight LLP	Sorensen Nick H Porter Hedges LLP*
Niebruegge Michael E Willkie Farr & Gallagher LLP*	Stewart Melissa Winstead PC*
Propst Tristan Mayer Brown LLP*	Band 4
Rabalais Robert René Simpson Thacher & Bartlett LLP*	Amiel Paul Haynes and Boone, LLP*
Band 2	Chambers J Michael Latham & Watkins LLP*
Brown Heather L Bracewell LLP*	Dewar Christopher Vinson & Elkins LLP*
Dybala Kelly M Sidley Austin LLP*	Gribov Guy Vinson & Elkins LLP*
Gonsoulin Jr Dewey J Bracewell LLP*	Holmes Mark White & Case LLP (ORL) ◇
Marcus Courtney Weil, Gotshal & Manges LLP*	Kaminsky Neal Haynes and Boone, LLP*
Ozdogan Catherine Latham & Watkins LLP*	Kogut Brawley Mary Kirkland & Ellis LLP*
Theofanidis Paris Paul Hastings LLP	Leucht Richard Winstead PC*
Weedon Luke A Baker Botts LLP*	Mott Cassandra Thompson & Knight LLP
Winandy Erec Vinson & Elkins LLP*	Perich Thomas J Hunton Andrews Kurth LLP*
Band 3	Prichard Shalla Gibson, Dunn & Crutcher LLP (ORL) ◇*
Boren Alison C Sidley Austin LLP*	Rafte G Alan Bracewell LLP*
Bos Will Kirkland & Ellis LLP*	Sitton Richard Shearman & Sterling LLP (ORL) ◇
Bradley III Francis ‘Frank’ R Greenberg Traurig (ORL) ◇*	Sumrow Shad E Baker Botts LLP*
Day Kate Bracewell LLP*	Veit Andy Kirkland & Ellis LLP*
Flint Andrew P Thompson & Knight LLP	Wommack Trevor Latham & Watkins LLP*
Hamner Herschel Sidley Austin LLP*	Up-and-coming individuals
Kornreich Craig Latham & Watkins LLP*	Cicero Ryan Willkie Farr & Gallagher LLP*
Markus James A Haynes and Boone, LLP*	Einbinder Matthew Simpson Thacher & Bartlett LLP*
Moss Brian Vinson & Elkins LLP*	Minyard Brian Sidley Austin LLP*
Night Scott G Haynes and Boone, LLP*	Spivey Lucas Kirkland & Ellis LLP*

and unsecured credit facilities. “She is at the very top of her game and she treats each matter on her plate, large or small, as if it is the most important project that she has ever supported.” **Alan Rafte** (see p.520) most frequently handles financing mandates related to the energy industry. “An excellent lawyer with a loyal client following.” “He is very thoughtful and has a great legal mind, thinking outside the box.”

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Represents large banks with a significant presence in the energy industry as well as borrowers in the space, frequently handling leveraged acquisitions, structured projects and workouts, among other matters. Also experienced in representing mezzanine investors and alternative lenders. Particular expertise in the oil and gas space, as well as on renewables and conventional power generation, with further strength in the retail and manufacturing industries.

Strengths Sources laud the firm for “being a long-standing powerhouse in Houston” with a “robust team and knowledgeable partners.”

An interviewee describes Vinson & Elkins as “very thoughtful and a pleasure to work with.”

Work highlights Acted for Wells Fargo Bank on a \$905 million syndicated revolving credit facility to Pioneer Natural Resources Company.

Notable practitioners

Erec Winandy’s (see p.2985) substantial experience in energy-related lending is regularly sought by household-name banks. “He is pleasant to work with, approachable and there to help.” **Brian Moss** (see

p.2964) regularly represents borrower-side clients in financing acquisitions in the oil and gas sector. “Working opposite him is a pleasant experience; he knows the market and gets the deal across the line.” **Christopher Dewar** (see p.2940) handles a range of financing and refinancing transactions. “He is tremendously detail-oriented and exceptionally sharp.” **Guy Gribov’s** (see p.2947) financing capabilities focus on the oil and gas sectors, as part of which he regularly represents alternative lenders. “He is a very good practitioner, smart and responsive.”

Band 2

Haynes and Boone, LLP

See profile on p.580

What the team is known for Well versed in handling matters such as complex project financings, syndicated loan transactions and equity lending. Regularly represents large banks and private equity firms in sophisticated financing matters. Additional industry focus in real estate and energy.

Strengths A client praises the firm for “having the depth and breadth needed; they’re practical and seek to find good solutions, not just check boxes.”

A source says: “They always have a good handle on the industry from a lending perspective.”

Work highlights Advised Mizuho in connection with a 364-day credit facility valued at \$3 billion.

Notable practitioners

Currently serving as managing partner, **Timothy Powers** (see p.2970) is a highly esteemed member of the Texas Bar. “Timothy is eminent in the area and

a remarkable lawyer with a great practice.” **James Markus** (see p.2960) is best known for his work in the oil and gas space, handling sector-specific work such as reserve-based lending. “He is hard-working, with experience that cannot be replicated, of which he brings a lot to the table.” **Scott Night** (see p.2966) is a highly respected member of the Texas financing Bar. His broad practice sees him consulted by lenders and borrowers on real estate and corporate lending matters. **Paul Amiel** (see p.2929) often advises on loan transactions and workouts. “He is a fabulous and highly respected lawyer.” **Neal Kaminsky** (see p.2955) is a highly recommended practitioner in the Houston lending market. He regularly handles debt and acquisition financings.

Latham & Watkins LLP

See profile on p.584

What the team is known for Represents borrowers and lenders on sophisticated energy financing and debt matters. Also active on leveraged finance and acquisition finance work. Acts for a client base composed of significant banks, investment funds, financial advisers and government bodies.

Strengths The firm is renowned for having an “excellent and sophisticated practice.”

Sources report: “They’ve made their mark and have outstanding people with strengths in all phases of debt finance.”

Work highlights Represented CNX Resources Corporation in its \$1.9 billion credit facility for the purpose of refinancing existing debt.

Notable practitioners

Catherine Ozdogan (see p.2967) typically acts for clients on acquisition financings in the upstream and midstream energy sectors. “She is very good to deal with, very smart and a careful lawyer.” **Craig Kornreich** (see p.2957) frequently acts for financial institutions on commercial lending matters in the oil and gas industry. “Craig is a smart, easy to work with lawyer who knows his stuff and is solutions-oriented.” **Michael Chambers** (see p.2936) is known for his capability across both lending and capital markets transactions. “He has a strong reputation in the market and is another hard-charging lawyer.” **Trevor Wommack** (see p.2986) is held in regard for his handling of both single-lender and syndicated loans, with recent work in reserve-based lending. “He does fantastic job while always being available to chat and is very easy to work with.”

Simpson Thacher & Bartlett LLP

See profile on p.2453

What the team is known for Strong bench of finance practitioners, with a special focus on the energy sector. Handles high-value acquisition financings and regularly advises on various finance products focused on the upstream, midstream and downstream oil and gas markets. Possesses significant experience in restructuring transactions and reserve-based lendings. Well placed to advise borrowers, secured lenders and institutional investors.

Strengths “We have a high degree of trust and confidence in them,” says a client; “they serve us very well.” “They are very responsive and knowledgeable about market dynamics,” says a source.

Notable practitioners

Robert René Rabalais (see p.2971) acts for clients on restructurings and acquisition financings, typically within the oil and gas space. “He has a vast wealth of experience to rely upon, making him extremely val-

uable.” **Matthew Einbinder** (see p.2941) is acknowledged for his work in banking and credit transactions, particularly in energy and project financings. “He’s one of the smartest attorneys I’ve ever worked with.”

Band 3

Kirkland & Ellis LLP

See profile on p.1594

What the team is known for Provides counsel to private equity firms on leveraged transactions. Experienced in handling issues such as mezzanine financings and subordinated financings. Also active in debt restructuring matters for both lenders and borrowers in the energy space, from upstream oil and gas exploration and production to oilfield services.

Strengths “They’re hard-working, diligent and responsive, while throwing a lot of resources into transactions,” enthuses one source.

Another enjoys a “great relationship with them; they’re effective, commercial and responsive.”

Work highlights Advised Chesapeake Energy on its \$925 million debtor-in-possession revolving credit facility.

Notable practitioners

Will Bos (see p.2933) is relied on by private equity sponsors to handle all manner of financing transactions. “Will is extremely available; one of the most reachable guys.” “He is very competent and knowledgeable.” **Mary Kogut Brawley** (see p.2956) typically acts for companies in the energy space as borrowers in lending transactions. “She never misses a beat and gets to the right outcomes.” **Andy Veit** (see p.2982) is a debt finance partner who regularly acts for private equity funds and their portfolio companies. “He is incredibly well versed in what he does in the energy sector and is proactive in helping manage an incredibly volatile sector.” **Lucas Spivey** (see p.2978) is notable for his capability in debt restructurings in the energy sector. “He is great; very commercial and good at working with the other side. He’s really responsive and in the loop.”

Sidley Austin LLP

See profile on p.1608

What the team is known for Strong group of experienced banking and finance practitioners. Handles both borrower-side and lender-side transactions. Offers expertise in an array of areas, including asset-based debt finance, syndicated and leveraged finance and a range of structured finance transactions. Strong roster of clients including leading banks, private equity funds and government bodies.

Strengths “They’re extremely good at explaining concepts to people without experience,” says a source.

A client praises the team’s “great trusted advisers who are easy to get an answer from quickly and good at advising on overall market dynamics.”

Work highlights Represented Athene Holding as borrower in a \$1.25 billion senior unsecured credit agreement.

Notable practitioners

Angela Fontana (see p.2943) continues to be recognized as a leading light in the market, highlighted for her experience handling complex domestic and cross-border financings. “She’s one of the best finance lawyers in Texas.” “She is very effective for her clients.” **Kelly Dybala** (see p.2941) offers a wealth of commercial finance expertise, with recent experience in investment-grade and secured lending. She

is best known for her representation of borrowers. “She explains things incredibly well and thinks creatively.” **Alison Boren** (see p.2933) handles a variety of debt financings, while boasting a specialty in margin lending. “She is a very talented lawyer.” **Herschel Hamner** (see p.2949) enjoys a favorable reputation in the finance market, regularly handling energy-focused matters. “He is thoughtful and practical to work with.” **Brian Minyard** (see p.2963) is recognized for his wide-reaching commercial finance practice that sees him acting for both lender and borrower clients. “He brings a wealth of knowledge and a tremendous amount of research to cases.”

Thompson & Knight LLP

See profile on p.3026

What the team is known for Sizable finance practice with an enviable roster of borrower and investor clients in the energy industry. Frequently represents major lenders in the Texas market, with expertise in syndicated revolving credit facilities.

Strengths One source appreciates the practice for being “very responsive, with very confident people every time.”

Another interviewee commends the firm for having “quality lawyers, doing a lot of energy work among other types of deals.”

Work highlights Counseled Citibank in connection with a syndicated unsecured credit facility valuing at \$1.5 billion.

Notable practitioners

James McKellar frequently acts for major players in the energy and natural resources sector. “James is one of the deans in Texas oil and gas work.” “He is very, very detail-oriented and a good lawyer.” **Andrew Flint** is highlighted for his expertise in both secured and unsecured transactions. “He is pleasant to work with; he is commercially operated, gets work done and is responsive.” **Cassandra Mott** assists borrower and lender clients with a vast range of financing transactions. “Cassandra is pleasant to work with and brings a good demeanor to the table.”

Band 4

Baker Botts LLP

See profile on p.2993

What the team is known for Houston-based practice with expertise in the energy finance sector, particularly oilfield services and offshore drilling sectors. Represents a range of clients including borrowers, issuers and other international financial institutions. Capable of handling cross-border financings.

Strengths Competitors regard the firm as having “a good reputation and smart lawyers, and they are well known in the market.”

A client is grateful for the team’s “accessibility and responsiveness, and they are very adaptable, with very thorough research skills.”

Work highlights Represented NRG Energy in connection with a \$5.5 billion senior secured 364-day bridge term loan and a \$1.075 billion senior secured revolving credit facility in acquiring Direct Energy.

Notable practitioners

Luke Weedon (see p.2983) is a highly regarded borrower-side financing attorney who regularly appears on syndicated loans. “An absolute pleasure to work with and an invaluable resource to the company.” **Shad Sumrow** (see p.2979) typically handles financings within the energy sector and has experience acting

on syndicated transactions. “Shad has a lot of international experience; he knows the issues.” “He is easy to work with.”

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Well versed in a range of matters including leveraged finance, syndicated loans, energy finance and regulatory compliance. Handles matters for both lenders and borrowers. Works with commercial banks, private equity funds and hedge funds, among others. Significant expertise across the energy space, including in oil and gas.

Strengths Sources describe the team as “a long-standing Texas finance practice with good lawyers.”

Work highlights Acted for Wells Fargo Bank on providing a \$550 million revolving credit facility to Northstar’s Memorial, Funeral and Cemetery groups.

Notable practitioners

David Barbour (see p.2930) brings to bear long-standing experience in corporate financings. “David is a great lawyer and very well-respected attorney.”

Thomas Perich (see p.2969) largely acts on behalf of financial institutions in both single-bank and syndicated transactions. “He has a lot of very good deals; he is smart, practical, easy to deal with and protects his clients.”

Mayer Brown LLP

See profile on p.1597

What the team is known for Operates from Houston and is able to draw on the firm’s national and international network. Handles traditional energy lending as well as financing for renewable energy projects. Possesses considerable expertise in acquisition financing and reserve-based lending. Well supported by complementary tax, corporate and real estate departments.

Strengths A client praises the department as “absolute documentation experts. On anything that requires diligence and detail they are top-notch while being very good from a commercial standpoint.”

A market commentator notes Mayer Brown’s “great national reputation.”

Work highlights Advised Enterprise Product Operating on a 364-day revolving credit agreement valued at \$1.5 billion.

Notable practitioners

Tristan Propst (see p.2971) counts a host of banks among his client following, acting for them on complex finance transactions. “Tristan is extremely active in this space.” “He’s exceptionally thorough, leaving no questions unanswered.”

Winstead PC

See profile on p.3029

What the team is known for Diverse banking and finance practice with a deep bench, with particular expertise in acting for lenders. Clients include leading national and international banks. Handles large syndicated transactions, both secured and unsecured facilities and multicurrency facilities. Offers ancillary expertise in areas such as bankruptcy, real estate and corporate law. Notable strength acting for clients within the energy industry, while offering additional expertise in the sports and healthcare sectors.

Strengths One source recognizes that Winstead “does an excellent job managing larger and more complex transactions.”

Another commends the team for being “extremely

responsive” and “very helpful in analyzing risks appropriately.”

Work highlights Counseled JPMorgan Chase Bank in a multijurisdictional and multicurrency restructuring amendment valued at \$175 million.

Notable practitioners

Michael Hilliard (see p.2952) is a longstanding practitioner in the Texas banking and finance space, noted for his strength on the lender side of transactions. “He is a wonderful lawyer and gentleman.”

Melissa Stewart (see p.2979) routinely handles complex financings on behalf of well-known financial institutions. “She has vast experience and is very familiar with the market, knowing what is reasonable and what is not; a good adviser and strong advocate who is very responsive.” **Richard Leucht** (see p.2958) primarily handles midmarket transactions on behalf of bank clients. He regularly acts within the energy sector and boasts recent experience advising clients in the real estate space. “People see him as a leader; I think highly of him.”

Band 5

Paul Hastings LLP

See profile on p.2442

What the team is known for Houston-based team focuses on advising big-name financial institutions and alternative lenders on energy industry financing matters. Client base also includes notable energy companies. Active on syndicated financings, transactional and credit facility matters.

Strengths “It’s a very commercial group,” says a source. “They’re technically competent and the work is very polished, even on short timelines.”

An interviewee reports: “They give good advice and feedback and provide good commentary to guide us through complex situations.”

Work highlights Advised Wells Fargo Bank on amendments to a reserve-based credit facility worth \$1.075 billion for Parsley Energy.

Notable practitioners

Paris Theofanidis regularly advises his roster of household-name lender clients on financings in the oil and gas space. “He provides good guidance throughout. He is very good at communicating and makes sure we arrive at the right destination.”

Porter Hedges LLP

See profile on p.3017

What the team is known for Full-service commercial firm with a robust finance practice and core client base which includes both lenders and borrowers. Experienced in working with domestic and international banks. Possesses experienced practitioners in the energy, project finance and real estate spaces. Routinely handles syndicated credit facilities, loan agreements, and associated restructuring issues.

Notable practitioners

Nick Sorensen (see p.2978) acts for corporates and lending institutions on an array of lending transactions, including acquisition and DIP financings. “We hold him in very high regard; he is very smart and commercial and a very good finance lawyer.”

Weil, Gotshal & Manges LLP

See profile on p.2468

What the team is known for Strong representation of both corporate borrowers and private equity lenders. Regularly works in energy financings

including asset-based lending, investment-grade lending and mezzanine funding. Energy sector experience includes upstream exploration, pipeline and infrastructure matters.

Strengths A market commentator says: “They are easy to work with and know the market conditions well.”

Work highlights Aided Willis Towers Watson on a \$1.1 billion unsecured term facility to finance the acquisition of TRANZACT.

Notable practitioners

Courtney Marcus (see p.2960) is a highly reputed attorney whose recent financing work has involved the healthcare, technology and manufacturing sectors. “She has vast experience and is in touch with what the current market is.”

Willkie Farr & Gallagher LLP

See profile on p.2470

What the team is known for Established finance practice noted for its representation of both borrower and lender clients. Well equipped to handle the full range of transactions from acquisition financings to DIP lending. Much sought after for its strength in the energy industry, with expertise in sector-specific transactions such as reserve-based loans and volumetric production payments. Enabled by a widespread domestic and international presence to excel in cross-border transactions.

Strengths “It’s my go-to team for important work,” says a source; “I lean on them for the right advice in a timely manner.”

Clients describe the firm’s lawyers as “highly knowledgeable – they very much understand the legal aspects and the business side, which is very helpful.”

Work highlights Advised Texas National Bank as an administrative agent and lender for a secured reserve-based loan agreement worth \$40 million for a multistate energy producer.

Notable practitioners

Michael Niebruegge’s (see p.2966) work in this sector includes acting on project financing and reserve-based loans. “You can tell he has a ton of experience in financing.” “He has great communication skills and superior subject knowledge.” **Ryan Cicero** (see p.2936) is increasingly recognized for his work in financing transactions within the energy sector. “He is very responsive, thoughtful and a trusted adviser.”

Other Ranked Lawyers

Frank Bradley’s (see p.2933) financing practice largely sees him acting within the energy space. “He is a terrific practitioner and thought of very highly.”

Mark Holmes is best known for his financing work in the energy industry. “He is very pragmatic, very practical and runs a team very efficiently.”

Shalla Prichard (see p.2970) is a respected practitioner in the Texas market, routinely handling commercial financing mandates. “She is really commercial and knows the market well.”

Richard Sitton is a highly regarded financing practitioner in the firm’s Houston office. He represents both borrowers and lenders in energy-related financings.

TEXAS: An Introduction to Bankruptcy/Restructuring

Contributed by Forshey Prostok LLP

A severe winter storm left Texans without essential utilities for days, causing some of Texas' largest electricity providers to file for bankruptcy seeking relief from debts owed to the Electric Reliability Council of Texas ("ERCOT"). Additionally, more than one year after the emergence of COVID-19, restrictions are starting to lift and businesses in Texas are returning to near-normal activity. The true impact of government restrictions on businesses during the COVID pandemic has yet to be fully seen in the bankruptcy courts.

The Utility Bankruptcies

Most of Texas operates on its own independent power grid. ERCOT is a member-based, nonprofit entity that regulates generation and energy management in Texas. To greatly simplify the electrical power supply chain, most commercial and residential customers in Texas buy electricity from the electric providers. The electric providers purchase power from ERCOT, which in turn obtains its power from generation companies.

When the February storm caused wholesale electricity prices to reach unprecedented levels—\$9,000/MWh in some cases—the shock was felt at all points on the supply chain. The aftershock of this event is now making its way into Texas' bankruptcy courts. First, the electric providers do not have the funds available to pay ERCOT the total debt incurred over the several days of storms. Second, the retail customers cannot afford to pay their several thousand-dollar bills (sometimes more than \$10,000). Third, Texas politicians are pushing to fix what appears to be a broken system. Last, the electric providers are facing mounting litigation by its customers as well as investigations and lawsuits from the Texas Attorney General. These issues have a potential cascading effect.

As of April 12, 2021, three electric providers have filed for bankruptcy protection: Brazos Electric, Texas' largest and oldest electric power cooperative, filed on March 1, 2021, scheduling a disputed \$1.8 billion owed to ERCOT; Just Energy filed on March 9, 2021, scheduling \$250 million owed to ERCOT; and Griddy Energy filed on March 16, 2021, with a listed debt of \$29 million owed to ERCOT.

In the Griddy Energy reorganization, customers who had already paid some of their massive bills sought to have their interests represented by a separate official committee. The United States Trustee declined to appoint the special committee, concluding that power customers could be adequately represented by the official committee of unsecured creditors. However, the U.S. Trustee ordered that the committee must include three former customers as members, with the lead plaintiff in the proposed customer class action suit to serve as chairperson. The idea of appointing an additional official committee to better and more specifically represent a uniquely situated class of parties in a complex Chapter 11 case is not a new concept; however, because of the special characteristics of utility reorganizations, we can expect that additional committees will be more often requested and used as more utilities seek relief in Chapter 11.

Brazos Electric is an electrical co-operative composed of 16 electrical co-ops who provide power to their members, who are the ultimate consumers of the electricity. Brazos Electric can only pay the disputed bill to ERCOT by passing the charges through to the member co-ops, who in turn can only raise the necessary cash to pay Brazos Electric by passing the charges on to the members of the 16 co-ops. The co-ops can only pass reasonable charges through to their members who

are the ultimate retail customers. This threatens to create a cascade effect if the co-ops which compose Brazos Electric cannot pass these expenses through to their members.

All of these factors make it likely that a new *financial* storm is on the way as Texas struggles to address the financial fallout of the winter storm.

The (Continued) Coronavirus Pandemic

It was widely projected that the coronavirus pandemic and government-ordered shutdowns were going to create a tidal wave of business bankruptcies. However, as of early April 2021, this apocalyptic event has not yet occurred. Instead, what the bankruptcy courts saw were businesses already on the brink of insolvency finally pushed over the edge seeking restructuring in Chapter 11.

For example, a number of the largest bankruptcies last year had been the subject of rumors of restructuring for some time: Chesapeake Energy, J.C. Penney, Neiman Marcus, Frontier Communications, and McDermott International. The only truly surprising large bankruptcy case for which one could arguably blame the COVID pandemic was Hertz Corporation, Case No. 20-11218 (Bankr. D. Del.).

Action by the federal government providing direct funds to businesses via the Economic Injury Disaster Loan and two rounds of the Paycheck Protection Programs minimized the damage and prevented a flood of bankruptcies and liquidations. Businesses also implemented their own mitigation strategies to survive including furloughing unnecessary workers, offering earlier retirement to employees, cutting costs, and closing unprofitable locations. Landlords and lenders similarly assisted by voluntarily entering into agreements to temporarily alleviate burdens on business owners. Ultimately, for many businesses, a combination of government intervention, quick action, and simple goodwill prevented disaster.

However, the United States economy and its businesses are not out of the woods yet. While the rollout of vaccines and the easing of onerous government restrictions give cause for optimism, many businesses may be taken by surprise when unforgiven debt becomes due.

Indeed, a clear example that Congress understands that the financial impact of the pandemic is far from over is the recent enactment of the COVID-19 Bankruptcy Relief Extension Act (the "BREA"). The BREA was signed on March 27, 2021, and has extended for one year the personal and small business bankruptcy relief provisions that were part of last year's CARES Act. Most notably, a company with debts as high as \$7.5 million can still qualify for Subchapter V reorganization.

As a result of the extensions provided by BREA, small businesses in particular now have additional time to consider options by which to repay their delayed pre-coronavirus debt and/or their additional debt incurred during the pandemic. The extension of the increased debt limit makes Subchapter V available to many businesses that would have exceeded the original Subchapter V debt limit from pandemic-related borrowing alone.

Conclusion

In the current economic climate, it is reasonable to expect that Texas and the United States will see an increase in business bankruptcies throughout 2021 and the foreseeable future. The unresolved issues of liability in the Texas energy sector from the February 2021 storms

will likely lead to additional electric providers seeking relief. Although we have yet to see the expected increase in COVID-shutdown-related business bankruptcies, the extension of the CARES Act should incentivize many small business owners to evaluate their financial conditions and determine if reorganization under efficient and debtor-friendly terms is the best course of action. Bankruptcy professionals should expect to be busy and dealing with the aftereffects of the February storms and the pandemic for a long time to come.

Bankruptcy/Restructuring

Bankruptcy/Restructuring	Bankruptcy/Restructuring	Bankruptcy/Restructuring
Leading Firms	Senior Statespeople and Eminent Practitioners	Senior Statespeople and Eminent Practitioners
Band 1	Senior Statespeople: distinguished older partners	Eminent Practitioners
Haynes and Boone, LLP *	Ray Hugh M. McKool Smith (ORL) ◇	Phelan Robin Robin Phelan Law (ORL) ◇
Norton Rose Fulbright *		Russell Robin Hunton Andrews Kurth LLP *
Vinson & Elkins LLP *		
Band 2	Leading Individuals	
Akin Gump Strauss Hauer & Feld LLP *	Band 1	Mitchell John E. Katten (ORL) ◇ *
Jones Day *	Beckham Jr Charles Haynes and Boone, LLP *	Neligan Jr Patrick J. Neligan LLP (ORL) ◇
Porter Hedges LLP *	Gerber Toby L. Norton Rose Fulbright *	Patel Rakhee Winstead PC *
Weil, Gotshal & Manges LLP *	Gibbs Charles R. McDermott Will & Emery LLP (ORL) ◇ *	Pezanosky Stephen Haynes and Boone, LLP *
Band 3	Gordon Gregory M. Jones Day *	Prince James Baker Botts LLP *
Baker Botts LLP *	Greendyke William Norton Rose Fulbright *	Ruzinsky Bruce Jackson Walker LLP
Bracewell LLP *	Higgins John Porter Hedges LLP *	Taube Eric J. Waller *
Forshey Prostok LLP *	Pérez Alfredo R. Weil, Gotshal & Manges LLP *	Wolfshohl Joshua Porter Hedges LLP *
Hunton Andrews Kurth LLP *	Schultz Sarah Akin Gump Strauss Hauer & Feld LLP *	Band 4
Jackson Walker LLP *	Strubeck Lou Norton Rose Fulbright *	Aurzada Keith Miles Reed Smith LLP
Thompson & Knight LLP *	Wallander William Vinson & Elkins LLP *	Brookner Jason S. Gray Reed & McGraw LLP
Band 4	Williamson Deborah Dykema Gossett PLLC	Cavanaugh Matthew Jackson Walker LLP
Dykema Gossett PLLC	Band 2	Lamberson Phillip L. Winstead PC *
Foley & Lardner LLP	Bennett David M. Thompson & Knight LLP	Lee James J. Vinson & Elkins LLP *
Kane Russell Coleman Logan PC *	Coleman Joseph M. Kane Russell Coleman Logan PC	Melko John P. Foley & Lardner LLP
Munsch Hardt Kopf & Harr, PC *	Heath Paul E. Vinson & Elkins LLP *	Moak Paul Gray Reed & McGraw LLP
Reed Smith LLP	O'Neil Holland N. Foley & Lardner LLP	Murphy J. Frasher Haynes and Boone, LLP *
Winstead PC *	Peck Ian Haynes and Boone, LLP *	Okin Matthew S. Okin & Adams LLP *
Band 5	Perrin Harry Vinson & Elkins LLP *	Ong Jay H. Munsch Hardt Kopf & Harr, PC
Akerman LLP *	Sosland Martin Butler Snow LLP (ORL) ◇ *	Parham David Akerman LLP *
Gray Reed & McGraw LLP	Wielebinski Joseph J. Winstead PC *	Penn John D. Perkins Coie LLP (ORL) ◇ *
Okin & Adams LLP	Wood III William A. Bracewell LLP *	Prostok Jeff Forshey Prostok LLP
Waller *	Band 3	Ray, III Hugh M. Pillsbury Winthrop Shaw Pittman (ORL) ◇ *
* Indicates firm / individual with profile.	Alaniz Omar Reed Smith LLP	Ross Judith Ross & Smith, PC (ORL) ◇
◇ (ORL) = Other Ranked Lawyer.	Columbus Eli Haynes and Boone, LLP *	Rukavina Davor Munsch Hardt Kopf & Harr, PC
Alphabetical order within each band. Band 1 is highest.	Davidson Timothy (Tad) A. Hunton Andrews Kurth LLP *	Taylor Mark Waller *
	Esserman Sander L. Stutzman, Bromberg, Esserman (ORL) ◇	Warner Michael Cole Schotz P.C. (ORL) ◇
	Forshey J. Robert Forshey Prostok LLP	Up-and-coming individuals
	Howley Thomas A. Howley Law PLLC (ORL) ◇	Boland Jason L. Norton Rose Fulbright *
	McDowell C. Luckey Shearman & Sterling LLP (ORL) ◇ *	Kaufman Aaron Gray Reed & McGraw LLP

Band 1

Haynes and Boone, LLP

See profile on p.580

What the team is known for Renowned for its work on complex bankruptcy and restructuring cases. Regularly advises on workouts and Chapter 11 matters. Able to offer tailored advice to local organizations, with particular expertise in matters relating to distressed oil and gas clients. Advises a wide range of parties, including debtors, creditors and buyers of distressed companies' assets and business operations. Client base includes manufacturers and retail companies.

Strengths One client notes: "They have been incredible in a time that has been very difficult. They provide amazing support and counsel."

Another adds: "It is an outstanding team with a number of excellent lawyers."

"The team is awesome," comments an interviewee, explaining: "They are efficient, creative and they don't crack under pressure. They're good advisers."

Work highlights Represented Chiyoda International in connection with McDermott International's Chapter 11 proceedings.

Notable practitioners

Charles Beckham (see p.2931) enjoys a strong reputation as a leading lawyer for oil and gas bankruptcies. He offers extensive experience acting for debtors and creditors in a wide range of issues, including in-court and out-of-court restructurings. "He is excellent and very knowledgeable." "He is a very good lawyer and leads the way." **Ian Peck** (see p.2968) chairs the bankruptcy and restructuring practice and is adept at advising on Chapter 11 proceedings. "Ian is very creative and extraordinarily responsive. He calms down challenging situations." "Ian is a real player in the market." **Eli Columbus** (see p.2937) enjoys a growing practice working on behalf of secured lenders and creditors in a range of bankruptcy matters, including Chapter 11 cases. "He is an expert in bankruptcy matters. He is knowledgeable on technical requirements and their practical and tactical effects. He is completely at home on his feet in court hearings and he is very aware of industry trends." "Eli is very sharp and he helps us to understand the dynamics and different documents." **Stephen Pezanosky** (see p.2969) acts

for creditors and debtors in a range of bankruptcy matters, with notable experience in the healthcare space. "Stephen is a very able litigator." "He does a very good job." **Frasher Murphy** (see p.2964) advises creditors and debtors on bankruptcy matters, including Chapter 11 proceedings and out-of-court workouts. "Frasher is phenomenal at legal negotiations." "He is one of my go-to lawyers. He does outstanding work and he's an extremely responsive and communicative lawyer." "He keeps us focused on the end game and leads us to the best possible outcome."

Norton Rose Fulbright

See profile on p.585

What the team is known for Excellent bankruptcy and restructuring team that provides clients with high-quality counsel on a broad range of matters, including committee representations as well as valuation and solvency proceedings. Regularly works on contentious and noncontentious international restructurings as well as domestic Chapter 11 cases. Cross-border reorganization capabilities are

enhanced by its groups in Europe, Canada and Australia. Acts for a range of clients, including international financial institutions and government-owned utility companies.

Strengths Interviewees report: "It is an extremely strong group. They are remarkably well connected and do a very good job."

Another adds: "It is a stellar firm. They are pragmatic and find ways to get to a solution."

Work highlights Represented the Official Committee of Unsecured Creditors as co-counsel in the Chesapeake Energy Chapter 11 cases, involving a total debt of \$11.8 billion.

Notable practitioners

Toby Gerber (see p.2945) is a highly respected lawyer in the bankruptcy and restructuring space. He is the first port of call for many clients on matters such as reorganizations and workouts. "Toby is a stalwart of the practice." "He is a great lawyer." "Toby is an excellent attorney." **William Greendyke** (see p.2947) has vast experience in reorganizations and creditors' rights-related matters. He regularly acts for clients including lenders, debtors and creditors. "He is a legend in the bankruptcy community." "He is always a problem solver." "He has a tremendous amount of experience and perspective to help shape a successful outcome." **Lou Strubeck** (see p.2979) cochairs the firm's national restructuring and insolvency practice and continues to be a go-to for matters such as high-value Chapter 11 cases. "He is always a pleasure to deal with." "He is one of the most talented bankruptcy lawyers in Texas." **Jason Boland** (see p.2933) is recognized in the market for his skilled handling of bankruptcy matters. He offers experience acting for both creditors and debtors, and regularly advises on Chapter 11 proceedings. "Jason is terrific and smart." "He is a fantastic lawyer." "Jason has a wide range of experience and is willing to mix it up when he needs to."

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Preeminent bankruptcy practice with a strong bench of specialist practitioners. Focuses on representing large multinational companies in the energy space. Regularly advises clients on Chapter 11 cases and out-of-court restructurings. Experienced in debtor engagements, secured lender work and the representation of strategic buyers of distressed assets. Also known for representation of creditor interests, including single lenders and administrative agents.

Strengths "They are phenomenal," comments one interviewee, adding: "We always enjoy working with them and they bring a complete set of skills."

Another says: "They are client-focused and serious about the task at hand, but also approachable and friendly."

Clients report: "The team's primary strength is their combination of technical bankruptcy skill and experience running complex cases."

Work highlights Advised JPMorgan Chase in relation to Denbury Resources' restructuring and prepackaged voluntary Chapter 11 bankruptcy cases filed in the Southern District of Texas.

Notable practitioners

Department co-head **William Wallander** (see p.2983) regularly acts for financial institutions in out-of-court workouts and restructurings. He is also an expert in distressed transactions. "William is a very smart lawyer." "He is client-focused, thoughtful

and responsive. He is a big-picture thinker and seeks strategic solutions to disputes and problems. He is one of the best creditor-side attorneys in the business." "He is very commercial and able to talk with our business folks in a way that is very open and helpful."

Paul Heath (see p.2950) is noted for his work acting for clients in industries such as manufacturing and retail on Chapter 11 cases and restructurings. "Paul is a phenomenal lawyer." "He is a tremendous resource in the bankruptcy arena." **Harry Perrin** (see p.2969) is a fine choice for national restructuring and reorganization work. He has vast experience in a range of sectors, including energy, real estate, professional sports and media. "Harry is awesome. He has everything." "It is always a pleasure to work with Harry and learn from his practical approach to solving problems. He can keep the team focused on the big picture and not lose sight of the end goal." **James Lee** (see p.2958) is an experienced lawyer who handles a range of corporate bankruptcy matters. His sector expertise includes telecommunications and energy. "He is very knowledgeable and easy to work with. He has continued to stay on top of matters and ensure the bankruptcy is wrapped up effectively."

Band 2

Akin Gump Strauss Hauer & Feld LLP

See profile on p.571

What the team is known for Highly regarded for advising creditors and debtors on a wide range of bankruptcy and restructuring matters, including litigation and distressed asset acquisitions. Frequently engaged on complex workouts and insolvencies in the energy sector. Sector expertise also covers healthcare, real estate and retail. Noted for its particular competence assisting bondholders, with additional experience representing creditors, debtors, liquidators and trustees.

Strengths Sources praise the firm's "deep bench of lawyers."

One interviewee notes: "Each of the lawyers from Akin Gump are highly professional and intent on delivering the most positive results. They are dedicated, available and constructive."

Another states: "They are very practical, commercial and certainly well suited to handle complex cases."

Work highlights Advised Franklin Advisers on the Chapter 11 cases of Chesapeake Energy.

Notable practitioners

Sarah Schultz (see p.2976) advises clients, including debtors and lenders, on Chapter 11 cases and distressed M&A. "Sarah is a superstar. She is smart and hard-working. She is skilled at negotiating and crafting complex resolutions in highly contentious cases and is a formidable adversary in litigation." "She is well respected, very knowledgeable and an expert in her field." "She demonstrates excellent initiative and extreme care when addressing complex matters that may otherwise present confusion and indecision."

Jones Day

See profile on p.583

What the team is known for High-profile practice that works on complex restructurings and bankruptcy filings on behalf of blue-chip clients. Advises debtors, lenders and committees. Experienced in mass tort restructurings and resolving derivatives-related issues. Known for its strength handling cross-border matters, as well as union, pension and

retiree legacy issues. Expertise spans restructuring work concerning asbestos-related matters.

Strengths One client attests: "They work incredibly well together. They clearly and efficiently allocate work among themselves and all seem to genuinely enjoy working together."

Another source adds: "Jones Day is a great firm; the team is well managed and efficient."

Work highlights Continued to represent Bestwall in its Chapter 11 proceedings.

Notable practitioners

Gregory Gordon (see p.2946) continues to be a fantastic choice for Chapter 11 cases and out-of-court restructurings. "He is able to masterfully work through reorganization cases. He is very, very impressive." "Gregory is an exceptional lawyer." "He is adept at taking complex legal issues and distilling them into a simple explanation or argument. His approach to oral advocacy is among the best I have ever seen."

Porter Hedges LLP

See profile on p.3017

What the team is known for Strong capability in the energy and healthcare sectors. Excels at contentious and noncontentious reorganizations, as well as matters arising from the oil and gas industries. Also advises clients on Chapter 7 and Chapter 11 cases. Represents debtors, creditors, institutional lenders and investors, among others.

Strengths One interviewee comments: "They are smart, hard-working, very professional and very experienced."

Another reports: "They are very capable, pragmatic and well versed in the latest legal challenges."

A client says of a recent matter: "Porter Hedges successfully navigated these unprecedented and novel obstacles and stayed focused on the goal."

Work highlights Acted for PetroQuest Energy and affiliated entities in their jointly administered Chapter 11 proceedings.

Notable practitioners

John Higgins (see p.2952) has a highly regarded bankruptcy and restructuring practice, representing clients in matters such as Chapter 11 cases and out-of-court restructurings. "John is the consummate professional. He is really good and creative." "He is very good in court and knows the nuances of the law." "John is very smart and commercial. He is a great lawyer who has a great read of the judges and the courtroom."

Joshua Wolfshohl (see p.2986) often works on bankruptcy proceedings involving entities in the energy and healthcare sectors. "He is detailed, highly professional and pragmatic." "Joshua is an excellent lawyer."

Weil, Gotshal & Manges LLP

See profile on p.2468

What the team is known for Debtor-focused restructuring and insolvency team. Regularly engaged on bankruptcies and reorganizations, and able to handle mandates with a cross-border element. Sector expertise covers energy, insurance and transportation.

Strengths One source comments: "They did a very good job advising on a complicated situation."

Another enthuses: "They are absolutely fantastic. They are incredibly responsive, their work product is outstanding and the volume and detail of the work is phenomenal."

Work highlights Represented EP Energy and certain of its affiliates in their Chapter 11 cases.

Notable practitioners

Alfredo Pérez (see p.2969) enjoys a market-leading practice which sees him advise on high-profile Chapter 11 bankruptcies. *"He is one of the most experienced lawyers in Houston." "He is unfailingly courteous and responsive and provides outstanding service." "He is always thinking ahead, he is very practical, a deal maker and helps me understand the risks."*

Band 3

Baker Botts LLP

See profile on p.2993

What the team is known for Maintains an active practice advising clients on reorganization cases and liquidations, with strength in related litigation. Also has expertise in out-of-court workouts. Recognized for its work in the oil and gas sector, with experience representing creditors, committees and asset acquirers. Expertise covers distressed asset acquisitions and dispositions.

Strengths One client says: *"The team exhibits the highest level of effectiveness, knowledge, confidence and collaboration."*

Another notes: *"They are very knowledgeable, capable and client-focused."*

Work highlights Represented Diversified Gas & Oil Corporation in its acquisition of certain oil and natural gas exploration, development and production assets from EdgeMarc for \$50 million.

Notable practitioners

James Prince (see p.2970) has a strong restructuring practice and represents clients such as debtors, creditors and third-party capital providers. *"James is an outstanding bankruptcy lawyer. He has great courtroom demeanor – he's very smooth in his delivery – and he is very smart." "He is technically astute, pragmatic and client-focused."*

Bracewell LLP

See profile on p.2995

What the team is known for Notable strength in oil and gas bankruptcies involving local and national clients. Adept at handling workouts and Chapter 11 cases. Frequently engaged by institutional investors and commercial lenders, particularly in relation to work in the energy and shipping industries. Houses a respected bankruptcy litigation practice, acting for both creditors and debtors. Experienced in handling international restructurings.

Strengths One source notes: *"They are very responsive and offer expert guidance."*

Another reports: *"Their ability to run complex cases is impressive."*

Sources add: *"Bracewell as an organization is very knowledgeable and professional in the field of bankruptcy law."*

Work highlights Represented Natixis as administrative agent of and co-lender to a senior secured RBL credit agreement in the Chapter 11 proceedings of MDC Texas Energy.

Notable practitioners

William Wood (see p.2986) is highlighted by the market for his skills handling bankruptcy-related work on behalf of clients in the energy sector. *"He is very experienced, a great communicator and has a top-notch working knowledge of bankruptcy proceedings." "He is very pragmatic and responsive." "He is consistently able to provide effective leadership within a contentious environment."*

Forshey Prostok LLP

See profile on p.3003

What the team is known for Boutique firm delivering comprehensive bankruptcy and restructuring advice, with a strong presence in Fort Worth. Advises a wide range of clients on business disputes, including professional malpractice, shareholder disputes and fraud. Substantial experience representing Chapter 11 debtors in the energy sector. Highlighted for its strength advising debtors.

Strengths *"I am very impressed with the team and they work together in a cooperative manner,"* comments a source, going on to praise their *"responsiveness and bankruptcy-centric focus."*

Interviewees say: *"The team is great. They fight hard for their clients and take the time to understand both their businesses and personal situations. In turn, they develop a strategy to make the best out of the difficult situations their clients are facing."*

Work highlights Represented the Official Committee of Royalty Owners in the Chapter 11 cases of Chesapeake Energy.

Notable practitioners

Robert Forshey is well regarded for his capabilities handling bankruptcies affecting those in the energy, retail and construction sectors. He offers significant experience in Chapter 9 and Chapter 11 proceedings. *"Robert does a terrific job." "He is knowledgeable and prepared." "Robert is a talented attorney and a strong advocate for his clients." Jeff Prostok handles matters such as reorganizations and distressed M&A. He acts for client from a variety of sectors, including retail and energy. "Jeff is a really talented and creative lawyer." "Jeff has a great reputation and an extensive knowledge of bankruptcy law. He is attentive and always available to discuss our matters."*

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Advises creditors and debtors on reorganizations, both in and out of court. Provides corporate clients and independent board committees with risk guidance and is noted for its work in the energy sector, as well as for its experience in matters relating to the shipping industry. Client base includes bondholders and secured lenders, as well as strategic buyers.

Strengths Sources say: *"They are practical, efficient, respected, attentive to detail and achieve positive results."*

Work highlights Represented Hi-Crush in connection with its Chapter 11 filing, involving around \$600 million in debt.

Notable practitioners

Robin Russell (see p.2974) serves as deputy managing partner of the firm and has extensive experience in bankruptcy and restructuring matters. *"Robin is extremely experienced and practical. She is very knowledgeable of the internal workings of the process." "She is a dean of the Bar." "Robin has a very good reputation." Timothy Davidson* (see p.2939) works on bankruptcies and out-of-court workouts for a range of clients, including hedge funds and private equity firms. *"I think highly of Tad, he is an impressive attorney."*

Jackson Walker LLP

See profile on p.3008

What the team is known for Represents a diverse client base across sectors including energy, real estate and healthcare. Frequently engaged on reor-

ganizations, Chapter 11 cases and bankruptcy litigation. Caseload ranges from complex corporate cases to liquidation proceedings for small businesses and individuals. Acts on behalf of creditors, debtors and asset purchasers, among others.

Strengths One source comments: *"It is a formidable team in Texas."*

Another remarks: *"They are very effective and fight hard."*

Work highlights Represented Sanchez Energy in its Chapter 11 case involving approximately \$2.3 billion in debt.

Notable practitioners

Bruce Ruzinsky works on various chapter bankruptcies and litigation. He counts debtors, landlords and trustees among his clients. *"If you can't get along with him, you can't get along with anyone." "Bruce is fair, reasonable and responsive." Matthew Cavanaugh* routinely represents large companies in the energy and retail sectors in bankruptcy matters. He is particularly well equipped to handle Chapter 11 proceedings. *"Matthew is a very practical and business-oriented guy." "He is a very talented lawyer."*

Thompson & Knight LLP

See profile on p.3026

What the team is known for Capable bankruptcy practice with an established reputation for its frequent engagement on oil and gas reorganizations, especially upstream and midstream. Experience ranges from mid-sized regional bankruptcies to large-scale creditor representations. Areas of expertise include distressed asset transactions and lease disputes. Particularly active representing trustees and bondholders, as well as secured creditors, equity owners and company operators.

Strengths Market sources comment: *"It is an outstanding law firm with quality lawyers."*

Work highlights Represented Approach Resources and affiliates in their Chapter 11 filing, involving more than \$400 million in debt.

Notable practitioners

David Bennett advises clients on a range of matters, including in-court and out-of-court reorganizations. *"David is a really good technical lawyer." "He is hard-working." "David is outstanding and very well respected by the Bar."*

Band 4

Dykema Gossett PLLC

What the team is known for Debtor-side representation focused on mid-market companies across a wide range of industry sectors, with significant energy, real estate and healthcare experience. Adept at advising on distressed asset acquisition and bankruptcy-related litigation. Works with debtors, creditors and committees. Also represents financial institutions, including Texas-based and community-based banks.

Work highlights Acted for privately held oil and gas company New Emerald Energy in its Chapter 11 filing.

Notable practitioners

San Antonio-based **Deborah Williamson** is a go-to practitioner in the insolvency and restructuring space. She has broad sector expertise and often works with clients from the healthcare and energy sectors on the full spectrum of bankruptcy matters. *"Deborah is a really great lawyer. She is personable, smart and well respected by the judiciary. She is a deal cutter." "Deborah is a powerhouse." "She is a formi-*

dable adversary.”

Foley & Lardner LLP

What the team is known for Recognized for its expertise in the bankruptcy and restructuring field. Advises clients in the energy, healthcare and retail sectors on workouts, reorganizations and public debt restructuring. Additional expertise in distressed asset sale and contested Chapter 11 proceedings.

Strengths One source comments: “It is a good team of solid lawyers.”

Another remarks: “It is a collaborative group.”

Work highlights Acted for Reagor-Dykes Motors in its Chapter 11 proceedings, involving high-value claw-back litigation.

Notable practitioners

Holland O’Neil is particularly adept at handling corporate restructuring work. She acts for a broad range of clients including creditors, debtors and trustees. “Holland is a great lawyer, formidable in court and well respected.” “She has a very good courtroom presence.” **John Melko** is highly experienced in advising on bankruptcies in the energy space. He is known for representing a range of clients, including financial institutions. “John has a very calm and thoughtful presence.” “He is a very capable individual.”

Kane Russell Coleman Logan PC

See profile on p.3010

What the team is known for Strong creditors’ committee practice active across the USA. Also notable for advising debtors, trustees and asset purchasers. Particular strength in pre-bankruptcy and out-of-court workouts. Experienced in defending fraudulent conveyance actions. Active in sectors such as healthcare, energy, real estate and retail.

Strengths Clients say: “They are extremely responsive and results-oriented.”

Another adds: “They listen intently to our objectives and work with us to develop an optimal strategy. They are very helpful with every step of executing and revising the strategy when necessary.”

Commentators add: “It is one of the best local boutiques in Texas.”

Work highlights Acted for DNB in the bankruptcy case of Arena Energy, a matter involving \$1 billion in debt.

Notable practitioners

Joseph Coleman focuses on reorganization and restructuring work. He is experienced advising clients such as lenders, debtors and trustees. “Joseph is an expert in his area of practice and has strong business acumen.” “He is smart and hard-working.” “He is very astute, savvy and a really good communicator.”

Munsch Hardt Kopf & Harr, PC

See profile on p.3015

What the team is known for Well-regarded locally and nationally for undertaking a wide variety of restructuring and bankruptcy matters. Expertise covers issues such as Chapter 11 cases and asset sales. Experienced in a number of sectors including energy, financial services and healthcare. Particular strength in cross-border insolvency. Advises clients such as creditors, debtors, committees, trustees and investors.

Strengths Interviewees report: “They are always available and always work hard to find answers to any questions or issues.”

“It is an excellent firm,” comments a source, adding: “They’re very responsive, very knowledgeable and easy to work with.”

Work highlights Represented the trustee of the Life Partners Creditors’ Trust in jointly administered Chapter 11 bankruptcies, involving \$1.5 billion in estimated claims.

Notable practitioners

Jay Ong is well regarded for his bankruptcy practice acting on behalf of creditors. He offers notable expertise in Chapter 11 proceedings. “Working with Jay is a pleasure. He works hard and is always available.” “He has a good reputation on the litigation side.”

Davor Rukavina wins praise for his bankruptcy practice. He regularly handles matters relating to the manufacturing and healthcare industries and frequently represents clients in Chapter 7 and 11 cases. “Davor is a tenacious, zealous advocate for his clients.” “He has lots of experience.”

Reed Smith LLP

What the team is known for Significant bench of specialist bankruptcy practitioners with experience in Chapter 7 and Chapter 11 cases. Frequently acts on behalf of clients in the energy and retail industries. Noted in particular for its impressive representation of creditors and investors.

Strengths “There is a high level of work across the firm,” comments an impressed client, adding: “Their responsiveness, billing and value for money are all good.”

“They have some good talent with some top-notch professionals,” reports a market insider.

Notable practitioners

Omar Alaniz’s practice sees him handling Chapter 11 cases for debtors and creditors. He acts for clients from a variety of industries, including energy and entertainment. “He is an excellent lawyer – incredibly intellectual and charismatic.” “Omar is a problem solver who is very practical.” **Keith Aurzada** offers significant experience in a wide range of bankruptcy matters, including Chapter 11 filings. His practice spans industries such as real estate and energy. “Keith is a very good attorney who can strategize very well.” “He is responsive, diligent and always on top of developments.” “He is fantastic.”

Winstead PC

See profile on p.3029

What the team is known for Supports clients on a range of bankruptcy matters including Chapter 11 proceedings and out-of-court workouts. Works with commercial banks, asset-based lenders and lender syndicates, among others.

Strengths Clients say: “The quality of their work is excellent and they are very responsive.”

Another remarks: “The firm has a longstanding reputation in the region and they are effective at driving results. They are creative thinkers and have good judgment.”

Work highlights Represented the Official Committee of Equity Interest Holders in the Chapter 11 proceedings of Tuesday Morning Corporation.

Notable practitioners

Joseph Wielebinski (see p.2984) focuses on bankruptcy, creditors’ rights and restructuring work. His clients include REITs and financial institutions. “Joseph is smart and hard-working.” “He has an expansive network and a great reputation in the market.”

Rakhee Patel (see p.2968) works with a host of clients, including debtors and creditors, in reorganizations and bankruptcies. Her sector experience covers the hospitality, energy and manufacturing industries. “Rakhee is a really creative lawyer; she’s

very detail-oriented with an incredible knowledge of the code.” “She is formidable.” “Rakhee is very highly respected.” **Phillip Lamberson** (see p.2957) leads the firm’s bankruptcy and restructuring practice. He has wide-ranging experience across all aspects of bankruptcy matters. “Phillip does a fantastic job.” “He has an in-depth understanding of every issue and has the ability to identify and present creative solutions in order to advance negotiations.”

Band 5

Akerman LLP

See profile on p.1303

What the team is known for Notable practice that covers the full range of bankruptcy and restructuring matters, with particular expertise in litigation. Focused on work for creditors, with the ability to advise debtors. Client base also includes bondholders and trustees. Also well versed in commercial mortgage foreclosures, workouts and receiverships, as well as international insolvency transactions. Often works with clients active in the airline, manufacturing and energy sectors.

Strengths A commentator reports: “It is an excellent team that works well together and is very consistent.”

Work highlights Represented Energy Transfer in connection with the Midstream Energy Industry Chapter 11 case relating to its indirect investment in PES Holdings.

Notable practitioners

David Parham (see p.2968) advises clients on a range of bankruptcy and reorganization matters, including litigation and workouts. “David provides excellent support and strategic guidance.” “He has a lot of experience.” “He is hard-working and is a great deal lawyer.”

Gray Reed & McGraw LLP

What the team is known for Noteworthy Texas firm with significant experience in the full range of bankruptcy matters. Acts for a varied client base including trustees, creditors and debtors.

Notable practitioners

Jason Brookner handles a wide range of insolvency and restructuring matters. He works with debtors, creditors and lenders. “He is smart and hard-working.” “Jason thinks outside the box.” **Paul Moak** frequently handles corporate restructuring and bankruptcy proceedings. His clients include debtors, secured lenders and creditor committees. **Aaron Kaufman** is developing a notable bankruptcy practice which includes reorganizations and related litigation. His clients range from debtors to trustees and lenders. “Aaron lead the case, gaining the trust and respect of management and keeping them on track.” “He is a rising star.”

Okin & Adams LLP

What the team is known for Capable team with notable expertise in bankruptcy litigation, Chapter 11 proceedings and workouts. Represents a diverse range of clients from industries including energy, shipping and retail.

Notable practitioners

Matthew Okin (see p.2967) is a well-regarded bankruptcy and restructuring lawyer. He advises on Chapter 11 cases, among other matters. “Matthew is a practical attorney.”

Waller

See profile on p.2841

What the team is known for Established practice which is well versed in a range of bankruptcy matters, including Chapter 11 proceedings, workouts and litigation. Acts for debtors and lenders, and offers notable experience in the retail and oil and gas sectors.

Strengths One source notes: *“It is an excellent law firm.”*

Another adds: *“They are highly capable lawyers. In the courtroom, they are skilled, good on their feet and zealous advocates for their client’s interests.”*

Work highlights Represented Regions Bank as a secured lender in the Chapter 11 case of Arena Energy and Valiant Energy, involving \$1 billion of secured debt.

Notable practitioners

Eric Taube (see p.2980) is based in the firm’s Austin office and works with clients on bankruptcy proceedings. He is relied upon by trustees and large corporates to guide them through Chapter 11 cases. *“Eric is formidable and hard-working.” “He is a strong and capable litigator.” “He is thorough and diligent.”* **Mark Taylor’s** (see p.2980) practice covers both contentious and noncontentious bankruptcy matters. He acts for clients from a range of industries, including the energy and finance sectors. *“Mark is highly skilled.” “He is an excellent litigator.”*

Other Ranked Lawyers

Sander Esserman is noted for his experience in reorganization issues related to mass tort cases. He represents clients in a variety of forms, including as indenture trustee and debtors’ counsel. *“He is a very knowledgeable individual.”*

Charles Gibbs (see p.2945) is a prominent name in the Texas market, handling a range of restructuring proceedings. His broad client base includes well-known companies from the oil and gas and retail industries. *“He’s a straight shooter and unflappable.” “He is a deal maker, responsive and very effective in court.” “He stands out. He is an exemplar in the way he practices law. He leads with substance, logic and behavioral insights to achieve good outcomes.”*

Thomas Howley handles corporate workouts and distressed M&A, among other issues. *“He is a very good lawyer.”*

Lucy McDowell (see p.2961) is well regarded for his work on insolvency and restructuring matters. He regularly advises on out-of-court workouts. *“He is extremely smart, has a very good bedside manner and he can work through a very tough situation. He’s also good in court.” “He is a standout lawyer; he’s commercial, practical and has really good judgment.” “He is extremely skilled and personable.”*

John Mitchell (see p.2963) has wide-ranging experience in Chapter 11 cases, covering industries such as energy and retail. His client base includes REITs and companies. *“John is terrific. He is a great talent with a good courtroom presence.” “His work is exemplary. He resolves matters with creativity and hard work.”*

Patrick Neligan is a respected practitioner who advises on matters such as Chapter 11 reorganizations. He works with public and private companies. *“Patrick is effective in the courtroom.” “He is formidable and an excellent lawyer.”*

John Penn (see p.2969) leads the firm’s bankruptcy and restructuring practice. He frequently repre-

sents large corporates in Chapter 11 cases. *“John is extremely responsive and especially adept at packaging complex bankruptcy issues in a way that is easy for our business to digest and strategize around.” “Because of his extensive experience, he can offer explanations and rationales for different arguments and procedural choices.”*

Robin Phelan is an experienced practitioner with a strong reputation. His broad practice covers litigation, insolvency and reorganization. *“Robin is tremendous; he is really smart and comes up with creative solutions.”*

Hugh Ray chairs the firm’s national bankruptcy practice, splitting his time between New York and Houston. He offers extensive experience in Chapter 11 proceedings. *“He’s a veteran – a well-respected and gracious lawyer.”*

Hugh Ray (see p.2971) is noted for his work on behalf of clients such as public companies and creditors on reorganizations and bankruptcies. *“Hugh is very knowledgeable about bankruptcy law.”*

Judith Ross acts for clients across a breadth of industries in bankruptcies and corporate reorganizations. She also has experience handling contentious matters. *“Judith is an excellent lawyer.”*

Martin Sosland (see p.2978) has vast experience handling Chapter 11 cases and works with clients such as creditors and debtors. *“He has a complete knowledge of bankruptcy law and is able to maneuver through complex scenarios.” “Martin is one of the smartest lawyers I know; he is very good at negotiation and well regarded by judges. He is really resourceful and thinks outside the box.”*

Michael Warner advises clients on matters such as reorganizations and workouts. *“He is a fantastic lawyer – extremely knowledgeable, experienced, thoughtful and helpful.” “He is truly exceptional in his communications skills and he can deftly maneuver through the most difficult of cases.”*

Capital Markets Debt & Equity

Capital Markets: Debt & Equity
Leading Firms
Band 1
Latham & Watkins LLP*
Vinson & Elkins LLP*
Band 2
Baker Botts LLP*
Gibson, Dunn & Crutcher LLP*
Kirkland & Ellis LLP*
Band 3
Akin Gump Strauss Hauer & Feld*
Hunton Andrews Kurth LLP*
Band 4
Bracewell LLP*
Sidley Austin LLP*
Simpson Thacher & Bartlett LLP*

* Indicates firm with profile.

Alphabetical order within each band. Band 1 is highest.

Band 1

Latham & Watkins LLP

See profile on p.584

What the team is known for Leader in the Texas market, offering extensive knowledge of the energy sector, including notable experience in the upstream, midstream and downstream sectors. Skilled across all capital markets transactions, with particular strengths in high-yield debt, private placements and IPOs. Boasts a clientele of national and international investment banks and companies, including MLPs.

Strengths Sources report that the lawyers *“are excellent; they are experts in their respective fields and they understand client service.”*

“They are very smart and very engaged in the market, and they are always one step ahead of things,” says an interviewee, who also reports that the attorneys *“are very fair and reasonable, even if you are on the opposite side.”*

“They are very practical, detail-oriented lawyers, who are also very responsive,” according to clients.

Work highlights Advised Energy Transfer Operating on its debt and equity issuances, with net proceeds totaling \$6.04 billion.

Notable practitioners

Michael Chambers (see p.2936) is widely respected for his capital markets practice, offering market-leading expertise in high-yield and investment-grade debt issuances. *“He is the godfather of the energy high-yield bond world; he has unbelievable experience and has seen everything, he has fabulous relationships in the industry, and he is extremely diligent and creative in his thinking.” “He sorts through a large workload, and any issues that arise, very effectively.”* **William Finnegan** (see p.2942) continues to garner praise for his longstanding securities law practice. His work encompasses the comprehensive range of transactions, including high-value debt offerings, IPOs, follow-ons and related financings. *“He is a very good lawyer who is very capable and very smart.” “He is smart, he stays on top of things and he inspires confidence in his clients—you want him on your transaction.”* **Ryan Maieron’s** (see p.2959) broad

Capital Markets: Debt & Equity
Eminent Practitioners
Eminent Practitioners
Kelly T Mark <i>Vinson & Elkins LLP*</i>
Leading Individuals
Band 1
Chambers J Michael <i>Latham & Watkins LLP*</i>
Davidson Joshua <i>Baker Botts LLP*</i>
Finnegan IV William N <i>Latham & Watkins LLP*</i>
Holmes Hillary H. <i>Gibson, Dunn & Crutcher LLP*</i>
Maieron Ryan <i>Latham & Watkins LLP*</i>
O'Leary Michael <i>Hunton Andrews Kurth LLP*</i>
Oelman David <i>Vinson & Elkins LLP*</i>
Wheeler Sean T <i>Kirkland & Ellis LLP*</i>
Band 2
Buck David <i>Sidley Austin LLP*</i>
Layne Ramey <i>Vinson & Elkins LLP*</i>
McWilliams Douglas E <i>Vinson & Elkins LLP*</i>
Molay Seth <i>Akin Gump Strauss Hauer & Feld LLP*</i>
Morgan Sarah <i>Vinson & Elkins LLP*</i>
Pacey Matthew <i>Kirkland & Ellis LLP*</i>
Rayburn Douglass M <i>Gibson, Dunn & Crutcher LLP*</i>
Band 3
Beck Alan <i>Vinson & Elkins LLP*</i>
Chapman Jeffrey A <i>Gibson, Dunn & Crutcher LLP*</i>
Duckworth Mollie <i>Baker Botts LLP*</i>
Goodgame John <i>Akin Gump Strauss Hauer & Feld LLP*</i>
Greer John <i>Latham & Watkins LLP</i>
LaFollette Christine B <i>Akin Gump Strauss Hauer & Feld*</i>
Seiguer Julian J. <i>Kirkland & Ellis LLP*</i>
Spedale Gerald <i>Gibson, Dunn & Crutcher LLP*</i>
Telle Michael S <i>Vinson & Elkins LLP*</i>
Vlahakos George <i>Sidley Austin LLP*</i>
Up-and-coming individuals
Erickson A.J. <i>White & Case LLP (ORL) ◇</i>
Mabry Cynthia May <i>Akin Gump Strauss Hauer & Feld LLP*</i>
Rosenzweig Brian <i>Simpson Thacher & Bartlett LLP*</i>
Yee Debbie <i>Kirkland & Ellis LLP*</i>
<i>* Indicates individual with profile.</i>
<i>◇ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

capital markets practice runs the full gamut of debt and equity securities offerings. He often represents issuers, underwriters and private equity sponsors in transactions in the oil and gas industry. "He is a great lawyer who is smart, business-savvy and solutions-oriented, and nothing ruffles his feathers." "There's nothing he hasn't seen before, which is incredible since he is so young." **John Greer** has experience in debt and equity transactions across a range of industries, with a particular strength in the energy sector. "He is a good lawyer who is creative in addressing issues." "He is fantastic and he is great with clients."

Vinson & Elkins LLP
See profile on p.3028

What the team is known for Remains a top-tier practice, offering expertise in a wide variety of capital markets deals. Particularly strong in handling MLP IPOs. Fields a deep bench of highly experienced practitioners with a range of specialties in both debt and equity offerings. Provides clients with ancillary expertise in areas such as tax, regulatory and energy law. Active in the technology, aviation and real estate industries, and capable across the energy space.

Strengths Interviewees observe that the firm is one of "the incumbent Texas firms in the energy space." Clients report that the practitioners "are very smart, they communicate well and they are business-minded,

Capital Markets: High-Yield Debt
Leading Individuals
Chambers J Michael <i>Latham & Watkins LLP*</i>
Rayburn Douglass M <i>Gibson, Dunn & Crutcher LLP*</i>
Rosenzweig Brian <i>Simpson Thacher & Bartlett LLP*</i>

savvy lawyers." Sources say that the attorneys "are incredibly helpful, they always go above and beyond, and their responses are timely and exactly what we need."

Work highlights Acted for Southwest Airlines on a \$2.3 billion equity offering.

Notable practitioners

Mark Kelly (see p.2955) provides market-leading representation to issuers and underwriters on the full span of capital markets matters. He currently serves as chairman of the firm. "He has a great managerial practice." "He knows the law, and client relationships are one of his absolute strengths and talents." Co-head of the department **David Oelman** (see p.509) acts for clients in a range of capital markets matters, with an emphasis on IPOs. He brings to bear significant experience in diverse industries, including energy, biotechnology and construction. "He is an excellent lawyer who knows the law, who can find solutions to difficult issues and who is good to work with." "He is as smart as can be but he speaks in plain English; he is really good at boiling down complex problems into nonlegal terms." **Ramey Layne** (see p.477) dedicates his practice to the representation of issuers and underwriters on the complete spectrum of debt and equity offerings. He is highlighted for his specialist experience advising MLPs and SPACs. "He is a very bright lawyer who knows the law and he does a great job for his clients." "He is known as a technical specialist who is knowledgeable on MLP agreements and their nuances." **Douglas McWilliams** (see p.2962)

' practice sees him at the service of issuers and underwriters on major offerings of debt and equity, with noteworthy experience in energy IPOs. "He has clients who go back to him all the time as he does a great job and he is a good person to work with." "He is user-friendly and he has deep substantive knowledge." **Sarah Morgan** (see p.501) is an experienced adviser to companies and underwriters, with capabilities spanning both debt and equity transactions, including IPOs. "She is a very capable lawyer who does a very good job of addressing issues on transactions, and she is creative." "She is a fierce advocate for her clients, she is productive and she knows the details of the case inside and out - she is a tremendous lawyer."

Alan Beck (see p.391) possesses significant experience in the energy sector, where he handles a broad range of capital markets matters. "He is a very good practitioner who has great substantive knowledge." "He is the kind of lawyer clients want, as he finds solutions and addresses issues." **Michael Telle** (see p.553) is regularly chosen by clients for his expert counsel on a broad range of public and private financing transactions. He is best known for his capital markets work in the energy industry, where he handles all kinds of debt and equity offerings. "He is a very capable lawyer and a problem solver who handles difficult issues well." "He cuts through what does not need to be discussed to focus on the important stuff."

Band 2

Baker Botts LLP

See profile on p.2993

What the team is known for Experienced Houston-based team with the ability to handle a variety of capital markets transactions for leading energy clients, with additional capabilities in the shipping and chemicals sectors. Particularly recognized for its representation of underwriter and issuer clients, including MLPs.

Strengths Interviewees characterize the lawyers as "very responsive, business-minded, practical and helpful."

Clients report that "they have a deep understanding of the midstream energy industry and represent multiple energy clients, so they understand the specific issues they face."

Sources appreciate that whether the firm is acting as "underwriter's or issuer's counsel, you are always working with people who know what they are doing."

Work highlights Acted for CenterPoint Energy on its underwritten public offering of \$1.2 billion in senior notes.

Notable practitioners

Capital markets expert **Joshua Davidson** (see p.418) is respected for the depth of his expertise in many industries, including renewable energy and mid-stream oil and gas. "He is practical, smart and sees issues coming before they arise." "He has a good relationship with investment banks, MLPs and other company-side clients." Partner in charge in Austin, **Mollie Duckworth** (see p.424) is a popular choice for clients in the energy industry seeking guidance on debt and equity offerings. "She has incredible judgment and her advice is very practical. She is so knowledgeable across such diverse subject matters and she is also extremely responsive." "She is an excellent champion who fights for you."

Gibson, Dunn & Crutcher LLP

See profile on p.869

What the team is known for Strong team known for its representation of companies and private equity firms in capital markets transactions. Frequently acts on securities offerings for clients in the energy space, assisting issuers and underwriters on high-value debt and equity deals.

Strengths Clients recommend the lawyers, saying: "They don't get into the weeds of what does not matter, but they focus on key issues to get the transactions done in a timely manner."

Sources say: "They are really practical, and they are very helpful and knowledgeable about the market - they are just fantastic."

Another client reports: "They are creative, experienced and they are willing to work to our ridiculous deadlines."

Work highlights Counseled Barclays Capital and other underwriters in Western Midstream Operating's \$3.5 billion public debt offering.

Notable practitioners

Hillary Holmes (see p.2953) is a highly regarded figure in the Texas market who advises on a broad array of capital markets transactions. "She is a very knowledgeable attorney who gives very good, practical advice, and she is a very hard worker who always meets requested deadlines." "She knows every nuance of every exchange and she knows the regulators, which really helps us when creative solutions are required as it allows us to anticipate issues before they

come up.” **Douglass Rayburn** (see p.521) is a well-regarded capital markets practitioner, recognized for his strength in a wide range of transactional matters, including IPOs and high-yield debt offerings. “He is a very talented capital markets lawyer who is smart and pragmatic and looks at the big picture.” “He has great expertise, in particular in debt offerings, and he has a really in-depth knowledge of high-yield debt. He is very well known by the banks and he has a lot of underwriter expertise.” **Jeffrey Chapman** (see p.2936) is highlighted for his skill in representing private and public companies and private equity sponsors in diverse securities transactions. His substantial expertise in capital markets law emerges as part of a wider M&A practice. “He is a fantastic business lawyer who has his finger on all the issues you need to consider.” “He is a very detail-oriented, technical lawyer.” **Gerald Spedale** (see p.546) is noted for his skillful representation of clients in capital markets transactions connected with the energy industry. “He is a very capable and intelligent lawyer who is also very pragmatic and really focuses on issues that matter.” “He is a good lawyer who knows what he is doing, he is easy to work with and he is a problem solver.”

Kirkland & Ellis LLP

See profile on p.1594

What the team is known for Burgeoning force in the Houston market with a focus on capital markets work in the energy sphere. Active on behalf of private equity firms, underwriters and sponsored companies in a variety of transactions, including IPOs and direct investments. Expertise in bankruptcy makes it a strong choice for clients seeking capital markets advice relating to financial distress.

Strengths Clients characterize the practitioners as “extremely able experts in their field, who are highly specialized in bankruptcy.”

Sources consider them to be “practical lawyers who are very experienced in capital markets and who work to get the deal done.”

“They do a good job and they are very commercial,” says a client, who also appreciates that the attorneys are “very quick and very responsive.”

Work highlights Represented EQT in its underwritten \$1 billion public offering of senior notes.

Notable practitioners

Market-leading attorney **Sean Wheeler** (see p.2984) is regularly sought out to handle major IPOs, follow-on equity offerings and debt transactions on behalf of issuers and investment banks. He is particularly experienced at advising on securities connected with the energy industry. “He is an effective practitioner whom clients love.” “He is an extremely good lawyer who instills confidence in his clients.”

Matthew Pacey (see p.511) is a strong choice to represent issuers and underwriters in debt and equity securities transactions. “Matt Pacey has always been extremely helpful and he is a great resource for all corporate and securities matters.” “He is a force to work with: he is effective, he knows his stuff and he represents his clients well.” **Julian Seiguer** (see p.538) is particularly experienced in the energy industry and regularly advises on sector-related equity offerings, including IPOs. He also comes recommended for his knowledge of debt issuances. “He is proactive, he is knowledgeable, I can trust his advice and his instructions are always very good.” “He gives commercial advice and he does not get wrapped up in the weeds but he cuts through to the business side.” **Debbie Yee** (see p.568) brings capital markets experience to the

firm with knowledge of debt and equity transactions and she particularly stands out for her busy IPO practice. “She is a fantastic attorney with great subject matter expertise, and she is very well liked by clients.” “She does a very good job, she addresses difficult issues well and she helps work on solutions.”

Band 3

Akin Gump Strauss Hauer & Feld

See profile on p.571

What the team is known for Global firm handling a broad range of debt and equity matters, including IPOs and secondary offerings, commercial paper transactions and debt restructurings. Acts for major companies, funds, issuers and underwriters and has particular expertise in transactions involving MLPs. Regularly represents a range of clients in the energy sector, including upstream exploration.

Strengths Market commentators note that the firm lays claim to “very technically strong securities lawyers.”

Interviewees recommend the firm for its “good stable of public company clients.”

Clients say of the lawyers: “I have thoroughly enjoyed working with all of them – they always get the job done for us, even with tight timelines.”

Work highlights Advised Noble Energy on two concurrent debt offerings totaling \$2 billion.

Notable practitioners

Seth Molay (see p.499) is recommended for his representation of energy, healthcare and life sciences companies in broad-ranging securities transactions. He regularly advises both issuers and underwriters on IPOs, follow-on offerings and debt transactions.

“He is easy to work with, he has a mastery of the subject matter and he is a calm presence.” “Seth has an incredible ability to sort through complex issues and simplify them for his clients.” **John Goodgame** (see p.441) is particularly known for his representation of energy companies in extensive debt and equity offerings.

“He has a really strong reputation; he is very smart and very well liked; he is cool, calm and collected; and he is easy to work with.” “He is a very good lawyer who is pleasant to work with, and he has great substantive knowledge.” **Christine LaFollette** (see p.475) is a respected capital markets attorney with extensive experience in the energy sector. She comes especially recommended for her ability to counsel MLPs. “She is wonderful and she has a presence in the Houston community.” “She is well respected.”

Cynthia Mabry (see p.485) is an adept debt and equity practitioner who garners recognition for her representation of issuers and underwriters in capital markets transactions. “I enjoy working with her.” “She is a really good attorney and clients speak highly of her.”

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Highly experienced team providing expert advice across the whole gamut of securities offerings, notably those involving MLPs. Offers global capabilities and the bench strength to handle significant, high-value capital markets transactions. Maintains an active venture capital focus.

Strengths “They are so efficient, they are on state-of-the-art deals and I can get extraordinary service from them,” says one impressed client.

“They have a very strong team,” according to another

client, who also highlights that “in Houston they have SEC experts.”

Interviewees appreciate that to complement the capital markets practice, “they are very strong with utilities in transactions and M&A.”

Work highlights Represented Citigroup Global Markets as initial purchasers in Tennessee Gas Pipeline Company’s Rule 144A private placement of \$1 billion in senior notes.

Notable practitioners

Michael O’Leary (see p.2966) is respected for his broad-ranging expertise in securities law. His diverse practice encompasses the representation of energy companies and investment banks in debt transactions, as well as equity offerings, such as IPOs. “He is a force of nature in capital markets; he is such a recognized and tremendously respected practitioner.” “He gives such a considered analysis that I don’t have to think about anything.”

Band 4

Bracewell LLP

See profile on p.2995

What the team is known for Represents a range of clients in the energy and financial services sectors, including Fortune 500 companies and other prominent institutions. Remains particularly well known for advising on transactions involving energy sector companies. Experienced in a variety of transactions and securities offerings, with strength in stock exchange disclosure and compliance matters. Knowledgeable on both debt and equity offerings.

Strengths “They are very pragmatic and they don’t over-lawyer deals,” says a client, who also highlights that on transactions there is “a consistency of lawyers so they can leverage the prior knowledge they have of the work.”

Sources say that in addition to offering transactional advice, “if you have a client needing advice on local regulations, that is a good counsel of choice as they do a lot of regulatory work and it is one of their strengths.”

Work highlights Represented Phillips 66 in connection with the company’s offering of \$1 billion of senior notes.

Notable practitioners

Will Anderson and Charles Still are key contacts.

Sidley Austin LLP

See profile on p.1608

What the team is known for Respected firm that garners praise for its pairing of deep private equity expertise with broad transactional experience in capital markets. Experienced in the representation of issuers and underwriters in the full range of debt and equity securities offerings. Particularly seasoned in handling major transactions in the energy industry.

Strengths Market commentators note that “the firm has done well and the practice has very good practitioners.”

Sources recommend the firm for its “strong MLP practice.”

Clients report that the lawyers “have a breadth of experience, so when an issue comes up they have someone who knows about it.”

Work highlights Represented Vistra Energy in \$4.4 billion in notes offerings.

Notable practitioners

David Buck’s (see p.2934) broad practice encompasses the representation of investment banks and

issuers in debt transactions, as well as complex IPOs and other equity matters. "He is a very good commercial lawyer." "He inspires confidence in his clients and I like working with David." **George Vlahakos** (see p.560) enjoys a growing reputation for his capital markets capabilities in the energy sector, with key clients including MLPs. "He represents a lot of mid-stream clients and he has a good perspective of what is in line with other companies; he is not overly rigid and he will also call us on something if we are heading in the wrong direction." "He is very responsive and he is exceptional at marshaling resources at the firm for his clients."

Simpson Thacher & Bartlett LLP

See profile on p.2453

What the team is known for Notable capital markets practice active in the representation of issuers and

underwriters. Drawing on strength in other offices across the country, it is a popular choice for clients seeking advice on high-yield offerings. Maintains an impressive roster of clients in the energy sector.

Strengths "I cannot speak highly enough of Simpson Thacher in Houston," says one impressed client. "They have a strong knowledge of oil and gas capital markets, and for complex matters I go to them."

Another client reports that the lawyers "are very constructive with difficult timelines, but the work product is not impacted by expedited execution – they are a go-to in those situations."

"They have incredible market knowledge and experience," according to an interviewee.

Notable practitioners

Brian Rosenzweig (see p.529) earns market attention for his in-depth knowledge of high-yield debt. "Brian is a fantastic and knowledgeable high-yield

lawyer who knows the oil and gas business. He is commercial, collaborative and super responsive." "He pays attention to detail and he can push back against issuer's counsel and proffer what investors expect."

Other Ranked Lawyers

A.J. Ericksen comes recommended for his capital markets practice, which sees him advise a range of issuers to underwriters in debt and equity transactions. "He knows the debt and equity markets, he works well with the banks, and he anticipates problems and points out pitfalls." "He is great with clients and he is someone I would recommend."

Construction

Construction
Leading Firms
Band 1
Andrews Myers PC *
Cokinos Young *
King & Spalding LLP *
Peckar & Abramson, P.C. *
Porter Hedges LLP *
Winstead PC *
Band 2
Allensworth and Porter, L.L.P.
Griffith Davison, P.C. *
Slates Harwell LLP *
Band 3
Bradley Arant Boulton Cummings LLP *
Canterbury, Gooch, Surratt, Shapiro, Stein, Gaswirth
Jackson Walker LLP *
Munsch Hardt Kopf & Harr, PC *
Nixon Jach Hubbard, PLLC
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Andrews Myers PC

See profile on p.2992

What the team is known for Market-leading construction group that advises clients in the public and private sectors, including residential development companies and oil and gas entities. Also represents contractors, subcontractors and suppliers. Dominant litigation practice appearing in some of the industry's most sophisticated and high-value cases. Assists throughout all stages of major projects, from financing and contract negotiations to delay claims. Has experience representing clients in the negotiations and drafting of agreements with design professionals and design-build subcontractors.

Strengths A client notes: "It has a unique ability to solve problems before litigation. Not only does it have the expertise, it has relationships and the history."

"They do a great job at availability and responsiveness," adds a source.

Construction
Senior Statespeople
Senior Statespeople: distinguished older partners
Myers Thomas W Andrews Myers PC *
Leading Individuals
Star individuals
Bass Jr Robert C Winstead PC *
Cokinos Gregory Cokinos Young
Band 1
Andrews William K Andrews Myers PC *
Fisk Hollye Fisk Alexander, P.C. (ORL) ◇
Ford Jeffrey Peckar & Abramson, P.C. *
Greer Scott A King & Spalding LLP *
Ledet Craig King & Spalding LLP *
Rieger Michelle I Winstead PC *
Shidlofsky Lee H Shidlofsky Law Firm PLLC (ORL) ◇
Snyder Allison Porter Hedges LLP *
Westcott William B Andrews Myers PC *
Band 2
Baldwin George Peckar & Abramson, P.C. *
Barber Thomas R Munsch Hardt Kopf & Harr, PC
Davison Kimberly A Griffith Davison, P.C. *
Faria Ian P Bradley Arant Boulton Cummings LLP *
Gooch W Kyle Canterbury, Gooch, Surratt, Shapiro, Stein
Griffith Scott Griffith Davison, P.C. *
Harwell Gregory A Slates Harwell LLP *
Merwin Bruce W Thompson & Knight LLP (ORL) ◇
Peden David Porter Hedges LLP *
Reed Richard Coats Rose, P.C. (ORL) ◇
Ryan Matthew C Allensworth and Porter, L.L.P.
Slates John Slates Harwell LLP *
Sommers William W Langley & Banack, Inc (ORL) ◇
Stenglein Mike King & Spalding LLP
Wielinski Patrick J Cokinos Young
Band 3
Albers Michael F Hunton Andrews Kurth LLP (ORL) ◇ *
Allensworth Will W Allensworth and Porter, L.L.P.
Basham Joe Allensworth and Porter, L.L.P.
Blanton Gene Slates Harwell LLP *
Capshaw Richard A Capshaw & Associates (ORL) ◇
Donohoe Linda Jackson Walker LLP
Fisk Carson Andrews Myers PC *
Gaas Patrick Kilpatrick Townsend & Stockton LLP (ORL) ◇
Gaudet Brian Kilpatrick Townsend & Stockton LLP (ORL) ◇
Hawkins John R Porter Hedges LLP *
Jach Anthony Nixon Jach Hubbard, PLLC
Martin Curtis J Peckar & Abramson, P.C. *
Moore Matthew Peckar & Abramson, P.C. *
Moran Michael W Jackson Walker LLP
Nixon Michael S Nixon Jach Hubbard, PLLC
O'Rourke Stephanie Cokinos Young
Russell Seth A Andrews Myers PC *
Walker W Jason Andrews Myers PC *
Wheatley Benton T Duane Morris LLP (ORL) ◇ *
Whitehead Stewart Winstead PC *
Wolfshohl Amy Porter Hedges LLP *
Up-and-coming individuals
Brazell Campbell Colbie Slates Harwell LLP *
Gray Adam L King & Spalding LLP *
Hight Andrea Winstead PC *
Hoelscher Jon Paul Bradley Arant Boulton Cummings LLP *
Katz Jonathan N King & Spalding LLP *
Ross Timothy Andrews Myers PC *
Smiley Antoine Reed Smith LLP (ORL) ◇
Associates to watch
Berg Peter King & Spalding LLP *

Another interviewee comments: "It has an innate ability to understand the issues and it is definitely experienced."

Work highlights Represented an owner and developer, Arel River Oaks, in a lawsuit against a construction manager, GT Leach Constructors, and its subcontractor, Kane Industries, relating to a luxury

high-rise condominium tower in Houston, where both parties have multimillion-dollar claims.

Notable practitioners

Thomas Myers (see p.2964) acts for prominent commercial contractors and manufacturers involved in construction projects advising on transactions, risk management and contractual matters. "He's a trans-

Construction: Alternative Dispute Resolution**Leading Individuals****Band 1**Andrews William K. *Andrews Myers PC**Flake Richard P. *Richard P. Flake, PLLC (ORL) ◇*Gooch W Kyle. *Canterbury, Gooch, Surratt, Shapiro, Stein*Peden David. *Porter Hedges LLP**Pratt Donald. *Pratt & Yungblut, PC (ORL) ◇*Snyder Allison. *Porter Hedges LLP**Yungblut Steven K. *Pratt & Yungblut, PC (ORL) ◇*

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

actional lawyer who does excellent work." **William Andrews** (see p.2929) has considerable experience in construction-related litigation including complex multiparty cases as well as acting as an arbitrator. He is also noted for his expertise in energy and EPC work. "He is one of the top mediators and arbitrators." "I absolutely love him, it's fantastic to go into battle with him." **William Westcott** (see p.2983) is particularly noted for working with clients in the commercial and industrial sectors, as well as for his expertise in stadium construction projects. "He is pragmatic, knowledgeable and strategic." "He stands out as a specialist in construction defect work." **Carson Fisk's** (see p.2942) practice spans both construction-related litigation and transactional matters. He primarily works for general contractor clients. "He is practical and academic, he understands the finer aspects of the law and can translate it to a business situation." **Seth Russell** (see p.2974) is widely recognized by market sources for his expertise in transactional matters. He offers additional experience in construction-related disputes, commonly representing clients in industrial, energy and public infrastructure construction projects. "Seth is a very good lawyer." **Jason Walker** (see p.2982) covers a wide array of construction claims including payment, breach of contract and bond disputes. "He's effective in the courtroom." **Timothy Ross** (see p.2973) is particularly noted for his construction industry-related transactional work, and commonly acts for contractor, developer and surety-side clients. "Tim is an excellent lawyer."

Cokinos | Young**See profile on p.2999**

What the team is known for Widely respected group that advises clients such as developers, owners and general contractors from a range of fields. Especially active assisting clients working in the oil and gas industry. Provides a full-service offering, allowing it to advise on construction projects through to completion. Experienced in handling complex litigation issues such as alleged construction defects and contract breaches, as well as advising on non-contentious matters such as contract drafting and OSHA compliance.

Work highlights Represented Roger-O'Brien Construction Company in a litigation against a Fortune 25 company for delay claims, breach of contract, quantum meruit/unjust enrichment, Texas Prompt Pay, and lien foreclosure associated with construction of a data center in San Antonio.

Notable practitioners

Gregory Cokinos is eminently capable of handling the most complex construction litigation and contract negotiations relating to commercial and industrial projects. He is equally adept at representing owners, developers and contractors. "Gregory

Cokinos is the big construction lawyer in town. He is a good representative for a client with a major problem."

Patrick Wielinski is a highly capable attorney for construction-related insurance coverage matters. He also provides expert counsel on risk management. "He is an excellent lawyer, he is fantastic." **Stephanie O'Rourke** handles construction-related litigation pertaining to commercial and industrial projects. She also manages contract negotiations. "She's tough, fair and does an extremely good job."

King & Spalding LLP**See profile on p.1415**

What the team is known for Quality construction team that is recognized for its expert handling of major transactions and litigation. Highlighted for its strength in advising on foreign investments in the US construction market and on high-value projects abroad. Also noted for its experienced handling of major projects in the energy and chemical industries. Acts on behalf of contractors, engineers and owners in a variety of disputes, from breach of contract to damages claims. Recent activity includes involvement in prominent LNG and CGL construction projects.

Strengths One source comments: "The attorneys are responsive, have a practical approach and understand business aims and practicabilities. They are also sensitive to legal costs."

Clients say: "They're very good lawyers offering great experience and great service."

A client notes: "King & Spalding operates as a business partner. We value its expertise immensely."

Work highlights Represented Global Clean Energy Holdings in the development of an existing petroleum diesel refinery in California into a renewable biodiesel refinery. The firm handled the EPC contracts and the supply and licensing agreements.

Notable practitioners

Scott Greer's (see p.444) top-tier practice focuses on transactional construction matters across the globe. He is especially active in projects arising in the energy industry, with notable expertise in the development of LNG facilities. "He has a great construction practice. He is thorough and a strong negotiator." "He is the top in his profession, especially in LNG EPC contracts. He has an encyclopedic knowledge of the topic." **Craig Ledet** (see p.2958) works primarily on construction disputes including delay, destruction and cost litigation. He is especially experienced in cases arising in the energy sector, frequently acting for both design and contractor side clients. "He is one of my favorites, he's an engineer, and as creative and aggressive a lawyer as I have known. He's great to work with on litigation and understands all the issues." **Mike Stenglein** is especially active representing owners and contractors in energy and hospitality-related construction projects. **Adam Gray** (see p.2947) acts principally as a litigator in a range of construction disputes. He is especially experienced in hotel, oil refinery and other facility construction disputes in the US, Latin America and the Middle East. "He is down to earth and able to explain complex matters." **Jonathan Katz** (see p.2955) represents owners and developers in dispute resolution and construction contract matters. He has substantial expertise assisting clients in the energy sector and has cross-border experience. "He has an excellent understanding of the utilities business." **Peter Berg** (see p.2932) is an associate recognized for his capable advice to energy sector clients. "He is very helpful and well-versed in EPC law." "He is a

go-to guy for drafting and negotiating with numerous contractors."

Peckar & Abramson, P.C.**See profile on p.2444**

What the team is known for Prominent group able to provide transactional and litigation counsel at all stages of a project. Represents parties such as suppliers, specialty contractors and owners involved in a broad spread of developments. Frequently handles disputes arising from transport infrastructure projects. Particularly strong in contract review and negotiation, as well as offering significant ADR expertise.

Strengths An interviewee notes: "A go-to group in Houston."

Notable practitioners

Jeffrey Ford (see p.2943) acts for prominent contractors, developers and owners in both contentious and noncontentious construction issues. He is also highly experienced as a mediator and arbitrator. He is particularly sought out for his knowledge of construction defect claims. "Jeffrey Ford is a good lawyer and always has been." "He's universally respected." **George Baldwin** (see p.2930) acts on behalf of both public and private sector clients in construction-related disputes including delay and defect claims. He is further noted for his experience as an arbitrator and mediator. "He is fantastic." **Curtis Martin** (see p.2960) is highly adept in the representation of contractor and owner-side clients in contract negotiations, risk management matters and dispute resolution. **Matthew Moore** (see p.2963) has comprehensive skills in dispute resolution in the construction space. He has experience in both state and federal court representing developers and contractors.

Porter Hedges LLP**See profile on p.3017**

What the team is known for Outstanding team noted for its handling of all aspects of construction projects in such areas as the commercial, energy and industrial fields. Strong litigation practice with additional experience in alternative dispute resolution proceedings. Frequently acts for clients in construction disputes involving finance issues such as bankruptcy, lien and bond laws. Represents owners in a number of sectors, as well as contractors. Also noted for its transactional capabilities, advising on areas including project financing and contract drafting.

Strengths A market source reports: "Porter Hedges is definitely at the top of the list. One of the things it does well is understanding the personality of its client and delivering counsel in such a way as to be effective."

Work highlights Represented Cajun Industries in claims it is owed \$15.8 million for its work on Sasol's \$13 billion Lake Charles Chemicals Project. Sasol alleges that it is owed \$17.9 million in connection with alleged billing irregularities.

Notable practitioners

Allison Snyder (see p.2977) offers over three decades of experience acting for contractors, subcontractors and owners in construction-related arbitration, mediation and litigation. She regularly acts for clients in the commercial, industrial and energy sectors. "Allison is one of the best construction lawyers in Texas." "Allison Snyder is top-flight in arbitration." **David Peden** (see p.2968) is a disputes specialist, highly capable of handling cases involving construction, insurance and surety issues. He has an especially outstanding reputation for his ADR

practice. He frequently acts for owners, lenders and contractors. *"He is well respected in the industry."*

John Hawkins (see p.2950) handles both transaction matters and disputes arising in the construction sector. He is particularly active in the energy sector as well as in the defense of design professionals in court and disciplinary proceedings. **Amy Wolfshohl** (see p.2986) advises clients in complex construction transactions and construction disputes including lien and defect actions. She has a particular emphasis on matters arising in the industrial and energy sectors. *"Amy is bright and talented."*

Winstead PC

See profile on p.3029

What the team is known for Top-drawer construction practice that advises clients from a range of sectors, including transportation, retail and healthcare. Particular strength in projects involving sports venue construction, mixed-use development and family housing. Regularly handles a variety of mandates for universities. Houses firmwide expertise in such areas as lending and corporate law, as well as fielding significant litigation experience. Also possesses capabilities in relation to cross-border energy projects, including oil and gas and LNG matters.

Strengths Clients say: *"Their work is impeccable."* *"Winstead has impressive depth of talent; the firm contains dedicated and gifted professionals with thorough organizational procedures,"* reports a client.

Sources say: *"Winstead's lawyers are personable and client-centric."*

Clients remark: *"Winstead is the best in the business and their rates are better than the New Yorkers."*

Work highlights Represented Lincoln Property Company Commercial in a joint venture with Kor Real Estate Partners and its development entity in the drafting and negotiation of a construction contract for the Eastbound Project.

Notable practitioners

Robert Bass (see p.2931) has a stellar reputation for his expert handling of transactional and contentious matters in any area of the construction industry. *"He is an innovator, problem solver and team builder with proven success in legal negotiations, in the preparation of legal documents and in collaboration with clients. He possesses very good analytical skills and comprehensive business acumen."* *"I have great confidence in Robert's knowledge and experience in construction law; he shows me the positives and the pitfalls of alternate positions and gives me confidence in the journey through to closing. He has a knack for understanding and advocating for our positions."* **Michelle Rieger** (see p.2973) is commended for her deft handling of highly contentious dispute resolution proceedings and complex transactional matters. She is especially active in the transportation and healthcare sectors. *"She understands our business needs and she's easy to work with."* *"Michelle is one of the top lawyers in the state."* **Stewart Whitehead** (see p.2984) is a construction and commercial litigation specialist, he acts on behalf of owners and contractors in both public and private projects. *"Stewart is a go-to for construction and building coverage matters."* **Andrea Hight** (see p.2952) handles a range of construction matters pertaining to residential and commercial development projects. *"I have never dealt with a better construction attorney than Andrea Hight out of Dallas."* *"She is fantastic."*

Band 2

Allensworth and Porter, L.L.P

What the team is known for Highly regarded Austin-based boutique firm that maintains a strong practice across the full range of construction law. Frequently appears in complex trials concerning issues such as liens, damages and defects. Also fields significant ADR and transactional experience. Attracts a sophisticated client base representative of its broad capabilities, including contractors, engineers, owners and architects.

Strengths Sources say: *"It has a good reputation for major international and domestic construction work."*

Notable practitioners

Matthew Ryan has an especially strong reputation for his representation of design professionals. He is also very active in construction-related disputes including at the trial and appellate level. *"He is without peer."* **Will Allensworth** maintains a respected litigation-focused practice that covers a range of construction-related disputes, including design defect cases. **Joe Basham** handles the drafting and negotiation of construction contracts for developers, contractors and design professionals. His practice also extends into risk management and dispute resolution. *"Joe Basham is a fine lawyer."*

Griffith Davison, P.C

See profile on p.3005

What the team is known for Strong group that acts for a range of clients, including owners and general contractors. Performs consistently well in contract drafting and negotiation, bringing to bear significant corporate and real estate experience. Demonstrates extensive litigation expertise as well as notable strength in arbitration and mediation. Handles disputes related to defects, damages and construction agreements. Notable industry experience in the commercial, residential and industrial facility development sectors.

Strengths *"Griffith Davison handles our issues extremely well,"* reports a client.

A client notes: *"The firm has top-notch construction lawyers."*

Work highlights Advised AECOM/Hunt Construction Group on various projects and construction disputes throughout Texas.

Notable practitioners

Kimberly Davison (see p.2939) has widely recognized expertise in construction-related transactional and contractual matters, especially in the commercial and residential development sectors. *"She is a great negotiator who always looks out for our best interests and she's available any time of the day or night."* *"Kimberly is the best lawyer I know when it comes to giving our team a playbook on how to handle potential bear traps in contracts."* **Scott Griffith** (see p.2947) frequently acts in complex litigation and dispute resolution proceedings on behalf of contractors, owners and developers. *"Scott explains potential outcomes concisely and clearly."*

Slates Harwell LLP

See profile on p.3023

What the team is known for A noted construction dispute practice, acting for contractors in claims resulting from construction and development projects. Also brings expertise in the homebuilding sector, advising builders on a range of contractual and regulatory issues. Offers wider experience in IP

and branding matters.

Strengths One client comments: *"If we have a problem, question or issue, we schedule a call and it is addressed immediately."*

Another adds: *"Its attorneys are very knowledgeable in construction."*

Work highlights Represented general contractor EMJ Corporation in a \$5 million payment dispute with TM Willow Bend Shops, for construction of a movie theater project.

Notable practitioners

Gregory Harwell (see p.2950) represents contractors and developers in the negotiation of construction contracts, as well as in the litigation or arbitration of disputes. He has notable expertise in cases involving bond claims and mechanics' liens. *"Harwell is a fantastic litigator."* **John Slates** (see p.2977) is praised for his construction disputes-focused practice. He acts for prominent contractors and homebuilders. He also ably advises clients on design and construction agreements. *"John Slates is fantastic at contract negotiation."* *"John has a good mind for litigation strategy; he knows how to make things happen and he knows how to win."* *"John is extremely efficient and effective in all aspects of his work."* **Gene Blanton** (see p.2932) has notable experience representing clients in various construction contracting matters. He is particularly noted for his disputes work. *"Gene has good legal knowledge."* *"Gene is firm but fair with a hard-charging approach when required."* **Colbie Brazell** (see p.2934) represents a range of sector clients in design, defect insurance coverage and contract disputes. *"She is extremely responsive and has great judgment. She is able to weigh the business and legal factors and provide a practical answer in succinct form."*

Band 3

Bradley Arant Boult Cummings LLP

See profile on p.2996

What the team is known for Highly regarded firm recognized for its full-service construction offering. Regularly handles on complex construction disputes at trial and in alternative dispute resolution. Also advises clients on all manner of construction contracting and risk avoidance strategy.

Strengths A peer notes: *"It is a nationally recognized construction practise."*

One client comments: *"The attorneys are responsive and listen to what is important to us in regard to contracts."*

Work highlights Represented 33ThirtyOne Development, the owner and developer of a luxury condominium project in Houston, in a dispute with the general contractor, Jordan Foster Construction, arising out of the delayed delivery of the project.

Notable practitioners

Ian Faria (see p.2942) acts for clients involved in commercial, industrial, infrastructure and residential construction projects. **Jon Paul Hoelscher** (see p.2952) is an up-and-coming attorney recognized for his work handling construction disputes. He regularly represents energy sector clients.

Canterbury, Gooch, Surratt, Shapiro, Stein, Gaswirth & Jones, P.C.

What the team is known for Prominent construction boutique firm able to draw on broader experience in such matters as commercial disputes and real estate. Acts on local and regional transactions, as

well as advising on construction litigation. Maintains a strong reputation for its alternative dispute resolution capabilities.

Notable practitioners

Kyle Gooch is highly capable of representing clients across all manner of construction-related legal work. He is particularly noted for his alternative dispute resolution practice. *"I love having him as an arbitrator." "He has a good depth of experience and he's good at grasping the complexities of different situations. He's one of the top guys for complex issues."*

Jackson Walker LLP

See profile on p.3008

What the team is known for Held in high regard for notable capabilities in various construction matters including contract negotiation and drafting. Also offers capable handling of the full range of construction disputes. It assists energy sector clients, as well as design and architecture firms.

Strengths A source notes: *"Its lawyers are dedicated to their clients."*

"It is an outstanding firm with a solid construction law practice," states a commentator.

Work highlights Continued to represent Faulkner Design Group in the negotiation and drafting of contracts for various projects throughout the country.

Notable practitioners

Linda Donohoe handles an array of complex construction issues. A large part of her practice is focused on the energy industry. *"I was struck by her in-depth knowledge not only on the legal terms but also on the nuts and bolts of how a power plant is built and operated." "Linda is a smart, professional lawyer who is fluent in the parties' contractual rights and obligations and her client's needs."* **Michael Moran** is a litigation specialist who manages a wide array of construction cases and related commercial litigation. His construction practice also covers design and construction contract negotiations for both public and private projects. *"Mike is the quintessential construction lawyer."*

Munsch Hardt Kopf & Harr, PC

See profile on p.3015

What the team is known for Has a growing construction and real estate practice, with particular expertise advising on significant infrastructure projects. Equally capable at handling the disputes as well as the transactional side of construction projects.

Strengths A source states: *"The firm offers broad services and it's responsive and efficient."*

Work highlights Continued to serve as counsel relating to design, construction and procurement advice for financial participant water authorities, providing a portion of funding for the construction of the Northeast Water Purification Plant Expansion Project.

Notable practitioners

Thomas Barber's experienced practice concentrates on the representation of contractors and owners in construction contract drafting and negotiation. *"He's a great surety lawyer."*

Nixon Jach Hubbard, PLLC

What the team is known for Commended for its expertise across the full range of construction sector work. Regularly assists clients with contracting issues and in complex disputes. Equally capable of handling matters at trial and in alternative dispute resolution.

Notable practitioners

Anthony Jach is a well-known attorney who demonstrates considerable experience in the construction sector. He capably handles both transactional and contentious matters. **Michael Nixon** is commended for his work handling construction disputes for a both developers and contractors. He appears in court and in ADR settings.

Other Ranked Lawyers

Michael Albers (see p.2928) is highly capable of handling matters pertaining to commercial and industrial real estate development projects. *"He is prompt and client-driven."*

Richard Capshaw acts for owners and contractors in a range of matters including construction contracts and defect disputes. He well known for his representation of architects.

Hollye Fisk is a former architect, he acts predominantly for architectural and engineering firms in a range of contentious construction matters. *"He is top-notch and knows his stuff." "He is good at what he does and knows architecture inside and out."*

Richard Flake acts as an arbitrator, mediator and a project neutral on commercial and industrial construction projects. *"He is so highly sought after."*

Patrick Gaas frequently acts for owners, contractors and design professionals in both contentious and noncontentious construction matters. He is especially active in commercial and industrial construction projects. *"He is excellent at trial."*

Brian Gaudet is commended for his experience across a broad range of construction matters. He handles contract drafting and negotiation and also guides clients through construction disputes. *"A good lawyer, and extremely bright."*

Bruce Merwin has four decades' experience in transactional construction and design issues. His practice also extends into construction-related dispute resolution. *"Bruce understands how to achieve our goals." "He is very knowledgeable and his strengths include attention to detail and the presentation of pragmatic, workable solutions."*

Donald Pratt has over two decades of experience in the construction field. He deftly handles disputes in complex arbitration and mediation proceedings.

Richard Reed acts on design and construction contracts, especially those related to public projects.

Lee Shidlofsky has a market-leading insurance coverage practice, with a particularly strong reputation for issues arising in the construction industry. *"Lee has a good depth of knowledge in construction insurance." "He is really well known for his insurance coverage practice."*

Antoine Smiley is an up-and-coming attorney noted for his work advising energy sector clients on a raft of complex construction issues. *"He has a great work ethic and an incredible ability to quickly understand complex technical issues."*

William Sommers offers contractor and design professional-side clients extensive experience across a range of construction disputes including delay and defect litigation. He has a strong reputation for handling large and complex cases.

Benton Wheatley (see p.2984) has a wide-ranging construction practice covering delay, defective design and other construction disputes in litigation, arbitration or mediation. He also handles negotiations for clients engaged in a variety of projects. *"He is extremely knowledgeable in construction law." "His strengths include his responsiveness and his ability to explain detailed concepts."*

Steven Yungblut is widely recognized as an alternative dispute resolution expert covering both construction and surety law disputes. He mediates cases arising both domestically and internationally. *"He's pragmatic, logical and to the point."*

Corporate/M&A

Corporate/M&A	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Eminent Practitioners
Boone Michael <i>Haynes and Boone, LLP*</i>	Calder Andrew <i>Kirkland & Ellis LLP*</i>
Jewell Robert V <i>Hunton Andrews Kurth LLP*</i>	Kelly T Mark <i>Vinson & Elkins LLP*</i>
	Wulfe Scott Neal <i>Vinson & Elkins LLP*</i>
Leading Individuals	
Star individuals	Paris Ted W <i>Baker Botts LLP*</i>
Chapman Jeffrey A <i>Gibson, Dunn & Crutcher LLP*</i>	Perkins Alan <i>Foley & Lardner LLP</i>
Band 1	Pitts John <i>Kirkland & Ellis LLP*</i>
Finnegan IV William N <i>Latham & Watkins LLP*</i>	Sharry Janice V <i>Haynes and Boone, LLP*</i>
Fullenweider Keith <i>Vinson & Elkins LLP*</i>	Solomon Mark S <i>Katten*</i>
O'Leary Michael <i>Hunton Andrews Kurth LLP*</i>	Speier Anthony <i>Kirkland & Ellis LLP*</i>
West Glenn D <i>Weil, Gotshal & Manges LLP*</i>	Band 5
Wheeler Sean T <i>Kirkland & Ellis LLP*</i>	Bogdanow Alan J <i>Vinson & Elkins LLP*</i>
Band 2	Converse Chris <i>Foley & Lardner LLP</i>
Bayouth Frank E <i>Skadden, Arps, Slate, Meagher & Flom*</i>	Crispin Samantha <i>Baker Botts UK LLP*</i>
Cohen R Scott <i>Shearman & Sterling LLP</i>	Dahlson Richard <i>Jackson Walker LLP</i>
Lemon Neel <i>Baker Botts LLP*</i>	Floyd Jeffery B <i>Vinson & Elkins LLP*</i>
Little Robert B <i>Gibson, Dunn & Crutcher LLP*</i>	Hettinger Glen <i>Norton Rose Fulbright*</i>
Strock W Matthew <i>Vinson & Elkins LLP*</i>	Maieron Ryan <i>Latham & Watkins LLP*</i>
Band 3	Malonson Jeffrey <i>Weil, Gotshal & Manges LLP*</i>
Buck David <i>Sidley Austin LLP*</i>	McWilliams Douglas E <i>Vinson & Elkins LLP*</i>
Glendenning Don M <i>Locke Lord LLP*</i>	Piazza Michael De Voe <i>Willkie Farr & Gallagher LLP*</i>
Hainsfurther A Michael <i>Munsch Hardt Kopf & Harr, PC</i>	Yang Thomas <i>Akin Gump Strauss Hauer & Feld LLP*</i>
Oshman Gene <i>Baker Botts LLP*</i>	Up-and-coming individuals
Saslaw Michael A <i>Vinson & Elkins LLP*</i>	Dermarkar Alain A <i>Shearman & Sterling LLP</i>
Spottswood Lande <i>Vinson & Elkins LLP*</i>	Gail David B <i>Weil, Gotshal & Manges LLP*</i>
Swanstrom Bill <i>Locke Lord LLP*</i>	Gutmann Lytch T <i>Bracewell LLP*</i>
Vrielink Cliff W <i>Sidley Austin LLP*</i>	Hicks Kim <i>Kirkland & Ellis LLP*</i>
Band 4	Larson Adam D <i>Kirkland & Ellis LLP*</i>
Florey Tull <i>Gibson, Dunn & Crutcher LLP*</i>	Sakowitz Brittany <i>Vinson & Elkins LLP*</i>
Gill Stephen <i>Vinson & Elkins LLP*</i>	Associates to watch
Gray Robert F <i>Mayer Brown LLP*</i>	Beckert Brent <i>Haynes and Boone, LLP*</i>
Griffin James <i>Weil, Gotshal & Manges LLP*</i>	Gandhi Natasha <i>Bell Nunnally & Martin</i>
Haire M. Breen <i>Simpson Thacher & Bartlett LLP*</i>	Johnson Travis <i>BoyarMiller*</i>
Holmes Hillary H. <i>Gibson, Dunn & Crutcher LLP*</i>	Olson Matthew <i>Winston & Strawn LLP*</i>
Kimball Robert L <i>Vinson & Elkins LLP*</i>	Redwine Blake <i>Norton Rose Fulbright*</i>
Lewis Troy B <i>Jones Day*</i>	

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Akin Gump Strauss Hauer & Feld LLP

See profile on p.571

What the team is known for Long-established practice in Texas representing private equity funds, high net worth individuals and significant investors across a range of transactional matters. Experienced representing large entities in the energy market, often assisting with complex mergers, divestitures and acquisitions. Also offers expertise representing clients operating in the healthcare, retail and telecommunications industries.

Strengths "It is very active in the M&A market and it does a good job," says a source.

Work highlights Advised 7-Eleven on the acquisition of 3,900 Speedway stores across 35 states, valued at \$21 billion.

Notable practitioners

Thomas Yang (see p.2986) works on a range of transactional matters, including M&A. He regularly handles deals in the technology sector. "He is a good lawyer who is practical in his approach."

Baker Botts LLP

See profile on p.2993

What the team is known for Respected practice with a deep bench of corporate lawyers offering a broad range of services, including financing, M&A and securities offerings. Team regularly represents leading energy institutions, often assisting companies with large transactions. Continues to build on its sterling private equity capabilities, regularly completing sophisticated M&A on behalf of funds and portfolio companies.

Strengths Commentators report: "We highly respect the firm and the team always give us good-quality work."

Sources say: "The team is very responsive and very client-focused."

Work highlights Represented IFM Investors in the acquisition of Buckeye Partners for \$10.4 billion.

Notable practitioners

Neel Lemon (see p.2958) represents a broad range of clients in public and private M&A transactions. He often acts for energy and retail clients. "He has an exceptionally broad knowledge of corporate and securities matters." **Gene Oshman** (see p.2967) has

Corporate/M&A
San Antonio & Surrounds
Leading Individuals
Band 1
Chandler Stephanie <i>Jackson Walker LLP</i>
Jacobs Steven R. <i>Jackson Walker LLP</i>
Lansdale Daryl <i>Norton Rose Fulbright*</i>
Liebmann Will <i>Dykema Gossett PLLC (ORL) ◇</i>
Tobin Patrick <i>Jackson Walker LLP</i>
Band 2
Gifford Jeffrey C <i>Dykema Gossett PLLC (ORL) ◇</i>
McDonough, Jr William J <i>Jackson Walker LLP</i>
Mitchell Bruce M <i>KreagerMitchell (ORL) ◇</i>
Associates to watch
Friedman Alexine Zacarias <i>Jackson Walker LLP</i>

broad-based corporate knowledge that incorporates M&A, takeovers and public offerings. "He is a very versatile corporate lawyer." **Ted Paris** (see p.2968) has over three decades of experience handling corporate transactions. He often works on energy deals. **Samantha Crispin** (see p.2938) represents a range of corporate clients in M&A and private equity transactions. She often works with clients in the communication sector. "She is practical, smart and a true partner." "She is very responsive and her work product is exceptional."

Baker & Hostetler LLP

See profile on p.2606

What the team is known for Diverse practice offering services in a range of transactional matters. Expertise covers M&A, joint ventures and spinoffs, among other deals.

Strengths Clients say the team is "professional, courteous and willing to go that extra mile."

Sources say its lawyers are "very knowledgeable and client-focused."

Notable practitioners

Mark Jones and Todd Thorson are key contacts.

Bell Nunnally & Martin

See profile on p.2994

What the team is known for Works on a host of deals including acquisitions, divestitures and spinoffs. Client base includes entities in the software and retail sectors.

Strengths Clients say: "It is a great firm with a great reputation."

Interviewees report the "firm excels by providing a very high level of legal services through very talented and client-friendly attorneys, in a very efficient way."

Notable practitioners

Natasha Gandhi is an associate in the team who assists clients with a host of transactional matters. "She is very organized and excellent to work with." "She is extremely detailed."

BoyarMiller

What the team is known for Frequently handles M&A and equity transactions in the mid-market space. Works with a range of clients including public companies and private entities.

Strengths Sources say: "It is a strong firm with broad expertise; it is a good one-stop legal shop."

Clients report the team "can anticipate our needs and pivot quickly."

Notable practitioners

Corporate/M&A Austin & Surrounds
Leading Firms
Band 1
DLA Piper LLP (US) *
Vinson & Elkins LLP *
Band 2
Jackson Walker LLP *
Shearman & Sterling LLP *
Wilson Sonsini Goodrich & Rosati *
Winstead PC *
Leading Individuals
Band 1
Gilluly III John J DLA Piper LLP (US) *
Tobias Paul R Vinson & Elkins LLP *
Zabaneh Sam DLA Piper LLP (US) *
Band 2
Alleman Alex Winstead PC *
Craig Scott C Wilson Sonsini Goodrich & Rosati
Jones J Wesley Vinson & Elkins LLP *
Kastner Evan Kastner Gravelle LLP (ORL) ◇
Lyons J Matthew Wilson Sonsini Goodrich & Rosati
McLean Sarah Shearman & Sterling LLP *
Newby Milam Vinson & Elkins LLP *
Queen Jr. Thomas Queen Saenz + Schutz pllc. (ORL) ◇
Slinkard Phillip M. Dykema Gossett PLLC (ORL) ◇
Smith Jenifer Renzenbrink DLA Piper LLP (US) *
Suffoletta Jr J Robert Wilson Sonsini Goodrich & Rosati
Up-and-coming individuals
Fore Joseph DLA Piper LLP (US) *
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Travis Johnson (see p.2954) handles transactions such as acquisitions and dispositions for a diverse range of clients. *"He is knowledgeable, professional and easy to work with."*

Bracewell LLP

See profile on p.2995

What the team is known for Strong energy-focused M&A practice with experience representing buyers, sellers and financial institutions. Well versed in the full suite of corporate transactions, including joint ventures, M&A and dispositions.

Strengths Clients report: *"The team is practical, cost-effective, and understands business."*

Work highlights Represented J&J Worldwide Services in its sale to Arlington Capital Partners.

Notable practitioners

Lytch Gutmann (see p.2948) is an up-and-coming practitioner who counsels clients on complex transactions such as M&A. *"She is very thorough, very hard-working and she gets things done no matter what."*

DLA Piper LLP (US)

See profile on p.2411

What the team is known for Serves a substantial client base of commercial entities, ranging from both public and emerging businesses to venture capital and private equity investors, and financial institutions. Often called upon to advise on technology sector investments, IPOs and other offerings, acquisitions and dispositions, mergers and joint ventures. Maintains the ability to tackle both US-based and international transactions.

Strengths Clients report: *"It is the best legal team I have had the pleasure of working with."*

"The team understands what the tasks are and is effi-

Corporate/M&A: Private Equity Leading Individuals
Calder Andrew Kirkland & Ellis LLP *
Fullenweider Keith Vinson & Elkins LLP *
Herzog Bruce C Willie Farr & Gallagher LLP *
Larson Adam D Kirkland & Ellis LLP *
Strock W Matthew Vinson & Elkins LLP *
Vrielink Cliff W Sidley Austin LLP *
West Glenn D Weil, Gotshal & Manges LLP *

cient," reports an interviewee.

Work highlights Represented Q2 Holdings in its \$510 million acquisition of PrecisionLender.

Notable practitioners

John Gilluly's (see p.2945) practice centers on capital markets, venture capital and M&A transactions, as well as corporate governance issues. *"He has a wealth of knowledge from a market standpoint."* *"He is a great lawyer."* **Sam Zabaneh** (see p.2987) guides emerging and public companies and their investors throughout all stages of development. *"He is great, a top-notch and fantastic lawyer."* **Jenifer Renzenbrink Smith** (see p.2977) regularly advises on venture capital and emerging growth matters. She works with a range of clients in the technology sector. *"She's extremely smart, experienced and creative with her solutions. Serving her clients' needs is her number one priority."* **Joseph Fore** (see p.2943) is an up-and-coming lawyer focusing his practice on private equity and M&A work in the technology sphere. *"Joseph Fore is excellent, clear, direct and transparent, with a good balance of advisory and practical solutions."* *"He is one of the best attorneys I have ever worked with."*

Foley & Lardner LLP

What the team is known for Handles both private and public transactions including M&A and private equity matters. Also experienced handling leveraged buyouts and joint ventures. Offers particular expertise advising family-owned companies across a range of industries and business sectors.

Strengths Clients report: *"The firm has broad capabilities and solid lawyers."*

Commentators say: *"It is a high-quality law firm with very knowledgeable lawyers who are responsive and wise."*

Work highlights Represented 1st Global in its sale to Blucora, valued at \$180 million.

Notable practitioners

Alan Perkins works on corporate and securities matters. His client base includes public companies and private equity funds. *"He is a great guy with a great practice."* **Chris Converse** often works on high-value deals. He regularly advises on private equity transactions. *"He is an excellent quarterback."* *"He is a great people person and he has a good demeanor."*

Gibson, Dunn & Crutcher LLP

See profile on p.869

What the team is known for Respected group handling highly sophisticated and complex matters in public M&A and private equity-led deals. Offers the breadth of talent of a full-service firm and expertise across a range of industries including energy, real estate and healthcare. Recently extended its statewide presence with the opening of a Houston office, bolstering the team's ability to service energy industry clients.

Strengths Clients say the team has *"excellent partners and the best bench of associates in the US."*

Sources are impressed by the *"practical and real*

Corporate/M&A: The Elite Leading Firms
Band 1
Kirkland & Ellis LLP *
Latham & Watkins LLP *
Vinson & Elkins LLP *
Band 2
Baker Botts LLP *
Gibson, Dunn & Crutcher LLP *
Band 3
Akin Gump Strauss Hauer & Feld LLP *
Sidley Austin LLP *
Weil, Gotshal & Manges LLP *
Band 4
Bracewell LLP *
Haynes and Boone, LLP *
Hunton Andrews Kurth LLP *
Jackson Walker LLP *
Jones Day *
Locke Lord LLP *
Shearman & Sterling LLP *
Simpson Thacher & Bartlett LLP *
Thompson & Knight LLP *
Band 5
Foley & Lardner LLP
Mayer Brown LLP *
Norton Rose Fulbright *
Porter Hedges LLP *
Skadden, Arps, Slate, Meagher & Flom LLP *
Willkie Farr & Gallagher LLP *

world advice" the team provides.

Work highlights Advised Continental Building Project on its \$1.4 billion sale to Compagnie de Saint-Gobain.

Notable practitioners

Jeffrey Chapman (see p.2936) is a preeminent figure in the Texas market. He has corporate experience in the manufacturing and telecommunication space, among other sectors. *"He is quite simply one of the best transactional lawyers in the US."* *"He is excellent, he knows how to get deals done."* **Robert Little** (see p.2959) advises on a wide variety of corporate transactions, with particular strength in M&A. He often works with private equity firms. *"He is fantastic, very efficient, always knowledgeable in the subjects with immediate recommendations for action."* *"He is an excellent corporate attorney well suited for negotiating tough deals."* **Tull Florey** (see p.2942) specializes in M&A deals in the energy sector. His expertise covers issues such as M&A and joint ventures. *"He is straightforward, a good communicator and commercially minded."* *"He is a very good tactician."* **Hillary Holmes** (see p.2953) is active on M&A matters and regularly handles energy-related work. She has further expertise in capital markets deals. *"She is a very capable lawyer."* *"She is amazing, she is a very good lawyer."*

Gray Reed & McGraw LLP

What the team is known for Houston-based team that regularly counsels on transactions such as M&A and financings. Works with a range of clients including public companies, private equity firms and venture capital funds.

Strengths Interviewees say: *"It is a great firm with great leadership."*

"The group is outstanding, I think very, very highly of it," says one client.

Notable practitioners

Nancy Bostic is a key contact.

Corporate/M&A: Highly Regarded
Leading Firms
Band 1
Baker & Hostetler LLP *
Bell Nunnally & Martin *
DLA Piper LLP (US) *
McGuireWoods LLP *
Band 2
BoyarMiller
Gray Reed & McGraw LLP
Greenberg Traurig, LLP *
Katten *
King & Spalding LLP *
McDermott Will & Emery LLP *
Morgan, Lewis & Bockius LLP *
Munsch Hardt Kopf & Harr, PC *
Winston & Strawn LLP *
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

Greenberg Traurig, LLP

See profile on p.1312

What the team is known for National firm with a solid offering in Texas. Expertise covers domestic and cross-border M&A, private equity investments and joint ventures.

Strengths Clients say the team does "a fantastic job" and that it "understands our goals."

Notable practitioners

Francis Bradley is a key contact.

Haynes and Boone, LLP

See profile on p.580

What the team is known for Deep bench with a client base including major corporations and private equity groups, with particular expertise assisting with mid-market transactions. Experienced in all manner of corporate transactions, including LBOs and hostile takeovers. Well versed in representing clients in the energy, chemicals and food and beverage sectors, among other fields.

Strengths Clients describe it as an "outstanding service provider."

Work highlights Represented Blucora in its \$160 million acquisition of Hong Kong Financial Services.

Notable practitioners

Michael Boone (see p.2933) has a longstanding corporate practice and is highly experienced across the full spectrum of transactional work. **Janice Sharry** (see p.2976) concentrates her practice on M&A and securities transactions. She often works with clients in the financial services sector. "She is an invaluable resource to us." **Brent Beckert** (see p.2931) works with clients in a range of sectors on complex transactional matters. "He is incredibly personable and very capable."

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Highly skilled corporate and M&A practice with expertise in energy and technology. Talented team handling large transactions for leading energy clients, with additional expertise in investment funds. Also sought after by financial advisers, MLPs, boards of directors and special committees.

Strengths "The team provides great advice, and is practical and very responsive," notes a source. Clients say the team is "experienced, professional and has a strong sector knowledge base."

Work highlights Represented WGL Midstream in its

\$275.3 million sale of 30% of Stonewall Gas Gathering to DTE Midstream.

Notable practitioners

Veteran of the Bar **Robert Jewell** (see p.2954) has a wealth of knowledge as it relates to complex M&A. He continues to be a trusted adviser to clients in the midstream energy space, among other sectors. **Michael O'Leary** (see p.2966) is expert in an array of corporate transactions, from M&A to securities offerings. He primarily works on deals in the energy sector. "He is an amazing lawyer who is very dedicated to his craft."

Jackson Walker LLP

See profile on p.3008

What the team is known for Diverse practice with expertise in a range of industries, including telecommunications, energy, healthcare and technology. Regularly works with investment funds in mid-market transactions, with additional experience handling cross-border deals. Client base comprises public and private companies, and various funds.

Strengths Clients say the team provides "great advice in transactions" and that "it understands what we are negotiating for and gets a good outcome."

Sources say: "The firm has a good approach to work in that they are efficient and exercise good judgment on the work being done."

Work highlights Advised Acelity on the sale of its business to 3M.

Notable practitioners

Stephanie Chandler advises a variety of clients, including large publicly traded and privately held companies, startups and venture capital firms. She offers particular expertise in the technology sector. "She is brilliant, responsive and does a very good job."

Steven Jacobs acts for clients from the healthcare, technology and energy industries in a range of corporate matters. His expertise covers deals such as acquisitions and dispositions. **Patrick Tobin** is regularly called upon to advise on M&A. He acts for clients from a range of industries, including financial services and construction. "If there is someone on the planet I'd go to for this type of work, it would be him."

William McDonough handles a range of high-value and complex transactions. He often works on deals in the healthcare space. **Richard Dahlson** is noted for his capabilities in complex transactions, including M&A. He regularly handles cross-border deals. "He is deeply experienced and knowledgeable." **Alexine Zacarias Friedman** works with a variety of clients including those in the retail and healthcare sectors. She handles matters such as M&A. "Alexine is always reliable and a pleasure to work with."

Jones Day

See profile on p.583

What the team is known for Strong corporate practice with a global presence, making it a top choice to handle international transactions. Experienced across the whole corporate spectrum, including joint ventures, restructurings and private equity matters. Equipped to assist clients operating in a wide variety of sectors, including the technology and energy arenas.

Work highlights Represented Chevron in its purchase of all equity interests of Pasadena Refining and PRSI Trading from Petrobras America for \$350 million.

Notable practitioners

Troy Lewis (see p.2959) typically represents public

companies and private equity clients in transactional matters. His clients include those in the technology sector. "Troy clearly puts his clients first and has strength in legal expertise and knowledge."

Katten

See profile on p.1593

What the team is known for Skilled team handling transactions such as M&A and joint ventures. Regularly works on deals in the healthcare, manufacturing and technology sectors, among others.

Notable practitioners

Mark Solomon (see p.2978) handles key mandates in the corporate space for both public company and private clients. "He is strong on strategy." "He is an excellent attorney."

King & Spalding LLP

See profile on p.1415

What the team is known for Adept at handling energy transactions. Client roster includes public and private companies, strategic investors and financial institutions.

Strengths Clients report: "The firm attracts brilliant attorneys who are good people and really pleasant to work with."

Notable practitioners

David Runnels is a key contact.

Kirkland & Ellis LLP

See profile on p.1594

What the team is known for Talented corporate team with a firm presence in the Texas M&A market. Handles an array of highly complex transactions, including M&A, tender and exchange offers and joint ventures, with particular expertise in debt restructuring for distressed energy companies. Active in a number of industries, including chemicals and retail, with a notable focus on energy. Acts for a range of clients including public and private companies.

Strengths Commentators say: "The firm is very, very strong. It demonstrates a high level of professional competence, unmatched by almost any other firm that I routinely work with."

Sources say: "It is fantastic, it is a force to be reckoned with."

Work highlights Advised Hilcorp Alaska on the purchase of all of BP's interests and business in Alaska, valued at \$5.6 billion.

Notable practitioners

Andrew Calder (see p.2935) is well regarded for his strong energy-centric M&A practice. He is expert in handling private equity deals. "He has terrific private equity relationships." **Sean Wheeler** (see p.2984) is a leading practitioner, noted for his strength across the full spectrum of transactional matters. He is particularly adept at representing clients in the energy sector. "He is at the top of his field." "He is an excellent M&A lawyer who is very bright." **John Pitts** (see p.2970) handles a variety of M&A and other corporate transactions. He focuses on energy deals. "He works extremely hard and has a good sense of how to get deals done." **Anthony Speier** (see p.546) has strong skills when it comes to advising on transactions involving upstream oil and gas clients. His expertise spans M&A, joint ventures and energy projects, among other matters. "He is a bright and skilled lawyer." **Kim Hicks** (see p.2952) frequently works on energy, infrastructure and technology deals. Her expertise covers M&A and joint ventures, among other deals. **Adam Larson** (see p.2958) often works

on acquisitions, dispositions and joint ventures. He has strong capabilities in private equity deals. *"He is an excellent lawyer who is very skilled."*

Latham & Watkins LLP

See profile on p.584

What the team is known for Established firm representing international and domestic energy companies in an array of corporate matters such as M&A, on which the firm is able to provide a full suite of complementary advice. Talented team with extensive experience handling complex cross-jurisdictional transactions. Has the capacity to handle multibillion-dollar matters.

Strengths Clients say: *"It has a really good team and a good breadth of folks you can call on when you have different kinds of issues."*

Sources report its lawyers are *"practical and business-minded."*

Work highlights Advised CenterPoint on the sale of Miller Pipeline and Minnesota Limited to PowerTeam for \$850 million.

Notable practitioners

William Finnegan (see p.2942) is a go-to practitioner for a number of corporate transactions, including joint ventures and M&A. He has extensive experience advising on energy-related MLPs. *"He is very bright and very thoughtful."* **Ryan Maieron** (see p.2959) is a key partner in the team who handles M&A and financing deals. He has further expertise in IPOs and corporate governance matters. *"He has impeccable instincts and knows how to get to the heart of a matter."* *"He provides practical advice that works."*

Locke Lord LLP

See profile on p.3012

What the team is known for Deep M&A expertise as well as experience handling complex advisory matters. Offers comprehensive client service to large energy, healthcare and media clients, with the ability to handle complex international transactions. Particular strength advising clients with regard to corporate governance, corporate trust and operational issues.

Strengths *"The team is very hard-working and gets things done well within our time frames,"* says a source.

Clients say: *"In addition to having good lead attorneys, the firm has on staff attorneys that have the capability to meet any needs that arise. They are very responsive and work efficiently."*

Work highlights Advised Comstock Resources on its acquisition of Covey Park Energy.

Notable practitioners

Don Glendenning (see p.2946) demonstrates significant strength in acquisitions and dispositions, among other transactions. *"He is an outstanding lawyer, counselor and professional."* *"His level of sophistication is very high and his level of knowledge is great."* **Bill Swanstrom** (see p.551) routinely advises on a host of corporate issues and M&A. He currently serves as the cochair of the firm's energy group. *"He is an amazing lawyer."*

Mayer Brown LLP

See profile on p.1597

What the team is known for Global energy practice advising lenders, buyers and sellers on significant commercial and transactional matters. Experience representing clients from all aspects of the energy

sector, including oil exploration companies, renewable energy companies and energy-related MLPs. Equipped to handle deals in Latin America, including those in the Mexican energy market.

Strengths Clients say: *"All of its attorneys are very professional."*

Work highlights Represented Noble Midstream Partners in its acquisition of midstream interests from Noble Energy, valued at \$1.6 billion.

Notable practitioners

Robert Gray (see p.2947) advises on the full range of corporate transactions including joint ventures and M&A, as well as securities matters.

McDermott Will & Emery LLP

See profile on p.1599

What the team is known for Noted for its skills in handling mid-market M&A. Strong expertise in healthcare deals. Frequently advises on private equity transactions.

Strengths Sources report: *"The team provides sound, timely advice which includes knowledge of our needs and risk tolerance."*

Notable practitioners

Wilson Chu is a key contact.

McGuireWoods LLP

See profile on p.3102

What the team is known for Leading presence in the midmarket, handling deals such as M&A and divestitures. Covers a diverse range of sectors including healthcare and technology.

Strengths Sources say: *"The firm is tremendous, it does a great job. The team understands and prioritizes our focus."*

Notable practitioners

David McLean is a key contact.

Morgan, Lewis & Bockius LLP

See profile on p.2756

What the team is known for Impressive practice that counsels clients on the full spectrum of deals. Advises a host of well-known corporates and individuals.

Strengths *"The firm's main strength is the depth of legal experience for many areas across the US,"* says a client.

Sources note: *"We are very impressed with the firm."*

Notable practitioners

John Kober is a key contact.

Munsch Hardt Kopf & Harr, PC

See profile on p.3015

What the team is known for Active in mid-market deals, including cross-border M&A. Sector expertise covers banking, energy, and food and beverages.

Strengths *"The firm has high-quality people who know their business,"* reports one client.

"The team is pragmatic, efficient, professional and personable," say interviewees.

Notable practitioners

Michael Hainsfurther has over 35 years of experience in the field. He acts across industries in M&A and joint ventures. *"He is a consummate professional, technically strong and very practical with a good business sense."* *"Michael is a very straight shooter and very pragmatic in getting to the best negotiated outcome in a short period of time."*

Norton Rose Fulbright

See profile on p.585

What the team is known for Advises both private and public clients across the full spectrum of corporate issues, including M&A, regulatory compliance and corporate governance. Strong domestic and international presence, advising big names in energy, manufacturing and other industries. Also equipped to advise family-owned businesses on sales and purchases.

Strengths Clients say: *"The firm has a nice range of specialists for when legal questions arise in various departments in the company."*

Commentators say: *"The firm is a great business partner to us."*

Notable practitioners

Daryl Lansdale (see p.2958) advises clients, including public companies and private equity firms, on a variety of corporate matters. He has further expertise in securities matters. *"He is great, he is very easy to work with."* *"He has a great client touch and is the kind of lawyer who wants to partner with you on matters."* **Glen Hettinger** (see p.2951) is highlighted for his expansive transactional knowledge and often advises on M&A and corporate governance. *"He does a good job for his clients."* **Blake Redwine** (see p.2972) is an associate in the team who frequently advises on transactional matters. *"He is incredibly responsive, knowledgeable and easy to work with."* *"He is very organized."*

Porter Hedges LLP

See profile on p.3017

What the team is known for Houston-based firm assisting clients operating in an array of industries with matters around the country, with a particular focus on the energy sector. Has extensive experience handling mid-market transactions, with significant knowledge of corporate restructuring and corporate governance issues. Well versed in the representation of private equity funds, independent board committees and public and privately held companies.

Notable practitioners

Corey Brown is a key contact.

Shearman & Sterling LLP

See profile on p.2451

What the team is known for Solid M&A team with experienced corporate partners in cities across the state. Advises corporate and private equity clients on a wide range of high-value transactions.

Strengths Commentators say: *"The team does some great deals."*

Work highlights Represented NVIDIA in its acquisition of Mellanox Technologies, valued at \$6.9 billion.

Notable practitioners

Scott Cohen earns plaudits for his abilities in corporate transactions. He works with clients in a range of sectors, including manufacturing, energy and aerospace. *"Scott is very wise and brings a wealth of experience. The level of service and counsel we receive is outstanding."* **Sarah McLean** (see p.2962) advises clients on a diverse array of transactions, including acquisitions, divestitures and joint ventures, with impressive expertise in the energy sector. **Alain Dermarker** is a growing force in the Texas corporate market, demonstrating particular strength in M&A. *"His responsiveness is exceptional."* *"He is a very energetic and smart lawyer."*

Sidley Austin LLP

See profile on p.1608

What the team is known for Respected operators in the Texas M&A market. Represents a broad range of clients, including public and private companies, boards of directors and private equity firms. Equipped to handle deals for clients in the energy, technology and financial services sectors, among others. Well supported by strong national and international capabilities.

Strengths Clients report: "It is a great firm with lots of internal resources at their disposal and a solid team from partners to associates."

"Sidley Austin is a highly valued resource for our us. It has deep industry experts, ability to deliver full-service capabilities across multiple industries and functional areas, and a strong bench of associate talent," says a source.

Notable practitioners

David Buck (see p.2934) is recommended for his strength in joint ventures and M&A work. He also handles capital markets deals. "He has strong communications skills and an excellent demeanor." "He is very practical." **Cliff Vrielink** (see p.2982) is widely acknowledged for his corporate practice that often sees him act in the energy sector. He has strong skills in private equity deals. "He he takes the time to understand our position and utilizes strong commercial judgment to work toward an optimal outcome."

Simpson Thacher & Bartlett LLP

See profile on p.2453

What the team is known for Sought out by clients for a range of corporate transactions. Particularly adept at handling complex M&A within the oil and gas space. Has notable experience acting on behalf of private equity funds, as well as both private and public companies.

Strengths One client says: "It is a great firm that does very high-quality work and that has high level of responsiveness."

Another client remarks: "The firm is excellent to work with."

Notable practitioners

Breen Haire (see p.2948) demonstrates capabilities across a range of corporate transactions, most notably in sophisticated M&A. He typically acts within the energy sector. "He is a really skilled, technical lawyer."

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

See profile on p.2455

What the team is known for Experienced team handling a range of high-value complex transactions. Frequently handles cross-border energy deals. Expertise covers matters such as M&A and joint ventures.

Strengths Sources say: "It is a fantastic firm."

Interviewees note: "It is one of the top global M&A firms."

Work highlights Represented ExxonMobil in connection with its joint venture with Saudi Basic Industries.

Notable practitioners

Frank Bayouth (see p.2931) is known for his expertise in M&A, working with an array of clients in the energy sector. "He is very good to work with; he is very bright and knows how to get deals done." "He is very practical and effective."

Thompson & Knight LLP

See profile on p.3026

What the team is known for Talented team active on mid-cap M&A with a particular focus on the representation of energy and natural resources companies. Also frequently sought by private equity funds, investors and banks. Possesses extensive experience in fund formation matters and also advises companies on corporate governance issues.

Work highlights Represented Oilfield Water Logistics in connection with the sale of its midstream water infrastructure and services business to InstarAGF Asset Management and its Canadian and international co-investors.

Notable practitioners

Wesley Williams is a key contact.

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Dominant force in the Texas market with capabilities in energy and infrastructure, among other areas. Has extraordinary bench strength, with expertise across the whole corporate and M&A spectrum, including corporate governance issues and private equity investments. Also active in the real estate, utilities and technology fields, regularly acting on behalf of major public and private companies and sponsor clients.

Strengths Clients say: "The firm is best in class across all disciplines, which is incredibly unique for a firm in my experience."

Sources report: "Even though it is a very large law firm, I receive the attention and dedication of a smaller firm because the team's responsiveness and care to my matters is second to none."

Work highlights Advised Noble Energy on its \$13 billion sale to Chevron.

Notable practitioners

Mark Kelly (see p.2955) is the current sitting chairman of the firm. He is well versed in a host of corporate matters and M&A. "He is a trusted adviser who crafts practical solutions to challenging issues."

Scott Neal Wulfe (see p.2986) has a longstanding practice advising on large-scale M&A. His practice also covers issues such as private equity investments. "He is an exceptional lawyer."

Keith Fullenweider (see p.2944) cochairs the corporate team. His leading transactional practice sees him regularly work with the foremost private equity firms. "He is a leading partner known for his private equity work."

Paul Tobias (see p.2981) is adept at handling venture capital and late-stage growth financings, and often advises issuers on IPOs "He is always accessible and provides sound advice in legal and business matters."

Wesley Jones (see p.2954) is highly regarded for his experience advising venture capital firms and public and private companies on transactional concerns. He offers particular expertise in the technology sector.

Milam Newby (see p.2965) regularly advises investors and emerging businesses on private financing transactions. His clients also include Fortune 100 companies.

Matthew Stroock (see p.2979) is best known for his work with private equity firms and their portfolio companies on transactional matters. "He is commercial and pragmatic." "He is a zealous advocate for our positions."

Michael Saslaw (see p.2975) has over 35 years of experience in the field and focuses on M&A and corporate governance work. "He is good at finding solutions and compromise and a pleasure to work with." **Lande Spottswood** (see p.2978) is noted for her capabilities handling transactions involving

energy and industrial clients. "She is very talented and very smart." **Stephen Gill** (see p.2945) typically handles public company M&A. He works with clients in the energy sector. "He is a very good lawyer and good to work with." **Robert Kimball** (see p.2956) advises on a host of corporate matters including securities, M&A and governance issues. "He is great, he is very professional and a good attorney." **Alan Bogdanow's** (see p.2933) practice sees him work on complex M&A, among other matters. "He is one of the greatest lawyers in the Dallas market." **Jeffery Floyd** (see p.2943) has a strong transactional practice that sees him act across a variety of industries. "He is a great, technical lawyer." **Douglas McWilliams** (see p.2962) is based in the firm's Houston office and handles a range of transactional work. He chairs the equity capital markets team at the firm. "He is well versed, knowledgeable, very pragmatic and practical." **Brittany Sakowitz** (see p.2974) has a growing practice that includes advising on M&A. She often handles deals in the energy and consumer products sectors. "Not only is she a phenomenal lawyer, she also has a great understanding of business and really understands where we are coming from and what we are trying to accomplish in various matters." "She is an extremely talented technical lawyer and a great negotiator."

Weil, Gotshal & Manges LLP

See profile on p.2468

What the team is known for Flourishing force in the state recommended for its national platform and ability to handle large-scale corporate transactions. Diverse practice particularly adept at representing clients in the energy, technology and financial services spaces. Also regularly sought after by private equity funds and their portfolio companies.

Strengths Commentators say: "The team is user-friendly, commercial, very responsive and creative problem solvers."

A client says: "The firm always brings its A-team to every deal I've worked on with it."

Work highlights Advised WPX Energy on its \$2.5 billion acquisition of Felix Energy.

Notable practitioners

Glenn West (see p.2983) has a market-leading transactional practice. His client roster includes both private and public companies. "He is the dean of the private equity Bar in Dallas." **James Griffin** (see p.2947) counsels clients on complex deals such as M&A. He often works with public companies, among other clients. "He is a good, technical lawyer."

Jeffrey Malonson (see p.2960) has a broad practice that sees him work on issues such as acquisitions and financings. He is particularly adept at handling energy-related deals. "He is a tremendously smart lawyer who is great at making sure deals are executed."

David Gail (see p.2944) is based in Dallas and a key partner in the firm's private equity team. He is often seen handling leveraged buyouts and M&A. "He is a great lawyer who is able to quickly dissect issues, come to conclusions and explain them in a simple, yet compelling way."

Willkie Farr & Gallagher LLP

See profile on p.2470

What the team is known for Acts for an array of corporate clientele including private equity firms, public companies and financial institutions. Well versed in corporate transactions such as M&A, takeovers, buyouts and joint ventures. Strong presence across the

energy, media and manufacturing sectors. **Strengths** "The lawyers' strengths are getting it done right, but also very quickly. They don't miss anything," says a client.

A commentator says: "I have a tremendous amount of trust and respect for the team and its approach."

Work highlights Represented The Sterling Group in an undisclosed investment in Bad Boy Inc.

Notable practitioners

Michael De Voe Piazza (see p.516) cochairs the energy practice at the firm. He handles deals such as M&A and joint ventures. "He is very detail-oriented and knows how to leverage his team." "Michael is not only wickedly smart but actually vests himself in the outcomes of his clients." **Bruce Herzog** (see p.2951) is a highly respected practitioner best known for his work with private equity firms. His sector expertise covers telecommunications and energy, among others. "Bruce is unique in having not only exceptional legal capabilities but also the ability to find the most reasonable and commercial outcome." "He has a sharp mind and a wealth of experience that allows him to allow push forward on transactions, especially during difficult discussions, in the interest of trying to get a deal done."

Wilson Sonsini Goodrich & Rosati

See profile on p.897

What the team is known for Noted practice that is particularly experienced in working with technology and growth companies. Offers services in complex M&A, joint ventures and strategic alliances, among other deals.

Work highlights Advised National Instruments on its purchase of OptimalPlus for \$365 million.

Notable practitioners

Scott Craig is adept at representing private equity and venture capital funds, as well as high-growth

businesses in the technology and life sciences sectors. "He is efficient, extremely responsive and has a bias for action." **Matthew Lyons** works primarily in the technology sector, representing companies and private equity firms in transactions such as M&A. "He is an awesome, great attorney." **Robert Suffoletta** has substantial experience advising public and private companies, venture capital funds and investment banks on M&A and public offerings. "He is amazing; he is very technically competent."

Winstead PC

See profile on p.3029

What the team is known for Regularly assists clients with a broad array of matters, including regulatory compliance issues, fund formation and financings. Demonstrates particular skill acting for venture capital funds and emerging growth businesses, as well as organizations in the insurance and healthcare sectors.

Strengths Clients say: "The team works well together and clearly has a lot of expertise in house."

Work highlights Represented WellMed Medical Management in the acquisition of 26 primary care physician medical practices in Texas and Florida.

Notable practitioners

Alex Allemann (see p.2928) advises emerging businesses, private equity firms and venture capital funds on a wide range of matters. "He is always willing to take the time to make an introduction or help me find a solution."

Winston & Strawn LLP

See profile on p.1610

What the team is known for Transactional team focusing on mid-market deals. Counsels a diverse range of clients including private equity firms, public companies and investors.

Strengths Sources say: "The partners are very accessible and they have detailed knowledge of intricate legal matters."

"The team is prompt with responses and guidance," notes a client.

Notable practitioners

Matthew Olson (see p.2967) works on a range of matters including private equity transactions. "He has a partner-level grasp of the issues and he works well with everybody."

Other Ranked Lawyers

Jeffrey Gifford is a respected practitioner who advises on transactions. He is frequently called upon by public companies.

Evan Kastner is known for working with startup companies and venture capital financings. "He is one of the best for representing startups." "He knows M&A very well."

Will Liebmann offers experience in a wide range of corporate issues, including M&A and joint ventures. "He is one of the best in town."

Bruce Mitchell is an experienced corporate practitioner and offers particular expertise in advising clients in the healthcare sector. "He is very talented." "He has good judgment."

Thomas Queen leads the firm's M&A group and regularly acts for sponsor clients as well as corporations from a range of sectors. "He is great. He is a thoughtful, really sharp and smart man."

Phillip Slinkard is experienced in a range of issues, including corporate governance, M&A and franchise matters. "He is good at offering legal and business advice. He is a very pleasant person to work with and we trust him." "He is technically proficient, extremely responsive, thoughtful, insightful and proactive."

Employee Benefits & Executive Compensation

Employee Benefits & Executive Compensation Dallas, Fort Worth & Surrounds	Employee Benefits & Executive Compensation	Employee Benefits & Executive Compensation Houston & Surrounds
Leading Firms	Leading Individuals	Leading Firms
Band 1	Band 1	Band 1
Haynes and Boone, LLP *	D'Alessandro David C Vinson & Elkins LLP *	Baker Botts LLP *
Locke Lord LLP *	Finston Felicia Wilkins Finston Friedman Law Group LLP	Band 2
Wilkins Finston Friedman Law Group LLP	Smith Stefan P. Locke Lord LLP *	Haynes and Boone, LLP *
Band 2	Wetzel Susan Haynes and Boone, LLP *	Hunton Andrews Kurth LLP *
McDermott Will & Emery LLP *	Wilkins Linda A. Wilkins Finston Friedman Law Group LLP	Kirkland & Ellis LLP *
Polsinelli PC *	Band 2	Locke Lord LLP *
Thompson & Knight LLP *	Bush Philip Locke Lord LLP *	Norton Rose Fulbright *
Vinson & Elkins LLP *	Hedgpeth Patti Polsinelli PC	
* Indicates firm / individual with profile.	Talavera Henry Polsinelli PC	
◇ (ORL) = Other Ranked Lawyer.	Turley Erin McDermott Will & Emery LLP *	
Alphabetical order within each band. Band 1 is highest.	Wilkerson Allison McDermott Will & Emery LLP *	
	Winwood Eric Sidley Austin LLP (ORL) ◇ *	
	Up-and-coming individuals	
	Leon Misty Wilkins Finston Friedman Law Group LLP	
	Luter Jason Faegre Drinker (ORL) ◇	
	Mendoza Dario Vinson & Elkins LLP *	
	Morrison Jessica S Thompson & Knight LLP	

The editorial is in alphabetical order by firm name.

Baker Botts LLP

See profile on p.2993

What the team is known for Leading firm with a strong reputation for its employee benefits and executive compensation practice. Noted for its expertise in transaction-related compensation and benefits matters as well as ERISA. Advises Fortune 500 companies on equity incentive arrangements as well as

the compensation and benefits aspects of corporate transactions. Particularly active on behalf of clients in the energy and natural resources sector.

Work highlights Represented El Paso Electric Com-

pany in relation to its \$4.3 billion acquisition by Infrastructure Investments Fund which included advising on Section 280G parachute payments, the treatment of outstanding equity-based compensation awards and SEC disclosure requirements.

Notable practitioners

Mark Bodron (see p.2933) advises clients on employee benefits and executive compensation issues arising from M&A. "He is a great guy and lawyer, and wants to do the right thing for his clients. He is sharp and technically strong." "He is extremely responsive, always available and gives quick answers when needed." "He is knowledgeable, not just about ERISA, but our industry and business. He is very prac-

Employee Benefits & Executive Compensation
Leading Individuals
Band 1
Bodron Mark A. Baker Botts LLP*
Razim III Edward A. Locke Lord LLP*
Schroepfer Stephanie Norton Rose Fulbright*
Stewart Gail W. Baker Botts LLP*
Band 2
Eppert Anthony Hunton Andrews Kurth LLP*
Fowler J Rob Kirkland & Ellis LLP*
Gelsomini Jesse J. Haynes and Boone, LLP*
Up-and-coming individuals
Ferguson Laura Locke Lord LLP*
Giovannini Brian Haynes and Boone, LLP*
Jacobson Stephen Kirkland & Ellis LLP*
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

tical and pragmatic when advising us.” **Gail Stewart** (see p.2978) frequently assists clients with high-profile corporate transactions, advising on the full gamut of issues involving executive compensation and employee benefit plans. “What I appreciate about Gail is her breadth of knowledge and how tactical and strategic she is. She has a firm understanding of how business and legal decisions impact one another.” “She is a very experienced compensation and benefits lawyer and is great at dealing with boards of directors as well as negotiating employment agreements.” “She is a fantastic resource. She is very experienced, very knowledgeable and very user-friendly.”

Haynes and Boone, LLP

See profile on p.580

What the team is known for Talented group of employee benefits and executive compensation attorneys, noted for its strength in a broad range of areas including ERISA. Regularly counsels public companies, boards of directors and compensation committees on pension plans and equity plans. Also has particular strength advising clients on health and welfare plans.

Strengths A source reports: “The team is dedicated to our company and has the most ERISA experience of any of the other firms that I have worked with.”

Clients say the firm is “strong on the technical side of US employee benefits, has a good knowledge of our arrangements and strong client focus.”

An impressed interviewee states: “The thing I like most is that the lawyers are very responsive and promptly return calls and emails.”

Work highlights Represented Capitol Peak Partners in its \$340 million acquisition of Borden Dairy as part of a Chapter 11 Section 363 sale. The firm provided advice on employee benefits issues, including the treatment of Borden’s withdrawal liability under two multiemployer pension plans as well as the implementation of new retirement, health and welfare benefit plans covering approximately 3,500 unionized and nonunionized employees.

Notable practitioners

Susan Wetzel (see p.2984) provides expert advice on the design and implementation of retirement and compensation plans, as well as counseling clients on related tax considerations and transactional concerns. “She’s just very responsive and also incredibly knowledgeable in the benefits space, which is very valuable to us. She is at the forefront of handling difficult claims and is business-minded.” “She is quick to respond and very good at turning work around.” “She

is extremely knowledgeable and has a range of experience. She is a tough negotiator and represents clients well.” **Jesse Gelsomini** (see p.2944) advises clients on the design and implementation of health and welfare plans and also frequently assists clients with the employee benefits and compensation aspects of M&A. “He is able to turn things around quickly and efficiently.” “He is a very talented lawyer with a very deep knowledge of the insurance and medical fields.” **Brian Giovannini** (see p.2945) assists clients with the employee benefits and executive compensation aspects of acquisitions and divestitures. “He is very supportive, client-focused and able to effectively collaborate to deliver a strong outcome. He is hard-working, diligent and has strong attention to detail.” “He is experienced with ERISA matters and knows his clients’ history.”

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Highly regarded practice with significant expertise advising on employee benefits and executive compensation issues arising out of M&A and other corporate transactions. Noted expertise in ESOPs. Advises public and private sector clients from an array of industries, particularly energy and financial services.

Strengths Clients say the team “strikes a good balance between knowing the current best practices and giving pragmatic advice.”

Interviewees state: “The team is extremely responsive and extremely knowledgeable. It doesn’t take long to get an answer to a complex problem because they have so much knowledge.”

Sources report: “They are particularly good at coming up with a myriad of different options and have good market knowledge about what other companies are doing.”

Work highlights Advised Sabine Oil & Gas Holdings on executive compensation and employee benefits matters involved in the \$610 million sale of Sabine Oil & Gas to Osaka Gas USA.

Notable practitioners

Anthony Eppert (see p.2942) is noted for his skilled handling of the executive compensation and employee benefits aspects of corporate divestitures, acquisitions and mergers. “He is very approachable, very levelheaded and can get problems solved quickly.” “His expertise is exceptional and only exceeded by his drive and intellect.” “He has great knowledge of executive compensation matters and provides practical solutions that are the right size for our business.”

Kirkland & Ellis LLP

See profile on p.1594

What the team is known for Demonstrates notable expertise in handling employee benefits and executive compensation matters arising from corporate transactions, restructurings and bankruptcies. Provides counsel on tax, securities and accounting issues related to compensation plans. Regularly advises clients in the energy and natural resources industry.

Strengths A source states: “I have been impressed with the depth of the client service teams and the proficiency level of technical expertise, even in very junior associates.”

Another client appreciates that the team “has been very responsive to our questions in an uncertain time.”

Work highlights Handled the employee benefits and executive compensation aspects of Chesapeake

Energy’s Chapter 11 bankruptcy and subsequent corporate restructuring, which involved over \$9 billion in funded debt.

Notable practitioners

Rob Fowler (see p.2943) has extensive experience navigating complex executive compensation and employee benefit issues stemming from M&A. “He is very talented, very knowledgeable, very good with clients and has good judgment.” “He knows his craft and the interplay of all the complex issues well. He also knows how stakeholders look at matters and looks holistically at the different opportunities.” **Stephen Jacobson** (see p.2953) advises clients on the employee benefits and executive compensation aspects of restructurings, mergers and acquisitions. “He has a great business mind in addition to having the legal point of view. He is very responsive, informed on current industry trends, has excellent knowledge and provides invaluable guidance.” “He is very impressive, very practical and can deal with sticky issues.”

Locke Lord LLP

See profile on p.3012

What the team is known for Maintains a strong reputation in both Dallas and Houston for its employee benefits and executive compensation practice. Advises clients across a variety of areas including qualified benefit plans, ESOPs and equity incentive arrangements. Acts for a diverse range of clients including Fortune 500 companies.

Strengths A client says: “The firm is fantastic. They are always responsive and give perfect advice. We really rely on their expertise and advice. They have been tremendously helpful.”

Interviewees say the team provides “tremendous expertise and high-quality work.”

Work highlights Counseled Comstock Resources on the employee benefits and executive compensation aspects of its \$2.2 billion acquisition of Covey Park Energy in a cash and stock merger.

Notable practitioners

Edward Razim (see p.2971) advises clients on the full range of executive compensation and employee benefits issues arising out of M&A. “He works well with clients and really advises them on what’s going on with a deal or matter, exploring the various options available. He has a good manner with clients and is very knowledgeable.” “He is a great lawyer who is very knowledgeable on all executive compensation and employee benefits matters.” “He gives us practical solutions and understands our goals.” **Stefan Smith** (see p.2977) is held in high regard for his knowledge of retirement plans. He has vast experience of navigating the employee benefits and executive compensation aspects of M&A. “He is an expert in his field and provides thoughtful, timely advice on time-sensitive matters.” “He is an excellent lawyer we look to when there is something really tricky. He does a great job and understands the complexities we face.” **Philip Bush** (see p.2935) frequently assists clients with the employee benefits and executive compensation aspects of corporate transactions and also advises clients on compliance. “He is brilliant and an expert in his field. He is incredibly efficient with his and my time. His primary focus is always on how to arrive at a complete solution as expeditiously as possible.” “He is very thorough, knowledgeable, available and exceedingly helpful. He has invaluable institutional knowledge which informs his legal work.” **Laura Ferguson** (see p.2942) is a highly regarded attorney with a specialty in employee benefits and executive compensa-

tion matters. She advises an impressive client base on regulatory and transactional issues pertaining to retirement as well as health and welfare plans. "She is very knowledgeable and has a good reputation." "She is a very talented up-and-comer."

McDermott Will & Emery LLP

See profile on p.1599

What the team is known for Experienced practice with a strong reputation in the Texas market. Regularly advises Fortune 500 companies on ESOPs, welfare plans and benefits issues relating to mergers and acquisitions.

Strengths Sources say: "It is the best firm we've ever dealt with, and has broad business generalists as well as specialized resources."

Interviewees report that the team is "outstanding and works extremely well together."

Work highlights Advised Ericsson on an annuity lift-out to reduce its pension obligations.

Notable practitioners

Erin Turley (see p.2981) is experienced with handling a variety of contentious and noncontentious issues relating to ESOPs and 401(k) plans. "She is truly a subject matter expert and she boils down all the legal fine points to practical, implementable business solutions." "A very good lawyer and a well-respected member of the Bar." **Allison Wilkerson** (see p.2985) is particularly knowledgeable about ESOPs, and also provides ERISA and other compliance counseling in connection with retirement plans. "She is extremely responsive, proactive, a great communicator and a subject matter expert." "She is very strong on broader-level thinking as well as having a detailed understanding of the documents."

Norton Rose Fulbright

See profile on p.585

What the team is known for Well-regarded team of practitioners who advise multinational companies on a variety of areas in relation to employee benefits and executive compensation. Frequently advises clients in connection with M&A, ERISA litigation and regulatory compliance.

Strengths An impressed client says: "Their advice is very cutting-edge as they keep very abreast of the latest legal issues affecting companies of all types."

Another interviewee reports: "The firm has the depth of resources to deal with any situation and is willing to prioritize our work and give quick yet in-depth answers."

Sources state: "Everyone looks after the client's interests and work on matters efficiently."

Notable practitioners

Stephanie Schroeffer (see p.2976) attracts acclaim for her knowledge of ERISA. She handles a broad range of employee benefits and executive compensation matters, including transactional mandates. "She is such a knowledgeable person. She listens and confirms to make sure she understands our intent, is very detail-oriented and does a great job of identifying risk." "She is always available to meet with us, helps us understand complicated legal rules and cares deeply about protecting our company."

Polsinelli PC

See profile on p.1988

What the team is known for Handles a wide variety of matters within the employee benefits and executive compensation field, including pension plans, health and welfare plans and ESOPs. Notable experienced

in ERISA litigation. Advises clients in the healthcare industry, as well as manufacturing and aviation companies, among others.

Strengths A client says: "The team does a good job of understanding our business, helps anticipate issues that arise and has good business judgment as well as legal expertise."

Sources state: "The team operates in a collegial and effective way, trading ideas and expertise to collectively develop an informed strategy for their clients."

Interviewees report: "The team is very knowledgeable on ERISA issues."

Notable practitioners

Patti Hedgpeth assists clients with the administration of their health and welfare and retirement plans, and is also knowledgeable about ESOPs and other compensation programs. "She is technically proficient and a good lawyer." "She is very personable and easy to work with." **Henry Talavera's** expertise covers welfare and retirement plans, as well as executive compensation arrangements. "He is a personable expert in the employee benefits area and has a comprehensive conceptual knowledge of the law and gives effective, practical advice including on litigation." "His best feature is explaining complicated issues in laymen's terms for the client to understand."

Thompson & Knight LLP

See profile on p.3026

What the team is known for Respected practice advising clients on a wide range of employee benefits and executive compensation matters. Expertise includes the implementation of retirement plans and equity compensation arrangements. Additionally offers experience in ERISA and transactional matters.

Strengths A client says: "They are precise, they know our plans inside and out, and their work product is pretty tight."

Work highlights Advised CNOOC Petroleum on employee benefits, executive compensation and tax issues.

Notable practitioners

Jessica Morrison advises a variety of employers on taxation, executive compensation and employee benefits matters. "She knows the ins and outs of ERISA and is an expert in her field." "She is a really outstanding lawyer."

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Noted for its strength in handling employee benefits and executive compensation matters arising from corporate transactions. Frequently advises energy and financial services companies. Acts on an array of matters including equity compensation plans as well as health and welfare plans. Also advises clients on golden parachute payments.

Strengths A client says: "The knowledge base and ability to both help us identify all possible issues as well as explaining them in a way that non-lawyers can understand are the team's biggest strengths."

Sources identify the firm's strengths as "the quality of the work and that they are always timely and on top of trends and developments."

Interviewees state that the team "works together well as an efficient and cohesive whole."

Work highlights Advised Southwest Airlines on the employee benefits and executive compensation aspects of a series of financings, including securities

offerings, totaling \$16 billion.

Notable practitioners

David D'Alessandro (see p.2939) has a wealth of expertise in equity compensation arrangements and frequently assists clients with corporate transactions. "He has a thorough understanding of the law but also understands everything from the business's point of view and never gets bogged down in legalese." "He is an out-of-the-box thinker who is creative in crafting solutions to address compensation issues and is a subject matter expert in this area. He gives practical advice that can be applied to real-world problems." **Dario Mendoza** (see p.2962) assists clients with employee benefits and executive compensation issues related to M&A and bankruptcies. "He is extremely well versed in this area, does a good job of explaining the issues in laymen's terms and highlights issues that we may not be considering so that we can make the best possible decisions." "He gives clear, easy-to-follow advice and information." "He is always available, practical and helpful."

Wilkins Finston Friedman Law Group LLP

What the team is known for Highly regarded boutique law firm with a strong bench of dedicated attorneys. Handles a variety of employee benefits and executive compensation matters. Represents clients spanning an array of industries including energy, healthcare and construction, among others. Expertise includes ERISA and ESOPs.

Strengths Peers commend: "They are first-rate across the board."

Notable practitioners

Felicia Finston is widely respected for her expertise in employee benefits and executive compensation. She acts for clients before regulators and also advises clients on compliance issues involving qualified retirement and health plans as well as compensation arrangements. "She is very smart and has the technical and practical expertise required for a deal." "She is a very strong technical lawyer who really knows the rules and makes sure clients are served on a day-to-day basis." **Linda Wilkins** is especially renowned for her proficiency in executive compensation issues. "She is a grande dame of employee benefits." "She gives really practical advice." **Misty Leon** provides counsel on a broad range of issues in the employee benefits and executive compensation area, including welfare plan compliance and ERISA. "She is very knowledgeable, very intelligent and hard-working."

Other Ranked Lawyers

Jason Luter handles a variety of employee benefits and executive compensation matters, including ESOPs and ERISA compliance and litigation. "He exhibits exceptional skills and knowledge with an unsurpassed ability to apply that to the matter at hand." "He is thorough, responsive and personable."

Eric Winwood (see p.2985) acts on a wide array of benefits and compensation matters, including advising on corporate transactions. "He is very dedicated and technically proficient." "He is very strong in executive compensation matters."

Energy State Regulatory & Litigation

Energy State Regulatory & Litigation (Electricity)
Leading Firms
Band 1
Duggins Wren Mann & Romero, LLP
Eversheds Sutherland (US) LLP*
Thompson & Knight LLP*
Band 2
Baker Botts LLP*
Coffin Renner LLP*
Hunton Andrews Kurth LLP*
Jackson Walker LLP*
Vinson & Elkins LLP*
Band 3
Enoch Keever PLLC*
Haynes and Boone, LLP*
Lloyd Gosselink Rochelle & Townsend, P.C.
Locke Lord LLP*
Winstead PC*
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Baker Botts LLP

See profile on p.2993

What the team is known for Impressive team of energy attorneys with a strong presence in the Texas electricity market and growing reputation in the oil and gas space. Regularly called in to handle major matters before the PUCT, as well as advising on compliance with RRC regulations. Handles precedent-setting litigation for a broad client base, including trade associations and utilities. Also acts for a number of notable oil and gas companies. Able to draw upon specialists in areas such as tax, environment and real estate, enabling thorough client representation.

Strengths Sources say: "It has a great, experienced and deep team who really know the regulatory law arena."

Commentators say: "They're professional and deliver excellent work product."

One client reports: "Baker Botts is critical to the regulatory issues we face," adding: "It is the go-to firm when we want the right answer."

Interviewees note: "They're very strong across many areas of law and have a great perspective on the wider market. They are a one-stop shop."

Another client remarks: "Baker Botts has very competent oil and gas lawyers who understand the oil and gas business as well as our company's operations."

Work highlights Advised Talen Energy Corporation on compliance with state and federal rules for operating power plants connected to the Texas electric grid. The team also advised on compliance with ERCOT and other regulatory issues.

Represented Kinder Morgan in a challenge to the validity of an ordinance passed by the City of Kyle, Texas that proposed to restrict pipeline operations.

Notable practitioners

James Barkley (see p.2930) is distinguished in the field for his expertise in both oil and gas side work and electric matters. He is sought after for his leading counsel on ratemaking. "A go-to lawyer on state regulatory matters. He is knowledgeable, responsive and creative in finding workable solutions." "Professional,

Energy State Regulatory & Litigation (Electricity)
Senior Statespeople
Senior Statespeople: distinguished older partners
Wren Casey Duggins Wren Mann & Romero, LLP
Leading Individuals
Band 1
Barkley James Baker Botts LLP*
Coleman Katherine L Thompson & Knight LLP
Liebmann Diana Haynes and Boone, LLP*
McGrath Kerry Duggins Wren Mann & Romero, LLP
Mendiola III Lino Eversheds Sutherland (US) LLP*
Moss Ron H Winstead PC*
Oldham Phillip G Thompson & Knight LLP
VanMiddlesworth Rex D Thompson & Knight LLP
Band 2
Biggs Jo Ann Vinson & Elkins LLP*
Brewster Christopher L Lloyd Gosselink Rochelle
Coffin Ann M Coffin Renner LLP
Guy James Eversheds Sutherland (US) LLP*
Rasmussen Kirk Jackson Walker LLP
Stover Andrea Moore Baker Botts LLP*
Urbantke Tab Hunton Andrews Kurth LLP*
Webking Catherine Scott Douglass & McConnico LLP
Band 3
Arnold John K Locke Lord LLP*
Brocato Thomas L Lloyd Gosselink Rochelle & Townsend
Coe William Duggins Wren Mann & Romero, LLP
Galant Carl McGinnis Lochridge
Griffiths Meghan Jackson Walker LLP
Keever Andrew Enoch Keever PLLC*
Kimbrough Todd Holland & Knight LLP (ORL) ◇
Medrano Andres Foley & Lardner LLP (ORL) ◇
Moore Bill Enoch Keever PLLC*
Reynolds Myles Hunton Andrews Kurth LLP*
Taylor Jaren A Vinson & Elkins LLP*
Tomsu Michael Vinson & Elkins LLP*
Townsend Lambeth Lloyd Gosselink Rochelle & Townsend
Up-and-coming individuals
Boldt Michael A Eversheds Sutherland (US) LLP*
Collier-Brown Carrie Locke Lord LLP*
Hallmark Benjamin Thompson & Knight LLP
Kimbrough Mandy Enoch Keever PLLC*
Norman Kate Coffin Renner LLP
Pearsall Patrick Duggins Wren Mann & Romero, LLP
Sparks Stephanie Jackson Walker LLP
Associates to watch
Zerwas John Eversheds Sutherland (US) LLP*

thoughtful, strategic, practical and a pleasure to work with." **Andrea Moore Stover** (see p.2979) regularly handles matters before the PUCT, ERCOT and state courts. She has expertise in rate and approval actions. "She has a lot of situational awareness and she knows how the commission thinks. She's very thorough, digs into the details and has longstanding experience in this industry, really getting you up to speed on the issues. She produces an excellent work product that is very well researched." "She is well-versed in ERCOT and PUCT matters and gets to the heart of the matter quickly."

Coffin Renner LLP

See profile on p.2998

What the team is known for Identified as a key player in representing pipeline and electric utilities in complex regulatory matters and administrative pro-

Energy State Regulatory & Litigation (Oil & Gas)
Leading Firms
Band 1
McGinnis Lochridge
Scott Douglass & McConnico LLP*
Band 2
Baker Botts LLP*
Band 3
Coffin Renner LLP*
Duggins Wren Mann & Romero, LLP
McElroy, Sullivan & Miller LLP
Leading Individuals
Band 1
Arnold John K Locke Lord LLP*
Barkley James Baker Botts LLP*
Coffin Ann M Coffin Renner LLP
George Tim McGinnis Lochridge
Mann James E Duggins Wren Mann & Romero, LLP
Sullivan, P.E. Brian R McElroy, Sullivan & Miller LLP
Whitworth H. Philip Scott Douglass & McConnico LLP

ceedings. Frequently advocates on behalf of its clients before the RRC and PUCT in industry-defining cases, drawing on deep agency experience. Market sources highlight the team for its transmission work in particular.

Notable practitioners

Ann Coffin is an esteemed attorney capable of presenting matters before both the PUCT and RRC on behalf of oil and gas and power industry participants. "Ann is very smart, very hard-working and has a leader's presence when it comes to managing large dockets of work." "A very strong litigator." **Kate Norman** is an up-and-coming partner with expertise in the power space. She represents utilities before the PUCT and Railroad Commission of Texas. "An excellent lawyer who is really impressive in court."

Duggins Wren Mann & Romero, LLP

What the team is known for Trusted team of energy and public utilities experts representing clients across the full spectrum of electricity and oil and gas matters before bodies such as the PUCT and RRC. Extensive regulatory capabilities see it advise multiple pipeline companies across the state as well as marquee electricity players, acting on contested proceedings, regulatory compliance and investigations. Increasingly working on policy matters in the renewable energy space. Also experienced in representing clients before state and federal courts.

Strengths Interviewees praise the firm's "excellent attorneys."

Work highlights Provided counsel to Southwestern Electric Power Company in obtaining a certificate of convenience from the PUCT, relating to a \$2 billion wind farm project.

Acted for Azure Midstream Energy and TGG Pipeline in two arbitration proceedings concerning various claims as to unpaid fees and damages.

Notable practitioners

Casey Wren has particular expertise in ERCOT matters and also advises clients on PPAs and rate proceedings. "An excellent attorney." **James Mann** handles complex pipeline matters for upstream, midstream and downstream companies. "One of the deans of the practice; he really knows the industry." "He is good at strategy and prioritizing the issues."

Kerry McGrath represents electric utilities in a plethora of regulatory proceedings before the PUCT. He is particularly knowledgeable of issues affecting clients in the transmission space, with considerable expertise in certification cases. *"She is very experienced and adept at handling utility regulatory matters before the Commission."* **William Coe** handles PUCT proceedings including cost recovery actions, rate cases and certification work on behalf of electric utilities. **Patrick Pearsall** has experience representing electric utilities in base rate and cost recovery matters. He also handles various PUCT applications and other regulatory concerns.

Enoch Keever PLLC

See profile on p.3001

What the team is known for Boutique practice that regularly represents clients before the PUCT and ERCOT on regulatory matters. Areas of expertise include contested cases and rulemaking proceedings.

Notable practitioners

Andrew Keever (see p.2956) has over 40 years' experience in the energy space. He represents large regulated electric utilities in administrative proceedings and civil litigation. **Bill Moore** (see p.2963) appears before state and federal regulatory and legislative bodies on behalf of power sector clients. *"An excellent lawyer."* **Mandy Kimbrough** (see p.2956) is noted for her experience representing clients in various rulemaking proceedings before the PUCT. She also advises clients on regulatory compliance issues. *"Mandy is really smart and really good."*

Eversheds Sutherland (US) LLP

See profile on p.1172

What the team is known for Noted for its expertise across all aspects of the electricity market. Acts for a broad range of clients, advising on areas such as internal compliance policies, certification and enforcement proceedings, rate restructurings and complaint proceedings. Members frequently appear before regulatory agencies and courts, including the RRC.

Strengths Clients highlight: *"Their strength is the responsiveness and speed at which they provide actionable insights, with an ability to get quick, easy and effective answers on a regulatory issue. They find pragmatic and practical answers to questions."*

Interviewees say: *"They are thorough and most importantly, good at identifying practical solutions."*

Sources report: *"They're very good to work with and have very good relationships at the PUC. They have their finger on the pulse and the team has a very deep knowledge of rate cases."*

Observers endorse Eversheds Sutherland's *"truly leading practice."*

Notable practitioners

Lino Mendiola (see p.2962) is a respected figure in the market, noted for his representation of major state utilities. *"He is excellent on the issues and really has his finger on the pulse."* **James Guy** (see p.2948) presents cases to the PUCT on behalf of electric utilities, IPPs and power marketers. He is commended for his work in rate structuring in particular. *"He provides prompt responses at any time of the day."*

Michael Boldt (see p.2933) is adept advising large power generation and distribution companies on rate cases before the PUCT. He also manages project approvals. *"A great lawyer who does an excellent job for his clients."* **John Zerwas** (see p.2988) is a notable associate who assists with PUCT matters for major

electric utilities. *"He's thorough, detailed and does excellent work for his clients."* *"He produces excellent research and written pieces."*

Haynes and Boone, LLP

See profile on p.580

What the team is known for Expert team of lawyers offering an in-depth service to clients across regulatory and litigation matters in the electricity sector, including issues arising from transactions. Has had a number of recent successes in court. Maintains a high profile for its industry advocacy before regulatory bodies, with recent engagements including ERCOT and PUCT proceedings. Additional capabilities include advising on matters before the TCEQ and EPA.

Work highlights Represented Panda Energy International against ERCOT and current and former ERCOT officers in a case of first impression concerning Capacity, Demand and Reserves reports relied on for the financing of three new gas-fired generating units.

Notable practitioners

Diana Liebmann (see p.2959) is the power and renewables group leader. She is respected for her expertise power market structuring and particular knowledge of ERCOT rulemaking. *"A very good lawyer; Diana is a leading name."*

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Aably represents utilities and other power sector clients across a variety of regulatory proceedings including rate cases, permitting and enforcement actions. Regularly appears before the PUCT and other administrative bodies.

Strengths Sources say: *"Its services are thorough and very good."*

Clients praise its *"large, diverse practice"* and describe HAK as a *"one-stop shop."*

Work highlights Represented Cross Texas Transmission in connection with a base rate case before the PUCT.

Notable practitioners

Tab Urbantke (see p.2981) regularly represents clients at the PUCT in approval proceedings, licensing issues and rate cases. *"A very measured and very knowledgeable attorney; he has very good relationships with the regulatory counterparts, and can get down into the weeds and the mechanics of the regulatory world."* **Myles Reynolds** (see p.2972) represents large electric utilities in rate cases and other proceedings before the PUCT. He also advises on regulatory compliance for commercial transactions and ongoing operations. *"A fantastic advocate relied upon for the technical details."*

Jackson Walker LLP

See profile on p.3008

What the team is known for Has experience across the full range of regulatory and litigation matters involving the electricity market. Frequently appears in complex PUCT and ERCOT proceedings, as well as advising on regulatory concerns arising in transactions. Regularly provides due diligence support and state regulatory counsel to financing parties and project developers in power project development. Acts for transmission, generation and renewable energy clients, among others.

Strengths One client says: *"They offer a fantastic full service and every partner and associate has strong, substantive knowledge,"* adding: *"They work well as a team."*

Sources report: *"They have a great team of experienced attorneys who consistently deliver strong results."*

Interviewees highlight the firm's *"fantastic bench strength and ability to bring the right people to bear."*

Work highlights Lead counsel for NuStar Energy in its intervention in Oncor's CCN proceeding for a proposed Abernathy to North to North Loop 345/115 kV transmission line in Hale and Lubbock Counties.

Notable practitioners

Kirk Rasmussen handles a broad range of regulatory proceedings including rulemakings and contested case actions. He also manages compliance counseling for significant power sector clients. *"A tremendously valuable advocate; he's quick and effective."* *"Kirk is hard-working, reliable, smart and a really good litigator."* **Meghan Griffiths** regularly advises clients on ERCOT matters, regulatory proceedings pertaining to project development and administrative proceedings before the PUCT. *"She's very responsive and has a deep energy knowledge in Texas."*

"A fantastic attorney who really knows the industry inside and out. She understands the communication that is needed with in-house counsel and really gets the work done. She is wonderful." **Stephanie Sparks** has a comprehensive energy practice, representing a range of sector clients in proceedings before the PUCT. She also offers counsel on compliance with ERCOT rules and pricing issues.

Lloyd Gosselink Rochelle & Townsend, P.C.

What the team is known for Regularly represents pipeline and electric utilities in complex regulatory matters and administrative proceedings. Frequently advocates on behalf of its clients before the RRC and PUCT in industry-defining cases, drawing on deep agency experience. Sources highlight the firm's significant work for public clients.

Strengths Interviewees praise its *"fantastic lawyers,"* and highlight the team's *"great work representing municipalities and city cooperatives."*

Notable practitioners

Christopher Brewster handles distribution rate cases and transmission proceedings for cities. *"He has great knowledge and experience in the municipalities area."* *"Tremendously knowledgeable."* **Thomas Brocato** has expertise in rate, transmission licensing and rulemaking proceedings. *"A very strong and experienced lawyer."* **Lambeth Townsend** is a utilities expert with considerable expertise in power-side matters. Clients benefit from his years of experience in the sector.

Locke Lord LLP

See profile on p.3012

What the team is known for Diverse energy practice with notable experience representing nonprofit corporations and investment firms in a range of regulatory matters. Often provides regulatory counsel for asset acquisitions and other transactions.

Strengths Clients praise the team's *"knowledgeable attorneys."*

Work highlights Represented Fengate as Texas regulatory counsel in its \$315 million acquisition of a co-generation power plant from Calpine.

Notable practitioners

John Arnold (see p.2929) is highly regarded for his expansive regulatory practice which covers both the oil and gas and power industries. He deftly manages complex proceedings before the RRC and PUCT. *"A fantastic attorney with a tremendous understanding*

of the business and the industry. He is exceedingly professional and a pleasure to work with." **Carrie Collier-Brown** (see p.2937) is an up-and-coming attorney in the power space. She provides regulatory counsel to firms engaged in asset acquisitions and also handles project approvals. "She does a good job representing her client's interests in regulatory proceedings."

McElroy, Sullivan & Miller LLP

What the team is known for Energy-focused boutique recognized for representation of clients in the oil and gas sector in regulated upstream matters. Broad client base includes multinational corporations, nonprofits and regional landowners.

Notable practitioners

Brian Sullivan is highly regarded for his work managing a variety of regulatory proceedings for oil and gas clients before the RRC and other state agencies. "Brian is respected and very good in the upstream space."

McGinnis Lochridge

What the team is known for Offers deep-rooted expertise in the oil and gas industry, acting on behalf of a range of major international companies and individual landowners. Notable upstream and midstream regulatory expertise complemented by significant experience in administrative and court proceedings involving matters such as disputes over operating agreements, lease covenants and royalty pricing. Also equipped to handle disputes relating to environmental damage and mineral title ownership, among other contentious matters.

Strengths Clients note: "The firm has good trial lawyers and a deep knowledge of the energy industry and the regulations."

Interviewees report: "McGinnis Lochridge is a firm that provides excellent, practical and extremely cost-efficient legal services."

Commentators describe the team as "highly knowledgeable and experienced."

Work highlights Secured a victory on behalf of Storey Minerals, Maltsberger/Storey Ranch and Rene R. Barrientos Ltd. in a \$44 million suit against EP Energy concerning property owner entitlements.

Notable practitioners

Tim George handles a wide range of contentious issues for oil and gas industry clients, including litigation and administrative proceedings. He regularly appears before the RRC and Texas General Land Office. "A top-notch energy regulatory lawyer who is known and respected by the Texas Railroad Commission. He's also an excellent strategist." "Head and shoulders above the pack, providing timely and practical legal advice." **Carl Galant** is recognized for representing power sector clients in administrative proceedings before the PUCT. He also manages follow-on civil litigation.

Scott Douglass & McConico LLP

See profile on p.3021

What the team is known for Broad-based litigation and regulatory compliance expertise in the oil and gas arena. Regularly appears before the RRC, acting for clients in matters such as regulatory issues

surrounding natural resource exploration and processing, and royalty claims. Also has notable courtroom experience, often leading disputes arising from upstream E&P activities.

Strengths Clients report: "It is a very polished and knowledgeable oil and gas firm, highly recommended for litigation, transactional or Commission matters."

Another client notes: "I find the firm to be top notch," adding: "They're knowledgeable and professional."

Interviewees say: "It's a very fine law firm in the upstream space."

Work highlights Represented Magnolia Oil & Gas Operating and EOG Resources in a pair of appeals from rulings by the Texas Railroad Commission. The case turned on the Commission's authority to grant permits for allocation wells.

Notable practitioners

Philip Whitworth is a highly regarded attorney who has decades of experience in the oil and gas space. He is adept handling regulatory issues before the Texas Railroad Commission. **Catherine Webking** is well known in the market for representing retail electric providers. "A very strong regulatory lawyer." "She is very experienced and visible."

Thompson & Knight LLP

See profile on p.3026

What the team is known for Heavyweight litigation and regulatory practice that fields experience across the power sector. Strong record in contesting matters for a range of regional and international companies before entities such as the PUCT, the RRC and ERCOT. Plays a key role in rulemaking proceedings and contested cases, as well as advising on regulatory issues arising from transactions. Regularly acts for electric energy consumer associations.

Strengths Sources say: "Thompson & Knight is a leading practice with a very strong bench of lawyers. It is consistently top notch."

Interviewees report: "It has an outstanding group of lawyers in the electricity space."

Work highlights Provided counsel to the Texas Association of Manufacturers, a prominent consumer electric group, on Texas-related electric issues.

Notable practitioners

Katherine Coleman has considerable expertise in rate cases, ERCOT matters and energy regulatory compliance for large projects. "She is extremely effective and can break down very complicated topics to explain the heart of the matter." **Phillip Oldham** is highly regarded for his work on administrative and regulatory matters pertaining to large oil and gas projects. "He is a seasoned professional in state regulatory law and really knows his stuff. He has very sound judgment about how to approach regulatory advocacy, and has a good insider knowledge of the regulators. He's a very sophisticated attorney." **Rex VanMiddlesworth** is recognized for his skillful representation of energy clients in administrative proceedings and civil litigation. "A very strong, excellent lawyer." **Benjamin Hallmark** is particularly noted for his PUCT practice as well as his abilities in commercial litigation. "Really excellent; he's knowledgeable and great with clients."

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Well-established group of practitioners, fielding a wealth of experience in regulatory compliance and administrative proceedings involving the electricity market. Frequently appears before bodies such as FERC, the RRC and the PUCT on behalf of its broad client base. Areas of focus include electric power generation and transmission-related matters, including obtaining approval for transmission line construction. Also has experience with regulatory concerns involving natural gas and oil companies. Clients include regional and national transmission companies and other notable energy groups.

Strengths Clients say: "It's a fantastic firm."

Work highlights Represented Oncor in a PUCT filing looking to modify certain business requirements for the Smart Meter Texas Portal.

Notable practitioners

Jo Ann Biggs (see p.2932) represents major state electric utilities. She offers expert advice on regulatory compliance and reliability standards enforcement. **Jaren Taylor** (see p.2980) is an accomplished attorney particularly noted for his work assisting clients with proceedings concerning the construction of transmission lines. "He has terrific relationships with the regulators. He is very effective in positioning the client to achieve good results while maintaining good relationships." **Michael Tomsu** (see p.2981) is recognized for his work managing regulatory approvals for project development and related transactions. He is a familiar face at the PUCT.

Winstead PC

See profile on p.3029

What the team is known for Noted for its representation of electric and transmission utilities, it demonstrates expertise in rate cases, transaction approval proceedings and litigated regulatory actions. It also offers experienced compliance advice and counsels on legislative concerns.

Notable practitioners

Ron Moss (see p.2964) is a respected attorney highlighted for his experience in rate cases and rulemaking proceedings. He regularly appears before the PUCT on behalf of electric utilities. "A very smart and strong lawyer."

Other Ranked Lawyers

Todd Kimbrough has an active practice representing electric cooperatives in PUC approvals and rate cases. "He's always available, responds quickly and pays attention to detail." "He is very talented in the preparation of briefs and rebuttals for each case and he is expeditious in getting results."

Andres Medrano has experience handling administrative proceedings before the PUCT and litigating before trial and appellate courts. He also advises on ERCOT issues.

Environment

Environment	Environment
Leading Firms	Senior Statespeople
Band 1	Senior Statespeople: distinguished older partners
Baker Botts LLP *	Morris III James C Thompson & Knight LLP
Bracewell LLP *	Civins Jeff Haynes and Boone, LLP *
Vinson & Elkins LLP *	Leading Individuals
Band 2	Band 1
Guida, Slavich & Flores, P.C.	Burgin Sara Bracewell LLP *
Haynes and Boone, LLP *	Cagle Molly Baker Botts LLP *
Locke Lord LLP *	Groten Eric Vinson & Elkins LLP *
McGinnis Lochridge	Jackson William Kelley Drye & Warren LLP *
Band 3	Janoe Scott Baker Botts LLP *
Beveridge & Diamond PC	Kuryla Matthew Baker Botts LLP *
Jackson Walker LLP *	Lewis Edward Norton Rose Fulbright *
Thompson & Knight LLP *	Nettles Larry Vinson & Elkins LLP *
Band 4	Wilkins Timothy A Bracewell LLP *
Kelley Drye & Warren LLP *	Band 2
King & Spalding LLP *	Amandes Christopher B Amandes PLLC (ORL) ◇ *
Band 5	Axe Albert McGinnis Lochridge
Clark Hill Strasburger *	Baker Debra Baker Wotring LLP (ORL) ◇
Farley & Partners LLP *	Corken Palmer Heather M Sidley Austin LLP (ORL) ◇ *
Holland & Knight LLP *	Eldridge John R Haynes and Boone, LLP *
Hunton Andrews Kurth LLP *	Farley Mark Farley & Partners LLP
K&L Gates *	Harris James B Thompson & Knight LLP
Norton Rose Fulbright *	Keane Jennifer Baker Botts LLP *
Nossaman LLP	Mack Elizabeth E Locke Lord LLP *
Reed Smith LLP	McDonald Derek Baker Botts LLP *
* Indicates firm / individual with profile.	Mendoza Mary S Haynes and Boone, LLP *
◇ (ORL) = Other Ranked Lawyer.	Moore Bryan Beveridge & Diamond PC
Alphabetical order within each band. Band 1 is highest.	Nasi Michael Jackson Walker LLP
	Paulson Matthew Bracewell LLP *
	Renfro Tracie King & Spalding LLP *
	Slavich John Guida, Slavich & Flores, P.C.
	Worrell Danny Baker Botts LLP *
	Band 3
	Bell Christopher L Greenberg Traurig, LLP (ORL) ◇ *
	Courtney Keith McGinnis Lochridge
	Cowan M Benjamin Locke Lord LLP *
	Dougal Leonard H. Jackson Walker LLP
	Dyar Lisa McGinnis Lochridge
	Flores Jean M Guida, Slavich & Flores, P.C.
	Guida Joseph Guida, Slavich & Flores, P.C.
	Higdon Gerald D Locke Lord LLP *
	Hooks Aileen Baker Botts LLP *
	Mazzone Michael Haynes and Boone, LLP *
	Morton Steve K&L Gates *
	Murray Suzanne Haynes and Boone, LLP *
	Pels Gerald J Locke Lord LLP *
	Riley John A Holland & Knight LLP
	Seal Derek McGinnis Lochridge
	Shelton Lisa Hunton Andrews Kurth LLP *
	Smith James E Crain Caton & James (ORL) ◇
	Swift Whit Bracewell LLP *
	Wilkinson Jr George O Vinson & Elkins LLP *
	Band 4
	Bishop Cynthia J C Bishop Law PC (ORL) ◇
	Boyer Madeleine Beveridge & Diamond PC
	Dillard Greg Baker Botts LLP *
	Glen Alan Smith Robertson, LLP (ORL) ◇
	Kelly Mary Culp & Kelly LLP (ORL) ◇
	Larkin Patrick J. Clark Hill Strasburger *
	Lavalle Laura Beveridge & Diamond PC
	Phillips Ashley T K Thompson & Knight LLP
	Rainey Susan M Locke Lord LLP *
	Sarahan Paul C Enoch Keever PLLC (ORL) ◇ *
	Seals Paul Guida, Slavich & Flores, P.C.
	Smiley Cynthia M Smiley Law Firm (ORL) ◇
	Sniff Kirk F Clark Hill Strasburger *
	Vineyard Daniel Jackson Walker LLP
	Wahlberg Brooke M. Nossaman LLP
	Williams Paulina Baker Botts LLP *
	Band 5
	Al-Bahish Ann L Haynes and Boone, LLP *
	Collins Kevin D. Bracewell LLP *
	Glenn Janessa K&L Gates
	Hansen Karen M. Beveridge & Diamond PC
	Landers Daniella Reed Smith LLP
	Patton Ben Reed Smith LLP
	Up-and-coming individuals
	Downs Devon Farley & Partners LLP
	Hays Barho Rebecca Nossaman LLP
	Moorhead Lindsey Jackson Walker LLP
	Associates to watch
	Barks Jennifer Kelley Drye & Warren LLP *

Band 1 Environment

Baker Botts LLP

See profile on p.2993

What the team is known for Outstanding team that is widely celebrated for its strong practice on both the contentious and noncontentious sides. Acts on matters across the full range of environmental law, including air and water compliance and enforcement issues. Also experienced with waste and contaminated site concerns. Stands out for its emergency response counsel and handling of damages lawsuits. Experienced engaging with state legislative and regulatory matters, including revisions to clean air regimes. Strong track record acting for the state's largest industry groups in environmental agency proceedings.

Strengths A respondent endorses Baker Botts' "very strong environment team."

"They produce very high-quality work and they have a deep bench," notes a source.

"A go-to legal team for environmental matters," reports a source.

Work highlights Represented Hess, Repsol, and Sunoco in a series of climate tort cases brought by various states, counties and municipalities, alleging liability for damages from climate change impacts.

Notable practitioners

Molly Cagle (see p.2935) is an elite environmental lawyer highly regarded for her expertise in water law. She handles matters arising before various agencies, legislatures and state and federal courts. She covers enforcement defense, litigation and crisis response. "A dean of water law in Texas. She's a force of nature." "She is terrific, a star of the environment practice in Texas." **Scott Janoe** (see p.2953) is highly regarded

in the field for his representation of energy, mining and manufacturing clients on a range of environmental issues including permitting, enforcement defense and litigation. He has additional expertise in crisis management and related areas of health and safety law. "Scott is amazing, he handles a wide variety of matters and his clients love him. He's smart, pragmatic and always a few steps ahead." "He has a wide command of environmental law; he's a go-to in Texas." "He knows the market and knows how to get results." **Matthew Kuryla** (see p.2957) is well known for his work counseling industry coalitions. He acts extensively in environmental crisis response, litigation and rulemaking proceedings. "He is a premier lawyer for environmental regulatory issues in Texas and beyond." **Jennifer Keane** (see p.2955) remains a widely recognized authority on Clean Air Act issues, and maintains a strong regulatory practice alongside handling advisory work for clients, notably on legislative change and any potential business impacts. "We think the world of her." "She's easy to work with and very smart." **Derek McDonald** (see p.2961) is an

air quality expert noted for his agency-facing practice. He regularly works with clients engaged in significant infrastructure development projects. "He is terrific; a strategic and smart lawyer." **Danny Worrell** (see p.2986) is commended for his long experience handling environment matters for clients in the manufacturing sector. He is particularly noted for his permitting and compliance counseling. "He's a wonderful lawyer and a wonderful person." "He's very well respected and does a lot of really cutting-edge work." **Aileen Hooks** (see p.2953) is frequently called upon to handle environmental law aspects of projects and corporate transactions. She has particular expertise in marine-related work and also handles waste materials and site contamination issues. "She stands out for her really strong air practice." "Very experienced." **Greg Dillard** (see p.2940) has notable experience in environmental incident response work. He regularly acts for energy and chemical industry clients on a wide range of litigation, regulatory enforcement issues and environmental compliance matters. "He's very experienced and does good work." **Paulina Wil-**

Environment: Mainly Transactional
Leading Firms
Band 1
Kirkland & Ellis LLP*
Latham & Watkins LLP*
Leading Individuals
Band 1
Mack Joel Latham & Watkins LLP*
Tanaka Paul Kirkland & Ellis LLP*
Up-and-coming individuals
Gitler Stefanie I. Kirkland & Ellis LLP*
Associates to watch
Reeves-Sobers Ty'Meka Kirkland & Ellis LLP*
* Indicates firm / individual with profile.
Alphabetical order within each band. Band 1 is highest.

liams (see p.2985) is recognized for her handling of water, waste and natural resources matters for clients from the industrial and commercial sectors. She has experience in federal and state actions on behalf of clients. "She's an excellent water attorney." "She's a go-to person for wetlands issues."

Bracewell LLP

See profile on p.2995

What the team is known for High-caliber group that counts a range of Fortune 500 firms in its client base. Highlighted for its significant experience dealing with regulatory agencies and handling high-value litigation and transactions. Expansive expertise in water and air quality law covers compliance and enforcement matters, incident response, investigations and environmental litigation.

Strengths "Top-notch for environmental work," highlights a respondent.

A source describes the firm as "one of the leaders in the Texas market; a trusted adviser."

"Knowledgeable, well connected, thoughtful, analytical, responsive and strategic," comments an interviewee.

Work highlights Represented Kinder Morgan Texas Pipeline and Permian Highway Pipeline regarding the Permian Highway Pipeline, a 428-mile intrastate pipeline that will transport natural gas from West Texas to the Texas Gulf Coast, in a range of environmental litigation and regulation relating to energy infrastructure permitting.

Notable practitioners

Sara Burgin (see p.2935) is supremely capable of handling the full range of water and waste water environmental issues, advising on permitting, compliance and enforcement proceedings. "Sara is the best of the best, an absolute expert in her field. She is well connected and extremely knowledgeable." "A really terrific clean water lawyer; she is super smart and really detail-oriented." "One of the top environmental lawyers in the state." **Timothy Wilkins** (see p.2985) is well known for his market-leading environmental practice. He handles permitting and enforcement actions as well as support for large transactions. "He is very sharp and has got a good blend of scientific knowledge and legal acumen that helps navigate challenging regulatory issues." "He is outstanding; very thoughtful and creative."

Matthew Paulson (see p.2968) acts across a range of environmental law issues especially in the energy and manufacturing sectors. He counsels clients on permitting, compliance and enforcement issues as well as on various litigation proceedings. "He has subject matter expertise and he is very quick and thorough in his communication." "Fantastic; he's a creative thinker

and clients love him." **Whit Swift** (see p.2979) is a specialist air quality attorney. He predominantly acts for clients in the industrial sector. "He has a laser focus on air issues, and his deep understanding of the CAA is impressive." "He is detail-oriented and technically strong." **Kevin Collins** (see p.2937) is recognized for his capabilities in process safety incidents and environmental matters for clients from the petrochemical and energy sectors. "He is clear-minded, calm and technical. His engineering knowledge is really helpful."

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Long-established practice that fields high-level expertise across the full spectrum of environmental law. Frequently engaged in high-profile redevelopment projects and emergency response work. Also acts on regulatory concerns arising from transactions and permitting issues for significant energy infrastructure and pipeline projects. Regularly represents oil and gas corporations and financial services institutions.

Strengths A source says: "They are at the top of the pack of high-powered legal firms."

"Extremely responsive, easy to communicate with and highly competent in their areas of expertise," a source says.

A respondent notes: "They have expertise and knowledge. They are sophisticated and commercial and someone we can work with to reach solutions."

Work highlights Negotiated with EPA on behalf of Greer Capital Corporation regarding the form of site cleanup the agency will require.

Notable practitioners

Eric Groten's (see p.2948) practice covers all areas of Clean Air Act including enforcement defense, permitting and compliance. He has additional expertise in Texas air quality laws. "Eric is extremely knowledgeable, has vast experience in the industry and provides timely advice." **Larry Nettles** (see p.2965) has wide-ranging experience in environmental counseling, permitting and both civil and criminal litigation. He has additionally notable experience advising clients on the environmental aspects of corporate transactions. "He is reasonable, technically minded and client-focused." "Extremely responsive, competent and easy to communicate with." **George Wilkinson** (see p.2985) is recognized for his handling of issues involving natural resources damages, the CWA and the CAA. "He won't leave a page unturned; he is thorough and an extremely hard worker."

Band 2 Environment

Guida, Slavich & Flores, P.C.

What the team is known for Widely celebrated environmental boutique that has strength across areas such as air quality, hazardous waste permitting and water issues. Offers significant litigation experience complemented by a strong regulatory compliance practice, as well as notable expertise in real estate and corporate transactions. Experienced with the impacts of hazardous spills and other environmental incidents. Also noted for its experience representing independent petroleum refiners.

Strengths "They know their stuff and are very strategic and skilled negotiators," according to a source.

A peer says: "They are a very well-known Texas environmental boutique."

Work highlights Assisted Conroe Logistics Center

in the acquisition of a federal Superfund National Priorities List site for development of a major commercial project.

Notable practitioners

John Slavich is commended for his experience managing site remediation and brownfield development issues for a host of prominent Texas clients. He also provides sage counsel on risk and general compliance. "A very good remediation technical specialist."

Jean Flores has almost 30 years of experience practicing across air, water and waste issues. She handles everything from permitting and enforcement proceedings to advising on the environmental aspects of commercial and real estate transactions. "Jean is a very skilled attorney in environmental matters." "She offers very practical solutions." **Joseph Guida** has notable expertise across air, water and waste and toxic substances issues. He is especially active representing downstream oil and gas clients. "He is highly competent in transactions and regulatory enforcement." **Paul Seals** manages a wide range of permitting and compliance work, with particular capabilities in water law. He also has experience in administrative and judicial litigation. "He's very experienced." "A very good lawyer."

Haynes and Boone, LLP

See profile on p.580

What the team is known for Highly regarded team that regularly advises on regulatory concerns and major transactions. Serves a client base drawn from a range of industries including energy, financial services, manufacturing, retail and chemicals. Expertise includes air compliance issues arising from corporate transactions, as well as the representation of government agencies in enforcement actions. Particular expertise in site cleanup issues in relation to the Texas Superfund law.

Strengths A source says: "They are efficient, responsive and willing to adapt to the current market environment, working with the client to get solutions."

Work highlights Represented Shell Oil Company in a five-week jury trial of environmental contamination claims, alleging personal injury and property damage.

Notable practitioners

Jeff Civins (see p.2936) has over four decades of experience advising on regulatory issues and transactional risks. "He is wonderful; a dedicated and committed leader in environmental law." "He's really highly regarded and he knows everything." **John Eldridge** (see p.2941) has extensive experience handling environmental litigation and regulatory matters. He is knowledgeable of Superfund issues, toxic tort litigation and contamination work. "He is outstanding." "He knows regulatory environment law backwards and forwards." **Mary Mendoza** (see p.2962) has a reputable environmental practice that covers the full spectrum of matters faced by clients in transactions, litigation and regulatory proceedings. "A terrific lawyer."

Michael Mazzone (see p.2960) has an established environmental practice advising large companies on contamination and toxic tort matters. He is particularly noted for his representation of energy sector clients. "He's very creative and thinks outside of the box." **Suzanne Murray** (see p.2964) specializes in the representation of clients in the energy sector. She advises clients on compliance and handles complex litigation. "She is very knowledgeable and a truly great adviser." **Ann Al-Bahish** (see p.2928) is skilled in complex environmental litigation proceedings

and has notable experience appearing before state and federal courts. She regularly represents clients from the transportation, energy and manufacturing sectors. *"Very smart and detail-oriented; she is a strong advocate for her clients and is very prepared on detailed points at trial."* *"An effective trial lawyer who understands the science behind toxic tort."*

Locke Lord LLP

See profile on p.3012

What the team is known for Fields an experienced group of practitioners who frequently handle environmental issues arising from transactions across a range of industries. Also boasts a strong criminal investigation and brownfield remediation practice. Notable focus on traditional and renewable energy matters. Also particularly well versed serving real estate and construction clients as well as financial services entities.

Strengths *"The firm's environmental practice is broad, and its attorneys provide creative and practical counsel,"* says a client.

A client notes: *"My number-one criterion is effective communication, which Locke Lord does better than just about any firm with which I've worked."*

Work highlights Coordinated and managed the environmental aspects of the development of 1,300 acres southeast of the Houston area as a master-planned community for an affiliate of Aliana Development.

Notable practitioners

Elizabeth Mack (see p.2959) is co-chair of the firm's environmental group. Her extensive experience and expansive environmental practice includes air, water and toxic substances issues. *"She is a wonderful attorney who is very responsive and understanding of our goals."* **Benjamin Cowan** (see p.2938) is well known for his expertise in environmental issues and particularly strong on endangered species matters. *"He provides practical, solution-oriented advice."* *"He is one of the foremost attorneys for Endangered Species Act issues facing renewable energy projects."*

Gerald Higdon (see p.2952) has a diverse practice covering redevelopment and permitting as well as enforcement proceedings. He is regularly retained by energy industry clients. *"He has excellent knowledge of environmental issues."* **Gerald Pels** (see p.2969) co-chair of the firm's environmental group. He is well regarded in the field, commonly advising clients in the manufacturing and energy sectors across the full spectrum of environmental permitting, compliance and enforcement matters. *"He is able to explain or simplify the practical impacts of technical environmental issues in a way that allows for very effective negotiations and corporate decision making."* **Susan Rainey** (see p.2971) is noted for her skilled management of the environmental aspects of real estate and corporate transactions as well as enforcement matters. *"Smart, communicative, extremely calm and effective in providing guidance, solutions and direction."*

McGinnis Lochridge

What the team is known for Expert counsel for an impressive roster of clients from the energy, chemical and oil and gas industries. Highly adept at handling complex air, water and waste proceedings before key environmental regulatory agencies. Experienced team with strengths in compliance and enforcement matters, including extensive due diligence and environmental audits. Also noted for sophisticated litigation expertise, particularly with regard to permitting

decisions.

Strengths *"The firm is thorough and well connected in Texas,"* a source highlights.

An interviewee says: *"The team is my go-to for day-to-day air permitting and compliance matters. They have the experience to guide clients through complicated and sometimes ambiguous laws and regulations. They are also very efficient and cost-effective."*

Work highlights Represented Lone Star Ports in obtaining an air quality permit from TCEQ to construct an onshore crude oil export terminal for Very Large Crude Carriers on Harbor Island near Corpus Christi, Texas.

Notable practitioners

Albert Axe has a robust environmental transactional practice, and in addition he acts in litigation and enforcement proceedings. He frequently represents clients in the energy, waste and mining industries.

"He is well versed in environmental law and adds a lot of value based on his relationships and experience." **Keith Courtney** has a broad environmental practice with an especially strong reputation for air and water quality work. He handles permitting and enforcement proceedings as well as litigation. He is particularly noted for his knowledge of the issues facing chemical companies. *"He really knows the ins and outs of environmental regulations and statutes."*

"He is thorough, diligent and excellent at spotting issues." **Lisa Dyar** focuses her practice on state and federal air quality regulation. She often counsels industrial clients on permitting and compliance. She is further noted for handling environmental litigation.

"She is very thorough and extremely knowledgeable; she plans for every conceivable contingency." **Derek Seal** works with utilities sector clients on air, water and waste issues. He also advises clients in the oil and gas and chemical sectors.

"He has an outstanding background and is a great resource in dealing with agencies to resolve issues." *"He is diligent and good at seeing the big picture but does not overlook the details. He is also great with public relations and advocacy."*

Band 3 Environment

Beveridge & Diamond PC

What the team is known for Highly regarded nationwide boutique with notable Texas strength. Advises clients on a range of state and federal regulatory matters, including permitting and complex disputes. Particularly experienced with water quality matters. Also frequently active in enforcement proceedings and maintains a dominant presence in the petrochemical sector. Represents multinational clients from the firm's Latin American region environmental practice group, led out of Austin. Often advises firms on environmental-related challenges affecting global supply chains.

Strengths *"They deliver a high level of excellence in all they do for us,"* comments a client.

"A top-notch national environmental firm," says a source.

An interviewee notes: *"The team is extremely responsive and highly knowledgeable. They have great expertise and a lot of depth and breadth."*

Work highlights Provided counseling and litigation support to Waste Management of Texas for the permitting of a municipal solid waste transfer station in Central Texas.

Notable practitioners

Bryan Moore acts for prominent oil and gas, industrial and commercial clients in permitting and enforcement proceedings as well as handling litigation and compliance across air, water and waste concerns. *"Well respected in Texas, especially on waste issues."* *"His written work is immaculate and incredibly clear. He can take complex concepts and reduce them to succinct explanations."* **Madeleine Boyer** handles a range of complex regulatory and enforcement matters involving the chemical and petrochemical refining industries, especially those involving air and waste issues. She is additionally noted for her representation of Latin American clients. *"She is great, a subject matter expert."* **Laura Lavalle** is noted for managing Clean Air Act cases involving Title V and New Source Review permitting issues. Her practice extends into agency enforcement, compliance audits and transactional due diligence matters. *"She is a very good air attorney who is detailed and conscientious."* **Karen Hansen** leads the firm's water practice and has noteworthy experience dealing with environmental regulatory compliance and policy proceedings. *"She has strong expertise in water issues and health and safety environment product compliance systems."* *"She has an impeccable ability to listen, contextualize and counsel. She also brings a strategic element to help focus our needs and solve issues that are not always clear."*

Jackson Walker LLP

See profile on p.3008

What the team is known for Strong team fielding expertise across a range of litigation and regulatory matters such as Superfund cleanup, water permitting and air issues. Advises on due diligence in relation to corporate and real estate transactions. Maintains a notable focus on environmental concerns affecting the electric power industry, as well as matters arising from renewable energy and water projects. Also well versed in serving clients from the financial services sector.

Strengths *"They are our go-to for any Superfund needs in Texas; the work is first-rate,"* a client comments.

Another source says: *"They are detail-oriented and knowledgeable."*

Work highlights Represented Longview Power, the first power plant in the nation to negotiate with state and federal regulators to implement a federally enforceable carbon dioxide emission rate at a power plant under EPA's Affordable Clean Energy Rule.

Notable practitioners

Michael Nasi is a highly regarded environmental practitioner who has expertise ranging across, water, air and waste and endangered species matters as well as knowledge of site remediation proceedings. *"He has good strategic ability, identifying issues before they crop up."* *"An exceptional environmental attorney."*

Leonard Dougal has particular experience handling Clean Water Act and other water-related issues for mining and energy industry clients. His practice area expertise extends into the environmental issues arising from construction projects. *"He is outstanding and knowledgeable, a well-connected water lawyer."*

Daniel Vineyard is noted for his Superfund expertise as well as his work on natural resource damages issues. *"He is thoughtful and does quality work."* *"He is a true expert on Superfund statutes."* **Lindsey Moorhead** acts across a wide array of environmental law matters including enforcement, cleanup and remediation. Also active in environmental litigation, she

has a particularly impressive track record in cases involving CERCLA issues. *"She is very smart and really comes up to speed very quickly on any given issue, technical or legal."*

Thompson & Knight LLP

See profile on p.3026

What the team is known for Well respected for its environmental expertise. Serves a broad range of industries including clients in the chemical, energy, natural resources and retail sectors. Has a strong litigation bench as well as notable experience in EPA enforcement actions, Superfund matters and air compliance audits. Also noted for its legislative experience.

Strengths *"The whole team is very strong and knowledgeable on environmental regulations,"* comments a client.

Work highlights Represented the Capitol Area Council of the Boy Scouts of America in connection with its use of a 5,000-acre ranch that is a habitat for the endangered Houston toad.

Notable practitioners

James Morriss has extensive experience in a wide range of environmental litigation, permitting and compliance work. He has notable expertise in facility siting as well as in wetlands and endangered species work. **James Harris** has environmental litigation expertise covering permitting, enforcement and bankruptcy-related cases as well as criminal proceedings. He often represents clients challenging local ordinances. *"He's practical and has a tremendous amount of experience."* **Ashley Phillips** focuses her practice on environmental regulatory matters arising under state and federal air, water and waste statutes. Her practice also extends into environmental due diligence in corporate transactions. *"She is very knowledgeable and gives practical advice that we can incorporate into our work and business."*

Band 4 Environment

Kelley Drye & Warren LLP

See profile on p.2426

What the team is known for Highlighted for its representation of both public and private sector clients in high-profile disputes, particularly those concerning water contamination and catastrophic events. Especially well versed in handling cleanup and liability matters related to port and railroad operations. Also noted for its significant regulatory practice, which includes particular expertise in advising energy industry clients.

Strengths The firm's *"legal team is a group of fearless, outside-the-box thinkers who can deliver strong results in any environment,"* according to a client.

Work highlights Represented the San Diego Unified Port District in a District Court action arising from PCB contamination that impairs the waters and sediments of San Diego Bay.

Notable practitioners

William Jackson (see p.2953) is widely recognized for handling cases involving emerging contaminants, especially PFC-related matters. *"He offers expert insight into where a case needs to go in order to be successful, from inception through judgment, and he can pick up and adjust to changing circumstances by being thorough, efficient, and quick on his feet."* **Jennifer Barks** (see p.2930) assists clients with responses to federal and state agency proceedings under the

CAA and RCRA. *"A rock star legal researcher and brief writer."*

King & Spalding LLP

See profile on p.1415

What the team is known for Maintains its reputation as a strong dispute resolution practice that frequently acts in complex environmental litigation and arbitrations. Offers notable strength in historical contamination, toxic tort and water issues and has an impressive client base drawn from the mining, energy, manufacturing and chemicals industries. Counsels energy clients on climate change issues and litigation. Additionally notable for advising on disputes with an international element.

Strengths A source says: *"They are a very creative and knowledgeable team who are always available."*

"One of our go-to firms. It is very impressive," another notes.

Work highlights Successfully represented Chevron USA in 40 lawsuits brought by more than 30,000 individually named persons who claimed personal injuries, lost wages, property damage, and punitive damages arising from an August 2012 fire at Chevron USA's Richmond, California refinery.

Notable practitioners

Tracie Renfroe (see p.2972) is noted for her work in international arbitrations in the environment space and is particularly praised for her expertise in ground and drinking water contamination. *"She is a very well-respected environmental attorney."* *"She is an incredible trial lawyer."*

Band 5 Environment

Clark Hill Strasburger

See profile on p.1899

What the team is known for A highly regarded Dallas environment practice with particular expertise defending and prosecuting both state and federal Superfund matters. Recommended for all manner of disputes related to liability for site contamination, advice on compliance audits and due diligence for corporate and real estate transactions.

Notable practitioners

Patrick Larkin (see p.2958) is noted for his handling of site remediation, enforcement and compliance of environmental issues for a range of clients including those from industrial, transportation and the real estate sectors. **Kirk Sniff** (see p.2977) has a wealth of experience acting for clients in the energy industry before state and federal agencies and in civil litigation.

Farley & Partners LLP

See profile on p.3002

What the team is known for Has notable expertise handling environmental proceedings, in particular workplace safety and crisis management matters. Regularly acts for significant energy and chemical manufacturing clients, advising on inspections and related enforcement issues.

Strengths *"A go-to for major government investigations and catastrophic incidents in the US,"* a client notes.

A source says: *"They are extremely efficient and know how to work in stressful situations. This is the firm you want to bring in for any major incident; they really know environmental law in the US and they know how to work well with clients."*

Work highlights Represented Philadelphia Energy Solutions Refining & Marketing in relation to a catastrophic refinery incident. This involved directing the legal, operations, and technical subject matter experts coordinating incident site stabilization, evidence control, root cause analysis, government witness interviews, and document productions in response to agency requests for information.

Notable practitioners

Mark Farley has a specialized practice in energy and environmental crisis management. He handles investigations and liabilities issues arising from significant accidents including fires, chemical explosions and toxic releases. *"He is highly regarded for his incident response work."* *"He is a go-to lawyer for large government investigations and incident response."*

Devon Downs has experience dealing with incident response and workplace safety proceedings in the environmental space. She often acts for energy and manufacturing clients. *"She is very responsive and knowledgeable; an extremely valuable asset."* *"She is a nimble and quick thinker who is knowledgeable of how to deal with major incidents and works well with the technical people on site."*

Holland & Knight LLP

See profile on p.1313

What the team is known for Strong team active in brownfield redevelopment and contaminated land work as well as a wide variety of environmental litigation at both the state and federal level. Further noted for assisting in policy development and agency rulemaking processes.

Notable practitioners

John Riley acts in environmental permitting and enforcement matters in the air, water and waste space. He also counsels clients in legislative and rulemaking proceedings.

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Advises a range of clients, including a notable selection of financial institutions and major energy companies, on issues arising from transactions, permitting and enforcement proceedings. Also noted for its handling of brownfield remediation and Superfund litigation. Offers strong practice group expertise in related areas of insurance and toxic tort litigation.

Work highlights Continued to advise Stonepeak Infrastructure Partners on the environmental risk, permitting and documentation review aspects of its \$3.6 billion acquisition of substantially all of the assets of Oryx Southern Delaware Holdings.

Notable practitioners

Lisa Shelton (see p.2976) is well regarded for her environmental regulatory work. She manages permitting and risk review for corporations engaged in large transactions.

K&L Gates

See profile on p.2753

What the team is known for Skilled team active in contaminated site remediation, civil enforcement matters and related litigation. Provides in-depth regulatory counsel on water, air and waste issues. Also advises a range of clients on strategic permitting proceedings.

Strengths *"They have good depth, skills and knowledge,"* a source comments.

A client says: *"They are very qualified for all the envi-*

ronmental issues we face and know how to best protect our interests while helping facilitate deals.”

A respondent says: “The team are great to work with and complement each other with their skills and diverse knowledge. Deadlines are met punctually with great work product and discussions are clear and concise, with a lot of information to assist with decision making.”

Work highlights Acted as common counsel for the group cleaning up the \$12 million SESCO Texas Superfund Site, a former transformer repair shop with PCB contamination located near residences and an elementary school.

Notable practitioners

Steve Morton (see p.2964) has a broad environmental law practice covering state and federal regulatory matters, due diligence and environmental litigation. He has notable skill in industrial and oil and gas waste management. “He is very much an expert in his field and practical in his approach.” “He has a commanding presence and is very knowledgeable and easy to work with. He provides clarity on regulations and their application.” **Janessa Glenn** handles a broad range of environmental and administrative proceedings before state agencies, including Superfund, cost recovery and groundwater rights matters. She also has experience handling air permitting projects and carries out due diligence for transactions involving contaminated properties. “Her communication skills are impeccable and she is very organized and creative in thinking about how to approach something.” “Janessa provides clear information and is personable and willing to assist with any needs. Her knowledge of the regulations and how to maneuver within the rules is unparalleled.”

Norton Rose Fulbright

See profile on p.585

What the team is known for Broad environmental law offering taking in compliance, litigation and due diligence in transactions, with particular expertise in fossil fuels and chemicals regulation. Also noted for expertise in Superfund and remediation matters.

Strengths “They solve problems efficiently, and display a high degree of technical competence and professionalism.”

They have notable “experience in complicated air permitting and compliance matters, which is very valuable,” a source says.

Work highlights Represented Vulcan in connection with claims brought by the US Environmental Protection Agency and State of New Jersey Department of Environmental Protection and various private parties, including Occidental Chemical Corporation, for past and future response costs and other damages arising out of alleged releases of hazardous substances into the Passaic River.

Notable practitioners

Edward Lewis (see p.2958) is a market-leading environmental practitioner with extensive expertise handling litigation, enforcement, compliance and transactional due diligence matters. “He’s an outstanding lawyer who is dedicated to his clients.”

Nossaman LLP

What the team is known for Well versed in advising clients on environmental compliance, permitting and regulatory issues. Regularly advises clients from energy, utilities and transportation sectors. Also noted for experience in sophisticated renewable energy projects.

Strengths A source says: “They are client-oriented and creative in their suggestions.”

Work highlights Conducted federal wildlife due diligence reviews of potential wind energy investments and reviewed wind and solar energy projects for GE Energy Financial Services throughout the USA.

Notable practitioners

Brooke Wahlberg has a strong environmental practice, with strengths in natural resources proceedings. She is also sought after for her expertise in endangered species issues. “She has great insight and experience on endangered species and wetland issues.” “She is very thorough and thoughtful as well as very creative and supportive, providing great legal advice.” **Rebecca Hays Barho** has considerable experience handling environmental regulatory proceedings, including CWA, NEPA and ESA issues. She regularly advises utilities clients, real estate developers and local governments. “She is very thorough and diligent. She is also good at thinking on her feet and a pleasure to work with.”

Reed Smith LLP

What the team is known for Recognized for handling an array of environmental matters, including compliance, regulatory and contentious proceedings. Capabilities extend to environmental aspects of significant transactions. Also noted for their representation of clients from the construction, pharmaceuticals, private equity and chemicals industries.

Strengths “It is a well-rounded firm with knowledge on environmental health and safety issues,” a client notes.

“They are very responsive and cost-effective,” says a source.

A respondent notes: “They provide insightful and important feedback in review of our contracts. The lawyers at Reed Smith are helpful and timely in their response in order to move the contract process forward efficiently.”

Work highlights Acted for ExxonMobil as lead counsel in litigation arising out of allegations of diminution in property value, trespass, negligence and stigma damages caused by a former Exxon-branded gas station in Houston.

Notable practitioners

Daniella Landers handles complex litigation and environmental regulatory compliance for clients primarily from the energy sector. “She has great client skills, she is always attentive and she’s very sensitive to timings and deadlines.” “Very responsive and knowledgeable.” **Ben Patton** has notable experience in incident response work and complex environmental regulatory proceedings for a variety of clients.

Band 1 Environment: Mainly Transactional

Kirkland & Ellis LLP

See profile on p.1594

What the team is known for Has an outstanding specialist environmental transactional practice group that principally focuses on deals in the energy and infrastructure space. Regularly provides environmental diligence support to clients engaged in the most significant of transactions.

Strengths “Kirkland has a great reputation for being incredibly thorough and diligent in corporate transactions. Its environmental bench strength is unique among big firms,” notes a source.

A respondent says: “The team provides valuable prac-

tical and commercial advice to its clients.”

A client highlights the firm’s “deep expertise, responsiveness and good knowledge of current issues.”

Work highlights Advised Bristol-Myers Squibb on the environmental aspects of its \$74 billion acquisition of Celgene Corporation.

Notable practitioners

Paul Tanaka (see p.2980) is an environmental transactions specialist who manages compliance and liability issues, with a strong focus on the energy, chemical and infrastructure sectors. “His ability to parse through and evaluate the magnitude of an environmental issue in the context of a significant transaction is second to none.” “He is very practical and knowledgeable.” **Stefanie Gitler** (see p.2945) is an up-and-coming attorney who has experience handling environmental transactions for energy, pharmaceutical and manufacturing clients. She regularly conducts due diligence assessments and provides counsel on liability and risk allocation matters. “She is creative, a critical thinker and very pleasant to deal with.” **Ty’Meka Reeves-Sobers** (see p.2972) is an environmental transactional specialist who covers a wide range of industry sectors providing environmental law support to parties engaged in various corporate transactions. “A terrific associate.”

Latham & Watkins LLP

See profile on p.584

What the team is known for Frequently advises on environmental matters arising in corporate space with an especially strong track record in the energy sector. Offers adroit counsel to clients in environmental transactional due diligence for purchase and sale agreements, M&A deals and capital market transactions.

Strengths A source says: “Latham has proven reliable, consistent, strong and necessary. The firm does stellar work.”

Work highlights Advised Shell Midstream Partners on the environmental aspects of an agreement with its general partners to eliminate incentive distribution rights and general partner economic interests, as well as buy pipeline and logistics assets from sponsor Royal Dutch Shell in a deal valued at \$4 billion.

Notable practitioners

Joel Mack (see p.2959) regularly advises companies in the energy, infrastructure and chemical sectors on the environmental aspects of corporate transactions. “Prompt, efficient, innovative, knowledgeable, and inquisitive when new issues are presented.”

Other Ranked Lawyers

Christopher Amandes (see p.2929) represents clients in both state and federal enforcement actions as well as compliance and transactional due diligence. His environmental law expertise extends into air, waste and water quality. “Very sharp and intelligent.” “He is a phenomenal strategist and a terrific lawyer.”

Debra Baker is widely recognized for experience in handling complex environmental regulatory, compliance and permitting matters. “She is very competent, focused, dedicated and always available.”

Christopher Bell (see p.2931) handles compliance, transactional risk and due diligence. He is well versed in contentious proceedings before regulatory agencies, including civil and criminal enforcement issues. “He is very versatile in terms of environmental

law. He has great knowledge and good judgment.” “He has good ideas and he’s very pragmatic in his approach to dealing with regulators.”

Cynthia Bishop acts for clients in the manufacturing and oil and gas industries handling regulatory counseling, environmental due diligence and litigation. “She’s technically very able. She knows what she is doing and knows how to get things done.”

Heather Corken Palmer (see p.2938) has over 25 years’ experience handling compliance as well as risk management and liability issues for clients from the oil and gas, chemicals, refining, manufacturing, power and renewable sectors. Her expertise extends the area of ESG where she leads the firm’s department. “Her knowledge of how a corporation should manage environmental governance is unparalleled.” “Her interpersonal skills and business acumen are incredible.”

Alan Glen is highly experienced in Texas environmental and land use law, regularly acting for clients in the transportation, renewable energy and real estate sectors. He is particularly well known for his ESA work. “He has a tremendous endangered species practice.”

Mary Kelly advises a range of clients including nonprofit organizations on water rights issues. Her practice is complemented by prior experience as a chemical engineer. “She is really good at maneuvering the system, and gets resolutions that favor her clients.”

Paul Sarahan (see p.2975) handles permitting, enforcement and litigation concerns arising under air, water and waste statutes. He also has expertise in Superfund matters. “He has a lot of experience and a really calm and thoughtful approach when dealing with clients.” “He is a fine lawyer with vast experience and knowledge across a broad spectrum of environ-

mental issues. He is also a pleasure to work with.”

Cynthia Smiley handles a range of enforcement and compliance proceedings, with significant expertise in water law work. “Straightforward and extremely smart, she takes a very businesslike approach and is a real problem solver.”

James Smith has a strong reputation for his environmental law practice that covers transactional due diligence, regulatory compliance and a wide array of environmental disputes. His principal focus is on the representation of oil and gas companies and other clients in the natural resources sector. “He is a bright guy and really good lawyer.”

Healthcare

Healthcare
Leading Firms
Band 1
King & Spalding LLP *
Morgan, Lewis & Bockius LLP *
Norton Rose Fulbright *
Band 2
Husch Blackwell LLP *
Jackson Walker LLP *
Katten *
Band 3
Gray Reed & McGraw LLP
Greenberg Traurig, LLP *
Haynes and Boone, LLP *
Reed, Claymon, Meeker & Hargett, PLLC *
Thompson & Knight LLP *
Band 4
Locke Lord LLP *
Reed Smith LLP
Seyfarth Shaw LLP *
Band 5
Baker & Hostetler LLP *
Jones Day *
Munsch Hardt Kopf & Harr, PC *
Polsinelli PC *
Waller *
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

King & Spalding LLP

See profile on p.1415

What the team is known for Well-regarded healthcare practice representing clients in major transactions, litigation and criminal and civil investigations. Offers specific knowledge on Stark Law, False Claims Act and reimbursement issues. Regularly acts for university healthcare systems and technology organizations, assisting them with a range of compliance and operational issues such as state licensure and contractual matters.

Strengths “King & Spalding is top-notch,” says a client. “Very timely, actionable advice is always given.”

One source says: “The attorneys are highly intelligent, engaged, creative and think outside the box. I feel they are a part of my legal department.”

Another interviewee calls King & Spalding “best in class.”

Work highlights Led the regulatory due diligence for the merger of Lafayette General Health and Ochsner Health to form a 33-hospital system that will become the largest health system in the Gulf South region.

Notable practitioners

Kathy Poppitt (see p.2970) comes recommended for her broad-based industry experience, drawing on longstanding regulatory expertise when handling matters such as reimbursement, joint ventures and HIPAA. “She is very insightful.” **Adam Robison** (see p.2973) advises a range of providers on transactions and regulatory concerns, including hospital systems and medical schools. “He always provides timely, actionable advice and has a good understanding of our situation.” “He is extremely responsive and seasoned.” **Catherine Greaves** (see p.2947) focuses her practice on complex regulatory compliance matters, with particular strength in reimbursement. She also offers expertise in areas such as licensing, privacy concerns and transactions. “She has experience in the insurance area and she is a good regulatory lawyer.” “I hold her in high regard.” **Juliet McBride** (see p.2961) acts for healthcare clients across the USA on a range of matters, including reimbursement concerns and regulatory compliance. She is particularly experienced in advising nontraditional providers on payment issues. “She is an excellent healthcare regulatory attorney. She is very knowledgeable, detailed, a pleasure to work with and very responsive.” **Kristin Roshelli** leverages previous experience as a practicing nurse when advising on a range of matters, including transactions involving academic medical centers, reimbursement queries and pharmaceutical distribution agreements. “She is detail-oriented and has an excellent memory.”

Morgan, Lewis & Bockius LLP

See profile on p.2756

What the team is known for Highly esteemed healthcare team, focused on compliance and enforcement issues, including FCA matters. Also acts on reimbursement issues and disputes. Assists a diverse group of healthcare clients spanning providers, private equity investors and physicians. Also draws on additional policy expertise.

Strengths The firm is described as “exceptional.”

Clients say: “They are professional, knowledgeable and provide prompt service.”

According to a source, “the team functions at a very high level.”

Work highlights Worked with Ready Responders to create immediate COVID-19 testing and telehealth capacity to accommodate the COVID-19 surge in New York.

Notable practitioners

Donna Clark is highly experienced in advising healthcare providers on the federal regulations governing their relationships, as well as handling related investigations and litigation. “She is the go-to for Stark and Anti-Kickback matters.” “I think very highly of her.” **Susan Feigin Harris** comes highly recommended for her expertise in complex reimbursement disputes, which form part of her leading regulatory practice. “She knows a lot about Medicaid reimbursement and understands finance.” “I think the world of her.” **Scott McBride** advises clients such as physician groups, hospitals and academic medical centers on regulatory and enforcement issues, including actions brought under the False Claims Act. “He is exceptional at navigating gray areas, working with entities to resolve issues effectively and favorably.” “His strength is his value proposition. He knows the answers without having to spend too much time researching, and so it’s valuable to talk things through with him.” “He’s highly knowledgeable.”

Norton Rose Fulbright

See profile on p.585

What the team is known for Leading firm with an

Healthcare	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Meyercord Andrew N. <i>Gray Reed & McGraw LLP</i>
Hilgers David W. <i>Husch Blackwell LLP</i>	
Leading Individuals	
Band 1	
Bell Jerry <i>Norton Rose Fulbright*</i>	Layne Jeff <i>Reed Smith LLP</i>
Clark Donna S. <i>Morgan, Lewis & Bockius LLP</i>	Rivera Julian <i>Husch Blackwell LLP</i>
Genecov Lisa <i>Katten*</i>	Sheeder III Frank E. <i>Alston & Bird LLP (ORL) ♦*</i>
Harris Susan Feigin <i>Morgan, Lewis & Bockius LLP</i>	Sternthal Daniel <i>Munsch Hardt Kopf & Harr, PC</i>
Johnstone Debbi M. <i>Norton Rose Fulbright*</i>	Weatherford Eric J. <i>Husch Blackwell LLP</i>
Jones Wilson G. <i>Thompson & Knight LLP</i>	Band 4
McBride B Scott <i>Morgan, Lewis & Bockius LLP</i>	Alexander Sherri <i>Polsinelli PC</i>
Puig Yvonne Karen <i>Norton Rose Fulbright*</i>	Apodaca Michelle <i>Katten*</i>
Reed Kevin A. <i>Reed, Claymon, Meeker & Hargett, PLLC*</i>	Arner Darrell <i>Gray Reed & McGraw LLP</i>
Band 2	Armstrong Mark <i>Polsinelli PC</i>
Brainin Stacy <i>Haynes and Boone, LLP*</i>	Bredehoff J Patrick <i>Thompson & Knight LLP</i>
Brown Fletcher <i>Waller*</i>	Brinkmann Sara <i>Reed Smith LLP</i>
Coniglio Joseph F. <i>Greenberg Traurig, LLP*</i>	Cookingham Andrew <i>Thompson & Knight LLP</i>
Geraci Joseph V. <i>Husch Blackwell LLP</i>	Greaves Catherine <i>King & Spalding LLP*</i>
Glass Denise W. <i>Norton Rose Fulbright*</i>	Jester Amanda <i>McDermott Will & Emery LLP (ORL) ♦*</i>
Katz Hal <i>Husch Blackwell LLP</i>	Karam Mary E. <i>Jackson Walker LLP</i>
Kelly Todd P. <i>Jones Day*</i>	Krienke Trent <i>Reed, Claymon, Meeker & Hargett, PLLC*</i>
Malone Michael L. <i>Greenberg Traurig, LLP*</i>	Miller Stuart <i>Munsch Hardt Kopf & Harr, PC</i>
Morrison Edgar C. <i>Jackson Walker LLP</i>	Mimmack Virginia Alverson <i>Jackson Walker LLP</i>
Poppitt Kathy L. <i>King & Spalding LLP*</i>	Saikin Gregory <i>Baker & Hostetler LLP*</i>
Rangel Jennifer <i>Holland & Knight LLP (ORL) ♦</i>	Souter Patrick <i>Gray Reed & McGraw LLP</i>
Robison Adam <i>King & Spalding LLP*</i>	Wolin Robert M. <i>Baker & Hostetler LLP*</i>
Sessions Lynn <i>Baker & Hostetler LLP</i>	Young Hilary <i>Jay & Young LLP (ORL) ♦</i>
Woodruff Kenya S. <i>Katten*</i>	Up-and-coming individuals
Band 3	Copper Kurt <i>Jones Day*</i>
Bogatto Barron <i>Jackson Walker LLP</i>	Cummings Sarah <i>Reed Smith LLP</i>
Camin Murray Cheryl <i>Katten*</i>	Kim Phillip <i>Haynes and Boone, LLP*</i>
Carter Diane T. <i>Husch Blackwell LLP</i>	Koplin Benjamin <i>Reed Smith LLP</i>
Claymon Jennifer <i>Reed, Claymon, Meeker & Hargett, PLLC*</i>	McBride Juliet M. <i>King & Spalding LLP*</i>
Dacso Sheryl Tatar <i>Seyfarth Shaw LLP*</i>	Roshelli Kristin <i>King & Spalding LLP</i>
DeMeo Chris <i>Seyfarth Shaw LLP*</i>	Skora Joshua <i>K&L Gates (ORL) ♦</i>
Drummond Jeff <i>Jackson Walker LLP</i>	Spurck Robert <i>Reed, Claymon, Meeker & Hargett, PLLC*</i>
	Woffenden Tammy <i>Locke Lord LLP*</i>
* Indicates individual with profile.	
♦ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

impressively broad knowledge of healthcare law. Represents clients such as manufacturers, healthcare systems and research centers. Advises on a range of issues including litigation, compliance and M&A. Highly capable defending clients in DOJ-led investigations.

Strengths One client says: "They have a significant depth of knowledge in the healthcare area, and they take a very practical, business-sense approach to the guidance they provide."

"Norton Rose is a go-to firm in the state," confirms a source.

Work highlights Represented United Surgical Partners International in its acquisition of the Fresno Surgical Hospital system.

Notable practitioners

Jerry Bell (see p.2932) attracts a range of healthcare clients with his expert transactional practice, which is complemented by notable regulatory depth. "He is the very best at transactions." "He's an incredibly successful transactional lawyer." "Jerry Bell is very well respected." **Debbi Johnstone** (see p.2954) advises clients such as healthcare systems, physician groups and academic medical centers on large-scale transactions as well as areas such as reimbursement and Stark Law issues. "Debbi Johnstone is fantastic." "She is very good in regulatory matters." "She's an excellent lawyer." **Yvonne Puig** (see p.2971) complements

her litigation capabilities with notable regulatory expertise, which includes compliance mandates and external investigations. "She is outstanding for complex medical staff issues." "Her breadth of knowledge on case law along with her years of experience and intelligence factor make her the attorney whose advice, counsel and guidance you want when dealing with difficult issues." "She's always available to talk complex matters through with a business-oriented focus and while she is a litigator by trade, she brings a very collaborative and constructive approach."

Denise Glass (see p.2945) is particularly noted for her HIPAA expertise, which forms part of her broader privacy and data security strength. She is increasingly active in telemedicine initiatives. "Based on her breadth of knowledge and experience, and intelligence factor, we look to Denise's advice, counsel and guidance when working through several areas." "She is just excellent—she's an experienced person who's done this work for a long time." "Denise Glass is well respected."

Band 2

Husch Blackwell LLP

See profile on p.1985

What the team is known for Standout healthcare group representing clients in transactional and regu-

latory matters throughout Texas. Handles mandates brought by hospitals, health centers and laboratory testing centers, as well as medical groups and individuals. Offers expertise in healthcare fraud and abuse issues, governance and telemedicine.

Strengths "The team is responsive, professional and skillful. They are good partners," a client comments.

Another client says: "Husch has a very strong healthcare regulatory team."

"They are responsive, thorough and willing to go the extra mile," says a source. "They're great in terms of their depth of knowledge."

Work highlights Represented private equity firm Rallday in its growth investment into Genesis Research.

Notable practitioners

David Hilgers is highly experienced across a range of transactional and regulatory concerns, including fraud and abuse investigations, system integration and privacy issues. "He is excellent." **Joseph Geraci** counsels clients on complex regulatory compliance mandates such as reimbursement and payment disputes, physician integration and M&A. His clients include health systems, hospitals and physicians. "He is very helpful in keeping up with policy developments, both federal and state." **Hal Katz** regularly represents clients in transactional issues such as contract negotiation, M&A and joint ventures. His clients include businesses of all sizes, along with nonprofit and government entities. "Hal Katz is a good healthcare lawyer." **Diane Carter's** healthcare practice spans both regulatory and transactional matters, with work ranging from mergers and joint ventures to Stark Law compliance and licensing issues. She also advises on the formation and structuring of medical groups. "She is a very good lawyer who does a lot of ambulatory center transactions. She is very smart."

Julian Rivera is particularly skilled at representing providers and businesses in the field of health technology, while also handling issues ranging from FDA regulation to Texas Medical Board licensing. "Julian understands physicians and has considerable experience helping hospitals and health systems navigate tricky and complicated disciplinary matters regarding physicians and investigations from state boards." "He has a good understanding of the regulatory scheme for life insurers and also does a lot of telehealth work—he's a good lawyer." **Eric Weatherford** is well placed to provide guidance on state and federal healthcare regulation, including investigations and licensing concerns impacting a range of providers. "Eric has the breadth of experience across all healthcare regulatory issues and deep experience working with hospitals and health systems." "He's a good lawyer, and clients trust him."

Jackson Walker LLP

See profile on p.3008

What the team is known for Advises clients on a broad range of transactional and regulatory healthcare issues including joint ventures, M&A and the formation of health networks. Clients include clinical laboratories, hospitals, health systems and telemedicine providers. Highly experienced with matters concerning radiology clinics and departments. Also possesses particular expertise in reimbursement matters.

Strengths One client reports: "The entire team has incredible depth of experience."

Another client says: "They are very efficient, responsive and handle matters quickly."

A source states: "They are outstanding in their assis-

tance and representation.”

Work highlights Assisting telemedicine provider Teladoc with all aspects of HIPAA compliance.

Notable practitioners

Edgar Morrison draws on more than three decades of experience in advising clients on a range of transactional and regulatory concerns. “He is our go-to attorney. He gathers all the information and elicits great questions while trying to understand a situation or issue.” “He goes above and beyond with his enthusiasm to not only get the job done but to ensure that his work is of the highest quality possible.”

Barron Bogatto provides expert representation in a range of complex regulatory matters, including reimbursement disputes and broader administrative proceedings. “He is a preeminent healthcare law attorney in Texas. He really provides a calming leadership and business advice on the current state of telehealth and what he sees as the future shape.” “He is just completely on top of everything and never misses an issue in our matters – he’s a very impressive healthcare lawyer.” “Barron Bogatto is the premier attorney in the area of complex Medicare reimbursement disputes.”

Jeff Drummond is experienced in advising physicians, hospitals and other providers on transactions such as partnership formations and tax-exempt financings. He is also noted for his strength in HIPAA and cybersecurity concerns. “He is an expert in the field and is able to quickly and efficiently provide us with actionable advice.” “He is well regarded.” “He’s an experienced person who has done this work for a long time, and is responsible and able.” **Mary Karam** is recognized for her experience representing clients on contractual issues arising from the managed care space, advising both payors and providers on a range of matters. “She is extremely knowledgeable on provider contract issues. She is a very good negotiator.” “She is very thoughtful, a critical thinker, absolutely knows the nonprofit world and her customer service is second to none.” **Virginia Mimmack** is well versed in advising telemedicine providers, along with physicians and hospitals, on everything from regulatory compliance to M&A and private offerings. “She is a very fine lawyer.” “She is extremely knowledgeable and easy to work with.”

Katten

See profile on p.1593

What the team is known for Recommended for its expert practice handling a broad range of healthcare matters. Substantial experience acting on regulatory, compliance and transactional aspects of healthcare law. Further noted for its abilities advising clients on internal and government investigations.

Strengths “Katten has a strong reputation, and is familiar with healthcare market concerns and their applicability to our organizational efforts,” comments one client.

“They’ve been great,” says a source. “They’re super communicative, quick to follow up, easy to work with and good at bringing things I didn’t know about to my attention.”

“They are incredibly responsive and they offer a very sophisticated level of legal thinking and analysis. They are easy to work with and good at interfacing with clients,” confirms a source.

Work highlights Acted for eTN on the negotiation and contracting with HHS for over 350 COVID-19 testing sites across the USA.

Notable practitioners

Lisa Genecov (see p.2944) is skilled in tackling large-

scale transactions such as those involving private equity, as well as handling wide-ranging regulatory matters. “She is thoughtful and my company’s interests always take first precedence.” “She’s extremely knowledgeable, competent and experienced.” “I found her emotional intelligence towards me to be exceptional and I feel sure her other clients feel the same.”

Kenya Woodruff’s (see p.2986) practice covers regulatory concerns impacting a range of providers, as well as strategic transactions and health IT matters.

“Kenya Woodruff is an excellent lawyer.” “She is very responsive. She has worked in-house and understands the practical approach to analyzing a problem.” “She is well regarded and respected.” **Cheryl Camin Murray** (see p.2935) provides in-depth regulatory and transactional counsel to a broad client base, handling matters such as fraud and abuse, Stark Law compliance and telehealth issues. “She is great – very easy to talk with, a great communicator, very responsive and proactive.” “She is knowledgeable, responsive, dependable, very personable and an effective communicator.” “She’s very knowledgeable on various healthcare laws.”

Michelle Apodaca (see p.2929) draws on extensive public policy experience when advocating for clients. She acts for a range of providers as well as technology companies.

Band 3

Gray Reed & McGraw LLP

What the team is known for Respected healthcare team best known for hospital-physician joint venture work and issues affecting physician owners. Assists healthcare providers subject to federal and state regulatory investigations. Also capable of handling day-to-day operational and regulatory matters, including hospital administration and compliance work.

Strengths “They’re absolutely good value, and will take calls from us any time, day or night,” says a client. “They’re very professional.”

“Gray Reed is a good, well-respected and well-regarded firm,” confirms a source.

Another interviewee labels this “a broad healthcare firm with great people.”

Notable practitioners

Andrew Meyercord is well placed to advise clients on transactional issues such as the creation of clinically integrated networks, joint ventures and hospital sales. “He’s an asset to us.” “He is very efficient and has subject matter knowledge.” **Darrell Armer** draws on longstanding experience in handling matters such as transactions between providers and other entities, as well as complex regulatory concerns.

“Darrell Armer is very efficient and knowledgeable.” “He’s a good transactional lawyer.” **Patrick Souter’s** healthcare practice runs the gamut from high-value transactions to antitrust concerns and administrative proceedings. “He is excellent! He is extremely knowledgeable in all areas of health law.” “Patrick Souter is a prolific lawyer and I think very highly of him.” “He’s brilliant.”

Greenberg Traurig, LLP

See profile on p.1312

What the team is known for Established firm offering advice in both the regulatory and contentious aspects of healthcare. Often handles complex transactional work, serving a diverse client base including physician groups, pharmaceutical companies and hospital systems. Well versed in dealing

with insurance and reimbursement licensure issues.

Strengths One client says: “Greenberg Traurig is very good and always quick in getting back to me.”

Work highlights Acted for Podiatry Insurance Company of America’s insured healthcare providers on healthcare litigation mandates throughout Texas, as well as on licensing matters and administrative proceedings.

Notable practitioners

Joseph Coniglio (see p.2938) handles matters such as fraud and reimbursement disputes, as well as state disciplinary hearings, bringing to bear wider malpractice and employment law expertise. “He is a big player.” “He’s always worked in the healthcare space.” **Michael Malone** (see p.2959) comes particularly recommended for his strong transactional capabilities, which see him act for clients such as physician groups, financial institutions and hospitals. He also offers longstanding regulatory experience. “He is a well-regarded transactional lawyer.”

Haynes and Boone, LLP

See profile on p.580

What the team is known for Handles a range of transactional and regulatory issues including HIPAA and Stark Law matters, as well as internal investigations. Transactional expertise includes M&A, joint venture agreements and securities offerings. Represents individuals and physician groups, healthcare providers and system managers.

Strengths One client says: “The lawyers are knowledgeable, competent, and effective.”

Work highlights Continued to act for Curo Health Services in a long-running qui tam action involving two sets of private relators and the United States.

Notable practitioners

Stacy Brainin (see p.2934) focuses on complex regulatory issues such as reimbursement disputes, enforcement acts and actions filed under the False Claims Act. She has significant experience in white-collar criminal defense and investigations. “Stacy Brainin is a well-regarded senior lawyer.” **Phillip Kim** (see p.2956) advises providers of all kinds, along with digital health technology companies, medical device and pharmaceutical companies, and financial institutions. “He is always very helpful and is very knowledgeable in the healthcare law area.” “Phillip is very responsive, thorough, and precise in his work on Texas-specific healthcare regulatory and licensure issues.”

Reed, Claymon, Meeker & Hargett, PLLC

See profile on p.3018

What the team is known for Compact group advising on regulatory, operational and transactional matters. Advises hospitals and healthcare groups on strategic compliance planning and training, and also demonstrates capability in fraud and abuse defense. Frequently engaged by community hospitals to handle such issues as public finance, insurance management, peer review and staffing.

Strengths One client says: “I would describe Reed Claymon as the go-to firm for rural Texas hospitals.”

“The team is great. Their knowledge and understanding of rural healthcare is fantastic,” reports another client. A source describes the team as “very good, approachable and available.”

Work highlights Advised Smithville Hospital Authority on the financing, construction and lease of a new replacement nursing facility.

Notable practitioners

Kevin Reed (see p.2972) is impressively adept at handling big-ticket transactions, as well as advising on broader regulatory compliance concerns and issues such as licensing. “Kevin has been the go-to attorney for rural Texas healthcare for 30 years.” “Kevin Reed is great to work with.” “He’s well respected in this area and strong in rural health.” **Jennifer Claymon** (see p.2937) provides expert organizational, regulatory and administrative counsel for clients such as hospitals and physicians. “Her knowledge of rural healthcare is vast and she is very easy to work with.” **Trent Krienke** (see p.2957) advises on transactions such as joint ventures, as well as reimbursement issues and Stark Law compliance. “Trent is a great resource for rural Texas hospitals in the areas of supplemental payment programs.” **Robert Spurck** (see p.2978) represents healthcare providers in a range of matters, including HIPAA and other regulatory concerns, fraud and abuse disputes and corporate transactions. “Robert is a great resource for rural Texas hospitals on contracts and ACOs.” “He’s a wonderful lawyer and very knowledgeable on the ins and outs of healthcare law and statutes.”

Thompson & Knight LLP See profile on p.3026

What the team is known for Broad group handling a range of healthcare matters including transactional and regulatory compliance issues, as well as litigation and government investigations. Experienced handling issues concerning Medicare and Medicaid regulations. Regularly represents hospitals and medical practices, as well as pharmaceutical and medical device companies.

Strengths One client says: “Thompson & Knight is excellent at handling our matters.”

“A very strong team which we work with mainly on litigation, but it also has a deep bench for regulatory and transactional advice,” comments a source.

“They do first-rate work in a lot of areas,” confirms an interviewee.

Work highlights Acted for Apollo Medflight in a dispute with BlueCross and BlueShield of Texas, arising from the failure to pay Apollo in accordance with the Texas Insurance Code.

Notable practitioners

Wilson Jones’s healthcare practice runs the gamut from Medicare and Medicaid reimbursement disputes to complex investigations, and draws on notable regulatory expertise. “He is a real pillar of support for my company when we need help with investigation work. He’s knowledgeable and comfortable in the area. He is responsive and an excellent communicator. He is indispensable for the work he does.” “Wilson is thorough, timely and excellent to work with.” **Patrick Bredehoff** comes recommended for his strong contentious practice, which sees him handle qui tam actions and regulatory investigations for a broad industry client base. “Patrick Bredehoff is one of the best lawyers I have worked with. He’s a really outstanding litigator, who is detail-oriented but also strategic.” **Andrew Cookingham** acts for a broad client base, including providers, pharmaceutical and medical device manufacturers, in complex litigation and ADR proceedings. He has particular experience in coverage and reimbursement disputes. “He is highly technical and represents a lot of hospital and providers. He has good market intelligence and has a lot of experience with the key players in Texas.”

Band 4

Locke Lord LLP

See profile on p.3012

What the team is known for Well-regarded practice advising a range of healthcare industry clients on regulatory matters, transactions and litigation. Experienced in handling complex regulatory concerns, enforcement proceedings and strategic alignments. Client base includes providers, payors and investors.

Strengths One client says: “It’s a fantastic firm with wonderful lawyers and a broad knowledge base.”

“Their work is consistently high-quality and always on point. I can always trust them to provide sound, timely, thorough and well-reasoned advice,” comments another source.

Another source confirms: “They have been very responsive and very knowledgeable.”

Work highlights Serves as regulatory counsel to Healthcare Associates of Texas and as local Texas counsel on the client’s ongoing acquisitions.

Notable practitioners

Tammy Woffenden (see p.2986) comes recommended for her handling of healthcare M&A transactions and regulatory matters at both state and federal level. Her practice includes advising on HIPAA concerns. “She is very responsive, knowledgeable and she has solved all of our problems for us so far.” “She is extremely easy to work with, very thorough, knowledgeable and very communicative regarding deadlines.”

Reed Smith LLP

What the team is known for A growing presence in the Texas market, advising healthcare and life sciences clients on regulatory matters, transactions and litigation. Particularly adept at investigations and litigation arising from False Claims Act concerns, while also noted for its extensive reimbursement capabilities. Regularly acts for both national and international clients.

Strengths “They are very experienced and knowledgeable in the white-collar investigation arena,” confirms a source.

Another client says: “Reed Smith provided us with excellent and efficient representation.”

A source comments: “Reed Smith provided excellent organizational and leadership skills.”

Notable practitioners

Jeff Layne is highly skilled in handling complex criminal and civil disputes, as well as both internal and external investigations. “He exhibits an impressive command of healthcare regulation and knowledge of government regulators. He is a masterful strategist, and is skillful at managing colleagues and client relationships.” “He is the go-to person for big regulatory issues. He is very practical, knowledgeable, experienced and solution-oriented.” “He is well regarded and does a great job of being persuasive and explaining things in understandable terms.” **Sara Brinkmann** comes recommended for her expert handling of qui tam actions brought under the False Claims Act, offering notable experience in litigation and administrative proceedings. “Sara Brinkmann is an excellent litigator. She is very knowledgeable, highly organized, and a pleasure to work with.” “She cares about each of her cases and comes up with creative ideas to problem-solve.” “Sara Brinkmann is a fantastic lawyer.” **Sarah Cummings** offers broad regulatory expertise, advising clients such as pharmaceuticals, hospitals and health systems on a range of compliance con-

cerns. She is also noted for her litigation capabilities. “She is highly personable, very hard-working, and able to master and recall copious amounts of evidence in complex litigation. Her organizational skills are superb.” “She has relevant past experience as an internal compliance officer, and provides cogent and clear guidance.” **Benjamin Koplín** is particularly noted for his expertise in corporate risk management programs, advising companies of all stages of growth. He also takes on regulatory investigations and litigation, as well as transactions. “He is a solid business partner and he integrates well with internal teams.” “Mr. Koplín possesses a unique ability to forge compelling themes and arguments from disparate and extremely complex facts and data. Highly intelligent, he is very conversant with electronic media and able to master a voluminous amount of evidence in a remarkably short amount of time.”

Seyfarth Shaw LLP See profile on p.1607

What the team is known for Respected firm representing managed care organizations, ambulatory surgery centers and other healthcare providers in a broad array of issues. Covers regulatory, dispute and transactional work, including contract negotiation and practice formations. Particularly experienced representing physicians and physician groups in litigation. Also offers niche knowledge in telemedicine and e-health issues.

Strengths One client describes the team as being “very knowledgeable, responsive and well connected.”

Work highlights Acted for Memorial Hermann Health System on a dispute arising from structural amendments to the peer review system in place and the subsequent termination of a coordinator position.

Notable practitioners

Sheryl Tatar Dacso (see p.2939) is well placed to advise on issues such as digital health technology, telemedicine and HIPAA compliance, as well as transactions and managed care arrangements. She comes recommended for her longstanding regulatory expertise. **Chris DeMeo** (see p.2940) is well versed in regulatory matters and related litigation, including False Claims Act disputes and Stark Law concerns. He also offers significant transactional expertise. “He is a good regulatory and transactional attorney.”

Band 5

Baker & Hostetler LLP See profile on p.2606

What the team is known for Offers extensive regulatory and compliance expertise, regularly advising on matters such as the Stark and Anti-Kickback laws, data breach guidance, reimbursement disputes and crisis management. Also fosters a strong government investigations practice representing clients before regulatory and legislative bodies. Impressive track record representing children’s hospitals and clinics.

Strengths A client says: “The team is very skilled and knowledgeable.”

“This is a group of highly experienced and motivated attorneys,” reports a source.

Work highlights Continued to defend Harbor Healthcare and its CEO in DOJ federal criminal and civil investigations.

Notable practitioners

Lynn Sessions tackles a range of privacy and data security concerns, including HIPAA compliance, data breach management and post-breach response procedures. *"She specializes in data privacy and is extremely well regarded."* **Gregory Saikin's** (see p.2974) work centers on the defense of healthcare providers in investigations and litigation involving issues such as Stark Law and Anti-Kickback Statute violations. *"He is a worthy opponent, a zealous advocate for his clients, and a results-oriented problem solver."* Peers hold **Robert Wolin** (see p.2986) in high regard for his strong transactional capabilities. He acts for a diverse client base, including pharmaceuticals and long-term care providers, and brings notable regulatory expertise to his practice.

Jones Day

See profile on p.583

What the team is known for Respected healthcare group that takes on a breadth of regulatory matters, disputes and transactions. Houses particular expertise in handling fraud and abuse matters, including internal investigations and False Claims Act proceedings. Acts for a range of clients, including providers and telehealth companies.

Strengths One client says: *"Their bench strength is unlimited – they have professionals all over the country."*

"They are very knowledgeable and good. They are very smart and easy to work with," comments another client.

"Jones Day provides great services," says another source.

Work highlights Advised Baylor Scott & White Medical Center on several matters, including the sale of its subsidiary Sports Performance Center.

Notable practitioners

Todd Kelly's (see p.2956) practice includes matters such as facility acquisitions and divestitures, as well as telehealth implementation and regulatory concerns. *"He is an expert in the regulatory environment who works from the beginning to the closing of a deal in an efficient manner."* *"He is very competent, thorough and thinks of all implications."* *"He's a very fine attorney with a well-established reputation for health-care deals."* **Kurt Copper** (see p.2938) is particularly adept at representing clients in False Claims Act matters, including external and internal investigations as well as litigation. He also advises on compliance concerns. *"He's knowledgeable on managed care and its nuances, and is great to work with on regional issues."*

Munsch Hardt Kopf & Harr, PC

See profile on p.3015

What the team is known for Provides expert counsel to providers on all aspects of transactional, regulatory and operational mandates. Experience includes privacy concerns, affiliations and employment law issues. Clients include medical practices, hospitals, long-term care facilities and surgery centers.

Work highlights Represented digital healthcare clinic Strut Health on all issues arising from its telemedicine lifestyle business and operations.

Notable practitioners

Daniel Sternthal is well equipped to represent a broad provider client base, as well as corporate entities intersecting with the industry. His practice includes licensing matters and the creation of multifaceted policies and procedures. *"He is a very smart lawyer and he has good skills and judgment."*

Stuart Miller has substantial experience in providing guidance on regulatory compliance and corporate transactional matters. His clients include hospitals, physician practices and surgery centers.

Polsinelli PC

See profile on p.1988

What the team is known for Well-regarded health-care practice that acts for a broad client base, including hospitals, health systems, post-acute providers and rural clinics. Strength across a range of transactional, contentious and regulatory matters. Experience includes privacy issues and peer review concerns.

Strengths One client says: *"The work product is top-notch and they do a tremendous job at interfacing with clients. They also provide high-quality legal analysis."*

"The team works seamlessly together," reports another client.

"Polsinelli are excellent and I would highly recommend them," confirms an interviewee.

Notable practitioners

Sherri Alexander has substantial experience representing healthcare clients in litigation. She is particularly adept at handling complex peer review matters. *"She is fantastic and I trust her completely to guide us to where we need to go."* *"She tackles very complicated and adversarial work with the utmost professionalism. She is very timely, thoughtful and a good team player."*

Mark Armstrong handles both internal and external investigations as well as litigation, drawing on significant regulatory expertise. His clients include academic medical centers and hospitals. *"His knowledge level is excellent. He is responsive, thoughtful, and willing to listen to our perspective and find the right balance."*

Waller

See profile on p.2841

What the team is known for Austin-based team working on complex transactions and regulatory issues within healthcare law. Regularly advises on HIPAA, Stark Law, anti-kickback and reimbursement matters. Well versed in handling Medicaid funding and participation issues. Represents individual hospitals and healthcare systems as well as private equity companies active in the space.

Strengths One source says: *"They have a deep bench and expertise in healthcare."*

"They have good, strong people and a good, strong client base," says a source.

Work highlights Advised Castle Therapy Partners, a rehabilitation and outpatient treatment business, on its acquisition of two ambulatory surgery centers and their subsequent subletting and integration into an existing hospital system.

Notable practitioners

Fletcher Brown (see p.2934) advises clients such as hospitals, health systems and physician practices on an array of compliance and policy procedures. He is also noted for his strong transactional practice. *"Fletcher Brown is outstanding."* *"He's great to deal with and has good insight."*

Other Ranked Lawyers

Amanda Jester's (see p.2954) work includes representing clients in transactions across the state and further afield. Her client base is comprised of both healthcare clients, like hospitals and physician practices, and investors, such as private equity funds.

Jennifer Rangel acts for both institutional and individual providers, advising on transactions such as reorganizations and regulatory concerns. *"Jennifer is an incredible, scrupulous attorney whose regulatory advice is always spot-on, regardless of the novelty of the issue facing the client."* *"She has a very broad knowledge base, and her advice and work products are excellent."* *"Jennifer Rangel is a very fine attorney."*

Frank Sheeder (see p.2976) is well versed in representing clients ranging from health systems and hospitals to laboratories and physician groups, handling administrative, criminal and civil proceedings brought by whistle-blowers and the government. *"He is a great lawyer."*

Joshua Skora has significant experience advising a broad client roster, which includes behavioral health providers, telemedicine companies and home health agencies. He advises on areas such as transactions, operational concerns and disputes. *"Josh Skora is an excellent attorney with a strong understanding of the healthcare space in the US and of business drivers. He communicates well with business executives and is relationship-oriented."* *"He is so knowledgeable, very responsive, and has an excellent business mind for handling thorny compliance issues."*

Hilary Young represents a range of healthcare clients in operational, administrative and regulatory matters. She acts for hospitals, systems and other providers. *"She is very good in her area, very experienced and well regarded."* *"Hilary Young is a very fine lawyer."*

Immigration

Immigration
Leading Firms
Band 1
Berry Appleman & Leiden LLP *
Foster LLP *
Fragomen, Del Rey, Bernsen & Loewy, LLP
Band 2
Dickinson Wright PLLC *
JMA Firm, PLLC
Munsch Hardt Kopf & Harr, PC *
Band 3
De Mott McChesney Curtright & Armendariz
Jackson Lewis P.C. *
Law Offices of Richard A Gump Jr PC
Miley & Brown PC
Ogletree, Deakins, Nash, Smoak & Stewart, PC
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Foster Charles C Foster LLP
Gee Harry Gee & Zhang LLP (ORL) ◇
Gump Jr Richard Law Offices of Richard A Gump Jr PC
Joe Harry JMA Firm, PLLC
Quan Gordon J Quan Law Group, PLLC (ORL) ◇
Williamson Peter D Chamberlain Hrdlicka (ORL) ◇
Eminent Practitioners
Fudge Jeremy Berry Appleman & Leiden LLP
Leading Individuals
Star individuals
Walker Kathleen Campbell Dickinson Wright PLLC *
Band 1
Bates Brian K Reina Bates & Kowalski (ORL) ◇
Parsons Paul Paul Parsons PC (ORL) ◇
Band 2
Graham F Brian K&L Gates (ORL) ◇ *
Ladik Steven M Seltzer Chadwick Soefje & Ladik (ORL) ◇
Lee Judy J Foster LLP
Massiatte Rebecca JMA Firm, PLLC
Miley Craig Miley & Brown PC
Murphy Maggie Jackson Lewis P.C. *
Plumlee Irina B Munsch Hardt Kopf & Harr, PC
Shivers Nancy Shivers & Shivers (ORL) ◇
Taylor Kristi Fragomen, Del Rey, Bernsen & Loewy, LLP
Taylor Paige Fragomen, Del Rey, Bernsen & Loewy, LLP
Band 3
Brown Sarah Z Miley & Brown PC
Cobb Kelly Fragomen, Del Rey, Bernsen & Loewy, LLP
Frayre Heather Dickinson Wright PLLC *
Ganchan Leigh Ogletree, Deakins, Nash, Smoak & Stewart
Garcia Victoria M Bracewell LLP (ORL) ◇ *
Goodwin Jodi Law Office of Jodi Goodwin (ORL) ◇
Huddleston Brent Huddleston Law Group PLLC (ORL) ◇
Prappas James Kane Russell Coleman Logan PC (ORL) ◇
Saenz-Rodriguez Michelle Saenz-Rodriguez (ORL) ◇
Band 4
Duong David Fragomen, Del Rey, Bernsen & Loewy, LLP
Freel Ryan Fragomen, Del Rey, Bernsen & Loewy, LLP
Harder Kenneth J Dunbar Harder, PLLC (ORL) ◇
Ilagan Gary Fong Ilagan, LLP (ORL) ◇
Lashus Kevin Fisher Broyles (ORL) ◇
Loughran Robert Foster LLP
Maroney Jacquelyn P. Ogletree, Deakins, Nash, Smoak
Watson Jacqueline Walker Gates Vela PLLC (ORL) ◇
Associates to watch
Munoz Elvia Munsch Hardt Kopf & Harr, PC
Reyes Adriana K&L Gates (ORL) ◇
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.

Band 1

Berry Appleman & Leiden LLP

See profile on p.572

What the team is known for Outstanding team with a stellar track record in the full range of corporate immigration matters. Offers comparative analyses of immigration options in addition to processing applications. Notable for its expertise in the state's dominant sectors, including energy and technology. Strong choice for multinational corporate clients, which benefit from its international network of offices. Additional services include a mobile application that enables anytime case management for immigration clients.

Strengths A market commentator explains: "Their team works very well together," adding: "They proactively inform us of new developments that could impact our immigration program, and about strategies to navigate any changes or challenges."

An interviewee comments: "They have good technical expertise in immigration matters and also have great client service skills."

Another client appreciates that "they are very responsive, they are always available and they are extremely dependable."

Notable practitioners

Managing partner **Jeremy Fudge** has experience representing Fortune 500 clients in immigration matters.

Foster LLP

See profile on p.3004

What the team is known for Routinely acts for foreign investors and startups in connection with securing EB-5 visas. Also adept at acting for corporations, as well as individuals and families, on a range of issues, including work permits, visas and citizenship. Further assists with litigation and appellate services.

Strengths Commentators say: "All of their attorneys are diligent and dedicated to get issues resolved in a professional manner. They are also very knowledgeable in their specialized fields."

Another interviewee notes: "They were very invested in the successful outcome of our case. Any time we had questions or concerns, they patiently dealt with them and held phone consultations at key moments."

Clients say: "They are very responsive, very thorough, and they take time to understand our business needs."

Work highlights Advised a member of a symphony orchestra in Texas on their successful application for permanent residence under EB-1A.

Notable practitioners

Charles Foster is a seasoned practitioner who has operated at the top of his field for decades. "He is a very experienced senior lawyer." "He provides really insightful analysis on immigration matters." **Judy Lee** has an esteemed immigration practice that sees her advising on employment-based immigration matters. Austin-based **Robert Loughran** has a wealth of experience advising on the full range of corporate immigration matters. "He is one of the smartest people I know." "He is a strong advocate for his clients."

Fragomen, Del Rey, Bernsen & Loewy, LLP

What the team is known for Impressive boutique adept at advising employers on the full range of immigration matters, including nonimmigrant visas and permanent residence. The Texas-based team is augmented by the firm's strong international presence. Continues to serve clients in key areas of immigration including application, compliance and policy support. Acts for clients from a number of industry sectors, including technology, oil and gas, and sports. **Strengths** An interviewee characterizes the team as "very helpful, knowledgeable and supportive."

Another says: "They partner with us like an extension of our team, making the immigration process seamless for our business."

A third notes: "Everyone responds in a timely manner and is very professional."

Notable practitioners

Kristi Taylor is a business immigration specialist who advises on areas such as worksite compliance and intercompany transfers. "I appreciate her personal attention, tireless support of our company's visa cases, exceptional expertise on the subject matter and the ability to explain complex immigration situations in a way that can be understood by non-experts." "She is a very knowledgeable expert, as well as being extremely responsive and detail-oriented." **Paige Taylor** is recognized for her work on PERM labor certification programs for clients in sectors such as telecommunications and transport. "She is an excellent practitioner in the PERM area, and has experience with handling difficult business accounts." **Kelly Cobb** leads the firm's Houston office and advises blue-chip companies on their global mobility issues. "She has a wealth of knowledge and experience." **David Duong** advises clients on employment-based immigration and has developed noted expertise in relation to green card applications. "He is not only an outstanding professional but he also does an excellent job in translating all the legal terms and processes to nonlegal vocabulary." "David is able to dissect green card cases and come up with the best strategy." **Ryan Freel** is noted for his immigration advice to clients active in the oil and gas industry. "His understanding of the oil and gas business is very beneficial to our core immigration strategies." "He is very personable and knowledgeable, and addressed our concerns in the fastest manner possible."

Band 2

Dickinson Wright PLLC

See profile on p.1900

What the team is known for Highly regarded business immigration team based out of El Paso. Handles immigrant and nonimmigrant visas, labor certification compliance and worksite audits for clients active in a range of industry sectors including manufacturing, education and healthcare. Able to draw on the firm's strength in other practice areas such as labor and employment and tax, as well as on its network of regional offices.

Strengths A client appreciates that "they have a well-organized team that is proficient and efficient in the service it provides," adding: "They are fast to respond, provide excellent customer service, and

demonstrate the highest level of professionalism and integrity.”

Another says: “They are trusted counselors and advocates of our company.”

Another client enthuses: “Their ability to explain legal terms in ways that common folks would understand is exceptional.”

Notable practitioners

Kathleen Campbell Walker (see p.2982) is seen as a top choice for a broad range of matters, including immigration waivers, worksite compliance issues, and matters related to family immigration. “She is very professional, courteous, detail-oriented, and dedicated to her practice.” **Heather Frayre** (see p.2943) advises on both corporate and personal immigration, regularly assisting clients on nonimmigrant visas, permanent residency and citizenship issues, among other areas. “She is dedicated and always responds quickly, using language that we can understand.”

JMA Firm, PLLC

What the team is known for Respected Dallas boutique providing comprehensive corporate immigration support. Services include nonimmigrant visa services, I-9 compliance immigration policy support and immigration-related due diligence.

Strengths Peers note: “It is a really good firm with a good presence in the market.”

Notable practitioners

Harry Joe is respected for his expertise in a diverse range of immigration matters including corporate compliance and family-based immigration. **Rebecca Massiatte** acts for clients such as educational institutions and nonprofits on a variety of immigrant and nonimmigrant matters. “She is an excellent practitioner who is helpful and kind.”

Munsch Hardt Kopf & Harr, PC

See profile on p.3015

What the team is known for Provides inbound and outbound immigration support to corporate clients, include blue-chip multinationals, startups and middle-market businesses. Also assists families and individuals with green card and naturalization applications.

Strengths Interviewees note: “All the members of their team are highly competent, friendly, and prompt. They work together seamlessly to create high-quality work.”

Another adds: “Their strengths include thoroughness, timeliness and the ability to communicate complicated issues in an understandable fashion.”

Others praise them because “they are very customer service-oriented.”

Work highlights Supported an international marine electronics engineering company on a number of immigration matters including L-1A, L-1B and permanent immigration proceedings.

Notable practitioners

Irina Plumlee’s practice spans both family and business immigration for clients of all sizes. “She is a joy to work with—she always takes the time to explain complex legal issues and quickly responds to all requests.” “She is extremely knowledgeable and professional, and supports our initiatives as though she is on our team internally.” **Elvia Munoz** frequently handles both family-based and business immigration matters. Her broad practice covers a range of work including H1-B visas and I-9 compliance. “She is highly competent, friendly and prompt.”

Band 3

De Mott McChesney Curtright & Armendáriz

What the team is known for Noted immigration boutique with multiple offices across Texas. Assists clients with employment-based immigrant and nonimmigrant visas, as well as I-9 compliance matters. Also offers expertise in family-based immigration, removal defense and litigation.

Notable practitioners

Managing partner **Lance Curtright** is a key contact at the firm.

Jackson Lewis P.C.

See profile on p.2423

What the team is known for Well-regarded team that handles employer-side immigration matters. Areas of work include nonimmigrant and immigrant visas, advice on compliance, and counsel on the immigration aspects of corporate transactions.

Notable practitioners

Maggie Murphy (see p.2964) leads the firm’s Austin office and advises large employers on their global immigration issues. “She is an excellent and very insightful lawyer. She is well known both by the wider market and here in Texas.”

Law Offices of Richard A Gump Jr PC

What the team is known for Skilled immigration practitioners known for their work in a variety of areas, including temporary and PERM immigration visas. Specialist expertise in I-9 verifications and worksite compliance. Regularly acts for individuals as well as small and medium-sized companies.

Notable practitioners

Richard Gump Jr has a comprehensive immigration practice with standout expertise in relation to investor visas. “He is an excellent lawyer and knows the industry so well.” “He is very knowledgeable and has particular expertise in EB-5.”

Miley & Brown PC

What the team is known for Dallas-based immigration boutique offering wide-ranging advice. Capable of advising on both personal and business immigration. Undertaking a range of work including visa and asylum applications and defense against deportation.

Notable practitioners

Craig Miley has a longstanding immigration and nationality law practice. His areas of expertise cover asylum and deportation cases, among others. **Sarah Brown** handles a broad range of immigration mandates and is particularly noted for her expertise in family immigration.

Ogletree, Deakins, Nash, Smoak & Stewart, PC

What the team is known for An established immigration practice that complements the firm’s labor and employment focus. Handles I-9 verification, compliance and government audits, among other areas. Regularly acts for large multinational corporations.

Strengths Market commentators note: “Ogletree is a very well-known firm with a strong presence in immigration.”

A satisfied client comments: “They provide excellent expertise, service and value.”

Notable practitioners

Leigh Ganchan is a well-regarded immigration

practitioner, particularly highlighted for her expert handling of worksite investigations. “She is an accomplished attorney.” **Jacquelyn Maroney**’s immigration practice sees her advising tech clients on a comprehensive range of matters.

Other Ranked Lawyers

Brian Bates is best known for his disputes work and the regular assistance of clients facing deportation. “He is an outstanding litigation practitioner, with a focus on removal defense.”

Victoria Garcia (see p.2944) heads Bracewell’s San Antonio office. Her practice is extensive and see her advising clients on issues relating to nonimmigrant visas and citizenship applications. “She always makes herself available to discuss the pros and cons of different scenarios, and she explains things in plain terms.”

Harry Gee has over four decades’ experience of advising clients on all manner of immigration matters.

Jodi Goodwin comes highly recommended for her work on deportation cases and is well known for her skill at removal defense. “She is good at designing a strong strategy for the client.” “She is excellent at fighting the client’s corner.”

Brian Graham (see p.2947) has standout knowledge of corporate immigration matters including M&A-related due diligence and large-scale visa programs. “He has been a phenomenal support to our business; he is great with communication, really makes himself available and he aims to support us in every way possible.” “Working with him is an extraordinary experience. I appreciate his knowledge and experience.”

Kenneth Harder is highlighted for his work with employers on the full spectrum of business immigration matters. “He is an expert counselor and a good business lawyer.”

Brent Huddleston is an accomplished business immigration practitioner. He works on a range of immigration matters, including I-9 compliance and EB-5 visa issues. “He is extremely knowledgeable and helpful.”

Gary Ilagan has a broad practice that covers employment-based and family-based immigration matters. He is recommended for his work with healthcare clients.

Steven Ladik has a broad corporate immigration practice and specialist knowledge of the sports world which sees him supporting professional athletes and sports teams with their immigration issues. “He is excellent. He has a specialism in sports law and he is very good at that.”

Kevin Lashus handles an array of business immigration matters, including I-9 compliance.

Paul Parsons is a leading practitioner in the immigration field. He is noted for his work advising clients on their permanent residency applications as well as on removal defense. “He is a very seasoned family and business immigration practitioner.” “He is excellent. He specializes in deportations and removals, and he is great at that.”

James Prappas advises business clients of all sizes on immigration matters. He is also noted for his work on family-based immigration. “He is extremely efficient and is willing to go the extra mile to solve any issues that we have encountered. Our experience working with him has always been excellent.”

Gordon Quan has considerable experience as an

immigration attorney and covers both family and business immigration work.

Associate **Adriana Reyes** has a developing corporate immigration practice and is licensed to practice in Mexico, as well as Texas. *"I had a great experience working with her. She sees the perspective of the client and understands their concerns and worries."*

Michelle Saenz-Rodriguez is recommended for work

representing clients facing removal proceedings. *"She is a great fighter and a strong voice in the courtroom."* *"I respect her as she has a strong reputation and a strong subject matter expertise."*

Nancy Shivers advises on business and family matters as part of her broad immigration practice. *"We trust her knowledge. She is a really good attorney."*

Jacqueline Watson has a broad immigration practice,

advising on citizenship and naturalization processes. She receives particular praise for her expertise in asylum matters and deportation defense.

Peter Williamson has a longstanding reputation as one of the leading immigration attorneys in Texas. He has developed a practice that spans business and family-based matters.

Insurance

Insurance
Leading Firms
Band 1
Haynes and Boone, LLP *
Reed Smith LLP
Thompson, Coe, Cousins & Irons, LLP *
Band 2
Cooper & Scully PC *
Martin, Disiere, Jefferson & Wisdom, LLP
Shidlofsky Law Firm PLLC
Band 3
Cozen O'Connor *
Norton Rose Fulbright *
Pillsbury Winthrop Shaw Pittman LLP *
Tollefson Bradley Mitchell & Melendi, LLP *
Band 4
Cokinos Young *
Faegre Drinker
Foley & Lardner LLP
Hall Maines Lugin, P.C.
Winstead PC *
Zelle LLP
<small>* Indicates firm / individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

The editorial is in alphabetical order by firm name.

Cokinos | Young

See profile on p.2999

What the team is known for Specialist group with significant expertise handling insurance coverage matters in the construction industry. Clients include national construction companies, trade organizations and industry insurers. Recognized for its adept handling of construction defect, environmental, property damage and professional liability claims.

Strengths *"Its lawyers are organized, timely and very specialized,"* reports a client.

Sources say: *"It is a really excellent firm that is very well respected in the market."*

Work highlights Served as coverage counsel on behalf of developers GBL Galaxy in connection to alleged construction defects affecting a 40-unit condominium complex.

Notable practitioners

Patrick Wielinski is retained by a broad client roster of construction industry bodies for complex coverage claims disputes, risk management, appeals and general advisory support on insurance issues. *"He is a leader for insurance coverage work."* *"He is very knowledgeable on the subject matter and the ins and outs of dealing with a claim."*

Insurance
Leading Individuals
Star individuals
Cooper Brent Cooper & Scully PC
Shidlofsky Lee H Shidlofsky Law Firm PLLC
Band 1
Bradley Beth D Tollefson Bradley Mitchell & Melendi, LLP
Cooper James Reed Smith LLP
Huddleston Michael Munsch Hardt Kopf & Harr, PC (ORL) ◇
Martin Brian S Thompson, Coe, Cousins & Irons, LLP
Martin Christopher W Martin, Disiere, Jefferson & Wisdom
Martin Ernest Haynes and Boone, LLP *
Moll Stephen Reed Smith LLP
Morgan Vincent E Bracewell LLP (ORL) ◇ *
Wielinski Patrick J Cokinos Young
Band 2
Brown David H Copeland & Rice LLP (ORL) ◇
Dedman Linda Dedman Law, PLLC (ORL) ◇
Pate Stephen Cozen O'Connor *
Skidmore Micah Haynes and Boone, LLP *
Stuart III Claude L. Hall Maines Lugin, P.C.
Tollefson John Tollefson Bradley Mitchell & Melendi, LLP
Van Meir Ellen M Nicolaidis Fink Thorpe (ORL) ◇
Ziemianski Joseph Cozen O'Connor
Band 3
Bright Erika Wick Phillips (ORL) ◇
Brown Jay W Shackelford Bowen McKinley & Norton (ORL) ◇
Cunningham Robert J Roach & Newton, L.L.P. (ORL) ◇
Disiere David D Martin, Disiere, Jefferson & Wisdom, LLP
Hall III J Clifton Hall Maines Lugin, P.C.
Lane Neel Norton Rose Fulbright *
Rambin Neil W Faegre Drinker
Skelley Douglas Shidlofsky Law Firm PLLC
Band 4
Curran Alicia Cozen O'Connor *
Davis Scott L Husch Blackwell LLP (ORL) ◇
Godbey Beverly Amy Stewart P.C. (ORL) ◇
Higgins Roger Thompson, Coe, Cousins & Irons, LLP
McCall George Faegre Drinker
Melendi Stephen Tollefson Bradley Mitchell & Melendi, LLP
Powers Werner Haynes and Boone, LLP *
Roberts Steven L Eversheds Sutherland (US) LLP (ORL) ◇ *
Stewart Amy Elizabeth Amy Stewart P.C. (ORL) ◇
Timmins David Husch Blackwell LLP (ORL) ◇
Up-and-coming individuals
Bruno Tamara Pillsbury Winthrop Shaw Pittman LLP *
Culver Christina Thompson, Coe, Cousins & Irons, LLP
Associates to watch
Inman Sarah Faegre Drinker

Cooper & Scully PC

See profile on p.3000

What the team is known for Dedicated litigation experts with notable experience handling claims on behalf of carriers as well as corporate policy-

Insurance: Regulatory
Leading Firms
Band 1
Duane Morris LLP *
Foley & Lardner LLP
Greenberg Traurig, LLP *
Mitchell, Williams, Selig, Gates & Woodyard, PLLC
Thompson, Coe, Cousins & Irons, LLP *
Winstead PC *
Leading Individuals
Band 1
Bond Thomas J Greenberg Traurig, LLP *
Burner Burnie Mitchell, Williams, Selig, Gates & Woodyard
Gonzales Alex Duane Morris LLP *
Senterfitt Barry Greenberg Traurig, LLP *
Thompson Jay Thompson, Coe, Cousins & Irons, LLP
Yelkin Kimberly A. Foley & Lardner LLP
Up-and-coming individuals
Giani Rachel Winstead PC *

holders. Experienced in numerous areas of coverage, including professional liability, D&O and property and casualty issues. Further highlighted for its strong appellate bench.

Strengths Sources say: *"The team has phenomenal lawyers."*

A commentator reports: *"I am impressed with the team's depth."*

Notable practitioners

Brent Cooper is a significant name in the market for his expert handling of insurance litigation and appeals. He offers extensive experience handling commercial trials in both state and federal courts. *"He is a creative and excellent appellate lawyer."* *"He is very experienced and has been doing this for a long time."*

Cozen O'Connor

See profile on p.2743

What the team is known for Sizable national firm with notable expertise acting in complex coverage disputes for an impressive client base of insurers, brokers and reinsurers, among others. Frequently called upon to handle claims including property damage, general liability and personal injury. Offers further experience defending class actions.

Strengths Sources report: *"The firm has phenomenal coverage lawyers who do a breadth of work."*

A client says: *"Everyone I deal with in Texas provides an exemplary service."*

Work highlights Represented ACE European Group in litigation against Vicinay relating to the breakage of one of Vicinay's tether chains used in a riser system in the Cascade and Chinook fields in the Gulf of Mexico.

Notable practitioners

Stephen Pate (see p.2968) focuses her practice on bad faith matters, coverage disputes and broker malpractice. *"He is an excellent policy-side lawyer, he is very experienced and knowledgeable."* **Joseph Ziemiński** is relied upon by insurers and reinsurers for representation in a vast array of first- and third-party claims. *"He is extremely talented and my go-to person around the country for complex matters."* *"He is a reasonable and pragmatic lawyer and a very strong player in this arena."* **Alicia Curran** (see p.2939) focuses her practice on bad faith matters, coverage disputes and broker malpractice. *"She is a very formidable opponent and strong advocate."* *"Alicia Curran is very experienced and has good perspectives."*

Duane Morris LLP

See profile on p.2746

What the team is known for Leading insurance practice advising notable names on a range of regulatory matters. Expertise covers enforcement proceedings. Clients include notable health insurance companies

Work highlights Represented GEICO in the defense of a market conduct exam and lawsuit brought by the Delaware Department of Insurance.

Notable practitioners

Alex Gonzales (see p.2946) is relied upon by a number of large corporate clients for insurance regulatory counsel and representation. *"He is a superb regulatory lawyer."*

Faegre Drinker

What the team is known for Respected insurance group frequently called upon to handle litigation matters on behalf of major insurer clients. Areas of expertise include personal injury claims, property insurance and class action defense.

Strengths *"It is a very strong team that presents creative solutions to issues,"* say clients.

Sources report: *"Its lawyers are extremely conscientious in their handling of files and their communication with clients."*

Work highlights Advised State Farm Lloyds on a lawsuit brought by six barbershops in San Antonio concerning the denial of their claims for business interruption coverage for the loss of income as a result of business shutdowns arising during the COVID-19 pandemic.

Notable practitioners

Neil Rambin is noted for his experience representing insurers in a broad range of complex coverage claims. *"He is a key player who handles a lot of serious cases in Texas."* *"He is super responsive, very thoughtful, an excellent legal thinker and a strong writer with good strategic ideas."* **George McCall** is an experienced insurance litigator noted for his representation of carriers in a wide array of high-stakes disputes. *"He is an outstanding coverage lawyer who is extremely knowledgeable, thorough and extremely pragmatic."* *"He is very good with clients, knows the industry very well, and is pragmatic and results-oriented."* **Sarah Inman** is an associate who is well versed in assisting with claims concerning COVID-19 business interruption, property damage and bad faith. *"She is an excellent attorney who is a thorough and creative problem solver."* *"She is responsive, works well with our team and understands our approach."*

Foley & Lardner LLP

What the team is known for Versatile group with notable experience representing insurers and

non-industry corporate clients in regulatory issues, transactions, carrier risk management and coverage analysis. Also highlighted for its expertise in lobbying and legislative concerns.

Strengths Sources say: *"It is highly regarded on the regulatory side."*

Notable practitioners

Kimberly Yelkin is a leading regulatory insurance specialist who is frequently called upon by clients seeking legislative, compliance and transactional advice in addition to regulatory counsel. *"She is an expert in regulatory work."*

Greenberg Traurig, LLP

See profile on p.1312

What the team is known for Respected insurance practice group advising clients on a full spectrum of transactional and regulatory matters. Works with a range of clients including insurers and reinsurers.

Notable practitioners

As cochair of the firm's regulatory insurance group, **Thomas Bond** (see p.2933) offers extensive experience counseling clients on a wide variety of transactional and regulatory matters. His client base includes insurance carriers, reinsurers and out-of-state regulators. *"He is very experienced, knowledgeable and respected."* *"He is one of the deans of regulation and a top-notch lawyer in terms of experience."* **Barry Senterfitt** (see p.2976) is noted for his adroit handling of insurance industry M&A, regulatory and compliance issues. *"He is very detailed and responsive."* *"He is very experienced and very competent."*

Hall Maines Lugin, P.C.

What the team is known for Experienced group offering particular strength representing the London market. Adept at handling cases for major clients in the oil and gas industry. Regularly involved in sensitive disputes at trial and appellate stage, handling everything from business interruption and property damage claims to subrogation recovery.

Strengths *"The firm has a strong grasp of the London market,"* notes an interviewee.

Sources say: *"Its lawyers are strong on first-party claims."*

Notable practitioners

Claude Stuart is highlighted for his expertise acting on coverage matters in the energy and maritime sectors on behalf of insurers and Lloyd's syndicates. *"I like working with him because I know he will zealously represent his clients."* **Clifton Hall** regularly acts for energy sector insurance industry clients on coverage disputes and professional indemnity matters. *"He is really good for oil field cases."* *"He is a very knowledgeable attorney."*

Haynes and Boone, LLP

See profile on p.580

What the team is known for Standout policyholder practice with an experienced team of insurance experts. Regularly handles major coverage litigation and arbitrations. Third-party liability and first-party property disputes regularly feature in the team's workload. Broad client roster includes financial services, energy and construction companies.

Strengths Sources report: *"It is a strong group that has excellent practitioners who do fantastic work."* Commentators say: *"It's a quality law firm with excellent lawyers who are very determined and capable litigators."*

Work highlights Represented XTO Energy as cov-

erage counsel in a lawsuit filed in North Dakota stemming from a catastrophic explosion resulting in the death and severe disfigurement of multiple people.

Notable practitioners

Ernest Martin (see p.2960) is widely considered a leading policyholder-side practitioner and offers broad experience across coverage disputes relating to a variety of major claims. *"He is a real leader in this field."* *"He is a fantastic lawyer who does a great job for his clients."* **Micah Skidmore** (see p.2977) is regularly retained by policyholder clients to act on large-scale insurance claim recovery matters. His expertise includes construction defect, D&O and general liability claims. *"He is a very effective advocate."* *"He is a policyholder expert who is a very talented, smart and skilled advocate."* **Werner Powers** (see p.2970) brings a breadth of experience to his representation of corporate policyholder clients. *"He is one of the most experienced litigators in Texas."* *"He is a fierce litigator and advocate."*

Martin, Disiere, Jefferson & Wisdom, LLP

What the team is known for Experienced team of trial lawyers with extensive knowledge of a variety of coverage issues. Also offers top-level noncontentious advice to carriers and has strong credentials in bad faith, reinsurance and subrogation claims. Recognized for its expertise in first and third-party matters.

Strengths Sources say: *"It is a great team of lawyers."* *"The firm has excellent specialists,"* reports one source.

Notable practitioners

Christopher Martin is an experienced insurance practitioner who handles a variety of coverage and bad faith disputes, and cases involving D&O liability, professional liability and class action claims on behalf of insurers. *"He is very smart and strategic."* *"He is extremely intelligent and is able to reach solutions and common ground."* **David Disiere** offers significant experience acting on coverage disputes and bad faith claims on behalf of clients in the insurance industry.

Mitchell, Williams, Selig, Gates & Woodyard, PLLC

What the team is known for Dedicated team that often handles transactional and regulatory matters. Offers significant expertise in licensing and compliance issues.

Notable practitioners

Burnie Burner is retained by insurance carriers for transactional, regulatory, licensing and compliance matters. *"He is a very experienced and highly skilled insurance lawyer."* *"He is a strong, well-rounded regulatory lawyer."*

Norton Rose Fulbright

See profile on p.585

What the team is known for Capable litigation group regularly engaged by clients on both sides of the insurance industry, including sizable underwriters. Regularly handles cases involving complex issues such as excess coverage, additional insureds and elements of fraud. Additional expertise in disputes involving technological concerns and advises on a range of rep and warranty matters.

Strengths *"The firm has an excellent team and its lawyers know their stuff,"* reports one source.

Work highlights Represented Beazley in a Houston

State Court proceeding that sought coverage for a large securities class action settlement.

Notable practitioners

Neel Lane (see p.2957) is recognized for his expert handling of coverage disputes, securities class action claims and reinsurance matters. His client roster includes global insurance companies and underwriters. *"He is approachable, skilled at what he does and he looks for practical solutions."*

Pillsbury Winthrop Shaw Pittman LLP

See profile on p.2446

What the team is known for Respected practice garnering substantial market recognition advising corporate policyholders on high-stakes coverage matters. Exhibits skill in cross-border and international disputes. Also offers particular expertise across the energy and environmental sectors.

Strengths *"The team is very proactive,"* reports a source.

Work highlights Advised Solera on litigation seeking to recover defense costs and indemnity under its D&O program for an appraisal lawsuit challenging the company's sale to Vista Equity Partners

Notable practitioners

Tamara Bruno (see p.2934) focuses her practice on advising corporate clients with regard to insurance claims disputes and general risk management. *"She is an excellent lawyer who is very responsive."*

Reed Smith LLP

What the team is known for Strong nationwide insurance practice with an leading Texas presence, offering expertise across a range of contentious proceedings. Frequently acts for policyholders on high-value coverage disputes, including D&O, bad faith and construction claims. Regularly advises on insurance matters relating to the energy and manufacturing sectors.

Strengths Clients say: *"The team has great range and depth. Its lawyers are schooled in being a partner to the client rather than a vendor."*

Sources say: *"The firm's strength is its expertise in the insurance arena. Its lawyers know the issues and the law and they understand how to leverage that knowledge into positive results for the client."*

Notable practitioners

James Cooper is renowned for his work handling high-stakes litigation on behalf of corporate policyholder clients. *"James Cooper's greatest strength is how he puts this extensive legal knowledge to practical use."* *"He is very solutions-oriented and he gets great results."* **Stephen Moll** advises energy, construction and manufacturing sector clients on complex coverage disputes. *"He is incredibly knowledgeable and brings to the table extensive experience in the area of insurance coverage disputes. He takes his work seriously and really makes an effort to deliver the highest level of client service."* *"He is a tenacious litigator who is able to come up with creative solutions in his cases."*

Shidlofsky Law Firm PLLC

What the team is known for Well-respected boutique equipped to handle complex litigation and risk management solutions on behalf of major policyholders. Regularly deals with cases in both state and federal courts, particularly insurance disputes arising from construction defects.

Strengths *"Its lawyers are very well respected and pleasurable to deal with,"* reports a source.

Commentators say: *"Its lawyers do excellent con-*

struction-related work."

Notable practitioners

Lee Shidlofsky's market-leading insurance practice incorporates the representation of corporate policyholders in significant coverage litigation. He also handles mediations. *"He is an excellent mediator and a creative thinker when it comes to problem solving."* *"He is a phenomenal lawyer who has excellent expertise in construction-related matters."* **Douglas Skelley's** broad insurance practice regularly sees him providing advice and representation in complex coverage disputes, especially those pertaining to construction defect and product liability claims. *"He is very pleasant, knowledgeable and very easy to work with."* *"He is very strong on the construction side, he is a leader in that field."*

Thompson, Coe, Cousins & Irons, LLP

See profile on p.3025

What the team is known for Expert group that regularly represents insurers in high-stakes coverage and bad faith litigation as well as in class actions and mass torts. Demonstrates enviable bench strength, fielding attorneys experienced in advising on regulatory and legislative concerns, as well as the corporate aspects of insurance. Acts for an impressive roster of leading clients in the Texas insurance market.

Strengths Sources say: *"It is a very strong player that does excellent work."*

Commentators say: *"It is one of the go-to firms for the insurance industry."*

Work highlights Represented The Insurance Company of the State of Pennsylvania in a case regarding coverage for a data breach at the insured's restaurants and bars resulting in a demand for damages from the payment processor.

Notable practitioners

Brian Martin is frequently called upon to represent insurance carriers in a broad array of contentious claims. *"He is very intelligent, very easy to work with and he does excellent work."* *"His strategic awareness is very good."* **Jay Thompson** is a regulatory specialist with expertise across the spectrum of insurance M&A and licensing regulation, in addition to drafting legislation and lobbying on behalf of insurers. *"He is very experienced and a very strong practitioner."*

Roger Higgins is well versed in a wide variety of insurance coverage disputes. He has notable experience advising insurers on matters including natural disasters, reinsurance and related appellate proceedings. **Christina Culver** is a rising star recognized for her growing involvement in a range of coverage disputes, including bad faith and general liability claims. *"She is very good; she is very responsive and timely."*

Tollefson Bradley Mitchell & Melendi, LLP

See profile on p.3027

What the team is known for Respected Dallas firm with a focus on insurance, highly regarded for its carrier work. Handles a range of personal and commercial insurance issues, as well as excess and reinsurance matters. Experience includes bad faith and general liability claims, as well as insurance mediations.

Strengths Interviewees say: *"Its lawyers are really well regarded and are excellent coverage lawyers."*

"The firm has some of the highest regarded lawyers in Texas," reports a source.

Notable practitioners

Beth Bradley is regularly engaged in major coverage litigation and appeals on behalf of insurers, reinsurers and other industry bodies. *"She is a very fine attorney who is very, very experienced and very good in insurance mediations."* *"She is highly intelligent, efficient and no-nonsense."* **John Tollefson** is well versed in commercial and professional liability, bad faith and other insurance disputes. *"He is a very creative lawyer and passionate advocate for clients."* *"He is easy to work with and is a knowledgeable and smart lawyer."*

Stephen Melendi regularly advises clients on a wide range of matters, including general and professional liability and commercial property claims. *"He is an excellent lawyer."*

Winstead PC

See profile on p.3029

What the team is known for Offers significant bench strength in both regulatory insurance and dispute resolution, working with an impressive array of major insurers and other industry clients. Regularly handles compliance and transactional work as well as complex litigation such as first-party bad faith claims. Also recognized for its handling of reinsurance matters.

Notable practitioners

Rachel Giani (see p.2945) is increasingly recognized for her work advising insurers on regulatory and transactional matters. *"I think very highly of her. She has excellent contacts."*

Zelle LLP

What the team is known for Strong litigation firm, highlighted for its experience representing insurers across a range of areas. Particular expertise in assisting commercial property insurers in coverage disputes. Also noted for its strong subrogation practice and handling of third-party environmental coverage claims.

Strengths Sources say: *"The firm is known for property insurance work and its lawyers are very competent in that area."*

"It has a robust coverage practice," notes one commentator.

Notable practitioners

Thomas Cook is a key contact.

Other Ranked Lawyers

Erika Bright is an experienced litigator who frequently acts for corporate policyholder clients across a range of disputes, including D&O, general liability, property and environmental claims. *"She is very creative and I enjoy working with her."*

David Brown operates a policyholder-side practice which incorporates D&O, first-party property and environmental claims. *"He is a phenomenal coverage lawyer."* *"He is an excellent lawyer who is very experienced."*

Jay Brown represents insurers in a litany of high-value disputes, bringing particular expertise to those relating to catastrophic property damage. *"He is a pragmatic lawyer who does a good job for clients."*

Robert Cunningham brings a wealth of experience litigating bad faith and other coverage disputes, and offers expertise handling related mediations, arbitrations and appeals. *"He is a true coverage scholar; he thinks outside of the box and comes up with creative solutions."* *"He is a real intellect."*

Scott Davis demonstrates expertise acting for pres-

tigious insurance companies in a range of high-value coverage disputes. *"He is very intelligent, resourceful, easy to work with and a real problem solver."*

Linda Dedman is well versed in handling both first- and third-party disputes for a broad range of policyholder clients. She offers notable experience acting on complex insurance-related appellate matters. *"She is a very strategic practitioner who represents policyholders very well and she has a very good grasp of the industry and law in this area."* *"She is very creative and fun to work with."*

Beverly Godbey is noted for her expertise of insurance coverage disputes. She has considerable experience representing policyholder clients in other matters such as policy reviews and comparisons. *"She is a very knowledgeable attorney and well versed in the law."* *"She is an excellent insurance coverage attorney."*

Michael Huddleston represents policyholders in complex disputes, including those following wrongful death, personal injury and product defect claims. *"He has a terrific practice and he does a great job for his clients."* *"He is an excellent insurance coverage mediator."*

Vincent Morgan (see p.2963) is noted for his broad insurance practice encompassing a vast array of coverage disputes for policyholder clients *"He is a great, hard-working policyholder advocate who sees the big picture."* *"He's very responsive, intelligent, knowledgeable, creative, professional and an expert in insurance."*

Steven Roberts (see p.2973) is an experienced insurance litigator with notable expertise in a range of coverage disputes as part of a broader commercial litigation practice. *"He is a very experienced lawyer with an excellent practice."*

Amy Elizabeth Stewart is an experienced attorney

who often handles insurance coverage claims for clients in the corporate sector. She is also adept at supporting clients with the navigation and development of insurance policies. *"She is a very good advocate for her clients and is very results-oriented."*

David Timmins offers experience acting on coverage disputes pertaining to natural disasters, construction defects and personal injury, among other areas. *"He is a very smart and effective lawyer who is very experienced and really does an outstanding job for his clients."*

Ellen Van Meir is frequently called upon by insurance companies requiring representation in disputes including claims of professional liability, property damage and personal injury, among others. *"She is good at identifying issues and coming up with practical solutions."* *"She is a very practical lawyer. She always focuses on solutions."*

TEXAS: An Introduction to Intellectual Property

Contributed by Heim, Payne & Chorush LLP

Patent litigation in the United States continued its healthy pace through 2020, despite the challenges posed by pandemic-related lockdowns and disruptions. Patent owners will be pleased to see this trend, as patent filings are just coming off several years of sideways movement after a substantial decline from 2014 through 2017. This recent uptick in filing may be attributable to many of the issues we raised in this article last year, suggesting that policies initially derived from anti-patent sentiment are becoming tempered to provide more balanced, reasonable protections to patent owners and targets of patent enforcement alike. Striking that balance allows the United States to remain a significant player in the global technology market via strong intellectual property policies while also providing businesses with protections against frivolous lawsuits rooted in weak patents.

Both in and out of patent litigation, the significant impacts of the COVID-19 pandemic have dominated the narrative for 2020. Yet despite these major challenges, most patent cases still progressed over the last year. Courts have shifted many routine hearings to telephone or video conferencing software, and boutique patent litigation firms led the charge in rapidly developing new strategies to communicate difficult technological concepts remotely. By mid-year 2020, courts were holding remote *Markman* hearings and dealing with other substantive issues without physical attendance. Similarly, many litigants turned to remote depositions and other measures intended to promote flexibility.

By January 2021, the nation's first Zoom jury trial began in the Western District of Washington. Despite the rise of remote hearings, many federal courts in Texas have elected for a combination of old and new, in part by endeavoring to make their courtrooms safe enough to allow in-person proceedings when necessary. After previously delaying in-person hearings until February 2021 during the height of the pandemic, the Eastern District of Texas (Marshall Division) resumed jury selections as of March 2021, and aimed to return to normal scheduled hearings for most matters as soon as safety allows. The Western District of Texas is similarly situated, with its first post-COVID patent jury trial (*VLSI v. Intel*) resulting in a landmark \$2.1 billion verdict at the beginning of March.

Much of the recent uptick in patent litigation could be attributed to the fairhanded approach provided by the current administration at the U.S. Patent & Trademark Office, led by Director Andrei Iancu. Under Iancu's leadership, multiple changes have been made at the PTO to improve the predictability and consistency of both post-grant proceedings as well as the patent application process. Director Iancu's adoption of the *Phillips* claim construction standard (the same one used in district court litigation) afforded both challengers and patent owners more certainty and predictability in the examination process in post-grant reviews. With the administration change, Director Iancu resigned at the beginning of the year to allow the appointment of a new director. At press time, the Biden administration had not yet named a replacement.

Another major change in 2020 post-grant practice is the rise of discretionary denials. The Board's precedential decisions in *Apple v.*

Fintiv (March 20, 2020; designated May 2, 2020) and *AdvancedBionics v. MED-EL* (Feb. 13, 2020; designated March 24, 2020) appear to have far-reaching effects. The factors considered include (but are not limited to) practical considerations, such as (1) whether the parallel proceeding granted a stay or is likely to grant one; (2) how close the trial date of the parallel proceeding is to the statutory deadline for a written decision; (3) investment in the parallel proceeding by the court and the parties; (4) overlap in issues between the petition and the parallel proceeding; (5) whether the petitioner is a party in the parallel proceeding; and (6) other circumstances, including the merits of the petition. These factors are nonexhaustive, but it has rapidly become commonplace for PTAB petitions to include a section on the "Fintiv factors" for discretionary denial under § 314(a), and a similar section relying on *Advanced Bionics* for discretionary denial under § 325(d).

In part because of the rise of discretionary denial, the institution rate before the PTAB fell to an all-time low of 56% for the PTAB's fiscal year 2020 (down from the all-time high of 67% in FY2016 and the recent high-water mark of 63% in FY2019). The institution rates for the close of 2020 were even lower — 52% in October, 53% in November. While these lower rates of institution are encouraging for patent owners, the cases that were instituted saw relatively stable outcome rates. Additionally, the PTAB and appellate courts continue to struggle with real-party-in-interest ("RPI") issues, with some patent owners growing concerned about a rise of "reverse patent troll" entities that aim to allow users of patented technology to avoid estoppel challenges by relying on a middleman to file IPR challenges. Even if not successful, the increased filing of challenges by these third parties threaten to inflate the cost of patent litigation and PTAB proceedings.

In the wake of the *TC Heartland* decision (limiting patent litigation to jurisdictions in which an alleged infringer has a physical presence or is incorporated), venue issues continue to remain a major point of contention in patent lawsuits. With the anniversary of Judge Alan Albright taking the bench in the Western District of Texas, that district has now outpaced the former busiest patent courts in the nation (formerly the District of Delaware, preceded by the Eastern District of Texas). The Western District received over 900 IP cases in 2020, with the District of Delaware receiving just over 800 and the Eastern District receiving about 450. The continued presence of patent litigation in Texas is ideal for litigants based in Texas, and the willingness of Texas judges to tackle the difficult technology and legal issues presented by patent cases has not waned. Despite this, many companies — even those with massive presences in Texas — continue to contest venue in Texas, driven largely by an environment in other districts (such as those in California) that is believed to favor defendants and large technology companies. The Federal Circuit recently relied on mandamus intervention to transfer several cases away from Judge Albright to California, but the impact of these recent decisions on future motions to transfer remains to be seen. In any event, the patent litigation landscape for Texas and nationwide remains promising.

Intellectual Property

Intellectual Property	Intellectual Property
Leading Firms	Senior Statespeople
Band 1	Senior Statespeople: distinguished older partners
Baker Botts LLP *	Folsom David <i>Jackson Walker LLP (ORL) ◇</i>
McKool Smith	LaFuze William <i>McKool Smith</i>
Band 2	Leading Individuals
Fish & Richardson PC	Band 1
Haynes and Boone, LLP *	Baxter Samuel <i>McKool Smith</i>
Jones Day *	Cawley Douglas <i>McKool Smith</i>
Norton Rose Fulbright *	Galvan Hilda C <i>Jones Day*</i>
Pirkey Barber PLLC	Healey DJ <i>Fish & Richardson PC</i>
Winston & Strawn LLP *	Keville John <i>Winston & Strawn LLP*</i>
Band 3	McCombs David <i>Haynes and Boone, LLP*</i>
Heim, Payne & Chorush LLP *	McKool Mike <i>McKool Smith</i>
Susman Godfrey LLP	Melsheimer Tom <i>Winston & Strawn LLP*</i>
Thompson & Knight LLP *	Showalter Barton <i>Baker Botts LLP*</i>
Band 4	Sostek Bruce S <i>Thompson & Knight LLP</i>
Baker McKenzie	Stevenson Theodore <i>McKool Smith</i>
DLA Piper LLP (US) *	Tribble Max <i>Susman Godfrey LLP</i>
Gibson, Dunn & Crutcher LLP *	Band 2
Morgan, Lewis & Bockius LLP *	Heim Michael <i>Heim, Payne & Chorush LLP*</i>
Slater Matsil, LLP *	Israel Sharon <i>Shook, Hardy & Bacon LLP (ORL) ◇*</i>
Vinson & Elkins LLP *	McAughan Robert <i>McAughan Deaver, PLLC (ORL) ◇</i>
Band 5	Philbin Phillip <i>Thompson & Knight LLP</i>
Ahmad, Zavitsanos, Anaipakos, Alavi & Mensing P.C. *	Band 3
Blank Rome LLP *	Cabello David <i>Cabello Hall Zinda, PLLC (ORL) ◇</i>
Bracewell LLP *	Chassman Peter <i>Reed Smith LLP (ORL) ◇</i>
Caldwell Cassidy & Curry	Ciccarelli Massimo <i>Thompson & Knight LLP</i>
Cole Schotz P.C. *	Clonts David <i>Cadwell Clonts & Reeder LLP (ORL) ◇</i>
McGuireWoods LLP *	Emerson Russell <i>Haynes and Boone, LLP*</i>
Weil, Gotshal & Manges LLP *	Everingham Charles <i>Ward, Smith & Hill, PLLC (ORL) ◇</i>
* Indicates firm / individual with profile.	Govett Brett <i>Norton Rose Fulbright*</i>
◇ (ORL) = Other Ranked Lawyer.	Kubehl Douglas <i>Baker Botts LLP*</i>
Alphabetical order within each band. Band 1 is highest.	Kudlac Kevin <i>Connor Kudlac Lee, PLLC (ORL) ◇</i>
Band 1	Meek Kevin <i>Baker Botts LLP*</i>
Baker Botts LLP	Mims Peter <i>Vinson & Elkins LLP*</i>
See profile on p.2993	Payne Leslie <i>Heim, Payne & Chorush LLP*</i>
What the team is known for Premier patent litigation team that complements substantial trial expertise with experience in administrative proceedings before the USPTO. Prosecution and licensing are also key areas of focus. Offers a growing appeals practice and expertise in patent, trademark and copyright portfolios. Especially impressive work for a range of technology clients, but also represents household names from all sectors, including the automotive and energy industries. Market-leading breadth of expertise, and a deep bench of attorneys with comprehensive specialties.	Reiter Mark N <i>Gibson, Dunn & Crutcher LLP*</i>
Strengths A source remarks: "It is a superb firm that has built one of the most capable IP teams in the business."	Repass James W. <i>Norton Rose Fulbright*</i>
"The team is effective, bright, easy to work with and always put the client's interests first," a further interviewee notes.	Walker Charles <i>Norton Rose Fulbright*</i>
Work highlights Defended AT&T in a \$2 billion patent infringement suit brought by VoIP-Pal.	Whittle Jeffrey <i>Womble Bond Dickinson US LLP (ORL) ◇*</i>
Notable practitioners	Wong Russell <i>Blank Rome LLP</i>
Barton Showalter (see p.2977) is highly regarded for his experience handling patent litigation in addition to his expertise on licensing issues and portfolio development. "He is a great strategist." "Barton is an incredible resource on complex patent matters." Douglas Kubehl (see p.2957) is routinely engaged to handle patent disputes including infringement and validity matters. He offers notable experience representing	Zembek Richard <i>Norton Rose Fulbright*</i>
telecommunications and software companies. "Doug is a fantastic attorney who knows the evidence, knows the arguments and is a great writer." "He is a very strong lawyer with a great client approach." Kevin Meek (see p.2962) is well regarded for his IP practice and offers experience on a wide range of complex patent infringement disputes, particularly for technology sector clients. "Kevin is very good in the courtroom." Christa Brown-Sanford (see p.2934) is noted for her handling of patent disputes on behalf of clients from a range of industries, including the energy, technology and automotive sectors. "She's at the top of the game in terms of subject matter expertise and takes a client-centric approach." "Christa is very good at providing sound business advice and strategies." Roger Fulghum (see p.2944) is vastly experienced in a broad array of IP matters, including acting in patent litigation and investigations before the Inter-	Band 4
	Anaipakos Demetrios <i>Ahmad, Zavitsanos, Anaipakos, Alavi*</i>
	Andrews Jeffrey A. <i>Yetter Coleman LLP (ORL) ◇</i>
	Baker Charles S <i>Locke Lord LLP (ORL) ◇*</i>
	Barr John <i>Patterson & Sheridan, LLP (ORL) ◇</i>
	Senior Statespeople
	Peterson Gale <i>Law Offices of Gale R. Peterson (ORL) ◇</i>
	Slusser William <i>Norton Rose Fulbright*</i>
	Leading Individuals
	Band 1
	Beauchamp Joseph M <i>Jones Day*</i>
	Brown-Sanford Christa <i>Baker Botts LLP*</i>
	Chen Li <i>Chen Leftwich LLP (ORL) ◇</i>
	Flaim John <i>Baker McKenzie</i>
	Fulghum Roger J <i>Baker Botts LLP*</i>
	Guaragna John <i>DLA Piper LLP (US)*</i>
	Haltom Doan Jennifer <i>Haltom & Doan (ORL) ◇</i>
	Hammond Herbert J <i>Thompson & Knight LLP</i>
	Hoffman David <i>Fish & Richardson PC</i>
	Jordan Carey <i>Vorys, Sater, Seymour and Pease LLP (ORL) ◇</i>
	Mason Dwayne <i>Greenberg Traurig, LLP (ORL) ◇*</i>
	Pankratz Kurt <i>Baker Botts LLP*</i>
	Parker David <i>Parker Highlander PLLC (ORL) ◇</i>
	Pollinger Steve <i>McKool Smith</i>
	Stephens Garland <i>Weil, Gotshal & Manges LLP*</i>
	Band 5
	Alavi Amir <i>Ahmad, Zavitsanos, Anaipakos, Alavi & Mensing*</i>
	Cadwell Kevin <i>Cadwell Clonts & Reeder LLP (ORL) ◇</i>
	Collins Darren <i>McGuireWoods LLP*</i>
	Davis Keith B <i>Jones Day*</i>
	Hall Eric <i>Norton Rose Fulbright*</i>
	Hanson Robert <i>Dentons (ORL) ◇</i>
	Hawes Erik <i>Morgan, Lewis & Bockius LLP</i>
	Jones Miranda <i>Porter Hedges LLP (ORL) ◇*</i>
	Kornbacher Devika <i>Vinson & Elkins LLP*</i>
	Landis Todd <i>Williams Simons & Landis PLLC (ORL) ◇</i>
	Levy David <i>Morgan, Lewis & Bockius LLP</i>
	Malin Steven <i>Law Office of Steven Malin, PLLC (ORL) ◇</i>
	Matsil Ira <i>Slater Matsil, LLP*</i>
	Munck William <i>Munck Wilson Mandala LLP (ORL) ◇</i>
	Nelson Mark C <i>Barnes & Thornburg LLP (ORL) ◇*</i>
	Preston Hilary <i>Vinson & Elkins LLP*</i>
	Rambo Rick <i>Morgan, Lewis & Bockius LLP</i>
	Rhebergen Constance Gall <i>Bracewell LLP*</i>
	Schlichter Eric <i>McGuireWoods LLP*</i>
	Shishima Gina <i>Norton Rose Fulbright*</i>
	Utley Jay <i>Baker McKenzie</i>
	Zogaib Nash <i>Eversheds Sutherland (US) LLP (ORL) ◇*</i>
	Up-and-coming individuals
	Bittner Michael A. <i>Winston & Strawn LLP*</i>
	Nash Brian <i>Pillsbury Winthrop Shaw Pittman LLP (ORL) ◇*</i>
	Thane Joshua R. <i>Haltom & Doan (ORL) ◇</i>

national Trade Commission. "Roger provides great business advice and is an excellent litigator - he has a very calm demeanor, is always prepared and comes up with very well thought-out strategies." **Kurt Pankratz** (see p.2967) is noted for his experience representing clients in a wide range of IP disputes, with particular expertise acting for technology companies. "Kurt is an excellent writer and oral advocate who is very good at managing a case." "He is very good in a courtroom and is comfortable on his feet."

McKool Smith
What the team is known for Impressive trial capability in high-value patent litigation on behalf of globally recognized brand names in industries including technology and life sciences. Draws on a wealth of resources to offer a wide-ranging service, fielding strong experience in administrative proceedings

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McKool Smith
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Intellectual Property Trademark, Copyright & Trade Secrets
Senior Statespeople
Senior Statespeople: distinguished older partners
Pirkey Louis Pirkey Barber PLLC
Leading Individuals
Band 1
Barber Bill Pirkey Barber PLLC
Buck Richard Molly Richard Law Group (ORL) ◇
Evert Elisabeth Hitchcock Evert LLP (ORL) ◇
Band 2
Albers Purvi Patel Haynes and Boone, LLP *
Becker Jeffrey Haynes and Boone, LLP *
Groos Richard King & Spalding LLP (ORL) ◇ *
Huff Pamela Schwegman, Lundberg & Woessner, PA (ORL) ◇
Raman William Fleckman & McGlynn, PLLC (ORL) ◇
Band 3
Bell David A Haynes and Boone, LLP *
Berryman Cathryn Winstead PC (ORL) ◇ *
Boulware Margaret Boulware & Valoir (ORL) ◇
Cone John Ferguson, Braswell & Fraser, PC (ORL) ◇
Graff Christopher Pirkey Barber PLLC
Kantner Robert Jones Day
Kindel Christopher Pirkey Barber PLLC
Larson Wendy Pirkey Barber PLLC
Meleen Steve Pirkey Barber PLLC
Morris Groos Alicia Norton Rose Fulbright
Vale Shannon Pirkey Barber PLLC
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

such as inter partes reviews as well as courtroom litigation in district courts, Federal Circuit courts, the PTAB and the ITC. Go-to firm for plaintiffs seeking to file multimillion-dollar claims against competitors, as well as offering strong defense capabilities.

Strengths A client comments: "They are very good at handling cases all the way from inception through to trial."

Work highlights Defended Sanofi and Regeneron against claims of patent infringement regarding the biologic product Dupixent.

Notable practitioners

William LaFuze is a longstanding presence in the Texas market. He continues to represent clients in complex, high-value patent infringement disputes.

Samuel Baxter maintains an excellent reputation for his handling of patent infringement disputes. He offers particular expertise acting for companies in the technology and automotive sectors. "Samuel is a great trial lawyer." "He is a titan of the Texas IP Bar."

Douglas Cawley has longstanding experience representing clients in trials concerning a wide range of IP matters, including in patent infringement disputes.

Mike McKool is recognized for his extensive expertise in patent litigation matters. He routinely acts for clients in the pharmaceuticals and retail sectors, among others. "He is a top-of-the-line lawyer, I think the world of him." **Theodore Stevenson** is a highly regarded patent litigator with significant experience representing clients before the US District Court for the Eastern District of Texas. "He is a top-notch trial attorney who is great before a jury and is an excellent advocate on his feet." "Theodore is an excellent oral advocate who is really, really good at being able to articulate a complex case in a way a jury can understand and resonate with." **Steve Pollinger** brings his impressive experience in electrical engineering to bear in his patent litigation practice. He regularly advises clients on disputes relating to various technologies.

Band 2

Fish & Richardson PC

What the team is known for Strong patent litigation outfit representing some of the world's biggest technology and telecommunications names. Also noted for its strength in contentious and noncontentious matters arising from the life sciences industry. Additional strength in data privacy, trade secrets and cybersecurity matters, as well as offering expertise in relation to the energy sector.

Strengths A client remarks: "They're very sharp lawyers who work very well together and provide concise, actionable advice to the client."

A market commentator observes: "It is a tremendously good firm."

Work highlights Defended Seabed Geosolutions against claims of patent infringement brought by Magseis FF regarding ocean bottom seismometer technology.

Notable practitioners

Prominent litigator **DJ Healey** is well respected for her IP and antitrust practice. She remains a popular choice for clients seeking representation in disputes in federal and state courts, as well as in arbitration proceedings. She also regularly advises on licensing issues. "DJ is a very effective advocate for her clients."

David Hoffman routinely represents technology and software clients in patent infringement litigation. He has experience appearing before the International Trade Commission and also assists with patent applications.

Haynes and Boone, LLP

See profile on p.580

What the team is known for Excellent IP practice group providing comprehensive support to clients on the full array of matters, including trademark and copyright work and patent litigation for both plaintiffs and defendants. Specialist lawyers offering extensive expertise in areas such as prosecution, post-grant reviews and inter partes review proceedings. Particularly esteemed for its USPTO practice, while also frequently appearing in district and federal court trials, as well as the United States International Trade Commission. Clients include household names in the technology and telecom industries.

Strengths A client remarks: "The firm has highly skilled patent attorneys and agents."

"It is an extremely strong team and a one-stop shop for virtually all issues," a further source notes.

Work highlights Handled a range of IP matters for Cisco Systems, including risk assessments, IP acquisitions and IPR proceedings.

Notable practitioners

David McCombs (see p.2961) maintains a wide-ranging IP practice, often representing clients in complex patent litigation. He is particularly renowned for his work on inter partes reviews. "David is brilliant and very client-focused." "An excellent IPR practitioner who is calm, rational and has an excellent understanding of the law." **Purvi Patel Albers** (see p.2928) comes recommended for her expertise advising on various trademark matters. She counts Fortune 500 companies and international retailers among her clients. "Purvi is very good at what she does." **Jeffrey Becker** (see p.2931) offers substantial expertise advising on trademark clearance and enforcement, as well as copyright and patent matters. He has recent experience acting for the clients in the technology, and oil and gas sectors. **David Bell**

(see p.2931) serves as chair of the firm's trademark group and is noted for his experience in managing and enforcing trademark portfolios. "He is an exceptional IP lawyer - organized, detailed and cost-effective." **Russell Emerson** (see p.2941) is recognized for his experience representing clients in IP disputes. He offers particular expertise in trade secrets cases and can draw on his background in mechanical and nuclear engineering.

Jones Day

See profile on p.583

What the team is known for Global powerhouse with a notable Texas-based IP litigation practice covering all core rights, including particularly deep knowledge of privacy and data security. Frequently appears in cross-border proceedings, including patent and trademark disputes, and notable for the strength of its IP appellate practice. Clients come from a range of industries, including energy, technology, manufacturing, automotive and sports.

Strengths A client remarks: "They are technically knowledgeable on patent law and legal doctrines."

A source notes: "Jones Day has an exceptional group of hard-working, dedicated and experienced attorneys."

"It is a very, very helpful one-stop shop," a third interviewee adds.

Work highlights Acted for SAS Institute in a trade secret and patent litigation suit against World Programming Limited regarding the company's data analytics software.

Notable practitioners

Hilda Galvan (see p.2944) is a well-regarded trial lawyer with notable experience representing clients before the PTAB. "She is a very good lawyer who prepares tirelessly and isn't afraid to put the work in." "A top-notch lawyer." **Robert Kantner** is an experienced trial attorney with an impressive track record in the representation of clients involved in high-stakes trade secret disputes. **Joseph Beauchamp** (see p.2931) offers substantial experience in patent litigation, with particular expertise in the technology sector. He routinely handles trade secrets disputes and allegations of copyright infringement, as well as IPR proceedings. **Keith Davis** (see p.2939) acts on patent and trade secrets disputes across a broad range of industries. "Keith is a very professional and knowledgeable lawyer."

Norton Rose Fulbright

See profile on p.585

What the team is known for Advises on all aspects of IP law, with expertise in counseling, prosecution and litigation covering patent, trademark, copyright and trade secrets and trade dress matters. Also advises on long-term patent exploitation strategies, acting for clients such as high-profile technology and life sciences companies. Has offices throughout Texas, including in Houston, Dallas, Austin and San Antonio. **Strengths** One source praises the firm's "tremendous lawyers."

"The team is very strong in this area and if I have a non-US specific question, I can count on the team to have access to the right people to answer it," another notes.

Work highlights Defended AT&T in patent litigation brought by GroupChatter alleging infringement of eight patents relating to deterministic mass messaging software.

Notable practitioners

William Slusser (see p.2977) is recognized in the

market for his longstanding disputes expertise. He is particularly noted for his work in patent infringement litigation. **Brett Govett** (see p.2947) maintains a wide-ranging litigation practice, which includes acting for clients in patent infringement disputes. *"Brett is a very good lawyer who is excellent in court and on his feet."* **Alicia Morris Groos** offers impressive experience advising clients on the prosecution and management of trademark and copyright portfolios. *"Super smart and really good at what she does."*

James Repass (see p.2972) serves as head of the firm's IP group handles patent prosecution and portfolio management matters for a range of clients. *"He is a very good lawyer and has broad knowledge of the IP space."* **Charles Walker** (see p.2982) offers extensive experience representing clients in high-stakes trials and offers expertise across patent and trade secret matters. *"He is a very polished trial lawyer who is easy to work with."* **Richard Zembek** (see p.2987) is a well-regarded IP litigator with significant experience advising clients on patent disputes. He acts for clients from a range of sectors, including technology and retail. *"A brilliant strategist with a really really sharp mind."* **Eric Hall** (see p.2949) is highly experienced in mandates concerning the telecommunications sector. He is regularly called upon to advise on patent litigation and licensing, as well as transactional matters. *"He is a very, very smart lawyer."* **Gina Shishima** (see p.2976) is an experienced patent attorney with notable expertise in the biotech field. Her recent work includes acting for educational institutions. *"She is very talented."*

Pirkey Barber PLLC

What the team is known for Greatly acclaimed IP boutique, particularly known for its high-level expertise in trademark and copyright law. Notable international practice, often advising US companies on the establishment of brands abroad. Strong in trademark prosecution proceedings at the USPTO and in matters before the TTAB. Also fields substantial expertise in domain name disputes before ICANN, as well as frequent appearances before federal courts across the USA.

Strengths A client comments: *"It is an incredibly impressive firm that has exceeded our overall expectations."*

"The team looks at who we are as a company and tailors the advice to our unique needs," another adds.

Work highlights Represented KFC and Grubhub in an action brought by Triple T Enterprises accusing the clients of infringement of Triple T's registered marks by incorporating the term 'Smoky Mountain.'

Notable practitioners

Louis Pirkey enjoys a stellar reputation for his longstanding expertise in trademark law. He has a wealth of experience acting for clients in trademark litigation. *"He is top of the field, an exceptional attorney."*

Bill Barber is an expert in the trademark space, with significant experience acting on proceedings before the TTAB. *"Bill is a class act."* *"He is a marvelous lawyer."* **Christopher Graff** operates a broad trademark practice, regularly advising a range of clients on prosecution, portfolio management and litigation.

Christopher Kindel regularly counsels clients on a range of matters, including portfolio management and enforcement on a national and international scale. *"He provides excellent strategic advice."* **Wendy Larson** is well regarded for her trademark litigation practice. She has experience representing clients before the TTAB and in federal court and offers

particular expertise in the technology sector. **Steve Meleen** is noted in the market for his trademark litigation practice. He handles disputes concerning brands and descriptive marks, and is active across a range of sectors, including the education and retail fields. **Shannon Vale** is an experienced trademark lawyer who is called upon to assist clients with copyright and branding issues. He is further adept in handling trademark management issues.

Winston & Strawn LLP

See profile on p.1610

What the team is known for Well-reputed Texas IP group that continues to consolidate its place in the market. Acts across an impressive range of IP concerns, including particular expertise in patent litigation. Also noted for its handling of trade secret issues and the IP aspects of transactions. Maintains its strong reputation in the energy market, while also acting for software, healthcare, telecom and financial services clients.

Work highlights Represented Ericsson in its role as an indemnitor to AT&T, Verizon and Sprint against a litany of patent infringement claims lodged by SOL.

Notable practitioners

John Keville (see p.2956) is a highly regarded litigator with notable experience representing clients in trade secrets, copyright and trademark disputes. *"He is an outstanding IP trial lawyer."* *"He works tirelessly for his clients and is absolutely dedicated to achieving the best possible outcome for them."* **Tom Melsheimer** (see p.2962) is recognized for his expertise as a patent litigator. He regularly represents clients in the financial services and telecommunications sectors, among others. **Michael Bittner** (see p.2932) is recognized in the market for his growing practice in IP litigation. He handles a wide range of matters, including trade secrets disputes and patent infringement cases.

Band 3

Heim, Payne & Chorush LLP

See profile on p.3006

What the team is known for Highly recommended for its expertise in electronics, computer science, energy and pharmaceuticals. Well-regarded IP boutique that provides support for clients across a range of areas, including patent litigation, trade secrets and antitrust. Adept at handling patent infringement matters at trial and inter partes review proceedings. Particular strength in the Houston market.

Strengths One client comments: *"They are very impressive not only in their ability to try cases, but also in the analysis they provide to keep matters out of court."*

"It is a powerful and balanced team," another source adds.

Work highlights Represented KeySee Software in an IPR challenge of its patented technology for making GSM encoding more secure.

Notable practitioners

Michael Heim (see p.2951) has longstanding expertise representing clients in patent litigation, including infringement cases and validity disputes. *"He has great experience and judgment and is a good writer."* **Leslie Payne** (see p.2968) maintains an active litigation practice, with significant experience representing clients before the PTAB in patent validity claims. *"He has a very high level of technical exper-*

tise." *"An outstanding litigator and strategist."*

Susman Godfrey LLP

What the team is known for Particularly well known for its expert handling of patent and trade secrets litigation for plaintiffs and respondents. Also offers notable recent experience acting for clients in jury trials. Maintains a diverse commercial litigation practice that sees it represent a range of clients, including many active in hi-tech sectors.

Strengths A client remarks: *"It is a top-notch litigation firm."*

Work highlights Acted for Barkan Wireless in a patent suit against Verizon and Samsung regarding femtocell base stations.

Notable practitioners

Max Tribble comes recommended for his highly successful litigation practice. He regularly represents clients in trade secrets and patent disputes, with notable expertise in the oil and gas and technology sectors.

Thompson & Knight LLP

See profile on p.3026

What the team is known for Focuses primarily on patent litigation, fielding additional experience in trade secret, unfair competition and asset management issues. Active across a range of areas, including IP issues involving life sciences, construction telecom, consumer products and manufacturing clients. Considerable experience in patent infringement disputes, with especial strength in the oil and gas space.

Strengths A client notes: *"The firm consistently delivers exceptional work at reasonable rates."*

Work highlights Acted in a patent infringement case on behalf of two Broadcom entities brought against Netflix. The Broadcom entities contended that Netflix infringed 12 patents relating to video encoding and Netflix's content delivery network and server system.

Notable practitioners

Bruce Sostek wins praise for his representation of clients in IP litigation, including trade secrets disputes and patent infringement cases. *"He is an excellent lawyer and is very easy to work with."* **Phillip Philbin** is a respected trial attorney, with significant experience handling bet-the-company cases involving a wide variety of IP concerns. **Massimo Ciccarelli** routinely handles patent litigation for clients from a wide range of industries. **Herbert Hammond** is adept at representing clients in IP disputes at trial, as well as serving as an arbitrator and a mediator. He is particularly noted for his work on trade secret matters.

Band 4

Baker McKenzie

What the team is known for Extensive experience acting before the USPTO, the TTAB and the ITC, as well as district courts and the Federal Circuit. Able to use the firm's international reach to advise multinational companies on matters with cross-border IP implications. Alongside patent, trademark and copyright litigation, the group leverages its resources to provide global portfolio management support. Broad client base includes chemical, life sciences, electrical and software companies.

Strengths *"It is an outstanding and highly profes-*

sional team," one client remarks, adding: "The lawyers are all very experienced, have excellent legal knowledge and a very deep understanding of the case."

A further interviewee adds: "It is a very smart team with really good strategic and tactical sense."

Work highlights Assisted Zespri with the prosecution, strategy development, risk management and enforcement of its global IP rights portfolio covering Zespri's proprietary kiwifruit varieties including plant variety rights and plant patents.

Notable practitioners

John Flaim focuses his practice on IP litigation and routinely handles patent infringement cases on behalf of clients. He is also sought out for his expertise in cross-border transactions. "He is a very clever lawyer and a great adviser for IP litigation." **Jay Utley** maintains a varied practice, spanning patent litigation and antitrust violations. He is adept at handling matters with cross-border elements and offers particular expertise in the technology sector. "Jay has a very deep understanding of the law and is highly committed, cooperative and very well organized."

DLA Piper LLP (US)

See profile on p.2411

What the team is known for Recognized for its handling of ITC and district court patent litigation, as well as its increased focus on PTAB proceedings, with a notable patent defense practice. Notable international capabilities attract major global brands, including electronics and computer software companies. Frequently advises on multijurisdictional patent enforcement. Able to draw upon the wealth of national and international resources that underpins the firm's wide network of offices.

Strengths "It is an excellent team," one client comments, adding: "The lawyers are focused in their efforts, responsive, and work hard and smart."

A further source remarks: "The team is thorough, professional and capable."

Work highlights Acted for Microsoft and HP in a four-patent ITC case involving touchscreen technology.

Notable practitioners

John Guaragna (see p.2948) is regularly engaged to represent clients in patent infringement disputes before the ITC and in district courts. He acts for clients from various industries, including technology, retail and hospitality. "He is a highly intelligent, can-do attorney with excellent communication skills and high responsiveness."

Gibson, Dunn & Crutcher LLP

See profile on p.869

What the team is known for Has a nationwide presence on intellectual property matters, with notable strength in the firm's Texas offices. Regularly handles high-value patent litigation and trade secrets disputes, as well as licensing issues. Acts for clients from an array of sectors, including the technology and pharmaceuticals fields.

Strengths A client remarks: "The lawyers are diligent, thorough, careful and are very good quality."

Another interviewee adds: "It is a great firm to work with - the practitioners are incredibly skilled."

Work highlights Successfully overturned a \$706 million trade secrets verdict for Amrock before the Fourth Court of Appeals.

Notable practitioners

Mark Reiter (see p.2972) is a well-regarded litigator with a wealth of experience representing technology clients in patent infringement and trade secret mis-

appropriation cases. "He's excellent. He is a very creative attorney, a strategic thinker and an excellent writer."

Morgan, Lewis & Bockius LLP

See profile on p.2756

What the team is known for Respected patent trial team that acts for a range of clients, including those in the energy, financial services and retail markets. Strong litigation capabilities are supported by a broad prosecution and portfolio management offering. Also noted for its experience in disputes with nonpracticing entities. Client base includes big-name companies in the energy and computing sectors.

Strengths A client remarks: "They are very thorough, knowledgeable and responsive."

"The lawyers have a lot of depth, knowledge and resources across different areas," another source notes.

Work highlights Represented Gyrodata in a patent suit brought against Scientific Drilling International, asserting patent infringement claims relating to calculating tortuosity downhole in a well bore.

Notable practitioners

Erik Hawes maintains a broad IP practice, regularly advising on both contentious and noncontentious patent issues, particularly for oil and gas sector clients. "Erik is very talented and knowledgeable." **David Levy** acts for multinational technology and energy companies in a wide range of litigation, including patent infringement disputes and trade secrets cases. He also serves as head of the firm's Houston litigation practice. **Rick Rambo** regularly represents clients in complex patent infringement disputes. He acts for both domestic and international companies, particularly those from the tech sector. "He is a very thorough and responsive lawyer and a particularly adept negotiator."

Slater Matsil, LLP

See profile on p.3022

What the team is known for Well-regarded boutique firm with substantial experience in the IP space. Regularly assists clients with patent prosecution, as well as advising on patent portfolio development, transactions and licensing. Adept at appearing before the ITC on behalf of clients. Recognized strength in the technology sector.

Strengths "The team is very responsive, very good on technical detail and has practical business sense," one source comments.

A client notes: "It is a team of highly technical patent practitioners who can handle the most technically challenging work with ease."

Work highlights Advised Infineon Technologies, a German maker of semiconductor devices, on the prosecution of a number of patents.

Notable practitioners

Ira Matsil (see p.2960) advises a range of clients on patent prosecution and portfolio management issues. "Ira is very, very talented." "A very creative thinker and very responsive."

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Acts for some of the biggest names in sports, media and life sciences, providing support on everything from due diligence on M&A deals to patent, copyright and trademark litigation. Active Eastern District of Texas caseload, as

well as frequently appearing before nationwide trial and appellate courts.

Work highlights Acted for Japan Display in the defense of three patent suits filed by Vista Peak Ventures alleging infringement of 12 patents directed to liquid crystal display technology.

Notable practitioners

Peter Mims (see p.2963) offers extensive experience representing clients in disputes concerning patent, copyright and trademark infringement. "Peter is a sharp guy and a very good attorney." **Devika Kornbacher** (see p.2957) practices at the intersection of technology and IP law. She assists clients in the energy, sports and software sectors with the IP aspects of corporate transactions and is particularly highlighted for her expert advice on licensing issues. "She is a great IP lawyer who provides clients with practical solutions to complex problems." **Hilary Preston** (see p.2970) heads the firm's IP and technology litigation group and offers notable expertise handling high-stakes IP trials for clients from a broad range of industries. "She is an excellent lawyer who is concise in her communication and is pragmatic and commercial."

Band 5

Ahmad, Zavitsanos, Anaipakos, Alavi & Mensing P.C.

See profile on p.2989

What the team is known for Respected Houston-based litigation boutique with notable expertise advising clients involved in high-stakes IP disputes. Offers particular expertise handling complex patent infringement litigation, including at trial, for clients from a wide range of industries, including technology and oil and gas.

Strengths A client remarks: "The firm offers great breadth of experience across a range of areas."

"I have been very impressed with the firm - they are first-rate trial lawyers," another adds.

Work highlights Obtained a ruling of patent infringement in a summary judgment motion on behalf of EVS against ZTE.

Notable practitioners

Demetrios Anaipakos (see p.2929) is cohead of the firm's intellectual property team and offers extensive experience in patent litigation. "He is an outstanding trial lawyer." **Amir Alavi** (see p.2928) maintains a noted patent litigation practice, which principally sees him advise clients in the technology and oil and gas sectors. "He is very smart and is a good trial lawyer."

Blank Rome LLP

See profile on p.2740

What the team is known for Broad-based offering with substantial expertise advising on a wide range of IP matters, both contentious and noncontentious. Regularly acts in patent litigation, prosecution and transactional matters for a diverse client base that includes technology, energy and life sciences companies.

Work highlights Advised Inventec on matters including patent litigation and general commercial IP issues.

Notable practitioners

Russell Wong cochairs the firm's intellectual property and technology practice group. He is called upon for his experience in a variety of matters, including IP

litigation, licensing issues and trademark work. *"Russell is an excellent attorney."*

Bracewell LLP

See profile on p.2995

What the team is known for Provides complete coverage in all areas of IP, fielding established practitioners able to file, prosecute and litigate on trademarks, copyrights and patents. Also noted for its strong handling of transactional IP concerns. Works with cutting-edge technology in biomedicine, data security and government infrastructure.

Strengths A client comments: *"The firm has an incredible depth of knowledge."*

Work highlights Advised Saudi Aramco on a wide range of patent prosecution and portfolio management issues.

Notable practitioners

Constance Gall Rhebergen (see p.2973) comes recommended for her wide-ranging expertise, including patent infringement and validity matters, and licensing issues. She also serves as the chair of the firm's technology team.

Caldwell Cassady & Curry

What the team is known for Impressive Dallas litigation boutique with a notable track record of success in high-stakes patent disputes. Particularly adept at representing technology sector plaintiffs in complex infringement trials.

Strengths One source notes: *"It is one of the premier trial firms around. The firm goes up against big names in Texas and consistently comes out on top."*

Notable practitioners

Bradley Caldwell is a key contact.

Cole Schotz P.C.

See profile on p.2108

What the team is known for Growing IP group with experience advising across a range of areas of IP, including patent, copyright, trademark and trade secret matters. Frequently called upon to handle litigation and noncontentious mandates such as prosecution and IP strategy for a varied client base that includes technology and energy companies.

Strengths One interviewee comments: *"It is a strong team with an impressive depth of knowledge."*

"The team is outstanding," a further source adds.

Work highlights Acted for CogniPower in a \$30 million patent suit against Anker alleging for violation of patents related to Demand Pulse Regulation.

Notable practitioners

Gary Sorden is a key contact.

McGuireWoods LLP

See profile on p.3102

What the team is known for Noted counsel in contentious patent matters with experience litigating before district and federal courts as well as the ITC. Offers further expertise in transactional IP work, patent prosecution and portfolio management issues.

Work highlights Defended Huawei in 11 patent infringement cases brought by Uniloc relating to patents allegedly covering remote network control functionality and graphics displays, among other things.

Notable practitioners

Darren Collins (see p.2937) advises clients on patent enforcement and protection, as well as portfolio development, and offers particular expertise in the

technology sector. *"He is responsive and knowledgeable."* **Eric Schlichter** (see p.2975) wins praise for his practice representing clients in patent litigation. He possesses particular expertise in the oil and gas industry.

Weil, Gotshal & Manges LLP

See profile on p.2468

What the team is known for Effective patent litigators handling high-stakes litigation for household names active in manufacturing, telecommunications and computer software. Notable experience in handling big-ticket disputes taken to trial in courts across the USA, with expertise in inter partes review.

Work highlights Acted for smart home technology company Vivint in multi-patent infringement action brought by Alarm.com

Notable practitioners

Garland Stephens (see p.2978) maintains a wide-ranging practice, including advising on patent infringements, portfolio transactions and related disputes. *"He's a brilliant and really smart lawyer who has an incredible grasp of the science that goes into patents."*

Other Ranked Lawyers

Jeffrey Andrews maintains a well-regarded intellectual property practice which includes patent infringement cases and trade secrets disputes. He offers particular expertise in relation to the energy and software sectors. *"He brings a lot of intellectual horsepower to the table and communicates well."*

Charles Baker (see p.2930) is noted for his wide-ranging experience in intellectual property matters. He offers particular expertise in the energy sector, regularly acting for companies on patent enforcement and IPR proceedings. He also cochairs Locke Lord's intellectual property litigation team.

John Barr is commended by market sources for his trial work. He routinely acts for clients in an array of intellectual property disputes, including patent lawsuits.

Cathryn Berryman (see p.2932) focuses her practice on copyright and trademark work, routinely advising a diverse range of clients, such as nonprofit organizations, healthcare providers and startups. *"She is fantastic and responsive."*

Margaret Boulware assists clients with patent litigation and portfolio management. She has notable expertise in matters with cross-border elements.

Molly Buck Richard has a wealth of expertise in trademark and copyright matters. She frequently advises on portfolio management and protection. *"She's fantastic."*

David Cabello is well regarded for his handling of intellectual property disputes. He acts on matters across various industries, including the technology, energy and telecommunications sectors.

Kevin Cadwell has a broad litigation practice, spanning commercial disputes and intellectual property cases. He frequently represents clients in state and federal courts, as well as before the ITC. *"He is an excellent lawyer and is wonderful to work with."* *"Kevin is a trusted adviser."*

Peter Chassman maintains a varied practice, including advising on intellectual property matters in relation to transactions, as well as patent litigation. *"A strategic thinker and excellent communicator."*

Li Chen remains a popular choice for clients requiring

representation in IP litigation. He also advises on transactions and licensing issues. *"An excellent lawyer and advocate."*

David Clonts is vastly experienced in a wide range of intellectual property matters, including licensing issues and patent litigation. He acts for clients from a variety of industries, such as the technology and telecommunications sectors.

John Cone frequently represents clients in state and federal litigation pertaining to trademark and copyright issues. He acts across a number of sectors including healthcare, software and sports.

Charles Everingham has a strong reputation in the market for his experience in patent litigation. His practice spans a range of industries, including the technology, medical device and automotive sectors.

Elisabeth Evert is held in high regard for her experience counseling clients on trademark and copyright matters.

Former federal judge **David Folsom** brings his years of experience in the courts to bear in his IP litigation practice. *"David is a fantastic mediator."* *"He really has seen it all."*

Richard Groos (see p.2948) continues to be a popular choice for high-profile multinational clients seeking counsel on copyright and trademark issues, as well as transactions relating to IP assets. *"Richard knows everything there is to know about trademark law."*

Jennifer Haltom Doan is a well-regarded litigator, regularly acting for large technology companies in patent infringement and validity claims. *"She is extremely talented and has very good trial skills."* *"Sharp and very good in the courtroom."*

Robert Hanson is commended by sources for his experience in patent prosecution. He acts for a variety of clients, including those from the biotechnology sector and a number of universities. *"He has good technical expertise and deep understanding of the law."* *"Robert is easy to work with and very accommodating."*

Pamela Huff advises clients on a variety of trademark matters. She demonstrates particular expertise on the IP aspects of transactions.

Sharon Israel (see p.2953) offers notable strength in patent litigation and regularly represents clients in trademark infringement cases. *"Sharon is a thoughtful and strategic IP attorney who has the skills and breadth of knowledge to achieve top-notch results in a variety of IP matters."*

Miranda Jones (see p.2954) is a fine choice of counsel for technology and life sciences sector clients facing complex patent infringement litigation. *"She is a great lawyer who is well versed in IP matters."* *"A really sharp attorney."*

Carey Jordan is noted for her practice in patent prosecution and portfolio management. She acts for a variety of clients, offering recent experience in matters concerning energy technologies and medical devices.

Kevin Kudlac regularly serves as counsel in intellectual property disputes, including trade secrets cases and patent litigation.

Todd Landis focuses his practice on IP litigation and has notable experience as a trial lawyer. He acts for clients from a broad range of sectors, including the gaming, entertainment and consumer electronics industries. *"Todd is incredibly insightful."*

Steven Malin offers notable strength in intellectual property disputes, including jury trials. He has experience in a diverse array of technologies, and is also

adept at handling trademark matters.

Dwayne Mason (see p.2960) maintains a wide-ranging practice, including the licensing and enforcement of patent and trademark portfolios, and appearing before the USPTO. *“Dwayne is a great lawyer with a great presence.”*

Robert McAughan is a well-respected litigator with extensive experience advising on patent disputes. He is particularly noted for his work in the Federal Circuit.

William Munck maintains a wide-ranging intellectual property practice, including patent infringement disputes and advising on the IP aspects of transactions. He has notable experience acting for clients in the pharmaceutical and technology sectors.

Brian Nash (see p.2965) maintains a burgeoning contentious patent practice, advising clients across

a range of sectors including technology, oil and gas, and retail. *“Brian is a savvy litigator who knows how to achieve good results quickly.” “An extremely strong writer and strategic thinker.”*

Mark Nelson (see p.2965) is an experienced patent litigator who primarily acts for clients in the technology sector. *“He is a very talented patent litigator.”*

David Parker is noted for his adept handling of a range of intellectual property matters. He represents clients in litigation, as well as advising on licensing issues.

Gale Peterson has a wealth of experience in intellectual property matters and now serves as an arbitrator and a mediator. *“He is an excellent technical adviser.” “Courts trust him – every judge with a complicated case will bring him in as an adviser.”*

William Raman is an experienced IP attorney who

focuses his practice on trademark and trade dress matters. *“He is an excellent lawyer.”*

Joshua Thane is increasingly recognized for his patent litigation practice, and primarily advises clients in the technology and online domains. *“He’s a dynamo of a lawyer and his work ethic is second to none.”*

Jeffrey Whittle (see p.2984) regularly represents clients in the pharmaceutical and energy industries in patent prosecution, trademark registration and portfolio management, among other matters. *“He is an amazing strategist.”*

Nash Zogaib (see p.2988) advises a range of clients, primarily in the technology sector, on patent prosecution and portfolio management issues. *“Nash is very knowledgeable and always available.” “He is very thorough while also being concise.”*

Labor & Employment

Labor & Employment
Leading Firms
Band 1
Littler Mendelson, PC *
Morgan, Lewis & Bockius LLP *
Ogletree, Deakins, Nash, Smoak & Stewart, PC
Band 2
Bracewell LLP *
Kemp Smith LLP
Norton Rose Fulbright *
Seyfarth Shaw LLP *
Vinson & Elkins LLP *
Band 3
Baker & Hostetler LLP *
Haynes and Boone, LLP *
Band 4
Fisher Phillips *
Jackson Walker LLP *
Jones Day *
Perkins Coie LLP *
Reed Smith LLP
Schmoyer Reinhard LLP *
Thompson & Knight LLP *
Band 5
Foley & Lardner LLP
Greenberg Traurig, LLP *
Kane Russell Coleman Logan PC *
Neel, Hooper & Baner, P.C.
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Littler Mendelson, PC

See profile on p.884

What the team is known for Prowess in handling the full spectrum of labor and employment matters across the state of Texas. Large and strong bench, well known for its representation of an impressive roster of clients in the insurance, pharmaceutical and technology sectors, among others. Offers strong capabilities in labor relations and also experienced with handling complex employment litigation, including discrimination and trade secret misappropriation claims.

Labor & Employment	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Pfeiffer Philip J Norton Rose Fulbright *
Fox Michael W Ogletree, Deakins, Nash, Smoak & Stewart, PC	Shank Mark Diamond McCarthy LLP (ORL) ◇
Headley Linda Littler Mendelson, PC *	Wickliff A Martin Cozen O'Connor (ORL) ◇ *
Jordan W. Carl Vinson & Elkins LLP *	
Leading Individuals	
Band 1	Band 4
Burns C B Kemp Smith LLP	Allen Margaret H Sidley Austin LLP (ORL) ◇ *
High Jr Charles C Kemp Smith LLP	Baker Becky L Bracewell LLP *
Jansonius John V Jackson Walker LLP	Banes Bryant Neel, Hooper & Baner, P.C.
Londa Jeffrey C Ogletree, Deakins, Nash, Smoak & Stewart	Bush Joanne R Jones Day *
Sheeder Robert E Morgan, Lewis & Bockius LLP	Campiti Anthony Thompson & Knight LLP
Band 2	Cowman Jordan Greenberg Traurig, LLP *
Carter Arthur Littler Mendelson, PC *	Deffebach Matthew T. Haynes and Boone, LLP *
Clark Shauna Norton Rose Fulbright *	Goodman Melissa Haynes and Boone, LLP *
Crow Carter Norton Rose Fulbright *	Hankins Richard B Perkins Coie LLP *
Duffy Dennis P Kane Russell Coleman Logan PC	Harper III A John Littler Mendelson, PC *
Haley Amy Karff Bracewell LLP *	Johnson Ethel J Morgan, Lewis & Bockius LLP
Painter Ann Marie Perkins Coie LLP *	Jorgensen Brian M Jones Day *
Valderrama Teresa S Fisher Phillips	Katz Marc DLA Piper LLP (US) (ORL) ◇ *
Williamson Holly H Hunton Andrews Kurth LLP (ORL) ◇ *	McFall Bryant S Ogletree, Deakins, Nash, Smoak & Stewart
Band 3	McQueen Michael D. Kemp Smith LLP
Aldis Jay Gray Reed & McGraw LLP (ORL) ◇	Meyer Theodore D Blank Rome LLP (ORL) ◇
Bacon Christopher V Vinson & Elkins LLP *	Mitchell Michael D Ogletree, Deakins, Nash, Smoak
Becker Sean Vinson & Elkins LLP *	Nelson Karl Gibson, Dunn & Crutcher LLP (ORL) ◇ *
Chapman Jr Ron Ogletree, Deakins, Nash, Smoak & Stewart	Nelson Scott M. Hunton Andrews Kurth LLP (ORL) ◇ *
Griffith Vanessa Vinson & Elkins LLP *	O'Donnell Laura E Haynes and Boone, LLP *
McDonald Scott Littler Mendelson, PC *	Reinhard Christine Schmoyer Reinhard LLP *
McLaughlin Scott R Eversheds Sutherland (US) (ORL) ◇ *	Roppolo Stephen Fisher Phillips
Moll Stefanie Morgan, Lewis & Bockius LLP	Rose J. Michael Locke Lord LLP (ORL) ◇ *
Patterson Nancy L Morgan, Lewis & Bockius LLP	Schmoyer Shannon B. Schmoyer Reinhard LLP *
Schaner Dean J Schaner Law Firm PLLC (ORL) ◇	Watson Timothy M Seyfarth Shaw LLP *
Steely Rachel Foley & Lardner LLP	Williams Jr Lon R Polsinelli PC (ORL) ◇
Temple Mark Baker & Hostetler LLP *	Up-and-coming individuals
Watkins Giarratani Shafeeqa Ogletree, Deakins, Nash	Correll Michael Reed Smith LLP
Weiner Stanley Jones Day	Hedrick Lindsay Jones Day *
Wilson Thomas H Vinson & Elkins LLP *	Kulpa Lauren Perkins Coie LLP *
	Mason Jessica Foley & Lardner LLP
	Tabesh Ehsan Fisher Phillips

Strengths Clients say: *“Their strength is their expertise and efficiency. With new laws coming out, especially around COVID-19, they can turn it around and make it simple.”*

Sources appreciate that the team *“returns phone calls immediately and gives good, clear and practical advice on legal matters.”*

Interviewees state: *“They are extremely knowledgeable about the subject matter, very responsive and can*

Labor & Employment: Mainly Plaintiffs	
Leading Individuals	
Band 1	
Ahmad Joseph	Ahmad, Zavitsanos, Anaipakos, Alavi (ORL) ◇ *
Burch Rex	Bruckner Burch PLLC (ORL) ◇
Gibson Amy	Gibson Wiley PLLC (ORL) ◇
Gillespie Hal	Gillespie Sanford LLP (ORL) ◇
Oberti Mark J	Oberti Sullivan LLP (ORL) ◇
Sullivan Ed	Oberti Sullivan LLP (ORL) ◇
Wenke John	John A. Wenke Attorney At Law (ORL) ◇
Band 2	
Clifford Dennis	The Clifford Law Firm, PLLC (ORL) ◇
Rosenberg Gregg	Rosenberg Sprobach (ORL) ◇
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

put together a team at short notice. They do a great job for us."

Work highlights Represented Flowserve in collective bargaining negotiations with the International Association of Machinists and Aerospace Workers Local Lodge No. 10.

Notable practitioners

Linda Headley (see p.2950) is a seasoned practitioner with strengths in unfair competition disputes and enforcement proceedings. "She is very very practical, very reasonable and very smart – the consummate professional." **Arthur Carter** (see p.2935) concentrates his practice on labor matters, including representing clients before the NLRB and assisting with labor issues involved in corporate transactions. "His breadth of experience and knowledge, and ability to use that to great effect in providing spot-on, timely and efficient advice is unparalleled in my experience." "He is very smart and very straightforward in the way that he communicates." **Scott McDonald** (see p.2961) is well known for his expertise in noncompetition and trade secret misappropriation. He frequently assists national employers with drafting protective covenant agreements. "He is very knowledgeable about the law, has great technical skills and is a good tactician." "An outstanding lawyer and the top lawyer in Texas for restrictive covenants and trade secrets. He has a really solid legal mind and is a true gentleman." **John Harper** (see p.2949) advises employers on all aspects of union-management relations, including proceedings before the NLRB. "John is a subject matter expert and also provides value because of the relationships he has with key players. He is laid back and easy to work with, which makes him able to communicate effectively with all types of HR and business leaders." "He is responsive, practical and client-focused. He has some of the best business acumen of any lawyer I know."

Morgan, Lewis & Bockius LLP

See profile on p.2756

What the team is known for Formidable presence in the labor and employment market in Texas, and particularly known for its capacity to handle complex cases. Expertise includes noncompetition and unfair competition issues, wage and hour lawsuits and FMLA law. Also frequently sought out for its handling of discrimination claims. Enviably client roster ranging from Fortune 500 businesses to local companies, frequently acting on behalf of employers in the financial services, transportation and oil and gas markets.

Strengths Clients note: "It is a really great team. The lawyers work well together and are very efficient and thorough."

Sources state: "They are very responsive and leverage their experiences and knowledge from other clients."

Work highlights Represented JPMorgan Chase in an FLSA and state law action in which the plaintiff sought to represent a collective class of approximately 45,000 call center employees who were allegedly not paid for overtime work.

Notable practitioners

Robert Sheeder assists clients with a myriad of labor and employment issues, including EEOC and NLRB proceedings. "He is deeply knowledgeable in his area and a primary go-to source for labor expertise and with respect to ongoing internal investigations." "He is very knowledgeable about the law and an excellent trial attorney." **Stefanie Moll** is especially active in wage and hour litigation, and also assists clients with discrimination claims. "She is very pragmatic and extremely well versed in the nuances of employment law." "She is very responsive, has a breadth of experience and is able to respond with solutions." **Nancy Patterson** is held in high regard for her litigation capability. Her wide-ranging experience encompasses noncompetition, wage and hour, discrimination and harassment claims. "She is an exceptional litigator." "She is a phenomenal trial lawyer." **Ethel Johnson** is an accomplished litigator who frequently defends clients against discrimination and retaliation claims. "She handles sophisticated cases, knows the law well and is well respected among the judiciary."

Ogletree, Deakins, Nash, Smoak & Stewart, PC

What the team is known for A national labor and employment boutique offering expert knowledge across the full spectrum of employee-related issues, including workplace safety and employee benefits. Handles high-publicity cases for an impressive roster of clients, which includes local authorities and large corporations. Possesses specialist expertise handling discrimination, noncompetition, harassment and retaliation disputes, as well as the full range of labor issues. Also noted for its strength in wage and hour litigation.

Strengths Sources report: "They do a good job of finding the right person at the firm to answer the right question, and are responsive and in-depth in their coverage of the topic."

A client comments: "Ogletree is extremely reliable and has the ability to represent us extremely well in almost every jurisdiction in which we operate. There are always team members in each jurisdiction who have the expertise we need, regardless of the employment law issue."

Work highlights Represented the City of San Antonio in collective bargaining negotiations with the San Antonio Professional Firefighters Association, which included negotiating the restructuring of healthcare benefits and led to an arbitration.

Notable practitioners

Michael Fox is a seasoned practitioner with a strong track record of litigating labor and employment matters. "He is a terrific lawyer who is not afraid to go into the courtroom." "He is a big-picture thinker." **Jeffrey Londa** offers noted prowess in traditional labor issues, frequently representing clients in collective bargaining negotiations. His practice also covers wage and hour litigation. "He is one of the best lawyers in Texas. He is very personable, very knowledgeable and one of the smartest lawyers around." "He is well recognized as a phenomenal lawyer." "He is very accomplished and very experienced." **Ron Chapman**

assists clients with highly sensitive employment issues, and offers noted expertise in arbitration. "He is responsive and clear and concise in his advice and guidance." "He is very knowledgeable and very smart." **Shafeeqa Watkins Giarratani** represents employers in high-stakes disputes, both at first instance and appeal. Her recent experience includes retaliation and discrimination lawsuits. "She is really smart, very detail-oriented and has a very effective communication style. She is the complete package." **Bryant McFall** handles complex labor and employment matters such as discrimination disputes and ADA and FMLA accommodations. "He is a very smart guy." **Michael Mitchell** is noted for his deft handling of employment litigation and enforcement proceedings. His experience includes complex discrimination claims. "He is a very competent and skilled litigator."

Band 2

Bracewell LLP

See profile on p.2995

What the team is known for Employment group noted for its class action, whistle-blower and OSHA expertise. Houses attorneys experienced in handling union-management relations and litigating age and race discrimination cases. ERISA litigation is a growing focus for the team. Represents clients ranging from those in the hospitality industry to those in education.

Strengths A client reports: "The Bracewell team is extremely responsive and extremely business-minded. Bracewell is a firm that I call for no-nonsense, cut-to-the-chase advice when the clock is ticking."

Interviewees say: "They are very attentive and responsive, and you can see deep experience in the way that they approach issues. The team is good at achieving solutions."

Sources state: "They do their job in a way that is beneficial to clients without creating unnecessary conflicts with opposing counsel."

Work highlights Acted on behalf of Enterprise Rent-A-Car in the defense of an EEOC charge of alleged age discrimination.

Notable practitioners

Amy Halevy (see p.2948) is knowledgeable about the full range of issues facing employers, including internal investigations, EEOC proceedings and employment litigation. She also assists clients with drafting employment policies. "She has deep experience and problem-solving abilities." "She is very thorough, very client-focused, very responsive, and knows the law." **Becky Baker** (see p.2930) frequently handles the labor and employment aspects of corporate transactions, as well as representing employers in litigation and enforcement proceedings. "She is highly responsive and practical. She explains what the regulations mean practically for our business and assists with the implementation of her guidance. One of her greatest strengths is the ability to speak with legal precision when interacting with lawyers and also speak in laymen's terms when addressing non-legal colleagues, focusing on the business decisions to be made." "She is practical, highly intelligent and creative."

Kemp Smith LLP

What the team is known for El Paso and Austin-based teams offering particular strength in the western part of the state. Noted for its broad labor

and employment capabilities, offering strengths in union negotiations and compliance counseling as well as wrongful termination, discrimination and wage and hour litigation.

Notable practitioners

C B Burns commands widespread respect for her handling of complex labor employment matters, both contentious and noncontentious. She assists clients with preparing employment policies and also handles discrimination and wrongful termination disputes. *"She is very knowledgeable and very good in court."* *"She is a good lawyer who is well versed in a variety of employment law issues and is able to identify the trends in employment litigation."* **Charles High** is particularly renowned for his expertise in traditional labor law. *"He is phenomenal and sharp as a tack."* **Michael McQueen's** experience includes discrimination and retaliation claims. *"He is a very effective trial lawyer."* *"His technical skills are phenomenal."*

Norton Rose Fulbright

See profile on p.585

What the team is known for Respected nationwide practice with a strong presence in the energy and natural resources industry in Texas for labor and employment issues. Praised for its multifaceted approach to a wide range of employment cases, from OSHA to discrimination. Offers particular expertise in defending wage and hour class and collective actions.

Strengths Clients say: *"They consistently give well thought-out advice that is well researched and are willing to think creatively."* Sources appreciate that the team is *"very timely and practical."*

Interviewees state that the firm is *"very efficient, knowledgeable and a go-to law firm in the Texas area."*

Work highlights Represented Mattress Firm in a nationwide collective action involving alleged violations of the Fair Labor Standards Act. At issue was the enforceability of an arbitration agreement for employment disputes.

Notable practitioners

Philip Pfeiffer (see p.2969) has a wealth of experience in traditional labor matters, including union-organizing campaigns and NLRB proceedings. He represents clients in the energy, life sciences and financial services industries, among others. *"Very accomplished."* **Shauna Clark** (see p.2936) undertakes business-critical disputes on behalf of employers, including discrimination, retaliation and wage and hour claims. *"She is incredibly sharp and really sees the big picture."* *"She is a brilliant lawyer and wonderful person. I can't say enough nice things about her. A key strength is her ability to assess the claims and develop a strategy."* **Carter Crow** (see p.2938) focuses his practice on contentious labor and employment issues, offering particular strength in wage and hour disputes. *"He is experienced and very calm."*

Seyfarth Shaw LLP

See profile on p.1607

What the team is known for National firm with a strong presence in Texas, noted for its representation of clients in the full range of employment and labor law matters. Sector-specific experience pertaining to the oil, gas and healthcare industries, among others. Particularly active in representing employers in class and collective actions concerning overtime and other wage and hour issues. Also noted for its handling of

discrimination and retaliation lawsuits.

Work highlights Advised Marathon Oil Company in a lawsuit involving alleged violations of wage and hour laws as well as race and national origin discrimination.

Notable practitioners

Timothy Watson (see p.2983) frequently undertakes complex wage and hour class and collective actions. His clients include high-profile banks and retailers. *"He is very good and very experienced."*

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Strong employment practice providing advice and counsel across a range of matters including internal investigations and complex class and collective actions. Draws on the firm's strong client base in the energy and natural resources industry, offering particular experience in MSHA and OSHA compliance and investigations. Also noted for its handling of the employment law implications of corporate transactions.

Strengths A client says: *"I am impressed by V&E's lawyers. They are knowledgeable, personable, responsive and excellent to work with because they truly partner with you on matters."*

Work highlights Advised Blackstone Infrastructure Partners on the labor and employment aspects of its \$3.3 billion acquisition of a controlling interest in Tallgrass Energy.

Notable practitioners

Carl Jordan (see p.2955) has a wealth of experience representing employers in high-stakes disputes and internal investigations. *"He is extraordinarily bright and a good boardroom lawyer."* **Christopher Bacon's** (see p.2930) wide-ranging labor and employment experience includes OSHA investigations and discrimination and whistle-blower disputes. *"He is perfectly bilingual and has tried cases in Latin America in Spanish."* *"He is very knowledgeable and easy to work with."* **Sean Becker** (see p.2931) frequently assists clients with noncompetition issues, particularly in the context of corporate transactions. *"He is responsive and available when we have an unforeseen problem. His drafting is first-class and his advice and counsel are mature and experienced."* *"He is very experienced and we feel confident working with him on matters."* **Vanessa Griffith** (see p.2948) is a respected labor and employment litigator with particular strength in wage and hour disputes. *"She is an excellent lawyer who knows the law inside and out, is a very good communicator, very well prepared and collegial."* *"Very smart, very competent and very good in negotiations."* **Thomas Wilson** (see p.2985) is noted for his experience with OSHA disputes. He also counsels employers on all aspects of managing a global workforce, which includes negotiating executive employment and exit agreements. *"His key strengths are the quickness of his response times and his full knowledge of labor and employment issues."*

Band 3

Baker & Hostetler LLP

See profile on p.2606

What the team is known for Nationwide practice with a solid offering in the Texas market and a strong portfolio of labor and employment work, particularly in the oil and gas arena. Areas of expertise include discrimination, OSHA, noncompetition and wrongful

termination. Advises clients on the drafting of workplace policies and practices.

Strengths A client reports: *"They are all always on top of each of the cases and are also very good at getting your questions answered quickly and completely so that important decisions can be made."*

Sources say that the team's *"efficiency and breadth of knowledge is impressive."*

Work highlights Represented Plains All American Pipeline in a collective action involving allegations of unpaid overtime in violation of the Fair Labor Standards Act.

Notable practitioners

Mark Temple (see p.2980) has a wealth of experience handling wage and hour class and collective actions, and also assists clients with noncompetition and discrimination disputes. *"He knows plaintiffs' counsel and understands how they approach a case, which is very important from a strategic standpoint of how to effectively resolve the case."* *"Mark stands out on all fronts. He is hard-working and realistic."*

Haynes and Boone, LLP

See profile on p.580

What the team is known for Comprehensive employment offering with national expertise in the field. Known for its work in OSHA and employment litigation and advice. Handles employment questions relating to corporate transactions, as well as acting in unfair competition and trade secret cases. Also offers strengths in handling wage and hour collective actions and discrimination claims. Represents clients in the healthcare and retail industries, among others.

Strengths A source says: *"They are very good at providing options in a situation where at first you think that you have no options, and are able to provide good, steady advice."*

Interviewees appreciate that the team is *"exceptionally timely, responsive, and the advice is always practical."*

One client comments: *"The team as a whole is hard-working, smart and thorough. They are true partners with the client, with strengths in project management, understanding the law, providing advice and counsel, legal strategy and execution."*

Work highlights Advised CBS in connection with a high-profile age discrimination charge before the EEOC involving a former traffic reporter.

Notable practitioners

Matthew Deffebach (see p.2940) is especially well versed in workplace safety issues, frequently assisting clients with OSHA inquiries and citations. He represents national retailers, among others. *"He is a fantastic lawyer. He is very knowledgeable about the law and provides practical advice."* **Melissa Goodman** (see p.2946) is frequently sought out to handle sensitive labor and employment litigation and internal investigations. *"She has a good breadth of experience advising on a range of matters and is very good at finding solutions to sticky problems."* *"Melissa's legal representation is exceptional. She develops and executes legal strategies to help achieve positive results. Her project management and communication skills are outstanding. She provides high-quality negotiations and superb writing."* **Laura O'Donnell** (see p.2966) is particularly adept at handling wage and hour class and collective actions, and also assists clients with internal investigations. *"She is a go-to employment litigator who does outstanding work on high-profile litigation. She is incredibly smart, very pragmatic and*

her level of responsiveness is off the charts.” “She is an experienced employment litigator.”

Band 4

Fisher Phillips

See profile on p.578

What the team is known for Provides clients with employment law counseling, compliance advice and preventive programs regarding contracts, sexual harassment and hazards in the workplace. Strong litigation experience in complex cases arising under the FLSA, ADA, Title VII and OSHA, among many more. Also noted for its strengths in noncompetition and trade secret disputes.

Strengths Clients report: “The team is highly experienced. Their greatest strength, besides legal knowledge, is their judgment. They know when to push and when to hold back.”

Interviewees say: “They understand business operations and are strategic in the advice that they give, and they don’t over-engineer matters.”

A source says: “A strength is their problem-solving ability. They react very well to curve balls.”

Work highlights Acted on behalf of Boxer Property Management in a wage and hour collective action involving overtime allegedly owed to exempt leasing agents.

Notable practitioners

Teresa Valderrama handles the full gamut of labor and employment disputes on behalf of employers, including wage and hour, discrimination and wrongful termination claims. “Teresa is a brilliant and thoughtful lawyer. She is an all-around skilled advocate and a trusted adviser. I have no qualms about putting the most challenging employment cases in her hands. She spots issues that other lawyers miss.” “She is extremely intelligent and very good at being able to quickly grasp the situation. She’s very knowledgeable in her field and extremely helpful.” “I always find her to be extremely intelligent. Her technical skills are phenomenal.” **Stephen Roppolo** handles high-stakes employment litigation, including discrimination and noncompetition claims. “He is a strong advocate, whose strengths include that he is solution-oriented and paints a full picture for the client, allowing them to make informed decisions.” “He is incredibly responsive, knowledgeable and has excellent judgment.” **Ehsan Tabesh** is experienced with handling discrimination, trade secret and whistleblower disputes as part of his comprehensive litigation practice. “He has an exceptional intellect and the ability to evaluate complex information and explain it in a clear and concise manner.” “Ehsan is wonderful to deal with. He keeps clients informed of case developments and makes recommendations regarding how to proceed.” “He is knowledgeable, incredibly thoughtful in his analysis of the law and facts, and an excellent writer.”

Jackson Walker LLP

See profile on p.3008

What the team is known for Respected provision of a broad range of labor and employment advice, with a large team handling matters such as labor relations and the employment implications of M&A. Also noted for its strength in employment litigation. Acts on behalf of prominent names in a number of sectors, including financial institutions and hospitality companies.

Strengths Interviewees state: “They are very bal-

anced in their approach, confident and strategic. They give good advice on when to litigate, how far to litigate and when to stop.”

Sources report that the team is “very practical and able to assess each case individually, bearing in mind the best interests of the company and gaining an amicable resolution.”

A client says: “They are great listeners, give great advice, tell us the risks of what we want to do and are very much on top of their game and up to date with knowledge.”

Work highlights Represented Heritage Constructors in a breach of contract claim brought by the founder and former CEO following the termination of his employment.

Notable practitioners

John Jansonius provides expert representation to employers in labor relations matters as well as high-stakes employment litigation. “He has a really good grasp of the substantive employment law and can boil down complicated issues very quickly. He is someone you just have confidence in – he’s seen everything before and knows how to handle it.” “He is a very strategic thinker.”

Jones Day

See profile on p.583

What the team is known for Full-service firm with a wealth of expertise in labor and employment law. Advises employers on the full range of contentious matters, including wage and hour, wrongful termination and discrimination claims. Highly proficient in labor matters, including union-organizing campaigns and labor arbitrations. Represents clients in the telecommunications, energy and healthcare industries, among others.

Strengths A source says: “They are collaborative and always put the needs of the client first. You will always get the best lawyer in the labor and employment department for your particular challenge.”

Another client avers: “I love the breadth that they can bring across different jurisdictions and practice areas. I love the fact they are corporate-oriented and have a good perspective about similar situations.”

Notable practitioners

Stanley Weiner has a wealth of experience handling labor and employment litigation, including discrimination, wrongful termination and wage and hour claims. “He is extremely knowledgeable about union law and has years of experience.” “He is excellent in NLRB work.” “Highly accessible, very thorough and pragmatic.” **Joanne Bush** (see p.2935) is known for her strength in labor relations and also assists clients with an array of contentious employment matters, including wage and hour, wrongful termination and unfair labor practice claims. “She is an excellent lawyer, who is incredibly intelligent and able to find solutions to the hardest challenges.” “She knows the industry very well and is really helpful because she understands what we are trying to negotiate.”

Brian Jorgensen (see p.2955) frequently acts for employers in high-stakes wage and hour and discrimination claims. “He is really tactical and handles very sensitive matters efficiently.” “Brian Jorgensen stands out for his excellent work and easy-going personality.” **Lindsay Hedrick** (see p.2951) undertakes complex discrimination and wrongful termination disputes on behalf of employers as part of her wide-ranging labor and employment practice. “She is energetic, knowledgeable and very engaged.”

Perkins Coie LLP

See profile on p.3165

What the team is known for Well versed in a variety of labor and employment matters, including trade secret theft, wage and hour, and sexual harassment claims. Notable strength handling discrimination charges, and counseling employers on internal diversity and inclusion programs. Regularly represents clients in the technology, manufacturing and finance industries, among others.

Strengths Clients say: “The advice provided is on point, practical and recognizes the business’s needs.” Interviewees report: “They are diligent and have a deep bench in the traditional labor space.” One commentator regards the team as “excellent in scoping out the client’s needs and has a mastery in accounting for the intangibles.”

Sources state: “They take a lot of time to educate their clients about updates in the law through papers and seminars, so that clients can stay up to date on the latest recommendations.”

Notable practitioners

Ann Painter (see p.2967) chairs the firm’s labor and employment practice. She acts on behalf of employers in a wide range of disputes and is also sought out to conduct internal investigations. “She is always responsive and gives very clear, practical advice that takes the needs of the business into account.” “She is detail-oriented, very good on the law and research, and effective.” “She is an excellent labor and employment lawyer. She provides very good guidance, balanced and pragmatic.” **Richard Hankins** (see p.2949) counsels management on the full gamut of labor relations issues. He assists clients with union organizing and strike avoidance and also advises on labor concerns arising out of corporate transactions. “Richard is amazing for union-organizing campaigns. His depth of experience and ability to connect with employees on the floor makes him a unique asset when fighting domestic attempts to organize.” “He is a great business partner who has a wealth of experience.” **Lauren Kulpa** (see p.2957) is developing an impressive profile in the labor and employment area. Her expertise includes advising employers on unfair labor practice, discrimination and harassment claims. “Lauren always responds quickly with great advice. She knows the current state of the law, explains it concisely and clearly through her oral and written work and always gives clear recommendations.”

Reed Smith LLP

What the team is known for Respected Houston and Dallas-based offering complemented by the firm’s impressive nationwide capabilities. Counsels employers across a range of industries, with a particular focus on healthcare and energy. Provides noted prowess in labor and employment litigation, including noncompetition, wage and hour and wrongful termination disputes.

Strengths Clients say: “The team’s strengths include knowledge of the case law and how the government agencies will view an issue, and ability to find creative solutions for the business. I can trust that their advice and recommendations are based on expert-level knowledge.”

Interviewees note that “the Reed Smith team is highly responsive, can handle several types of legal matters, is timely with deliverables and provides practical, commercial legal advice.”

Sources state: “My view of the team is very positive and it is my belief that there is not any issue they can’t

handle. Their strengths as a team are responsiveness, knowledge and persistence.”

Notable practitioners

Michael Correll is a go-to lawyer for high-stakes employment litigation, including discrimination, wage and hour and wrongful termination disputes. “He is able to clearly communicate key points which are difficult to understand or interpret and keeps us up-to-date as information changes.” “He is great to work with. He is very responsive and provides excellent client service.”

Schmoyer Reinhard LLP

See profile on p.3020

What the team is known for San Antonio-based boutique with broad expertise in labor and employment matters. Assists employers with high-stakes Title VII, ADA and FMLA disputes, in addition to counseling clients on all aspects of managing a workforce. Acts for household-name clients in a wide array of sectors, including energy, transportation and telecommunications.

Strengths Clients say that the team is “extremely responsive and offers very practical advice.” Interviewees regard it as “a very strong team.”

Notable practitioners

Christine Reinhard (see p.2972) has a wealth of knowledge in employment law. She frequently handles discrimination claims on behalf of employers. “She is wonderful and can reduce complex things with clarity and simplicity. She seems fearless when it comes to taking on claims with risk involved.” “She is very responsive and offers very practical advice.”

Shannon Schmoyer (see p.2975) assists clients with contentious employment disputes, including age, race and sex discrimination cases. “She understands our business, represents us zealously and appropriately evaluates risk.” “She is very good and thoughtful in identifying trends in litigation and compliance.”

Thompson & Knight LLP

See profile on p.3026

What the team is known for A respected firm for handling employment discrimination, contract and wage and hour cases, alongside other employment law issues. Possesses a strong practice in the representation of employers in investigations and enforcement activities by government agencies such as the EEOC. Advises a diverse roster of clients, including companies in the energy, telecommunications and transportation industries.

Strengths A client says: “The team works really well together and is generally fun to problem solve with. They understand our business and provide support and insight into future problems in a practical way.”

A source states: “They respond promptly, are very thorough and we feel confident in their answers.”

Interviewees report: “They have a deep understanding of not only state issues but also federal matters.”

Notable practitioners

Anthony Campiti assists employers with the full range of advisory and contentious concerns. “He is very good in a transactional context and able to efficiently identify the issues.” “He is thorough and knowledgeable in his field.”

Band 5

Foley & Lardner LLP

What the team is known for Skilled lawyers with broad labor and employment expertise, encompassing discrimination and harassment claims, trade secret disputes and wage and hour litigation. Additional experience handling labor relations issues and the labor and employment aspects of corporate transactions, as well as OSHA claims and compliance. Clients include companies in the energy, hospitality and retail sectors.

Strengths “The team is great to work with,” says one source, adding: “Its strengths include the ability to clearly see a situation, outline the legal implications, and most importantly, assist me in making business decisions to minimize risk.”

Another client says: “This is a group that really knows how to leverage the strengths of the team members and can organize resources to meet your needs, delivering excellent results across the board. The service is exceptional.”

Interviewees commend the firm’s “good communication, problem solving and planning skills.”

Work highlights Defended RTG Furniture of Texas in a federal lawsuit involving ten claims of discrimination and retaliation against a number of persons.

Notable practitioners

Rachel Steely offers prowess in contentious labor and employment matters, including unfair competition, wage and hour and discrimination disputes.

“She is very efficient and properly identifies the issues.” “Rachel Steely is a great lawyer.”

Jessica Mason acts on behalf of employers in complex disputes including discrimination, harassment and non-competition claims. “Jessica is an outstanding lawyer. She is responsive, practical and has an excellent ability to ensure that we understand the issues and the risks as we are making decisions.” “She provides very practical advice and is very approachable.”

Greenberg Traurig, LLP

See profile on p.1312

What the team is known for Experienced with counseling multinational companies on international labor and employment issues. Also offers expertise in domestic employment litigation including trade secrets, discrimination and wage and hour claims. Also regularly represents employers before regulatory agencies including the EEOC and DOL. Represents a prominent international client base consisting of companies in the retail, hospitality and manufacturing industries, among others.

Strengths Interviewees state: “The team works well together. They are very collaborative with each other and clients, and give perspective on how to resolve problems and offer up solutions.”

A client says: “They are super responsive, understand our business and help us resolve prickly employee matters.”

Another source reports: “These guys are the big leagues. The firm hires good people with keen intellects.”

Work highlights Represented Sulzer GTC Technology in claims against a former employee and his new company for breach of contract and fiduciary duty, tortious interference with contract and trade secret misappropriation.

Notable practitioners

Jordan Cowman (see p.2938) is well regarded for his knowledge of international employment issues.

“He is super responsive, available and understands our business very well.” “He is a joy to work with and gives wise and prudent recommendations that are always very sound.”

Kane Russell Coleman Logan PC

See profile on p.3010

What the team is known for Houston and Dallas-based firm with strong expertise in employment compliance and litigation. Experienced with handling breach of contract, wage and hour and discrimination claims. Clients include companies in the engineering, energy and manufacturing industries.

Strengths Interviewees report that the team is “direct, responsive and focused on the best business decisions.”

Sources say: “The legal advice is very good. The team is always available, very quick to respond, and comes up with innovative solutions.”

Work highlights Represented Fluor in a nationwide FLSA collective action, which initially involved a class of over 20,000 employees and potential liability exposure valued at over \$6 million.

Notable practitioners

Dennis Duffy is experienced in a broad range of employment disputes, including discrimination and retaliation claims, and also frequently assists clients with internal investigations. “His knowledge is encyclopedic and he is a phenomenal trial attorney.” “He is very accessible and very quick to respond.”

Neel, Hooper & Banes, P.C.

What the team is known for A go-to firm for government contractors, with experience representing clients in regulatory audits, as well as providing compliance counseling in connection with the Service Contract and Davis Bacon Acts and other employment laws. Extensive experience handling wage and hour issues, as well as workplace safety matters such as representing clients before OSHA. Represents a wide array of clients, including transportation, waste management and construction companies.

Strengths Clients report: “I know that everything we contact them in regard to will be handled promptly and professionally. Their strengths are working as a team and their knowledge.”

“Overall the firm is strong, knowledgeable and responsive,” reports one source.

Notable practitioners

Bryant Banes is noted for his expertise in employment issues affecting government contractors. He also frequently handles wage and hour litigation. “He is a problem solver and able to find common ground between client and claimant.” “He is knowledgeable, zealous, diligent and very smart.”

Other Ranked Lawyers

Joseph Ahmad (see p.2927) is a respected litigator with a strong track record of representing executives. He is especially respected for his handling of noncompetition and trade secret disputes. “He is outstanding. He has a great demeanor, takes on sophisticated cases and is a very good trial lawyer. He knows the law and is very experienced.” “He is a fabulous lawyer who is not afraid to try a case.”

Jay Aldis handles a wide array of contentious mandates on behalf of employers, including discrimination, wage and hour, noncompetition and retaliation claims. “He is very personable, listens to clients and

relates well to individuals; he's the person that you can have a cup of coffee with and talk about issues." "He is very knowledgeable and experienced."

Margaret Allen (see p.2928) handles a variety of labor and employment matters, including wage and hour class and collective actions and disputes involving restrictive covenants. "She is extremely quick at responding and a very direct communicator. She is very clear about what her plan is, gives you her thoughts, explains other angles and evaluates the options." "She is both a tough negotiator and a calming influence on all parties."

Rex Burch is a renowned plaintiff-side attorney with noted strength in wage and hour disputes. "He is one of the best FLSA collective action lawyers in the country." "He knows his area very thoroughly and gets very favorable terms for clients."

Dennis Clifford is especially well known for his expertise in wage and hour litigation. "He has deep experience on the defense and plaintiffs' side and is well respected by both sides of the Bar."

Amy Gibson represents plaintiffs in a variety of labor and employment matters. "She is wicked smart and has her clients' interests at heart."

Hal Gillespie is respected for his representation of unions and individual plaintiffs in connection with employment disputes. "He is a quick thinker and pretty fearless, because he's willing to work a case and go to trial."

Marc Katz (see p.2955) acts on behalf of employers in a range of contentious matters, with particular strength in trade secret and breach of contract disputes. "He is smart, doesn't scare easy and takes cases to trial if he needs to - he's pretty fantastic." "He is supremely knowledgeable, responsive, practical and helpful."

Scott McLaughlin's (see p.2961) broad practice covers the full range of labor and employment litigation, including wage and hour disputes, trade secret misappropriation claims and labor arbitrations. "He is always looking for creative options and is com-

pletely dedicated to client service." "He is really good at building client relationships and has a lot of experience."

Theodore Meyer assists employers with the full range of contentious and noncontentious matters, including training and litigation avoidance. "He has a depth of experience and can be reached at a moment's notice. He is extremely client service-oriented and gives real-time, practical knowledge and advice. He is extremely protective and doesn't miss anything."

Karl Nelson (see p.2965) advises clients on class action lawsuits involving discrimination and wage and hour matters. "Karl is an accomplished trial lawyer with a very effective manner and approach to the handling of sophisticated litigation. His strengths include a portfolio of experience in class action defense, expertise in the field and a demonstrated record of success in the defense of significant cases in courts around the country." "He is a really capable, intelligent and analytical lawyer."

Scott Nelson (see p.2965) is sought out to represent employers in high-stakes litigation and sensitive internal investigations. He offers expertise in a broad array of issues, including wage and hour, discrimination, harassment and trade secret misappropriation. "He is a great lawyer and knowledgeable about the way wage and hour works." "He is the best partner in both the capital and small p sense an in-house counsel could have. He always makes me aware of issues and keeps me involved. He is incredibly knowledgeable and approachable."

Mark Oberti has experience representing employers and employees in complex disputes. "He a very smart lawyer who is able to realistically evaluate his case and serves the best interests of his clients." "He is a zealous advocate and a pleasure to work with."

Michael Rose (see p.2973) has expertise in contentious labor and employment matters including wage and hour, noncompetition disputes and WARN Act issues. "He is very knowledgeable and has a good communication style that provides confidence that he

understands the situation, while laying out our best options." "He is responsive and gives excellent guidance."

Gregg Rosenberg has notable experience representing employees in labor and employment disputes. "He is a good trial lawyer and negotiator, and analyses cases well." "He is careful and thorough."

Dean Schaner handles a wide range of employment disputes on behalf of both employers and employees. "He is very thorough and handles complex employment litigation."

Mark Shank wins praise for his wealth of knowledge of labor and employment law, and remains a highly sought out mediator and arbitrator. "He is very knowledgeable in the labor and employment area, gets right to the point and knows what the issues are."

Ed Sullivan is a respected litigator who acts on behalf of companies and employees in a wide range of labor and employment disputes, including discrimination and harassment claims. "He is academic and a great writer."

John Wenke is a widely respected plaintiff-side labor and employment lawyer. "He knows the law, is smart, gets things done and is unafraid of taking a client's case on."

Martin Wickliff (see p.2984) is a seasoned litigator with experience handling a wide array of employment issues. He continues to act as a mediator and arbitrator in labor and employment disputes.

Lon Williams provides comprehensive employment law counseling to an impressive roster of corporate clients, which includes advising on the FLSA, ADA and Title VII. "He is a thoughtful, clear-minded lawyer." "A very good lawyer."

Holly Williamson (see p.2985) is noted for her skillful handling of employment disputes, including discrimination, retaliation and trade secret matters. "She is a really good employment litigator and a very effective advocate."

TEXAS: An Introduction to Litigation: General Commercial

Contributed by Ahmad, Zavitsanos, Anapakos, Alavi & Mensing P.C.

An Alternative Approach to Escalating Litigation Costs in Commercial Cases

Litigation costs have ballooned over the last two decades. These escalating costs hurt both plaintiffs and defendants. For plaintiffs, costs eat into your true recovery and can make litigation economically pointless. For defendants, high costs artificially drive up settlement numbers because plaintiffs can negotiate higher nuisance value settlements when defendants are faced with million-dollar litigation costs to fight even meritless lawsuits.

In our view, litigation costs have risen because modern litigation treats discovery as the endgame and trial as a hypothetical event in the far-off future. We propose a different approach and have had success with it in Texas courts and beyond. It may strike you as counter-intuitive, but it works.

Engage in settlement discussions early. The typical pattern of conducting hundreds of thousands of dollars of discovery and then delaying trial and other deadlines in order to mediate drives up costs exponentially. Outside counsel should explore possible settlement at the very beginning of the case before serious dollars have been spent. A competent trial lawyer can gather the relevant documents and email communications from their client, research the law, and assess their chances of success from the outset. In our modern world of email, text messages, and electronic documents, the key evidence in almost every case is already in the client's hands. Further, in most commercial disputes, companies have exchanged letters and information with one another before outside counsel gets involved. Based on those exchanges, you can assess yours and your opponent's positions with about 75% accuracy. In a minority of cases, it may be worth the significant cost of discovery to gain greater confidence in your assessment, but for most cases, this level of accuracy will do and is where you would end up even after discovery anyway. If early settlement efforts are successful, you saved money and solved your problem. If not, you did not create months or a year of additional delay after engaging in expensive discovery. On this point, outside counsel and business decision-makers should make an effort to handle early settlement negotiations themselves, rather than always defaulting to paying for mediation.

Minimize depositions. Depositions are overused. In most commercial cases, you only need to depose a handful of witnesses. There is no need to depose every fact witness identified in an initial disclosure, which we see parties regularly wanting to do. Depositions reveal your case strategy, show your opponent your favorite documents, and preview your cross-examination style. Because depositions come at a strategic and financial cost, be selective about them and make sure you have a specific reason you are taking each one. Come up with an aggressive cap on the total number of hours for depositions to propose to the court. Witnesses within subpoena range can be called at trial regardless of whether they have been deposed. So, focus on depositions of witnesses that are either outside of subpoena range or who may become unavailable by trial (i.e., they are ill, may leave the company, or move states). Rather than always relying on a corporate representative deposition, we stress the use of interrogatories to pin down an opponent's position. The benefit to that approach is that there is a continuing duty to supplement interrogatories. There isn't a

duty to supplement corporate representative testimony, which makes it easier for your opponent to change their story later.

Set and keep trial dates. There is a direct correlation between the length of time a case has been pending and its costs. Nothing drives up costs like delay. A continuance results in one side seeking to re-open discovery, change their theories, add claims, add experts, or otherwise fix weaknesses in their case, all of which requires the opponent to then respond. This process starts the entire discovery machine over again. On top of this, continuances granted within thirty days of trial mean parties must pay for multiple rounds of trial preparation. To avoid this cycle, counsel should have a docket control order or agreed scheduling order in place from the start of the litigation that sets a realistic trial date based on the needs of the case. We've found that Texas state courts will follow the parties' lead here. This trial date should be treated as set in stone, not a constantly moving target. Counsel should reach trial-related deadlines on time. This ensures that you will not have to agree to continuances as a matter of course because your side is just as unprepared for trial as your opponent. To keep outside counsel on target, your fee agreement can provide for a 30% reduction in hourly rates after any agreed continuance other than in truly exceptional situations. The one variable you cannot control here is the court's schedule. But we've found that Texas courts can tell which lawyers are serious about getting to trial on time and are less likely to prioritize cases where they can tell the lawyers will inevitably seek a continuance right before trial. Avoiding agreed continuances increases the chances the court will prioritize your case, keeps your costs down, and maintains pressure on your opponent, all of which may result in a better settlement. Whether it's via trial or settlement, you will resolve your legal problem more efficiently.

Separate settlement and trial representation. If you want to pursue settlement as trial approaches when leverage can be high, we recommend engaging separate settlement counsel to handle any settlement negotiations that occur 60 days out from trial. Your trial counsel should focus solely on trial preparation by that time. Settlement counsel's fee arrangement should be structured so that their billable rate goes down the longer it takes them to settle the case. Despite what you might think, this actually reduces, rather than increases, costs. Here's why: When settlement talks and trial preparation are on dual but separate tracks, settlement talks do not interfere with trial preparation and then end up causing a continuance (which, again, balloons your costs). Instead, trial counsel focuses on trial preparation and is ready to go on the set trial date, while the settlement counsel focuses on settlement. These dual tracks mean you have two alternatives to resolve your lawsuit by the trial date (trial or settlement) and increases the likelihood the case will be resolved faster. Splitting up settlement and trial representation also can position you for a better negotiated resolution because your opponent will recognize that your trial team will be prepared for trial no matter how much time settlement negotiations take up. Settlement and trial are two different but equally powerful tools in the litigation toolbox, and one should not be sacrificed for the other.

Clients want us to deliver results while managing costs, and we get it. High litigation costs hurt us too. How? We are a firm of trial lawyers. We do not just manage litigation; we try cases. This is core to who we

are as a firm. Trials are how we keep our skills sharp and train our young lawyers. And the biggest impediment to trials today is litigation costs. For this reason, we are just as invested as our clients in managing litigation costs so that trials remain an effective tool for the resolution of commercial disputes in Texas.

Litigation

Litigation White-Collar Crime & Government Investigations
Leading Firms
Band 1
Gerger Hennessy & McFarlane LLP
Haynes and Boone, LLP*
Locke Lord LLP*
Winston & Strawn LLP*
Band 2
Jones Day*
Smyser Kaplan & Veselka LLP
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Ahmad, Zavitsanos, Anaipakos, Alavi & Mensing P.C.

See profile on p.2989

What the team is known for Robust litigation specialists with a reputation as a feared opponent for established national firms. Especially strong experience in representing clients in the technology and energy arenas. Trial-oriented group of attorneys who are unafraid to take on the full range of high-value commercial disputes for both plaintiffs and defendants. Particularly active in intellectual property, employment and breach of contract cases.

Strengths One impressed client says: "AZA is a go-to firm for difficult litigation matters. If a matter is going to be complicated, difficult or requires a lot of strong, creative legal thought, it is one of the first firms that I will go to."

Sources state: "They are seasoned in the courtroom, very effective and get good results."

Interviewees say: "The firm has brilliant trial lawyers who try cases all the time."

Work highlights Successfully represented South-eastern Emergency Physicians in a six-day jury trial, securing a \$9.4 million verdict against Centene when the jury found that Centene and its commercial insurance subsidiaries tried to strip 120 emergency clinicians of most of their pay.

Notable practitioners

Todd Mensing (see p.2962) has vast experience assisting businesses with their most complex litigation needs, including intellectual property infringement and trade secret misappropriation cases. "He is a smart and good trial lawyer. Even when he beats you, you still like him." "He is experienced and not afraid to get in the courtroom." **John Zavitsanos** (see p.2987) wins particular praise for his trial capability. He handles high-stakes litigation on behalf of an enviable client base, which includes preeminent energy companies. "A fearless and great trial lawyer." "He is extremely thorough in his preparation and methodical in his trial methods."

Litigation White-Collar Crime & Government Investigations
Leading Individuals
Band 1
Coggins Paul Locke Lord LLP*
Gerger David Gerger Hennessy & McFarlane LLP
Gibson Michael Burselson, Pate, & Gibson (ORL) ◇
Hardin Rusty Rusty Hardin & Associates (ORL) ◇*
Melsheimer Tom Winston & Strawn LLP*
Band 2
Addleman Katherine Haynes and Boone, LLP*
Clarke Shaun G Smyser Kaplan & Veselka LLP
Cogdell Daniel Cogdell Law Firm (ORL) ◇
Finder Lawrence D Baker McKenzie (ORL) ◇
Lewis Jason DLA Piper LLP (US) (ORL) ◇*
Orwig Matthew Winston & Strawn LLP*
Roper Richard B Thompson & Knight LLP
Schaffer Kent A. Schaffer Carter & Associates (ORL) ◇
Uhl Michael Law Offices of Michael J. Uhl, P.C. (ORL) ◇
Vaden Jeffery Bracewell LLP*
Wirskye Sarah Wirskye Law Firm (ORL) ◇
Band 3
Androphy Joel Berg & Androphy (ORL) ◇
Ansley Jeff Bell Nunnally & Martin (ORL) ◇
Brauin Stacy Haynes and Boone, LLP*
Breaux Ronald W Haynes and Boone, LLP*
Cleveland Shawn Baker & Hostetter LLP (ORL) ◇*
Dewald Jay Norton Rose Fulbright
Isaak David Smyser Kaplan & Veselka LLP
Johnson Tim Locke Lord LLP*
Johnston Jeffrey S. Vinson & Elkins LLP*
Khalil Samy Khalil Law PLLC (ORL) ◇
Mateja Bill Sheppard, Mullin, Richter & Hampton LLP (ORL) ◇
Varnado Jason S Jones Day*
Wander John Vinson & Elkins LLP*
Webster Robert Bob Webster Law (ORL) ◇
Band 4
Freel Jennifer S Vinson & Elkins LLP*
Galloway Toby Winstead PC (ORL) ◇*
Hennessy Matt Gerger Hennessy & McFarlane LLP
Kinchen John Hughes Arrell Kinchen LLP (ORL) ◇
Korotash Stephen J Morgan, Lewis & Bockius LLP
Leibe Brandt King & Spalding LLP*
Magee Jessica Thompson & Knight LLP
McCarthy Brandon Katten (ORL) ◇*
Mendrygal Kiprian Locke Lord LLP*
Nugent Paul Nugent & Peterson (ORL) ◇
Peterson Heather Nugent & Peterson (ORL) ◇*
Poirot Marla Thompson The Poirot Law Firm (ORL) ◇
Up-and-coming individuals
Besen Gene Bradley Arant Boult Cummings LLP*
Dowdle Joy Paul Hastings LLP (ORL) ◇
Kaushik Samir Jones Day*
McFarlane Ashlee Gerger Hennessy & McFarlane LLP

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Ahmad, Zavitsanos, Anaipakos, Alavi & Mensing P.C.

See profile on p.2989

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Ajamie LLP

See profile on p.2990

What the team is known for A robust commercial

Litigation: Appellate
Leading Firms
Band 1
Alexander Dubose & Jefferson LLP*
Baker Botts LLP*
Haynes and Boone, LLP*
Band 2
Beck Redden LLP
Locke Lord LLP*
Vinson & Elkins LLP*
Band 3
Bracewell LLP*
Gibson, Dunn & Crutcher LLP*
Greenberg Traurig, LLP*
Wright Close & Barger, LLP
Yetter Coleman LLP

disputes practice offering expertise in a wide range of matters, including contract, securities and ERI-SA-related litigation. Aply assists clients from the financial services, telecommunications and construction sectors, among others.

Strengths Sources reveal: "They are very skilled litigators, who know the local judges and local practice." One client says: "Their process was clear, strategic, but very detailed so the company could made very relevant decisions quickly. The team is very professional and knowledgeable. What makes the team more potent is its ability to share information, align priorities, and reassess strategy on the spot. It is a very cohesive team of lawyers."

"They had both the skill set and intellect to handle this kind of litigation as well as the commitment to see it through," reports another interviewee.

Work highlights Successfully secured a \$79 million settlement of a class action lawsuit against Wells Fargo on behalf of former financial advisers who were forced to forfeit their deferred compensation when they left the company.

Notable practitioners

Thomas Ajamie's (see p.2927) impressive practice runs the full gamut of commercial disputes, from finance to employment. "He is an outstanding litigator and resource. He's a broad thinker in litigation and innovative in how he looks at cases." "Tom brings to the table years of experience as litigator and senior counsel. His vision anticipates many areas of risk as well as opportunities. He is very strategic and always focus on the possible scenarios."

Alexander Dubose & Jefferson LLP

See profile on p.2991

What the team is known for Leading appellate boutique boasting a deep bench of experienced counsel. Regularly called upon to represent clients in high-stakes matters in state and federal courts. Offers expertise in a diverse array of sectors, including energy, financial services, pharmaceutical and education. Attracts particular praise for its handling of cases in the Texas Supreme Court.

Litigation: Appellate
Leading Individuals
Star individuals
Cortell Nina <i>Haynes and Boone, LLP*</i>
Keltner David <i>Kelly Hart & Hallman LLP (ORL) ◇*</i>
Band 1
Alexander Douglas W <i>Alexander Dubose & Jefferson LLP*</i>
Gunn David M <i>Beck Redden LLP</i>
Harris Warren W <i>Bracewell LLP*</i>
Ho Allyson N <i>Gibson, Dunn & Crutcher LLP*</i>
Jefferson Wallace B <i>Alexander Dubose & Jefferson LLP*</i>
Phillips Thomas R <i>Baker Botts LLP*</i>
Simpson Reagan <i>Yetter Coleman LLP</i>
Yeates Marie <i>Vinson & Elkins LLP*</i>
Band 2
Brister Scott A <i>Hunton Andrews Kurth LLP (ORL) ◇*</i>
Dubose Kevin <i>Alexander Dubose & Jefferson LLP*</i>
Hatchell Mike A <i>Haynes and Boone, LLP*</i>
Hobbs Lisa <i>Kuhn Hobbs PLLC (ORL) ◇</i>
Jung P Michael <i>Clark Hill Strasburger (ORL) ◇*</i>
Leatherbury Thomas S <i>Vinson & Elkins LLP*</i>
Liberato Lynne <i>Haynes and Boone, LLP*</i>
O'Neill Harriet <i>Law Office of Harriet O'Neill (ORL) ◇</i>
Post Russell <i>Beck Redden LLP</i>
Reasoner Stokes Macey <i>Baker Botts LLP*</i>
Streett Aaron <i>Baker Botts LLP*</i>
Townsend Roger <i>Cokinos Young (ORL) ◇</i>
Wainwright Dale <i>Greenberg Traurig, LLP*</i>
Webre Jane <i>Scott Douglass & McConico LLP (ORL) ◇</i>
Young Evan <i>Baker Botts LLP*</i>
Band 3
Baron Pamela <i>The Law Office of Pamela Baron (ORL) ◇</i>
Greer Marcy Hogan <i>Alexander Dubose & Jefferson LLP*</i>
Hastings Scott <i>Locke Lord LLP*</i>
Johnson Anne <i>Haynes and Boone, LLP*</i>
Mesches Ben <i>Haynes and Boone, LLP*</i>
Pfeiffer Connie <i>Yetter Coleman LLP</i>
Precella Karen S <i>Haynes and Boone, LLP*</i>
Rutter Kent <i>Haynes and Boone, LLP*</i>
Timms Cynthia <i>Locke Lord LLP*</i>
Trachtenberg Mark <i>Haynes and Boone, LLP*</i>
Watson Charles R <i>Greenberg Traurig, LLP*</i>
Band 4
Castañeda Kirsten M. <i>Alexander Dubose & Jefferson LLP*</i>
Dove Chris <i>Locke Lord LLP*</i>
Dubose Robert <i>Alexander Dubose & Jefferson LLP*</i>
Ekery Rachel <i>Alexander Dubose & Jefferson LLP*</i>
Frazier Charles <i>Alexander Dubose & Jefferson LLP*</i>
Harris Lauren <i>Porter Hedges LLP (ORL) ◇*</i>
Ho Yvonne Y <i>Bracewell LLP*</i>
Levinger Jeffrey S <i>Levinger PC (ORL) ◇</i>
McKee Fowler Wanda <i>Wright Close & Barger, LLP</i>
Warr Amy <i>Alexander Dubose & Jefferson LLP*</i>
Wright Thomas <i>Wright Close & Barger, LLP</i>
Up-and-coming individuals
Caughey Jennifer <i>Jackson Walker LLP (ORL) ◇</i>
Heidler Michael <i>Vinson & Elkins LLP*</i>
Peterson William <i>Morgan, Lewis & Bockius LLP</i>
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Strengths Clients comment: “They are hands-down the best appellate lawyers in Texas. The firm has many exceptional talents and experts in multiple subject matters to draw from.” Sources say: “It is an incredibly successful team that provides quality and timely work product—as top-notch as you can get.” One impressed interviewee reports: “I look to them for guidance and insights and rank them among the

Litigation: Securities
Leading Firms
Band 1
Baker Botts LLP*
Norton Rose Fulbright*
Band 2
Haynes and Boone, LLP*
Skadden, Arps, Slate, Meagher & Flom LLP*
Vinson & Elkins LLP*
Eminent Practitioners
Eminent Practitioners
Pecht Gerard <i>Norton Rose Fulbright*</i>
Leading Individuals
Star individuals
Patrick Kathy <i>Gibbs & Bruns LLP</i>
Band 1
Holmes Michael <i>Vinson & Elkins LLP*</i>
Reed Noelle M <i>Skadden, Arps, Slate, Meagher & Flom LLP*</i>
Sterling David <i>Baker Botts LLP*</i>
Band 2
Acker Rodney <i>Norton Rose Fulbright*</i>
Behrens Thad <i>Haynes and Boone, LLP*</i>
Bessette Paul R <i>King & Spalding LLP*</i>
Cooper Samuel W <i>Paul Hastings LLP (ORL) ◇</i>
David Danny <i>Baker Botts LLP*</i>
Fletcher N Scott <i>Scott Fletcher Law (ORL) ◇</i>
Stokes Peter <i>Norton Rose Fulbright*</i>
Band 3
Barnard M. Scott <i>Akin Gump Strauss Hauer & Feld (ORL) ◇*</i>
Biles Michael J <i>King & Spalding LLP*</i>
Dial Karl <i>Greenberg Traurig, LLP*</i>
Gold Daniel <i>Haynes and Boone, LLP*</i>
Hampton Wallis <i>Skadden, Arps, Slate, Meagher & Flom LLP*</i>
Hefley Amy <i>Baker Botts LLP*</i>
Held Kenneth P <i>Skadden, Arps, Slate, Meagher & Flom LLP*</i>
Ostolaza Yvette <i>Sidley Austin LLP*</i>
Pulliam Jessica <i>Baker Botts LLP*</i>
Sessions Ellen <i>Norton Rose Fulbright*</i>
Wander John <i>Vinson & Elkins LLP*</i>
Up-and-coming individuals
Reed Michelle <i>Akin Gump Strauss Hauer & Feld (ORL) ◇*</i>
Zieminski Craig E <i>Vinson & Elkins LLP*</i>

highest of all the appellate teams I've worked with or been against.”

Work highlights Acted for Archer and White Sales before the US Supreme Court as part of a multimillion-dollar antitrust dispute involving dental manufacturers, distributors and suppliers.

Notable practitioners

Douglas Alexander (see p.2928) is widely respected for his strong appellate practice, which includes acting in the Texas Supreme Court on precedent-setting cases. “He is a superb writer and an extremely talented advocate.” “He is an extremely experienced attorney who is very skilled, knowledgeable and logical in his approach. He understands the appellate system extremely well and has good instincts.” **Wallace Jefferson** (see p.2954) frequently appears before the Texas Supreme Court and other appellate courts in the state. “He has a wonderful sense of jurisprudence, history and the arguments that will most likely prevail in any given court. He has a wonderful manner when he argues and judges rightfully respect him.” “He is a tremendous appellate lawyer.” **Kevin Dubose** (see p.2940) is a preeminent appellate litigator with experience handling high-stakes commercial disputes and personal injury claims. “He’s great to work with, very involved in the Bar and a great figure in the market.” “He is extremely good.” “He is good with words

Litigation: Trial Lawyers
Leading Individuals
Babcock Charles <i>Jackson Walker LLP (ORL) ◇</i>
Baxter Samuel <i>McKool Smith</i>
Beck David J <i>Beck Redden LLP</i>
Brown Reagan <i>Norton Rose Fulbright*</i>
Carter Leon <i>Carter Arnett PLLC (ORL) ◇</i>
Dawson William B <i>Gibson, Dunn & Crutcher LLP*</i>
Fogler Murray <i>Fogler, Brar, Ford, O'Neil & Gray (ORL) ◇</i>
Frizzell Jean C <i>Reynolds Frizzell LLP</i>
Gallagher Kat <i>Beck Redden LLP</i>
Gerger David <i>Gerger Hennessy & McFarlane LLP</i>
Gibbs Robin C <i>Gibbs & Bruns LLP</i>
Hardin Rusty <i>Rusty Hardin & Associates (ORL) ◇*</i>
Hinton Paula <i>Winston & Strawn LLP*</i>
Lanier W Mark <i>The Lanier Law Firm (ORL) ◇*</i>
Manne Neal <i>Susman Godfrey LLP</i>
McKool Mike <i>McKool Smith</i>
Melsheimer Tom <i>Winston & Strawn LLP*</i>
Renfroe Tracie <i>King & Spalding LLP*</i>
Sayles Richard A <i>Bradley Arant Boult Cummings LLP*</i>
Yetter R Paul <i>Yetter Coleman LLP</i>
Zavitsanos John <i>Ahmad, Zavitsanos, Anaiakos, Alavi*</i>

and writing, and can run a brief that is reassuring and reinforcing.” **Marcy Hogan Greer** (see p.2947) acts for clients in business-critical appeals in both state and federal courts. “She is very effective and an absolutely talented lawyer.” “I rate her highly. She is very active and involved in cases across many different courts, and very knowledgeable.” **Kirsten Castañeda** (see p.2936) has an impressive track record representing clients in complex class actions alongside her extensive expertise in state and federal appellate proceedings. “She is exceptional at taking complex concepts and distilling them for trial counsel. She is rockstar smart, a great communicator and has the personality to boot. She has a great ability to connect with people.” “Her briefing is very good, and she is one of the sharpest and nicest people you could meet.” **Robert Dubose** (see p.2940) represents clients in a broad range of appellate cases and also frequently assists with trial strategy. “Robert is a really bright guy and a really outstanding lawyer.” “He has great experience and a good reputation in the profession and state generally. He is a very practical and extremely capable attorney.” **Rachel Ekery** (see p.2941) is developing an impressive appellate practice, which includes assisting commercial and public sector clients with cutting-edge appellate issues. “Her work product is very good, she’s easy to work with and brings creative solutions.” “I have high confidence in her technical skills. She does very good work in the state Supreme Court and has a great sense of the Court’s operation.” **Charles Frazier** (see p.2943) has impressive experience representing clients before state and federal courts, including the US Supreme Court. “A consummate professional who is very detail-oriented, smart and very knowledgeable. His gift is his ability to focus on what’s important and leveraging the issues in a case.” “He’s just so easy to work with and a pleasure to work with. He is very intelligent, very agreeable and a laid-back advocate.” **Amy Warr** (see p.2983) regularly acts for clients in complex cases in state and federal appellate courts. “She’s a great writer and a very good strategic thinker.” “Her written and oral advocacy skills have been spectacular.” “Amy’s appellate advocacy is outstanding.”

Litigation: General Commercial Houston & Surrounds
Leading Firms
Band 1
Gibbs & Bruns LLP
Susman Godfrey LLP
Band 2
Beck Redden LLP
Reynolds Frizzell LLP
Smyser Kaplan & Veselka LLP
Yetter Coleman LLP
Band 3
Ahmad, Zavitsanos, Anaipakos, Alavi & Mensing P.C.*
Baker Botts LLP*
Bracewell LLP*
Vinson & Elkins LLP*
Band 4
Hicks Thomas LLP*
King & Spalding LLP*
MehaffyWeber*
Morgan, Lewis & Bockius LLP*
Norton Rose Fulbright*
Quinn Emanuel Urquhart & Sullivan, LLP
Shiple Snell Montgomery LLP
Band 5
Ajamie LLP*
BoyarMiller
Copeland & Rice LLP
Frost Brown Todd LLC*
Hogan Lovells US LLP*
Lightfoot, Franklin & White, LLC*

* Indicates firm / individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

Baker Botts LLP

See profile on p.2993

What the team is known for Excellent standard of representation in a wide range of commercial disputes, with a particularly robust reputation in energy and securities litigation. Able to draw on a strong geographic footprint in litigating cases across the country, offering expertise in antitrust and environmental disputes. Also highly acclaimed for its capacity to take on an array of disputes at appellate level. Well equipped to handle merger objection cases brought by shareholders.

Strengths Sources highlight: “They are excellent courtroom lawyers who handle the legal issues and briefing in complex cases very well. The firm hires first-class lawyers and trains them exceptionally well to provide the total package.”

Clients say: “They are strong trial lawyers and creative thinkers who go above and beyond in client service.” One impressed source enthuses: “It is the best appellate group I’ve ever worked with. They do absolutely phenomenal work.”

Work highlights Represented the directors and officers of IDEV Technologies in a dispute brought by two former shareholders who alleged that they were improperly diluted as a result of a venture-backed equity financing preceding a merger.

Acted on behalf of ConocoPhillips before the Texas Supreme Court, successfully securing reversal of a judgment holding ConocoPhillips liable on a contested will provision.

Represented the Guadalupe Blanco River Authority in a lawsuit arising from allegations of destruction or failure to maintain or replace six dams, with estimated repair costs of approximately \$180 million.

Litigation: General Commercial Houston & Surrounds	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Reasoner Harry M Vinson & Elkins LLP*
Gunter III J Clifford Bracewell LLP*	
Leading Individuals	
Band 1	McConn Timothy Yetter Coleman LLP
Beck David J Beck Redden LLP	Sales Travis J Baker Botts LLP*
Fogler Murray Fogler, Brar, Ford, O’Neil & Gray (ORL) ◇	Schiffer Adam P Schiffer Hicks Johnson PLLC (ORL) ◇
Frizzell Jean C Reynolds Frizzell LLP	Susman Harry Susman Godfrey LLP
Gibbs Robin C Gibbs & Bruns LLP	Wawro Mark Susman Godfrey LLP
Hardin Rusty Rusty Hardin & Associates (ORL) ◇*	Band 4
Manne Neal Susman Godfrey LLP	Abrams Barry Blank Rome LLP (ORL) ◇
Patrick Kathy Gibbs & Bruns LLP	Alexander Fields Beck Redden LLP
Yetter R Paul Yetter Coleman LLP	Anaipakos John Baker Botts LLP*
Band 2	Boyce Maria Hogan Lovells US LLP
Barnett Barry C Susman Godfrey LLP	Brown Reagan Norton Rose Fulbright*
Gorman Sean Bracewell LLP*	Carrington M.C. MehaffyWeber*
Harrison Geoffrey Susman Godfrey LLP	Dameris Thad Arnold & Porter (ORL) ◇*
Harrison Robin L Hicks Thomas LLP*	Doyle Jeremy Reynolds Frizzell LLP
Kaplan Lee Smyser Kaplan & Veselka LLP	Dye Jr Jeremy B Vinson & Elkins LLP*
McNiel D Ferguson Vinson & Elkins LLP*	Franklin Ronald McGuireWoods LLP (ORL) ◇*
Pierce Jesse Pierce & O’Neill, LLP (ORL) ◇*	Hardin Julie A. Reed Smith LLP (ORL) ◇
Reasoner Barrett Gibbs & Bruns LLP	Leahy James R Greenberg Traurig, LLP*
Reynolds Chris Reynolds Frizzell LLP	Meadows Robert E King & Spalding LLP*
Shiple George Shiple Snell Montgomery LLP	Mensing Todd W Ahmad, Zavitsanos, Anaipakos, Alavi*
Smyser Craig Smyser Kaplan & Veselka LLP	Mizell Patrick W Vinson & Elkins LLP*
Stern Karl S Quinn Emanuel Urquhart & Sullivan, LLP	Montgomery Joel Shiple Snell Montgomery LLP
Wood William McKool Smith	Najam Ayesha Gibbs & Bruns LLP
Zavitsanos John Ahmad, Zavitsanos, Anaipakos, Alavi*	Oakley Bruce D Hogan Lovells US LLP
Band 3	Odell Christopher M Arnold & Porter (ORL) ◇*
Ajamie Thomas Ajamie LLP*	Raymond Shawn L Susman Godfrey LLP
Carter Jr Winstol D Morgan, Lewis & Bockius LLP	Rodriguez Cristina Hogan Lovells US LLP
Cox Collin J. Yetter Coleman LLP	Rotman Anna Kirkland & Ellis LLP (ORL) ◇*
Crain Stephen B Bracewell LLP*	Thomas John B Hicks Thomas LLP*
Dawson Alistair Beck Redden LLP	Veselka Larry R Smyser Kaplan & Veselka LLP
Gallagher Kat Beck Redden LLP	Wetwiska James Akin Gump Strauss Hauer & Feld (ORL) ◇*
Hanslik Christopher BoyarMiller*	Up-and-coming individuals
Hinton Paula Winston & Strawn LLP*	McKead Kleiber Ashley Gibbs & Bruns LLP
Lanier W Mark The Lanier Law Firm (ORL) ◇*	

Notable practitioners

Thomas Phillips (see p.2969) frequently appears in the Texas Supreme Court on highly important commercial and constitutional cases. “He is a wise and very experienced lawyer who provides very good judgment and assessments.” “He can get into a record and review it as well as anyone I have ever known.” “He’s a smart appellate lawyer who is always wonderful and very friendly.” **David Sterling** (see p.2978) is a preeminent litigator with vast experience handling securities class actions and derivative suits. “He is a fabulous communicator and can think quickly and creatively.” “He is the dean of the Texas securities litigation Bar. He knows as much as anybody and really brings his expertise to the fore.” **Danny David** (see p.2939) regularly counsels clients on securities class actions and shareholder derivative suits, with particular strength in merger challenges and breach of fiduciary duty cases. “He is a great communicator and great litigator who fosters confidence.” “His responsiveness and ability to understand our concerns and give timely, practical advice is why we entrust him with the quarterback role for our legal strategy.” **Macey Reasoner Stokes** (see p.2971) is regularly sought out to handle high-stakes appeals in the Texas Supreme Court and other state courts, and is particularly active on behalf of clients in the oil and gas industry. “She’s a terrific appellate lawyer and a very effective advocate with an easy manner in talking to the court.” **Aaron Streett** (see p.2979) is noted for his experience in federal

appeals, and offers particular prowess before the Fifth Circuit. “He’s very professional and thoughtful in his work.” “He is a national-caliber litigator and has an exceptional intellect.” “Aaron Streett is an excellent SCOTUS practitioner.” **Evan Young** (see p.2987) has a thriving appellate practice, which sees him representing clients in state and federal courts, including the US Supreme Court. “He is extremely smart, very well connected and able to solve issues from the perspective of what justices are going to want to hear.” **Amy Hefley** (see p.2951) is developing an impressive securities practice, which includes assisting clients with class action cases. “She is a talented and creative lawyer.” “She is able to rapidly diagnose what the other side is trying to do, which enables us to think about where we need to go.” **Jessica Pulliam** (see p.2971) has a robust securities litigation practice, which includes acting on behalf of corporations and their officers in shareholder disputes and securities class actions. “She has been professional, attentive and detail-oriented regarding how to tackle the complaint and strategy in the case. Her strengths include intellectual acumen and responsiveness.” “She’s a real star lawyer – she has a strong legal mind and brings solid preparation to everything. She is excellent in her writing and relationship with judges, but also very strong on her feet as a trial lawyer.” **Travis Sales** (see p.2974) litigates a range of commercial issues, including product liability and contract disputes. He has considerable strengths acting on behalf of cli-

Litigation: General Commercial Dallas, Fort Worth & Surrounds	
Leading Firms	
Band 1	
Lynn Pinker Hurst & Schwegmann, LLP*	McKool Smith
Band 2	
Gibson, Dunn & Crutcher LLP*	Sidley Austin LLP*
Winston & Strawn LLP*	
Band 3	
Bradley Arant Boult Cummings LLP*	Faegre Drinker
Locke Lord LLP*	Stanton LLP*
Thompson & Knight LLP*	
Band 4	
Carrington, Coleman, Sloman & Blumenthal, LLP	Johnston Clem Gifford PLLC*
Leading Individuals	
Band 1	
Baxter Samuel	McKool Smith
Lynn Mike	Lynn Pinker Hurst & Schwegmann, LLP*
McKool Mike	McKool Smith
Ostolaza Yvette	Sidley Austin LLP*
Sayles Richard A	Bradley Arant Boult Cummings LLP*
Tillotson Jeff	Tillotson Law (ORL) ◇
Band 2	
Babcock Charles	Jackson Walker LLP (ORL) ◇
Carter Leon	Carter Arnett PLLC (ORL) ◇
Cox Trey	Gibson, Dunn & Crutcher LLP*
Dawson William B	Gibson, Dunn & Crutcher LLP*
Melsheimer Tom	Winston & Strawn LLP*
Walters Robert	Gibson, Dunn & Crutcher LLP*
Werbner Mark	Werbner Law (ORL) ◇
Band 3	
Cauley E Paul	Faegre Drinker
Clouston Stephanie	Alston & Bird LLP (ORL) ◇*
LeClair Lewis	McKool Smith
Madden Eric	Reid Collins & Tsai LLP (ORL) ◇
Mason Wayne	Faegre Drinker
Pinker Eric	Lynn Pinker Hurst & Schwegmann, LLP*
Zambrano Angela	Sidley Austin LLP*
Band 4	
Brauer Alex	Bailey Brauer PLLC (ORL) ◇
Charest Daniel	Burns Charest LLP (ORL) ◇*
Durst Timothy S	Baker Botts LLP*
Genender Paul R	Weil, Gotshal & Manges LLP (ORL) ◇*
Hurst Michael	Lynn Pinker Hurst & Schwegmann, LLP
Kairis Matthew A	Jones Day*
Latin Monica W	Carrington, Coleman, Sloman & Blumenthal
Loewinsohn Alan	Loewinsohn Deary Simon Ray LLP (ORL) ◇
Moyé Veronica	Gibson, Dunn & Crutcher LLP*
Powell Michael V	Locke Lord LLP*
Schwegmann Chris	Lynn Pinker Hurst & Schwegmann, LLP
Stanton James	Stanton LLP
Vital Victor	Barnes & Thornburg LLP (ORL) ◇*
Up-and-coming individuals	
More Alex	Carrington, Coleman, Sloman & Blumenthal, LLP
Richards Jennifer Salim	Stanton LLP
* Indicates firm / individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

personal injury, employment and commercial disputes. *“He is an excellent trial lawyer.”* **Timothy Durst** (see p.2941) handles high-stakes commercial litigation, with noted experience in intellectual property and contractual disputes. *“He is a top lawyer.”* *“He has an excellent reputation.”*

Beck Redden LLP

What the team is known for Outstanding track record of representation in high-stakes litigation, with particular strength in trial work across the full ambit of complex commercial cases. Also well equipped to handle high-stakes personal injury and products liability cases. Often trusted by clients to handle appellate matters, as well as those at first instance. Boasts an impressive and diverse client list including Fortune 500 companies.

Strengths Sources say: *“The attorneys are very seasoned in the courtroom, effective on their feet and provide solid work product.”*

Clients note: *“They are superb trial lawyers and excellent advisers. The firm also does a great job hiring strong younger lawyers.”*

Interviewees highlight: *“It is a deep bench and always practical. They have real expertise and are smart, practical and easy to work with.”*

Work highlights Successfully represented Hewlett-Packard (HP) in the Fifth Circuit, which upheld a judgment for \$438.65 million in favor of HP in a dispute involving an alleged price-fixing conspiracy. Represented Gap in a dispute with Brookfield concerning the proper amount of rent owed under the leases for 17 stores across Texas in light of coronavirus restrictions.

Notable practitioners

David Gunn has an impressive track record of advocating before the Texas Supreme Court and other appellate courts. *“He’s very strategic, writes very well and has interesting takes on how to approach things.”*

“An outstanding writer and a very accomplished oral advocate.” **Russell Post** is a distinguished appellate litigator with extensive experience in the Fifth Circuit, Texas Supreme Court and other state courts. *“A very detail-oriented and thoughtful appellate practitioner.”*

“For appellate litigation, Russell Post is outstanding. He is eminently well prepared and smooth at oral arguments.” **Alistair Dawson** is a well-rounded litigator capable of handling a broad array of business disputes, from professional liability to securities. *“He’s very experienced and a high-quality lawyer.”* *“He’s a very skilled lawyer.”*

Fields Alexander handles a wide range of disputes, including energy and employment claims. *“He’s a very effective litigator with good judgment who is easy to work with.”* *“I was impressed with his poise, bearing and strategic insight.”* **David Beck** is especially renowned for his trial prowess. His vast commercial litigation experience includes a particular focus on energy disputes. *“If I needed a trial lawyer, I would hire him in a heartbeat.”* *“He is a lion of the Bar and one of the most prominent lawyers in Texas.”* *“He is a formidable litigator and opponent.”* **Kat Gallagher’s** experience includes complex personal injury claims, product liability and commercial litigation. *“She is a huge presence and constantly in trial all over the country.”* *“A terrific litigator and a great trial lawyer.”*

BoyarMiller

What the team is known for Notable commercial disputes practice capable of effectively assisting clients across a breadth of sectors, including energy

and construction. A strong performer across a wide variety of areas, including employment, real estate and partnership disputes.

Strengths Clients say: *“They are very effective lawyers.”*

“The team works very well together,” reports one source.

Interviewees note: *“It is a great team which is strong in litigation.”*

Work highlights Represented AMACS against a \$10 million-plus claim for damages allegedly caused by its negligent design and manufacture of the internal components of a catalyst reactor located at Houston Refinery.

Notable practitioners

Christopher Hanslik (see p.2949) has extensive experience representing clients in commercial disputes, including employment and intellectual property matters. *“He’s a very good advocate for the company.”*

Bracewell LLP

See profile on p.2995

What the team is known for Deep bench with a reputation for taking creative approaches to disputes both before and in trial on behalf of major corporate clients. Especially accomplished at handling appeals and suits arising out of the energy sector, with further capabilities in banking, securities, IP and environmental matters. Has enjoyed a number of recent successes in high-level appeals courts, and also fields expertise in white-collar litigation.

Strengths Clients say: *“The attorneys are very responsive and thoughtful in the way they put guidance together. They also ask good questions to make sure they understand the full scope of issues.”*

One source regards the attorneys as *“top-notch professionals”* and *“really good trial lawyers.”*

Work highlights Represented BMC Software in a lawsuit against IBM concerning alleged breach of an agreement not to replace the BMC mainframe software products licensed by the communications company AT&T with IBM’s own products.

Acted for Westlake Chemical before the Texas Supreme Court as part of a construction dispute involving work performed by defendant James Construction Group on a plant being built by Westlake in Louisiana.

Notable practitioners

Clifford Gunter (see p.2948) remains widely respected for his wealth of commercial litigation experience. He offers particular expertise in the energy and natural resources sector. **Warren Harris** (see p.2949) is a preeminent appellate litigator who represents clients in the healthcare and energy sectors, among others. *“He’s very polished and has good instincts and judgment.”* *“He’s an intellectual and just gets deep into a record and gets a lot out of it. He is the complete package.”* **Sean Gorman** (see p.2946) has a broad commercial litigation practice, which includes representing clients in energy, technology and the public sector, among others. *“A very active and effective lawyer.”* *“An impressive litigator.”*

“He is able to focus on the overall outcome while also handling important, minute details. Sean is a brilliant strategist and negotiator. He has the ability to instill total confidence that the client is in capable hands. He is a masterful strategist who never loses sight of the big-picture business objective.” **Jeffery Vaden** (see p.2982) frequently represents energy companies in white-collar litigation and regulatory investigations

ents in the energy sector matters. *“He is an absolute delight to work with. He has exceptionally broad and deep knowledge on a wide range of matters, is very proactive and an outstanding strategist.”* *“He’s a good opponent and easy to deal with.”* **John Anaipakos’s** (see p.2929) extensive litigation experience includes

and is held in particularly high regard for his expertise in FCPA matters. "He is an outstanding lawyer." "He's a very thoughtful, very capable and thorough lawyer who is well respected by the judiciary and US Attorney's Office." **Stephen Crain** (see p.416) is adept at handling complex commercial disputes, including on behalf of clients in the construction and energy sectors. "He's very smart and a good strategist." "He's very creative and has a good way of developing relationships with judges, juries and witnesses." **Yvonne Ho** (see p.2952) appears in Texas and federal appellate courts on behalf of commercial clients. "She's very good, organized and well regarded." "She is an excellent appellate lawyer."

Bradley Arant Boult Cummings LLP

See profile on p.2996

What the team is known for Renowned trial lawyers active in Texas and across the country. Handles a wide range of matters including commercial litigation, product liability and intellectual property, and demonstrates additional expertise in appellate litigation and white-collar defense work. Caters to a diverse client base which includes companies in the pharmaceutical, manufacturing, oil and gas and financial sectors.

Strengths Clients comment: "They are very responsive and when they aren't immediately available they do everything they can to get back to you. They are very good with various stakeholders and non-lawyers in particular."

Work highlights Represented Paragon Healthcare in a \$5 million-plus dispute involving allegations that it tortiously interfered with the plaintiff's insurance policies that prohibited charitable premium assistance by supporting a charity that paid the premiums for hemophilia patients.

Notable practitioners

Gene Besen (see p.2932) is a strong performer in a wide variety of trials and investigations, including those involving allegations of fraud, money laundering and kickbacks. "He's a hard-driving litigator with a strong work ethic. He will chase down that last fact and get the job done." "He has outstanding instincts in investigations and is excellent in healthcare matters." **Richard Sayles** (see p.2975) handles a wide range of commercial disputes, including environmental, employment and intellectual property matters. "He has the expertise and insights and is very humble. He just has a common sense approach and provides very good comfort for his clients." "An outstanding trial lawyer."

Carrington, Coleman, Sloman & Blumenthal, LLP

What the team is known for Widely regarded commercial litigation practice. Capable of handling a wide variety of matters including breach of contract, oil and gas, securities, employment and construction disputes. Offers strength in trials, appeals and alternative dispute resolution.

Strengths Sources highlight: "They are very good lawyers and legal drafters who understand how to navigate the litigation process and put the client in the best position for a favorable outcome."

Clients comment: "The team is cohesive and dedicated to the client's success."

Interviewees appreciate the firm's "client-oriented solutions and problem solving."

Work highlights Assisted WorldVentures with obtaining an injunction against an independent dis-

tributor following a mass raid on the client's international sales force.

Notable practitioners

Monica Latin is the firm's managing partner and possesses a breadth of expertise handling complex commercial disputes at the trial and appellate levels. "She's a brilliant strategist with very strong analytical powers and superb litigation skills from drafting to trial." "She is a great litigator." **Alex More** is a strong performer in fiduciary duty, securities and fraud-related disputes, among others. "Alex is a strategic and pragmatic thinker who is willing to think outside the box. He also does an excellent job of updating me on case developments." "He combines legal knowledge with strategic acumen."

Copeland & Rice LLP

What the team is known for A nimble litigation boutique focusing primarily on the representation of clients hailing from across the energy and natural resources sector. Capable of assisting clients in matters before state and federal courts.

Strengths Clients highlight: "They are superb in their work product and the writing and research is brilliant."

One source reports: "The firm brings a comprehensive team of experienced litigators with a large variety of expertise areas. I have never had to go outside the C&R team for resolution of a legal issue."

Interviewees also commend the firm's "excellent client relationship skills."

Work highlights Acted on behalf of Noble Energy, one of the defendants in a \$120 million claim brought by a plaintiff who was injured while drilling a well for Noble.

Notable practitioners

Morgan Copeland is a key contact.

Faegre Drinker

What the team is known for A renowned litigation practice offering expertise in commercial and product liability disputes. Possesses a wealth of expertise handling class actions across the country. Acts on behalf of clients in the automotive, insurance and consumer products industries, among others.

Strengths Clients say: "The team is very good. They are all very responsive and cost-efficient."

Market commentators note: "Faegre has extensive experience and expertise in defending class actions, particularly in the product liability area."

Sources add: "What stands out the most is their high level of preparedness. They understand the science in a case and explain it to a jury in a conversational fashion."

Work highlights Represented numerous defendants in litigation arising from the exposure of over 100,000 residents of the city of Flint, Michigan, to high levels of lead in the drinking water due to insufficient water treatment.

Notable practitioners

Paul Cauley cochairs the firm's nationwide class actions team and possesses considerable prowess in product liability disputes, particularly those involving automotive and consumer products. "He's an amazing strategist and a very effective negotiator – an all-around brilliant lawyer." "He's ultra responsive, thorough and strategic in thinking through all aspects of a matter." **Wayne Mason** represents clients in significant class actions and other business-critical disputes. His expertise includes product liability and insurance-related matters. "Wayne is an excellent trial attorney. He's able to grasp the scientific nuance

and explain those issues to a jury effectively." "He is a passionate litigator who's very well prepared and very engaging with a jury."

Frost Brown Todd LLC

See profile on p.1661

What the team is known for A growing commercial disputes practice with offices in Houston and Dallas. Offers experienced handling of a wide array of matters in and out of trial on behalf of a broad client base.

Strengths A client comments: "I find the team to be diligent, detail-oriented and zealous advocates. You know that when you entrust a matter to them, it will be handled properly."

Sources highlight: "The firm is very professional and able to communicate easily with the client."

Interviewees note: "The firm offers efficient and superior customer service to get the work done and done right the first time."

Work highlights Represented Watercrest Partners and Renate Nixdorf as plaintiffs seeking to collect \$40.7 million in fraudulently transferred assets in connection with the sale of a portfolio of apartment complexes.

Notable practitioners

Cory Skolnick is a key contact.

Gerger Hennessy & McFarlane LLP

What the team is known for Boutique outfit with a focus on handling government investigations, trials and appeals. Noted for representing both individuals and organizations in white-collar matters and investigations brought by federal agencies such as the SEC and DOJ.

Strengths Clients say: "The firm has assembled an impressive group, recruiting numerous highly qualified and experienced team members."

Sources regard it as "a top boutique in Houston with a strong bench."

Work highlights Represented a former chief technical pilot in an investigation involving the Boeing MAX.

Notable practitioners

David Gerger has a superb track record of representing individual and corporate clients in highly sensitive criminal trials and government investigations. "He is just amazing. He really has an eye for detail and really connects with jurors." "He has a fantastic demeanor in difficult situations. He is very hands-on and very smart, and a fantastic lawyer."

Matt Hennessy handles federal and state criminal cases as well as investigations concerning FCPA and money laundering. "He is an impressive lawyer – he's collegial, congenial and never loses his cool, which benefits his clients." **Ashlee McFarlane** leverages her impressive DOJ background to assist clients with a wide range of investigations and criminal proceedings including healthcare fraud, money laundering and securities fraud issues. "She is very smart and has a wonderful personality and great experience. She's developing a strong and deserved reputation." "She is very personable, hard-working and energetic. She was an effective prosecutor and is on the rise in private practice for sure."

Gibbs & Bruns LLP

What the team is known for Superbly accomplished representation on both sides of the docket in a range of headline commercial disputes. Particular expertise in the securities and energy arenas, with additional capability in relation to environmental lit-

igation. Possesses an impressive client list including industry giants, as well as small and mid-sized companies across numerous sectors. Particularly noted for its representation of clients in the banking and finance, energy and technology sectors.

Strengths Sources say: "It is a go-to firm for bet-the-company litigation with top-of-the-class litigators."

Clients say: "One of the very best litigation firms in Houston. The lawyers are very bright, seasoned and hard-working. It is an absolutely top-of-the-line firm in the commercial litigation area."

Market commentators highlight: "The lawyers are super smart, hard-working, relentless and very effective."

Work highlights Represented Trustmark National Bank in three lawsuits related to the collapse of Stanford Financial Group, with billions of dollars in combined alleged damages.

Notable practitioners

Kathy Patrick is often called upon to handle the most complex commercial disputes, and is especially accomplished in securities litigation. "The one to turn to if you have substantial bet-the-company litigation." "A star litigator." **Barrett Reasoner** is vastly experienced in handling business-critical disputes, including a particular emphasis on representing energy companies. "A fabulous lawyer of the highest ability." "He's a terrific lawyer." **Ayesha Najam** has a growing reputation for her adept handling of a broad array of commercial disputes, including matters in the energy, construction and real estate sectors. "She's responsive and very astute at grasping the business issues." "She just knocks it out of the park and is a terrific lawyer." "She's a fabulous lawyer; just very knowledgeable, hard-working and all-around very good."

Ashley McKeand Kleber is a strong performer across a breadth of commercial disputes, with notable experience in energy and finance disputes. "She's a great lawyer, really smart." "Terrific." **Robin Gibbs** is a leading trial lawyer who deftly handles a wide array of commercial disputes, with noted speciality in representing energy and natural resources companies. "A top-notch trial lawyer in Texas." "He's outstanding in a courtroom."

Gibson, Dunn & Crutcher LLP

See profile on p.869

What the team is known for Nationally prominent firm with a long-established Texas presence supported by a decorated roster of highly respected commercial litigators. Particular prowess in relation to the defense of product liability, antitrust and FCA suits. Frequently handles high-value matters for nationally or internationally prominent clients in the energy, utilities, telecommunications and healthcare industries, among others. Offers further expertise in appellate level advocacy.

Strengths Clients say: "They are phenomenal attorneys. They help on the strategy side, make in-house lawyers' jobs easy and are a true extension of their clients."

Sources add: "They are incredible lawyers all the way through. They are thoughtful, deliberate, and understand the venue and circumstances they are operating in."

Interviewees say: "They have a keen instinct for what the critical issues are in a case and what kinds of arguments will move judges to decide in favor of their clients."

Work highlights Represented Delta Air Lines in long-running litigation relating to access to gate

space at Dallas Love Field Airport.

Successfully represented Amrock before the Fourth Court of Appeals, overturning a \$706 million trade secrets jury verdict.

Notable practitioners

Allyson Ho (see p.2952) has cultivated an impressive reputation for her vast experience representing corporate clients before the US Supreme Court and other federal and state courts. "She is a US Supreme Court expert." "She is undoubtedly one of the premier appellate lawyers in the United States." **Trey Cox** (see p.2938) has a robust commercial litigation practice, representing clients from a range of industries in high-stakes disputes. He is noted for his trial capability. "He tries cases really smartly. He's very organized and a great lawyer." "Trey is a very, very fine lawyer."

Robert Walters (see p.2983) represents clients in a broad array of commercial disputes, including anti-trust and trade secret misappropriation claims. "He's a fine lawyer who works smart and works hard." "He is an extremely nice and super able lawyer." **Veronica Moyé** (see p.2964) has developed an impressive reputation as a go-to litigator in a range of commercial disputes. "She's a fantastic trial lawyer." "She is fantastic and one of my go-to people if I have a conflict."

William Dawson (see p.2939) provides expert representation to clients across the full gamut of commercial litigation and is especially known for his deft handling of trials. "He's been a rock star litigator for a long time." "He is a great trial lawyer and tough as nails. He can read a jury and knows how to put on a case and tell a story. He's just a terrific lawyer."

Greenberg Traurig, LLP

See profile on p.1312

What the team is known for Respected group of litigators able to assist blue-chip clients with a broad range of commercial disputes. Particularly strong appellate team known for its strong track record appearing in state and federal courts of appeal. Represents clients in the energy, healthcare and insurance sectors, among others.

Strengths Sources say: "They are extremely cordial and collegial, and also fast drafters."

Clients highlight: "It is a one-stop shop with a very knowledgeable attorney base."

Market commentators note: "The firm has a very strong, growing team of appellate lawyers."

Work highlights Represented Whole Foods before the Second Circuit, which affirmed the dismissal of a putative consumer class action on summary judgment. The lawsuit involved claims that Whole Foods intentionally overcharged customers by overstating the weights of prepackaged products.

Notable practitioners

Dale Wainwright's (see p.2982) enviable experience includes handling precedent-setting appeals. A former justice on the Texas Supreme Court, he is lauded for his unparalleled knowledge of the judiciary and state court procedure. "He's a very talented lawyer with a strong reputation." "He's very hard-working and an excellent asset to clients." **Karl Dial** (see p.2940) frequently handles securities litigation and regulatory investigations as part of his wide-ranging civil disputes practice. He is especially well known for his representation of clients in the accounting sector. "He effectively communicates complicated subject matters like accounting to a jury in a way that doesn't cloud the meaning." "He's very helpful, analytical and experienced." **Charles Watson** (see p.2983) deftly handles appeals to the Texas

Supreme Court and other state courts. He frequently acts for clients in the oil and gas sector. "He's an outstanding lawyer and a premier oil and gas appellate lawyer." **James Leahy** (see p.2958) frequently handles disputes arising in the energy sector as part of his broad commercial disputes practice. He chairs the firm's energy litigation practice.

Haynes and Boone, LLP

See profile on p.580

What the team is known for Wide-ranging litigation practice with a superbly talented appellate bench widely seen as among the most accomplished in Texas. Especially active in significant securities, energy, trade secrets and class action matters. Acts for a diverse client portfolio, which includes major financial services, transportation, telecommunications, energy and natural resources companies. Also offers strength in white-collar defense, with a particular emphasis on representing clients in the healthcare industry.

Strengths Clients say: "Haynes and Boone is in the perfect sweet spot, providing the very best work product and integrating with clients' needs."

One impressed source highlights: "Their attention to detail is truly remarkable and they are some of the best critical thinkers I have ever encountered in the appellate space."

Interviewees say: "They provide professional and clear communication on how to size options up and move cases ahead."

Notable practitioners

Nina Cortell (see p.2938) is among the elite appellate lawyers in Texas, frequently handling high-profile constitutional and commercial disputes in the Texas Supreme Court, the Fifth Circuit and other appellate courts. "She is a superb appellate lawyer who is well respected by the Bar and the judiciary." "She has excellent judgment and is able to look at issues from multiple angles and evaluate how it will play out five or six moves down the line. She has an excellent ability to look around corners and identify issues that don't immediately come to mind when thinking about a legal strategy." **Katherine Addleman** (see p.2927) is particularly well versed in SEC investigations and enforcement proceedings. "She is rare in her securities specialty and one of the top enforcement lawyers in that area." "She is a powerhouse lawyer." **Thad Behrens** (see p.2931) has an established securities litigation practice, which sees him represent corporations and their officers and directors in securities class actions and shareholder derivative litigation. "The smartest lawyer I've ever worked with and 100 steps ahead of most counsel." "He is one of the smartest lawyers you will find in the securities area. He is a good strategist and also has the trial capacity." **Mike Hatchell** (see p.2950) garners praise for his impressive track record representing clients in state and federal courts of appeal. "The dean of the appellate practice in Texas and an extremely gifted mind who helps parties come up with the right arguments and consistently gets the right results." "He's a strong strategist with excellent advocacy impulses." **Lynne Liberato** (see p.2959) is frequently called upon to handle appeals in the Fifth Circuit and other federal courts. "She's as sharp as you can get and sees the overall issues in a case." "She is well respected in the market." **Stacy Brainin** (see p.2934) is a go-to white-collar litigator, particularly for clients in the healthcare sector, and handles a range of cases including violations of the False Claims Act

and anti-kickback laws. *"She has a very sophisticated practice and is well respected among the courts and the community." "Stacy is diligent, collegial and an inspiring counsel. She dedicates herself as strongly as any lawyer to obtaining favorable outcomes for her clients."* **Ronald Breaux** (see p.2934) has a broad white-collar practice, which includes advising clients in connection with internal investigations and regulatory enforcement. *"He does a lot of work in different areas. He's smart and has good people skills."* **Daniel Gold** (see p.2946) is adept at handling securities class actions and shareholder disputes, including cases involving misleading statements and breach of fiduciary duty. *"He is very capable and knowledgeable about securities law and is a very good courtroom lawyer." He's fabulous, solid on the research side and well prepared."* **Anne Johnson** (see p.2954) is noted for her deft handling of complex appellate cases. *"She is truly impressive on her feet and her preparation is outstanding." "She is very talented."* **Ben Mesches** (see p.2963) has cultivated a great appellate practice, which includes representing clients in the Texas Supreme Court and other state and federal courts of appeal, often on complex constitutional and commercial disputes. *"He's a tremendous brief writer and a terrific oral advocate. He has a first-rate intellect and is as nice as they come. He is amazingly talented."* **Karen Precella** (see p.2970) counsels clients on a range of matters in state and federal appellate courts and frequently acts on matters involving the oil and gas industry. *"Her briefing is phenomenal. She's really sharp and has tactical ideas on how to argue a case." "She is a strong writer and a good legal analyst with a sense of how precedents interact."* **Kent Rutter** (see p.2974) represents clients before the Texas Supreme Court and other appellate courts. *"He has an easy to understand and digestible writing style, which benefits his clients." "He is a terrific lawyer who is quite accomplished and respected in the state of Texas. He is a lawyer's lawyer."* **Mark Trachtenberg** (see p.2981) has successfully represented clients before the Fifth Circuit and Texas Supreme Court, as part of his wide-ranging appellate practice. *"He is a very exceptionally good lawyer." "He's extremely thorough and a real talent."*

Hicks Thomas LLP

See profile on p.3007

What the team is known for Accomplished team of commercial litigators with a wealth of trial experience. Handles a wide array of contentious matters, including intellectual property and breach of contract claims. Especially active in oil and gas disputes. **Strengths** Clients say: *"The team is very responsive and provides practical guidance, quick and immediate help, and effective and supportive counsel."* One source states: *"The firm has a wealth of talented people whose support work is unmatched. As a team, they have an incredibly strong work ethic and an unflinching drive to win. They have outstanding trial skills and no fear of going to trial. They approach every matter from a business perspective and provide wise counsel with regard to the risks and rewards of the available strategies."* Interviewees highlight: *"They are consummate professionals who are proactive and strategic thinkers."*

Work highlights Advised Mattress Firm in connection with the protection and defense of its property rights related to 2,500 stores across the US that were closed due to the COVID-19 pandemic.

Notable practitioners

Robin Harrison (see p.2950) is a strong choice to handle high-stakes commercial disputes, including intellectual property and breach of contract lawsuits. *"He's a great lawyer and good in trials." "He is an A+ business trial lawyer."* **John Thomas** (see p.2980) has a strong track record representing clients in complex disputes, with experience across employment, insurance and environmental issues, among others. *"He reviews everything and develops an overall strategy. He's very experienced and insightful." "He is highly strategic and detailed."*

Hogan Lovells US LLP

See profile on p.581

What the team is known for A robust disputes team possessing domestic and cross-border litigation strengths. Particular adept in matters arising from the energy sector as well as impressive tech sector expertise.

Strengths Sources reveal: *"The firm has a great global presence and great experience advising multinational companies. It offers great customer service and is great at providing legal advice."*

Clients highlight: *"They are bright and strategic in their approach, and get good results."*

Work highlights Represented Transocean in a long-running dispute filed by Eni concerning a deep-water drillship. The dispute involved claims and counterclaims totaling \$350 million.

Notable practitioners

Maria Boyce has considerable expertise in matters arising from the energy and technology sectors. *"She's very smart and very tenacious." "She is an excellent lawyer and I think very highly of her."* **Bruce Oakley** assists clients with high-stakes commercial disputes. *"He's a very good strategist and has incredible attention to detail and a great courtroom presence." "He's a very nice guy who is easy to get along with."* **Cristina Rodriguez** guides clients through a wide range of commercial disputes, from employment to securities law. *"She is a tough litigator and fabulous trial lawyer." "She has great experience advising multinational companies, with great customer service and legal advice."*

Johnston Clem Gifford PLLC

See profile on p.3009

What the team is known for Notable litigation shop with a wealth of experience representing banks and other financial institutions. Handles litigation involving fraud, breach of fiduciary duty and other claims, as well as providing counsel on regulatory compliance and internal investigations.

Strengths Clients say: *"It is a talented group of lawyers in a boutique setting that offers quality services." "The lawyers at the firm operate as a true team with a balance of skills and experience levels,"* according to an interviewee, who further reports: *"JCG not only handles my cases extremely well, they catch things that no one else does. I know it's going to be done right if I give a case to them."*

"The firm provides legal representation that is both tenacious and realistic," says one client, adding: *"No way we could have kept going had we not had JCG in our corner."*

Work highlights Represented Molori Energy in fraud, breach of fiduciary duty, securities violations and equitable relief claims against a consortium of companies for allegedly running a Ponzi scheme based on fractional oil and gas interests.

Notable practitioners

Kenneth Johnston, David Clem and Robert Gifford are key contacts.

Jones Day

See profile on p.583

What the team is known for Well-resourced national litigation group with a strong Texas operation consisting of offices in both Houston and Dallas. Areas of expertise include environmental, consumer and breach of fiduciary duty litigation. Significant strength in relation to white-collar crime and investigations by government agencies, as well as a notable securities litigation offering.

Strengths Sources appreciate that Jones Day has *"a very deep bench and a strong team."*

Interviewees note: *"It is a very impressive, extremely sharp and strategic group."*

Work highlights Assisted Metals.com with a review and enhancement of its compliance policies and procedures as well as handling inquiries from regulatory agencies, including in connection with an emergency Cease and Desist Order filed by the Texas State Securities Board, which included multiple allegations of fraud and other charges.

Notable practitioners

Jason Varnado (see p.2982) counsels clients facing high-stakes DOJ investigations and other enforcement actions. *"He's a terrific lawyer who is experienced in investigations and trials."* **Matthew Kairis** (see p.2955) has a solid litigation practice, with considerable experience in handling class actions arising in the sports and healthcare sectors, among others. **Samir Kaushik** (see p.2955) enjoys a growing reputation based on his expert representation of multinational companies in government investigations. *"He's a terrific lawyer who is thoughtful and measured in his approach." "He's one of the smartest lawyers I've worked with."*

King & Spalding LLP

See profile on p.1415

What the team is known for Well-established dispute resolution team providing excellent coverage for a wide range of local and national clients. Noted ability in relation to the representation of clients in the energy industry. Handles securities cases and white-collar defense in addition to high-stakes commercial litigation. Proficiency in handling class actions and international arbitrations adds to the comprehensive coverage afforded to clients by the practice group.

Strengths Clients comment: *"King & Spalding is an excellent firm. Its client service is superb."*

Sources say: *"The firm has a good, deep bench with good, all-around litigators and a strong reputation."*

Notable practitioners

Paul Bessette (see p.2932) acts on behalf of corporations and their directors and officers in high-stakes securities litigation. His experience also includes enforcement actions. *"He's very substantive and analytical as well as timely in providing information to clients." "A strong securities player."* **Michael Biles** (see p.2932) is adept at defending clients in securities class actions. *"Absolutely a good lawyer." "He is highly competent."* **Brandt Leibe** (see p.2958) has considerable expertise handling government and internal investigations on behalf of clients hailing from the life sciences, energy and telecommunications sectors, among others. *"He's bright, researches and writes extremely well and is really good on strategy." "A brilliant practitioner with an extremely impressive"*

understanding of legal issues.” **Robert Meadows** (see p.2962) acts for clients in the oil and gas sector in royalty litigation and other commercial disputes. “He has a very good reputation.” “A very good lawyer.” **Tracie Renfro** (see p.2972) wins particular praise for her trial skills, with considerable expertise across environment, product liability and general commercial litigation. “Her reputation is excellent.”

Lightfoot, Franklin & White, LLC

See profile on p.625

What the team is known for Capable commercial disputes practice offering expertise across a wide range of areas, including environment, energy and contract litigation. Advises a diverse client base, which includes companies in the automotive, oil and gas and construction sectors.

Strengths Clients say: “They are the full package: great trial attorneys who provide excellent writing and great communication, and also very good strategically.”

One interviewee appreciates the team’s “understanding of clients’ complex issues and goals.”

Work highlights Represented SED Holdings in a dispute arising out of its \$13.88 million loan sale agreement with 3 Star Holdings.

Notable practitioners

Jared Levinthal is a key contact.

Locke Lord LLP

See profile on p.3012

What the team is known for Substantial experience in representing a range of clients from Fortune 500 companies to family-owned businesses in commercial litigation matters. Especially robust experience with cases arising in the energy and construction sectors. Additional prowess in government investigations and white-collar litigation as well as appellate representation.

Strengths Sources say: “It is an excellent team of appellate lawyers who are very smart and think very deeply and carefully about cases and approach things differently.”

Clients add: “They are leading white-collar defense attorneys in the region because of their expertise in not only managing the legal aspects but also understanding and working with opposing counsel to achieve resolution.”

Interviewees note: “They are very strong in commercial litigation and get very favorable results.”

Work highlights Represented the president and CEO of Arkema in a prosecution by Harris County District Attorney’s Office charging Arkema and its officers with felony environmental violations stemming from chemical releases during Hurricane Harvey.

Acted for the petitioner in *Henry Schein v Archer and White Sales* before the Supreme Court, which considered whether courts or arbitrators must decide whether a case is arbitrable when the arbitration agreement specifies that some issues are not to be arbitrated.

Represented Airbus Helicopters in multiple lawsuits arising from fatal crashes and involving allegations of product liability, defective design and negligent marketing and training.

Notable practitioners

Paul Coggins (see p.2937) has a superb track record acting on behalf of individual and corporate clients in the full range of white-collar cases. “A former US attorney who brings a lot of credibility to actions and in court.” “He’s a very experienced fellow who is very

insightful, good on strategy and a top-notch guy.” **Scott Hastings’s** (see p.2950) impressive appellate experience includes appearing before the US Supreme Court in addition to frequent appearances before the Fifth Circuit and Texas Supreme Court. “He’s a very good strategist and an out-of-the-box thinker who comes up with creative arguments.” “He’s very skilled at both writing and oral advocacy.” **Tim Johnson** (see p.2954) is frequently sought out to conduct internal investigations as well as representing individuals and businesses in criminal proceedings. His experience includes environmental, healthcare and FCPA matters. “He is a fine lawyer. He is very even-keeled and incredibly well respected by the court.” “He mixes an understanding of the law with the ability to relate to all types of folks.” **Cynthia Timms** (see p.2981) handles high-stakes appeals in state and federal courts, including the US Supreme Court. “She is very creative and can analyze a case with the best of them.” “She is very thoughtful and waits, listens and then comes up with ideas, analysis and arguments that are a deep synthesis of everything, focusing on what matters most.”

Chris Dove (see p.2940) represents commercial clients in a broad array of appellate matters. “He’s a very smart and really academic lawyer with a professorial tone. He appreciates the detail and nuance as well as where the challenging questions are.” “He does very precise work and is a formidable advocate.”

Kiprian Mendrygal (see p.2962) assists clients with high-profile civil and criminal investigations involving fraud and FCPA violations. “He is very, very good to work with. He is a very precise, professional and intuitive guy.” **Michael Powell** (see p.2970) is a seasoned commercial litigator who is respected particularly for his vast experience with oil and gas litigation. “He’s very, very skilled, wise, and has good judgment. Clients love him.” “He is an outstanding lawyer.”

Lynn Pinker Hurst & Schwegmann, LLP

See profile on p.3013

What the team is known for Highly respected trial group with especially lauded experience in relation to IP and business disputes, as well as those in the energy industry. Deep bench of expert litigation counsel well versed in handling commercial matters, including in relation to financial services, breach of contract, professional malpractice and breach of fiduciary duty claims. Acts for clients across a wide range of sectors including financial services, healthcare and insurance.

Strengths A client appreciates that the firm is “excellent, easy to work with and deliver great results,” and further describes it as “top of the line.”

Interviewees report: “They are all incredibly responsive and easily able to handle almost any issue that arises.”

Market commentators note: “Our experience has been phenomenal. It is a terrific team which provides outstanding support, is responsive and has top-notch litigation skills.”

Work highlights Represented Venator Materials in an over \$100 million securities fraud claim arising out of public disclosures made about a fire at a manufacturing plant in Finland.

Notable practitioners

Mike Lynn (see p.2959) is a renowned commercial litigator, with experience acting on both sides of the docket in complex, business-critical disputes. “He provides quick responses to everything and clients are very happy with his work product.” **Eric Pinker** (see p.2970) is a strong choice to handle sophisticated

commercial and intellectual property disputes. “He has always impressed me with his intellect and practicality. He grasps complex corporate issues easily and his advice is grounded in the reality of a situation as opposed to purely legal matters.” **Michael Hurst** is noted for his strong performance in complex commercial litigation, including contract and securities disputes. “He’s a fantastic, well-known and well-connected trial lawyer, He’s always impressive and a hard litigator to be on the other side of.” “Michael is a superb team leader and understands how to utilize his team’s capabilities. He has been exemplary in literally every interaction we have ever had.” **Chris Schwegmann** is regularly sought out to handle complex business disputes and intellectual property matters. “He’s knowledgeable, experienced and has excellent communication skills. He’s particularly insightful in developing strategies.” “He’s super responsive, super intelligent and a great trial lawyer. His ability to work with opposing counsel really stands out. He gets great results.”

McKool Smith

What the team is known for Highly experienced litigation outfit with an extensive roster of accomplished trial lawyers adept at representing sophisticated clients in a variety of commercial disputes. Particularly well known for its expertise in patent disputes, with additional experience in securities, antitrust and bankruptcy matters. Possesses a breadth of practice that takes it beyond Texas, with its lawyers having conducted trials nationwide. Acts for governmental entities as well as businesses from a broad range of industries including manufacturing, energy and financial services.

Strengths Sources say: “The lawyers leave no stone unturned, are effective in their presentation and very good in court.”

Clients reveal: “They bring a special process, approach and enthusiasm to the cases they handle. It clearly shows in the results they achieve.”

One interviewee notes: “We are very happy with the representation. They keep us up to date and are efficient with their time and ours.”

Work highlights Represented the Litigation Trustee for Tops Holding in multimillion-dollar fraudulent transfer, illegal dividend, breach of duty and aiding and abetting claims against various investors and members of the board of directors concerning actions that led to Tops’ 2018 bankruptcy filing.

Notable practitioners

William Wood is a highly respected litigator with considerable expertise in the oil and gas sector. His experience includes arbitrations as well as trials. “He has deep experience in oil and gas litigation and a great demeanor in the courtroom.” “He’s very good and creative in achieving big settlements and judgments at trial.”

Lewis LeClair handles a range of commercial disputes, including energy and antitrust claims.

“He has a great feel for what’s important in a matter and what will drive a case toward a successful conclusion.” “He is an outstanding lawyer.”

Samuel Baxter skillfully represents blue-chip corporate clients in commercial, antitrust and intellectual property litigation. “He is amazing at working with people as well as relating to them from their perspective.” **Mike McKool** is known for his deft handling of a wide range of commercial disputes, including intellectual property, securities and breach of contract disputes. “A strong trial lawyer.” “For years I’ve thought of him as one of the top lawyers in the state.”

MehaffyWeber

See profile on p.3014

What the team is known for Well-regarded group of litigators with offices across Texas. Highly sought out for its significant trial capability. Acts on behalf of clients of all sizes in a wide range of commercial disputes, including breach of contract, intellectual property and personal injury claims.

Strengths Clients say: *"The team is strong and reliable, and its strengths include close community contacts, good common sense regarding litigation and an ability to work well with clients and opposing counsel."* The firm also receives praise for its *"really high-quality work."*

Market commentators highlight: *"It is a go-to firm in Beaumont, which is a very hot litigation market."*

Notable practitioners

M.C. Carrington (see p.2935) is sought out to handle sophisticated business litigation, including breach of contract and employment claims. *"He's dedicated, invested and interested in his clients' businesses."* *"His strengths are his ability to evaluate cases and help you make the right decisions to protect your company."*

Morgan, Lewis & Bockius LLP

See profile on p.2756

What the team is known for Handles complex commercial litigation for its enviable client base. Represents clients at all stages of complex litigation, including trial and appeal. Particular experience in energy and environmental litigation.

Strengths Clients say: *"They are excellent lawyers who know how to accomplish goals. As a firm, their approach to client relationships is excellent."*

Work highlights Represented Ferrari and its Formula One driver Charles Leclerc in a patent infringement action concerning the development of the Halo, a device to protect the heads and necks of racers.

Notable practitioners

Winstol Carter has a wealth of experience litigating on behalf of commercial clients. He is noted for his adept handling of intellectual property disputes.

Stephen Korotash is known for his expert handling of SEC investigations. *"He's a very experienced SEC litigator."* *"He is a wonderful lawyer who does a great job. He is focused on getting the right result and doing it efficiently."*

William Peterson is cultivating a superb reputation for his expertise in appellate litigation, with experience handling matters in the oil and gas, technology and life sciences sectors. *"He has an amazing mind and is particularly talented on federal law."* *"He's a really smart guy."*

Norton Rose Fulbright

See profile on p.585

What the team is known for Wide-ranging expertise in litigation, spanning securities, general commercial, product liability and energy disputes. Highly regarded bench of litigators well versed both in securing favorable settlements and in taking cases to trial. Geographic reach allows the team to provide comprehensive representation for clients in multiple industries throughout the USA and internationally. Boasts an impressive client roster, featuring companies in the energy, finance and healthcare sectors, among others.

Strengths Clients say: *"The group has an extremely high success rate. They're very, very accessible and make themselves available."*

Interviewees note: *"They have a very confident and reassuring character about them, which makes clients*

feel they are in safe hands and with trusted counsel."

One impressed source highlights: *"Their work product is strong and I have found them to be as effective as other top securities litigators."*

Work highlights Represented MoneyGram in a Rule 10b-5 class action and a shareholder derivative action arising from a \$125 million settlement with the DOJ and FTC over alleged lapses in MoneyGram's fraud detection controls.

Continued to represent Vulcan Materials in 25 separate lawsuits brought by water companies and municipalities in the State of New York alleging groundwater contamination.

Notable practitioners

Gerard Pecht (see p.2968) is noted for his high-quality representation of corporate clients in securities class actions, derivative suits and enforcement actions. *"He has a wonderful demeanor, is confident and incredibly knowledgeable on the law. His reputation precedes him."* **Rodney Acker** (see p.2927) is a highly sought-out litigator in securities class actions who garners praise for his trial expertise.

"He's a delight to work with and a gentleman's lawyer."

"Rodney is a true trial lawyer." **Peter Stokes** (see p.2979) has a robust practice assisting clients across a range of industries with complex securities litigation. *"He's a mastermind on legal writing, attentive to detail, strategic and responsive. He is great to work with and understands our business, allowing him to apply the law to our set of facts."* *"He's very sharp and it's always a good experience working with him."*

Jay Dewald has a superb white-collar defense practice and frequently assists clients with DOJ and other governmental investigations. *"He understands the nuances of the prosecution process and provides credibility with the agencies."* *"He has a clear-eyed view of cases, including all the potential risks to the client."*

Ellen Sessions (see p.2976) is noted for her ability to handle complex shareholder class actions on behalf of corporations, banks, financial institutions, officers and directors. *"She is a very good resource for matters in Texas. She knows the courts very well and has a good sense of the Bar and Texas state law procedure."*

Reagan Brown (see p.403) is a seasoned trial lawyer with particular prowess in commercial litigation. *"He's a very outstanding trial lawyer."*

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Skilled litigators with particular strength representing clients in the energy sector. Also well versed in antitrust, intellectual property and bankruptcy-related disputes. Capable of assisting clients with both domestic and cross-border matters.

Strengths Clients commend the firm's *"impressive lawyers."*

Work highlights Represented UMB Bank as indenture trustee for holders of approximately \$1.4 billion in notes issued by Rowan Companies and assumed by Valaris in a claim seeking to recover over \$1 billion in alleged fraudulent transfers, damages on account of breaches of fiduciary duty and other claims.

Notable practitioners

Karl Stern is frequently engaged in high-stakes commercial disputes, particularly in the energy and natural resources sector. *"He is a great attorney."* *"He can quickly find his footing and does a really great job."*

Reynolds Frizzell LLP

What the team is known for Well-regarded litigation boutique with a strong track record of representing

clients in a range of commercial matters, with particular emphasis on energy and natural resources. Additional expertise includes handling IP, breach of fiduciary duty and shareholder disputes. Handles litigation in state and federal courts, including courts of appeal, as well as assisting clients with domestic and international arbitration. Represents both plaintiff and defendant companies from a broad range of industries.

Strengths Market commentators highlight: *"It is a smart, lean and sharp outfit. The lawyers are focused, effective and good on their feet."*

Clients say: *"It is a great team that is an absolute pleasure to work with and provides practical and thoughtful advice."*

One impressed source says: *"They are very thorough and great at getting at the true issues."*

Work highlights Represented Transocean Offshore Deepwater Drilling in a \$200 million patent infringement dispute with Noble Corporation over dual-activity technology used for offshore drilling in ultra-deep waters.

Notable practitioners

Chris Reynolds has developed an impressive disputes practice, which includes acting on behalf of energy and natural resources companies, among others. *"He is really smart, very practical and very client-focused."* *"He's a strong energy-sector practitioner."* **Jeremy Doyle** assists corporate clients with a range of disputes, acting on both sides of the docket. His litigation experience spans a wide array of sectors, including construction, energy and private equity. **Jean Frizzell** is respected for his expert handling of complex commercial disputes, including in the energy and natural resources sector. *"He is a connected, powerful force in the market."* *"He is an outstanding litigator."* *"He's very honest in his thought and communication."*

Shipleigh Snell Montgomery LLP

What the team is known for Highly regarded litigation boutique offering expert representation in a wide range of energy-sector disputes. Capable of advising on environmental, personal injury and commercial cases. Frequently sought out for its strength in trials.

Strengths Sources state: *"They are well-prepared and extraordinarily good advocates. They present evidence in a likable and effective way, and are very sensible in their approach and positions."*

Clients say: *"It is an outstanding boutique."*

Work highlights Represented Kirby Inland Marine in a claim for damages arising from a collision between two barges and a liquefied gas carrier in the Houston Ship Channel, which resulted in the spill of approximately 10,000 barrels of reformate.

Notable practitioners

George Shipleigh represents a strong choice for clients in the oil and gas sector and has experience acting in complex trials and appeals. *"He's good at picking and choosing fights and focusing on the important issues."* *"He is very thoughtful, has a nice manner and clients love him."* **Joel Montgomery** handles high-stakes litigation for energy companies and other corporate clients. He is also experienced with handling arbitrations. *"He handles witnesses and experts in a methodical and detailed but easy to understand fashion. He has a good talent for making complicated issues easy to understand."*

Sidley Austin LLP**See profile on p.1608**

What the team is known for Possesses considerable expertise in the full spectrum of commercial disputes, including experience handling securities, employment and energy-related matters. Capable of counseling clients on investigations and arbitrations as well as acting in trials and appeals.

Strengths Clients highlight: "They really excel as advisers. They are always experts in the room, very quick to lay out plans and tactically let clients know where they should go."

Sources regard the team as "knowledgeable, hard-working and responsive."

Interviewees say: "The team's strengths are their ability to mobilize a deep bench of expertise and bring a large number of lawyers to bear on a matter. The firm offers a powerful, thorough team that leaves no stone unturned. The degree of specialization is uncommon."

Notable practitioners

Yvette Ostolaza (see p.2967) is frequently sought out to handle high-level internal investigations and commercial litigation. "She is a tremendous asset to have on your side. She is tireless, hard-working and passionate." "She is a natural leader who has the ability to manage all the moving parts of a team." "She is plenty smart and has a sharp mind." **Angela Zambrano** (see p.2987) is a highly sought-after commercial litigator, whose broad experience spans class actions and arbitrations. "She performs superlatively and when it comes to litigation, she is a tenacious fighter and has unparalleled organizational skills." "Her litigation skills and ability to strategize serves clients very well. She has everything you need in a litigator."

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates**See profile on p.2455**

What the team is known for Respected Houston-based litigation offering complemented by the firm's wider national and international bench. Offers particular prowess in securities litigation, including high-stakes class actions. Frequently handles securities lawsuits arising out of M&A transactions.

Strengths Clients comment: "One of the best things about the firm is its commitment to the client. You expect top-notch customer service and Skadden does not disappoint. They are always available, no matter what. And they will leave no stone unturned in representing their clients."

"It is a great firm for the super sized cases," reports a source, adding: "The firm has a lot of international expertise and ability."

One interviewee highlights the firm's "absolute, total mastery of the law, and ability to handle multijurisdictional cases," and adds: "The team does a really good job of moving the chess pieces around and you end up in the most favorable form you could end up in."

Work highlights Represented Société Générale in a securities suit initially brought as a putative class action by investors in R. Allen Stanford's \$7 billion Ponzi scheme against a group of banks that provided banking services to various Stanford entities.

Notable practitioners

Noelle Reed (see p.2972) is adept at handling securities class actions and derivative lawsuits, including cross-border matters. "I'm super impressed with her writing and trial abilities." "Noelle is fantastic. She is whip-smart and one of the most talented trial lawyers I have had the pleasure to work with. She's able to reduce extremely complicated facts to a simple theme

and communicate it effectively to a judge and jury. She is a master of cross-examination." **Wallis Hampton** (see p.2949) is noted for his impressive experience handling securities litigation and enforcement. "A very active and very good lawyer." **Kenneth Held** (see p.2951) is a widely respected securities litigator, with experience handling merger challenges, fiduciary duty and stock drop cases. "He's a sharp litigator."

Smyser Kaplan & Veselka LLP

What the team is known for Highly skilled litigation boutique called upon to handle high-profile commercial matters in a range of sectors. Experienced with representing clients in the energy, automotive and technology sectors. Expertise expands to cover investigations and white-collar criminal cases involving securities fraud, insider trading, FCPA violations and environmental crime.

Strengths Market commentators highlight: "They're doing great work in that group and have been very, very busy over the past two years or so."

Sources add: "It is an excellent firm whose lawyers are going pretty strong."

Notable practitioners

Shaun Clarke is especially well known for his handling of environmental crime cases as part of a wide-ranging white-collar defense practice, which also covers bribery, corruption and insider trading cases. "A very talented lawyer in the courtroom." "An outstanding practitioner." **Lee Kaplan** is a preeminent commercial litigator. His experience includes handling intellectual property litigation. "An extraordinary lawyer who guides cases in a nuanced and effective way." "A smart and experienced guy." **Craig Smyser** acts on behalf of energy and life sciences companies, among others, in bet-the-company disputes. "He is a skilled lawyer who doesn't waste time fighting petty things." "He's a strong lawyer." **David Isaak** is well known for his expertise in white-collar litigation and regulatory investigations. "He's a great and very accomplished lawyer." **Larry Veselka** represents corporate clients at trial and appeal and in arbitration. He handles a broad array of commercial matters, including intellectual property and contract disputes. "He is an excellent lawyer who does a very, very good job."

Stanton LLP**See profile on p.3024**

What the team is known for Renowned Dallas-based litigation boutique frequently called upon to handle significant commercial disputes in state and federal courts. Possesses strengths in healthcare and intellectual property matters.

Strengths Clients reveal: "They are able to take a complex case and organize the evidence in a manner that makes sense. They also communicate well with clients."

Interviewees say: "They are terrific lawyers and good people. They're very client-oriented and make sure they do the right thing for their clients."

Work highlights Represented Insurance Company of Scott & White in a dispute against several pharmacies and a sham charity, seeking to recover millions of dollars in damages for fraud, breach of contract, conspiracy and tortious interference with a contract.

Notable practitioners

James Stanton handles an impressive breadth of commercial disputes in and out of the courtroom. "He has incredible courtroom experience far beyond his years." "He's very creative, thoughtful and tactical

as well as having a keen sense of how the litigation system works." "Very client-oriented and just an all-around terrific lawyer." **Jennifer Salim Richards** is noted for her adept handling of a wide variety of commercial disputes, including those involving intellectual property, real estate and healthcare. "She is diligent, brilliant and effective. She does a great job of strategy and delivering results." "She's always excellent, personable and relatable to the client. I'm always impressed by her preparation before meetings and hearings."

Susman Godfrey LLP

What the team is known for Broad-ranging and highly respected litigation practice with a policy of recruiting attorneys with previous clerking experience. Acts for both plaintiffs and defendants on a wide range of commercial litigation matters, including in the antitrust, IP and oil and gas spaces. Frequently takes on complex bet-the-company cases for its list of prestigious clients. Boasts an impressive number of Fortune 500 companies on its client roster.

Strengths One impressed client says: "I consider it to be the best litigation firm in the US."

Sources highlight: "They are very impressive, effective and relentless in their pursuit of cases."

One interviewee notes: "The team is passionate and dedicated, and I feel I have a legal team that can go toe to toe with anyone, anywhere."

Work highlights Successfully defended Repeat Precision in a dispute brought by Diamondback Industries alleging fraud and breach of contract, among other claims.

Notable practitioners

Barry Barnett is an impressive litigator who handles the full gamut of commercial disputes on behalf of plaintiffs and defendants. "He is a great trial lawyer." "He's really smart and good trial lawyer who gets excellent results." **Geoffrey Harrison** has a robust litigation practice, which includes representing major clients in the energy industry. "He is a powerhouse litigator." "One of the premier trial lawyers. He is absolutely fantastic and one of the rock stars at the firm. A go-to for us." **Harry Susman** has developed an impressive reputation as a commercial litigator. He acts on behalf of plaintiffs and defendants in high-stakes business disputes. "He is highly intelligent, extremely motivated and a pleasure to work with. He is very, very dedicated to the case." **Mark Wawro** has a strong track record of handling commercial disputes on behalf of plaintiffs and defendants. "A smart, hard-working and experienced lawyer." "He is phenomenal." **Shawn Raymond** is a strong performer in a wide range of energy sector disputes. "He's a great trial lawyer." "A very skilled litigator." **Neal Manne** acts for an enviable client base in business-critical disputes, including antitrust and commercial litigation. "He has a great reputation for being a smart and tenacious litigator." "He's a straight shooter and an effective trial lawyer."

Thompson & Knight LLP**See profile on p.3026**

What the team is known for Well-regarded litigation group able to draw on resources across four offices in the state. Particularly noted expertise in relation to disputes arising in the oil and gas sector, with additional experience in representing clients in the transportation industry.

Strengths Clients say: "They are all extremely capable and very helpful in conveying and distilling

decision points of varying scales and complexities throughout the lifetime of a matter.”

Sources say: “It is a great team that’s a pleasure to work with. The lawyers don’t get bogged down in the small details but are focused on the problem and how to reach a conclusion.”

Work highlights Represented Approach Resources in a dispute with Alpine Energy over the termination of an asset purchase agreement.

Notable practitioners

Richard Roper is especially well known for his handling of healthcare fraud cases alongside broad white-collar investigations expertise. “He is a very knowledgeable white-collar lawyer.” **Jessica Magee** leverages her SEC background to assist clients with government investigations and enforcement actions involving a wide range of allegations, including accounting fraud and insider trading. “She’s extraordinarily talented and very good with clients.” “She is efficient, focused and hard-working. She provides a thoughtful approach and is decisive about what needs to be done.”

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Well-resourced national firm with a great depth of experience in handling litigation across the full gamut of commercial areas. Especially well known for its expertise in energy disputes, with additional prowess in antitrust, environmental and construction matters. Frequently acts for major oil and natural gas production companies, as well as catering to clients in the construction, mining, financial services and technology sectors. Also boasts highly regarded securities and appellate specialists, in addition to a fast-growing white-collar criminal defense practice which handles significant investigations.

Strengths Sources say: “They are professional, timely, responsive and all the things you would want.” Interviewees report: “They are very smart, very hard-working, practical with the client, great in court, very thorough and a pleasure to work with. They take delight in their work and bring a lot of energy. Their hard work and motivation makes things run smoothly and effectively.”

Clients say: “The team as a whole is a well-oiled machine and excellent in its preparation, knowledge of the law and presentations in court.”

Work highlights Successfully represented Texas Central before the Thirteenth Court of Appeals, which found that Texas Central is defined as both a railroad company and an interurban electric railway, reversing a declaratory judgment by a lower court and allowing the company to have eminent domain authority.

Represented Energy Transfer Equity in the Delaware Chancery Court in a \$420 million termination fee claim brought by Williams in connection with the termination of a proposed \$38 billion merger between the two companies.

Represented Enterprise Products in a proposed class action brought by residents of a subdivision in Channelview, Texas, who alleged that their houses flooded during Hurricane Harvey due to water diversion caused by the construction of two pipelines.

Notable practitioners

Harry Reasoner (see p.2971) is a highly regarded litigator whose broad capabilities encompass antitrust and insurance cases. “He is a deep thinker who can really make a difference in a case.” “He provides

extraordinary oversight and wisdom to the team.”

Michael Holmes (see p.2953) has an impressive securities litigation practice and is often sought out to handle merger challenges in the Delaware courts.

“He is a great examiner of witnesses and a fabulous oral arguer with incredible persuasive strength.” “He is very persuasive, comfortable and well prepared in court.” **Marie Yeates** (see p.2987) acts for businesses in a wide array of appeals, including those pertaining to insurance, real estate and personal injury. “Her level of preparation, analysis, critical review and final work product are excellent.” “She has a long record of successes and is one of the top in the state, no question.” **Thomas Leatherbury** (see p.477) has a strong track record representing a range of clients in appeals involving the First Amendment. “He’s the perfect combination of tremendous intellect and the most gentlemanly and honorable human being.” “He is extremely good and a very meticulous lawyer who provides good, uncluttered briefs.”

Ferguson McNiel (see p.2962) has a wealth of experience handling a wide array of commercial litigation, including insurance, construction and product liability claims. “He has a very effective and appealing manner with judges and juries.” **Jeffrey Johnston** (see p.2954) is a strong choice to handle SEC investigations, and is also sought out to conduct internal investigations. “He is a very smart lawyer.” “His strengths are his experience, good judgment and responsiveness.”

John Wander (see p.2983) is noted for his adroit handling of securities litigation and SEC investigations. “He is collaborative, strategic and extremely smart as well as having a very good bedside manner with clients.” “He is a great lawyer who brings calm and sensibility to matters.”

Phillip Dye (see p.2941) comes highly recommended for his expertise in the oil and gas sector. He litigates complex issues including high-value breach of contract cases. “He is a very strong litigator.” “He has a very good reputation and knows the space very well.”

Jennifer Freel (see p.2943) frequently assists clients with government and internal investigations as well as civil disputes. “She’s very capable and has a very good reputation. She can handle complex issues and manage and resolve challenging investigations.” **Patrick Mizell** (see p.2963) is a commercial litigator with capability handling disputes in the energy sector. “He’s very effective and comfortable in the courtroom.”

Michael Heidler (see p.2951) is recognized for his flourishing appellate practice and acts for a broad client base, including energy and construction companies. “He’s very impressive, well prepared and professional.” **Craig Zieminski** (see p.2988) is cultivating an impressive and wide-ranging securities litigation practice, including expertise in merger challenges. He has experience advising clients in the energy, finance and real estate sectors, among others. “He is great to work with.”

Winston & Strawn LLP

See profile on p.1610

What the team is known for A deep bench of seasoned trial lawyers, offering wide-ranging expertise in commercial and white-collar litigation. Well equipped to handle disputes in the energy sector, with additional experience litigating on behalf of financial services, technology, real estate and manufacturing companies.

Strengths Clients say: “It is one of the top ten trial teams in the country. It is an amazing team which does a great job, and you want them on your side when it really matters.”

Sources highlight: “It is a very strong white-collar practice that is well placed to handle major matters.”

Interviewees note: “It is a highly capable and sophisticated team.”

Work highlights Represented a national nonprofit in an investigation by the tax division of the DOJ concerning alleged improper expenditures and related misrepresentations on tax returns and charitable misreporting.

Represented a number of network marketing companies including AdvoCare in the defense of class actions alleging that they operated pyramid schemes, which involved claims of federal securities fraud, unjust enrichment and RICO violations.

Notable practitioners

Tom Melsheimer (see p.2962) excels across a broad array of civil and criminal matters. He draws particular acclaim for his considerable trial expertise. “He’s fearless in the courtroom and very effective on his feet.” “He is whip-smart, and has an amazing rapport and ability to communicate with a jury which is rare if not unique.” **Matthew Orwig** (see p.2967) maintains a strong reputation for his handling of sensitive internal investigations as well as frequently acting on behalf of clients in False Claims Act and fraud cases.

“We value his calm demeanor and insight in the midst of contentious matters. Matt is an excellent communicator and has a knack for focusing his attention on the most crucial aspects of a litigation or investigation.” “He’s collegial and always works hard for his clients.” **Paula Hinton** (see p.2952) tries a wide array of high-stakes disputes, including on behalf of energy companies. She possesses a wealth of experience spanning business torts, trademark and product liability matters, among others.

Wright Close & Barger, LLP

What the team is known for Respected litigation boutique with a strong track record before state and federal appeals courts. Offers expertise in a wide range of claims, including personal injury, insurance, intellectual property and product liability.

Notable practitioners

Wanda McKee Fowler is a well-regarded appellate litigator, who draws on her experience as a justice on the Fourteenth Court of Appeals. She advises clients on a wide range of matters, including insurance, contracts and product liability. “She is a very good lawyer.” “She’s very smart and competent.”

Thomas Wright has a wealth of experience handling appellate litigation in Texas and federal courts. His commercial disputes practice includes oil and gas disputes. “He is an impressive advocate.” “A very smart and effective appellate lawyer.”

Yetter Coleman LLP

What the team is known for Nimble boutique with a strong and creative bench of litigators well versed in handling complex business disputes spanning a diverse array of matters including antitrust, IP and contractual disputes. Highly accomplished in representing clients from a variety of industries, such as energy, technology and finance. Also offers capabilities in appellate litigation.

Strengths Clients say: “They are very skilled at the task at hand and complement each other very well.”

Sources highlight: “They think about how things will play out at trial, and how to map and strategize a case. They’re very focused on getting the best results for their clients.”

Interviewees note: “They are professional and highly

skilled lawyers.”

Work highlights Represented Apache in a fraud and breach of contract lawsuit involving potential damages of over \$1 billion.

Notable practitioners

Reagan Simpson handles complex appeals in the Texas Supreme Court and federal courts and garners praise for his advocacy skills. “He is a terrifically talented lawyer and a wonderful human being.” “He’s the total package, who is very, very intelligent and sees the details as well as the overall picture.” **Collin Cox** represents a range of corporate clients in complex commercial litigation and arbitrations. “He’s collaborative, takes the time to listen and fully explain things and has a great demeanor.” “An all-around impressive partner.”

Timothy McConn skillfully guides energy companies through high-stakes commercial disputes. “He’s very engaged and plays a front-line role. He’s a great lawyer.” **Connie Pfeiffer** regularly argues complex points of law in the Texas Supreme Court and other appellate courts. She is the newly appointed chair of the appellate practice. “She’s very detail-oriented, has a great manner with non-lawyers and works efficiently.” **Paul Yetter** is a highly respected trial lawyer, with a broad commercial litigation practice that includes particular prowess in energy disputes. “He’s always organized in his thinking, puts evidence and issues into perspective and comes with a wealth of experience.” “He’s excellent at distilling really complex ideas, issue-spotting and figuring out the weaknesses of the other side. He has an incredible presence in the courtroom.”

Other Ranked Lawyers

Barry Abrams has a wealth of experience handling business-critical disputes. He acts on behalf of a diverse client base, which includes public and private sector entities. “He is a superb trial lawyer.”

Joel Androphy has a wide-ranging white-collar litigation practice, which includes acting on behalf of individual and corporate clients in fraud, corruption and environmental crime cases. “He is a successful lawyer and a bulldog in court who gets good results.”

Jeff Ansley is a well-regarded white-collar defense lawyer, with particular strength in healthcare fraud cases. “He is one of my go-to for white-collar matters and does a great job.” “He is very, very well versed in healthcare fraud investigations and defense.”

Charles Babcock is a respected litigator with a wealth of trial experience. He offers particular strength in First Amendment litigation. “A well-recognized and well-respected lawyer.” “He’s extremely knowledgeable and a very strong strategist.”

Scott Barnard (see p.2930) counsels corporate and individual clients in securities class actions, shareholder disputes and enforcement matters. “Scott is a great lawyer and very good negotiator who is capable of handling large, important matters.” “He’s unbelievably quick and also helpful in strategy discussions.”

Pamela Baron specializes in civil appellate matters across various state appellate courts, including the Texas Supreme Court. “She’s sort of a legend and everyone owes a debt to her deep research. She’s also a joy to work with.” “She has deep knowledge of the Texas Supreme Court.”

Alex Brauer is noted for his skill in handling high-stakes commercial disputes. His experience includes assisting clients with fraud claims and breach of restrictive covenant disputes.

Scott Brister (see p.2934) is a strong choice to handle complex appellate cases, drawing upon his wealth of judicial experience including in the Texas Supreme Court. “He is a very astute writer and oral advocate.” “He listens, understands a case and provides very sound advice. He also does an exceptional job in oral argument before the court.”

Leon Carter assists clients with the full range of commercial disputes, including employment, intellectual property and product liability mandates. “He is an incredible courtroom lawyer who can write a brief and organize a case through and through.” “He’s an excellent lawyer who is very talented and great with juries.”

Jennifer Caughey chairs the firm’s appellate section and offers adept handling of a wide variety of cases before state and federal appellate courts. “She is an absolutely fantastic advocate.”

Daniel Charest (see p.2936) is noted for his impressive handling of a wide range of commercial, energy and mass tort actions on behalf of plaintiffs and defendants. “His commitment to clients is amazing.” “He’s professional, deliberate and provides chess-board thinking with outside-the-box litigation tactics.”

Shawn Cleveland (see p.2937) assists clients with sensitive DOJ and SEC investigations as well as defending white-collar cases. He offers expertise in False Claims Act, securities fraud and accounting fraud matters, among others. “He is a superb lawyer who can take a huge volume of documents and distill them down.” “He strategically picks the key points and puts forward the best arguments. He’s also incredibly responsive, whether it’s providing information, gathering documents, or simply advising me of anticipated timelines.”

Stephanie Clouston’s (see p.2937) vast litigation experience includes product liability, breach of contract and intellectual property claims. “She is a terrific and engaging lawyer. She is smart, proactive, incredibly hard-working and has a great dynamic with her team.”

Daniel Cogdell is a formidable litigator who handles a wide array of criminal cases, including high-profile white-collar matters. “He’s a strong white-collar practitioner.” “He’s a very good trial lawyer.”

Samuel Cooper has a wide-ranging disputes practice, which encompasses securities litigation and enforcement actions as well as commercial and anti-trust litigation. “He’s incredibly smart, very practical and a very strategic thinker.” “His judgment is excellent and he can distill complex arguments into compelling narratives.”

Thad Dameris (see p.417) handles class actions and international arbitration on behalf of a range of major aviation clients. “He’s a sharp lawyer who does a good job.”

Joy Dowdle is experienced with defending clients in FCPA and other finance-related investigations as well as advising on cross-border compliance programs and securities litigation. “She’s very responsive and provides very practical advice. She also tries hard to understand a client’s business.”

Lawrence Finder acts on behalf of individuals and corporations in criminal trials and agency investigations, as well as assisting clients with internal investigations and compliance. “He is very available, knowledgeable in all the issues and has very good communication skills.” “He is a strong, smart and very well-respected litigator.”

Scott Fletcher represents clients in complex securities litigation and enforcement actions. “He’s an

impressive attorney who knows how to put on the charm and turn up the heat.” “He has an incredible brain and is very well thought of.”

Murray Fogler’s superb commercial litigation practice includes particular expertise in energy disputes. “He is one of the best trial lawyers in town.” “He’s a pleasure to work with.” “He is one of the brightest and most informed lawyers in Texas.”

Ronald Franklin (see p.2943) has vast experience representing clients in commercial disputes and personal injury claims. He handles contract, securities and employment claims, among others. “He’s a supreme trial lawyer. I’d hire him if I needed someone.” “He is a very good litigator.”

Toby Galloway (see p.2944) offers particular prowess in SEC investigations. “He’s a very, very savvy lawyer with a great reputation across the board and particularly with the SEC work.” “He is collaborative and easy to work with.”

Paul Genender (see p.2944) has a varied litigation practice, which includes handling disputes arising out of bankruptcy and restructuring proceedings. “He has superior intellectual skills matched with an equally impressive command of the law and an uncompromising commitment to winning.” “He is outstanding lawyer, who is extremely smart, diligent and prepared. He is a very top-quality litigation partner.” “Paul Genender is a very persuasive litigator.”

Michael Gibson’s broad white-collar defense practice encompasses healthcare, tax and government contracts fraud. “He’s one of the deans of the Bar and an across-the-board impressive trial lawyer. He can handle any case you can throw at him.” “He is the smartest person in the room.”

Julie Hardin excels in a wide variety of disputes including commercial and product liability cases. Her experience includes representing clients in the energy and life sciences sectors. “She is incredible and a fantastic standup litigator. I have great respect for her.” “She’s efficient, knowledgeable, responsive and delivers great results.”

Rusty Hardin (see p.2949) is an accomplished litigator with strengths spanning a broad array of civil and criminal matters. “He’s extremely strategic, has unbelievable energy and only cares about winning.” “He’s great in the courtroom.”

Lauren Harris (see p.2949) has experience representing clients in state and federal appellate courts. She has experience handling a broad range of disputes, including energy, labor and employment and business litigation. “She is very smart and has a very good reputation in the market.” “She is terrific. She turned out an excellent brief and I am very appreciative of her work.”

Lisa Hobbs is a well-regarded litigator with noted strength in civil appellate matters and represents a strong choice to act for clients before the Texas Supreme Court. “She is innovative, has good judgment and delivers great oral arguments.” “A very talented appellate lawyer.”

Michael Jung (see p.2955) acts on behalf of a wide range of clients in both state and federal appellate courts. “His knowledge is encyclopedic and he takes nothing for granted and leaves no stone unturned.” “He is a very accomplished appellate lawyer who does a terrific job for his clients both in his oral and written advocacy.”

As a former justice on the Texas Supreme Court **David Keltner** (see p.2956) has a deep knowledge of appellate matters and is sought out to represent clients in a wide array of matters. “He is a very pol-

ished and terrific advocate who is very good in oral argument." "He is a very fine lawyer who is great to deal with."

Samy Khalil wins praise for his sophisticated representation of clients in criminal trials and investigations by the DOJ and SEC. "He's extraordinarily good at dealing with prosecutors and also a good courtroom lawyer who gets a ton of respect from the Bench." "Samy is a highly experienced, patient and strategic thinker with a very calm demeanor."

John Kinchen heads the firm's litigation practice and offers considerable expertise representing clients in trials and investigations. "He's a natural trial lawyer—juries love him and the courts love him. He puts in the time and preparation and is well suited for complicated white-collar cases." "He is a very, very effective courtroom advocate with seasoned judgment."

Mark Lanier (see p.475) has cultivated an impressive reputation for his representation of plaintiffs in high-profile product liability and personal injury cases, receiving particular praise for his courtroom skill. "He's exceptionally talented and I have tremendous respect for him." "He is an absolutely outstanding trial lawyer."

Jeffrey Levinger represents clients in state and federal appellate courts, with experience across business litigation, intellectual property and energy matters, among others. "He is a brilliant attorney who does a great job for his clients." "He's a very skilled advocate, both oral and written."

Jason Lewis (see p.2959) has a well-established white-collar defense practice and is especially experienced with handling SEC investigations and enforcement proceedings. "He's great to deal with, knows what he's doing and absolutely gets the SEC work." "He's personable, engaging and has a great reputation in the market."

Alan Loewinsohn has an impressive breadth of commercial litigation expertise, which includes construction, real estate and securities disputes. "He's a very skilled and talented lawyer." "An outstanding litigator."

Eric Madden handles a wide array of commercial disputes, including bankruptcy-related litigation. "He is results-driven and very creative." "He is outstanding."

Former prosecutor **Bill Mateja** represents clients in government investigations as well as civil and criminal litigation, and is particularly adept at healthcare fraud and securities enforcement. "He's professional, competent and thoughtful in his approach as well as always available and on top of everything." "A strong advocate and a master strategist."

Brandon McCarthy (see p.2961) is frequently sought after by individuals and companies in a wide range of

investigations and trials, with particular expertise in the healthcare sector. "He's fantastic with juries—they love him, as do judges. He is a great trial lawyer." "He is hard-working and has a lot of trial expertise."

Paul Nugent is noted for his courtroom experience. He regularly represents both individual and corporate clients in criminal proceedings. "He's a fantastic trial lawyer."

Harriet O'Neill is an accomplished appellate lawyer, with expertise in commercial, regulatory and constitutional appeals. "She is a strong appellate lawyer. I think the world of her." "She soaks up everything and can synthesize it as well as providing remarkable insights into the court."

Christopher Odell (see p.2966) possesses experience handling complex commercial disputes and mass tort litigation, including in the transportation sector. "He's an absolutely go-to counsel, especially on product liability issues. He knows the market and all the stakeholders." "A very strong lawyer."

Heather Peterson's (see p.2969) considerable expertise spans white-collar investigations as well as trials in both state and federal courts. "She's a very strategic thinker and a great white-collar lawyer. She's been around the block and is a pro."

Jesse Pierce (see p.2970) is an accomplished litigator and is widely touted for his strength in oil and gas disputes. "One of the best oil and gas lawyers in the state." "A knowledgeable oil and gas litigator."

Marla Thompson Poirot is a strong performer in both white-collar trials and government investigations. She acts on behalf of individual and corporate clients. "She is very knowledgeable, detail-oriented, very precise and can master large cases." "She is a terrific lawyer."

Michelle Reed (see p.2972) is frequently sought after by companies and their officers and directors in securities litigation, including class actions and derivative suits. "She's a very intelligent lawyer, who is very well prepared and conscientious." "She provides good communication throughout."

Anna Rotman (see p.2974) handles complex commercial and environmental litigation on behalf of clients in the energy sector. "She has a network beyond just about anyone her age and is highly sought after for bet-the-company litigation." "She is a very strong litigator."

Kent Schaffer is a renowned criminal defense attorney with experience representing businesses and high-profile individuals. "He's a very experienced practitioner and very fine trial lawyer." "He does well with relating to a wide variety of clients."

Adam Schiffer is a strong choice to handle busi-

ness-critical disputes at trial and arbitration. He frequently acts on behalf of energy companies. "He's a fabulous down-in-the-trenches trial lawyer." "He runs a very good trial boutique and gets hired on complicated commercial cases."

Jeff Tillotson is an accomplished litigator with a specialty in business disputes. "He's a superb lawyer; a counselor as well as a litigator." "A super-smart courtroom lawyer who manages litigation effectively."

Roger Townsend is a renowned appellate litigator with significant experience acting for businesses in a wide array of appeals. "He's a very engaging oral advocate." "He is a very efficient lawyer."

Michael Uhl handles sensitive white-collar cases on behalf of corporate and individual clients. "He gets really great cases given his strong reputation."

Victor Vital (see p.2982) is a strong performer in a range of commercial disputes and also has considerable experience handling high-stakes personal injury litigation. "He stands out as someone who can jump in, understand the issues, think creatively and gain trust in a short period of time." "He produces exceptional results and is a true trial lawyer." "He is very good on his feet. He is an outstanding trial lawyer who loves being in the courtroom and is also effective in his tactics."

Jane Webre has experience advocating before the US Supreme Court and other federal and Texas courts. "She is collegial, insightful, a very good speaker and someone who people look up to." "A rare combination of being very detail-oriented and understanding the bigger picture."

Robert Webster focuses on white-collar defense, compliance and criminal appellate law. "He is a tremendous, tremendous lawyer who is happy to get stuck in and works incredibly hard on cases. He is a strong trial lawyer." "He's a very experienced lawyer."

Mark Werbner is a seasoned litigator with notable experience handling disputes in the banking and finance sector. "A great trial lawyer with numerous jury cases under his belt." "He's a great lawyer."

James Wetwiska's (see p.2984) wide-ranging practice includes oil and gas, product liability, contract and intellectual property disputes. "He's very smart, thoughtful and strategic. He helps clients think through issues with his cool head and expertise in Texas law."

Sarah Wirskye is a strong choice to handle complex criminal and civil fraud cases, with considerable expertise in tax-related matters. "She is a really talented lawyer with a great deal of experience in the criminal realm handling matters of all kinds."

Litigation General Commercial: Austin & Surrounds

Litigation: General Commercial
Leading Firms
Band 1
Norton Rose Fulbright *
Reid Collins & Tsai LLP
Scott Douglass & McConnico LLP *
Band 2
Baker Botts LLP *
Duane Morris LLP *
Haynes and Boone, LLP *
Husch Blackwell LLP *
Jackson Walker LLP *
McGinnis Lochridge
Vinson & Elkins LLP *
Leading Individuals
Band 1
Collier Marc Norton Rose Fulbright *
Dodds Douglas McGinnis Lochridge
McConnico Stephen Scott Douglass & McConnico LLP
Nichols Eric Butler Snow LLP (ORL) ◇ *
Oakes Mark Norton Rose Fulbright *
Reid IV William T. Reid Collins & Tsai LLP
Trahan Paul Norton Rose Fulbright *
Tsai Lisa Reid Collins & Tsai LLP
Wooten Kennon L. Scott Douglass & McConnico LLP
Band 2
Burgess Karen C Burgess Law PC (ORL) ◇
Collins Jason Reid Collins & Tsai LLP
Dobson Casey Scott Douglass & McConnico LLP
Dow Matt Jackson Walker LLP
Lucas April McGinnis Lochridge
McCreight Tracy L. Duane Morris LLP *
Schramek Adam T. Norton Rose Fulbright *
Terrazas Kevin Cleveland Terrazas PLLC (ORL) ◇
Thompson Brad Duane Morris LLP *
Thorne Leslie Conant Haynes and Boone, LLP *
Up-and-coming individuals
Romero Joshua A. Jackson Walker LLP
Secco Marisa Vinson & Elkins LLP *
Westridge Black Emily Haynes and Boone, LLP *
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Norton Rose Fulbright

See profile on p.585

What the team is known for Accomplished team with the ability to represent clients nationally and across multiple districts, as well as in every stage of the litigation life-cycle, from discovery to appeal. Adept at advising corporate counsel, owners and executives on class actions, trade secrets claims and contract disputes. Particularly proficient in representing clients in the healthcare sector.

Strengths Sources say: "The firm has an excellent reputation and its lawyers are top-notch."

Commentators regard it as "a great litigation group."

Work highlights Represented Scott and White Health Plan in a dispute involving allegations that the pharmacy benefit manager that served as a subcontractor for SWHP in connection with its Medicare Part D Plan breached its services agreement by failing for years to properly process healthcare claims for certain members.

Notable practitioners

Marc Collier (see p.2937) is highly regarded for his experience acting on behalf of clients in federal and state courts. "He deftly handled our case. I would go back to him again." "He's really good at figuring out the real dispute, the pain points and how it affects clients' businesses." **Mark Oakes** (see p.2966) represents businesses and individuals in shareholder disputes. He offers further expertise advising on internal and government investigations. **Paul Trahan** (see p.2981) is a respected litigator who acts for clients from a wide range of industries, including technology, healthcare and mining. "He provides effective counsel and terrific advice." **Adam Schramek** (see p.2975) handles complex commercial disputes in state and federal courts, including class actions and insurance coverage claims. "He brings a depth of technical experience in litigation and I appreciate his procedural skills."

Reid Collins & Tsai LLP

What the team is known for Preeminent litigation boutique respected for its impressive track record in trials. Regularly handles high-stakes disputes across the USA in addition to Texas. A particularly strong choice to litigate complex fraud claims and bankruptcy-related litigation.

Strengths Sources appreciate that "the team is very responsive, explains its positions very well and suggests a course of action."

Market commentators note: "It is a great team of impressive litigators who work on big-ticket litigation."

Notable practitioners

William Reid offers a wealth of experience in both civil and criminal litigation, with particular expertise in insolvency cases. "He's a terrific lawyer." **Lisa Tsai** possesses a broad-based commercial litigation practice. She advises clients on everything from shareholder disputes to professional liability claims and class actions. She has experience at court throughout Texas and California, and at the appellate level. "She's a very smart, effective and successful litigator with a proven track record." **Jason Collins** handles business and financial litigation with expertise in fraud, insolvency and securities matters, among others. "He's a very good communicator and it's never hard to get a hold of him. He does an excellent job."

Scott Douglass & McConnico LLP

See profile on p.3021

What the team is known for A sizable Austin-based team with the ability to handle complex and high-stakes litigation across a broad array of industries, including the oil and gas, pharmaceutical and technology sectors. Offers substantial experience in representing clients in jury trials, arbitrations and both state and federal appeals, and providing additional guidance on litigation strategy.

Strengths Sources highlight: "The firm is very impressive and excellent in commercial litigation. It enjoys a great reputation and is highly respected by other lawyers, judges and arbitrators."

Clients reveal: "The lawyers anticipate all the opposing side's moves and put clients in a position of strength to achieve superior results."

Work highlights Represented Expedia and its subsidiaries in six lawsuits filed under the Helms-Burton Act in federal courts in Florida and Delaware. The plaintiffs alleged that the Cuban government con-

fiscated various pieces of real property in Cuba from their families and that hotels were subsequently built on those properties.

Notable practitioners

Stephen McConnico has a substantial track record of jury trial representations, and is experienced in representing individuals and international and local businesses. "He is an exceptional trial lawyer." "He is one of the greats. He enjoys a reputation nationally as a superb trial lawyer." **Kennon Wooten** is well versed in representing plaintiffs and defendants, including public sector organizations, in both commercial litigation and appeals. "She an excellent lawyer." "She is amazing and has accolades at the Bar." **Casey Dobson** handles securities fraud, construction and professional malpractice disputes alongside his broader commercial litigation expertise. "He's excellent and enjoys a great reputation in the courtroom. He is a real trial lawyer." "He is able to take complicated issues and put them in layman's terms as well as articulating a client's position very effectively."

Band 2

Baker Botts LLP

See profile on p.2993

What the team is known for A highly active international firm, which brings to bear its resources to tackle litigation arising throughout the USA and abroad. Demonstrates valuable expertise across the oil and gas, technology and life sciences, financial services and energy sectors. Handles a broad array of contentious matters, including shareholder disputes, professional liability litigation and labor and employment concerns.

Notable practitioners

Gavin Villareal, the firm's litigation department chair in Austin, is a key contact.

Duane Morris LLP

See profile on p.2746

What the team is known for Respected litigation practice with strength in product liability, intellectual property and commercial disputes. Acts for a broad client base in Austin and beyond, including those hailing from the energy, healthcare and construction sectors.

Strengths One source says: "The team is super responsive and the expertise they bring to the table is better than any other firm I've used."

"The experience has been very positive," reports another client, adding: "The team listens to our needs and stays on top of it."

Work highlights Successfully represented Little River Healthcare in a dispute with Blue Cross and Blue Shield of Texas concerning Little River's expansion of laboratory services, culminating in a \$108 million verdict.

Notable practitioners

Tracy McCreight (see p.2961) is a strong performer across a broad range of commercial disputes, including construction, contract and real estate matters. "She's a high-quality lawyer who is well thought of." **Brad Thompson** (see p.2980) has considerable expertise in disputes arising from the energy sector as part of his broader commercial disputes practice. "He's a great lawyer. He's very strategic, has lots of cre-

ativity and clients love him.” “An excellent attorney and zealous advocate who is focused on the client, the goal and the bigger picture.”

Haynes and Boone, LLP

See profile on p.580

What the team is known for Talented commercial disputes team with expertise spanning a wide range of sectors, including energy, financial services and technology. Capabilities include class actions and appellate matters.

Work highlights Represented XTO Energy in a \$56 million case arising from a catastrophic explosion.

Notable practitioners

Leslie Conant Thorne (see p.2980) is experienced with representing clients of all sizes in commercial and insurance disputes. She cochairs the firm’s litigation practice. **Emily Westridge Black** (see p.2984) is an impressive performer in a whole host of commercial disputes, including product liability and securities claims. “She’s sharp, a great writer and has keen insight. She is also a consummate leader in litigation matters.” “She is knowledgeable and thorough in her analysis, and provides good advice.”

Husch Blackwell LLP

See profile on p.1985

What the team is known for Notable commercial litigation practice offering experienced handling of fraud, breach of contract and bankruptcy-related claims. Sought after by clients in the engineering, healthcare and financial services sectors, among others.

Strengths Clients regard the firm as “responsive and very good in the courtroom.”

Work highlights Represented Harney Partners as federal receiver in an SEC civil action against a \$345 million Ponzi scheme filed in Baltimore, Maryland.

Notable practitioners

Lynn Butler is a key contact.

Jackson Walker LLP

See profile on p.3008

What the team is known for A renowned Texas firm

with experience at every stage of local, national and international litigation. Active across a broad range of sectors, from construction to aviation, and offers notable strength in IP disputes. Regularly represents clients in arbitrations and class actions.

Strengths Clients say: “They are great lawyers who provide excellent advice and work. They have a really strong reputation and respect from the judges. On a strategic and problem-solving basis, they are also very solid.”

Work highlights Successfully represented Fringe Benefit Group before the Fifth Circuit, securing decertification of a nationwide class in an ERISA lawsuit.

Notable practitioners

Managing partner of the Austin office **Matt Dow** is an experienced trial lawyer who is regularly sought out to handle complex commercial disputes. “He is cognizant of client time and costs and is very structured in his approach to litigation, mapping plans and outlines to keep things moving forward.” “He’s a trusted counsel.” **Joshua Romero** is noted for his handling of trials and appeals in state and federal courts. “I have never seen anyone get up to speed on the issues and grasp the subject matter as fast as he does.” “He’s quick to respond and wants to do the best by his clients.”

McGinnis Lochridge

What the team is known for Well-established Austin firm with experience in advising clients on an array of contentious matters, taking on both trials and appeals at the state and federal levels. Offers expansive capabilities in a wide range of business litigation, including breach of fiduciary duty claims and trade secrets disputes. Clients also benefit from the firm’s expertise in antitrust and regulatory matters.

Strengths Market commentators say: “The firm enjoys a very strong reputation.”

Notable practitioners

Douglas Dodds is well regarded for his wide-ranging litigation practice, which sees him representing both plaintiffs and defendants. “He’s an excellent attorney who is conversant in the law, very detail-oriented and

has the ability to drill into the key details and make a difference.” **April Lucas** represents defendants and plaintiffs in complex commercial disputes. Her experience includes handling contract, energy and construction litigation. “She is a great lawyer who is talented for sure.” “She has a great reputation.”

Vinson & Elkins LLP

See profile on p.3028

What the team is known for A widespread national firm with the ability to represent clients at state, federal and appellate levels across a number of different jurisdictions. Possesses experience in a broad range of industry sectors, including technology and construction, mining and energy, and media and entertainment. Also offers significant ADR capabilities.

Work highlights Represented American Golf in a lawsuit brought by a landlord after American Golf terminated a golf course lease under its force majeure provision.

Notable practitioners

Marisa Secco (see p.2976) represents both individuals and corporates in a wide range of complex disputes. Her experience includes assisting with contract, construction and securities litigation.

Other Ranked Lawyers

Karen Burgess is an experienced trial lawyer offering expert handling of securities, contract, insurance and other commercial disputes. “She’s an excellent trial lawyer who handles all sorts of cases.” “She is fantastic and has tried a number of jury trials.”

Eric Nichols (see p.2965) handles a broad array of contentious mandates, including commercial disputes and criminal trials. “He has an impressive practice.”

Kevin Terrazas maintains a broad litigation practice, spanning intellectual property disputes, antitrust cases and employment claims. He has experience representing clients at all levels of the court, from the Texas County Courts to the Supreme Court.

Litigation General Commercial: San Antonio & Surrounds

Litigation: General Commercial
Leading Firms
Band 1
Dykema Gossett PLLC
Jackson Walker LLP *
Jefferson Cano
Langley & Banack, Inc
Norton Rose Fulbright *
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

Dykema Gossett PLLC

What the team is known for Handles a diverse array of contentious proceedings, including high-value contract disputes, dealer and franchise issues and government investigations. Maintains a strong client roster of both international and regional companies,

as well as individuals and boards of directors. Active in sectors ranging from banking and consumer finance to the healthcare, energy and technology industries.

Strengths Clients state: “They are very responsive and look beyond the lawsuit to the optics, how to respond and the broader strategy and business questions. The firm is very impressive.”

Work highlights Represented Carrizo and Liberty Energy in a \$22 million lease termination dispute, which arose out of the client’s withholding of royalty payments to the lessor based on a defect identified in the underlying deed.

Notable practitioners

James Truss is well regarded in the market for his experience in litigation relating to the energy sector. His client base includes pipeline operators, mineral producers and oilfield service companies, among others.

Jackson Walker LLP

See profile on p.3008

What the team is known for Strong Texas firm with notable capabilities in a broad range of litigation, including professional liability and contractual disputes. Also handles fraud and breach of fiduciary cases, acting for both claimants and defendants. Represents clients from a variety of sectors, ranging from energy to agriculture and insurance.

Strengths One source says: “The lawyers have been very easy to work with. They communicate well, highlight the critical parts of long legal documents and explain everything in detail.”

Clients say: “The team is very cohesive, solutions-oriented and professional. Their preparation is also second to none.”

Sources reveal: “The team is thorough, well versed in Texas law and attentive as well as intelligent and resolution-focused.”

Work highlights Represented the Reporters Com-

Litigation: General Commercial
Leading Individuals
Band 1
Cavaretta Laura A <i>Cavaretta, Katona & Leighner (ORL)</i> ◊
Cedillo Ricardo G <i>Davis, Cedillo & Mendoza, Inc (ORL)</i> ◊
Chiscano Steve Alfonso <i>Gonzalez Chiscano Angulo (ORL)</i> ◊
Geis Diana <i>Curl Stahl Geis (ORL)</i> ◊
Harvey Jeffrey <i>Jackson Walker LLP</i>
Jefferson Lamont A <i>Jefferson Cano</i>
Kirstein Roger D <i>Langley & Banack, Inc</i>
Mann Julia <i>Jackson Walker LLP</i>
O'Donnell Michael <i>Norton Rose Fulbright*</i>
Schumacher Barkley Lisa <i>Jefferson Cano</i>
Soza Robert <i>Jackson Walker LLP</i>
Truss James M <i>Dykema Gossett PLLC</i>
Up-and-coming individuals
Calhoun Stephen <i>Jackson Walker LLP</i>
Associates to watch
Crouch Amanda N <i>Jackson Walker LLP</i>
<small>* Indicates individual with profile.</small>
<small>◊ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

mittee for Freedom of the Press in connection with a request to keep open court records that contained trade secrets which were divulged in open court.

Notable practitioners

Jeffrey Harvey has a broad litigation practice which includes commercial disputes as well as catastrophic injury and product liability claims. *“He is a great communicator and has a great rapport with us and outside opposing counsel. He is really knowledgeable on the value of cases, has lots of years of experience and is very practical.” “Jeff Harvey is very practical and attentive. He understand his jurisdiction well and uses his knowledge to reach timely, amicable resolutions.”* **Julia Mann** is managing partner of the firm’s San Antonio office and possesses wide-ranging commercial disputes expertise. *“She is a formidable opponent who also keeps it professional and is easy to work with.” “She is very responsive and resolution-focused. She serves well in roles that require an intensive thought process.”* **Robert Soza** has experience representing both plaintiffs and defendants at trial and on appeal in a wide range of disputes. *“Robert Soza is a strong litigator. He is highly organized, resolution-driven and able to navigate complex matters well.”* **Stephen Calhoun** has a growing reputation for his adept handling of complex commercial disputes. *“He can look at a case and find the key issues and pressure points. He is a really smart and thoughtful attorney.” “He’s well*

versed in many areas of law.” **Amanda Crouch** has experience assisting a broad range of clients in both trials and appeals. *“She’s incredibly impressive and performs beyond her experience level. She does an excellent job.” “I was amazed by her quick recall and ability to think on her feet.”*

Jefferson Cano

What the team is known for Talented litigation boutique handling commercial disputes on behalf of clients across Texas. Capable of assisting clients in litigation at the state and federal levels. Offers expertise in a wide array of matters, including breach of contract, healthcare, insurance, product liability and construction litigation.

Notable practitioners

Lamont Jefferson is an experienced trial attorney with experience assisting clients in complex commercial disputes. *“He is fantastic. He’s smart, great in a courtroom and will take on anybody.” “His reputation certainly precedes him. Everyone knows and trusts him. He’s friendly and personable.” “He’s a top-drawer lawyer and a great litigator.”* **Lisa Schumacher Barkley** is experienced in a broad range of commercial disputes including real estate, corporate and insurance matters. *“She is very good and smart as a whip.” “She is obviously very effective.”*

Langley & Banack, Inc

What the team is known for Well-regarded Texas firm with the ability to act for clients in a wide range of contentious matters, including business torts, fiduciary litigation and contractual disputes. Represents clients at both state and federal levels throughout the USA and offers substantial alternative dispute resolution capabilities.

Strengths Market commentators highlight the firm’s *“many very great lawyers there.”*

Notable practitioners

Roger Kirstein is noted for his expert handling of civil litigation. His experience includes handling corporate, real estate and employment-related disputes. *“He is a very diligent lawyer.” “Roger is a wonderful lawyer.”*

Norton Rose Fulbright

See profile on p.585

What the team is known for Robust commercial litigation practice fielding expertise across a wide range of dispute areas. Frequently sought after by clients in the energy, insurance and technology sec-

tors, among others.

Strengths Clients report: *“The firm has been fantastic. They recognize urgency and their communications are very clear. The firm provides effective counsel and terrific advice.”*

Interviewees say: *“Norton Rose Fulbright is a very high-caliber law firm. The partners and associates are extremely thorough and always represent clients’ interests. Deadlines are always met and clients are kept well informed.”*

Work highlights Represented 3M in a federal lawsuit alleging trademark infringement, false advertising, price gouging and trademark dilution in connection with the defendants’ efforts to broker transactions involving millions of 3M’s N95 respirator masks.

Notable practitioners

Partner-in-charge of the San Antonio office **Michael O’Donnell** (see p.2966) has a wealth of commercial litigation expertise, offering adept handling of trials and arbitrations. *“I really like Michael. He’s always reliable and good to work with.”*

Other Ranked Lawyers

Laura Cavaretta is particularly renowned for her handling of medical malpractice and other healthcare disputes. *“She’s an excellent trial lawyer and someone you can call to talk strategy.” “Everybody loves her. She is very effective.”*

Ricardo Cedillo is recognized for his extensive expertise in contentious matters. He maintains a broad practice, spanning contract disputes, partnership litigation and intellectual property claims. *“He’s amazing and good to deal with.” “He’s excellent by any standard and a good trial lawyer. I’m happier when he’s on my side.”*

Steve Alfonso Chiscano acts for defendants and plaintiffs on a domestic and worldwide scale, with a particularly strong record representing American and Mexican businesses in high-value disputes. *“He’s a fine litigator and a good, sharp lawyer.” “He’s a worthy advocate who does a great job representing his clients’ interests.”*

Diana Geis is a strong performer across a wide array of complex commercial disputes, including contractual, environmental and employment claims. *“She is professional, kind and I have the utmost respect for her.” “I’ve been opposite her and she’s a tough and great lawyer.”*

Litigation General Commercial: Western

Litigation: General Commercial
Leading Firms
Band 1
Davis, Gerald & Cremer, P.C.
Senior Statespeople
Senior Statespeople: distinguished older partners
Ratliff Shannon H. <i>Davis, Gerald & Cremer, P.C.</i>
Leading Individuals
Band 1
Davis John A “Jad” <i>Davis, Gerald & Cremer, P.C.</i>

Davis, Gerald & Cremer, P.C.

What the team is known for Renowned litigation practice with enviable expertise in the oil and gas sector. A go-to firm for a broad array of clients in the Permian Basin and beyond. Capable of providing trial, appellate and regulatory counsel.

Notable practitioners

Shannon Ratliff is a seasoned litigator with particular strength in oil and gas disputes. His experience includes trial and appellate litigation. *“He is one*

of the best lawyers in the state of Texas.” **John Davis** acts on both sides of the docket in complex commercial litigation and arbitration, and is especially active on behalf of clients in the oil and gas sector. *“Statewide, he is recognized as a rare talent in energy disputes.”*

Real Estate

Real Estate
Leading Firms
Band 1
Baker Botts LLP *
Hunton Andrews Kurth LLP *
Jackson Walker LLP *
Locke Lord LLP *
Thompson & Knight LLP *
Winstead PC *
Band 2
Greenberg Traurig, LLP *
Haynes and Boone, LLP *
Mayer Brown LLP *
Munsch Hardt Kopf & Harr, PC *
Vinson & Elkins LLP *
Band 3
Bracewell LLP *
Jones Day *
Kane Russell Coleman Logan PC *
Winston & Strawn LLP *
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Baker Botts LLP

See profile on p.2993

What the team is known for Extensive experience counseling blue-chip clients in all phases of high-end office, multifamily and mixed-use developments. Expertise spans leasing, acquisitions, dispositions and financings. Complementary strengths in the construction, energy and infrastructure spaces, handling both state and country-wide developments. Also noted for its work in the REITs space, handling matters such as fund formation and the disposition of portfolio investments. Particularly capable of handling real estate joint venture formation.

Strengths Clients say: “The team’s responsiveness, follow-up, thoroughness, and attention to detail are all among the best, if not the best in the country.”

Sources highlight the “quality and sophistication of the work” undertaken by the firm.

Notable practitioners

Jon Dunlay (see p.2941) maintains an excellent reputation for his strong real estate practice, with particular expertise in the representation of developer clients. “He’s got a great deal mind; he’s very intelligent and he’s a great attorney.” “He’s one of my favorite attorneys to work with: someone you want on your side.” **Consuella Simmons Taylor** (see p.2980) maintains a respected practice that frequently sees her handle retail and office projects for her developer clients. “She is an excellent lawyer who is emerging as the next generation leader of the Baker Botts real estate practice.”

Bracewell LLP

See profile on p.2995

What the team is known for Particular expertise in the acquisition, development and leasing of corporate headquarters and office buildings, most notably with respect to the energy, healthcare and hospitality sectors. Impresses in real estate financing transactions for both lenders and borrowers, including structured lease financings for first-class properties.

Work highlights Represented the Texas Medical

Real Estate
Senior Statespeople and Eminent Practitioners
Senior Statespeople: distinguished older partners
Erwin Greg Winstead PC *
Hollyfield John S Norton Rose Fulbright (ORL) ◇ *
Leading Individuals
Star individuals
Dunlay Jon Baker Botts LLP *
Band 1
Jurgensmeyer Randy R Vinson & Elkins LLP *
Martin Paul Vinson & Elkins LLP *
Newsome Kent Greenberg Traurig, LLP *
Nondorf Kurt Jackson Walker LLP
Snoddy Smith Jane JAE Law Group, PLLC (ORL) ◇
Wasserstrom Neil Mayer Brown LLP *
Band 2
Alessio Michael Winstead PC *
Cavanaugh Jr William (Chip) T Munsch Hardt Kopf & Harr
Ellis Billie Winston & Strawn LLP *
Jacobs Stephen C Locke Lord LLP *
Jenkins Steve Jackson Walker LLP
Kane Raymond J Kane Russell Coleman Logan PC
Kelley Kevin L Jackson Walker LLP
Myerson Alfred M Jackson Walker LLP
Ross Tina Greenberg Traurig, LLP *
Sullivan Kevin A Winstead PC *
Band 3
Arnold Mark Hunton Andrews Kurth LLP *
Bailey K Brock Bracewell LLP *
Dow T Andrew Winstead PC *
Wallenstein James H Glast, Phillips & Murray PC (ORL) ◇
Eminent Practitioners
Sloan Mark M Thompson & Knight LLP
Band 1
Hawley Brad Locke Lord LLP *
Ingrum Andrew A Thompson & Knight LLP
Nolan John Winstead PC *
Peterson Edward Winstead PC *
Roffwarg Aaron P Bracewell LLP *
Shoss Ronald Mayer Brown LLP *
Taylor Consuella Simmons Baker Botts LLP *
Weibel Mark Thompson & Knight LLP
Band 4
Alletag Gary M Baker & Hostetler LLP (ORL) ◇ *
Bast Cynthia Locke Lord LLP *
Burton Robert D, Winstead PC *
Callison Glenn B Munsch Hardt Kopf & Harr, PC
Cox Susan C Susan Cox, P.C. (ORL) ◇
Hamilton Brett Locke Lord LLP *
Inoff Darren King & Spalding LLP (ORL) ◇ *
Kopf Rick O Munsch Hardt Kopf & Harr, PC
Ording Michael K Jones Day *
Pappert Michael J Baker & Hostetler LLP (ORL) ◇ *
Schlanger Kimberly Epstein Gibson, Dunn (ORL) ◇ *
Schreiber Howard Hunton Andrews Kurth LLP *
Tran Tai C. Locke Lord LLP *
Vowell Mark Hunton Andrews Kurth LLP *
Yeager Doug Winston & Strawn LLP *

Center on the \$2 billion TMC3 development, a 37-acre biomedical innovation and commercialization campus.

Notable practitioners

Brock Bailey’s (see p.2930) broad real estate practice covers acquisitions, leases and developments, among other things. He frequently handles the financing of office, senior living and hotel projects. **Aaron Roffwarg** (see p.2973) is regularly sought out by clients active in the biomedical, energy and utility sectors for his real estate expertise. He offers deep experience handling infrastructure developments and other commercial real estate concerns.

Greenberg Traurig, LLP

See profile on p.1312

What the team is known for Represents lenders, owners and developers of real estate in a full range of matters including acquisitions and dispositions, leasing, financing and development. Also adept at handling joint venture and equity investment work. Sector-specific experience pertaining to a range of industries including retail, energy and leisure. Noted strength across the Dallas, Austin and Houston markets, allied to a significant nationwide footprint.

Strengths “We’ve been very pleased with the service and consider it a full-service real estate firm.”

Work highlights Represented Marathon Oil Company in the relocation of its Houston headquarters.

Notable practitioners

Kent Newsome (see p.2965) is highly sought after for his expert handling of acquisition and development matters associated with energy, education and mixed-use projects. **Tina Ross** (see p.2973) is widely praised for her handling of a range of real estate financing matters. She is particularly recog-

nized for her work on behalf of institutional clients. “I really enjoy working with her. She’s very reasonable and will come up with solutions, and I know we’ll get a deal done.”

Haynes and Boone, LLP

See profile on p.580

What the team is known for A strong track record in the acquisition, disposition and development of significant single properties and real estate portfolios. Similarly demonstrates strength in the origination, restructuring and foreclosure of real estate debt. Noted for its work in the capital markets space, regularly advising in connection with matters such as REITs and warehouse facilities. Also holds joint venture experience, representing both developers and institutional investors in the formation of ventures for acquisition and development of projects.

Notable practitioners Dallas-based Brack Bryant co-heads the firm’s real estate practice group.

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Works with local and national clients, including private equity funds and REITs, on complex financing transactions. Adept at property acquisitions, development and leasing. Offers experience of the full range of property types, including office, industrial and retail developments.

Strengths A client calls the team “incredibly professional, always responsive, diligent and creative – just a terrific partner throughout the process.”

Another notes that the firm is “right on top of issues that we hadn’t even thought could possibly arise.”

Work highlights Represented the Southwest Houston Development Authority in the acquisition of a

Real Estate: Zoning/Land Use	
Leading Firms	
Band 1	
Jackson Walker LLP *	
Vinson & Elkins LLP *	
Winstead PC *	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Mead Susan Jackson Walker LLP	
Williams Kirk Winstead PC *	
Leading Individuals	
Band 1	
Dahlstrom William Jackson Walker LLP	
Band 2	
Anderson Art Winstead PC *	
Mann Tommy Winstead PC *	
Murphy George Vinson & Elkins LLP *	
* Indicates firm / individual with profile.	
Alphabetical order within each band. Band 1 is highest.	

property in the first phase of the Gulfport Complete Communities Action Plan.

Notable practitioners

Mark Arnold (see p.2930) offers experience handling hotel, sport and education developments and particular expertise representing public-private partnerships. *"He's been an incredible resource, and not just from a legal perspective: he has also acted as a counselor through the whole process."* **Howard Schreiber** (see p.2975) centers his practice on the representation of lender and investor clients in real estate financings, and maintains complementary experience handling purchase and sale agreements. **Mark Vowell** (see p.2982) advises a broad client base across a wide range of transactional real estate matters. He is frequently called upon to act on real estate-related development and acquisitions, among other things.

Jackson Walker LLP

See profile on p.3008

What the team is known for Advises an array of clients, including investors, owners and developers, in connection with a range of sophisticated real estate transactions, including acquisitions, leaseings and capital markets matters. Also houses significant capabilities in land use and zoning. Further expertise in the real estate finance space, advising both borrowers and lenders in connection with transactions across the USA. Maintains offices throughout the state, including in Austin, Dallas, Houston and San Antonio.

Strengths A client says: *"The team has the depth to meet all of our needs; we haven't had to go outside Jackson Walker to find someone to help with what we do in terms of real estate."* Another source *"would always pick Jackson Walker for Texas-based deals."*

Work highlights Represented Silverstone Senior Living in its \$500 million acquisition, development, and financing of four senior living facilities.

Notable practitioners

Susan Mead offers vast experience handling zoning and land use matters in Texas. Her client base includes architects and developers working on residential and mixed-use projects. **William Dahlstrom** offers strength handling the zoning aspects of hotel, mixed-use and office projects for his developer clients. *"He's probably one of the best land use lawyers in the state."* **Kurt Nondorf** is regularly called upon to handle complex real estate matters by developer

and investor clients. *"He's excellent: a very practical, very good attorney."* *"He's just a great mentor and a leader as well."* **Steve Jenkins** draws on decades of experience to handle acquisitions, developments and financing matters on behalf of major institutional clients. *"He's a trusted adviser who is highly responsive, and very engaged with the client. I have the highest respect for his legal skills and for the way he manages projects."* **Kevin Kelley** handles an array of real estate matters across the country, including transport and residential projects. He offers particular expertise on high-profile developments such as corporate headquarters and campuses. **Alfred Meyerson's** practice covers the acquisition, development and financing of a range of commercial real estate transactions. *"He's easy to deal with and really smart."*

Jones Day

See profile on p.583

What the team is known for Advises owners, developers, private equity firms and banks in connection with a full range of real estate matters, with a notable emphasis on financing matters. Particular areas of excellence include CMBS financings, real estate private equity fund formation and construction lending as well as joint venture formation. Also noted for its handling of the real estate aspects of corporate transactions. Experienced in handling cross-border transactions.

Work highlights Represented Mill Creek Residential Trust in a number of matters aggregating to over \$2 billion in value.

Notable practitioners

Michael Ording (see p.2967) is regularly called upon to handle complex projects and offers notable expertise in large multifamily residential work. *"Having worked through all the ups and downs in the industry since the late 1970s for numerous large developers, he knows the practical risks we face and how best to protect us. He always responds with good advice that is on point."*

Kane Russell Coleman Logan PC

See profile on p.3010

What the team is known for Respected Texas firm with a proven track record in the representation of developers and investors in a broad range of real estate transactions. Offers capabilities in a range of sectors including multifamily, retail and hospitality. Additional strength handling complex local acquisitions and developments for joint venture clients.

Strengths A client says that *"the firm does outstanding work,"* highlighting drafting and negotiating retail leases as particular strengths.

Work highlights Represented Seritage Growth Properties in the development of the \$1 billion Dallas Midtown project.

Notable practitioners

Raymond Kane handles an array of commercial real estate matters, including acquisitions, ground and property leasing, financing and redevelopments. *"He's a wonderful advocate for his clients."* *"He has technical knowledge and skills, but also the personality and ability to make deals happen."*

Locke Lord LLP

See profile on p.3012

What the team is known for A highly respected real estate team, noted for its consistent performance in matters such as financing, acquisition and development. Particular experience in connec-

tion with affordable housing projects, while also offering strength in matters pertaining to office, energy and hospitality sectors. Able to handle matters throughout the state and nationally, aided by an extensive network of offices.

Strengths A client notes: *"The people we work with have a ton of experience; they are professional, knowledgeable and patient."*

Work highlights Represented Stonelake Capital Partners in acquisitions of approximately one million square feet of industrial warehouse space.

Notable practitioners

Stephen Jacobs (see p.2953) ' real estate practice encompasses joint ventures, asset diversification and investment as part of a wider transactional practice. *"He's very experienced and very smart on big and important real estate work."* **Brad Hawley** (see p.2950) primarily focuses his practice on the representation of financial institutions and corporate clients in complex real estate financing transactions. **Cynthia Bast** (see p.2931) heads the firm's affordable housing group and is regularly sought out by developer clients for her expertise in the workforce housing sector. **Brett Hamilton** (see p.2949) heads the firm's real estate lending group and is regularly called upon by lender and borrower clients to handle a wide range of real estate financing matters. **Tai Tran** (see p.2981) primarily focuses his practice on the handling of complex real estate transactions for an array of institutional lenders. His expertise includes acquisitions and dispositions, loan agreements and development matters.

Mayer Brown LLP

See profile on p.1597

What the team is known for Represents local and national clients in a diverse array of real estate matters, including financing, sales and acquisitions. Has an extensive leasing practice, and represents a number of institutional owners of real estate. Noted experience pertaining to the energy sector, with additional strength in the area of hospitality. Works closely alongside the firm's environmental, corporate and government groups to provide a fully comprehensive service to an impressive blue-chip clientele.

Strengths A client says: *"The firm is my go-to for anything that is complicated or time-sensitive."*

Another states: *"They are top practitioners in the field; I highly recommend the firm to assist clients with international transactions."*

Notable practitioners

Neil Wasserstrom's (see p.2983) practice regularly sees him handle a wide range of developments, including hospitality, office and healthcare projects. *"He is extremely capable at gathering, organizing and motivating a large team of attorneys and staff in order to attack and resolve large projects with multiple jurisdictional issues."* **Ronald Shoss** (see p.2976) represents his clients in leasing agreements relating to a wide variety of property types. *"He is an excellent attorney to work with on real estate transactions."*

Munsch Hardt Kopf & Harr, PC

See profile on p.3015

What the team is known for Noted for its representation of owners, developers and lenders in a full range of transactional and developmental real estate matters. Areas of particular strength include real estate financing and REIT matters. Also noted for its handling of the real estate aspects of bankruptcies, including workouts, foreclosures and transactions

involving distressed assets. Expertise covers areas such as hospitality, multifamily developments, retail, student housing and senior living. Increasingly managing office and industrial leasing work.

Strengths A source says the team is “pleasant to work with and they know how to get deals done.”

Work highlights Represented the developer and owner in multiple matters connected with the Red Bird Mall redevelopment.

Notable practitioners

William Cavanaugh has a respected real estate practice that includes the representation of clients in a broad range of domestic and international projects.

Glenn Callison routinely handles the full remit of real estate matters for developer and investor clients, and offers noted expertise in the hospitality and healthcare sectors. **Rick Kopf**'s experience includes the leasing, development and financing of real estate projects across a variety of asset classes.

Thompson & Knight LLP

See profile on p.3026

What the team is known for Provides high-quality representation to real estate lenders in complex financing transactions. Equally adept at handling property acquisitions, dispositions, development and leasing transactions, including ground leases. Also offers experience of workout and foreclosure work. Equipped with a strong real estate capital markets group.

Strengths A client says: “The team is super responsive, extremely proactive, very organized and efficient.”

Work highlights Represented Spirit Realty Capital in the \$486 million acquisition of 126 properties across 30 states.

Notable practitioners

Mark Sloan is the firm's managing partner. He is highly regarded for his strong representation of lender clients. He regularly handles the financing of developments in sectors such as hospitality, residential and retail. **Andrew Ingram** frequently handles real estate financing matters and offers particular strength in loan agreements and workouts. “He is very experienced and great to work with on lender and sales issues.” **Mark Weibel** handles a range of real estate financing matters for financial services clients, with expertise in matters including loan acquisitions, refinancing and mezzanine loans. He also offers strength in hospitality acquisitions.

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Well equipped to handle sizable real estate transactions, including the purchase, sale and financing of multiproperty portfolios. Particular experienced in transactions involving industrial properties and office buildings. Offers recognized strength in the real estate aspects of energy and infrastructure projects. Handles domestic and international matters. Also recognized for notable expertise in eminent domain law.

Strengths A client says: “The firm has been extremely supportive and helpful. I appreciate their explanations and updates at every step of the way, particularly as this was a new area for us.”

Work highlights Represented 7-Eleven in multiple sale and leaseback transactions.

Notable practitioners

Randy Jurgensmeyer's (see p.2955) practice frequently sees him handle the financing of energy, office, healthcare and various other commercial

developments. “He's an excellent lawyer with a big practice: very well known and highly regarded.” **Paul**

Martin (see p.2960), who heads the department, handles leasings, purchases and disposition of a range of asset classes as part of a broad transactional practice. “He's a really good guy for leasing and transactional work.” **George Murphy** (see p.2964) specializes in representing property owners in litigation arising out of contested eminent domain acquisitions. “He has been responsive, thorough, helpful and a strong negotiator for our interests. I so appreciate his patience and knowledge.”

Winstead PC

See profile on p.3029

What the team is known for Earns strong market endorsements for its capabilities in real estate development and investment. Able to provide land use and zoning advice to property owners and developers. Also noted for its strength in the real estate finance space, and is able to advise in connection with matters such as loan and CMBS servicing. Sector expertise covers hospitality, healthcare and sports, among others.

Strengths A source highlights: “The firm's very strong lending practice is its specialty, but they are also a go-to firm for condominium development.”

Work highlights Represented Centurion American Development Group in the \$900 million Collin Creek mall development project.

Notable practitioners

Greg Erwin's (see p.2942) clients benefit from his significant experience in the full remit of real estate transactions. He is well known and respected in the market. **Kirk Williams** (see p.2985) offers clients the benefit of his long experience on the land use aspects of a range of real estate projects. **Michael Alessio**'s (see p.2928) varied transactional practice includes leasing, development and acquisition of an array of commercial properties. **Art Anderson** (see p.2929) has developed a strong reputation as a land use and zoning litigator. He is particularly well known for his work concerning complex municipality matters. **Tommy Mann** (see p.2960) offers experience handling a range of land use matters, including rezoning requests and development agreements, on behalf of industry clients. **Kevin Sullivan** (see p.2979) handles the full remit of financing matters associated with retail, residential and mixed-use projects. “He's a top-flight lending lawyer.” **Andrew Dow**'s (see p.2940) broad-ranging real estate practice covers leasing, development and restructuring matters, including those in the healthcare and hospitality sectors. **John Nolan** (see p.2966) handles a vast array of real estate matters for developer and private equity clients. **Edward Peterson** (see p.2969) offers particular expertise in condominiums, and maintains vast experience handling projects on behalf of developers and investors. **Robert Burton** (see p.2935) handles matters relating to residential and mixed-use developments as part of a wider transactional practice. He is particularly respected for his expertise on condominium structuring.

Winston & Strawn LLP

See profile on p.1610

What the team is known for Recognized for representation in acquisition, disposition, and complex leasing matters. Known for work with local and national corporate and lender clients, including investment funds.

Strengths A client praises the firm's team of “very experienced and well-known practitioners.”

Another notes that “they do an excellent job on new leases, lease renewals, and a variety of lease-related documents in between.”

Work highlights Represented EOG Resources in a complex \$20 million building acquisition.

Notable practitioners

Billie Ellis's (see p.2941) practice includes the handling of development and leasing of projects in the multifamily, hospitality and healthcare sectors. Additionally, he is highly regarded in the market for his private equity client representation. **Doug Yeager** (see p.2987) is routinely sought out to handle real estate acquisitions, developments and financing for clients active in an array of sectors. “He is extremely knowledgeable and he provides the sort of high-level thought and analysis you'd expect from someone who really has seen it all.” “His representation and responsiveness are excellent.”

Other Ranked Lawyers

Gary Alletag (see p.2928) handles the acquisition and disposition of real estate assets in the hospitality, healthcare, industrial and residential sectors.

Susan Cox has developed a reputation for representing a broad client base that includes private equity companies, joint ventures, and developers in a range of complex real estate matters. “She is fantastic. She can take a complex transaction and put it in relatable terms, and she is very knowledgeable.”

John Hollyfield (see p.2952) boasts over four decades of experience handling an array of real estate matters. His practice covers development and leasing of property.

Darren Inoff (see p.2953) handles a broad variety of real estate matters including joint ventures and general development financing.

Michael Pappert (see p.2967) represents a diverse range of corporate clients in real estate financing, acquisition and development matters. “His understanding of our requirements and his dedication to quick turnaround times are both outstanding.”

Kimberly Epstein Schlanger (see p.2975) has developed a broad practice which includes acquisition and disposition, as well as expertise in development joint venture structuring. She is also skilled in financing matters relating to major development projects.

Jane Snoddy Smith provides representation for clients in real estate acquisition and the development of energy, industrial and residential projects. “Very smart, easy to work with, and reasonable. She's a very strong attorney.”

James Wallenstein has deep experience handling the development, restructuring, and financing of commercial real estate. “The dean of real estate law.”

TEXAS: An Introduction to Tax: Litigation

Contributed by Chamberlain Hrdlicka

The perfect storm for more aggressive tax enforcement is brewing. Shutdowns from the pandemic – and its toll on the country’s economy – have shrunk government tax collections at the federal, state and local levels. At the same time, governments have expanded spending programs (exceeding \$5 trillion at the federal level) to stimulate the economy and throw economic lifelines to many Americans suffering from the consequences of the pandemic. At the end of the day, somebody has to pay for the delta between government revenues and expenditures. Add to this the perception that a substantial chunk of the gap could be closed by collecting taxes that are owed but unpaid.

Let’s briefly look at these dynamics and their impact on tax enforcement both at the federal level, on which much has already been written, and at the state and local level, specifically in Texas, which has not drawn as much attention.

Federal Tax Enforcement

With trillions of dollars in new spending, the Internal Revenue Service is being tasked with renewed efforts to collect taxes from the wealthiest taxpayers. According to an April 28, 2021 press release from Treasury: “A recent study found that the top 1% failed to report 20% of their income and failed to pay nearly \$175 billion in taxes owed annually.” The IRS has been pitching Congress to close the tax gap by funding increased enforcement focused on large corporations, partnerships and global high-wealth individuals.

Much of the IRS’ contemplated investment will be directed into the IRS’ Large Business & International Division (LB&I). The Division will need to overhaul technology, improve enforcement efforts, and hire and train auditors to focus on complex investigations of large corporations, partnerships and global high-wealth individuals. LB&I’s efforts will likely continue the march on well-trodden territories like captive insurance, offshore bank accounts and transfer pricing. But the efforts will expand to new revenue-raising targets. New issues and enforcement initiatives are beginning to surface, with LB&I (and the broader IRS) wrapping up the first wave of corporate and high-wealth individual audits covering tax years impacted by the Tax Cuts & Jobs Act of 2017 (TCJA), and under new audit procedures for partnerships under the Bipartisan Budget Act of 2015 (BBA). Given the sheer volume of novel issues that these recently enacted laws implicate, clients and practitioners can anticipate an increase in legitimate disagreements over the laws’ application. Taxpayer challenges to audit issues under these new tax laws may also test the resources and independence of the recently re-branded IRS Independent Office of Appeals, and the government’s bandwidth to litigate the many burgeoning issues that Appeals is unable to resolve. To the extent taxpayers and the IRS cannot resolve their tax disputes, taxpayers have a deficiency forum available to challenge proposed assessments through the United States Tax Court (where approximately 97% of all federal tax cases are heard), or taxpayers can pay the applicable tax and seek refunds through their local Federal District Court or the Court of Federal Claims.

Texas Tax Enforcement – Statewide Taxes

In Texas, the primary revenue-generating tax at the statewide level is the sales tax, which accounts for roughly 1/3 of total tax collections in any given year. During the pandemic, Texas’ sales tax collections were remarkably resilient. It experienced about a 5% drop. These tax

collections were buoyed by the pandemic’s increase in online sales and new laws surrounding the collection of taxes on such sales from remote sellers and internet marketplace providers; more on that in a moment. By first quarter of 2021, sales tax revenues had bounced back to pre-COVID levels. Texas was not immune to significant drops in revenues during the pandemic however. Hotel occupancy taxes and alcoholic beverage taxes dropped by 52% and 41% respectively. Due to the hard hit onshore oil and gas sectors, oil production and natural gas production taxes collectively dropped about 57%. Texas has no personal income tax, but it does have a business income-based franchise tax based on the margin of taxable entities, which also declined in tax collections.

Given the importance of the sales tax to fund Texas’ economy, taxpayers should anticipate – and are already experiencing – heavy enforcement in this area. In Texas, the Comptroller of Public Accounts (Comptroller) is primarily responsible for tax enforcement. Texas imposes its sales tax on any retail sales of ‘taxable items’, which are defined as tangible personal property and certain specifically enumerated taxable services. Importantly, in Texas, if a service is not specifically enumerated as taxable, then it is not subject to the Texas sales tax. The Comptroller does at times, however, construe the enumerated categories of services more broadly than they appear at first blush. It is often important to check the Comptroller’s regulations and decisions to appreciate the scope of the categories, at least in the eyes of the Comptroller’s office. If taxable, the state sales tax rate is 6.25%, and in general there is also a local tax that piggybacks and may increase the overall rate by up to 2%. The sales tax laws in Texas also provide many exemptions and exceptions to taxation, and interacts with the use tax.

The increase in tax collections from remote sellers and marketplace providers on the internet was previously mentioned. In any discussion of state sales taxes, it seems obligatory to mention a state’s treatment of e-commerce following the U.S. Supreme Court’s decision in *South Dakota v. Wayfair*. In general, remote sellers have Texas tax collection and reporting obligations if they have economic nexus in the state. Sellers that have a physical presence in the state are not considered remote sellers and remain subject to Texas’ normal set of rules. Texas has provided two safe harbors for remote sellers. First, remote sellers with total Texas revenue of less than \$500,000 in the preceding twelve calendar months are not required to obtain a tax permit or collect, report and remit sales and use tax. Second, to reduce the burden of computing the local tax rates which vary throughout Texas, remote sellers may use a single local use tax rate published in the *Texas Register* by Jan. 1 of each year (1.75% for 2021). In legislation effective October 1, 2019, marketplace providers engaged in business in Texas must collect, report and remit state and local sales and use tax on all sales made through their marketplace. A marketplace provider is a taxable entity in Texas, and must report and remit Texas franchise tax, if it has physical presence or economic nexus in the state.

From a tax enforcement perspective, the Comptroller also focuses audit resources on the Texas franchise tax. Most entities formed in Texas or doing business in Texas are subject to the franchise tax. However, it does not apply in the case of most sole proprietorships, certain general partnerships and most trusts. If applicable, the taxable ‘margin’ is computed in one of the following ways: (1) total revenue times 70%; (2) total revenue minus cost of goods sold (COGS);

(3) total revenue minus compensation; or (4) total revenue minus \$1 million. Audit issues tend to arise with respect to what is included in revenue, and in regard to eligibility for the second method listed above involving COGS and what's included in COGS. In general, total revenue is determined from revenue amounts reported for federal income tax minus statutory exclusions contained in the Texas Tax Code. Cost of goods sold generally includes costs related to the acquisition and production of tangible personal property and real property. Not surprisingly, in the real business world, it is not always apparent how these principles ought to apply, and taxpayers do not always agree with the Comptroller's view on these issues.

As mentioned, tax enforcement for statewide taxes in Texas is primarily the responsibility of the Texas Comptroller. The Comptroller's office audits taxpayers and concludes the audit with a Notification of Audit Results. Upon receiving this notification, taxpayers have several procedural options to receive reconsideration of the results. This includes a second look within the audit division by seeking Independent Audit Review, as well as the opportunity to petition for redetermination, which entitles the taxpayer to an administrative hearing. Once a petition is filed, the Comptroller assigns a hearings attorney, with whom the taxpayer may work to resolve the case or prepare it for hearing before an administrative law judge (ALJ). Taxpayers dissatisfied with the results following the ALJ's decision may seek judicial review in Texas district court. Texas tends to be pro-business, and the Comptroller tends to be reasonable and resolution-oriented; tax disputes are often resolved during the administrative hearings process. There are nevertheless situations in which the Comptroller and the taxpayer agree to disagree on the administrative level and submit the case for judicial review.

Texas procedures, however, are far more complex than the above simplified summary and are laden with traps for the unwary. Careful review of the procedural rules is advisable at each step in the process.

Texas Tax Enforcement – Local Ad Valorem Taxes

Texas property taxes are not administered by the Texas Comptroller. They are administered by 'appraisal districts' throughout Texas, who in turn administer the appraisal and tax roll processes for 'taxing units' (e.g., city and county governments and school districts) within their jurisdictions. Any issues involving whether property should be taxed and at what value are within the purview of the appraisal districts.

In Texas, property taxes are based on a property's valuation and are imposed on real property and business tangible personal property, subject to a long list of exemptions. Property tax is not imposed on non-business personal property, nor is it imposed on intangible property.

The processes for appraisal districts to identify and appraise property differ between real property and business tangible personal property. The appraisal districts proactively identify real property in their jurisdictions and issue valuation notices to the property owners of record, typically without input from the property owners. For business tangible personal property, the property owners have a legal obligation to 'render' by April 15 of each year their property by filing a report with the relevant appraisal district that self-identifies the business personal property taxable within the appraisal district and proposes a valuation. This rendition process comes as a surprise to many taxpayers, often years after they have already been in operation; but there are mechanisms to remedy past failures and limitations on the number of years the appraisal districts may go back to add omitted property to the tax rolls. Identifying what property needs to

be rendered may be particularly confusing to property owners in connection with fleets of vehicles or heavy equipment that lack a fixed location. Ultimately, regardless of the commencement of the foregoing process, the appraisal district assigns a value to the subject property, which the taxpayer has a right to challenge.

In Texas, property owners have a right to challenge any appraisal that (1) exceeds the property's fair market value, or (2) is not equal and uniform with valuations of similarly situated properties. These rights are embedded in both the Texas Constitution and Texas Tax Code. Taxpayers may also qualify for one or more of the over 50 exemptions from property taxation. Several of the more commonly invoked exemptions are residential homestead, federally-exempt property, and the in-transit exemption. Eligibility for and the amount of an exemption is generally determined by the claimant's qualifications on January 1. Most exemptions require that the property owner apply for the exemption, with some requiring annual applications. If an appraisal district denies an exemption, the property owner has a right to challenge the denial, similar to their rights to challenge the appraisal district's appraisal of the property. But challenges to appraisals are far more common.

Once the appraisal district notifies an owner of a property's value, or denies an exemption, the property owner may challenge the appraisal district's action by filing a 'protest'. As with many tax issues that turn on valuations – whether estate taxes, transfer pricing or local property taxes – there typically is not a single, clear-cut value that should be assigned to any particular piece of property. Expert appraisers often disagree on the proper valuation. Accordingly, disputes over the correct value of property are common. Each appraisal district establishes an appraisal review board (ARB) to hear these disputes on the administrative level (i.e., before a dispute escalates into and imposes on the resources of a court of law). If a taxpayer does not receive adequate recourse from an ARB, the taxpayer has a right to judicial review. Notably, for property tax litigation, Texas has a specific statute that bucks the general American rule that each litigant pays their own fees; prevailing taxpayers may recover reasonable attorneys' fees if the court finds either an unequal or excessive appraisal. This rule cuts one way and does not shift fees to the appraisal district if it prevails. As such, seeking attorneys' fees can be a valuable tool to bring the appraisal district to the negotiating table during the litigation process.

Conclusion

Tax enforcement is a necessary governmental function to collect revenue needed to fund the many government programs that exist. Coming out of the pandemic, taxpayers should expect increased enforcement activity at the federal, state and local levels. Unfortunately, governments don't always get it right when it comes to deciding which taxpayers it should pursue and on what grounds. They regularly seek to impose and collect taxes against taxpayers that do not actually owe the amounts alleged. Taxpayers should seek to work constructively with government agencies to nip such situations in the bud if possible. It also critical, however, that taxpayers remain mindful of – and preserve – their important procedural rights to prevent governmental overreach. But tax procedures, particularly at the state and local levels, are minefields. The above overview provides some broad strokes, but the devil is in the detail. Taxpayers should carefully review the applicable rules to ensure they do not commit procedural missteps that divest them of important rights designed to ensure they pay their fair share of taxes but not more.

Tax

Tax
Leading Firms
Band 1
Baker Botts LLP *
Vinson & Elkins LLP *
Band 2
Hunton Andrews Kurth LLP *
Norton Rose Fulbright *
Thompson & Knight LLP *
Band 3
Akin Gump Strauss Hauer & Feld LLP *
Kirkland & Ellis LLP *
Latham & Watkins LLP *
Band 4
Baker McKenzie
Chamberlain Hrdlicka *
Gibson, Dunn & Crutcher LLP *
Locke Lord LLP *
McDermott Will & Emery LLP *
Meadows, Collier, Reed, Cousins, Crouch & Ungerman
Winstead PC *
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Baker Botts LLP

See profile on p.2993

What the team is known for Eminent practice held in high regard for advising on the full range of domestic and international tax structuring matters and high-value corporate transactions. Regularly provides counsel on state and local tax (SALT), as well as sensitive controversy and litigation issues. Has a wealth of experience advising clients in the energy industry. Particularly active providing guidance on the structuring of partnerships and royalty trust IPOs. Continues to advise clients on the effects of tax reforms. **Strengths** One client notes: "They are very impressive and very strong; they provide very thorough technical tax analysis."

Another comments: "They are extremely knowledgeable, and help us get to the right answer."

An interviewee reports: "The team works very well together and strategically shares the workload by playing to each of their strengths."

Work highlights Represented BP America in the sale of its entire Alaska business to Hilcorp Alaska for \$5.6 billion.

Notable practitioners

Richard Hussein (see p.2953) leads the firm's tax department, and has extensive experience in handling a broad range of tax disputes. "He is a great tax lawyer." "He is extremely knowledgeable." **Stephen Marcus** (see p.2960) is based in Dallas and handles matters such as tax planning and tax structuring. He regularly works with clients from the energy and real estate sectors. "He is an excellent lawyer." "He is a pleasure to work with and is very knowledgeable." **Mike Bresson** (see p.2934) is best known for advising on the tax aspects of major corporate transactions. He offers particular expertise in matters concerning the energy sector. "He is incredibly knowledgeable, super responsive and willing to be challenged." **Renn Neilson** (see p.2965) is praised for his SALT practice which sees him often handle

Tax
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Allender John R. Norton Rose Fulbright *
Osterberg Edward Mayer Brown LLP (ORL) ◇ *
Eminent Practitioners
Bopp Gregory M. Bracewell LLP (ORL) ◇ *
Leading Individuals
Band 1
Bowers William Paul Norton Rose Fulbright *
Fenn Tim Latham & Watkins LLP *
Ford Jr Thomas W. Hunton Andrews Kurth LLP *
Wheat R David Kirkland & Ellis LLP *
Band 2
Lynch John Edward Vinson & Elkins LLP *
Marcus Stephen Baker Botts LLP *
Micciche Daniel J. Akin Gump Strauss Hauer & Feld LLP *
Nelson Gregory Paul Hastings LLP (ORL) ◇
Peck David Vinson & Elkins LLP *
Band 3
Bresson Mike Baker Botts LLP *
Carney Ryan Kenneth Vinson & Elkins LLP *
Chen Alison Akin Gump Strauss Hauer & Feld LLP *
Chenoweth James Gibson, Dunn & Crutcher LLP *
Clifton R Brent Winstead PC *
Helfand Thomas Winstead PC *
Kontrimas Andrius R. Norton Rose Fulbright *
McNamara Robert J. Hunton Andrews Kurth LLP *
Neilson Renn Baker Botts LLP *
Band 4
Aksamit Roger D. Thompson & Knight LLP
Caudill William H. Norton Rose Fulbright *
Green Derek Baker Botts LLP *
Kuntz Stephen A. Norton Rose Fulbright *
Megally Sam K&L Gates (ORL) ◇ *
Phillpott Robert Reed Smith LLP (ORL) ◇
Salinas Wendy T. Vinson & Elkins LLP *
Sanders Buddy Locke Lord LLP *
Sassenrath Julie Winstead PC *
Sinak David Gibson, Dunn & Crutcher LLP *
Tiras Mitch Locke Lord LLP *
Way Todd Vinson & Elkins LLP *
Up-and-coming individuals
Dundon Mark Kirkland & Ellis LLP *
Keator Todd Thompson & Knight LLP
Lee Bryant Latham & Watkins LLP *

property-related matters. "He is a strong leader who gives effective guidance to the team; he is thorough in his thought process, and helps counsel me through difficult decisions." **Derek Green** (see p.2947) is particularly adept in international tax matters including issues associated with M&A. "He is a fantastic lawyer, and a good mentor to younger lawyers."

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Outstanding practice popular among oil and gas companies for the full gamut of tax issues. Well equipped to handle federal and local tax issues affecting complex corporate transactions, as well as high-value controversies, extending to Tax Court litigation and appellate work. Held in high regard for its handling of MLP matters. Additional strength in the representation of private equity funds in connection with the tax aspects of fund formations and buyouts.

Tax: Litigation
Senior Statespeople
Senior Statespeople: distinguished older partners
Hall Charles W. Norton Rose Fulbright *
Parker Emily A. Thompson & Knight LLP
Taylor, III Jasper G. Norton Rose Fulbright *
Leading Individuals
Band 1
Albright Val J. Foley & Lardner LLP (ORL) ◇
Campagna Larry A. Chamberlain Hrdlicka
Gerachis George Matthew Vinson & Elkins LLP *
McNulty Mary A. Thompson & Knight LLP
Band 2
Albaral Robert H. Baker McKenzie
Gavioli Laura Alston & Bird LLP (ORL) ◇ *
Husseini Richard Baker Botts LLP *
Meadows Jr Charles M. Meadows, Collier, Reed, Cousins
Morris Robert C. Norton Rose Fulbright *
O'Brien Shawn R. Mayer Brown LLP (ORL) ◇ *
Ohlenforst Cynthia K&L Gates (ORL) ◇ *
Vasquez Jr Juan F. Chamberlain Hrdlicka
Up-and-coming individuals
Freeman Jason B. Freeman Law (ORL) ◇ *

Strengths One client notes: "They are incredibly helpful; they always go above and beyond and respond in a timely manner with exactly what we need."

Another comments: "Their services are top-tier; their quality of advice is extremely high."

A market insider reports: "The firm has a deep bench and its tax department is very good."

Work highlights Advised Noble Energy on the acquisition of all of its outstanding shares by Chevron Corporation.

Notable practitioners

George Gerachis (see p.2945) leads the firm's tax group and is highly experienced in defending clients in disputes with the IRS. "George is an excellent business and tax lawyer; he is well versed in general corporate and tax controversy law." "He is a very fine lawyer." **John Lynch** (see p.2959) is well regarded for his expertise advising on the tax aspects of transactions. He is often called upon to assist with high-value complex matters, and is experienced in handling issues with cross-border elements. "He is an excellent practitioner." **David Peck** (see p.2968) is singled out for his representation of clients in corporate tax matters. "He is an outstanding lawyer and a very sharp tax practitioner." "I have the highest respect for him; he is able to explain complex issues, and he is incredibly smart, thoughtful and a pleasure to work with." **Ryan Carney** (see p.2935) is a tax practitioner with strong experience in transactional issues, including M&A. "Ryan is my go-to on anything related to partnership taxation. He is extremely intelligent and has a wealth of knowledge." **Wendy Salinas** (see p.2974) advises on a broad range of financing transactions. She is particularly noted for her work on debt restructuring. "She is excellent; she is highly technical and a very solid lawyer." "She is very knowledgeable, and very thorough." **Todd Way** (see p.2983) advises on a wide variety of transactional matters, including mergers, acquisitions and joint ventures. He acts for clients from a broad array of industries, including the energy and technology sectors. "Todd is very efficient and detailed; he is uber responsive and extremely courteous. His tax knowledge is expan-

sive, and he is an excellent communicator. He is able to simplify difficult tax concepts; he is very commercial and he has a great financial background, which is extremely helpful in understanding the economics of the deals." "His greatest strength is his knowledge of the tax implications of partnership tax rules and regulations."

Band 2

Hunton Andrews Kurth LLP

See profile on p.582

What the team is known for Adept at tackling sophisticated transactions with a significant tax component, including those that relate to REITs and MLPs, with the ability to draw upon considerable firmwide experience. Frequently advises clients engaged in the energy sector, particularly those active in the oil and gas arena. Displays additional familiarity with partnerships.

Strengths Market commentators praise the firm's "deep bench of experience."

Work highlights Advised PG&E Corporation and its subsidiary The Pacific Gas and Electric Company on its Chapter 11 proceedings.

Notable practitioners

Thomas Ford (see p.2943) is highly regarded in the market for his broad practice which encompasses tax issues relating to the full range of transactions, including M&A and joint ventures. "He is fantastic." "He is a preeminent practitioner who works on high-profile transactions." **Robert McNamara** (see p.2962) frequently acts on the tax aspects of corporate transactions. He is regularly sought out by clients in the energy and oil and gas sectors.

Norton Rose Fulbright

See profile on p.585

What the team is known for Renowned practice for international tax work, complemented by its extensive global footprint. Regularly advises clients on a range of corporate transactions, including M&A and securities offerings, and garners substantial recognition for its controversy work. Possesses particular strength in the energy sector.

Strengths A client comments: "They provide very technical, detail-oriented and strategic advice."

"They are very experienced and can call upon additional expertise as required," reports an interviewee, adding: "They are all very good to work with and provide value-added service."

Work highlights Advised Flotek Industries on its \$34.4 million acquisition of the data and analytics firm JP3 Measurement.

Notable practitioners

John Allender (see p.2928) is a highly experienced practitioner who focuses on federal tax issues. He often works on matters concerning reorganizations and incorporations. "He is a wonderful lawyer."

Charles Hall (see p.446) brings a wealth of experience to tax disputes, including tax controversies. He is well versed in representing multinational corporations, among other clients. "He is a remarkable lawyer." "He is very well respected as a great mind; he is sharp and has a wonderful reputation in litigation." **Jasper Taylor** (see p.2980) is an esteemed attorney heralded for his vast experience in tax controversy. He represents clients in both state and federal courts. **William Bowers** (see p.2933) is a Dallas-based practitioner who has first-rate capa-

bilities when it comes to tax planning work. "He is a good technical lawyer." **Robert Morris** (see p.2964) maintains an impressive tax controversy practice that sees him advise on IRS appeals and state tax disputes. "He is technical, detail-oriented and an extremely good business partner. He is someone I can rely on to prioritize my interests." **Andrius Kontrimas** (see p.2956) is the firm's global head of tax and often handles tax planning and transfer pricing matters. He is noted in the market for his expertise in issues with cross-border elements. "A strong practitioner." **William Caudill** (see p.2936) works on a range of tax issues and often represents real estate and oil and gas clients. "He is a renaissance tax lawyer—he's an all-rounder." **Stephen Kuntz** (see p.2957) is highlighted for his expertise in the tax aspects of structuring and planning transactions. His client base includes large multinational corporations. "He is a technical expert. He is very responsive and willing to get the work done in very short time frames."

Thompson & Knight LLP

See profile on p.3026

What the team is known for Acclaimed tax practice noted for its quality counsel to companies in the energy sector, as well as private equity funds. Possesses substantial resources, enabling the team to advise on private and public transactions, in addition to representing clients in high-stakes tax controversy cases. Also frequently called upon to provide guidance on international tax planning matters. Increasing capability to deal with a range of partnership issues.

Strengths A client comments: "It's a very strong tax team which is able to deliver quality advice and results while maintaining an understanding of the practical challenges facing a company."

Another interviewee notes: "They are able to muster deep expertise to develop and execute comprehensive litigation strategy for the issue at hand. They are responsive and efficient."

Work highlights Advised private equity firm Tailwater Capital on its \$150 million commitment to Triton Energy Partners.

Notable practitioners

Emily Parker is a prominent tax litigator who is particularly experienced in working with clients from the petroleum industry. Her leading practice covers IRS audits and appeals, among a host of other matters. "She is superb." "She is a strong practical lawyer with broad experience, particularly on oil and gas taxation matters." "She is fantastic." **Mary McNulty** is acclaimed for representing clients in IRS tax disputes. "She has strong technical skills; she is able to shepherd complex tax controversies through every phase of consideration and she is extraordinarily thorough." **Roger Aksamit** is noted for his skill in acting on tax issues in connection to transactions in the oil and gas space. "He is a wonderful practitioner."

Todd Keator is noted in the market for his growing tax practice. He advises on a broad range of transactional tax matters, including real estate and financing transactions. "He is incredibly knowledgeable." "A really good tax lawyer."

Band 3

Akin Gump Strauss Hauer & Feld LLP

See profile on p.571

What the team is known for Well-respected team

that maintains a fine reputation for advising on the full range of corporate transactions, including securities offerings, REITs and M&A. Particularly adept at handling matters in the energy, real estate and investment management sectors. Ample capability to handle partnership issues and the tax aspects of restructurings. Also advises unsecured noteholders of energy sector businesses in administration.

Strengths "Akin is great at communicating and always timely," notes an interviewee.

Work highlights Advised Sanchez Energy Corporation on the tax aspects of its Chapter 11 proceedings.

Notable practitioners

Daniel Micciche (see p.2963) has strength in a variety of tax matters, including SALT issues. He advises clients on a range of transactions, such as acquisitions and divestitures. "A fantastic tax attorney." **Alison Chen** (see p.2936) has notable capabilities in advising clients on federal income tax issues relating to transactions. She offers particular expertise in the energy sector. "She has an excellent reputation."

Kirkland & Ellis LLP

See profile on p.1594

What the team is known for Broad tax team with extensive experience in corporate transactions. Adept at handling cross-border tax planning matters. Client roster includes leading names in the energy and financial services sector.

Strengths "It's an excellent transactional practice," remarks an interviewee.

One client comments: "They have very deep institutional knowledge."

Another says: "The team is very technically sound, and has a lot of experience in the fund space. They are able to successfully leverage prior working experience on other fund products."

Work highlights Advised HilCorp Alaska on its \$5.6 billion purchase of BP's entire business in Alaska.

Notable practitioners

David Wheat (see p.2984) is a leading practitioner who is the first port of call for many clients with tax questions arising during corporate transactions. "He has extensive knowledge of every aspect of corporate tax, and he has a unique ability to cut through the extremely complex issues." "He is a preeminent practitioner." **Mark Dundon** (see p.2941) advises on transactional tax matters, including mergers, acquisitions and joint ventures. "He is a very strong technical tax lawyer." "He is very knowledgeable, always very business-focused and understands the different commercial dynamics."

Latham & Watkins LLP

See profile on p.584

What the team is known for Established practice with a sound reputation for astute counsel on energy-related transactional work. Regularly sought by energy entities as well as private equity firms and banks for advice on the range of corporate deals, including M&A and IPOs. Possesses additional experience advising on debt restructurings and workouts, and is noted for the strength of its advice relating to MLPs.

Strengths A client comments: "They can translate the law and tax codes to real-world applications and specific situations; they form a holistic view of the matter." A peer notes: "It is a reputable firm with great tax resources."

"They're very in tune with the market," reports an

interviewee, adding: *"They are really on top of new developments in tax law and working with them is a pleasure."*

Work highlights Advised Energy Transfer on its \$5.1 billion acquisition of the energy firm SemGroup.

Notable practitioners

Tim Fenn (see p.2942) remains a top choice for tax issues connected to transactions. He has recognizable strength advising on MLPs. **Bryant Lee** (see p.2958) is an up-and-coming tax practitioner recognized for his skill in MLP-related matters. *"A very good technical tax lawyer."*

Band 4

Baker McKenzie

What the team is known for Prominent tax advisory group with a global office footprint, able to call on resources to tackle complex tax issues at state, federal or international level. Areas of expertise include transfer pricing, post-acquisition restructurings and redemptions. Also acts in a variety of tax disputes in court and before government bodies.

Strengths One client comments: *"Baker delivers on its product. It is an exceptional team; I am impressed by its suite of expertise to design, implement and execute in a very seamless fashion."*

Another says: *"When we engage with Baker on a representation, I have every confidence in them. They are extremely knowledgeable, and have a good attention to detail. I have never considered that an important detail or deadline will be overlooked."*

An interviewee reports that *"it's a very strong and practical team that works extremely hard to get the deal done."*

Work highlights Advised Weatherford International on its Chapter 11 proceedings, including assisting with tax planning.

Notable practitioners

Robert Albaral is experienced in a wide range of tax litigation issues. He regularly handles audit administrative appeals and represents clients before the IRS. *"He is a sharp lawyer."*

Chamberlain Hrdlicka

See profile on p.2997

What the team is known for Successful tax group consisting of a notable bench of former in-house lawyers from the IRS and DOJ. Best known as a solid choice for controversy and litigation, from IRS audits to criminal trials, with capability at state, federal and international level.

Strengths A client reports: *"It is a technically strong tax team that provides well thought-out guidance and consulting on various tax controversy matters."*

"They're extremely capable in tax litigation," remarks a market insider.

Work highlights Achieved a settlement on behalf of Discovery Coeur D'Alene Investors in relation to a dispute centered on accounting methods used in calculating income tax.

Notable practitioners

Larry Campagna is a go-to practitioner for tax disputes. He has vast experience handling state, local and federal tax controversies. *"He is a very solid practitioner."* **Juan Vasquez** advises on local, state and federal tax disputes. He acts for a variety of clients, including individuals and large corporations.

Gibson, Dunn & Crutcher LLP

See profile on p.869

What the team is known for Recognized for advising on transactional tax matters. Regularly acts as counsel for public and private sector clients, with particular focus on clients in the energy sector. Especially noted for advising on acquisitions and equity financing-related matters.

Strengths A client notes: *"Their advice is timely, they are knowledgeable and they have the expertise."*

Work highlights Advised US WorldMeds on the sale of its central nervous system portfolio to Supernus Pharmaceuticals.

Notable practitioners

James Chenoweth (see p.2936) advises on tax issues connected to partnerships and transactions. *"He has a deep knowledge of tax law and knows the ins and outs."* *"He is knowledgeable, personable and cares about the client."* *"He does a good job of simplifying the discussion in a way that makes it easier for us to understand."* **David Sinak** (see p.2977) is a Dallas-based practitioner who has particular knowledge of federal income taxation matters. His expertise covers M&A, financings and insolvent restructurings, among other transactions. *"He is very knowledgeable."*

Locke Lord LLP

See profile on p.3012

What the team is known for Capable team with notable expertise advising on tax matters related to a range of transactional work, including acquisitions, investments and restructurings. Provides assistance with federal, state and local tax. Acts for a broad variety of clients, including those from the energy and manufacturing sectors.

Strengths *"They are subject matter experts on portfolio company issues and stay abreast of miscellaneous tax and regulatory updates,"* reports one interviewee, adding: *"They are extremely responsive and easy to work with."*

Another comments: *"They are very commercial, and their ability to achieve the desired result is impressive."*

Work highlights Advised NextEra Energy Partners on its acquisition of Meade Pipeline Co and its interest in the Central Penn Line in a transaction worth approximately \$1.37 billion.

Notable practitioners

Buddy Sanders (see p.2975) maintains a broad practice, spanning tax controversy matters and disputes, as well as tax planning. *"He is technically very good, and very sophisticated in terms of appreciating buyer and seller issues."* *"He is able to take relatively complex tax issues and put them into layman's terms so we can understand it."* **Mitch Tiras** (see p.2981) has a diverse practice and regularly works on tax and corporate aspects of transactions. *"He is very approachable and business-oriented; he gives practical advice in a timely manner that everyone appreciates."* *"He is calm, cool and collected. He knows our approach, our business and our objectives and he gets the job done."* *"He is very efficient."*

McDermott Will & Emery LLP

See profile on p.1599

What the team is known for A strong profile for high-stakes tax controversy and litigation work. Impressive strength in transfer pricing and well supported by its team of in-house accountants and economists. Regularly advises an impressive list of clients ranging from Fortune 100 companies to individuals. Sector-specific experience pertaining to industries

such as oil and gas and retail, among others. Notably active assisting clients with recent legislative changes concerning base erosion and profit sharing.

Notable practitioners

Manuel Rajunov is a key contact at the firm.

Meadows, Collier, Reed, Cousins, Crouch & Ungerman, L.L.P.

What the team is known for Dallas boutique that offers expertise in both tax planning and tax litigation, with further capabilities in areas such as banking and securities, estate planning and commercial litigation. Handles regulatory tax matters at both state and federal levels, in the context of both transactions and controversies, representing a broad array of institutional and individual clients. Regularly appears before entities such as the IRS, as well as fielding notable courtroom experience.

Notable practitioners

Charles Meadows is best known for handling complex tax litigation. He works with a diverse client base that includes corporations and individuals. *"He is well thought of in the market."* *"He is legendary in the tax controversy space."*

Winstead PC

See profile on p.3029

What the team is known for Recognized expertise in handling tax aspects of transactions. Experienced in issues relating to joint ventures, partnerships and investments. Client base includes companies from the real estate, oil and gas and technology sectors.

Notable practitioners

Brent Clifton (see p.2937) is particularly skilled in handling tax aspects of joint ventures. He is expert in representing those in the real estate sector. *"He is a strong practitioner who is very well thought of in the Texas Bar."* **Thomas Helfand** (see p.2951) works on a range of tax matters, including state tax issues. His sector expertise covers real estate and energy. **Julie Sassenrath** (see p.2975) is well regarded in the market for her skilled handling of tax matters. She advises on a range of transactional matters, with notable expertise in the real estate space. *"She's really good technically and very effective."* *"She's very well respected."*

Other Ranked Lawyers

Val Albright gains widespread acclaim for his capabilities in tax controversy work. *"He is well thought of in the market."*

Gregory Bopp (see p.2933) is a highly experienced practitioner who handles an array of tax issues centered on transactions. *"He is an excellent tax lawyer; he is extremely knowledgeable and incredibly well respected."*

Jason Freeman (see p.434) is an up-and-comer with broad experience in tax controversy matters. He also advises clients on regulatory and compliance issues.

Laura Gavioli (see p.2944) is praised for her ability in acting on complicated tax litigation, including multi-jurisdictional disputes before the IRS.

Sam Megally (see p.2962) handles a range of SALT matters, including matters connected to income and sales tax. He is also adept at handling tax controversy matters.

Gregory Nelson has strong capabilities in handling federal tax matters. His practice covers a broad range of transactions, including M&A and reorgani-

zations. "A very strong tax lawyer." "He is practical, and able to communicate the complication of regulations in a straightforward manner."

Shawn O'Brien (see p.2966) advises on a host of tax disputes, including cross-border cases. He offers particular expertise in matters concerning the energy sector.

Cynthia Ohlenforst (see p.2966) is well regarded for

her expertise in state and local tax. She works on a host of tax matters including tax planning and tax controversy issues. "She has mastery of the processes and policies, combined with personal relationships with key players." "She is absolutely excellent."

Edward Osterberg (see p.2967) has vast experience in the field and particularly strong in handling business income tax matters. His client base includes

individuals and corporates. "A wonderful lawyer."

Robert Phillpott is a notable practitioner in the Houston tax arena. He concentrates his practice on transaction-related tax issues. "He is very practical in his advice and he has thorough technical tax knowledge." "He is an excellent lawyer who does very good work."

Technology Corporate & Commercial

Technology: Corporate & Commercial	
Leading Firms	
Band 1	
DLA Piper LLP (US) *	
Band 2	
Baker Botts LLP *	
Shearman & Sterling LLP *	
Vinson & Elkins LLP *	
Band 3	
Jackson Walker LLP *	
Pillsbury Winthrop Shaw Pittman LLP *	
Wilson Sonsini Goodrich & Rosati *	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Gordian Carmelo	Shearman & Sterling LLP *
Leading Individuals	
Band 1	
Gilluly III John J	DLA Piper LLP (US) *
Lyons J Matthew	Wilson Sonsini Goodrich & Rosati
Tobias Paul R	Vinson & Elkins LLP *
Zabaneh Sam	DLA Piper LLP (US) *
Band 2	
Bickerstaff Alan	Shearman & Sterling LLP *
Cavazos Edward A	Pillsbury Winthrop Shaw Pittman LLP *
Chandler Stephanie	Jackson Walker LLP
Jones J Wesley	Vinson & Elkins LLP *
Suffoletta Jr J Robert	Wilson Sonsini Goodrich & Rosati
Band 3	
Kleinman Bill	Haynes and Boone, LLP (ORL) ◇ *
McDermott Jr Don J	Baker Botts LLP *
Powell Charles D	Norton Rose Fulbright (ORL) ◇ *
Russell Philip	DLA Piper LLP (US) *
Tyndall Steve	Pillsbury Winthrop Shaw Pittman LLP *
York Courtney	Akin Gump Strauss Hauer & Feld (ORL) ◇ *
Up-and-coming individuals	
Denton J. Russel	Shearman & Sterling LLP *
Dillavou Brian	Shearman & Sterling LLP *
* Indicates firm / individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

DLA Piper LLP (US)

See profile on p.2411

What the team is known for Highly regarded technology practice that offers clients the benefit of an impressive network of offices on a national and international scale. Practitioners offer adroit counsel on a wide variety of sophisticated M&A and venture capital financings. Acts for public and private companies, with a strong track record for its work on behalf of emerging growth companies and entrepreneurs.

Strengths Sources comment that "the team works

well together - they're always available and strategic with their communications and they do their best to make sure their clients are getting accurate, fast responses."

"They're great human beings so they're easy to work with. They're super dependable and they never miss a date, even on tight timelines," one client reports.

Another client says: "I know they will have the capabilities to get a job done because they have specialists around the world and, when I turn up for a call, all the right people are there regardless of the time zones involved."

Work highlights Represented Q2 Holdings in several transactions, including its \$510 million purchase of SaaS provider Lender Performance Group.

Notable practitioners

John Gilluly (see p.2945) represents organizations from a wide spectrum of industries, including energy and financial services. Gilluly is managing partner of the Americas, and his experience covers a broad range of matters including M&A and venture capital transactions. "He's incredibly personable and incredibly knowledgeable." "He has a great reputation and he's really strong when working with entrepreneurs and tech companies." "I think highly of John. He's really good at figuring out issues in large-scale transactions and getting them done on a schedule that works."

Sam Zabaneh (see p.2987) has a wealth of experience advising both public and private companies from multiple industries on acquisitions and venture capital deals, among other transactions. He also counsels on matters such as business formation and corporate governance concerns. "He is calm, he has experience in all relevant areas, he is accessible, and he has good instincts on where to be more aggressive and where clients need to be cautious." "I find him to be thoughtful, efficient and very responsive." "He's a star to me. He is smart and business-savvy, and he's done it all, so he can help us to avoid pitfalls." **Philip Russell** (see p.2974) advises both well-established and emerging growth companies on a variety of M&A work. His client base spans a number of disciplines within the technology sector, from biotech and communications to software and semiconductors, and also includes financiers such as venture capital firms. "He is technically strong and very dedicated to solving legal challenges in a collaborative manner."

Band 2

Baker Botts LLP

See profile on p.2993

What the team is known for Experienced technology team with a fine track record in M&A and capital markets transactions. Regularly engaged to advise

on regulatory compliance issues and corporate governance matters. Frequently represents clients in the telecommunications and IT industries on licensing and development arrangements. Fields additional expertise in matters pertaining to the pharmaceutical, life sciences and media sectors.

Strengths "The team is wonderful to work with and they are great at bringing comprehensive but practical approaches and advice to our issues," a client says.

"They're responsive, their written work product is succinct, their advice and counsel is sound and they're there for me. They give me their honest assessment of the risks and help me to make decisions," another client confirms.

Sources observe that "this is a well-rounded group with the ability to serve a client's needs in virtually all areas of law."

Work highlights Acted for Liberty TripAdvisor Holdings on an unregistered private placement with Certares to sell \$325 million in non-convertible preferred stock.

Notable practitioners

Don McDermott (see p.2961) handles all forms of corporate and commercial work for a range of technology organizations. He advises clients on a range of matters, from capital markets and M&A transactions to issues of corporate governance and compliance. "He's a very sophisticated and very strong technology lawyer who handles both the corporate and tech sides." "He has a good grasp of IP matters and a strong foothold in the tech industry."

Shearman & Sterling LLP

See profile on p.2451

What the team is known for Offers strength in the full range of M&A, financing and corporate governance on behalf of public, private and emerging companies. Noted strength in connection with the fintech, life sciences and medical device sectors, among others. Often called upon to act in transactions involving software as a service.

Strengths One peer observes that "Shearman has a strong team in general and one of the most well-rounded practices."

Sources say: "They are very up to date on venture financing trends, very detail-oriented and very responsive."

"The team is competent and responsive, and has lots of experience," commentators note.

Work highlights Advised VMware on its \$30 million Series B investment into open source database provider Yugabyte, as well as its acquisition of cloud-native security platform Octarine.

Notable practitioners

Carmelo Gordian (see p.2946) focuses his practice on venture capital and private equity matters. He rep-

resents companies from a range of sectors, including telecom and life sciences companies. He is particularly experienced in advising businesses, shareholders and underwriters in the context of public offerings. **Alan Bickerstaff** (see p.2932) is a highly experienced commercial attorney with a wealth of experience representing public and private companies. He has a strong reputation for his handling of technology transactions, including those for clients in the healthcare, telecommunications and consumer products sectors. *"Alan is a strong tech lawyer and he's well regarded."* *"Alan Bickerstaff is thoughtful and practical."* **Russel Denton** (see p.2940) is a rising talent with particular skill in advising technology businesses on transactional matters ranging from private equity and venture financings to M&A. He is also adept at handling advisory concerns such as SEC regulations and corporate governance. *"Russ is very responsive, and he has good business judgment and creative ideas."* **Brian Dillavou's** (see p.2940) practice centers on advising startups and emerging companies on financings, IPOs and corporate transactions such as mergers and acquisitions. He is also well placed to counsel financial institutions on transactions within the technology sector. *"He helps the client move smoothly through their transaction and past potential pitfalls."*

Vinson & Elkins LLP

See profile on p.3028

What the team is known for Home to an enviable selection of exceptional attorneys, with extensive experience acting for a range of clientele from emerging companies to global corporations. Demonstrates a high level of technical expertise in technology issues affecting a range of industries, including software, life sciences, clean energy and digital media companies. Offers a multidisciplinary approach that integrates the firm's strengths in other relevant areas such as financing, IP, employment and tax.

Strengths *"Vinson & Elkins are my superstars,"* reports a client. *"They're top notch. They don't go crazy on the billing side of things and they tell me when they don't know something."*

Work highlights Advised cardiovascular surgery business CryoLife on an option agreement to purchase technology developer Endospan for up to \$450 million, as well as the acquisition of the European distribution rights for its endovascular stent graft system.

Notable practitioners

Paul Tobias (see p.2981) has extensive experience within the technology market and regularly handles IPOs and M&A. His practice encompasses all stages of business growth and also includes venture capital financings, while clients include both emerging companies and international organizations. *"He is a great tech lawyer and I have the utmost respect for him."* *"Paul Tobias is highly regarded."* **Wesley Jones** (see p.2954) recent activity has involved advising on venture capital transactions and M&A. He regularly handles transactions for clients in the life sciences and software sectors. *"Wes Jones is practical, gives good, strategic advice and can spot the issues to make deals go faster."* *"He's really well regarded and well known by clients."*

Band 3

Jackson Walker LLP

See profile on p.3008

What the team is known for Well placed to advise technology sector companies at every level of maturity, from startups to public businesses, along with investors and other sources of funding. Work varies from the development, licensing and distribution of technology to corporate matters such as venture finance, acquisitions and joint ventures.

Strengths A client observes that *"the team is very deep in expertise and I can't think of an issue that they did not have an expert to handle,"* praising *"their seamless approach to getting the right attorneys involved in a very timely manner."*

"The entire team is focused on the client relationship, which is a very obvious strength. The firm's rigor, diligence and deliverables are equally impressive across markets," say sources.

Commentators note: *"The team is always highly experienced and very personable, and the personality of the team is friendly and inviting."*

Work highlights Advised the Geekdom Fund group on the formation of its \$19.4 million Fund III, as well as related compliance matters.

Notable practitioners

Stephanie Chandler's expertise includes M&A, cybersecurity risk management and technology licensing. She acts for clients in the software, computer services and energy sectors, among others, including both public and private companies and venture capital investors. *"She has a great sense for business needs and will get a deal done. She pushes all the way to the line for her client and finds a way to meet the other party."* *"We've had a great experience working with Stephanie Chandler. She's knowledgeable and responsive. As every deal is a bit different, having her breadth of experience has been helpful in guiding us to the right solution."*

Pillsbury Winthrop Shaw Pittman LLP

See profile on p.2446

What the team is known for Respected team handling all manner of transactions, including M&A and venture capital deals, for both established and growing technology companies. Also equipped to handle corporate governance matters and partnership agreements. Acts for software, life sciences and artificial intelligence companies, among other clients.

Strengths *"They give practical, business-oriented advice,"* says a client. *"They are more understanding of business risks."*

Work highlights Advised Upland Software on numerous transactions, including a \$138.6 million public offering of common stock.

Notable practitioners

Edward Cavazos (see p.2936) has vast expertise in technology transactions and IP issues. His work typically includes licensing deals, privacy matters and strategic alliances, including those arising from the interactive entertainment and e-commerce sectors. *"Ed Cavazos is an exceptionally skilled negotiator."* *"He's a really solid attorney in the startup market."*

Steve Tyndall (see p.2981) is highly experienced in handling M&A and other transactional matters in the technology space. He also handles a range of financing deals and public offerings. *"Steve is very experienced counsel for corporate and investment activities, a great adviser who is easy to contact and*

has a good turnaround." *"He's a great guy who is willing to jump in and help out."*

Wilson Sonsini Goodrich & Rosati

See profile on p.897

What the team is known for Well-known firm with a sophisticated corporate practice, particularly with regard to technology and emerging growth businesses. Adept at handling M&A and private equity transactions, the team advises on all aspects of the business life-cycle for a range of public and private companies. Also offers notable expertise in corporate governance matters.

Strengths *"They're a very well-respected and highly regarded firm, well known as a strong tech force,"* peers report.

One client comments: *"Wilson is a great partner to our company - they're very responsive and they do their best to accommodate us, night or day."*

Sources say: *"The team is knowledgeable and efficient."*

Notable practitioners

Matthew Lyons has an impressive range of experience representing both public and private companies. He regularly advises on public offerings, M&A and investment transactions. *"He's always very collegial to work with and he understands the issues."* *"Matt Lyons gives great senior-level, seasoned advice."*

Robert Suffoletta has an impressive range of experience in technology matters, including M&A, public offerings and venture capital financing. He acts for both public and private companies. *"He brings a tremendous amount of experience in corporate legal affairs, and he has a great amount of knowledge on things that are important to us."* *"I hear good things about him from clients - he has a very good reputation."* *"He's a highly regarded lawyer."*

Other Ranked Lawyers

Bill Kleinman (see p.2956) handles a variety of technology-related transactions and is well known for his venture capital expertise. He has experience in deals ranging from M&A to strategic alliances, and he is also well placed to advise on commercial contract matters within the technology sector. *"Bill is really strong at negotiating strategic alliance agreements and joint ventures."* *"He's got an understanding of our business, he handles transactions in a way that's appropriate for our needs, and I like his teamwork approach."*

Charles Powell (see p.2970) advises a variety of parties on venture capital deals and private offerings, among other transactions. His clients include companies in the life sciences and energy technology industries. He is highly experienced in advising on IPOs and other public listings.

Courtney York (see p.2987) is well placed to advise technology, media and telecom clients on corporate transactions and financings. Her practice also includes complex issues such as virtual and augmented reality, software licensing and the formation of startups. *"Courtney York is a fantastic lawyer and person. She is extremely practical and responsive, and she's an A-plus-plus team player."* *"She's been outstanding. It's obvious that she's very knowledgeable in terms of what we're doing."*

Technology Outsourcing

Technology: Outsourcing
Leading Firms
Band 1
McDermott Will & Emery LLP*
Band 2
King & Fisher
Pillsbury Winthrop Shaw Pittman LLP*
Band 3
Bracewell LLP*
K&L Gates*
Reed Smith LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Howell John E. K&L Gates*
Leading Individuals
Band 1
Andrews Jeffrey B. Bracewell LLP*
Fisher Todd A. King & Fisher
Guedry David N. McDermott Will & Emery LLP*
Helms Shawn C. McDermott Will & Emery LLP*
Krieser Jason D. McDermott Will & Emery LLP*
Band 2
Harvey Dean William. Perkins Coie LLP (ORL) ♦*
Henchey Brian. Huggins Reddien LLP (ORL) ♦
Stark Nigel R. Reed Smith LLP
Band 3
Barton John L. Pillsbury Winthrop Shaw Pittman LLP*
Colson Randall E. Haynes and Boone, LLP (ORL) ♦*
King Chad W. King & Fisher
Zimmer Elizabeth. Pillsbury Winthrop Shaw Pittman LLP*
Associates to watch
Howe Caitlin. McDermott Will & Emery LLP
* Indicates firm / individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

McDermott Will & Emery LLP

See profile on p.1599

What the team is known for Standout practice with an impressive team advising clients on the full range of technology and outsourcing transactions. Practitioners field expertise in areas such as cloud computing, data security and licensing, and act for both buyers and providers during key ITO and BPO deals, including significant cross-border work. Industry sector strength includes life sciences, construction and retail, among others.

Strengths One client reports that “this firm outperforms every time, hands down, in terms of cost, knowledge, efficiency, speed, quality, care and client relations.”

“This is a top-notch team with the client’s interests as their top priority, and their strengths are their responsiveness and subject matter expertise,” sources observe.

Another client comments: “The firm as a whole is incredibly intelligent and supportive.”

Work highlights Advised Nuance Communications on its collaboration with Microsoft to develop new doctor-patient infrastructure using cloud computing, artificial intelligence and voice recognition.

Notable practitioners

David Guedry (see p.2948) is highly sought after for his experience in outsourcing matters. Guedry advises both international and domestic organiza-

tions from a range of industries on BPO and licensing arrangements. “He’s excellent, very thorough and detailed, and he brings a lot of real-life experience.” **Shawn Helms** (see p.2951) handles an impressive range of BPO, ITO and licensing arrangements, many of which involve cross-border aspects. He centers his practice on technology outsourcing, with experience in matters involving outsourced data privacy, automation and wireless infrastructure services, among others. “He has a very easygoing, practical way of explaining things. He understands that we need an answer with pros and cons, gets to the point and very quickly became our go-to.” “He is a phenomenal lawyer. He literally wrote the book on technology outsourcing law and it shows.” “I like his practical bedside manner. It’s a complicated area and he strips down the noise to a simple idea, bridging the gap between complex legal matters and business issues.” **Jason Krieser** (see p.2957) has a strong reputation in the outsourcing market. Krieser advises on a wide range of technology issues, including strategic alliances, e-commerce issues and the internet of things. He is highly adept at transactions involving software, infrastructure and platform as a service. “He is recognized as an industry leader in IT outsourcing agreements. He is smart, well aware of industry standards and very responsive – he has excellent interpersonal skills and he really cares about ensuring he is communicating in a relaxed, understandable and guiding way.” “He is a really good business lawyer.” **Caitlin Howe** is a promising associate with a focus on ITO, BPO and revenue cycle management outsourcing transactions. Her experience in the technology sector ranges from software licensing to e-commerce and cloud computing arrangements. “She is an excellent lawyer who is always able to stand her ground and negotiate favorably for the client.” “She’s very direct, and she gets to the point quickly.”

Band 2

King & Fisher

What the team is known for Boutique outsourcing and technology transactions practice with recognized expertise in the handling of SaaS agreements. Particular strengths include various cloud-based services and transition plans, as well as issues concerning privacy and data security. Completes its offering with advice on software licensing, development and open source concerns.

Strengths One peer says: “King & Fisher are excellent, and I wouldn’t hesitate to give them outsourcing work.”

“I like that the firm has branched out to cover related areas,” a client says.

Notable practitioners

Todd Fisher has significant experience across a spectrum of areas, including ITO and BPO agreements and technology licensing matters. He is well versed in cloud computing matters, including the provision of software, infrastructure and platform as a service. “Todd is good at poring over every aspect of a document and breaking it down, and he has focus and detail orientation that I have never seen before.”

Chad King is experienced in advising businesses of all sizes on technology transactions and outsourcing, with work typically ranging from development and

distribution agreements to e-commerce and information security. He is also able to draw on his knowledge of corporate and intellectual property law. “Chad King is good when negotiating, easy to get along with and always fun to work with.”

Pillsbury Winthrop Shaw Pittman LLP

See profile on p.2446

What the team is known for Accomplished team with a fine track record of acting for an impressive roster of multinational clients. Experienced in all areas of ITO and BPO work. Very well regarded for its work advising major financial institutions and credit card issuers on the outsourcing of card production and payment processing services. Also noted for its work with clients in the healthcare sector. Has demonstrated expertise in the outsourcing of cybersecurity.

Strengths Commentators note that “this is a very strong team with good bench strength, which is not only good at complex vendor agreements but brings a special knowledge of complex business process outsourcing agreements.”

“The Pillsbury team has a great depth of knowledge in technology and outsourcing transactions and shares that knowledge extensively,” report sources.

Clients say: “They work hard and are very client-centric, and they were very resourceful in managing their team to provide additional niche expertise.”

Notable practitioners

John Barton (see p.2931) frequently acts for computer services, healthcare and financial services clients. His practice includes advising on BPO and BPaaS transactions, as well as software licensing. “John understands the details of all legal issues and frames them in a way that makes them easy for internal counsel to understand and decide on.” “He’s very practical, has a ton of experience and absolutely knows the market standard.” **Elizabeth Zimmer** (see p.2988) is well versed in advising banking and financial services clients on the outsourcing of their technology and cloud infrastructure concerns. Her experience includes large-scale and cross-border transactions on behalf of a broad client base. “She not only adeptly advises on all the legal aspects but also provides very valuable strategic guidance.” “Liz’s biggest strengths are her wealth of knowledge and positive demeanor.” “She understands the business elements of transactions very well, and looks at it all holistically.”

Band 3

Bracewell LLP

See profile on p.2995

What the team is known for Notable group well versed in handling complex outsourcing transactions, acting for clients across a wide range of industries including commercial aviation, financial services, manufacturing, energy and retail. Known for its track record in dealing with multinational outsourcing vendors on major deals. The team continues to strengthen its expertise in cloud-related services.

Strengths Sources say that “they try to understand a particular situation before digging their heels into a position, and then they work with the client to understand the practicality of how a legal term would impact reality.”

Work highlights Represented Southwest Airlines in

negotiating a SaaS agreement with Austrian vendor FLIGHTKEYS.

Notable practitioners

Jeffrey Andrews (see p.2929) regularly handles BPO matters and licensing transactions. He is well versed in cloud computing issues. He represents both providers and buyers in transactions in the energy, financial services and commercial aviation sectors, among others. *"He has a very strong grasp on the impact of negotiated terms and what is market, so he can secure both protection and negotiated solutions in a very constructive way."* *"Jeff Andrews is fair, extremely knowledgeable, collaborative and forward-looking."*

K&L Gates

See profile on p.2753

What the team is known for Wide-ranging expertise in the handling of BPO and ITO agreements and well versed in acting on behalf of both customer and provider-side clients. Areas of strength include software licensing and service procurement issues. Notable focus on the travel and finance industries, while also regularly representing clients from the human resources services, healthcare and manufacturing sectors.

Strengths *"Their document turnaround is exceptionally quick, their work is accurate and very good, and they're always available,"* one client notes.

Work highlights Acted for Ferring International Center on its procurement of accounting and finance, IT infrastructure and payroll services, and its subsequent negotiation of agreements.

Notable practitioners

John Howell (see p.2953) has a wealth of experience in outsourcing transactions and has acted for clients in the healthcare, technology and travel industries, among others. He is particularly skilled in the structuring of service agreements and transactions. *"He's been in the business for a long time and he has worked on a number of famous deals, so he knows his stuff."*

Reed Smith LLP

What the team is known for A growing practice in the field of outsourcing, which represents businesses across sectors ranging from travel and consumer goods to life sciences and financial services. Capable of advising on both IT and business process outsourcing, including software development and cloud computing arrangements.

Strengths One client reports: *"I enjoy working with each of them, as they are smart, experienced and responsive, and they have a good business sense."*

Notable practitioners

Nigel Stark focuses on outsourcing and his expertise includes BPO, SaaS provisions and licensing issues. His clients include both outsourcing providers and users in a wide array of industry sectors, including travel and transportation, consumer goods and financial services. *"He's very good, personable and efficient, he understands the time constraints that clients are under and he's commercially savvy."* *"He is incredibly responsive."*

Other Ranked Lawyers

Randall Colson (see p.2937) has considerable expertise in outsourcing transactions. He regularly advises clients on BPO transactions and SaaS matters, as well as patent issues. His client base encompasses both customers and providers, including internet-focused and other technology sector businesses.

Dean Harvey (see p.2950) has a strong reputation for outsourcing work and is noted for his representation of large, consumer-facing companies. He is well placed to advise clients on adjacent areas such as technology transactions and data privacy and security. *"Dean is extremely responsive and in tune with the needs of our business. He's a master negotiator and risk analyzer, and his experience combined with his intellect and quick thinking have served him well."* *"Dean has a great grasp of the key issues, and he's able to think on his feet."* *"He provides sound, practical advice. He'll give the legal answer and a good path forward from a practical standpoint to get the deal we want to accomplish."*

Brian Henchey has vast experience across a range of outsourcing matters and acts for both provider and customer clients. He complements his practice in outsourcing with further technology transaction expertise in areas such as IT integrations. *"Brian Henchey has a good reputation."* *"I had a great experience working with him."*

Leaders' Profiles in Texas

ACKER, Rodney

Norton Rose Fulbright, Dallas
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Featured in Litigation (Texas)

Practice Areas: Rodney has experience in all areas of civil commercial litigation, including: securities litigation, investigations and SEC enforcement, commercial litigation for financial institutions, anti-trust and competition and health care.

Career: Rodney Acker is a partner in Norton Rose Fulbright's Dallas and New York offices where he focuses his practice on civil trial law, including securities class actions and banking matters.

Professional Memberships: American College of Trial Lawyers (President 2020-2021; President Elect, 2019-2020; Treasurer, 2018-2019; Secretary, 2017-18; Regent for Region VI, 2011-2015); International Academy of Trial Lawyers; International Society of Barristers; ABOTA

Personal: JD with honors, Order of the Coif and Law Review, Texas Tech University School of Law (1974); BA, Business Administration, University of Texas at Arlington (1971).

ADDLEMAN, Katherine

Haynes and Boone, LLP, Dallas
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Featured in Securities (USA - Nationwide), Litigation (Texas)

Practice Areas: Kit Addleman leads the Haynes and Boone's Securities Enforcement Defense practice representing companies and their executives in connection with government investigations and litigation of securities related conduct, particularly those by the SEC and Department of Justice. She defends allegations of accounting, disclosure and financial fraud, insider trading, hedge fund and advisor fraud, and Foreign Corrupt Practices Act violations. Kit also conducts internal corporate investigations and counsels public companies, investment advisors, hedge funds and broker-dealers concerning compliance with securities laws and rules. She is an executive committee member and regional vice-chair for the national Women's White-Collar Defense Association. Before joining Haynes and Boone, Kit worked in four SEC offices, leading the enforcement programs in the Fort Worth and Atlanta offices and there-

after leading the examination, enforcement and public company reorganization programs as the Regional Director of the SEC's Atlanta office.

AHMAD, Joseph
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Featured in Labor & Employment (Texas)

Practice Areas: Joseph Y. Ahmad, a founding partner in the Houston law firm of AZA is a lawyer for executives and has been recognized nationally as one of the best lawyers in his field. He represents executives in a variety of matters, including breach of contract, trade secrets, covenants not to compete, breach of fiduciary duty and other matters. He was elected to the prestigious American Board of Trial Advocates, an elite group of the country's leading judges and civil trial lawyers. He has been selected by his peers as one of the "Best Lawyers in America" since 2003. Mr. Ahmad has been recognized as a leading lawyer in "Chambers USA: America's Leading Lawyers for Business." He has been named to the Texas Super Lawyers list since 2003, and been in the Top 100

Texas every year but one since 2006. Mr. Ahmad received the 2019 Distinguished Member Award from the South Asian Bar Association of Houston. He has received a rating of AV Preeminent by Martindale-Hubbell. Having tried more than 50 cases to a verdict, and argued more than a dozen cases on appeal, he is a nationally recognized expert and frequent lecturer on a variety of law topics.

AJAMIE, Thomas
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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Tom Ajamie is an internationally-recognized trial lawyer who has successfully represented clients in complex commercial litigation and arbitration. He has handled a number of high-profile cases, including groundbreaking securities and financial cases, cross-border litigation, business contract disputes and employment issues. Tom has won two of the largest awards ever handed down by an arbitration panel for investors, including a \$429.5 million award. He has

also won a record \$112 million civil RICO jury verdict.

Career: Founder, Ajamie LLP, Houston (1997-present); Baker Botts LLP, Houston (1985-1997).

Professional Memberships: Admitted in Texas and New York; Member, College of the State Bar of Texas; Member, International, American, New York, Texas & Houston Bar Associations; Fellow, American Bar Foundation; Member, FINRA National Arbitration and Mediation Committee (2012-2015); Arbitrator, National Futures Association; Member, American Association for Justice; Co-Chair, Investment Fraud Committee (2006); Member, Public Investors Arbitration Bar Association.

Publications: Financial Serial Killers: Inside the World of Wall Street Money Hustlers, Swindlers, and Con Men; Co-author, Expert Witnesses, Business and Commercial Litigation in Federal Courts, Fourth Edition; "Representing the Hedge Fund Investor," Trial Magazine; "A Look at the Securities Arbitration Process," ATLA Business Torts Section Newsletter.

Personal: University of Notre Dame Law School, J.D.; Arizona State University, B.A., cum laude.

AL-BAHISH, Ann L

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Featured in Environment (Texas)

Practice Areas: Ann Al-Bahish litigates environmental and commercial matters across the country and has tried cases in both state and federal courts, before juries and judges. Her clients have included railroads, energy companies, manufacturers, healthcare entities, and state governments, among others. As an attorney with a Ph.D., Ann is highly adept in presenting and analyzing expert testimony and evidence, including scientific, medical and economic evidence essential to liability and damages findings in civil cases. Using her litigation abilities, Ann also has helped her clients prevent and/or mitigate losses and disputes through the negotiation and creation of clear, cohesive documents that aid and promote successful business relationships and allocate risk. Ann strives to responsively provide practical, creative and useful legal advice, and believes in investing her own time to better learn and understand the needs of her clients. Clients appreciate that Ann not only offers them consistently on-point advice, but that she is also easy to work with, responsive, flexible and down-to-earth, and delivers continually meticulous attention to detail. Ann is dedicated to understanding what her clients need, and then effectively developing the case around those goals.

ALAVI, Amir

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Featured in Intellectual Property (Texas)

Practice Areas: Amir H. Alavi represents plaintiffs and defendants in complex commercial litigation throughout the United States. He has a particular focus on intellectual property cases and The World's Leading Patent Professionals

2016-2020 has called him an "unflappable advocate that you can greenlight for a billion-dollar case with 100% confidence," and a "judicious strategist" with an "acute sense of how to present a damages case." IAM Intellectual Asset Management (IAM) Magazine also said Mr. Alavi "is a commercial litigator par excellence with valuable in-house insight, having previously served as general counsel of a company with 5,000 employees. The savvy case handler knows when to take up arms and when to chase a settlement." They also described him as "someone you can match up against any lawyer in the country and be confident of a win. Drawing on a deep reservoir of trial experience he delivers knife-like advocacy timed to perfection."

Career: Besides the IP cases, Mr. Alavi has litigated cases involving hedge funds, investment partnerships, securities fraud, mergers, energy trading, software development, natural gas pipelines, oil & gas mineral interests, and construction defects. Prior to joining the Firm, Mr. Alavi was the general counsel of a privately-held company with over 5,000 employees.

ALBERS, Michael F

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Featured in Construction (Texas)

Practice Areas: Mr. Albers' practice focuses on construction law and commercial and industrial real-estate development. He represents owners, developers, lenders and contractors in construction transactions, documentation and dispute resolution proceedings, as well as project acquisition, financing and development activities. His clients include national real estate developers, hotels, public-private partnerships, industrial and manufacturing companies, and general contractors. Mike was an Adjunct Professor at Southern Methodist University School of Law for ten years and is currently on the faculty of the Design-Build Institute of America. Mr. Albers serves as an arbitrator and mediator on the American Arbitration Association's Roster of Neutrals.

ALBERS, Purvi Patel

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Featured in Intellectual Property (Texas)

Practice Areas: Purvi Patel Albers has extensive experience in all aspects of brand management, counseling Fortune 500 and emerging companies on domestic and foreign trademark clearance, protection and enforcement strategy; trademark and internet enforcement, including oppositions, cancellations and Uniform Dispute Resolution Proceedings (UDRP); social media counseling and enforcement; and copyright, trade dress, non-traditional trademark and customs counseling and enforcement. Albers serves on the firm's Board of Directors (among other leadership positions), and formerly served on the Board of Directors for INTA (International Trademark Association) during which time she co-chaired INTA's 2013 annual meeting. She is also actively engaged in the Dallas community, serving on nonprofit boards including The Arts Community Al-

liance (TACA), Family Gateway, and Dallas Theater Center (DTC).

ALESSIO, Michael

Winstead PC, Dallas
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Practice Areas: Mike Alessio's areas of practice involve a wide variety of commercial real estate transactions, including the acquisition and disposition of investment-grade property, commercial development, office and retail leasing and a broad range of financing transactions. 214.745.5144 | malessio@winstead.com

ALEXANDER, Douglas W

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Featured in Litigation (Texas)

Practice Areas: Civil appeals; majority of practice devoted to proceedings before Supreme Court of Texas.

Career: Partner, Alexander Dubose & Townsend LLP, 2003-present; Board Certified, Civil Appellate Law, Texas Board of Legal Specialization, 1990-present; Law Clerk, former Chief Judge John R. Brown, United States Court of Appeals, Fifth Circuit, 1980-81.

Professional Memberships: Fellow, American Academy of Appellate Lawyers; former Chair, State Bar of Texas Appellate Section; former President, Texas Supreme Court Historical Society.

Publications: 'The Petition for Review,' Texas Supreme Court Practice Manual, Chapter 7 (2005); Co-Editor, 'Guide to the New Texas Rules of Appellate Procedure' (State Bar of Texas 1997).

ALLEMANN, Alex

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Practice Areas: Alex Allemann concentrates his practice in the areas of mergers and acquisitions, corporate finance, and general corporate and securities matters. Alex works with emerging growth companies throughout their life cycle, from formation, through financing, to successful liquidity event, whether acquisition, recapitalization or public offering. He has extensive experience counseling issuers and investors in public and private equity and debt financings. Alex also regularly represents financial and strategic buyers and investors in connection with their acquisition strategies. In addition, Alex regularly works with emerging venture fund and studio fund sponsors in connection with all aspects of structuring, fund raising and portfolio company investments. Representative Experience Mergers and acquisitions New business formation, development, funding and strategy Emerging venture and studio fund sponsor representation Public and private equity offerings Corporate governance and securities law compliance

ALLEN, Margaret H

Sidley Austin LLP, Dallas

Featured in Labor & Employment (Texas)

Practice Areas: Margaret Allen represents individuals and corporations in complex disputes in international arbitration and in courts across the United States. She has represented board committees in

internal investigations and whistleblower actions all over the world, often involving allegations of fraud and corruption. Her extensive experience litigating class actions and multi-jurisdictional disputes spans all aspects of pleadings, discovery, trial and appeal. She litigates all manner of high-risk business disputes, including those involving breach of contract, business torts and securities claims. In addition, Margaret represents public and private companies in high-stakes civil rights and employment cases, and advises on significant employment matters in a myriad of contexts, including national and international corporate transactions, reorganizations and the negotiation of employment, noncompetition and separation agreements. Margaret has been named a "Texas Rising Star" by Texas Super Lawyers from 2012-2018 and most recently the publication named her as one of the top 50 Up-and-Coming Women in 2018.

ALLENDER, John R.

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Featured in Tax (Texas)

Practice Areas: Taxation.

Career: Allender focuses his practice on federal income taxation and corporate matters. He is involved in the negotiation and planning of complex business transactions, often related to the firm's substantial mergers and acquisition practice. He is frequently involved in tax and business matters for wealthy individuals and their closely held businesses. Jack served as US Head of Tax at Norton Rose Fulbright for 20 years.

Professional Memberships: Since 1989 John has been on the board of Ronald McDonald House Houston and currently serves as an advisory director of Catholic Charities Galveston Houston Diocese. Former chair, Taxation Section of the State Bar of Texas and Houston Bar Association.

Personal: LLM, Tax, NYU School of Law (1976); JD, cum laude, University of San Diego (1975); BS, Iowa State University (1972).

ALLETAG, Gary M

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Career: Gary Alletag represents individuals and businesses in a variety of transactions, with a focus in the areas of real estate and energy. He has represented lenders, sellers and purchasers in the financing, sale and purchase of undeveloped land, office buildings, hotels, hospitals, apartments, shopping centers, industrial facilities, oil terminals and tank farms and office and residential condominiums. He has advised developers in the acquisition, development and marketing of commercial and residential properties, including shopping centers, industrial parks and residential subdivisions. Gary has negotiated ground leases, office leases and shopping center, mall and warehouse leases, representing both lessors and lessees.

AMANDES, Christopher B

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Featured in Environment (Texas)

Practice Areas: Environmental Law; Administrative Law. Chris works with clients in a wide range of industries, including petrochemical, refining, power generation, manufacturing, natural resources, and real estate. Chris advises about regulatory requirements affecting their operations and helps identify cost-effective compliance solutions, including demonstrating compliance, negotiating penalty reductions and appropriate corrective action requirements in enforcement cases, performing self-audits, and developing supplemental environmental projects. Chris negotiates environmental risk allocations in transactions, drafts contract provisions to address environmental issues, and evaluates issues that may affect the value or viability of a deal. He also counsels asset sellers and buyers about environmental issues in bankruptcy proceedings. Chris performs internal investigations of alleged environmental misconduct and represents individuals and corporations in criminal environmental investigations and prosecutions.

Career: Owner, Amandes PLLC, 2019–present; Partner, Morgan, Lewis & Bockius LLP, 2013–2019; Partner, Vinson & Elkins LLP, 1994–2013; Associate, Vinson & Elkins LLP, 1986–1994; Law Clerk to the Late Hon. John R. Brown, United States Court of Appeals for the Fifth Circuit, 1985–1986; Senior Project Manager, Espey Huston & Associates Engineering and Environmental Consultants, 1978–1982

Professional Memberships: Registered Professional Engineer (inactive), State of Texas; Life Fellow, Texas Bar Foundation; State Bar of Texas, Environmental and Natural Resource Section; American Bar Association, Section of Environment, Energy, and Resources; Houston Bar Association, Environmental Law Section

Personal: Inaugural Chair, City of Houston Brownfield Redevelopment Committee; Former member, City of Houston Planning Commission; Former member, Houston Bar Association Environmental Law Section Board of Directors; President, Southampton Civic Club; Chair, Board of Directors, Houston Wilderness; Former member, Law360 Environmental Editorial Board; Best Lawyers in America, since 1994; Texas Super Lawyers, since 2003

AMIEL, Paul

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Featured in Banking & Finance (Texas)

Practice Areas: During his 30+ years as a corporate finance partner at Haynes and Boone, Paul Amiel has helped CEOs, CFO's, private equity sponsors and lenders of every type negotiate, document and close billions of dollars of debt financings. He represents clients in drafting and negotiating various types of commercial contracts and counsels them on general corporate matters. Clients who rely on Amiel to represent them in these critical negotiations value his broad experience in all types of debt, his knowledge of market trends, his practical approach to negotia-

tions and his commitment to understanding and focusing on the client's goals.

ANAIPAKOS, Demetrios

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Featured in Intellectual Property (Texas)

Practice Areas: Demetrios Anaipakos is a seasoned trial lawyer recognized for his prowess at representing both plaintiffs and defendants in patent litigation and complex commercial litigation. He has helped one client obtain one of the largest patent verdicts in the United States, assisted others at beating the odds in patent fights and has overseen international patent litigation. He regularly handles cases in both state and federal courts and sometimes across international borders. He has been counsel in several significant cases involving allegations of damages into the hundreds of millions of dollars. Mr. Anaipakos is Board Certified in Civil Trial Law by the Texas Board of Legal Specialization, a distinction reserved for Texas trial lawyers with a high degree of trial experience and expertise. His high-profile cases and courtroom victories have attracted national and sometimes international attention. He's been recognized for his general commercial litigation and intellectual property work by the highly respected Chambers USA: America's Leading Lawyers for Business. He has been recognized by U.S. attorneys, making the list of the Best Lawyers in America. He was named in 2017–2020 by IAM Patent 1000–The World's Leading Patent Professionals as one of the best patent litigators in Texas.

ANAIPAKOS, John

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: John Anaipakos is a veteran trial lawyer for businesses in high stakes disputes. His clients have included Fortune 500 companies, large private companies, and their executives. John is experienced in disputes involving a wide variety of industries, including energy, retail, and professional services, among others. In the energy space, John's deep experience includes the representation of oil and gas and utility clients for 25 years. John has tried a broad range of cases to Texas juries, including breach of contract, oil and gas, wrongful death/catastrophic injury, accounting malpractice and employment. He has also tried numerous cases to administrative law judges and arbitration panels, and argued appeals to the U.S. Court of Appeals for the Fifth Circuit, Supreme Court of Texas and various intermediate appellate courts.

Career: Joined Baker Botts after clerkship with Judge Edith Jones, U.S. Court of Appeals, Fifth Circuit. Former Chair, Houston Litigation Department. Former Hiring Partner, Houston Office.

Professional Memberships: ABOTA, Associate; Board Certified in Civil Trial Law and Personal Injury Trial Law, Texas Board of Legal Specialization.

Personal: JD (cum laude), Harvard Law School, 1993; Editor, Harvard Law Review;

BA (summa cum laude), Economics, Trinity University, 1990.

ANDERSON, Art

Winstead PC, Dallas

Practice Areas: Art Anderson represents landowners, developers and builders in major land use issues with local governmental entities. He also litigates matters before both federal and state courts. 214.745.5745 | aanderson@winstead.com

ANDREWS, Jeffrey B

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Featured in Technology (Texas), Outsourcing (USA – Nationwide)

Practice Areas: Focuses on outsourcing, sourcing and technology transactions. Best known for structuring and negotiating complex domestic and international information technology and business process outsourcing agreements. Assists clients in outsourcing all major business functions and operations. Experience includes negotiations opposite every major multinational and Indian outsourcing service provider. Clients span wide-ranging industries, including energy, financial services, consumer products, retail, manufacturing, pharmaceuticals, commercial aviation and telecommunications. Experience also includes complex procurement, cloud (including SaaS, PaaS and IaaS), licensing, maintenance and support, development, ERP/CRM implementation, systems integration, OEM, hosting, and other marketing, distribution, and strategic alliance agreements. In addition, counsels clients on data privacy matters, including developing and implementing privacy solutions that are compliant with applicable laws and regulations both domestically and abroad.

Career: Chair, Technology Transactions Practice

Professional Memberships: Texas Bar Association

Personal: JD, The University of Texas School of Law, 1997; BA, Trinity University, 1994

ANDREWS, William K

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Featured in Construction (Texas)

Practice Areas: Bill Andrews' practice focuses on construction-related claims, lawsuits, mediations and arbitrations. He represents owners, contractors, vendors and suppliers on a wide variety of projects. His experience includes claims on projects such as highways and bridges, public works projects, commercial and retail construction, industrial and warehouse facilities, hospitals and health care facilities, power plants (including simple cycle and cogeneration plants), pipelines, petrochemical plants, refineries, chemical plants, gas processing plants, cryogenic plants, schools, multi-family housing and environmental remediation projects. He has represented several EPC firms in disputes and claims involving large plants. He also has significant experience representing owners, contractors and engineering firms in claims and disputes involving upstream, midstream and downstream

facilities. Bill has tried to verdict and arbitrated to award more than 75 construction cases. He is a member of the American Arbitration Association's National Panel of Construction Arbitrators and has served as a construction mediator since 1998. He is a member of the American Arbitration Association's Large Complex Construction Case Panel of Arbitrators and was nominated by the AAA's National Construction Dispute Resolution Committee as a member of its Construction Arbitration Master Panel.

Professional Memberships: –American College of Construction Lawyers –State Bar of Texas, Former Chair –AAA Arbitrator

APODACA, Michelle

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Featured in Healthcare (Texas)

Practice Areas: Missy Apodaca helps health care providers plan for and accomplish long-term objectives while tackling the challenges of day-to-day operations. With experience as top in-house counsel for a health plan and years in private practice advising on emerging health care trends, Missy brings a combination of business savvy and legal experience her clients need. Missy's clients include hospitals and health systems, physician practices, health care providers and technology companies working in the health care space. Missy's payor experience is invaluable for her physician and provider clients. Missy also advises clients on regulatory and licensure issues involving the Texas Department of Insurance, Texas Department of Health Services, Texas Health and Human Services Commission, Texas Medical Board and the Texas Pharmacy Board. She helps with the licensure of health maintenance organizations, third-party administrators, health care collaborative organizations and accountable care organizations, discount health care programs, acute care hospitals, Texas nonprofit health corporations (5.01a), and behavioral health care facilities and units. She also helps clients secure Medicare provider-based status and federally qualified health center (FQHC)/look-alike funding, and on FQHC operational matters.

Professional Memberships: Texas Bar Association

ARNOLD, John K

Locke Lord LLP, Houston

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Featured in Energy & Natural Resources (Texas)

Practice Areas: John Arnold represents energy companies in a broad range of matters including regulatory compliance, litigation and enforcement as well as in energy project development and commercial transactions. John has deep experience in midstream oil and gas and electricity issues and serves clients before the Railroad Commission of Texas and the Public Utility Commission of Texas.

Professional Memberships: Member, Houston Bar Association Oil, Gas and Mineral Law Section; Member, Public Utility Law Section, State Bar of Texas; Member, Gulf Coast Power Association; Member,

Energy Bar Association; Member, President's Board of Visitors, Trinity University
Personal: Southern Methodist University Dedman School of Law (JD, cum laude, 1999), Trinity University (BA, 1993); Law Clerk to the Honorable Craig T. Enoch, Supreme Court of Texas, 1999-2000.

ARNOLD, Mark
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Featured in Real Estate (Texas)

Practice Areas: Mark's unique practice is a combination of real estate, public-private partnerships, and public finance, with a particular emphasis on the development, construction, leasing, and financing of public projects, specifically sports stadiums, convention centers, hotels, casinos, recreation/entertainment facilities, and educational facilities. Mark is well versed in all aspects of commercial real estate development, financing, leasing and construction on behalf of both public entities and private owners and developers. He also has extensive experience in structuring and implementing creative economic development solutions like governmental grants and loans, sales tax revenue financing, and tax abatements. Mark has been actively involved in every major stadium development in greater Houston, including Minute Maid Park (MLB - Astros), NRG Stadium (NFL - Texans) and Livestock Show & Rodeo, Toyota Center (NBA - Rockets), BBVA Compass Stadium (MLS - Dynamo) and AVEVA Stadium (MLR - SaberCats) Outside of Texas, Mark represented the Las Vegas Stadium Authority in the development of Allegiant Stadium (NFL - Raiders) and Empire State Development (NY) on the Belmont Park re-development (NHL - New York Islanders). He was also recently retained by the State of Maryland to represent the Maryland Stadium Authority (MLB - Orioles).

BACON, Christopher V
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Featured in Labor & Employment (Texas)

Practice Areas: Employment litigation, labor law, OSHA, MSHA, international labor law, class action litigation.
Career: Chris has tried over 30 (mostly jury) cases and argued a dozen times before appellate courts. Chris also has considerable experience advising clients on cross-border and international assignment issues in Europe and Latin America.
Personal: University of Houston, BA summa cum laude, in 1979 and MEd in mathematics education, 1982; Harvard School of Law, JD cum laude, 1990.

BAILEY, K Brock
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Featured in Real Estate (Texas)

Practice Areas: Represents clients in the acquisition, development, financing and divestiture of large commercial and industrial projects. Real estate experience includes office, industrial, multifamily, mixed use and retail projects. Practice focuses on all aspects of real estate development, zoning and land use, project finance and infrastructure development,

as well as construction, leasing, acquisition and disposition matters. Regularly advises clients on the formation and dissolution of partnerships, joint ventures and corporations, and represents borrowers and lenders in a variety of secured and unsecured credit transactions, including project finance, letters of credit, working capital and restructuring financings.
Career: Managing Partner, Dallas Office
Professional Memberships: Dallas Bar Association; Dallas Bar Foundation, Fellow; State Bar of Texas, Former Real Estate Forms Committee; Salesmanship Club of Dallas; Downtown Dallas Inc., Board of Directors; Dallas Regional Chamber of Commerce, Board of Directors
Personal: JD, Southern Methodist University Dedman School of Law, 1996; BBA, Southern Methodist University, 1992

BAKER, Becky L
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Featured in Labor & Employment (Texas)

Practice Areas: Counsels employers in all aspects of the employment relationship. Represents employers in federal and state court litigation and administrative proceedings. Experience includes matters involving wrongful termination, discrimination, harassment, retaliation, whistleblower protection, wage and hour issues, employment and non-competition agreements, as well as matters involving occupational safety and health violations. Has successfully resolved hundreds of demand letters, EEOC charges of discrimination and lawsuits alleging various employment claims. Manages the labor and employment aspects of complex acquisitions and divestitures, including drafting and negotiations of employment representations and covenants, due diligence, and post-transaction integration and workforce reductions. Works with employers to draft employee handbooks and employer policies. Provides day-to-day advice to help employers address issues related to the hiring, management, retention and termination of employees and drafts executive employment and restrictive covenant agreements.
Career: Chair, Labor & Employment Practice
Professional Memberships: State Bar of Texas; Houston Bar Association; Houston Young Lawyers Association; Houston Bar Association, Labor and Employment Section
Personal: JD, Georgetown University Law Center, 2006; BA, cum laude, Duke University, 2003

BAKER, Charles S
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Featured in Intellectual Property (Texas)

Practice Areas: Charles Baker has more than 30 years of experience prosecuting and defending complex intellectual property matters throughout the US. He regularly handles patent, trademark, trade dress and copyright infringement matters, as well as trade secret and unfair competition matters, especially in the oil field sector. Mr. Baker has also been lead counsel in over a dozen inter partes reviews before the USPTO. He is the Co-Chair of

the Firm's Intellectual Property Litigation Group. His experience includes significant cases involving oilfield services clients, including equipment manufacturers and service providers focused on the exploration and development of hydrocarbons.

Professional Memberships: ABA, Houston Bar Association, INTA, AIPLA, Houston Intellectual Property Association, Houston Bar Foundation (Life Fellow), Eastern District of Texas Bench Bar Conference Planning Committee, Fellow-Litigation Counsel of America, Inns of Court, USDC-SDTX.

Personal: South Texas College of Law (JD, 1985), The University of Texas at Austin (BBA, 1982).

BALDWIN, George
 Peckar & Abramson, P.C., Austin
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Featured in Construction (Texas)

Practice Areas: Construction & Infrastructure Construction Dispute Resolution COVID-19 Task Force

Career: George Baldwin is co-managing partner for the firm's Texas offices, and based in Peckar & Abramson's Austin location. George focuses his practice on the resolution of commercial disputes through litigation, mediation, and arbitration. He is consistently called upon by top decision makers for his depth of knowledge and ability to resolve complicated construction-related problems in a cost-effective and business-oriented manner. George has extensive experience in cases involving scheduling problems, acceleration, delays, defective construction, and defective and ambiguous plans and specifications. George also serves as an arbitrator and mediator for the Washington, D.C. and Dallas, Texas offices of the American Arbitration Association and for private parties.

Professional Memberships: State Bar of Texas (Construction Law Section, former Chair and Council member) State Bar of Texas (Construction Law Section, Alternate Dispute Resolution Section) State Bar of Virginia (Construction Law Section, Alternate Dispute Resolution Section) The Austin Bar Association (Construction Law Section) The College of the State Bar of Texas Construction Lawyers Society of America (Fellow)

Personal: Georgetown University Law Center, J.D., magna cum laude Trinity College, B.A., English

BARBOUR, David
 Hunton Andrews Kurth LLP, Dallas
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Featured in Banking & Finance (Texas)

Practice Areas: David's practice includes experience in various commercial transactions on a national and international basis. He represents issuers and underwriters in public and private offerings of equity and debt securities, with an emphasis in structured and restructured debt issuances of mortgage-backed and asset-backed securities. He also advises clients regarding the negotiation and structuring (and restructuring) of various corporate and real estate financings and asset and stock acquisitions. Finally, David is experienced in handling a variety of other general corporate, mortgage banking, real estate and securities transactions.

BARKLEY, James
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Featured in Energy & Natural Resources (Texas)

Practice Areas: Energy Regulatory, Energy Litigation, Electric Power, Renewable Energy, Energy Storage, Energy Infrastructure, Oil & Gas, Pipeline Projects & Regulation, Water Projects & Regulation.

Career: Regulatory proceedings, energy projects, corporate transactions, and litigation focusing on the regulated energy industry. Mr. Barkley's practice focuses on the representation and counseling of energy industry clients in matters before the Public Utility Commission of Texas and the Texas Railroad Commission. He has represented electric and pipeline companies in rate cases and licensing proceedings and has defended the siting of energy projects in state and federal courts. He counsels power and hydrocarbon clients on a wide range of regulatory and contractual issues with a focus on developing strategies to overcome regulatory and other challenges.

Professional Memberships: State Bar of Texas; Houston Bar Association; Texas Journal of Oil, Gas & Energy Law, Advisory Board; Institute for Energy Law; Gulf Coast Power Association, Board of Directors.

Publications: Co-editor, Avoiding the Brink: Theory and Practice in Crisis Management (Brassey's, 1990) Co-author, Leaders in Crisis: The CSIS Crisis Simulations (CSIS, 1987)

Personal: J.D., Georgetown University Law Center, 1993; B.A. (with honors), history and economics, Baylor University, 1985.

BARKS, Jennifer
 Kelley Drye & Warren LLP, Washington, DC
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Featured in Environment (Texas)

Practice Areas: Jennifer Barks focuses her practice on environmental, energy, and commercial litigation and handles all phases of litigation. She has represented both public entities and private companies in pursuing contamination-related claims including CERCLA, products liability, and other tort claims. Jennifer has also assisted in defense of companies that are the subject of criminal investigations spearheaded by the U.S. EPA and Department of Justice and has prepared responses to state and federal environmental agency information and document requests under RCRA, the Clean Air Act, and equivalent state statutes.

BARNARD, M. Scott
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Featured in Litigation (Texas)

Practice Areas: Scott Barnard handles business litigation matters in both federal and state court, with particular experience in securities litigation. Mr. Barnard defends and advises public companies, directors and officers, broker-dealers and board committees in matters involving securities class actions, shareholder derivative suits, suits for breach of fiduciary

duty and other business torts, internal investigations, investigations and other regulatory actions by FINRA, the Securities and Commission (SEC), and other authorities, allegations of insider trading, and corporate governance matters. He is the partner in charge of the Dallas office, a member of the firmwide Litigation Steering Committee, and a member of the Dallas office Inclusion Council.

Career: Assistant District Attorney, Office of the Dallas County District Attorney.

Personal: J.D., Southern Methodist University School of Law, cum laude, 1997; B.A., Trinity University, 1994.

BARTON, John L

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Featured in Technology (Texas)

Practice Areas: Pillsbury Global Sourcing & Technology Transactions partner John Barton has advised high-profile clients worldwide on precedent-setting, multibillion-dollar IT and BPO outsourcing deals. John counsels global industry leaders on complex commercial and legal issues that arise in sourcing and technology transactions. He negotiates major transactions involving SaaS, BPaaS and cloud-based contracts; IT and business process outsourcing; enterprise software licenses; managed network services; and facilities management outsourcing. John also advises banks, merchants, payment processors and card networks on a wide range of payments industry issues and transactions.

BASS JR, Robert C

Winstead PC, Austin
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Practice Areas: Robert Bass has over 40 years' experience as a construction lawyer who has handled both dispute resolution and transactional matters for all segments of the construction industry. Robert is still actively handling large, high profile matters, as well as mentoring our associates. 512.370.2852 | rbass@winstead.com

BAST, Cynthia

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512 305 4707

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Featured in Real Estate (Texas)

Practice Areas: Chair of the Affordable Housing and Community Development Section and recognized as a preeminent attorney in affordable housing finance. Serves clients with her vast experience in finance transactions, governmental advocacy, regulatory compliance, and repositioning assets and is a frequent speaker at conferences nationwide.

Career: Partner since 1999.

Professional Memberships: ABA (Affordable Housing and Community Development Law Forum); National Association of Home Builders Affordable Housing Group; Former Chair, Texas Community Building With Attorney Resources.

Personal: The University of Texas School of Law (JD, with honors, 1991); University of Tulsa (MBA, 1988; BA, magna cum laude, 1987).

BAYOUTH, Frank E

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Featured in Corporate/M&A (Texas)

Practice Areas: Head of Houston office. Concentrates in mergers and acquisitions, private equity, corporate finance and general corporate law. Expert advising companies in oil and gas and financial services industries and recognized in business and legal publications for corporate expertise. Represents public and private companies and private equity firms, as well as investment banks and financing sources in U.S. and international transactions.

Publications: "Oil and Gas Companies Brace for Fall Redeterminations," Oil and Gas Financial Journal, October 9, 2015.

Personal: JD, University of Texas Law School, 1990 (high honors); BBA, Accounting, Texas Tech University, 1987 (cum laude).

BEAUCHAMP, Joseph M

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Featured in Intellectual Property (Texas)

Career: Joseph Beauchamp has more than 20 years' experience in all facets of IP law. He has litigated cases in all of the key venues across the United States, including the Eastern District of Texas, Northern District of California, District of Delaware, and before the PTAB. While he is a seasoned litigator, Mr. Beauchamp also works with clients to develop strategic approaches for the licensing, transfer and protection of IP rights. Mr. Beauchamp is the past-president of the Houston Intellectual Property Lawyers Association.

BECK, Alan

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

BECKER, Jeffrey

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Featured in Intellectual Property (Texas)

Practice Areas: Jeffrey Becker, a trademark lawyer with more than 30 years experience, covers all aspects of brand management, helping companies clear marks for use, registering them in the U.S. and abroad, negotiating licenses and merchandising agreements, assessing infringement risks, enforcing trademark rights against infringers and defending against infringement allegations. Much of his current work involves TTAB disputes. As a registered patent attorney with experience in copyright and trade dress issues, Becker provides a comprehensive strategy for his clients' IP matters. Active with INTA, Becker grew its Adjunct Professor Special Interest Group and received the INTA Volunteer Service Award for his work.

BECKER, Sean

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Featured in Labor & Employment (Texas)

Practice Areas: Sean's practice incorporates day-to-day advising, employment litigation, and transactional matters. He regularly provides counsel with respect to employee non-competition and non-solicitation matters, including the structuring of restrictive covenant regimes, and the defense and pursuit of non-competition and unfair competition-related claims. Sean has litigated a range of complex matters in venues across the country, including disputes relating to employment contracts, class actions, ERISA, and wage-related claims. He has managed the labor and employment aspects of hundreds of acquisitions, divestitures, and other transactions, and serves as the head of Vinson & Elkins' Employment, Labor & OSHA practice.

BECKERT, Brent

Haynes and Boone, LLP, Dallas

Featured in Corporate/M&A (Texas)

Practice Areas: An attorney in the Corporate and Mergers and Acquisitions Practice Group of Haynes and Boone, LLP, Brent Beckert focuses his practice on corporate law, mergers and acquisitions, venture capital raises, and other complex domestic and international transactions for clients in a variety of industries, including the hospitality, technology, education, manufacturing, construction and professional services sectors. Brent is also skilled in advising clients on legislative and regulatory changes impacting the small business community. He frequently speaks on recent state and federal legislation enacted in the wake of COVID-19, including the Paycheck Protection Program (PPP) and Economic Injury Disaster Loan (EIDL) programs available under the Small Business Administration, and is a member of Haynes and Boone's Presidential Administration Transition team. In his spare time, Brent assists several local and national non-profit and civic institutions, including Feeding America, No Kid Hungry, the North Texas Food Bank, the Dallas Independent School District and the City of Dallas. Prior to joining Haynes and Boone, Brent worked for the United States Senate Judiciary Committee, where he focused on privacy, technology, intellectual property, immigration, national security and criminal justice issues.

BECKHAM JR, Charles

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Charles A. Beckham, Jr. has more than 30 years' experience helping a broad spectrum of clients with bankruptcy and insolvency problems. A partner in Haynes and Boone's Restructuring Practice Group, he assists debtors and creditors in all aspects of insolvency, both in and out of court. Mr. Beckham has extensive experience handling bankruptcies in a broad variety of industries, especially the oil and gas, energy and power sector. He also has considerable experience with bankruptcies involving mass tort issues and cross border insolvency.

BEHRENS, Thad

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Featured in Litigation (Texas)

Practice Areas: Thad Behrens is chair of Haynes and Boone's national Class Action Defense Practice. With more than 20 years of experience, Thad frequently represents companies, boards of directors, executives and underwriters in securities class actions, shareholder derivative cases, M&A litigation, tender offer litigation, proxy contest lawsuits and internal investigations. Thad also is deeply experienced in defending other types of class actions, including those involving consumer protection, environmental issues, healthcare and telecommunications. During his career, Thad has scored major victories for some of the most recognizable companies in the United States. Thad's recent experience includes obtaining a dismissal of securities class action for Tenet Healthcare, defending Goldman Sachs & Co. and the underwriting syndicate in a securities class action, and defending Liberty Oilfield Services and Huntsman Corporation in state and federal securities class actions. Thad is a past president of the Dallas Federal Bar Association and a former barrister with the Patrick E. Higginbotham Inn of Court.

BELL, Christopher L

Greenberg Traurig, LLP, Houston

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Featured in Environment (Texas)

Practice Areas: Chris has a national and international practice representing clients in civil (including citizens suits) and criminal enforcement, litigation, compliance counseling, emergency response, and legislative and regulatory advocacy under all the major environmental, health, safety and natural resource laws. He conducts internal investigations and recently served as the independent monitor in a complex criminal enforcement case. He assists buyers, sellers and financial institutions on the environmental aspects of all types of transactions, including renewable and carbon-based energy, manufacturing, commercial real estate, and brownfields. He also works on the cleanup of contaminated sites and represents clients in related litigation. Chris helps clients evaluate, improve and implement compliance and ethics programs and environmental, health and safety management systems (including ISO 14001-based EMS), and advises clients on sustainable development, ESG, climate change, product and chemical stewardship and regulation, and value chain management. He is experienced with international matters and has over 20 years of experience negotiating international environmental standards (including ISO 14001) and standards on nanotechnologies and other products.

Career: Chambers USA, 2007-2020.

Personal: JD, University of Michigan Law School (1985); BA, Michigan State University (1981).

BELL, David A

Haynes and Boone, LLP, Houston

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Featured in Intellectual Property (Texas)

Practice Areas: David Bell, chair of Haynes and Boone's Trademark Practice Group, collaborates with businesses to clear and launch brands internationally. He crafts tailored protection plans and enforces trademarks worldwide, including through litigation, TTAB proceedings, foreign legal proceedings, and administrative domain name proceedings. His clients span a range of industries such as telecommunications, restaurants, financial institutions, the music industry, apparel and footwear, and consumer products. David also founded the firm's Social Media Practice Group, and counsels on branding and advertising issues on social networks and through other platforms.

BELL, Jerry
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Featured in Healthcare (Texas)

Practice Areas: Healthcare.

Career: Jerry practices exclusively in the health care area, where he represents health systems, hospitals, academic medical centers, medical schools, clinically integrated networks, preferred provider organizations, physician groups, and other health care organizations and providers. This representation includes a wide variety of matters, including mergers and acquisitions, joint ventures, business transactions, federal and state regulatory issues, governance matters, corporate matters, and general health law questions.

Professional Memberships: Board certified by the Texas Board of Legal Specialization; Chair, Health Law Section of the State Bar of Texas (1994-95); Board of Directors, American Health Lawyers Association (1997-2001); Board of Directors, American Academy of Health Care Attorneys (1995-97).

Personal: JD, University of Texas School of Law (1977); BA, University of Texas (1974). Adjunct faculty member at The University of Texas Law School (1996-2021), teaching a health law business and regulatory course, including non-profit board governance issues.

BERG, Peter
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Featured in Construction (Texas)

Practice Areas: Peter Berg primarily represents owners, developers and lenders in their global on-shore and off-shore construction projects, ranging in value from \$100 million to over \$10 billion. Peter is focused exclusively on construction and related transactions, as well as project administration, and is experienced in drafting and negotiating a wide variety of construction and related agreements, including all facets of EPC agreements. Peter assists clients in appropriately managing risk from initial project development to completion of the punchlist and beyond. Mr. Berg has represented owners and developers, engineering firms, architects, subcontractors and general contractors (including EPC contractors) on both public and private projects in the United States and abroad and in a wide range of litigation and transactional matters.

BERRYMAN, Cathryn
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Practice Areas: Cathryn Berryman's diverse practices encompasses both domestic and international trademark and copyright prosecution and litigation as well as IP and IT transactional and licensing matters and corporate acquisitions/reorganizations/formation involving technology and Internet-based companies. She had the distinction of being the Chairman of the Women in IP Law Committee of the Intellectual Property Section of the State Bar of Texas from 2014-2016, and she has been elected to serve as a council member of the State Bar of Texas IP Section Council for 2017-2020 and as an advisory member to the DFW Hospital Council Foundation Data Architecture and Security in Healthcare (DASH). She has been recognized individually and repeatedly by her peers and legal community for her outstanding legal work involving complex IP matters, including Chambers 2010-2020, Best Lawyer's in America 2010-2020, Best Lawyers in Dallas 2018 (D Magazine) and Lawyer of the Year 2015 (Dallas/Fort Worth), among others.

BESEN, Gene
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Featured in Litigation (Texas)

Practice Areas: Gene advises corporations and individuals across the country in navigating investigations, civil enforcement actions and criminal proceedings brought by various government agencies. He represents clients in a wide range of industries—including healthcare, telemedicine, pharmaceuticals, financial services, and others—that need proactive strategies to mitigate and avoid controversies related to allegations involving billing fraud, kickbacks, securities fraud, insider trading, FCPA violations, pay-to-play schemes, antitrust violations and price fixing.

Professional Memberships: Dallas Bar Association; State Bar of Texas; American Bar Association

Personal: Southern Methodist University Dedman School of Law, J.D., 2004; Brandeis University, B.A., 2001

BESSETTE, Paul R
King & Spalding LLP, Austin
(512) 457-2050
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Featured in Litigation (Texas)

Practice Areas: Paul Bessette, who serves as co-chair of the Firm's Corporate & Securities Litigation Practice, defends clients in securities and shareholder litigation, government investigations and enforcement actions, and complex business disputes throughout the United States. For more than 30 years, Paul has represented companies, officers and directors, underwriters and accountants in securities fraud class actions, shareholder derivative litigation, regulatory investigations and bankruptcy D&O litigation. He regularly works with board committees leading internal investigations and advising companies on governance and fiduciary duty issues. Mr. Bessette frequently speaks and writes on shareholder

litigation, corporate disclosure, corporate governance and related topics. He has authored numerous securities-related articles for various publications.

BICKERSTAFF, Alan
Shearman & Sterling LLP, Austin
512 647 1903
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Practice Areas: Alan focuses on representing venture capital and private equity funds, entrepreneurs and public and private emerging growth companies on formation, operations and corporate governance matters; securities law reporting and compliance matters; private equity and venture capital financings; public offerings and mergers and acquisitions. Alan represents companies in a wide variety of industries, including the software, internet, energy, semiconductor, renewable energy, clean technology, life sciences, and telecommunications industries. He received his J.D. in 1996 from The University of Texas School of Law and his B.B.A. in Finance in 1993, cum laude, from the University of North Texas.

BIGGS, Jo Ann
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Featured in Energy & Natural Resources (Texas)

Practice Areas: Jo Ann has over 30 years of experience in representing clients on issues related to the regulation of electric utilities. Jo Ann routinely represents electric utilities in administrative litigation, such as base rate cases and cost reconciliations, and in rulemakings conducted by regulators. She also assists clients in obtaining the required regulatory approvals of transactions related to regulated electric assets, including providing advice during the transaction negotiations and on the development, filing, and prosecution of required regulatory approval proceedings. She also advises clients on issues arising under federal and state electric reliability standards and represents them in interactions with the applicable regulators.

Career: Licensed to practice in Texas since 1983; Joined Vinson & Elkins in 2008

Professional Memberships: American Bar Association; Public Utility Law Section—State Bar of Texas; Dallas Bar Association

Personal: Vanderbilt University Law School, J.D., 1983 (Managing Editor, Vanderbilt Law Review); Hendrix College, B.A. English, 1980 (Alpha Chi). Admitted to practice: Texas, 1983.

BILES, Michael J
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Featured in Litigation (Texas)

Practice Areas: Mike Biles focuses on securities litigation in the federal and state courts. As a partner in the Securities Enforcement and Regulation practice, he represents companies and company insiders in securities cases, including class actions, investigations and regulatory matters. An experienced litigator, Mike counsels public companies, officers, directors and securities underwriters in class actions and derivative lawsuits.

Mr. Biles also represents companies and company insiders in investigations and enforcement actions by the Securities and Exchange Commission (SEC) and other regulatory agencies. Mr. Biles is an author and speaker on securities law topics.

BITTNER, Michael A.
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Featured in Intellectual Property (Texas)

Practice Areas: Michael Bittner is an intellectual property trial lawyer, with an emphasis on patent litigation. Michael has extensive experience in federal court involving across a wide-array of technologies, has handled appeals in the Federal Circuit, and has been involved in post-grant proceedings before the Patent Trial and Appeal Board. He is experienced in all aspects of patent litigation (for both plaintiffs and defendants), including performing pre-filing investigations, handling complex discovery, preparing for and presenting at Markman hearings, working with fact and expert witnesses, preparing and presenting the case for dispositive motions and trial, and through appeal. He represents clients in a wide variety of technologies, including telecommunications, networking, financial services, and data management. Michael has also recently focused on cases adjudicating whether royalties for standard essential patent portfolios complied with FRAND/RAND obligations. Michael also has extensive experience representing clients in other intellectual property disputes, including trademark, trade dress, and trade secret litigation in Texas and across the nation. He has represented both Fortune 500 and small-to-medium sized business in disputes ranging from fixed fee brand enforcement actions and multi-million dollar "bet the business" cases.

BLANTON, Gene
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Featured in Construction (Texas)

Practice Areas: Gene serves as counsel to clients engaged in all aspects of the construction industry. He counsels clients on contract terms, project disputes, and claims involving changes in scope, delays, and defects. He is experienced in defending and prosecuting claims on behalf of general contractors, owners, developers, subcontractors, design professionals, and insurers. Aside from his work with clients in the construction industry, Gene also handles litigation matters involving partnership disputes, product liability, and personal injury. Gene has served as lead counsel on cases in state and federal courts throughout the country, including Texas, California, and Louisiana. He has served as national counsel and managed local counsel in out-of-state jurisdictions for large commercial general contractors and a national solvent company. He has reached favorable results for clients through mediation, arbitration, and formal negotiations.

Professional Memberships: Recognized, Texas Super Lawyers (2019-2020), Texas Rising Stars (2013-2018) (Construction Litigation), as published in Texas Monthly (A Thomson Reuters Ser-

vice) State Bar of Texas Construction Law Section State Bar of California Dallas Bar Association Construction Law Section
Publications: "Pulling Back the Curtain on E-Discovery" – presented to the Construction Law Sections of the Dallas (February 2012), Austin (March 2012), and Tarrant County (July 2013) Bar Associations

BODRON, Mark A

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Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: Provides counsel on tax aspects of qualified retirement plans, non qualified deferred compensation plans and other executive compensation arrangements, equity and equity-based plans and arrangements, and health and welfare plans; ERISA fiduciary and prohibited transaction matters; and employee benefit and executive compensation aspects of mergers and acquisitions. Also provides counsel to boards of directors, senior executives and legal departments regarding these matters and related SEC filings, and to compensation committees regarding executive compensation matters. Clients range from large international corporations to middle-market to small companies, public and private, and partnerships.

Professional Memberships: Admitted in Texas, Louisiana (inactive), Pennsylvania (inactive), and District of Columbia (inactive). Employee Benefits Committee, Tax Section, American Bar Association, Chair 2012, 2013. American Bar Association's Joint Committee of Employee Benefits, Chair 2011, 2012. Fellow, American College of Employee Benefits Counsel, Vice President, 2019-2020. Adjunct Professor, University of Houston Law School.

Publications: BNA Tax Management Portfolio 351 6th, Plan Qualification Pension and Profit Sharing Plans, 2015

Personal: JD, Louisiana State University, 1990. BS (Accounting), MBS (Finance), BS (Marketing), Louisiana Tech University, 1984, 1982, 1981.

BOGDANOW, Alan J

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Featured in Corporate/M&A (Texas)

Practice Areas: Primary areas of practice are mergers and acquisitions, public and private financings, and corporate control and governance matters. Represents public and private acquirers, targets, sellers, special committees, and investment bankers in a broad range of merger and acquisition and capital markets transactions.

Career: Admitted to New York Bar in 1972 and Texas Bar in 1977. Came to the firm as a Partner in 2001.

Personal: Graduated cum laude from Brown University, AB in 1968 and Columbia Law School, JD in 1971, served as editor of the "Columbia Law Review".

BOLAND, Jason L

Norton Rose Fulbright, Houston
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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Bankruptcy, financial restructuring and insolvency; Chapter 11 debtor and trustee representation

Career: Jason has a diverse and nationwide practice centering on business bankruptcy matters and complex commercial disputes. Since joining the firm, Jason has represented a broad range of clients, including debtors, committees, lenders, litigation trustees, indenture trustees, and secured and unsecured creditors, in both transactional and litigation-related engagements, and he has represented both plaintiffs and defendants in complex commercial litigation matters pending in federal courts across the country.

Personal: JD, summa cum laude, Texas Tech University School of Law, 2003; BA, Government, University of Texas, 2000

BOLDT, Michael A

Eversheds Sutherland (US) LLP, Austin
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Featured in Energy & Natural Resources (Texas)

Practice Areas: Michael advises clients on a broad range of energy and complex litigation matters. He represents clients in all phases of litigation, from contested cases before administrative agencies, including the Public Utility Commission of Texas, to state and federal district courts and courts of appeal. Recent matters involved dormant Commerce Clause and Contracts Clause challenges to state utility legislation, which he argued before the 5th Circuit, and a writ of mandamus to permit the energization of a \$300 million transmission line in South Texas. Michael also provides counsel on a wide range of regulatory and compliance matters, including state and federal regulations governing the electric and gas utility industries. He has counseled clients regarding the regulatory treatment of: utility taxes, mergers and acquisitions, and certification of power plants, among many other issues.

BOND, Thomas J

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Featured in Insurance (Texas)

Practice Areas: Tom is Co-Chair of the firm's Government Law & Policy and Insurance Regulatory & Transactions Practice Groups. He focuses his practice on insurance and regulatory law both in Texas and on a national basis. His clients include insurance holding companies, life, health and property liability companies, trade associations, reinsurers, health maintenance organizations, corporate insurance agencies, commercial insureds, and the insurance regulators of other states. Tom has managed a number of insurance industry strategic initiatives at the Texas legislature in the areas of workers compensation, health insurance and managed care, credit and specialty lines coverages, broking and regulated transactions, and insurance regulation and taxation.

Career: Chambers USA, 2008-2020.

Professional Memberships: Original Board Member, Federation of Regulatory Counsel; ABA; State Bar of Texas; State Bar of Colorado.

Personal: JD, with honors, University of Texas School of Law; MFA, Bowling Green State University; BA, Baylor University.

BOONE, Michael

Haynes and Boone, LLP, Dallas
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Featured in Corporate/M&A (Texas)

Practice Areas: Michael Boone is one of the co-founders of Haynes and Boone, LLP. He has more than 40 years of experience in mergers and acquisitions, corporate finance, securities transactions and board of director representations. Boone's experience has earned him numerous professional accolades. He was the recipient of the 2011 Law Firm Distinguished Leader Award from The American Lawyer. Boone is an active member of the Board of Trustees of Southern Methodist University, his alma mater, and a member of the Executive Committee at the SMU Dedman School of Law.

BOPP, Gregory M

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Featured in Tax (Texas)

Practice Areas: Extensive experience in tax and corporate matters related to mergers and acquisitions, joint ventures and capital markets transactions. Clients include master limited partnerships, foreign and domestic public corporations, investment banks and private investment funds. Practice involves energy related assets and businesses, including pipelines, oil and gas properties, processing facilities, terminal facilities, storage facilities, oilfield services and retail distribution systems.

Career: Managing Partner, 2016-present

Professional Memberships: Texas Bar Association; The Greater Houston Partnership, Board of Directors; Goodwill Industries of Houston and the Alley Theatre, Past Director

Personal: JD, South Texas College of Law Houston, 1995, magna cum laude; BBA, Accounting, The University of Texas at Austin, 1989

BOREN, Alison C

Sidley Austin LLP, Dallas
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Featured in Banking & Finance (Texas)

Practice Areas: Alison Boren represents public and private borrowers, private equity investors, financial institutions and other clients in a wide variety of financing and debt restructuring transactions including syndicated credit facilities, asset-based financing, subscription financing, acquisition financing, bridge loans, first/second lien financings, private placements, Rule 144A debt offerings, project financings, letter of credit facilities, debt restructurings and workouts. Alison also has extensive experience in margin loan transactions and frequently provides regulatory advice on margin lending issues to financial institutions and a variety of corporate borrowers, private equity and hedge funds. She has worked on numerous industry-leading single stock and portfolio margin loan transactions and a wide range of related derivative and hedge fund financing transactions. She

works with clients in a host of industries including technology, media and communications, electric power, oil and gas, REITs, MLPs, chemicals, mining and minerals, manufacturing, real estate and hospitality.

Professional Memberships: Alison is a Life Fellow of the Texas and Dallas Bar Associations.

BOS, Will

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Featured in Banking & Finance (Texas)

Practice Areas: Will's practice focuses on leveraging financings and investments in the energy industry with a particular focus on the upstream, midstream and oilfield service sectors. He represents leading private equity sponsors, corporate borrowers and alternative lenders in a wide variety of financing transactions including acquisition finance, syndicated loan facilities and mezzanine investments. Will also represents debtors, creditors and investors in restructuring distressed companies, including in connection with Chapter 11 cases.

Career: Admitted to New York and Texas Bar.

Personal: University of Vermont, B.A., 1993; The Johns Hopkins University, M.A., 1999; The University of Virginia School of Law, J.D., 2002.

BOWERS, William Paul

Norton Rose Fulbright, Dallas
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Featured in Tax (Texas)

Practice Areas: Tax. Bill focuses on federal income tax planning for complex business transactions involving corporations, partnerships and real estate investment trusts.

Career: Bill Bowers focuses on tax planning for complex oil and gas transactions and business combinations through partnerships. He served as senior counsel in the Office of Tax Policy of the Treasury Department; responsibilities included administrative guidance and legislative initiatives for partnerships. He also is the Co-Author of Texas Limited Liability Companies, Form and Practice Manual, Data Trace Publishing Company and an Adjunct Professor in the School of Law at Georgetown University and The University of Texas.

Professional Memberships: Former Chair, Taxation Section of State Bar of Texas and Dallas Bar Association; Fellow American College of Tax Counsel; Fellow, American Bar Foundation; and Fellow, Texas Bar Foundation.

Personal: LL.M., Tax, Georgetown University (1979); JD, Southern Methodist University (1975); BBA, with honors, Texas A&M University (1972).

BRADLEY III, Francis 'Frank' R

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Featured in Banking & Finance (Texas)

Practice Areas: Chair of the Houston Corporate Practice, Frank has a wide-ranging transactional practice that counsels clients primarily engaged in banking and finance (oil and gas, merger

and acquisition, construction, international, structured and project), energy, oil and gas, natural resources, and corporate transactions.

Career: Chambers USA, 2007-2020.

Professional Memberships: State Bar of Texas; Southwest Association of Bank Counsel; Texas Business Law Foundation; Houston Commercial Finance Lawyers; Houston Bar Association; Sustaining Life Fellow; Texas Bar Foundation.

Personal: JD, cum laude, The University of Houston Law Center (1992); BBA, with honors, The University of Texas at Austin (1989).

BRAININ, Stacy

Haynes and Boone, LLP, Dallas
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Featured in Healthcare (Texas), Litigation (Texas)

Practice Areas: Stacy Brainin's extensive experience in white collar criminal defense and government investigations includes representation of companies and individuals in both criminal and civil matters. She focuses on complex business litigation with an emphasis in healthcare. Stacy represents and advises healthcare providers in civil and criminal disputes with state and federal government agencies. Experienced in handling internal investigations and false claims act litigation, she has defended cases alleging civil and criminal business fraud in state and federal courts throughout the country.

BRAZELL CAMPBELL, Colbie

Slates Harwell LLP, Dallas
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Featured in Construction (Texas)

Practice Areas: Colbie's practice is devoted to litigation and resolution of construction-related legal issues, focusing on representation of owners, developers, and general contractors regarding project-related claims such as construction and design defects, delay and disruption, lien/bond, warranty, payment, and contract disputes. Colbie has represented a number of clients—including through jury verdict—regarding construction project and contract claims on behalf or in defense of governmental owners, including issues related to Chapter 262 governmental immunity.

Career: Slates Harwell LLP—Partner (2017–Present), Associate (2013–2017); Gardere Wynne Sewell LLP—Associate (2009–2013); Briefing Attorney to the Honorable Don R. Willett of the Texas Supreme Court (2008–2009); Texas Tech University School of Law, J.D. (2008), summa cum laude

Professional Memberships: U.S. News Best Lawyers in America®, Construction Law (Texas)—2021 Super Lawyers Texas Rising Star, Construction Litigation—2020 & 2021 State Bar of Texas Construction Law Section, Council & Foundation Member (Term Expiring 2023) American Bar Association, Forum on Construction Law State Bar of Texas Construction Law Section Dallas Bar Association Construction Law Section

Publications: Presenter & co-author, Implied Warranties, State Bar of Texas 34th Annual Advanced Real Estate Law Conference (July 2012)

Personal: www.slatesharwell.com

BREAUX, Ronald W

Haynes and Boone, LLP, Dallas
214-651-5688

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Featured in Antitrust (Texas), Litigation (Texas)

Practice Areas: For more than 30 years, Ron Breaux has focused his practice on complex white collar and business investigations, government enforcement actions and related criminal and civil cases, including antitrust, complex securities and business litigation, cyber-security matters, and FCPA and anti-bribery matters. He also regularly counsels clients on preventive measures, compliance programs, and how to navigate parallel civil and criminal proceedings.

BRESSON, Mike

Baker Botts LLP, Houston
713.229.1199

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Featured in Tax (Texas)

Practice Areas: A partner in the Houston office of Baker Botts. He concentrates on federal income tax matters, with a particular emphasis on publicly traded partnerships, solar financing transactions, YieldCos, UP-Cs, private equity transactions, debt restructurings and mergers and acquisitions. Mr. Bresson is nationally recognized for his experience in transactions involving MLPs. He is the head of the firm's Energy Capital Markets Tax Practice.

BRISTER, Scott A

Hunton Andrews Kurth LLP, Austin
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Featured in Litigation (Texas)

Practice Areas: Scott's experience spans the spectrum of appellate practice: state and federal, civil and criminal, commercial and personal injury. He returned to private practice in 2009 after 20 years of judicial service—6 years as a Justice on the Texas Supreme Court, 3 years on the First and Fourteenth Courts of Appeals (the first person to serve on both courts), and 11 years as a district court judge in Houston. As author of more than 600 appellate opinions and presiding judge in more than 670 trials, he has left his mark on Texas law and practice. He recently served as chair of the Texas Commission on Public School Finance, a blue-ribbon panel of lawmakers and educators whose unanimous final report led to the adoption of landmark school finance laws by the Texas Legislature to improve public education for the state's five million students. Scott is triple board-certified in civil appellate, civil trial, and personal injury trial law. He is an honors graduate of both Duke University and Harvard Law School.

BROWN, Fletcher

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Practice Areas: Advises hospitals, health systems, physician practices and other healthcare providers on compliance with Stark, HIPAA, EMTALA and anti-kick-back regulations and other federal and state regulatory matters. Board certified by the Texas Board of Legal Specialization for Health Law since 2002. Experience

includes contractual matters and operational issues ranging from physician employment, board governance and patient privacy issues to disaster response planning, government investigations, bankruptcy and restructuring, and new hospital construction. Member of Board of Directors, CommUnityCare Health Centers, a federally qualified health clinic serving the underserved patient population in Travis County, Texas.

Career: Licensed in Texas since 1991.

Joined Waller in 2013.

Professional Memberships: Chair, Health Law Section of the State Bar of Texas; American Health Lawyers Association; Austin Bar Association, Health Law Section.

Personal: JD, 1991, Baylor University; BBA, 1985, Baylor University.

BROWN, Heather L

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Featured in Banking & Finance (Texas)

Practice Areas: Practice Areas: Practice focuses on complex financial transactions with emphasis on the energy industry, including upstream, midstream, downstream and services. Represents both lenders and borrowers in large, syndicated and bilateral, secured and unsecured, and traditional and structured financing arrangements, including acquisition and working capital facilities, asset based loans, reserve based loans, dividend recapitalizations, institutional term loans, liquidity facilities, first and second lien arrangements, bond financing credit enhancement, project financings, contract monetizations, and insolvency matters.

Professional Memberships: State Bar of Texas; Houston Bar Association; Texas Bar Foundation; Houston Bar Foundation; New York State Bar Association

Personal: JD, University of Houston Law Center, 1994, magna cum laude; BA, Rice University, 1991

BROWN, Reagan

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Featured in Litigation (USA - Nationwide), Litigation (Texas), Litigation (Texas: Houston & Surrounds)

See under Nationwide for profile.

BROWN-SANFORD, Christa

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Featured in Intellectual Property (Texas)

Practice Areas: Patent licensing, patent portfolio development and counseling, patent litigation

Career: Christa is the Firmwide Deputy Chair of Baker Botts' IP Department, a member of the Firm's Executive Committee, and Co-Chair of the Firm's Diversity & Inclusion Committee. With a full-time patent practice, Christa has the ability to advise on a number of different issues—working together with her clients to be a true counselor. She has significant experience developing portfolios, litigating, and licensing patents involving telecommunications, software, electronics, artificial intelligence, and emerging technologies. Christa also provides strategic counseling

on standard essential patent development and licensing.

Publications: Black Lawyer Speaks: Stories of the Past, Hopes for the Future, Ep. 4, Bloomberg Law Podcast, January 2021; UK Supreme Court delivers landmark ruling on SEPs and FRAND licensing, September 2020; Willing to License? Guidance from Germany on the interaction between SEP Licensing Negotiations and EU Competition Law in Sisvel v. Haier, July 2020

Personal: JD, SMU Dedman School of Law (Order of the Coif, cum laude); BS in Electrical Engineering, Rice University; Adjunct Professor, SMU Dedman School of Law; Board of Directors, SMU; Board of Directors, SMU Dedman School of Law; Board of Directors, Junior League of Dallas; Barrister, Barbara M.G. Lynn Inn of Court

BRUNO, Tamara

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Featured in Insurance (Texas)

Practice Areas: Tamara Bruno advises and represents companies and institutional policyholders in complex insurance matters in all industries, including energy, technology, hospitality and manufacturing. Tamara is a partner in Pillsbury's Houston office in the Insurance Recovery practice. She advises insureds exclusively on insurance/risk management issues and represents them in disputed insurance claims. Her experience spans a wide range of business insurance, including property and casualty coverage and a variety of liability coverages, with a particular focus on D&O and cyber coverages.

BUCK, David

Sidley Austin LLP, Houston

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Featured in Capital Markets (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: David Buck has an extensive corporate and securities law practice emphasizing transactional and governance matters. His corporate finance practice includes representing both issuers and investment banks in initial public offerings and other public, private equity and debt offerings. He also advises companies, special committees and financial advisors concerning mergers and acquisitions transactions (both public and private), joint ventures and private equity investments. In addition, David regularly counsels public clients regarding compliance with periodic reporting, proxy solicitation, corporate governance matters and other requirements of the federal securities laws, the New York Stock Exchange, the NASDAQ Stock Market and other exchange rules. He also has experience advising on corporate and securities matters in connection with multiple restructurings under Chapter 11. David has particular industry experience with domestic and international energy (including oil and gas exploration & production (E&P), midstream, offshore drilling, seismic and other energy services, and oilfield equipment manufacturing and supply businesses), retail electric and natural gas,

power transmission and distribution, maritime transportation, restaurant, aviation and death care companies.

Professional Memberships: Houston Bar Association State Bar of Texas; Director, SpringSpirit, Inc.

BURGIN, Sara

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Featured in Environment (Texas)

Practice Areas: Has more than 35 years of experience advising a broad range of industries, including power generation, upstream, midstream and downstream oil and gas, and industrial publicly owned treatment works, on permitting, compliance and enforcement associated with onshore and offshore wastewater and storm water discharges; issues relating to surface and ground water rights; water contracts; SPCC plan requirements; Clean Water Act jurisdiction; and issues associated with public water systems at industrial facilities. Counsels clients on industrial solid waste matters related to wastewater treatment facilities and recycling/reuse of treated wastewater and/or solids resulting from treatment. Well positioned through a technical background to counsel on challenging issues related to compliance with surface water quality-based requirements on dischargers.

Professional Memberships: Texas Bar Association, Texas Bar Foundation

Personal: JD, University of Houston Law Center, 1982, with honors; MS, Texas A&M University, 1977; BA, The University of Texas at Austin, 1973

BURTON, Robert D.

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Practice Areas: Bob Burton's practice focuses on real estate, with an emphasis on the planning, development, risk management, administration and marketing of single-family, townhome, condominium, commercial, and mixed-use projects, as well as timeshares and resorts.
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BUSH, Joanne R

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Featured in Labor & Employment (Texas)

Career: Joanne Bush represents employers in all aspects of employment and traditional labor law. She defends companies in complex employment litigation, including wage and hour, employment discrimination, harassment, retaliation, and whistleblower matters as well as restrictive covenant and theft of trade secret disputes. Joanne represents employers in labor arbitration and NLRB proceedings, negotiates collective bargaining agreements, and provides strategic advice regarding union-management issues. She also counsels employers regarding compliance with federal and state employment laws, drafts employment and severance agreements, conducts internal investigations, and advises on and negotiates the labor and employment aspects of corporate transactions.

BUSH, Philip

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Featured in Employee Benefits & Executive Compensation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Philip Bush has been helping businesses understand and comply with the complex laws governing, 401(k), ESOPs, pension and other employee benefit plans and executive incentive programs for over 35 years. He has extensive experience in dealing with the IRS, the U.S. Department of Labor and the Pension Benefit Guaranty Corporation and resolving plan compliance issues. Philip frequently advises boards, plan committees and trustees regarding their fiduciary obligations. An adjunct faculty member of the SMU Dedman School of Law and a fellow of the American College of Employee Benefits Counsel, Philip is a frequent speaker at employee benefit and executive compensation programs sponsored by the ABA and other professional organizations.

Professional Memberships: Board Certified in Tax, Texas Board of Legal Specialization

Personal: Southern Methodist University Dedman School of Law (LLM, Taxation, 1985); Southern Methodist University Dedman School of Law (JD, 1978); Southwestern University (BA, 1975)

CAGLE, Molly

Baker Botts LLP, Houston
512.322.5235
molly.cagle@bakerbotts.com

Featured in Environment (Texas)

Practice Areas: Molly counsels clients on virtually every kind of environmental matter and represents them before various agencies and in federal and state courts. She has particular interest in water issues.

Professional Memberships: State Bar of Texas; Administrative and Public Law, and Environmental and Natural Resources Law Sections, State Bar of Texas; Board of Directors of the Texas Water Conservation Association, 1999; Fellow, American College of Environmental Lawyers.

Personal: J.D. (with honors), The University of Texas School of Law; 1981 B.S. (magna cum laude), textile technology and textile chemistry, Texas Tech University, 1978.

CALDER, Andrew

Kirkland & Ellis LLP, Houston
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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas)

Practice Areas: Partner focusing on mergers and acquisitions, corporate and securities law, and corporate governance, with a focus on the energy and infrastructure sectors. Represents many of the largest private equity sponsors, such as Blackstone, KKR, EIG and GSO and many of the leading energy companies. Has worked on many of the largest transactions in the sector.

Career: Kirkland & Ellis LLP, 2014-Present. Simpson, Thacher & Bartlett LLP, 2004-2014

Personal: University of Edinburgh 2000 (LLB Hons)

CAMIN MURRAY, Cheryl

Katten, Dallas
cheryl.murray@katten.com
Featured in Healthcare (Texas)

Practice Areas: Cheryl Camin Murray advises healthcare providers, financial institutions and other businesses, on entity formation, structural, contractual, licensing, and regulatory issues. She also conducts client training on healthcare fraud and abuse, corporate governance, HIPAA compliance and state privacy and security matters. She regularly advised clients in regard to their clinically integrated networks and other arrangements and transactions in compliance with the Anti-Kickback Statute, the Stark Law, HIPAA and the HITECH Act, as well as other federal and state laws and regulations.

Career: Partner at Katten since 2018; D Magazine, Best Lawyers 2012-2018; Texas Super Lawyer 2004, 2014-2017; ABA, National Outstanding Young Lawyer Award Finalist 2009; DBA, Presidential Citations 2006 and 2009.

Professional Memberships: Chair, Dallas Bar Association (DBA); Director, Cure Glaucoma Foundation; Former Chair, Dallas Friday Group; Former Director, North Dallas Chamber of Commerce; Chair, Southwest Transplant Alliance; Director, Woodrow Wilson High School Community Foundation; State Bar of Texas; American Bar Association (ABA); American Health Lawyers Association.

Publications: Cheryl has authored and co-authored numerous publications on health law compliance and e-health issues.

Personal: BA, Texas A&M University; MPH, University of Texas Health Science Center at Houston; JD, University of Houston Law Center, cum laude.

CARNEY, Ryan Kenneth

Vinson & Elkins LLP, Houston
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Practice Areas: Ryan is a leading tax lawyer who advises partnerships (public and private), MLPs, and corporations on mergers and acquisitions, joint ventures, divestitures, public offerings and other domestic and international transactions. Ranked in Chambers USA since 2011, Ryan is known for his practical approach and his ability to reduce complexities of tax law into language any professional can understand. Ryan is among the country's best-known tax legal advisors to MLPs. In addition to representing MLPs, he served as tax counsel to the Master Limited Partnership Association during its lobbying efforts with respect to tax reform, resulting in the Tax Cuts and Jobs Act of 2017. Ryan has represented issuers and underwriters in dozens of MLP initial public offerings and in more than 140 follow-on offerings, as well as multiple mergers, acquisitions and financing transactions. Ryan advises private equity funds and private businesses on the tax aspects of accessing public markets and the acquisition and divestiture of portfolio companies, particularly when utilizing an Up-C structure or other co-investment arrangement.

Personal: Recognized in Texas Rising Stars, 2009-2012; 2014-2019. Southern Methodist University School of Law, J.D. magna cum laude, 2005 (Order of the Coif;

Associate Managing Editor, SMU Law Review); Texas A&M University, B.B.A., 2001

CARRINGTON, M.C.

MehaffyWeber, Beaumont
409-951-7720

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Practice Areas: Commercial Litigation Labor and Employment Products Liability Defense Toxic Tort Defense

Professional Memberships: American College of Trial Lawyers American Board of Trial Advocates International Association of Defense Counsel Texas Association of Defense Counsel Bar Association of the Fifth Federal Circuit Texas Society of Certified Public Accountants Jefferson County Bar Association State Bar of Texas American Bar Association

Personal: M.C. Carrington has been a shareholder of MehaffyWeber since 1988 and has been with the firm since 1982. He focuses his practice on toxic torts, products liability, premises liability, premises security, commercial litigation, employment discrimination, and oil and gas matters. Mr. Carrington graduated with honors from the Texas Tech School of Law and is Board Certified in Personal Injury Trial Law and Civil Trial Law by the Texas Board of Legal Specialization. In his time at MehaffyWeber, he has proven to be invaluable to clients. He keeps a very active trial docket, having tried over forty cases to verdict in the past eight years alone. Mr. Carrington has handled a wide variety of defense claims, including the successful defense of a landmark \$173 million deepwell case reported in multiple national publications, including the Defense Research Institute's For The Defense™ and The National Law Journal.

CARTER, Arthur

Littler Mendelson, PC, Dallas
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Featured in Labor & Employment (Texas)

Practice Areas: Alternative Dispute Resolution; Business Restructuring and M&A; Labor Management Relations; Littler Restructuring Assessment Solution; Whistleblowing and Retaliation

Career: Arthur T. Carter is board certified in labor and employment law by the Texas Board of Legal Specialization. He advises employers on the labor law aspects of mergers; acquisitions; asset and stock sales; business reorganizations; consolidations; shutdowns; and bankruptcy. Carter also counsels employers on strategic considerations relating to collective bargaining and labor relations and regularly serves as principal spokesman for management in labor contract negotiations. He has represented employers before the National Labor Relations Board; Department of Labor; the Equal Employment Opportunity Commission; and the Occupational Safety and Health Administration.

Professional Memberships: American Bar Association-Committee on the Development of the Law Under the National Labor Relations Act, Section of Labor and Employment Law; American Bar Association-Committee on ADR in Labor and Employment Law, Section of Labor and Employment Law; American Bar Association-Committee on Employment and Labor Relations Law, Section of Litigation

Personal: J.D., University of South Dakota; B.A., University of Minnesota

CASTAÑEDA, Kirsten M.

Alexander Dubose & Jefferson LLP, Dallas
(214) 369-2358
kcastaneda@adjtlaw.com

Featured in Litigation (Texas)

Practice Areas: For over two decades, Kirsten M. Castañeda has worked with trial lawyers in federal and state court-rooms — before, during, and after trial — in addition to briefing and arguing state and federal appeals and original proceedings. Her clients range from Fortune 500 companies to entrepreneurs, and from Texas to jurisdictions nationwide. Learning a client's business and litigation goals allows her to craft arguments and strategy that serve both the immediate case and the client's long-term needs. Her work has helped shape the law in key areas, including premises and products liability, insurance defense, healthcare liability claims, oil and gas, class actions, the Texas Constitution, and federal preemption.

Professional Memberships: Master, Patrick E. Higginbotham American Inn of Court Chair-Elect, Women Trial Lawyers Committee, ABA Tort Trial and Insurance Practice Section Secretary, ABA Judicial Division Council of Appellate Lawyers Member of Court Rules Committee and Pattern Jury Charge-Oversight Committee, State Bar of Texas Treasurer, State Bar of Texas Appellate Section Immediate Past Chair, Dallas Bar Association Appellate Section Fellow, American Bar Foundation, Texas Bar Foundation, and Dallas Bar Foundation

Personal: Kirsten balances her practice with a healthy dose of classic movies, hockey-and baseball-watching, and participation in #AppellateTwitter @texapp.

CAUDILL, William H.

Norton Rose Fulbright, Houston
713-651-5292
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Featured in Tax (Texas)

Practice Areas: Tax, bankruptcy and insolvency tax, commercial transactions, oil and gas, nonprofit organizations.

Career: Bill Caudill, a Partner in Norton Rose Fulbright's Houston office since 1986, has a tax practice involving partnerships, oil and gas, real estate and tax-exempt organizations and works with the IRS. He also is a Certified Public Accountant.

Professional Memberships: Chair, ABA Tax Section; Also Vice Chair — Continuing Legal Education; Former Chair, Committee on Partnerships and LLCs; Liaison to AICPA; Former chair, State Bar of Texas Tax Section; Fellow, ACTC.

Personal: 1977-MPA, 1978-JD, The University of Texas (Chancellors, Order of the Coif); 1973-BSBA, University of Arkansas.

CAVAZOS, Edward A

Pillsbury Winthrop Shaw Pittman LLP, Houston
512.375.4908
ed.cavazos@pillsburylaw.com

Featured in Technology (Texas)

Practice Areas: Pillsbury Intellectual Property partner Edward Cavazos negotiates complex technology-related transactions and routinely advises on corporate

and general business matters, licensing, strategic partnerships, development contracts, data rights and privacy issues. A former general counsel at a pioneering internet company, Ed represents internet, e-commerce, software, hardware, video game and media/entertainment clients. He also litigates complex IP disputes, including patent, trade secret, copyright, trademark, contract breach and internet-related claims. Ed is the Austin office's managing partner.

CHAMBERS, J Michael

Latham & Watkins LLP, Houston
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michael.chambers@lw.com

Featured in Banking & Finance (Texas), Capital Markets (USA - Nationwide), Capital Markets (Texas)

Practice Areas: J Michael Chambers, a partner in the Houston office, has an extensive practice representing underwriters, institutional lenders and investors and companies in a variety of debt and equity capital markets transactions, as well as financial sponsors in private equity investments. Mr Chambers has substantial transactional experience involving participants in the energy sector including: oil and gas exploration and production companies, oil and gas transportation companies, oilfield service companies, refining and specialty chemical production companies.

Career: JD, University of Houston Law Center, 1997 magna cum laude, Order of the Coif, BA, The University of Texas at Austin, 1989

CHAPMAN, Jeffrey A

Gibson, Dunn & Crutcher LLP, Dallas
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Featured in Capital Markets (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: Jeffrey Chapman represents private equity firms and public and private companies in diverse cross-border and domestic transactions in a broad range of industries. He is the only corporate lawyer in Texas history to be named "Star Individual" by Chambers.

Career: Admitted to Texas Bar, 1983. Came to firm as Partner, 2011.

Personal: JD, Harvard Law School, 1983, cum laude. BBA, University of Iowa, 1979, highest distinction.

CHAREST, Daniel

Burns Charest LLP, Dallas
469-904-4550

dcharest@burnscharest.com

Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Daniel Charest of Burns Charest LLP is recognized among the nation's top litigators by building an impressive record of accomplishments. In 2020, Mr. Charest was honored as "Attorney of the Year" by Texas Lawyer and named among a select group of "Winning Litigators" by the National Law Journal for his high-profile trial wins and significant settlements. Mr. Charest served as lead trial attorney before the U.S. Court of Federal Claims in demonstrating governmental liability for flooding that devastated homes and businesses during Hurricane Harvey. Described as the largest takings claim in U.S. history, the ruling will allow

more than 10,000 Houston-area property owners to recover compensation. In addition, his efforts led to Facebook changing its practices in the training and care of content moderators, securing a \$52 million settlement that included injunctive relief and funding for medical needs for the multi-state class. As part of Mr. Charest's highly regarded practice in the energy field, his team won a significant arbitration ruling that secured deep-water drilling rights off the coast of Africa for his client. Through his work on these and other matters, Daniel Charest is cementing his reputation as a litigator who fights — and wins — for his clients.

CHEN, Alison

Akin Gump Strauss Hauer & Feld LLP, Houston

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Featured in Tax (Texas)

Practice Areas: Alison Chen advises clients on the federal income tax aspects of business transactions such as mergers, acquisitions, joint ventures and other partnership arrangements, recapitalizations, restructuring (in-and out-of-court) and other financing transactions, with a focus primarily in the energy sector. She also frequently serves as tax counsel in capital markets transactions, advising public companies (including MLPs) and underwriters in connection with initial public offerings (IPOs), follow-on equity and debt offerings, public mergers and spin-offs.

Professional Memberships: Board of Directors, Asian American Bar Association of Houston; Member, Houston Bar Association Tax Section; Member, Texas Bar Association Tax Section; Member, State Bar of Texas Asian Pacific Interest Section

Personal: BA, University of Texas at Austin; JD, University of Houston Law Center; LL.M., New York University School of Law

CHENOWETH, James

Gibson, Dunn & Crutcher LLP, Houston
346 718 6718

jchenoweth@gibsondunn.com

Featured in Tax (Texas)

Practice Areas: As a tax lawyer, James' practice involves taking rapidly changing and complicated concepts and breaking them down simply, especially in partnership and corporate M&A and capital markets transactions and joint ventures.

Career: Recognized in Texas Rising Stars — 2008-2009, 2014-2019.

Professional Memberships: State Bar of Texas; United States Court of Federal Claims.

Personal: LL.M., taxation, New York University School of Law, 2005; J.D., New York University School of Law, 2004; B.A., government with honors, The University of Texas, 2001.

CICERO, Ryan

Willkie Farr & Gallagher LLP, New York
1 713 510 1764

rcicero@willkie.com

Featured in Banking & Finance (Texas)

Practice Areas: Ryan Cicero is a partner in the Corporate & Financial Services Department and a member of the Banking/Debt Finance Practice Group. Ryan focuses on finance, bankruptcy, workout and corporate matters, primarily in the energy

industry. He has experience representing both lenders and borrowers in a variety of lending transactions. Ryan regularly negotiates and documents secured lending transactions, including senior, second lien, third lien and mezzanine loans; syndicated loans; project loans; volumetric production payments; and structured commodity agreements. He frequently negotiates and documents complex intercreditor arrangements. He also negotiates and documents debt restructurings and manages disputes among creditors and debtors.

Personal: University of Texas School of Law, J.D., 2010; University of Houston, B.A., 2006; See: <https://www.willkie.com/professionals/c/cicero-ryan>

CIVINS, Jeff

Haynes and Boone, LLP, Austin
512 867 8477

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Featured in Environment (Texas)

Practice Areas: Jeff Civins has practiced all aspects of environmental law since 1975, assisting clients in regulatory compliance, transactions, and litigation. Civins has been an adjunct professor at the University of Texas School of Law for over 30 years. Civins is the organizer and co-editor of the Thomson West Texas Practice two-volume treatise on Texas Environmental Law and is standing chair of the State Bar of Texas's Environmental and Natural Resources Law Section. Civins has been an adjunct professor at the University of Texas School of Law for over 30 years. Civins is the organizer and co-editor of the Thomson West Texas Practice two-volume treatise on Texas Environmental Law and is standing chair of the State Bar of Texas's Environmental and Natural Resources Law Section. Civins has been an adjunct professor at the University of Texas School of Law for over 30 years. Civins is the organizer and co-editor of the Thomson West Texas Practice two-volume treatise on Texas Environmental Law and is standing chair of the State Bar of Texas's Environmental and Natural Resources Law Section. Civins has been an adjunct professor at the University of Texas School of Law for over 30 years. Civins is the organizer and co-editor of the Thomson West Texas Practice two-volume treatise on Texas Environmental Law and is standing chair of the State Bar of Texas's Environmental and Natural Resources Law Section.

CLARK, Shauna

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Featured in Labor & Employment (Texas)

Practice Areas: Labor and employment law; Shauna is a trusted advisor to clients in a wide variety of industries, from energy and utility entities to healthcare and consumer products providers to banking and finance. Shauna is committed to providing the highest quality service in a timely and cost-efficient manner to each client she represents. She offers a broad range of services to employers, ranging from Board and C-Suite investigations and executive counseling to aggressive litigation and jury trials when a mutually agreeable settlement cannot be reached.

Career: Shauna Clark is US Head of Labor and Employment. She represents management in all aspects of employment law matters including jury and non-jury trials, mediation and arbitration. Since 2005, Thomson Reuters has named her a Texas Super Lawyer, and has honored her as one of the Top 50 Women Lawyers in Texas and Top 100 Lawyers in Houston. She was honored by Savoy magazine as one of 2015's Most Influential Black Lawyers. Shauna has also been named to Lawdragon's Leading Lawyers in America and The Nation's Most Powerful Employment Attorneys, Top 100.

Personal: JD, Tulane Law School (1994); BA, Louisiana State University (1990).

CLAYMON, Jennifer

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Featured in Healthcare (Texas)

Practice Areas: Primary area of practice is health law. Also represents employers in personnel issues and employee disputes.

Career: Admitted to Texas Bar, 1998.

Board Certified, Health Law by Texas Board of Legal Specialization.

Personal: Graduated from Texas A&M University, summa cum laude, BA in 1994 and the University of Texas School of Law, with honors, JD in 1998. Has been recognized as a "Texas Rising Star" (2005-2009, 2011-2013) in the Health Law Field by Texas Monthly and Law & Politics Magazines; "Best Lawyers in the United States" in Health Care Law, Best Lawyers (2014-2021).

CLEVELAND, Shawn

Baker & Hostetler LLP, Houston
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scleveland@bakerlaw.com

Practice Areas: For over two decades, Shawn Cleveland has represented clients in high-stakes government and internal investigations, white collar criminal litigation, SEC enforcement actions, and complex litigation. He has established a national reputation for conducting and defending investigations regarding alleged securities fraud, particularly accounting and disclosure fraud, government program fraud, the False Claims Act (FCA), the Anti-Kickback Statute (AKS), the Foreign Corrupt Practices Act (FCPA), and immigration laws. Shawn has led numerous teams in state and federal courts and in arbitration, including civil and criminal fraud cases, securities and derivatives lawsuits, and a variety of cases involving fiduciary duties, contracts, lending, mergers and acquisitions, insurance, trade secrets, qui tam claims, and whistleblower retaliation claims.

CLIFTON, R Brent

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Practice Areas: With 32 years of experience, Brent focuses his work on real estate related transactions represented institutional investors, sponsors and developers. He has representing fund sponsors and real estate developers of all property types in the structuring of their equity ventures and exit strategies (private and public) as well as representing institutional investors in their fund formations and project investments. In the midst of a strong national real estate recovery, Brent recently introduced and sourced equity capital and development projects for a several institutional investors and real estate developers involving both foreign and domestic public companies and national and regional developers. He has formed and reorganized a large regional construction company and national and regional development companies in addition to advising investors and operators in ventures as diverse as foreign and domestic water treatment facilities, oil field service

companies and automobile dealerships. Recent undertakings include projects in Canada, California, Texas, Colorado and Tennessee. Representative Experience Represented founding investor in formation of \$200 million multi-family development fund Represented management in sponsor agreements for \$500 million foreign infrastructure fund Represented multiple sponsors in several series of multi-family development projects including deals involving EB-5 equity and debt

CLOUSTON, Stephanie

Alston & Bird LLP, Dallas
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Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Experienced and effective litigator focusing on consumer and class actions and business disputes in the telecommunications, manufacturing, energy, and construction industries. Represents clients in state and federal courts across the U.S. in major commercial disputes concerning breach of contract, negligence, products liability, and fraud.

Career: Head of Texas litigation practice.

Professional Memberships: Circle of Leaders, Center for Women in Law, University of Texas School of Law; Litigation Counsel of America, Fellow (2009-2012).

COGGINS, Paul

Locke Lord LLP, Dallas
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Featured in Litigation (Texas)

Practice Areas: Paul Coggins is Co-Chair of Locke Lord's national White Collar Criminal Defense and Internal Investigations practice. He has represented numerous Fortune 500 clients in high stakes litigation before federal courts and the SEC. He has also conducted internal investigations involving alleged tax, fraud and securities violations.

Career: Served as United States Attorney for the Northern District of Texas from 1993-2001 and serves as the President of the National Association of Former U.S. Attorneys.

Personal: Harvard Law School (JD, cum laude, 1978); Diploma in Law, Oxford University, 1977, BA, 1975, First Class Honors; Rhodes Scholar, 1973; Yale University (BA, summa cum laude, 1973)

COLLIER, Marc

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marc.collier@nortonrosefulbright.com

Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: Marc Collier is a trial lawyer with specific expertise in complex IP, life sciences, financial and accounting issues, and commercial disputes.

Career: He joined the Austin office of Norton Rose Fulbright in 1997 and is currently Head of Disputes and Litigation for that office. As a partner, Marc's practice is largely comprised of large-scale corporate litigation matters across multiple industries. He has been first chair and tried cases throughout the nation to juries, the court, as well as before and involving administrative agencies including the ITC, FDA, and the FTC. Marc has successfully defended as well as secured multi-million dollar verdicts and judgments for his

clients including major hospital systems, pharmaceutical companies, medical device manufacturers, semiconductor manufacturers, streaming music providers, in addition to multiple multinational software, hardware, and service companies. He has been counsel for defendants in MDL and class action law suits involving complex global matters in a variety of areas including contractual, intellectual property, and antitrust.

Personal: Judicial Clerk, The Honorable Paul Brown, United States District Court, Eastern District, Texas, 1995-1997; Editor-in-Chief, Baylor Law Review; JD, magna cum laude, Baylor University Law School, 1995; MA Taxation, Baylor University 1995; United States Air Force, 1988-1992; BBA, summa cum laude, ENMU, 1992

COLLIER-BROWN, Carrie

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Featured in Energy & Natural Resources (Texas)

Practice Areas: Carrie Collier-Brown is a regulatory and administrative law attorney with a focus on Texas energy markets, energy regulations and administrative litigation. With her deep understanding of the Texas wholesale and retail electric markets and utility regulatory environment at the Texas PUC and ERCOT, Carrie provides clients with practical solutions in agency proceedings, corporate transactions and civil litigation. In her Texas PUC practice, Carrie represents electric utilities, electric cooperatives, water utilities, generators, retail electric providers and other clients in a broad range of regulatory and administrative litigation matters, including rate applications, mergers and acquisitions, Certificate of Convenience and Necessity (CCN) proceedings, generator interconnections, certification and registration, regulatory compliance and enforcement, and policy rulemakings. On the federal energy level, Carrie has advised electric utilities and generation companies on compliance with Qualifying Facility (QF) certification, NERC reliability standards, competition-related issues in RTO and ISO markets, and Open Access Transmission Tariffs compliance matters at FERC. Before practicing law, she worked for the Texas Legislature and was on staff with the Texas PUC where she led numerous rulemakings to implement the competitive retail electric market under Senate Bill 7, the 1999 legislation introducing retail customer choice in Texas.

COLLINS, Darren

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Featured in Intellectual Property (Texas)

Practice Areas: Darren concentrates his practice in intellectual property and commercial technology matters, advising both technology industry leaders and middle market and emerging growth technology companies on the development, protection, enforcement and commercialization of intellectual property. Darren develops overall patent filing strategies and drafts, prosecutes and enforces a wide range of patents in complex industries, including telecommunications, semiconductor fabrication, software, network security

systems, digital imaging, control systems, guidance and navigation systems, display systems and both analog and digital electronics.

COLLINS, Kevin D.

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Featured in Environment (Texas)

Practice Areas: Has led numerous investigations of environmental and process safety incidents in the energy and petrochemical sectors. Was first on the scene at an acid-splash incident at a California refinery. Was the only outside counsel to enter the process unit involved in a major chemical leak that killed employees at a chemical plant in Texas. Served as the lead lawyer responding to state and local investigators after a major refinery fire. In each instance, he gathered evidence and insight to provide legal advice to companies' senior management. Frequently advises clients on the criminal aspects of industrial accidents and is a frequent guest panelist presenting on the "criminalization of process safety." Also advises clients on the US EPA's Risk Management Program, OSHA's process safety management program and BSEE's safety and environmental management systems program.

Career: Former Assistant US Attorney for the Eastern District of Texas

Professional Memberships: American Bar Association, Section of Environmental Energy and Resources; Section of Environmental Enforcement and Crimes; Section of Environmental Litigation; Section of Toxic Torts Committees; Eastern District of Texas Anti-Terrorism Advisory Task Force; Texas Bar Foundation, Fellow

Personal: The University of Texas School of Law, J.D., 2005, with honors; The University of Texas at Austin, B.A., 1993

COLSON, Randall E

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Featured in Technology (Texas)

Practice Areas: Randall Colson is the head of Haynes and Boone's Technology Transactions and Technology Mergers and Acquisitions Practice Groups. Leveraging his industry experience as a hardware and software designer, he has extensive experience counseling clients with a myriad of technology and intellectual property-related transactions, including information technology and business process outsourcing, licensing, software development, SaaS, cloud computing, data privacy and data security, distribution, consulting, naming rights, and IP procurement transactions. Additionally, he provides counseling on IP issues and due diligence related to corporate finance, mergers and acquisitions, joint ventures, and corporate securities transactions, as well as on the use and procurement of patents, trademarks and copyrights.

COLUMBUS, Eli

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: A partner in the Haynes and Boone's Restructuring Practice Group,

Eli is involved in a variety of representations, primarily in business reorganization cases and out of court debt restructurings. Eli works on a wide range of restructuring matters for a diverse group of clients, including banks and other financial institutions, private equity funds, secured creditors, debtors, buyers of distressed assets, unsecured creditors, creditor committees, and plan trustees.

CONIGLIO, Joseph F.
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Featured in Healthcare (Texas)

Practice Areas: Joseph F. Coniglio is the Managing Shareholder of the firm's Dallas office. He has wide-ranging experience in the areas of health care law and complex business litigation. He utilizes his 20-plus years of experience in the health care industry to assist a wide variety of health care related entities and providers including hospitals, physician groups, long term care facilities, as well as clinical labs and pharmacies in litigation and transactional matters. He also provides service on a national basis to privately held portfolio companies as well as publicly traded companies related to corporate entity issues, operational disputes, and health care regulatory matters. Joe advises health care clients on liability exposure related to federal and state health care regulatory compliance involving complex fraud issues and health care reimbursement disputes, as well as professional liability and risk management. He also represents health care providers before their respective state boards in grievance and disciplinary proceedings.

Career: Chambers USA, 2013-2020.
Professional Memberships: ABA, Dallas Bar Association; Health Law Section; College of the State Bar of Texas; American Health Lawyers Association. Fellow, Texas Bar Foundation.
Personal: JD, cum laude, Texas Tech University School of Law; BBA, Southern Methodist University.

COPPER, Kurt
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Featured in Healthcare (Texas)

Career: Kurt Copper represents clients in the health care, pharmaceutical, and life sciences industries in litigation and investigations, particularly those arising under the False Claims Act (FCA). His practice includes qui tam actions, government and internal investigations, and payor-provider disputes. He has successfully represented clinical laboratories, hospital systems, and other clients in cases seeking hundreds of millions of dollars in claimed damages. He also has represented both out-of-network and in-network providers in litigation seeking appropriate reimbursement for their services from commercial payors.

CORKEN PALMER, Heather M
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Featured in Environment (Texas)

Practice Areas: HEATHER PALMER has extensive experience advising clients in the oil and gas, refining, chemicals,

manufacturing, power and renewables sectors on environmental compliance and the allocation of environmental liabilities in mergers and acquisitions. Heather also leads the Sidley Environmental group's work in Environmental, Social and Governance (ESG) matters. Heather's practice focuses on environmental law, counseling clients on regulatory requirements, assisting them in the evaluation and negotiation of corporate and real estate transactions, supporting them in the development of environmental management systems (EMS), and advising them on ESG issues and environmental disclosure requirements. Her energy industry experience includes onshore and offshore oil and gas regulation, permitting and operation of liquefied natural gas (LNG) facilities, hydraulic fracturing, solid and hazardous wastes, oil and gas wastes, environmental remediation, water quality, water rights, wetlands, endangered species and compliance with the National Environmental Policy Act (NEPA).

Professional Memberships: Executive Committee Member and Co-Chair of the Membership & Sponsorship Committee of the State Bar of Texas Environmental and Natural Resources Law Section; Member of the American Bar Association Section of Natural Resources, Energy and Environmental Law; Past Chair of the Environmental Law Section of the Houston Bar Association, Sustaining Life Fellow of the Texas Bar Foundation

CORTELL, Nina
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Featured in Litigation (Texas)

Practice Areas: Nina Cortell has been ranked by Chambers USA (2008-2020) as one of Texas' top appellate lawyers, and she was the sole recipient of Chambers' "Star" ranking in Texas appellate 2016-2019. Cortell's successful handling of large, complex cases — over the span of a 40+-year career — has put her at the forefront of Texas litigation practice, at all levels of federal and state courts. Her record includes voiding a \$29 million liquidated damages clause, affirming a \$3.6 billion plan of reorganization, and obtaining dismissals of securities lawsuits. Cortell currently serves on the prestigious Texas Supreme Court Advisory Committee, which provides input on rule-making.

COWAN, M Benjamin
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Featured in Environment (Texas)

Practice Areas: Ben Cowan's Environmental and Natural Resources Law Practice covers energy and infrastructure project siting and permitting, regulatory and compliance counseling, environmental risk management in transactions, contaminated site remediation, Brownfields redevelopment, and enforcement defense. Ben is particularly well known for his expertise in Endangered Species Act, Bald and Golden Eagle Protection Act, and Migratory Bird Treaty Act issues affecting renewable and traditional energy projects, and has successfully obtained permits under those statutes for numerous projects across the U.S.

Career: Partner, Locke Lord LLP; Associate, Bracewell & Patterson, LLP (May 1999-April 2002); Associate, Porter & Hedges, LLP (September 1997-April 1999)

Professional Memberships: Member, State Bar of Texas—Environmental and Natural Resources Section; Board Member: Renewable Energy Alliance—Houston; Past Chair, Greater Houston Partnership Renewable Energy and Energy Efficiency Subcommittee; Past Chair, The Clean Energy Leadership Alliance of Houston; Member, Greater Houston Energy Collaborative Leadership Committee; Past Chair, Houston Bar Association—Environmental Law Section

Personal: Vanderbilt University Law School (JD, 1997); University of Virginia (MA, Marine Affairs, 1995); University of Miami (BA, Marine Affairs, cum laude, 1992)

COWMAN, Jordan
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Featured in Labor & Employment (Texas)

Practice Areas: Corporate compliance. Cross-border transactions. International regulatory. Labor & employment counseling and litigation. Privacy and data security. Foreign Corrupt Practices Act (FCPA).

Career: Jordan W. Cowman Co-Chairs the firm's Labor & Employment Practice's International Employment, Immigration & Workforce Strategies group. He has assisted clients with business combinations, merger and acquisition due diligence, and has advised clients on supply chain issues and the eradication of forced labor. Jordan is sought after by clients around the world for insight on their worldwide operations and direction on matters related to managing a global workforce. Jordan has experience tackling legal issues in 50+ countries, including Europe, Africa, South America and Asia. In the U.S., Jordan handles management-side labor and employment law advice, counseling, and litigation for a broad range of organizations.

Professional Memberships: State Bar of Texas; American Bar Association, Vice Chair, Section of International Law, International Employment Law Committee, 2020-2021; Pro Bono Counsel, United Cerebral Palsy of Dallas (now Ability Connection Texas), 2003-Present; Pro Bono Counsel, The Confucian Lyceum; Adjunct Professor of International Business, The University of Texas at Dallas, Jindal School of Management.

Publications: Chambers USA Guide, "America's Leading Lawyers," 2007.

Personal: J.D., The University of Texas School of Law. B.A., The University of Texas at Austin.

COX, Trey
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Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Trey Cox is consistently recognized as one of the country's best trial lawyers. He has spent his entire professional life as a courtroom attorney and litigator helping clients resolve large, complicated and often high-profile business disputes. His courtroom experience is un-

usually broad and extensive. He has tried over 35 cases involving trade secrets, breach of fiduciary duty, securities fraud, product liability, trademark, insurance coverage, energy, oil and gas and partnership disputes. He has achieved success for a variety of clients — both defendants and plaintiffs, from big energy companies to a lone individual businessman battling the odds.

Publications: Texas Trade Secret Litigation, 2020; How to Recover Attorneys' Fees in Texas, 2021; Winning the Jury's Attention, 2012; The Texas Jury Rules, 2012.
Personal: JD, University of Virginia, 1995; BA, Washington & Lee University, 1992

CRAIN, Stephen B
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Featured in Litigation (USA - Nationwide), Litigation (Texas: Houston & Surrounds)

See under Nationwide for profile.

CRISPIN, Samantha
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Featured in Corporate/M&A (Texas)

Practice Areas: Samantha Hale Crispin is a seasoned M&A lawyer with over 20 years of experience helping publicly traded and privately held corporate clients and private equity funds in complex M&A, capital markets and strategic business transactions. Samantha leads the firm's global Corporate TMT pillar, is Chair of the Dallas Corporate group and serves on the firm's Executive Committee. Her clients include the media, technology, energy and energy tech, infrastructure and construction products, and mobility and consumer products industries. Strategic and private equity buyers and sellers rely on Samantha's counsel for M&A transactions, including corporate reorganizations, spin-offs and split-offs, joint ventures, strategic alliances, and opportunistic, distressed and/or bankruptcy-related acquisitions and dispositions. She also advises in public offerings, PIPEs and other capital raising transactions.

Publications: Recognitions include: Top Women in Dealmaking 2021, The Deal * Client Choice Award: M&A - Texas 2016, ILO * Outstanding Woman Lawyer Award 2020, Dallas Women Lawyers Association * The Most Powerful Business Leaders in Dallas-Fort Worth 2019 & 2020, D CEO Dallas 500 * Best Lawyers in America 2016-2021, Best Lawyers (Woodward White, Inc.)

Personal: J.D., The University of Texas School of Law, 1999 B.A., Political Science & Economics, University of Richmond, 1995

CROW, Carter
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Featured in Labor & Employment (Texas)

Practice Areas: Employment litigation, class action litigation, commercial litigation, executive contract/compensation, non-compete/trade secrets and ESG matters.

Career: Carter has a broad base of trial experience in employment and commercial litigation matters, including

collective/class and multi-plaintiff actions under FLSA and Title VII. He has tried and won two defense jury verdicts in FLSA cases filed in Texas as collective actions, as well as winning a complete defense verdict in a multi-plaintiff wage and hour case brought in arbitration in New York. Carter also leads corporate investigations and negotiates executive employment contracts and policies for companies. Carter is a speaker and thought leader on ESG issues. Carter litigates cases in state and federal courts as well as arbitrations around the U.S. Carter is the Partner-in-Charge of Norton Rose Fulbright's Houston office.

Professional Memberships: Acritas Client Service Star Honoree, Houston Management Lawyers Forum, Past President; Houston Bar Association, Past President; Greater Houston Partnership, Board Member; M.D. Anderson Foundation, Board Member

Personal: BS, Oklahoma State University (1988); JD, University of Oklahoma College of Law (1991).

CURRAN, Alicia

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Featured in Insurance (Texas)

Practice Areas: Alicia leads a team that focuses and advises insurance companies and their insureds on complex litigation issues. Alicia specializes in complex coverage and extra-contractual third- and first-party matters.

Career: Co-Chair, Bad Faith Practice Group, Cozen O'Connor

Professional Memberships: American Bar Association, Dallas Bar Association, CLM

Personal: Texas Tech University, B.B.A., 1977, Southern Methodist University, M.B.A., 1978, Southern Methodist University, J.D., 1982

D'ALESSANDRO, David C

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Featured in Employee Benefits & Executive Compensation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: David D'Alessandro is head of the Executive Compensation and Benefits (ECB) department, where he advises companies on the implementation of executive contracts with a particular focus on the tax and securities issues arising from executive compensation arrangements. David's clients include both private and publicly traded companies in a wide range of industries, from energy to financial services. His practice entails both mergers and acquisitions work and day-to-day counseling. He regularly advises clients on matters involving stock options, restricted stock, profits interests, performance-based compensation arrangements, golden parachutes, 409A issues and Securities Act and Exchange Act compliance as well as the structuring of employment, change in control and severance agreements. Nationally renowned in executive compensation law, David has testified before the U.S. Department of Treasury on the implementation of executive compensation arrangements. He has been recognized by Chambers

USA and Legal 500, is an active member of the National Association of Stock Plan Professionals, and is past chairman of the Employee Benefits and Executive Compensation Committee of the Tax Section of the State Bar of Texas. As a member of V&E's Management Committee, David chairs the firm's Partnership Admissions committee.

DACSO, Sheryl Tatar
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Featured in Healthcare (Texas)

Practice Areas: Health Law Transactions, Joint Ventures and M&A; Clinical Integration, Antitrust Counseling and Tax-Exempt Issues; Regulatory Compliance, Fraud and Abuse and HIPAA Privacy and Security; Telehealth and Digital Health Technology; Managed Care

Career: Sheryl, a Texas Board Certified lawyer, has represented health care organizations, hospitals, and physicians for more than three decades. She is a recognized expert in managed care and concentrates her practice on health care compliance, regulations, and transactions, including physician practice mergers, acquisitions, and business ventures as well as digital health and telemedicine. Her practice includes the representation of nonprofit organizations such as Federally Qualified Health Centers, Certified Nonprofit Health Corporations, medical education foundations, and research organizations. She often advises on joint ventures involving exempt and nonexempt organizations and addresses issues associated with governance and regulatory compliance. She has been recognized by Chambers for her pro bono work with medical-legal partnerships.

Personal: J.D., South Texas College of Law (1979); Masters and Doctor of Public Health, UT Houston Health Science Center (1974, 1979)

DAMERIS, Thad

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Featured in Transportation (USA - Nationwide), Litigation (Texas: Houston & Surrounds)

See under Nationwide for profile.

DAVID, Danny

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Featured in Litigation (Texas)

Practice Areas: Danny David chairs the firm's Securities and Shareholder Litigation group. He routinely represents companies, officers, and directors in securities class actions, fiduciary duty lawsuits, and merger challenges in Delaware, Texas, and throughout the United States. Since 2009, Danny has worked on litigation related to over 50 mergers with an aggregate transaction value of over \$250 billion. He frequently represents special committees and audit committees in connection with investigations, governance issues, and derivative litigation. Danny advises private equity in activist situations, proxy fights, and special situations. He has served as lead trial counsel in complex civil litigation and serves as regular outside counsel

to companies in energy, tech and life sciences.

Career: Prior to joining Baker Botts, Danny was an associate with McKinsey & Company, focusing on corporate strategy for clients in the energy industry. Danny is recognized as a leading securities lawyer by numerous legal directories and was named one of the "Top 10 Lawyers Under 40" by Law360 in 2010.

Professional Memberships: State Bar of Texas; U.S. Courts of Appeals - Second and Fifth Circuits; District Courts for the Northern, Southern, Eastern and Western Districts of Texas and District of Colorado.
Personal: JD (magna), Harvard Law School; A.B. (summa), Politics, Princeton University

DAVIDSON, Joshua

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

DAVIDSON, Timothy (Tad) A

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Tad is the co-leader of the firm's Bankruptcy/Restructuring practice group. His practice includes representing parties in out-of-court and bankruptcy court financial restructurings across the county. His clients include private-equity firms, hedge funds, secured lenders, investors, debtors, unsecured creditors, boards of directors and various official and ad hoc committees. His practice also includes structuring distressed acquisition, financing and real estate transactions, as well as advising clients on insolvency and counter-party risks related to mergers, acquisitions and general corporate transactions. Tad's representations this year include Superior Energy (counsel for debtors), Hi Crush (counsel for debtors), Sable Permian (counsel for debtors) and Lonestar Resources (counsel for debtors) all filed chapter 11 in Houston; KeyBank National Association in Edgemarc Energy Holding's chapter 11 case in Delaware (counsel for lender and agent); and Arena Investors, LLC in Buzzard Bench chapter 11 case in Houston (counsel for DIP lender and chapter 11 plan proponent).

DAVIS, Keith B

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Featured in Intellectual Property (Texas)

Career: Keith Davis represents leading domestic and international technology companies in complex patent and trade secret litigation. He has handled matters involving telecommunications, processors, flash memory, semiconductors, databases, video compression, device manufacturing and packaging, and other electronics technologies. Keith also has significant experience related to standards setting organizations (SSOs), FRAND/RAND obligations, and patent exhaustion. Keith has extensive experience in Texas federal and state courts, but enjoys a nationwide practice that also includes California and

Delaware federal courts. Before becoming an attorney, Keith was a practicing electrical engineer for a major defense contractor and a cellular chip company.

DAVISON, Kimberly A

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Featured in Construction (Texas)

Practice Areas: Kimberly ("Kimber") Davison serves as Managing Shareholder & Vice President for Griffith Davison, P.C., where she has spent more than twenty-years representing clients in real estate development and commercial construction. Her practice focuses on the drafting and negotiation of construction contracts, including guidance on industry promulgated forms such as AIA documents, EJCDC forms, and ConsensusDocs. She is highly regarded for transactional and contracts work; and holds the distinct advantage of being dual board certified in both Commercial Real Estate and Construction Law by the Texas Board of Legal Specialization. Kimber's clients look to her on all aspects of real estate matters, including acquisitions and dispositions, land use issues, financing and lending documents and corporate matters related thereto. Her dedication to the Construction & Real Estate community extends beyond just client engagements. She is actively involved in several professional and industry associations and has authored multiple publications on construction law. Kimber is viewed by clients and peers as one of the best and brightest in her field, and she regularly gives of her time to benefit others. She is the Champion of the North Dallas REAL Professionals Network; and the founder and host of the Monthly Construction Ladies Luncheon.

DAWSON, William B

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Featured in Litigation (Texas), Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Lead Trial Counsel in disputes involving airline regulation, clean air act allegations, false claim and energy infrastructure disputes, and fraud, contract, and breach of fiduciary duty claims in various state and federal courts and in arbitrations.

Career: Admitted, Texas, 1975.

Professional Memberships: Fellow, The American College of Trial Lawyers (Past-Chair Science and Technology in the Courts Committee); Fellow, International Academy of Trial Lawyers; American Law Institute.

Personal: Texas Tech University, BBA, 1972; JD with highest honors, 1975.

DAY, Kate

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Featured in Banking & Finance (Texas)

Practice Areas: Represents international banks and other lenders, corporate borrowers and private equity portfolio companies. Clients include players in the upstream, midstream, trading and oilfield services spaces - both lenders and borrowers. Broad experience across the energy finance landscape, with particular

knowledge of reserve based lending facilities, midstream and MLP financings, asset based lending facilities, first and second lien financings, acquisition and working capital facilities, leveraged and investment-grade financings, commodity finance, bond credit enhancement facilities and hedging arrangements. Also handles restructurings and workouts of financings in the energy industry.

Professional Memberships: Houston Bar Association

Personal: JD, University of Virginia School of Law, 1997; BA, Rice University, 1993

DEFFEBACH, Matthew T.

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Featured in Labor & Employment (Texas)

Practice Areas: Matthew Deffebach assists clients in numerous industries and uses what he has learned with his trial and overall experience to help clients understand how to utilize preventative measures to minimize claims and reduce exposure to litigation. As an employment litigator, he has successfully handled hundreds of agency proceedings, arbitrations, and lawsuits in state and federal court concerning ERISA, discrimination, harassment, retaliation, leave and accommodation issues, ADA public access, wage and hour (including FLSA collective actions), executive compensation, wrongful termination, privacy matters, social media, and others. As an OSHA litigator, he has appeared in more than 35 states handling OSHA matters and is entering his 17th year as National OSHA counsel for The Home Depot. He is familiar with the state OSHA programs, particularly with California where he has handled numerous contested cases involving Cal/OSHA. As a general commercial litigator, he has also handled contract disputes and a number of non-subscriber negligence lawsuits/arbitrations. He is board certified in labor and employment law by the Texas Board of Legal Specialization.

DEMEO, Chris

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Featured in Healthcare (Texas)

Practice Areas: Chris uses his diverse legal background to protect his clients' best interests, and to design and implement client-centric compliance, transaction, and litigation solutions. Hospitals, physician groups, pharmacies, post-acute providers, devise manufacturers, and independent diagnostic facilities turn to Chris for guidance on a number of matters. His clients must comply with state and federal health care statutes and regulations regarding fraud and abuse, patient information privacy, licensing, and reimbursement. They must structure legally compliant business transactions in the health care sector. In some instances, they also face litigation from state and federal governments, business associates and competitors, and patients. Chris helps his clients with these challenges and opportunities by learning and understanding their business first. From there, he advises on legal requirements and legal risk, develops innovative approaches, advises on

opportunities arising from an ever-changing legal landscape, and collaborates to arrive at efficient solutions.

Personal: JD, Baylor University School of Law, Health Care Baylor Law Review Award for Excellence in Legal Writing recipient (1996) Baylor Law Review (member, 1994-1996); notes and comments editor, 1995-96) Order of Barristers, 1994-1996 Strasburger & Price Moot Court Competition finalist, 1994 BA, Hendrix College, English Magna cum laude, With distinction

DENTON, J. Russel

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Practice Areas: Russ represents clients in mergers and acquisitions, proxy solicitations and other contests for corporate control, corporate governance and SEC compliance and disclosure matters. In addition, Russ has experience representing issuers and investors with respect to venture capital and private equity financings and other equity offerings, including public offerings. Russ received his J.D. in 2008 from Stanford Law School. In 2005, he earned his B.S., magna cum laude, from Duke University.

DEWAR, Christopher

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Featured in Banking & Finance (Texas)

Practice Areas: Christopher represents banks, alternative/direct lenders and corporate and private equity-backed borrowers in loan transactions in a variety of sectors with a particular focus on the energy industry. Christopher has deep experience advising on a wide range of commercial lending transactions, including reserve-based lending, asset-based lending, mezzanine and unitranche financings, institutional term loans, second-lien financings, underwritten acquisition financings, restructurings and workouts, debtor-in-possession and exit facilities, and complex intercreditor arrangements.

DIAL, Karl

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Featured in Litigation (Texas)

Practice Areas: Karl G. Dial is a board certified civil trial specialist and CPA with 37 years' experience trying complex civil cases. He focuses his practice on commercial litigation, including bet-the-company cases involving claims against directors and officers, professional malpractice, trade secrets, energy litigation, intellectual property litigation, securities litigation, and class actions. Karl has extensive experience litigating throughout the U.S. and has tried more than 45 complex civil cases.

Career: Chambers USA, 2014-2020.

Professional Memberships: Life Fellow: Texas Bar Foundation; Dallas Bar Foundation.

Personal: JD, with honors, University of Texas School of Law; BBA, University of Texas at Austin.

DILLARD, Greg

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Featured in Environment (Texas)

Practice Areas: From the moment a workplace experiences a major environmental or industrial accident, Greg Dillard directs the legal response. He provides on-site support, counsels executive management, and manages the full spectrum of regulatory and legal obligations.

Career: Greg is established as one of the preeminent environmental incident response, RMP, and PSM attorneys in the country. He advises clients on EH&S compliance to prevent future incidents while improving operational productivity consistent with companies' ESG programs.

Professional Memberships: Occupational Safety & Health Law Subcommittee, American Bar Association The University of Texas at Austin School of Law, Houston Steering Committee

Publications: COVID-19 Prevention and Vaccination for America's Maritime Industry, The Maritime Executive, 2021 Occupational Safety and Health Law Treatise, Fourth Edition, Chapter Editor, Bloomberg Law, 2018 Managing PE Risk: How Portfolio Companies Respond to Crises, Oil & Gas Financial Journal, 2017 When Are You Liable for a Subcontractor's Safety Negligence?, Bloomberg Law Reports, 2017 DOJ and DOL Expand and Promote Worker Endangerment Initiative, National Law Review, 2016 OSHA Engineering Guidelines Will Hit Energy Industry Hard, Law360, 2015

Personal: Recognized by The Legal 500 U.S. (2016-2019) and Chambers USA (2016-2018) Houston Business Journal's "Who's Who in Energy," 2016 J.D., University of Texas School of Law B.S., Foreign Service, Georgetown University

DILLAVOU, Brian

Shearman & Sterling LLP, Austin
512 647 1905

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Practice Areas: Brian represents startups and emerging growth companies from incorporation and early stage financings through strategic exits such as initial public offerings and mergers and acquisitions. He also represents institutional investors and financial institutions in venture capital financings, mergers and acquisitions, capital markets transactions, and other equity and debt financings. Brian received his J.D. in 2007, with honors, from The University of Texas School of Law; his M.P.A. in 2004 from The University of Texas; and his B.B.A. in 2004 from The University of Texas.

DOVE, Chris

Locke Lord LLP, Houston
cdove@lockelord.com

Featured in Litigation (Texas)

Practice Areas: Chris Dove is a partner practicing in the areas of appellate and business litigation. Named one of the "Best Lawyers" in Appellate Practice by The Best Lawyers In America and a "Super Lawyer" in appellate litigation in 2014-2021, Chris represents his clients with creative problem-solving and diligent analysis. He is Board Certified in Civil Appellate Law by the Texas Board of Legal Specialization and has solid experience

before the Texas Supreme Court, the Texas Courts of Appeal, and the United States Court of Appeals for the Fifth and Federal Circuits. Chris serves on the Texas Pattern Jury Charge Committee for business litigation and the State Bar of Texas Appellate Section Rules Committee and Law School Outreach committees. In 2018, 2019, and 2020 he won the Helen Cassidy Award for best presentation at the State Bar's annual Advanced Civil Appellate Practice CLE.

Professional Memberships: Member, State Bar of Texas Member, Houston Bar Association

Personal: The University of Texas School of Law (JD, with highest honors, 2001); The University of Texas at Austin (MFA, 1996); University of Florida (BA, with high honors, 1993)

DOW, T Andrew

Winstead PC, Dallas
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Practice Areas: Andy Dow's practice includes a wide range of sophisticated commercial real estate transactions, including acquisitions and dispositions, development, leasing and financing transactions, with a particular emphasis in the areas of healthcare real estate, hospitality and corporate facilities management. 214.745.5387 | adow@winstead.com

DUBOSE, Kevin

Alexander Dubose & Jefferson LLP,
Houston

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kdubose@adjtlaw.com

Featured in Litigation (Texas)

Practice Areas: Civil appeals, advising on legal issues and error preservation at trial

Career: Partner at Alexander Dubose & Jefferson LLP since 2003; previously with another appellate boutique, appellate lawyer for a plaintiffs' personal injury boutique, solo appellate practitioner, insurance defense litigator

Professional Memberships: American Academy of Appellate Lawyers (Fellow 2006-present, Board member 2015-present, President 2020); Texas Center for Legal Ethics (board member 2015-present, Board Chair 2019-20); State Bar of Texas Appellate Section (President 1995-96); Houston Bar Association Appellate Section (President 1991-92)

Publications: Book chapters: Oral Argument, Texas Appellate Practice Manual, Chapter 16 (2d ed. 1993); Writing a Persuasive Supreme Court Brief, Texas Supreme Court Practice Manual 2005, Chapter 6 (2005); Preserving Issues for Appeal, Practitioner's Guide to Civil Appeals in Texas, Chapter 1 (2014); Appellate Ethics, Practitioner's Guide to Civil Appeals In Texas, Chapter 17 (2014) CLE papers: Close to 200 CLE papers, with an emphasis on legal writing, oral advocacy, and legal ethics

DUBOSE, Robert

Alexander Dubose & Jefferson LLP,
Houston

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rdubose@adjtlaw.com

Featured in Litigation (Texas)

Practice Areas: Civil appeals, trial-court legal strategy and legal argument

Career: Trial lawyer for four years; appellate practice for more than 20 years; Board Certified, Civil Appellate Law, Texas Board of Legal Specialization since 2003; Adjunct Professor, Appellate Advocacy, University of Houston Law Center 1997-2011

Professional Memberships: Former Chair, Houston Bar Association Appellate Practice Section

Publications: Book editor, TEXAS PRACTITIONER'S GUIDE TO CIVIL APPEALS (ALM 2015); Book author, LEGAL WRITING FOR THE REWIRED BRAIN: PERSUADING READERS IN A PAPERLESS WORLD (ALM 2010); article author, "A National Strategy for Creating Favorable Precedent," For the Defense (DRI 2010)

Personal: J.D. cum laude, Harvard Law School (1993); J.D. magna cum laude, Rice University (1990)

DUCKWORTH, Mollie

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)
See under Texas for profile.

DUNDON, Mark

Kirkland & Ellis LLP, Houston

Featured in Tax (Texas)

Practice Areas: Mark Dundon is a tax partner in the Houston office of Kirkland & Ellis LLP. Mark's practice focuses on the tax aspects of complex mergers, acquisitions, divestitures, joint ventures, restructurings and financing transactions, primarily in the energy industry. He has represented large and mid-cap private equity funds and their portfolio companies, as well as large public and private corporations.

Career: Admitted to New York and Texas Bar

Personal: University of Texas at Austin School of Law, J.D., with High Honors, 2007; University of Rochester, B.A., Economics & Political Science, magna cum laude, 2004

DUNLAY, Jon

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Featured in Real Estate (Texas)

Practice Areas: Practice focuses on commercial real estate transactions, with significant involvement in the acquisition, financing, including debt and equity, joint ventures, leasing and disposition of shopping centers, hotels, office buildings, multi-family and condominium projects and industrial buildings throughout the United States.

Career: Baker Botts LLP since 1982

Professional Memberships: State Bar of Texas and Dallas Bar Association

Personal: JD, with honors, from the University of Maryland School of Law, 1982; AB, cum laude, from Princeton University, 1979

DURST, Timothy S

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Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: High-stakes complex commercial and intellectual property dis-

putes. Wide-range of cases taken to trial including patent, trade secrets, contract, fraud, and fiduciary duty disputes. Tried cases in Texas and on both coasts, in state and federal court, and before arbitration panels. Handled litigation in more than 20 different states and within a variety of industries, including technology, energy, telecom, banking, retail, and health care. **Career:** 30+ years of experience. Partner-in-charge of the Baker Botts Dallas office and chair of the firmwide Disputes Strategic Pillar. Regular speaker and writer on litigation, IP, and business topics, including trial skills, professionalism, litigation strategy, evidentiary and pleading matters, sealing of courtrooms for trade secret litigation, and the litigation realities of partnership and joint venture formation. Recognized community service leader, including having served as chair of the national board of directors of the Leukemia & Lymphoma Society, chairing college foundation board, and serving as trial counsel for court-appointed and pro bono cases, including for prisoner, indigent, and homeless litigants.

Personal: JD, cum laude, Northwestern University School of Law, 1987; BA, summa cum laude, Washburn University, 1984.

DYBALA, Kelly M

Sidley Austin LLP, Dallas
214 981 3426
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Featured in Banking & Finance (Texas)

Practice Areas: Kelly Dybala focuses her practice on private equity, financing transactions and debt restructurings. She represents borrowers, private equity funds and direct lenders concentrating on acquisition financing, asset-based financing, mezzanine financing, subscription financing, and subordinated debt financing. In addition, Kelly is experienced in workouts, restructurings, and debtor-in-possession financing on behalf of both borrowers and financial institutions. Kelly has represented a number of leading private equity firms, including Advent International, Avista Capital, BDT Partners, Berkshire Partners, Highview Capital, Great Hill Partners, Lindsay Goldberg, Lovell Minnick Partners, OMERS Private Equity, One Equity Partners, Providence Equity Partners, Siris Capital, Summit Partners, THL Partners, TowerBrook, TSG Consumers Partners and Z Capital Partners including many of their portfolio companies. Kelly also regularly represents corporate clients on both investment-grade and leveraged finance matters, including AFLAC, Bodega Latina Corporation, IDEX Corporation, Fortegra Financial, Populus Financial Group, Mattress Firm, Raising Cane's, Regal Beloit, Tuesday Morning, United Pacific, Univision Communications, Vistra Energy, and Worldpay.

Publications: Co-author, "Tips for Hedging a Client's Debts Without Putting the Entire Loan at Risk," Practising Law Institute (May 2, 2012)

DYE JR, Phillip B

Vinson & Elkins LLP, Houston
713.758.2048
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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Complex civil litigation and arbitration practice, with a particular

expertise in representing non-US based corporations who are sued in the Courts of the United States; in the handling of matters in which foreign governments or their institutions are involved; and in the law of personal jurisdiction.

Career: Partner since 1993.

Professional Memberships: ABA, International Bar Association, International Association of Defense Counsel, Maritime Law Association. Licensed: Texas and Louisiana.

Publications: Has lectured extensively on the law of personal jurisdiction and transnational litigation.

Personal: Louisiana State University (BS, 1982; JD with honors, 1986).

EINBINDER, Matthew

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Featured in Banking & Finance (Texas)

Practice Areas: Matthew is a leading energy and infrastructure lawyer. He represents borrowers, direct lenders and lenders in banking and credit transactions, including acquisition financings, project financings, back leverage financings and distressed financings, and acquisitions of debt portfolios. His recent clients include BlackRock, Citi, EIG, Essential Utilities, JPMorgan, Riverstone, SouthWest Water Company and Summit Partners. Matthew has been named a "Lawyer on the Rise" by Texas Lawyer, a "Rising Star" in Energy by Law360 and a "Next Generation Partner" by The Legal 500.

Career: Joined Simpson Thacher in 2005; became Partner in 2015.

Publications: Co-authored "Oil and Gas Reserve-Based Lending" chapter in The International Comparative Legal Guide to: Lending & Structured Finance.

Personal: J.D., University of Virginia School of Law (2005), Editorial Board of the Virginia Law Review; B.S., Columbia University (2000) in Applied Mathematics.

EKERY, Rachel

Alexander Dubose & Jefferson LLP,
Austin
512-482-9300
rekery@adjtlaw.com

Featured in Litigation (Texas)

Practice Areas: Civil appeals in Texas and federal courts.

Career: Partner, Alexander Dubose & Jefferson LLP (2013-present); Senior Staff Attorney to Chief Justice Wallace B. Jefferson, Supreme Court of Texas (2003-2013); Staff Attorney for Extraordinary Writs, Supreme Court of Texas (2002-2003); ScottHulse, PC (Shareholder 1999-2001; Associate 1994-1999); Baker Botts LLP (Associate 1993-94); Board Certified, Texas Board of Legal Specialization (2007-present); Adjunct Professor, University of Texas School of Law.

Professional Memberships: American Bar Association; Fellow, Texas Bar Foundation; State Bar of Texas, Appellate Section, Pro Bono Committee, Chair; Texas Board of Legal Specialization exam commission (2013-2019).

Publications: Court Facilitation of Pro Se Representation, in BEYOND ELITE LAW: ACCESS TO CIVIL JUSTICE IN AMERICA (Cambridge University Press 2016); Having the Last Word: Reply Briefs at the

Texas Supreme Court, Practice Before the Supreme Court of Texas, State Bar of Texas (2009).

Personal: J.D. cum laude, University of Pennsylvania Law School (1993); Editor, University of Pennsylvania Law Review (1991-1993); A.B. cum laude, Duke University (1990).

ELDRIDGE, John R

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Featured in Environment (Texas)

Practice Areas: John R. Eldridge has over 30 years' experience in environmental litigation, transactional and regulatory practice, emphasizing Superfund, property contamination and toxic tort litigation. He has argued CERCLA appeals before the Fifth Circuit and tried cases in various courts. Eldridge represents buyers and sellers of contaminated properties and assists clients in assessing and addressing environmental risks associated with various business transactions. Other aspects of his practice are internal investigations, environmental crimes, enforcement defense, Clean Water Act permitting and risk based "closure" certifications. He advises clients on property and liability issues associated with oil and gas drilling and pipelines.

ELLIS, Billie

Winston & Strawn LLP, Dallas
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Featured in Real Estate (Texas)

Practice Areas: Billie Ellis focuses his real estate and corporate practice on a broad spectrum of private equity, financial, commercial, and real estate transactions that includes the acquisitions, financing, development, and sale of all types of properties and companies. Billie is an accomplished author and lecturer. He has been educating members of the bar and law students for over three decades in real estate, private equity, and finance. In addition to his practical scholarship in various aspects of business law, Billie has been involved in academia with an emphasis on The History of The American Law Firm. Billie received the 2012 Texas Exes Teaching Award--an annual tribute honoring 1 professor from the law school and only 1 of 8 teaching awards given at the University of Texas in Austin--for his performance in the classroom.

Career: Former Co-Founder and Managing Director of The Halifax Group, a \$200 million private equity fund.

Professional Memberships: Chancellor's Counsel, The University of Texas. American College of Real Estate Lawyers. Dean's Advisory Council, Texas A&M University School of Law.

Personal: The University of Texas at Austin, B.A. Southern Methodist University, M.B.A. University of Houston Law Center, J.D.

EMERSON, Russell

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Featured in Intellectual Property (Texas)

Practice Areas: Russ Emerson is a trial lawyer who has successfully led trial teams in bench and jury trials in some of

the most active patent-litigation courts around the country. In 2019, Russ was recognized as a "Legal Lion" by Law360 for a defense victory in a patent trial in the Eastern District of Texas. He also litigates trade-secret, copyright, and business-tort cases, and is experienced in coordinating litigation efforts across venues, including foreign venues. In addition to his trial-court practice, Emerson has argued and won precedent-setting cases at the Federal Circuit and has substantial experience with inter partes review proceedings ("IPRs") before the Patent Trial and Appeal Board. A registered patent attorney and former naval officer with a background in mechanical and nuclear engineering, his work spans technologies including semiconductor technology, lasers, computer software and networking, petroleum-drilling techniques and tools, and medical devices.

EPPERT, Anthony

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Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: Mr. Eppert's multi-disciplinary legal practice focuses on executive compensation, ESOPs and employee benefit arrangements (including their related tax, accounting, securities and corporate governance issues) in the United States and abroad. He leads the Firm's Compensation Practice Group. Before entering private practice, Tony served as a judicial clerk to the Hon. Richard F. Suhrheinrich of the United States Court of Appeals for the Sixth Circuit. He serves as a member of the Board for the Texas Center for Employee Ownership and member of the Board of Advisors for TheCorporateCounsel.net, and as a member of the Board for the National Association of Stock Plan Administrators (Houston Chapter). Mr. Eppert is a frequent speaker at the Executive Compensation Academy and regular contributor to the C-Suite Compensation Center. He advises private and publicly-traded clients and their boards of directors on domestic and international compensation matters, advises clients on compensation and benefit issues associated with corporate transactions, and structures and implements ESOP transactions. Additionally, Mr. Eppert frequently represents management teams and executive officers in new-hire situations and change in control transactions.

ERWIN, Greg

Winstead PC, Houston 713 650 2781

gerwin@winstead.com

Practice Areas: Greg Erwin handles sophisticated real estate deals for clients such as New York Stock Exchange REITs, privately held development firms and wealthy individuals. 713-650-2781 | gerwin@winstead.com

EVANS, Mark C

Bracewell LLP, Houston

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mark.evans@bracewell.com

Featured in Banking & Finance (Texas)

Practice Areas: Practice focuses on representing French, Dutch, Scottish, Japanese and US commercial banks and other

lenders in complex commercial finance transactions, including syndicated loans, revolving credit and term loans, leveraged transactions, structured transactions, subordinated and mezzanine investments, credit enhancement for commercial paper and bond transactions, letters of credit and commercial paper facilities, production payment and other oil-and-gas-related credits, project finance, bankruptcy and restructurings. Also represents international banks in lending funds to Japanese, Mexican, Canadian, Venezuelan and French companies.

Career: Co-Chairman; Managing Partner 2008-2016

Professional Memberships: Houston Bar Association; State Bar of Texas; Texas Bar Foundation; Central Houston, Executive Committee; Houston Grand Opera, Trustee

Personal: JD, The University of Texas School of Law, 1977; BBA, The University of Texas at Austin, 1974, with honors

FARIA, Ian P

Bradley Arant Boult Cummings LLP, Houston

713.576.0302

ifaria@bradley.com

Featured in Construction (Texas)

Practice Areas: Ian has broad experience in construction law, with a focus on megaprojects in all construction disciplines, including infrastructure, commercial, industrial and residential construction law. He serves as the firm's office managing partner for the Houston office. Ian has extensive trial experience conducting jury and bench trials in federal and state court, as well as arbitrations --from homeowner claims to multimillion-and multibillion-dollar commercial and governmental projects throughout Texas. He represents developers, general contractors, subcontractors, homebuilders, and business owners in a variety of disputes, as well as in OSHA compliance and investigation matters. His construction practice covers a range of projects, including highways, bridges, public works, commercial and retail construction, industrial facilities, residential, apartment complexes, pipelines, and drilling sites. His clients' projects and disputes extend across the country.

Career: Texas Super Lawyers; The Best Lawyers in America; Who's Who Legal: Construction; Martindale-Hubbell AV Preeminent Rated; Fellow, Texas Bar Foundation; Fellow, Construction Lawyers Society of America; Board Certified in Construction Law, Texas Board of Legal Specialization

Professional Memberships: State Bar of Texas; Houston Bar Association; Greater Houston and Bay Area Builders Associations; Texas Association of Builders; National Association of Home Builders; IADC

Personal: JD, South Texas College of Law (1999); BA, St. Lawrence University (1995)

FENN, Tim

Latham & Watkins LLP, Houston

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Featured in Tax (Texas)

Practice Areas: Tim Fenn, Houston Office Managing Partner, focuses on business taxation as it applies to

partnerships, particularly early stage structuring and advice with respect to market-related issues and tax issues. Mr. Fenn handles tax-related issues involving mergers, acquisitions, restructurings and capital market transactions for clients in the energy sector including publicly traded partnerships (PTPs), master limited partnerships (MLPs), corporations, private equity firms, and investment banks.

Professional Memberships: State Bar of Texas and New York.

Personal: JD, magna cum laude, Georgetown University Law Center, 1996; BBA, summa cum laude, Baylor University, 1992.

FERGUSON, Laura

Locke Lord LLP, Houston

713-226-1590

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Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: Laura Ferguson is a Partner in the Firm's Houston office where she assists clients with a wide variety of employee benefits, executive compensation, and privacy and cyber security matters. She regularly drafts, reviews and amends all types of retirement and welfare plans for compliance with ERISA, the Code, and other applicable laws. Laura also drafts equity compensation plans, deferred compensation plans and employment agreements, ensuring compliance with various laws. Laura provides guidance on privacy and cyber security-related issues under applicable federal and state laws, including assisting clients with the development and implementation of comprehensive policies and incident response plans, drafting and negotiating vendor contracts, and assisting with data breach response. Laura also regularly works on mergers and acquisitions matters, including negotiating purchase agreements, navigating diligence issues (such as Code Sections 409A and 280G issues), drafting transition services agreements, and assisting with a variety of compensation agreements (e.g., transaction bonus, equity, employment, and retention agreements).

Professional Memberships: Houston Bar Association (Tax Section) Certified Information Privacy Professional/United States (CIPP/US) and member of International Association of Privacy Professionals

Personal: J.D., Boston University School of Law, 2009, Member, Review of Banking and Financial Law Journal; Bachelor of Commerce, University of Alberta, 2002

FINNEGAN IV, William N

Latham & Watkins LLP, Houston

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Featured in Capital Markets (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: Bill Finnegan's practice covers a broad range of corporate and securities transactions, including representation of issuers and underwriters in public and private offerings of debt and equity securities, negotiating and structuring public and private company acquisitions, forming and financing joint ventures and partnerships, and advising on general corporate and securities transactions. He has represented some of the largest energy companies in the world,

with a focus on energy master limited partnerships.

Professional Memberships: State Bar of Texas, Houston Bar Association.

Personal: JD, magna cum laude, University of Houston Law Center, 1981; BBA, with honors, University of Texas, 1978.

FISK, Carson

Andrews Myers PC, Austin

512 900 3032

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Practice Areas: Board Certified in Construction Law by the Texas Board of Legal Specialization, Carson Fisk represents construction industry participants in both contentious and non-contentious matters, including complex construction litigation and claims, contract drafting and negotiation, and best practices and claims counseling matters. His practice focuses on the representation of general contractors, but he also actively represents developers/owners, subcontractors, suppliers and sureties. He has experience with construction disputes involving construction and design defects, delay and acceleration claims, payment claims, mechanics liens and bond claims, termination claims, administrative actions, and surety claims, although he is adept in assisting parties in resolving their disputes prior to trial/final hearing. He has also drafted and negotiated a variety of construction contracts, including prime contracts, design contracts, EPC agreements, lender agreements, subcontracts, and purchase contracts, in both the private and public sectors. Additionally, he maintains an alternative dispute resolution practice mediating and arbitrating construction disputes.

Professional Memberships: -Austin Bar Association, Construction Law Section -Austin Bar Association, ADR Section -State Bar of Texas Construction Law Section -State Bar of Texas ADR Section -ABA Forum on the Construction Industry -American Arbitration Association Roster of Neutrals -Texas Mediator Credentialing Association -Dispute Resolution Board Foundation

FLOREY, Tull

Gibson, Dunn & Crutcher LLP, Houston

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Featured in Corporate/M&A (Texas)

Practice Areas: Tull Florey has an extensive corporate and securities law practice, emphasizing transactional and governance matters. His practice focuses on mergers and acquisitions and securities offerings for companies in the energy industry. He has particular experience with clients engaged in oilfield service, oil and gas exploration and production, oilfield equipment manufacturing, midstream and seismic activities. He also assists clients on an ongoing basis with general corporate concerns, including Exchange Act reporting, corporate governance and Section 16 matters.

Personal: JD, University of Virginia, 1995; 1992, University of Texas, Bachelor of Arts, Plan II with High Honors.

FLOYD, Jeffery B

Vinson & Elkins LLP, Houston
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Featured in Corporate/M&A (Texas)

Practice Areas: Practice is focused on mergers and acquisitions, corporate and securities law, shareholder activism, corporate governance, and advising public companies and their boards of directors. Skilled in public mergers and acquisitions, including by publicly traded partnerships, and has extensive experience representing clients in the exploration and production, oilfield services and chemical industries.

Career: Admitted to Texas Bar, 1984; joined Vinson & Elkins, 1984; admitted to the partnership in January 1992. Co-head of Shareholder Activism Practice.

Personal: Graduated from The University of South Carolina, B.A. cum laude, 1981 (Phi Beta Kappa) and Georgetown University, J.D. cum laude, 1984 (Editor, The Tax Lawyer).

FONTANA, Angela L

Sidley Austin LLP, Dallas
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Featured in Banking & Finance (Texas)

Practice Areas: Angela Fontana's practice focuses on financing transactions and debt restructurings. Angela represents both borrowers and financial institutions, and has been involved in a wide variety of financing transactions in both the United States and abroad. Angela's experience includes investment grade lending, commercial paper facilities, letter of credit facilities, cash flow-based lending, asset-based lending, mezzanine financing and workouts and restructurings.

Professional Memberships: Angela is on the board of trustees of Dallas Heritage Village and the Iowa Law School Foundation Board of Directors and is a former board member of the YW of Metropolitan Dallas. She is also a member of the City of University Park Employee Benefits Committee.

Personal: University of Iowa College of Law, JD, 1989; University of Iowa, BBA, 1987. Admissions: Texas, 1990

FORD, Jeffrey

Peckar & Abramson, P.C., Dallas
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jford@pecklaw.com

Featured in Construction (Texas)

Practice Areas: Construction & Infrastructure Construction Dispute Resolution Internal Investigations Power & Industrial Facilities/EPC Public-Private Partnerships Commercial Litigation & Dispute Resolution Surety

Career: Jeffrey Ford represents contractors, developers, owners, specialty contractors, and sureties in all facets of the construction process, from the preparation of contract documents, to counseling on business and legal issues that arise during projects, and the resolution of disputes. He has extensive experience as a mediator and arbitrator, and is an active member of the American Arbitration Association's Large Complex Construction Case Panel of Construction Arbitrators. A highly proficient litigator, Jeff has successfully defended numerous contractors in cases involving claims of

alleged defective construction. He is well-versed in negotiating complex settlements of claims, both within the US and abroad, and has prepared and negotiated major design and construction agreements for numerous high-profile projects.

Professional Memberships: American College of Construction Lawyers (Fellow and Member of Board of Governors) State Bar of Texas (Construction Law Section, former member Governing Council) Dallas Bar Association (Construction Law Section, former Chair) American Bar Association (Forum on Construction Industry and Fidelity and Surety Law Committee, former Vice-Chairman) North Dallas Chamber of Commerce (former Chair)
Personal: University of Texas at Austin, J.D. The University of Iowa, B.A., summa cum laude

FORD JR, Thomas W

Hunton Andrews Kurth LLP, Houston
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Featured in Tax (Texas)

Practice Areas: Tom's practice includes extensive experience in the federal income taxation of business transactions and business entities, including formations, mergers, securities offerings and operations of, and asset "drop-downs" to publicly traded "master limited partnerships" (over 55 MLP IPOs); joint ventures and dispositions of interests therein; formation and operation of private equity partnerships, including issuance of equity to management; mergers, acquisitions and spin-offs of corporations; acquisition, ownership, exploration, development and disposition of oil and gas and other mineral interests; royalty trusts; real estate investment trusts; and financially troubled entities, including financial institutions.

FORE, Joseph

DLA Piper LLP (US), Austin
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Featured in Corporate/M&A (Texas: Austin & Surrounds)

Practice Areas: Corporate; Private Equity

Career: Joseph Fore is Co-Hiring Partner of DLA Piper's Austin office. He represents public and private companies, private equity firms and venture capital investors in connection with their transactional matters and ongoing corporate legal needs. In the last five years, he has served as deal counsel in connection with over 100 M&A and investment transactions. Joseph's practice focuses on mergers and acquisitions, private equity and venture capital investments, corporate governance, public offerings and SEC disclosure. Joseph focuses on the healthcare and technology and software sectors.

Personal: J.D., University of Virginia School of Law 2010; B.A., Political and Social Thought, History, University of Virginia 2007

FOWLER, J Rob

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Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: Rob Fowler is an executive compensation partner in the

Houston office of Kirkland & Ellis LLP. He has extensive experience in the negotiation and drafting of employment and consulting agreements, restrictive covenants, clawback arrangements, golden parachute arrangements and other executive compensation and incentive programs, including the various forms of equity compensation arrangements, and regularly advises clients on issues under Sections 409A and 162(m) of the Internal Revenue Code. Rob also regularly advises clients regarding the executive compensation aspects of mergers, acquisitions, joint ventures and restructuring transactions and regarding the integration of plans and arrangements following a transaction. Rob has helped design and implement compensation and benefits arrangements for numerous master limited partnerships (MLPs). He also has broad experience in the design and implementation of employee benefit plans, including multiemployer plans and related tax-qualification requirements, reporting and disclosure matters, prohibited transaction issues and other fiduciary concerns. Additionally, Rob advises clients regarding employee stock ownership (ESOP) transactions, and has also been involved in several benefits litigation matters.

Career: Admitted to Texas Bar

Personal: University of Chicago Law School, J.D., with High Honors, 1996; Texas A&M University, B.S., Mechanical Engineering, 1993

FRANKLIN, Ronald

McGuireWoods LLP, Houston
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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: With over 35 years of experience, Ron Franklin has tried or been involved in virtually every kind of business or personal injury case. He has obtained jury verdicts in state and federal courts on behalf of commercial, libel and personal injury clients; and defense verdicts on behalf of Fortune 100 companies. He has now tried some 100 cases to final jury verdicts, including securities, lender liability, business torts, shareholder litigation, commercial disputes, complex contract disputes, employment, legal malpractice, and personal injury matters.

FRAYRE, Heather

Dickinson Wright PLLC, El Paso
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Featured in Immigration (Texas)

Practice Areas: Heather's immigration practice primarily involves matters tied to the recruitment, hire, transfer, and retention of international workers. She counsels corporate and individual clients on a range of immigration matters including non-immigrant visas, permanent residency, citizenship, and worksite compliance. She routinely handles matters with a number of different government agencies, such as the Department of Homeland Security, United States Citizenship and Immigration Services, the Department of Labor, and the Department of State. Heather has extensive experience with a wide range of non-immigrant classifications, such as H-1B, H-2B, L-1, TN, J-1, E, O, and P. She is well-versed in issues relating to employ-

ment-based and merit-based petitions, including PERM labor certifications, multinational manager petitions, extraordinary ability and outstanding professor and researcher petitions, and national interest waivers.

Professional Memberships: American Immigration Lawyers Association (AILA); AILA Texas Service Center Liaison Committee, 2015-2016; AILA Department of Labor Liaison Committee, 2019-2020.

Publications: "The Extraordinary Ability Challenge for the Athlete Turned Coach," October 2016, AILA Insight; "Can a History of Extraordinary Athletic Ability Help Sports Coaches Work in the USA?" September 21, 2016, LawInSport; "K-S-Y and The Athlete-Turned-Coach Immigration Challenge," August 17, 2016, Law360 (republished in Benders Immigration Bulletin).

Personal: BA, University of Kansas; JD, University of Houston Law Center

FRAZIER, Charles

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Featured in Litigation (Texas)

Practice Areas: Civil appeals; and trial-court legal strategy, motion preparation, and legal argument

Career: Litigation and insurance-coverage attorney for five years; appellate practice in trial and appellate courts for 30 years; chair of the Appellate Practice Section of Cowles & Thompson, P.C., Dallas, Texas (1991-2008); Board Certified, Civil Appellate Law, Texas Board of Legal Specialization since 1994

Professional Memberships: Federation of Defense and Corporate Counsel (chair, Appellate Law Section 2018-2020); Defense Research Institute (chair, Appellate Rules Sub-committee, Appellate Advocacy Committee 2014-2021)

Publications: Chapter author, "Stays and Supersedeas," in APPELLATE PRACTICE IN FEDERAL AND STATE COURTS (David M. Axelrad ed., Law Journal Press) (2012 & Supps. 2013-2018); Co-author, "A National Strategy for Creating Favorable Precedent," FOR THE DEFENSE (DRI 2010); chapter author "The Effect of Bankruptcy on the Appellate Process," in A DEFENSE LAWYER'S GUIDE TO APPELLATE PRACTICE (DRI 2004)

Personal: J.D. Baylor Law School (1986); M.A. University of Kent (1985); B.A. magna cum laude, Baylor University (1982)

FREEL, Jennifer S

Vinson & Elkins LLP, Austin
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Practice Areas: Jennifer represents businesses and individuals who are being investigated by the government and conducts internal investigations for companies looking for an independent, critical eye. Drawing on her extensive courtroom experience, Jennifer also handles civil disputes at the pre-trial, trial, and appellate levels. For over nine years, Jennifer served as an Assistant United States Attorney in the Austin Division of the Western District of Texas. Jennifer has argued more than twenty times before the United States Court of Appeals for the Fifth Circuit. Before becoming a prosecutor, Jennifer

clerked for Judge Fortunato Benavides on the Fifth Circuit Court of Appeals. She was appointed to the Western District of Texas Attorney Discipline Committee and the Criminal Justice Act appellate panel for the Austin Division of the Western District of Texas. Jennifer's an elected Fellow of the Texas Bar Foundation, the Mentorship Chair of the Robert W. Calvert American Inn of Court, a past chair of the Criminal Law Section of the Federal Bar Association, and a past president of the Austin Chapter of the Federal Bar Association.

Personal: George Washington University, J.D. with high honors (Editor-in-Chief, *George Washington Law Review*, Order of the Coif), 2005 University of Missouri, B.J. with high honors, 1999

FREEMAN, Jason B.

Freeman Law, Frisco
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Featured in Tax (USA - Nationwide), Tax (Texas)

See under Nationwide for profile.

FULGHUM, Roger J

Baker Botts LLP, Houston
(713) 229-1707
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Featured in Intellectual Property (Texas)

Practice Areas: Co-chair of the Intellectual Property Litigation Practice Group at Baker Botts. Mr. Fulghum has represented clients in patent and trade secret disputes in federal and state courts, and his previous representations have concerned computer systems, software, web sites, electrical circuits, telecommunications systems, semiconductors, hard disk drives, digital video recorders, mobile phones, audio compression, televisions, and oil and gas production equipment.

Personal: J.D., The University of Texas School of Law 1994 with honors B.S., electrical engineering, The University of Texas 1990

FULLENWEIDER, Keith

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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas)

Practice Areas: Practice is focused on mergers and acquisitions, private equity, joint venture and domestic and international energy and power transactions. Head of the firm's Corporate Group and Management Committee member.

Career: Admitted to Texas Bar in 1988. Joined Vinson & Elkins LLP in 1988, admitted to the partnership in January 1997.

Personal: Graduated from Princeton University, AB summa cum laude, 1985 and The University of Texas, JD with high honors in 1988 (Chancellors, Texas Law Review and Order of the Coif).

GAIL, David B

Weil, Gotshal & Manges LLP, Dallas
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Featured in Corporate/M&A (Texas)

Practice Areas: David Gail advises both public companies and private equity sponsors in a wide variety of transactions, including leveraged buyouts, mergers and acquisitions, strategic investments, restructurings, financings and dispositions. David also advises clients on general

corporate and commercial matters. His clients include Lee Equity Partners, Kainos Capital, Lindsay Goldberg, Providence Strategic Growth and TA Associates as well as their portfolio companies.

Personal: Princeton University (B.A., cum laude, 2003); Southern Methodist University Law (J.D., magna cum laude, 2008).

GALLOWAY, Toby

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Practice Areas: Toby practices in the areas of white-collar defense, governmental & internal investigations, and business litigation. Before developing his private practice, he served as an attorney with the United States Securities and Exchange Commission, in roles of increasing responsibility, for more than 11 years. During his last four years at the SEC, Toby was the chief trial counsel for the Commission's Fort Worth Regional Office. In this capacity, he supervised all litigation for a four-station region. In addition, he handled his own caseload, prosecuting civil enforcement actions involving alleged violations of the federal securities laws. He also served as a Special Assistant United States Attorney for the Northern District of Texas, prosecuting white-collar crime. Toby routinely practices before the SEC, CFTC, FINRA, DOJ, Texas State Securities Board, and other state securities regulators, as well as the PCAOB and other regulatory and law enforcement agencies. Toby represents public companies, audit committees and special committees, hedge funds, private equity funds, asset managers, broker-dealers, registered investment advisers, accountants and lawyers, and other institutions in government investigations, securities law enforcement and litigation. He also represents aggrieved investors, and handles complex business litigation and has experience in healthcare fraud.

GALVAN, Hilda C

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Featured in Intellectual Property (USA - Nationwide), Intellectual Property (Texas)

Career: Hilda Galvan is a nationally recognized trial lawyer who focuses on complex intellectual property and technology-related litigation. For over 25 years, she has represented plaintiffs and defendants in federal and state courts across the country. Her electrical engineering background allows her to, effectively and efficiently, understand and explain technology to judges and juries. Representative technologies include telecommunications, artificial intelligence, software, smart meters, semiconductor processing, electronic circuits and navigation systems. Hilda, a registered patent attorney, also serves as lead counsel in adversarial proceedings before the Patent Trial & Appeal Board. She is Partner-in-Charge of Jones Day's Dallas office.

GARCIA, Victoria M

Bracewell LLP, San Antonio
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Featured in Immigration (Texas)

Practice Areas: Provides clients with comprehensive legal guidance regarding business immigration matters, including (i) obtaining non-immigrant and immigrant visas for foreign employees, (ii) responding to inquiries and investigations from the Department of Homeland Security, the Internal Revenue Service, the Social Security Administration and Department of Labor, and (iii) complying with US immigration laws in the hiring, retention and management of domestic workforces. Represents clients in a wide range of labor and employment matters, including employment discrimination litigation, administrative proceedings, labor/management relations, and the formulation of policies and procedures relating to every aspect of the employment relationship.

Career: Managing Partner, San Antonio

Professional Memberships: Board Certified, Labor and Employment Law, Texas Board of Legal Specialization; San Antonio Economic Development Foundation Executive Committee 2019-present; TechPort San Antonio Board of Directors 2011-present; Texas Public Radio Board of Directors, 2015-present; United Way of San Antonio & Bexar County Board of Trustees, 2012-present; Western District of Texas Admissions and Disciplinary Committee; American Bar Association International Labor and Employment Law Section; San Antonio Bar Association; American Immigration Lawyers Association.

Personal: JD, The University of Texas School of Law, 1989; M. Public Affairs, The University of Texas at Austin, 1989; BS, Georgetown University, 1985.

GAVIOLI, Laura

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Featured in Tax (Texas)

Practice Areas: Laura Gavioli defends individuals and corporations in white-collar prosecutions, civil tax cases, IRS controversies, and complex financial litigation. As an experienced trial lawyer, Laura is known for achieving client-driven goals when defending against IRS inquiries. She has represented clients involved in some of the largest white-collar criminal tax cases brought in the U.S. and advises clients on the IRS Whistleblower Program. She attained victories in civil cases in U.S. Tax Court and federal courts, eliminating IRS penalties. She has extensive knowledge of the IRS's international exchange-of-information techniques, including treaty requests and other methods of cross-border cooperation among taxing authorities.

Professional Memberships: American Bar Association, Tax Section; International Bar Association; New York City Bar Association.

Personal: Tulane University (J.D., summa cum laude, 2004); Haverford College (B.A., 1998).

GELSOMINI, Jesse J.

Haynes and Boone, LLP, Houston
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Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: As a senior partner in Haynes and Boone's Employee Benefits and Executive Compensation Practice

Group, Jesse Gelsomini's principal areas of practice are Employee Benefits, ERISA and Executive Compensation. His experience spans a broad range of employee benefits and executive compensation matters, including legal and tax requirements for qualified retirement plans, fiduciary issues, health and welfare benefits plans, and stock and other types of incentive compensation arrangements. Jesse has extensive experience in designing, drafting and administering employee benefits plans for publicly traded, private and governmental employers. He also handles the regulatory issues under applicable laws, including ERISA, the Internal Revenue Code, HIPAA, COBRA and state laws, as well as investigations and other compliance matters involving the IRS, Department of Labor and other governmental agencies. Jesse also has decades of experience in designing and drafting employment agreements for employers and executives, equity compensation, performance incentives, deferred compensation, and change in control arrangements, as well as securities law disclosures, corporate governance and other compliance requirements. He regularly counsels clients on matters involving executive compensation and employee benefits, both in the ordinary course of the client's business and in the context of mergers and acquisitions, joint ventures, bankruptcies and restructurings, and other corporate deals.

GENECOV, Lisa

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Featured in Healthcare (Texas)

Practice Areas: In transactional matters, Lisa has particularly deep experience with mergers and acquisitions, frequently involving private equity funding. She previously acted as lead transaction counsel for a network of nonprofit hospitals in a deal that created the largest member-owned health care company in the United States. On the regulatory side, she has advised on compliance issues with initiatives ranging from virtual care programs to mobile apps. Lisa's clients include health systems, hospitals and medical groups. In addition to counseling clients on acquisitions of entire hospitals or service lines, she also advises on the development of accountable care organizations and clinically integrated networks and strategies to align the incentives of physicians, hospitals and payors. She also assists clients with physician recruitment, physician practice management and fee-splitting issues.

Professional Memberships: Co-founder, The University of Texas School of Law Center for Women in Law; American Health Lawyers Association; ABA Health Law Section; ABA Foundation; Women Business Leaders of the US Healthcare Industry Foundation.

Personal: The University of Texas School of Law, JD, with honors Stanford University, BA, with distinction

GENENDER, Paul R

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Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Paul Genender, leader of Weil's Dallas Litigation practice, is a seasoned trial lawyer who represents clients in connection with a broad range of business disputes, including antitrust, breach of contract, business fraud, breach of fiduciary duty, unfair and deceptive trade practices, unfair competition, securities fraud, real estate, non-competes and restrictive covenants, misappropriation and theft of trade secrets, and bankruptcy and restructuring litigation. He also counsels clients with regard to board governance, fiduciary duty, and other business law issues. Key clients include Alaska Airlines, CEC Entertainment, Celanese Corporation, Claire's, Deluxe Corporation, EP Energy, Exide Technologies, Interstate Batteries, Ross Stores, Sears Holdings, Sheridan Healthcorp, and Speedcast International. He is also actively engaged in a number of professional, civic, and educational organizations.

Personal: Duke University (AB, 1991, Magna Cum Laude; Phi Beta Kappa); Duke University School of Law (JD, 1994)

GERACHIS, George Matthew
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Practice Areas: George is the head of the Tax and Executive Compensation and Benefits department, where he represents individuals, partnerships and multinational corporations in tax planning and tax controversy matters. During his more than three decades with V&E, George has tried cases in the United States Tax Court and Federal District Courts and handled multiple appeals. While he has been involved in many high-profile cases, George is equally proud of the more numerous matters that never made headlines — ones where solutions were reached after sometimes tough, but always civil, debate with the government. By developing strategy early, preparing cases meticulously, and negotiating firmly, he and his team frequently resolve their clients' IRS audits and appeals on a cost-effective basis, avoiding court proceedings altogether. George brings a unique perspective to the structuring and documentation of complex transactions and transfer pricing arrangements. He believes in taking a multi-disciplinary approach to accommodate sometimes competing objectives, and so he works closely with clients' tax executives and in-house counsel, as well as financial personnel, external auditors and various consultants. George particularly relishes the opportunity to address emerging issues at the intersection of tax law and other legal disciplines, such as intellectual property law.

GERBER, Toby L
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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Bankruptcy; commercial litigation.

Career: Toby L. Gerber concentrates his practice in bankruptcy, corporate reorganization and creditor rights, and commercial litigation. He represents financial institutions, non-bank lenders and a variety of other clients on bankruptcy and commercial litigation matters, as well

as issues in telecommunications, energy and transportation industries. He has acted as lead bankruptcy and litigation counsel for bank groups, lenders and creditor groups in major cases throughout the United States and in numerous foreign jurisdictions.

Professional Memberships: Fellow, American College of Bankruptcy; American Bankruptcy Institute.

Personal: JD, Georgetown University (1975); BA and BJ, with honors, University of Missouri-Columbia (1972).

GIANI, Rachel
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Practice Areas: Previously serving as a director and staff attorney for the Office of Financial Counsel, Texas Department of Insurance, Rachel has a solid background working with legislative policy issues, complex mergers, and corporate governance, among various other matters. In addition to handling a broad range of corporate work, she provides counsel on regulatory matters and statutory construction to companies that engage in the business of insurance. She also has experience in a number of specialized areas, including reinsurance, insurance receivership, title insurance, and the non-admitted market. Representative Experience Handles mergers, acquisitions, redemptions, expansions, and affiliate transactions for insurance clients. Represents clients in enforcement and compliance matters before the Texas Department of Insurance. Advises clients on reinsurance matters. Provides general representation to quasi-governmental entities formed under or authorized by the Texas Insurance Code and Texas Labor Code. Represents clients in the insurance industry in supervision, rehabilitation, conservation and liquidation proceedings. Provides legal and ethics advice to clients based on state administrative laws, specifically statutes, rules and policies relating to the Administrative Procedure Act, the Open Meetings Act and the Public Information Act.

GIBBS, Charles R
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Practice Areas: Chuck Gibbs focuses his practice on insolvency and restructuring. For nearly 40 years, he has been representing public and private companies in the oil and gas exploration, midstream pipeline, oilfield services, retail and real estate industries in challenging and complex financial restructurings. Chuck is frequently engaged in multijurisdictional and cross-border matters for debtors, secured creditors, official and ad hoc creditors' committees, equity committees and asset buyers. He partners with non-money center secured lenders, particularly in the real estate space, leveraging his deep experience in handling hundreds of real estate loan workouts on behalf of lenders, both in and out of court. View more on our website: <https://www.mwe.com/people/gibbs-charles-r/>

Professional Memberships: Texas Bar Association

Personal: Charles holds a BS degree from Duke University, an MBA and a JD from Southern Methodist University.

GILL, Stephen
Vinson & Elkins LLP, Houston
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Featured in Corporate/M&A (Texas)

Practice Areas: Steve specializes in mergers and acquisitions, shareholder activism, corporate governance and securities transactions for public companies and private equity firms. Steve has represented clients in many of the most significant M&A transactions and activist defense matters in recent years. He also counsels boards of directors and committees on corporate governance matters. Steve has worked with clients across a diverse number of industries, including energy upstream, energy midstream, oilfield services, finance, REITs, chemicals, healthcare, telecommunications and technology.

Career: Vinson & Elkins LLP, 2001-Present; admitted to the partnership on January 1, 2010. He has been named an MVP by Law360 for 2017 and 2018 and a Rising Star in 2015. He was named by Super Lawyers as a Rising Star for eleven years 2005-15 and named one of three finalists for Lawyer of the Year by Texas Lawyer.

Personal: Graduated from Louisiana State University, BA in 1998 and Tulane University, JD summa cum laude in 2001, where he served on the Tulane Law Review. He serves on the Board of Directors of the Society for the Performing Arts in Houston.

GILLULY III, John J
DLA Piper LLP (US), Austin
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Featured in Technology (Texas), Technology (USA - Nationwide), Corporate/M&A (Texas: Austin & Surrounds)

Practice Areas: Corporate; Mergers and Acquisitions; Emerging Growth and Venture Capital; Capital Markets; Private Equity; Public Company and Corporate Governance; Life Sciences; Financial Services; Energy and Natural Resources; Healthcare; Hospitality and Leisure; Technology

Career: John Gilluly is Managing Partner of the Americas, a member of the Global Board and Executive Committee at DLA Piper. He represents clients across a range of industries and focuses on capital markets transactions, SEC reporting and compliance, mergers and acquisitions, private equity and venture capital transactions, and corporate governance matters.

Personal: B.A., Economics and Business Administration, Rhodes College 1992; J.D., University of Texas 1998

GIOVANNINI, Brian
Haynes and Boone, LLP, Houston

Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: As an attorney in Haynes and Boone's Employee Benefits and Executive Compensation Practice Group, Brian Giovannini serves as an advisor and benefits counsel to a diverse group of clients—from local governments to Fortune Global 500 corporations. Brian's experience spans a wide range of

employee benefits and executive compensation matters, including tax-based requirements for qualified retirement plans, fiduciary issues, and cash-and-equity-based executive compensation arrangements. With a background in teaching and public speaking, Brian presents complex benefits issues in a concise and straightforward manner. Brian routinely makes presentations to industry groups on various employee benefits topics, and he also provides in-depth ERISA fiduciary training to executives and plan committees. Brian's clients value his technical knowledge and analytical skills, as well as his prompt assistance on numerous legal issues affecting the development and administration of their employee benefits and executive compensation plans and programs.

GITLER, Stefanie I.
Kirkland & Ellis LLP, Chicago
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Featured in Environment (Texas)

Practice Areas: Stefanie Gitler is a partner in Kirkland's Global Environmental Practice Group, based in the Washington D.C. and Houston offices. Stefanie has led and negotiated environmental aspects of hundreds of transactions. She conducts environmental due diligence for private equity and industry clients involved in complex transactions concerning the acquisition and divestiture of large businesses and companies. She negotiates contractual language in agreements, including those utilized in purchases and sales, credit transactions for obtaining loans from financing institutions, and leases for owning or occupying real property. Stefanie counsels clients regarding regulatory compliance and exposure to environmental liabilities, including the process of obtaining environmental insurance. She assists in the retention and oversight of environmental consultants. She also plays a key role in the handling of environmental liabilities in bankruptcy matters. Stefanie also is the lead of the Environmental Group's Knowledge Management, with responsibility for internal know-how and maintaining networks of consultants and subject matter experts.

Career: Admitted to District of Columbia, California and Texas Bar

Personal: University of California, Berkeley, School of Law, J.D., 2009; University of Virginia, B.A., Economics & Environmental Science, Math Minor, with Distinction, 2004. Stefanie is an adjunct professor at University of California, Berkeley School of Law, teaching Environmental Transactional Law.

GLASS, Denise W
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Featured in Healthcare (Texas)

Practice Areas: Operational and regulatory issues affecting the healthcare industry, with emphasis on managed care and value-based contracting, data privacy and cybersecurity.

Career: For over 20 years, Denise has devoted her practice to operational and regulatory issues in the healthcare industry. She represents providers in managed care negotiations, structuring

accountable care and clinically integrated networks, and developing value-based and risk contracting arrangements. Denise regularly advises healthcare providers on health information exchange, data privacy, cybersecurity and HIPAA compliance matters. In addition to handling Stark and anti-kickback law issues, she has handled numerous transactions, matters involving PBMs and GPOs, and developed employer on-site health clinics. Denise was part of the inaugural group Board Certified in Health Law by the Texas Board of Legal Specialization. Denise recently completed her term as the Chief Diversity Officer for Norton Rose Fulbright US LLP and currently serves as the Administrative Partner for the Dallas office.

Professional Memberships: Past Chair, State Bar of Texas Health Law Section (2015-2016); ABA Health Law Section Governing Council (2012-2015), Budget Officer-Elect (2020-2021); Texas Board of Legal Specialization Health Law Exam Commission (2014-2020); American Bar Foundation Life Fellow

Personal: JD, cum laude, University of Houston Law Center; BA, cum laude, French, The University of Texas.

GLENDENNING, Don M

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Featured in Corporate/M&A (Texas)

Practice Areas: Don represents public and private companies, family offices and special committees in governance and fiduciary matters, asset and stock sales, mergers, spin-offs and going-private transactions; advises issuers, investors and underwriters in public offerings, private placements, reporting obligations and disclosure requirements; and assists with fund formations and private equity investments. He serves clients across a broad range of industries, including chemicals, energy, healthcare, manufacturing, and technology. His relationships often span decades, including family office and holding company representations extending for multiple generations.

Career: Locke Lord's Chair for Corporate Responsibility, Charitable Giving, and Partnership Admissions; Co-Chair for Diversity and Inclusion. Partner since 1985.

Professional Memberships: Texas Bar Foundation; Dallas Bar Foundation.

Personal: Stanford Law School (JD, 1979); Rice University (BA, magna cum laude, 1976).

GOLD, Daniel

Haynes and Boone, LLP, Dallas
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Featured in Litigation (Texas)

Practice Areas: Dan Gold chairs Haynes and Boone's Securities and Shareholder Litigation Practice Group. He helps clients navigate the world of complex litigation and has particular expertise in securities, fiduciary duty and class action litigation. Gold has a strong track record of winning early dismissals and denials of class certification in high profile litigation on behalf of some of the country's largest and best-known companies. He formerly served as Chair of the Securities Section of the Dallas Bar Association.

GONSOLIN JR, Dewey J

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Featured in Banking & Finance (Texas)

Practice Areas: Represents lending institutions, money center banks and regional banks in financings ranging from corporate and working capital loans, revolving credit and letter of credit facilities, to syndicated loan transactions, acquisition loans, energy securitizations and project finance. Work in the upstream sector includes traditional borrowing base credit facilities, volumetric production payment transactions and hedging arrangements. Focuses primarily on credit facilities in the upstream energy sector, including traditional borrowing base credit facilities provided by senior bank lenders to independent producers as well as more complex mezzanine and development financing transactions. Experience also includes serving as lead transaction counsel on numerous workouts and restructurings involving energy companies. Instrumental in assisting major banks with reserved based loans, senior secured revolving credit facilities and other financing arrangements pertaining to both foreign and domestic assets.

Career: Chair, Finance Department

Professional Memberships: State Bar of Texas, Houston Bar Association

Personal: The University of Texas School of Law, J.D., 1991; The University of Texas at Austin, Bachelor of Business Administration, 1988, with honors

GONZALES, Alex

Duane Morris LLP, Austin
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Featured in Insurance (Texas)

Practice Areas: Mr. Gonzales practices in the areas of corporate and insurance regulatory law. He serves as a team lead for the Firm's Insurance/Reinsurance industry group. For more than 30 years, Mr. Gonzales has represented insurance companies and other financial institutions in regulatory matters, including mergers and acquisitions; company formation and licensing; administrative and compliance proceedings in insurance, antitrust, market conduct, DTPA, and rate matters, as well as representation in legislative matters involving the creation and implementation of legislative and regulatory strategies. Mr. Gonzales' client base includes many of the nation's top insurance companies and financial institutions.

Career: Duane Morris LLP: Partner, 2018-present; Winstead PC: Partner, 2001-2017; Supreme Court of Texas, Board of Disciplinary Appeals, 1994-2000; Hughes & Luce LLP: Partner, 1993-2001, Associate, 1990-1993; State Board of Insurance: Acting Commissioner, 1990; U.S. Navy, Judge Advocate General's Corps: Command Staff Judge Advocate, 1984-1987, Trial Attorney, 1983-1984; Texas State Securities Board: Examiner, 1981-1983

Professional Memberships: Board Certified in Administrative Law by the Texas Board of Legal Specialization; State Bar of Texas, Fellow; Austin Bar Association; American Bar Association, Fellow; Federation of Defense and Corporate Counsel

Personal: University of Texas School of Law, J.D., 1983; University of California, Berkeley, M.B.A., 1987; St. Edward's University, B.A., 1980

GOODGAME, John

Akin Gump Strauss Hauer & Feld LLP, Houston
1 713 220 8144
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Featured in Capital Markets (USA - Nationwide), Energy & Natural Resources (USA - Nationwide), Capital Markets (Texas)

See under Nationwide for profile.

GOODMAN, Melissa

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Featured in Labor & Employment (Texas)

Practice Areas: Melissa Goodman is known for litigating and agilely managing sophisticated employment issues during mission critical scenarios. With over 25 years of experience, she has litigated in multiple states, courts of appeal and various arbitration forums. She focuses on litigation and advising top level corporate leadership—boards of directors, in-house counsel and chief executives—on unique, complex and often crisis-level employment affairs, including executive transitions and disputes, internal investigations, unfair competition, whistleblower and retaliation threats, regulatory missteps, major transactions, ERISA litigation and indemnification claims. In addition to complex employment situations, she is also regularly called upon by clients to provide advice on day-to-day employment law issues. She has received recognition from several directories and publications for her work in complex employment matters. In addition to being named a DCEO influential leader in North Texas, her successful defense of Marathon Oil Company in an ERISA pension plan case helped the Haynes and Boone labor and employment team secure Texas Lawyer's "Litigation Section of the Year" award in 2013, the inaugural year the award was presented. She represented Marathon's plan administrator against relatives of a deceased participant.

GORDIAN, Carmelo

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Practice Areas: Carmelo Gordian focuses on life science, software, telecommunications, semiconductor and energy sector companies. Carmelo has represented buyers and sellers in numerous transactions in North America (United States and Canada), Europe and Asia. He has acted as counsel in 55 public offering transactions with 27 transactions representing the company, 25 transactions representing significant shareholders. He has also acted as company and investment counsel on several hundred private offerings principally venture financings over the past 30 years. Carmelo advises companies and boards of directors on corporate governance issues as well as serving as counsel to special committees formed by boards of directors and has an active practice representing GPs and LPs of hedge funds, private equity funds, venture capital and

real estate funds. These funds range from several tens of millions of dollars to multibillion-dollar funds.

GORDON, Gregory M

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Featured in Bankruptcy/Restructuring (Texas)

Career: For more than 30 years, Greg Gordon has represented clients in complex, high-profile chapter 11 cases, out-of-court restructurings, cross-border insolvencies and distressed M&A transactions. He has led successful restructurings in a wide array of industries, and those restructurings have ranged from out-of-court-workouts and prearranged chapter 11 reorganizations to sales of substantially all the assets and cram down plans of reorganization. Greg also has helped clients achieve permanent resolutions of mass tort liabilities, including asbestos liabilities through section 524(g) plans of reorganization that established trusts to process and pay all current and future claims. Greg is a Fellow in the American College of Bankruptcy and has lectured and published articles on a multitude of topics.

GORDON, Randy D

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Featured in Antitrust (Texas)

Practice Areas: Mr. Gordon has more than 25 years of complex litigation experience and focuses his practice on helping a range of entities with antitrust, RICO, class action, university-related, securities and intellectual-property matters. He advises businesses on distribution plans and provides legal and economic analysis of proposed transactions, including mergers and acquisitions. Mr. Gordon formerly served as general counsel to a global trade association serving the semiconductor industry. He is executive professor of law at Texas A&M University, where he also holds joint appointments in history and as special advisor to the dean of the School of Innovation and Vice President of Entrepreneurship and Economic Development.

Professional Memberships: American Bar Association; Texas Bar Association; Oklahoma Bar Association; Dallas Bar Association; American Law Institute

Publications: Mr. Gordon is a frequent lecturer and has many published works on topics such as antitrust, the RICO Act and class action matters in multiple media publications. Mr. Gordon's articles concerning RICO issues are regularly cited as persuasive authority by courts, commentators and practitioners, including in pattern jury instructions, leading law reviews, and briefs in cases before the U.S. Supreme Court.

Personal: University of Edinburgh, PhD; Columbia Law School, LL.M.; Washburn University School of Law, JD; University of Kansas, PhD, MA, BA

GORMAN, Sean

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Sean represents clients in high-risk and high-value disputes across practice areas. His practice largely focuses on four core areas of commercial disputes: contracts, business torts, antitrust, and intellectual property. He has also been retained by clients for seemingly intractable disputes in other areas, including adversary proceedings in bankruptcy cases, mass torts, litigation arising under the U.S. Constitution, and follow-on litigation related to criminal prosecutions. He has represented plaintiffs and defendants in the energy, financial services, chemical, petrochemical, steel, communications, oil field services, medical products, software, government, accounting, construction, real estate, and manufacturing sectors.

GOVETT, Brett

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Featured in Intellectual Property (Texas)

Practice Areas: Commercial litigation, intellectual property litigation, and tort litigation

Career: Brett Govett is Board Certified in Civil Trial Law by the Texas Board of Legal Specialization and is a registered patent attorney with extensive trial experience in commercial, intellectual property, and tort disputes. His trial wins have been featured in the National Law Journal, Texas Lawyer, Dallas Business Journal and many other publications. Govett was recognized among 250 "World's Leading Patent Litigators" by IAM Magazine and has been named a "Texas Super Lawyer" annually since 2003.

Personal: JD, Texas Tech University (1990); BA in Chemistry, The Citadel (1987). Govett was certified by the Texas Board of Legal Specialization for Civil Trial Law in 2000 and is registered to practice before the United States Patent and Trademark Office. He also holds a Graduate Certificate in Leadership from The Citadel Graduate College.

GRAHAM, F Brian

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Practice Areas: Brian Graham, a partner in the Austin office and a member of the labor, employment and workplace safety practice group, practices exclusively in U.S. immigration law. He is internationally recognized for obtaining visas, permanent residency, and citizenship for athletes, entertainers, healthcare professionals, investors, religious workers, information technology workers, professors, and researchers. Mr. Graham regularly advises clients on immigration compliance issues and develops long-term immigration strategies. He counsels cross-border companies and entrepreneurs. Mr. Graham also is sought after for immigration enforcement matters.

GRAY, Adam L.

King & Spalding LLP, Houston
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Featured in Construction (Texas)

Practice Areas: Adam Gray focuses on complex commercial litigation and arbitration, both domestically and internationally. As a partner in the Contracts and Business Torts and Construction Litigation

practices, Adam represents clients in energy, construction and other commercial matters. He represents companies in a wide variety of matters, including disputes over decommissioning obligations, regulatory requirements, power contracts, operating agreements, oil field technology, equipment failures and electricity pricing. Mr. Gray also regularly counsels clients regarding a wide variety of contract and business disputes. His past experience includes corporate mergers, healthcare contracts, environmental remediation, internal investigations, antitrust matters, trade secrets and restrictive covenants. He has helped clients enforce their contractual, statutory and intellectual property rights in courts across the country.

GRAY, Robert F

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Featured in Corporate/M&A (Texas)

Practice Areas: Robert F. "Bob" Gray, Jr. is a partner in the firm's Corporate & Securities practice in the Houston office. He has advised boards of directors, as well as audit and special committees, of public companies in many industries. Bob has represented a variety of public and private companies, underwriters, and equity investors/venture funds in private placements, public offerings and mergers and acquisitions. His extensive industry experience is a significant advantage for clients operating in the energy and technology arenas.

GREAVES, Catherine

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Featured in Healthcare (Texas)

Practice Areas: Catherine Greaves is a counsel in the firm's Healthcare Practice in Austin. She has more than 25 years of experience advising clients involved in all aspects of the healthcare industry. With a focus on state and federal laws related to healthcare, Greaves regularly counsels clients regarding Medicare, Medicaid and other governmental programs, including coverage and reimbursement matters, governmental audits, internal investigations and other compliance issues. She also assists clients with corporate acquisitions, mergers, joint ventures and other complex provider relationships, licensure, and certification matters, as well as employment and recruitment issues. Ms. Greaves has experience advising clients on matters related to HIPAA, HITECH, federal and state healthcare fraud and abuse issues, including anti-kickback laws, physician self-referral prohibitions (Stark Law), false claims, and other sanction issues.

GREEN, Derek

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Featured in Tax (Texas)

Practice Areas: U.S. federal income tax matters, including cross-border transactions, mergers and acquisitions, spin-offs, international joint ventures, securities offerings, tax planning, and restructuring.

Professional Memberships:

State Bar of Texas, Houston Bar Association, American Bar Association
Personal: J.D., Georgetown University Law Center, 1999 cum laude; M.S., aerospace engineering, Texas A&M University, 1991; B.S., aerospace engineering, Texas A&M University, 1989

GREENDYKE, William

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Financial restructuring and insolvency, representing secured and unsecured lenders, debtors, creditors, creditor committees and other clients in connection with restructuring, bankruptcy, and related litigation matters.

Career: Bill Greendyke is Of Counsel in the firm's financial restructuring and insolvency practice in Houston. Before joining Norton Rose Fulbright, Bill served as Chief Judge of the United States Bankruptcy Court for the Southern District of Texas sitting in Houston. He was appointed to the bankruptcy bench by the Fifth Circuit on September 1, 1987.

Professional Memberships: Fellow, American College of Bankruptcy; Houston and Dallas Bar Associations; American Bankruptcy Institute; State Bar of Texas.
Personal: Baylor University (BS, 1976); Baylor Law School (JD, with honors, 1979).

GREER, Marcy Hogan

Alexander Dubose & Jefferson LLP, Austin
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Featured in Litigation (Texas)

Practice Areas: Civil appeals, class actions, multi-district litigation, and trial collaboration and strategy. Licensed in the US Supreme Court, 1st, 2d, 3d, 4th, 5th, 7th, 8th, 9th, 10th, 11th, and Federal Circuit Courts of Appeals, and Texas.

Career: Managing Partner, Alexander Dubose & Jefferson LLP (2019-present; partner 2014-19); Partner, Norton Rose Fulbright US LLP (formerly, Fulbright & Jaworski LLP) (2003-2014; associate 1994-2002); Board Certified, Texas Board of Legal Specialization (1997-present); Law Clerk to the Hon. Carolyn Dineen King, US Court of Appeals for the Fifth Circuit (1993-1994).

Professional Memberships: American Law Institute; American Bar Association, TIPS Section, Diversity Officer; Bar Association of the Fifth Federal Circuit, Governor; Center for Women in the Law, Executive Committee/Founder; Federation of Defense and Corporate Counsel; Texas Supreme Court Advisory Council on Court Rules, Member; Texas Supreme Court Historical Society, former President;
Publications: National Editor, A PRACTITIONER'S GUIDE TO CLASS ACTIONS (ABA 2010, 2017); National Co-Editor, 3d edition (Aug. 2021).

Personal: J.D. cum laude, University of Houston Law Center (1990); B.A. Emory University (1987).

GREER, Scott A

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Featured in Projects (USA - Nationwide),

Construction (Texas)

See under Texas for profile.

GRIBOV, Guy

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Featured in Banking & Finance (Texas)

Practice Areas: Guy's practice focuses on syndicated and structured/mezzanine financings and preferred equity investments. He has worked on numerous bank financings, mezzanine and structured financings, preferred equity investments and convertible debt, including financings matters for master limited partnerships, structured financings for oil and gas investment partnerships and mezzanine oil and gas financings. He represents mezzanine funds, publicly and privately held corporate borrowers and issuers, private equity funds and commercial banks.

Personal: Columbia Law School, J.D., 2009 (Harlan Fiske Stone Scholar; Columbia Journal of Transnational Law); Simon Fraser University, B.B.A. Finance, 2006.

GRIFFIN, James

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Featured in Corporate/M&A (Texas)

Practice Areas: James R. Griffin, a partner in Weil, Gotshal & Manges' M&A practice group, represents both publicly held and privately held companies from a broad range of industries in mergers and acquisitions transactions, including public and private company mergers, stock acquisitions, asset acquisitions, tender offers, divestitures, auction transactions, defensive strategies and going-private transactions. He also advises boards and special committees on fiduciary duties in the M&A context. Mr. Griffin is a frequent speaker on M&A topics, and is a past Vice Chair of the American Bar Association's M&A Committee.

GRIFFITH, Scott

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Featured in Construction (Texas)

Practice Areas: Scott Griffith is President and Founding Shareholder at Griffith Davison. His practice focuses on complex litigation and dispute resolution for contractors, owners, and developers. Scott is recognized and valued among peers and clients for his professional approach, expansive knowledge in construction and real estate, and exceptional skills in the courtroom. His experience and understanding of the construction industry position him to advise clients through complex, high-stakes disputes. Scott has a record of success prosecuting and defending a broad range of construction-based disputes before state courts, federal courts, and arbitrators. Scott has extensive experience with claims resulting from delays, disputed scope, construction defects, and design errors. Scott stays abreast of evolving legal and commercial implications for his clients through active

involvement with various associations including the American Bar Association, State Bar of Texas, and TEXO. He is Board Certified in Construction Law with the Texas Board of Legal Specialization; a former chair of the Construction Law Section of the Dallas Bar Association; an Associate Member in the Construction Owners Association of America; and a Fellow with the Construction Lawyers Society of America. He has received several recognitions and rankings and often speaks on complex legal matters within the construction industry.

GRIFFITH, Vanessa

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Featured in Labor & Employment (Texas)

Practice Areas: Represents management in all aspects of employment and labor litigation and counseling with a focus on class and collective action defense. Also represents management and executives in restrictive covenant and trade secret litigation. Board certified in labor and employment law by the Texas Board of Legal Specialization.

Career: Admitted to practice: 1994. Law clerk to the Honorable David Hittner, United States District Judge, Southern District of Texas: 1994-1996. Joined Vinson & Elkins, 1996; admitted to partnership, 2004.

Personal: Rice University, BA, 1988. University of Texas School of Law, JD, 1994 (Chancellors; Order of the Coif).

GROOS, Richard

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Featured in Intellectual Property (Texas)

Practice Areas: Richard Groos specializes in intellectual property law. As a partner in the Intellectual Property, Patent, Trademark and Copyright Litigation practice, Richard consults with clients on a variety of intellectual property matters. He counsels clients in a wide range of intellectual property matters, including domestic and international trademark registration and enforcement. He specializes in strategic planning and alignment of trademark portfolio composition with business goals. Mr. Groos works with clients to find creative solutions in branding, advertising and internet disputes, and assists clients in capturing, creating and enforcing intellectual property rights. He is a frequent speaker and author on intellectual property topics.

GROTEN, Eric

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Featured in Environment (Texas)

Practice Areas: Serves industrial, energy, and utility clients in managing their environmental challenges, principally air quality, including defense of governmental and citizen enforcement actions, permit application proceedings, environmental audits and investigations, compliance counseling, transaction of emission rights, advocacy in state and federal rulemakings and related litigation.

Career: JD, The University of Texas School of Law, 1985; BA, Chemistry and

Environmental Studies, Baylor University, 1981.

GUARAGNA, John

DLA Piper LLP (US), Austin
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Practice Areas: Patent Litigation; Intellectual Property and Technology; Litigation, Arbitration and Investigations

Career: John Guaragna is Co-Managing Partner of DLA Piper's Austin office and Texas Chair of the Intellectual Property and Technology practice. He focuses on patent litigation and other technology and intellectual property disputes. John has successfully represented clients at trial in patent, trademark and antitrust cases in district courts throughout the United States, as well as in the International Trade Commission and the Federal Trade Commission. John's recent experience includes the representation of Dell, Home Depot, HP, Itron, KLA-Tencor, lululemon, Medtronic, Microsoft, Samsung, Silicon Labs, and others in various intellectual property matters. John has significant experience handling patent cases in Texas district courts, including in the Western District of Texas and the Eastern District of Texas where he is admitted to practice and has handled over 250 patent cases. Additionally, John has extensive experience relating to the intersection between patent law and antitrust law, including a three-month antitrust trial before the Federal Trade Commission. He also has handled various trademark, trade secret, copyright and indemnity disputes.

Personal: J.D., University of San Diego 1998; B.A., Villanova University 1990

GUEDRY, David N

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Practice Areas: Partner David Guedry is nationally recognized for more than 25 years of leadership advising global service providers and Fortune 1000 companies on complex sourcing relationships, including assisting with developing legal, operational and business strategies, and translating strategy into the practical negotiation and documentation of deals. David's experience includes managing the complexities of information technology (IT) and telecommunication outsourcing agreements, business process outsourcing arrangements (with an emphasis on HR and finance and accounting (F&A) outsourcing), distribution relationships, licensing arrangements, and joint ventures, strategic alliances and teaming relationship. He also assists clients in turning unprofitable, troubled relationships into profitable, referable accounts by guiding the client through the process of identifying, developing and successfully implementing turnaround solutions. Although David's primary emphasis is on working with technology businesses, clients in a wide range of other sectors look to him for guidance. He has handled billions of dollars of outsourcing and other arrangements for leading providers. He represents large multinational retailers, manufacturers, airlines and other service companies in their contractual relationships with technology and business

process services providers. David similarly advised a Big Four accounting firm in the structuring of a global delivery model for a new outsourcing services offering. View more at: <https://www.mwe.com/en/team/g/guedry-david>

GUNTER III, J Clifford

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Provides strategic trial representation to energy and a diverse array of major industrial and financial clients in complex, high stakes, multiple-party litigation, both internationally and domestically. Extensive experience representing clients in class action litigations in industries such as financial services, energy, transportation, electric utility, consumer products and securities. Advises board of directors with respect to and conducts internal investigations on diverse subjects ranging from financial reporting issues, the Foreign Corrupt Practices Act, power trading and bidding, law enforcement and regulatory investigations and shareholder derivative claims. Counsels clients on remedial and preventative measures in connection with these investigations.

Career: Houston Bar Association Fellow, American College of Trial Lawyers, Fellow, American Board of Trial Advocates, Fellow

Professional Memberships: State Bar of Texas; State Bar of Colorado; Houston Bar Association, Fellow; American College of Trial Lawyers, Fellow; American Board of Trial Advocates, Fellow

Personal: LLB, the University of Texas School of Law, 1967; BA, the University of Texas at Austin, 1965

GUTMANN, Lytch T

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Featured in Corporate/M&A (Texas)

Practice Areas: Represents public and private companies, master limited partnerships MLPs and special committees in a variety of corporate transactions, including stock and asset purchases and sales, joint ventures, mergers and other business combinations. Also provides counsel to private equity funds and their portfolio companies, along with management teams seeking private equity capital. Practice focuses on the midstream and upstream areas of the energy industry. Recent experience includes acquisitions and divestitures of oil and gas pipelines and storage terminal facilities, water infrastructure assets, and other midstream companies and assets.

Professional Memberships: State Bar of Texas; Houston Bar Association; Houston Young Lawyers Associates; Womens Energy Network; Texas Bar Foundation

Personal: South Texas College of Law Houston, J.D., 2010, cum laude; Hollins University, Bachelor of Arts, 2007

GUY, James

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Featured in Energy & Natural Resources (Texas)

Practice Areas: James is the Partner in Charge of Eversheds Sutherland's Austin office and counsels energy clients on a broad range of matters including litigation, regulatory compliance and enforcement, policymaking, and due diligence and counseling for project development and business transactions. He serves utilities, power marketers, retail electric providers, electric generators and energy storage providers, as well as project developers and end use customers. James has 20 years of experience in natural gas and electric rate restructuring, certification, rulemaking and compliance proceedings before state and federal regulatory agencies, including PUCT, ERCOT, RRC, FERC and DOE. He also assists clients in matters before state utility commissions in 15 other states, including Arizona, Colorado, Connecticut, Delaware, Illinois, Louisiana, Massachusetts, Maryland, Michigan, New Jersey, New Mexico, New York, Ohio, Pennsylvania and the District of Columbia. James has a unique background working with companies of all sizes. Prior to law school, he worked as a quality control manager and production supervisor for a multinational process manufacturing company. While James continues to work with Fortune 100 and 500 energy companies across the nation, he also advocates for small-to-mid-size companies both on specific matters and by effectively serving as outside general counsel.

HAIRE, M. Breen

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Featured in Corporate/M&A (Texas)

Practice Areas: Breen Haire focuses on mergers and acquisitions and private equity transactions in the energy and infrastructure sectors. He has significant experience advising on M&A transactions involving companies in the oil and gas midstream and power sectors, as well as renewables, LNG and other energy-related sectors. Breen also works on transactions in the infrastructure sector, including communications and digital infrastructure and transportation.

Career: Joined Firm, 2014.

Personal: New York University School of Law (J.D., magna cum laude, 1999); Boston University (B.F.A., summa cum laude, 1994).

HALEVY, Amy Karff

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Featured in Labor & Employment (Texas)

Practice Areas: Counsels and represents employers in all areas of employment law. Guides clients in the preparation and application of employment policies and procedures. Provides advice in complex and high level company investigations when there are concerns of employee misconduct or in other areas related to the employment relationship. Experience also includes helping employers with difficult employee terminations. Practice includes more than 30 years of experience defending employers before the Equal Employment Opportunity Commission (EEOC) and state agencies against allegations of race, sex, national origin, religion, age and disa-

bility discrimination. Success in defeating claims at the summary judgment stage in state and federal court. Also experienced in resolving claims in mediation or through other informal settlement negotiations.

Professional Memberships: State Bar of Texas Former Director for District Four, Place Two; State Bar of Texas Labor and Employment Law Section; Houston Bar Association

Personal: JD, University of Houston Law Center, 1987; BA, Wesleyan University, 1984, with honors

HALL, Charles W.

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Featured in Tax (USA - Nationwide), Tax (Texas)

See under Texas for profile.

HALL, Eric

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Featured in Intellectual Property (Texas)

Practice Areas: Intellectual property, telecommunications

Career: Eric's practice focuses on patent law and electronics technology issues including patent prosecution, litigation and licensing. He represents clients worldwide in wireless, media, software, banking, insurance, and industrial technology. Eric has successfully represented numerous telecommunications and electronics technology companies in patent infringement actions and licensing negotiations.

Professional Memberships: Houston Intellectual Property Lawyers Association; Senior Member of IEEE

Publications: He has authored or co-authored dozens of engineering and mathematics publications as well as a book on probability theory published by Oxford University Press.

Personal: JD, High Honors, The University of Texas Law School; Ph.D., Electrical Engineering, The University of Texas; MS, Electrical Engineering, The University of Texas; BS, cum laude, Electrical Engineering, Rice University

HAMILTON, Brett

Locke Lord LLP, Houston
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Featured in Real Estate (Texas)

Practice Areas: Brett Hamilton represents lenders and borrowers on financings, acquisitions and development of apartment complexes, hotels, office buildings, senior living facilities and shopping centers. Brett focuses on partnering companies and lenders in syndicate transactions involving real estate financing, construction, development, and purchase and sale transactions.

Career: •Opened Locke Liddell & Sapp's New York office •Partner In Charge (1987-1990)

Personal: J.D., with honors, The University of Texas School of Law, 1980, Phi Alpha Delta B.B.A., summa cum laude, Texas A&M University, 1977

HAMNER, Herschel

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Featured in Banking & Finance (Texas)

Practice Areas: HERSCHEL HAMNER's practice focuses on debt financings, including corporate lending transactions, leveraged acquisition financings, specialty financings and other debt investments. His practice centers on finance transactions in the energy industry, where he has extensive experience in the upstream, oilfield services, midstream and downstream sectors. Herschel represents both lenders and borrowers in connection with secured and unsecured credit facilities and note purchase facilities, including cash flow loans, reserve-based lending transactions, asset-based lending transactions, unitranche financings, first lien/second lien transactions, mezzanine financings and bridge loans, as well as workouts and restructurings. On the lender side, he regularly counsels commercial banks in syndicated credit facilities and non-bank lenders in direct lending transactions. On the borrower side, he advises public companies, private equity funds, sponsor-backed portfolio companies and other privately held entities in a wide range of debt financings. Herschel has been ranked for the past nine years (2012-2019) by Chambers USA: America's Leading Lawyers for Business for Texas: Banking & Finance.

Professional Memberships: Co-Author, "Low Oil Prices Put Pressure on Minimum Hedging Requirements in Alternative Financings for E&P Borrowers," Oil & Gas Financial Journal, October 2015.

HAMPTON, Wallis

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, Houston
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Featured in Litigation (Texas)

Practice Areas: Experience in all aspects of business litigation. Principal areas of focus include defending companies and their directors and officers in securities and fiduciary duty cases (principally in securities fraud and takeover situations), class actions, SEC and governmental investigations, internal investigations, and commercial disputes.

Personal: JD, University of Texas School of Law, 1992; BA, Abilene Christian University, 1989.

HANKINS, Richard B

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Featured in Labor & Employment (Texas)

Practice Areas: For more than 30 years, Richard has advised US corporations with regard to a wide variety of complex labor relations matters, such as large-scale union organizing and decertification campaigns, unfair labor practice charges, strikes and secondary boycotts, union jurisdictional disputes, and successor employer claims. He works closely with management on labor relations strategies related to new facilities, plant closings and consolidations, as well as during acquisitions and divestitures.

Personal: JD, University of Mississippi School of Law, BA, Freed-Hardeman College

HANSLIK, Christopher

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Chris Hanslik's litigation practice has spanned over two decades and has covered the full spectrum of commercial and business litigation, including contracts, business torts, securities and corporate governance, oil and gas, lender liability, trade secrets, non-compete agreements and other employment-related disputes.

Career: Recognizing that the last place most business clients want to be is in the courtroom, Chris strives to develop creative, practical, and value-driven solutions to complex problems and disputes from the outset. However, as a trial lawyer, he provides the skills necessary for success in the courtroom. Chris's courtroom experience ranges from state and federal court trials to arguments before the Supreme Court of Texas and all points in between. In the relentless pursuit of his client's best interest, Chris keeps one important value in mind — integrity.

Professional Memberships: United States Supreme Court United States Court of Appeals for the Fifth Circuit Texas Bar Foundation, Fellow State Bar of Texas Litigation Section, Administration of Rules of Evidence Committee American Bar Association Houston Bar Association

HARDIN, Rusty

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Featured in Litigation (USA - Nationwide), Litigation (Texas), Litigation (Texas: Houston & Surrounds)

Practice Areas: Mr. Hardin is the founder and leader of Rusty Hardin & Associates, LLP, a Houston-based firm that was launched in 1996 and continues to garner national recognition as a premiere law firm for both civil and significant criminal matters. Mr. Hardin has represented and won favorable verdicts for a lengthy list of high-profile clients, including professional MLB pitcher Roger Clemens, TV evangelist Victoria Osteen, and NASA astronaut Anne McClain. Mr. Hardin also represented the accounting firm Arthur Andersen during the Enron scandal, a case that resulted in a unanimous U.S. Supreme Court opinion overturning the firm's obstruction of justice conviction. In 2020, the Litigation Section of the State Bar of Texas inducted Mr. Hardin as its newest "Texas Legal Legend." This honor places him alongside an elite group of top trial lawyers, all of whom are highly regarded for their craft and unwavering dedication to serving others. Mr. Hardin has also been recognized as a "Trial Ace" by Law360, a "Lion of the Texas Bar" by Texas Lawbook and received a "Lifetime Achievement" award from the ALM.com publication Texas Lawyer. Prior to entering private practice, he served 15 years as a high-level prosecutor for the Harris County District Attorney's office.

HARPER III, A John

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Featured in Labor & Employment (Texas)

Practice Areas: Appellate Practice; Discrimination and Harassment; ERISA and Benefit Plan Litigation; Labor Management Relations; Wage and Hour

Career: John Harper III represents employers in all aspects of labor relations, including: organizing drives; collective bargaining; interpretation and application of labor agreements; and grievance and arbitration proceedings. Harper also assists clients in transactions involving unionized facilities and with respect to the labor aspects of bankruptcy proceedings. In addition to his labor relations practice, he assists clients in all aspects of employment law, including defending employers against claims under various federal and state anti-discrimination and retaliation laws and advising employers regarding compliance with federal, state and local labor and employment laws. Harper also represents employers in cases involving unfair competition and denial of Employee Retirement Income Security Act (ERISA) benefits.

Personal: J.D., Southern Methodist University, Dedman School of Law, cum laude; B.A., Washington and Lee University, cum laude

HARRIS, Lauren

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Featured in Litigation (Texas)

Practice Areas: Lauren Harris heads the firm's appellate section. With nearly 30 years of experience as lead counsel in state and federal appellate courts, she prepares briefs and presents oral argument in appeals from judgments, interlocutory appeals, and in original proceedings. Lauren has handled hundreds of appeals in a variety of areas, including energy litigation, commercial disputes, products liability, labor and employment, healthcare liability, professional liability, legal and medical malpractice, construction litigation, and toxic tort. She is frequently retained to assist clients with preservation of error strategies at the trial court level, including preparing dispositive motions, jury charges, post-verdict and post-judgment motions, and assisting at trial. Lauren is Board Certified in Civil Appellate Law by the Texas Board of Legal Specialization. She is the past chair of the Houston Bar Association Appellate Practice Section. She has also served as chair of the International Association of Defense Counsel Appellate Practice Committee, and the Amicus Curiae Committee. BTI Consulting Group has recognized Lauren as a "Client Service All-Star," awarded annually to a select group of attorneys acknowledged by corporate counsel for client service excellence.

Professional Memberships: International Association of Defense Counsel Defense Research Institute (DRI) Texas Association of Defense Counsel Phi Delta Phi Honorary Legal Fraternity

HARRIS, Warren W

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Featured in Litigation (Texas)

Practice Areas: Handles high-stakes appeals in Texas and across the country and has handled hundreds of appeals,

primarily handling cases that were originally tried by other law firms. Serves as appellate counsel in major trials to provide strategic advice, preserve of error, argue jury charges, and handle post-verdict motions.

Career: Chair, Appellate Practice Group; Served as a briefing attorney for the Supreme Court of Texas

Professional Memberships: American Academy of Appellate Lawyers, Treasurer, 2021; Board Certified, Civil Appellate Law, Texas Board of Legal Specialization; Houston Bar Association, President, 2018–2019; University of Houston Law Foundation, President, 2019–2021; Texas Supreme Court Historical Society, President, 2012–2013; Houston Volunteer Lawyers Program, Chair, 2012–2013; Texas Bar Foundation, Fellows Chair, 2010–2011; University of Houston Law Alumni Association, President, 2009–2011; State Bar of Texas, Appellate Section, Chair, 2005–2006; Texas Bar Journal, Editorial Board Chair, 2002–2006; International Association of Defense Counsel, Appellate Practice Committee, Chair, 2003–2009

Personal: JD, University of Houston Law Center, 1988, cum laude; BBA, University of Houston, 1985

HARRISON, Robin L

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Robin Harrison is a partner at Hicks Thomas, a commercial litigation boutique based in Houston, Texas. For more than 35 years, he has represented both plaintiffs and defendants in business disputes involving trade secrets, breach of contract, fraud, professional liability and other related matters. His industry experience includes oil and gas, construction, real estate, industrial and consumer product manufacturing, and computer software development. Board Certified in Civil Trial Law by the Texas Board of Legal Specialization. Mr. Harrison is a member of the American Board of Trial Advocates, as well as the Texas Association of Civil Trial and Appellate Specialists. He also is a Fellow of the Texas Bar Foundation. An active speaker and writer, Harrison frequently lectures at continuing education conferences and contributes pieces to prominent legal publications. Mr. Harrison received his law degree from the University of Michigan Law School in 1981. Since 2004, he has been named a Texas Super Lawyer by Thomson Reuters, and has been recognized by Best Lawyers in America for his work in Commercial Litigation and Oil & Gas Law. He has an AV Preeminent rating from Martindale-Hubbell and has been named a Top 100 Trial Lawyer by the National Trial Lawyers Association.

HARVEY, Dean William

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Featured in Technology (Texas)

Career: Dean is the co-chair of Perkins Coie's Artificial Intelligence, Machine Learning & Robotics group. He focuses his practice on technology related commercial transactions, product counseling and data privacy and security. He assists

clients in acquiring and developing intellectual property, technology, software and other technology-related services. Dean has counseled FORTUNE 100 clients, mid-tier clients, and start-ups on AI and machine learning, product compliance, privacy and security, large software development projects; AI companies in negotiations with their clients, SaaS providers in establishing and operating their platforms; and technology companies in various data and technology licensing transactions.

HARWELL, Gregory A
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Featured in Construction (Texas)

Practice Areas: Greg's practice emphasizes commercial and residential construction litigation and transactions, and with over 30 years of legal experience, he has been involved in almost every conceivable situation where the law and the construction industry intersect. Greg primarily devotes his time to litigating claims arising from design and construction projects, and has tried over 75 disputes through either court or arbitration. Typical matters involve complaints of delay and disruption, allegations of design or construction errors, and suits involving mechanic's liens. He brings the skills and knowledge gained in the adversarial arena to the negotiation and drafting of design and construction contracts and related documents, knowing first-hand how to mitigate risks through preparing proper project documentation. Greg is adept at navigating the complex world of bond claims and mechanic's liens, having authored a chapter on the mechanic's lien laws of Texas at www.lienlawonline.com. Further, he has been involved for many years in efforts on behalf of clients in the construction industry to draft and present legislation in Texas and throughout the United States that affects the industry. Included in these efforts are proposed laws relating to insurance coverage, to the regulation of contractors, and to facilitate pre-suit negotiation of disputes.

HASTINGS, Scott

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Featured in Litigation (Texas)

Practice Areas: Scott Hastings is a veteran Supreme Court advocate who has argued and won before the United States and Texas Supreme Courts. Scott has presented oral argument more than 40 times and has served as counsel of record in more than 200 appeals. Scott also maintains an active trial practice handling cases involving constitutional law, oil and gas, the federal False Claims Act, property rights, intellectual property, class actions, and commercial disputes. Scott has led many trial teams to successful judgments on both the plaintiff and defendant sides of the docket.

Professional Memberships: Scott is an elected member of the American Law Institute. He serves on the Board of Advisors for Vanderbilt University Law School. He began his legal career as a law clerk to Judge John Minor Wisdom of the U.S. Court of Appeals for the Fifth Circuit.

Personal: Vanderbilt University Law School (JD, 1997); Louisiana State University (BS, cum laude, 1994)

HATCHELL, Mike A

Haynes and Boone, LLP, Austin
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Featured in Litigation (Texas)

Practice Areas: Mike Hatchell has been lead counsel in over 400 appeals, argued 47 proceedings in the Texas Supreme Court, argued en banc twice to the federal Fifth Circuit, and has appeared in all 14 Texas courts of appeals. Mike's practice focuses on appeals to all courts with emphasis on the Texas Supreme Court. He is an elected member of the American Academy of Appellate Lawyers, was named in 2007 as the "Go-To" appellate lawyer in the Texas Lawyer Go-To Guide, and in 2015 was honored by the Texas Bar Foundation with the esteemed Gregory S. Coleman Outstanding Appellate Lawyer Award. He serves on the Texas Supreme Court Advisory Committee and lectures regularly on appellate issues and developing Texas law.

HAWKINS, John R

Porter Hedges LLP, Houston
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Featured in Construction (Texas)

Practice Areas: John Hawkins represents businesses in complex commercial disputes in federal and state court and in arbitration, in litigation avoidance, and in related transactional and non-litigation matters. His experience includes, generally: * Litigation, including construction, design professional, distressed real estate litigation for lenders and investors, patent and copyright infringement, homeowner association litigation, and general commercial * Preparing, reviewing, and negotiating design, construction, EPC, and energy infrastructure contracts * Defending design professionals in disciplinary proceedings John practiced architecture for ten years before attending law school. As an architect, his experience encompassed a broad range of commercial and institutional projects, including (at 3D/International, Inc.) high-rise office, laboratory, museum, and hospital projects.

Professional Memberships: State Bar of Texas, Litigation and Intellectual Property Sections and Construction Law Forums, Member Houston Bar Association, Litigation and Intellectual Property Sections and Construction Law Forums, Member Texas Bar Foundation, Sustaining Life Fellow Rice Design Alliance, Board Member, 2014-present Central Houston, Inc., Priority Corridor Working Group Subcommittee Chair American Institute of Architects and Texas Society of Architects, Corporate Member Legal Counsel Forum of American Counsel of Engineering Companies

HAWLEY, Brad

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Featured in Real Estate (Texas)

Practice Areas: Represents private and public real estate investment and development clients and financial institution clients in structuring, documenting, and

negotiating the acquisition, disposition, development, leasing, and financing of improved and unimproved commercial real property. Extensive experience in construction and term lending, loan workouts and restructurings as well as the acquisition and disposition of real estate secured loan portfolios.

Professional Memberships: Texas Association of Bank Counsel; Real Estate Council of Dallas (Founding Member); Real Estate Council of Austin.

Personal: The University of Texas School of Law (J.D., with honors, 1982); The University of Texas at Austin (B.A., with highest honors, 1979).

HEADLEY, Linda

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Featured in Labor & Employment (Texas)

Practice Areas: Discrimination and Harassment; Labor Management Relations; Unfair Competition and Trade Secrets

Career: Linda Headley focuses her practice on employment litigation; client counseling; and unfair competition issues. She represents employers in all labor and employment-related matters, including litigation in federal and state courts; administrative proceedings before the Equal Employment Opportunity Commission; Wage and Hour Division of the Department of Labor; the Occupational Safety and Health Administration; and related Texas state agencies. Headley also regularly counsels employers on issues involving federal and state employment and labor laws. She has represented employers in numerous types of disputes, including cases involving discrimination on the basis of age; race; sex; national origin; religion; disability; sexual harassment; workers' compensation; discrimination; breach of employment contracts; and unfair competition issues. Headley is on the firm's Nominating Committee and formerly served as the Office Managing Shareholder in the Houston office and on Littler's Board of Directors.

Professional Memberships: Fifth Circuit Pattern Jury Charge - Committee for Employment Law; State Bar of Texas - Labor and Employment Section, Former Chair and Council Member

Personal: J.D., University of Houston Law Center, cum laude; B.F.A., University of Houston

HEATH, Paul E

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Regularly represents public and private companies and advises their respective Boards of Directors and senior management on developing solutions for reorganizing capital structures and business operations. Devotes a significant portion of practice to the representation of senior secured lenders in out of court workouts and chapter 11 restructurings. Represents strategic and financial purchasers of assets from financially distressed companies. Clients include companies in a range of industries, including energy, distribution, manufacturing, and utilities.

Career: Admitted to Texas Bar, 1987; Came to firm as Partner, 1999.

Personal: Graduated from The University of Texas, BBA, 1984; JD with honors, 1987.

HEDRICK, Lindsay

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Featured in Labor & Employment (Texas)

Career: Lindsay represents employers in employment litigation in state and federal courts and in labor arbitrations. She focuses her practice on disputes involving alleged discrimination, harassment, retaliation, wage and hour violations, breach of contract, whistleblower claims, and restrictive covenants/unfair competition. Lindsay has extensive experience conducting internal workplace investigations and regularly counsels employers on risk mitigation strategies, severance agreements, and workforce reductions. She also advises on and negotiates the labor and employment aspects of corporate transactions. Lindsay is a frequent speaker on a myriad of topics, including artificial intelligence, diversity and inclusion, and sexual harassment.

HEFLEY, Amy

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Featured in Litigation (Texas)

Practice Areas: Amy Hefley co-chairs the firm's Securities and Shareholder Litigation practice group. She has substantial experience representing companies and their officers and directors in securities class actions, merger challenges, and fiduciary duty litigation in federal and state courts across the country. Amy also represents companies and audit and special committees in internal investigations and advises clients on preventing and responding to operational and corporate compliance issues. Amy has handled a broad range of complex commercial litigation, including business litigation involving fraud claims, fiduciary obligations, contracts, and business torts, and has tried cases to a decision on behalf of plaintiffs and defendants.

Career: Amy clerked for Hon. Emilio M. Garza, U.S. Court of Appeals for the Fifth Circuit (2006-07), and Hon. Ewing Werlein, Jr., U.S. District Court for the Southern District of Texas (2004-06).

Professional Memberships: State Bar of Texas; U.S. Court of Appeals—Fifth Circuit; U.S. District Courts for Northern, Southern, Eastern and Western Districts of Texas, and District of Colorado; American Bar Association; Federal Bar Association—President 2020; Houston Bar Association.
Personal: J.D., The University of Texas School of Law 2004 (Order of the Coif; high honors); B.A., History, University of Oklahoma 2001 (Phi Beta Kappa; summa cum laude).

HEIDLER, Michael

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Featured in Litigation (Texas)

Practice Areas: Michael Heidler is an accomplished appellate litigator who frequently practices before the Texas Supreme Court, the United States Court of Appeals for the Fifth Circuit and the

Texas intermediate appellate courts. Mike is involved in every aspect of the appellate process, from drafting briefs and motions to arguing cases in appellate courts. In addition, he counsels clients on litigation strategy. Mike is highly experienced in the energy sector, particularly oil and gas matters, but his appellate practice extends to other areas as well. Mike has worked on breach of contract, fiduciary duty, antitrust, securities, condemnation, environmental, construction, tax, class-action, admiralty and tort cases. His energy-related cases include disputes over royalty payments, implied covenants, joint operating agreements, surface use agreements, indemnification, insurance coverage, and well permitting.

Career: Admitted to practice—Texas; U.S. Court of Appeals for the Fifth Circuit; U.S. Court of Appeals for the Tenth Circuit; and U.S. District Courts for the Northern, Eastern, Southern, and Western Districts of Texas

Personal: Yale Law School, J.D., 2007 (Editor, The Yale Law Journal; Chair of the Pocket Part Committee; Managing Editor, Yale Law & Policy Review) The University of Texas, B.B.A., 2000 (First in class)

HEIM, Michael

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Featured in Intellectual Property (Texas)

Practice Areas: Michael Heim is a nationally prominent trial lawyer who focuses on intellectual property litigation for clients across industries. He is managing director and founding partner of Heim Payne & Chorush, a firm that handles the most complicated disputes for some of the largest energy and technology firms, as well as individuals and smaller companies going up against behemoths of industry. With an electrical engineering background, deep business knowledge and prior experience as a USPTO examiner, Mr. Heim is a trusted advisor to clients throughout all stages of litigation, from pre-suit patent portfolio analysis to filing of lawsuits and handling of appeals. He has led litigation teams from complaint to judgment in federal district courts in the Eastern District of Texas and across the country, winning favorable settlements and judgments for his clients. Heim, Payne & Chorush staffs its litigation for appeal, and Mr. Heim has an active appellate practice before the U.S. Court of Appeals for the Federal Circuit.

HELD, Kenneth P

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Featured in Litigation (Texas)

Practice Areas: Securities litigation, complex commercial litigation and arbitration, and energy litigation.

Career: Kenneth is an experienced trial attorney who focuses his practice on business litigation in state and federal courts, arbitration and regulatory enforcement matters, with a particular emphasis on securities and fiduciary duty litigation, energy litigation, and private equity related disputes. He also has experience in bankruptcy court litigation. His clients range from individuals to publicly traded

and privately held companies, as well as private equity firms and hedge funds. He has defended corporate clients, officers, and directors against shareholder derivative actions, shareholder class actions (including Rule 10b-5 and Section 11 cases), and merger challenge cases in various industries, including energy, telecommunications, healthcare, and technology. In the energy arena, Kenneth has represented both plaintiffs/claimants and defendants/respondents in disputes regarding price reopeners, long-term gas supply contracts, crude oil quality, joint operating agreements and joint venture agreements, and purchase price issues.

Personal: JD, Yale Law School, 1993 (Senior Editor, The Yale Law Journal); BA, Cornell University, Phi Beta Kappa, 1990 (cum laude); Law Clerk, Hon. Milton Pollock, U.S. District Court for the Southern District of New York, 1993-94.

HELFAND, Thomas

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Practice Areas: As one of the more experienced and active tax practitioners in the Dallas legal community, Tom has represented a broad range of clients in a wide variety of areas of the tax law. He has been very active professionally, giving speeches and writing articles on a broad array of topics reflecting his practice. Due to the breadth of his experience and aptitudes for client service, Tom also serves as outside general counsel for several major clients. Tom has served in numerous leadership and management roles at Winstead since the commencement of his career in 1977. He has served as a member of Winstead's Board of Directors and as the firm's chief operating officer and Dallas managing shareholder, as well as Chair of the Business & Transactions Department. Representative Experience Bankruptcy Reorganizations and Restructurings Corporate Organizations, Reorganizations, Mergers and Acquisitions E-Commerce Emerging Businesses Energy Executive Compensation Formation and Operation of Private Investment and Real Estate Funds International Partnership and Limited Liability Company Formations, Transactions and Roll-ups Real Estate Investment Trusts, REMICs and Asset Securitizations Real Estate Planning State Tax Planning Tax Controversies

HELMS, Shawn C

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Practice Areas: Shawn Helms is co-head of the Firm's Technology & Outsourcing Practice. Shawn has broad experience in the areas of information technology, outsourcing and telecommunications. He focuses his practice on complex transactions involving technology and intellectual property, including business process outsourcing (BPO) and information technology outsourcing (ITO), licensing, cloud computing arrangements (infrastructure as a service (IaaS), software as a service (SaaS) and platform as a service (PaaS)), technology maintenance and services, technology development/customization (including iPhone, Android

and other mobile device applications and systems), wireless infrastructure, robotic process automation (RPA), social media issues, strategic alliances, e-commerce, distribution, internet of things (IoT), confidentiality, strategic sourcing and data security/privacy. He also advises clients on transition services and technology and intellectual property matters relating to the acquisition or divestiture of businesses. Shawn also has significant experience in advising clients through software audits and related negotiations and settlements, open source software issues and software escrow matters. View more at: <https://www.mwe.com/people/columbia-sarah-chapin/>

Publications: Shawn is the co-author of a Bloomberg BNA portfolio titled "Technology and Outsourcing" published in 2018. Co-author of a legal treatise on outsourcing law, "Outsourcing: Law and Business" published by Law Journal Press. Learn more at www.outsourcingtreatise.com.

HERZOG, Bruce C

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Featured in Corporate/M&A (Texas)

Practice Areas: Bruce C. Herzog is the Co-Managing Partner of the firm's Houston office, which he founded in 2014, and serves on the firm's Executive Committee. He is a partner in the Corporate & Financial Services Department focusing on private equity transactions—LBOs, growth and early stage capital investments, equity line arrangements and other complex partnership structures as well as a wide range of M&A projects for portfolio companies. For more than three decades, Bruce has worked closely with diverse sponsor funds focused on investments in industrial, energy, basic manufacturing, distribution and telecommunication sectors. While a majority of his practice involves leveraged buyouts, portfolio company acquisitions, exits and other M&A projects, Bruce also has many years of experience advising fund principals on fund formation projects and individual compensation arrangements. As a native Houstonian with broad private equity relationships dating back to the late 1980s, Bruce is one of the early practitioners in the Texas market to have a full-time practice dedicated to private equity transactions.

Personal: University of Texas School of Law, J.D., 1988, Yale University, B.A., 1985; See <https://www.willkie.com/professionals/h/herzog-bruce-c>

HETTINGER, Glen

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Featured in Corporate/M&A (Texas)

Practice Areas: Corporate; securities; mergers and acquisitions; corporate governance.

Career: Glen Hettinger is a senior partner and the immediate past Head of US Corporate, M&A and Securities. Additionally, Glen serves on the US Partnership Committee. He has a broad range of experience including representing public and private companies in accessing capital and effecting mergers and acqui-

sitions. Glen has served on the board and audit committee of a public corporation and has counseled boards of directors on corporate governance, interested-party transactions, and fiduciary duties.

Professional Memberships: Named among 'The Best Lawyers in America' in Corporate, M&A and Capital Markets (2007-21). Named among 'Texas Super Lawyers' by Texas Monthly magazine (2006-21) and among 'Best Lawyers in Dallas' by D Magazine (2005, 2007-20).
Personal: JD, Columbia University School of Law (1984); Editor, Columbia Law Review; BA, magna cum laude, Brigham Young University (1981).

HICKS, Kim

Kirkland & Ellis LLP, Austin
1 713 836 3529
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Featured in Corporate/M&A (Texas)

Practice Areas: Kim's practice focuses on public mergers and acquisitions, take private transactions, private equity investments, joint ventures and corporate governance matters in the energy and infrastructure industry. She has extensive experience with both public and private transactions across the industry, including in the oil and gas, power, infrastructure and technology sectors.

Career: Admitted to Texas Bar

Personal: University of Texas at Austin School of Law, J.D., with Honors; University of Texas at Austin, B.A., Plan II Honors Program and Czech Language & Culture, with High Honors

HIGDON, Gerald D

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Featured in Environment (Texas)

Practice Areas: Environmental law, including enforcement defense; wetlands permitting; FIFRA pesticide registrations and labeling; counseling regarding hydraulic fracturing and produced/flow-back water re-use, gathering and disposal; brownfields redevelopment; release response and remediation; environmental permitting; environmental counseling and strategic planning with respect to the upstream, midstream, downstream, and renewable/alternative energy sectors; representation of potentially responsible parties at federal/state superfund facilities.

Career: Partner, 1998-present.

Professional Memberships: Member, Environmental & Natural Resources Section, State Bar of Texas; Member, Houston Bar Association, Environmental Section; Member, Association of Chemical Industry of Texas

Personal: The University of Texas School of Law (J.D., with honors, 1990); Texas Tech University (BBA, Finance, magna cum laude, 1985).

HIGGINS, John

Porter Hedges LLP, Houston
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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: John Higgins leads the firm's bankruptcy and restructuring practice. His practice focuses on corporate reorganization, restructuring, acquisitions, and litigation. He has extensive experience

representing entities in their Chapter 11 cases and/or out of court restructurings, creditors' committees, Chapter 11 and 7 Trustees, institutional and corporate creditors and directors and officers.

His practice also includes general civil litigation in both federal and state courts. John is a Fellow of the American College of Bankruptcy and Board Certified in Business Bankruptcy Law by the American and Texas Board of Legal Specialization. He is also a Certified Mediator (Attorney-Mediator Institute, January 1996).

Professional Memberships: American College of Bankruptcy, Fellow Houston Bar Association, Member American Bar Association, Member Federal Bar Association, Member University of Houston Law Center Alumni Association, Member (Board of Directors, 1999-2001) American Bankruptcy Institute, Member Commercial Law League of America, Member Former adjunct professor of bankruptcy law, University of Houston Law Center Turnaround Management Association (Houston chapter); President (2013)

HIGHT, Andrea

Winstead PC, Dallas
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Practice Areas: Andrea Alford Hight has over 15 years' experience as a construction lawyer who has handled dispute resolution, transactional matters, and claim work-outs for all segments of the construction industry. Although she just completed an arbitration (in the COVID era), her primary focus most recently has been on construction transactional matters and contract work-outs for multi-family, mixed-use and other private commercial projects. 214.745.5119 | ahight@winstead.com

HILLIARD, Michael

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Practice Areas: Mike Hilliard's experience covers the full range of financial services, banking issues and credit transactions. His principal emphasis today is on complex lending transactions, work-outs, leveraged leasing, credit products and project finance. He represents and counsels lenders, administrative agents, credit enhancers, note purchasers and lender groups in a broad range of secured and unsecured debt financings covering a myriad of industries, including acquisition finance, syndicated credits, highly leveraged transactions, mezzanine finance, oil and gas production loans, equipment and project finance, troubled loan restructurings, Ex-Im Bank guaranteed facilities, and complex intercreditor and subordination arrangements. Mike also represents and counsels financial institutions in a broad range of business, corporate and regulatory matters, including asset sales, loan portfolio sales, auctions of owned real estate, product development and implementation, purchase and sale transactions and bids for failed institutions. In addition, Mike represents and counsels lenders, lessees, trustees and equity participants in leveraged lease and project finance transactions, including those relating to independent power projects, electric generation, manufacturing facilities,

aircraft, heavy equipment, marine assets, microwave transmission equipment, rail equipment, oil and gas production equipment and underground storage facilities.

HINTON, Paula

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Featured in Litigation (Texas), Litigation (Texas: Houston & Surrounds)

Practice Areas: Paula Hinton is a go-to trial lawyer in high-stakes litigation. With more than 30 years of experience, she is often enlisted by clients in bet-the-company litigation when matters are well underway. She has represented clients in courtrooms across the country, before administrative agencies and in international and domestic arbitration forums to resolve a wide variety of disputes, including those concerning contracts and general business issues, business torts, consumer disputes, environmental issues, trademark issues, trade secret issues, product liability, telecommunications litigation, energy-related litigation, and numerous class actions.

HO, Allyson N

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Featured in Appellate Law (USA - Nationwide), Litigation (Texas)

Practice Areas: Widely regarded as one of the nation's most accomplished appellate litigators, Allyson has presented over 65 oral arguments in federal and state courts nationwide, including multiple high-stakes cases on behalf of business before the U.S. Supreme Court and the Texas Supreme Court.

Career: Special Assistant to the President, 2005-2006; Counselor to the Attorney General, 2004-2005; Law clerk to Justice Sandra Day O'Connor, U.S. Supreme Court, 2002-2003.

Personal: University of Chicago Law School, with high honors, 2000, J.D.; Rice University, 1994, M.A., Ph.D.; Duke University, 1988, B.A.

HO, Yvonne Y

Bracewell LLP, Houston
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Featured in Litigation (Texas)

Practice Areas: Practice focuses on appeals and original proceedings in Texas and federal appellate courts. Also represents clients in high-stakes litigation matters, by assisting trial counsel with formulating legal and evidentiary strategies for winning cases at the trial court level. A key part of her practice involves writing dispositive motions, preparing jury charges and preserving error at trial. A frequent author and speaker on appellate issues. Previously served as a law clerk to the Honorable Ewing Werlein, Jr., in the United States District Court for the Southern District of Texas, and the Honorable Thomas M. Reavley, in the United States Court of Appeals for the Fifth Circuit.

Professional Memberships: Houston Bar Association, Board of Directors, Council member of Appellate Section; past-Chair, Federal Practice Section, past Co-Chair of Judicial Polls, Campaign for the Homeless, Professionalism, Diversity & Inclusion, and Lawyers for Literacy

Committees Houston Law Review Board of Directors, President; Houston Law Review Alumni Association, Past President; Texas Bar Foundation, Fellow; Texas 2036Board of Directors, 2019; Law360Appellate Editorial Advisory Board, 2020, 2021

Personal: University of Houston Law Center, J.D., 2006 summa cum laude, Valedictorian; University of Southern California, M.M., 1995; Rice University, B.M., 1993

HOELSCHER, Jon Paul

Bradley Arant Boult Cummings LLP, Nashville
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Featured in Construction (Texas)

Practice Areas: Jon Paul advises clients in the construction, energy, and oil and gas industries. He often represents general contractors, subcontractors, oil field service companies, product and equipment manufacturers, as well as property owners and developers in a wide range of transactional and litigation matters. Jon Paul's litigation practice includes the defense and prosecution of lien, bond and delay claims, OSHA investigations, conferences and appeals, oil field and energy litigation, mineral rights/royalty disputes, wrongful death and catastrophic personal injuries, product liability, construction litigation, employment disputes, insurance, general and complex commercial disputes, and premises liability. In addition to his litigation practice, he is often asked to counsel clients, both large and small, on general business issues including contracts, leases, construction-related agreements, master service agreements, routine oil and gas contracts, OSHA compliance and recordkeeping, and employment issues.

Professional Memberships: State Bar of Texas, Litigation Section, Construction Law Section; Houston Bar Association, Litigation Section, Construction Law Section; Corpus Christi Bar Association; American Bar Association, Litigation and Construction Sections; Bar Association for the Fifth Federal Circuit; South Texas College of Law Alumni Association, President, 2017-present, Board of Directors, 2008-present

Personal: South Texas College of Law, J.D., 2005; University of Texas, B.A., 2002

HOLLYFIELD, John S

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Featured in Real Estate (Texas)

Practice Areas: Real estate.

Career: John Hollyfield focuses his practice on real estate matters, including mortgage lending, leasing, real estate development, construction, sale and purchase of raw land, commercial and industrial properties, real estate brokerage and management, joint venture partnerships, mortgage foreclosures and loan workouts.

Professional Memberships: Past Chair, Real Estate Law Section of the Houston Bar Association; Past Chair of Real Property, Estate and Trust Law Section of the American Bar Association; Past President, American College of Real Estate Lawyers; Past Chair, Anglo-American Real Property Institute.

Personal: LLB, with honors (1968), and BBA (1961), The University of Texas.

HOLMES, Hillary H.

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Featured in Capital Markets (USA - Nationwide), Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: Hillary H. Holmes, Co-Chair of the firm's Capital Markets practice, focuses on capital markets, securities regulation and governance counseling, primarily in the energy industry. Hillary represents public companies, private companies, MLPs, investment banks, management teams and private equity in all forms of capital raising transactions, including IPOs, registered offerings of debt and equity, private placements of debt and equity, preferred stock PIPEs, joint ventures, structured investments, direct listings and spin-offs. Hillary serves as regular counsel to public and private companies on securities laws, SEC reporting, ESG issues, and governance matters. Hillary also frequently advises boards of directors, special committees and financial advisors in complex M&A transactions and special situations.

Personal: JD, University of Pennsylvania Law School, 2003; Certificate in Public Policy and Management, Wharton School, 2003; BA, Duke University, 1998.

HOLMES, Michael

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Featured in Litigation (Texas)

Practice Areas: Practice includes corporate governance, mergers & acquisitions, representation of directors and officers, securities litigation, contracts, and general commercial disputes. Significant experience in Delaware corporate law matters and master limited partnerships.

Career: Admitted to practice: Texas, 1997. Member of V&E's litigation department since 1997. Currently serves as co-leader of the firm's Complex Commercial Litigation practice group.

Professional Memberships: American Bar Association, Antitrust, Litigation, and International Law Sections; State Bar of Texas; Houston Bar Association; Houston Young Lawyers Association

Personal: The University of Texas, B.A. in 1994, and J.D. with Honors in 1997 (Editor, The Review of Litigation).

HOOKE, Aileen

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Featured in Environment (Texas)

Practice Areas: Helps clients navigate environmental aspects of transactions and environmental regulatory aspects of planned projects and operations. Also counsels clients on fuel regulation and decommissioning and remediation and closure activities.

Career: Admitted to the Colorado Bar in 1982 and the Texas Bar in 1985

Professional Memberships: Executive Committee, U.S. Business Council for Sustainable Development

Publications: Co-Editor, Texas Environmental Law, 2017-2018 & 2018-2019 eds. (Vols. 45 and 46, Texas Practice Series,

Thomson Reuters); co-author of Fuels chapter

Personal: J.D., The University of Texas School of Law 1982 with high honors. B.S.F.S. in International Finance and Commerce, Georgetown University 1979 magna cum laude

HOWELL, John E

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Practice Areas: Since 1975, John Howell has represented clients in structuring, negotiating, and documenting a wide variety of outsourcing and similar service agreements, as well as other complex business arrangements, with a primary focus on technology-based businesses. He represents both service providers and customers in outsourcing transactions and is keenly aware of their specialized legal needs. In addition to his recognition in Chambers as a Senior Statesperson in Outsourcing, Best Lawyers in America has consistently recognized him as a leading lawyer in both Information Technology Law and IT Outsourcing Law and as Dallas Information Technology Lawyer of the Year for 2015 and 2018.

HUSSEINI, Richard

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Featured in Tax (USA - Nationwide), Tax (Texas)

Practice Areas: Representation before the IRS (Exam, Appeals, mediation) and federal courts, with specific experience in subchapters C and K, financial products, international tax/treaty issues, competent authority, oil and gas, excise tax issues, tax shelter defense, section 1033 issues, tax sharing agreements, casualty loss issues, normalization tax issues, and receivership tax issues.

Professional Memberships: US Court of Federal Claims, US Tax Court, US Courts of Appeals for the Fifth, Seventh and Federal Circuits.

Personal: JD, with high honors, University of Chicago Law School, 1991 (Order of the Coif); BS, summa cum laude, mathematics, University of Dallas, 1988.

INOFF, Darren

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Featured in Real Estate (Texas)

Practice Areas: Darren Inoff focuses on a broad spectrum of corporate and real estate matters. As a partner in the Mergers & Acquisitions and Real Estate practices, Darren represents clients in an array of complex corporate and real estate transactions. With respect to corporate practice, Darren represents clients in joint ventures, mergers and acquisitions, and other strategic corporate transactions, primarily in the healthcare, energy, real estate, and food and beverage industries. He also counsels clients on business formation and negotiates and drafts limited liability company agreements, limited partnership agreements, shareholder agreements and other organizational documents. Mr. Inoff also handles complex real estate matters for private equity sponsors, real estate funds and REITs. He

advises on the development, acquisition and disposition of commercial properties, from office buildings and multifamily housing to electric generating facilities.

ISRAEL, Sharon

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Featured in Intellectual Property (Texas)

Practice Areas: Intellectual Property; Intellectual Property Litigation; Intellectual Property Prosecution and Counseling; Patent Office Litigation; International **Career:** Sharon is an accomplished litigation attorney who focuses her practice on intellectual property law, with an emphasis in patent litigation. She has represented IP clients before trial and appellate courts, the Patent Trial and Appeal Board of the U.S. Patent and Trademark Office and the International Trade Commission. Sharon has litigated patents related to a variety of industries and technologies, including wireless communications, oilfield equipment, consumer electronics, chemicals and medical devices. Sharon has served in leadership roles in numerous organizations, including the American Intellectual Property Law Association, the State Bar of Texas Intellectual Property Law Section, the Houston Intellectual Property Law Association, and the Federal Circuit Bar Association. She currently serves on the Council for the American Bar Association Intellectual Property Law Section.

Professional Memberships: American Intellectual Property Law Association; American Bar Association, Intellectual Property Law Section Council; AIPPI; Federal Circuit Bar Association; State Bar of Texas Intellectual Property Law Section **Publications:** Navigating Issue Preclusion in Parallel Patent Proceedings, The Advocate, Spring 2019. Sharon is a frequent speaker and writer on IP-related topics. For a full list, visit <https://www.shb.com/professionals/i/israel-sharon>.

JACKSON, William

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Featured in Environment (Texas)

Practice Areas: Bill Jackson has one of the most sophisticated and successful environmental and natural resource damages litigation practices in the country. For more than two decades, he has represented states, port authorities, railroads and energy-sector clients in noteworthy environmental remediation, restoration, and natural resource damages cases that are often valued into the hundreds of millions (or even billions) of dollars at stake. Bill is a fierce advocate for his clients and a skilled negotiator. Notably, Bill was lead counsel for the state of New Jersey in the Passaic River litigation, recovering over \$355 million in damages (including \$67.5 million in restoration projects) and up to \$400 million more in remediation costs, which is the largest settlement of its kind in the state's history. He also represented the state of Louisiana in the Deepwater Horizon Oil Spill, including leading Jindal Administration efforts to identify and quantify billions of dollars in economic and natural resource damages to the state of Louisiana, all of which were ultimately recovered as part of a \$20 billion global

settlement, the largest environmental and natural resource damages recovery in history. Bill currently represents several states in litigation concerning PFAS contamination of drinking water and natural resources.

JACOBS, Stephen C

Locke Lord LLP, Houston

713 226 1382

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Featured in Real Estate (Texas)

Practice Areas: Real estate development, ownership and acquisition and formation of business organizations associated with real estate development and ownership. Represents landlords and tenants in office and retail leasing, and large retail users in developing retail facilities. Represents developers of master planned residential projects, multi-family developments and high-density, mixed-use developments. Works with leisure industry in developing resort properties. Represents and serves as general counsel to governmental authorities in public-private partnership and other real estate development matters.

Career: Partner since 1987.

Personal: The University of Texas School of Law (JD, 1981); Tulane University (BA, 1978).

JACOBSON, Stephen

Kirkland & Ellis LLP, Houston

Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: Stephen Jacobson is an executive compensation partner in the Houston office of Kirkland & Ellis LLP. He advises public and private companies, private equity firms and their portfolio companies on a wide range of employment, executive compensation and employee benefit matters, including in connection with complex business transactions. Stephen regularly advises clients on structuring and implementing equity and cash-based incentive plans as well as the applicable tax, securities law, corporate governance and disclosure implications of those arrangements. Known for providing practical advice, Stephen also represents clients in negotiating employment, separation and incentive agreements.

Career: Admitted to Texas Bar

Personal: Tulane University Law School, J.D., cum laude, 2007; Tulane University A.B. Freeman School of Business, B.S., Accounting, summa cum laude, 2004

JANOE, Scott

Baker Botts LLP, Houston

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Featured in Environment (Texas)

Practice Areas: Scott Janoe is Baker Botts's Firmwide Section Chair - Environmental, Safety, and Incident Response. He represents corporate clients in EHS litigation, crisis response, compliance, ESG, and enforcement matters on the state and federal levels across the nation.

Career: Scott clerked for the Honorable John Duhe Jr. in the Fifth Circuit from 1999-2000. In 2000 he started practicing at Baker Botts and is currently a partner as well as the Firmwide Chair of the Environmental, Safety & Incident Response Section. Scott is licensed in Texas, North Dakota and Oklahoma.

Professional Memberships: Environmental Law Institute – Advisory Board
Publications: Merging Environmental Safety and Incident Response Teams, ELI Insider, 2020 BOEM and BSEE Notice of Proposed Rulemaking, Client Update, 2020 CFTC Report Recommends U.S. Financial Regulatory Reforms to Address Climate-Related Risks, ESG Client Update, 2020
Personal: J.D., Harvard Law School, 1999; B.A. (magna cum laude), government, Georgetown University, 1996 (Phi Beta Kappa)

JEFFERSON, Wallace B
 Alexander Dubose & Jefferson LLP, Austin
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Featured in Litigation (Texas)

Practice Areas: U.S. Supreme Court; Texas Supreme Court; Fifth Circuit Court of Appeals; Federal Circuit Court of Appeals
Career: Partner, Alexander Dubose & Jefferson LLP, 2013-Present; Chief Justice, Supreme Court of Texas, 2004-2013; Justice, Supreme Court of Texas, 2001-2004; Board-certified in civil appellate law, Texas Board of Legal Specialization, 1993-Present; Judicial Conference of the United States Committee on Rules of Practice and Procedure, 2010-2014; Argued two cases before U.S. Supreme Court
Professional Memberships: Treasurer, American Law Institute; Adviser, Justice Sandra Day O'Connor Judicial Selection Initiative; Conference of Chief Justices; American Academy of Appellate Lawyers; Philosophical Society of Texas

Publications: 'How the Legal System Falls Short in Protecting Basic Rights,' 88 New York University Law Review 1953 (2013); 'State of the Judiciary,' Texas Bar Journal (2005, 2007, 2009, 2011, 2013)
Personal: J.D., University of Texas School of Law, 1988; B.A., James Madison College, Michigan State University, 1985

JESTER, Amanda
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Practice Areas: Amanda Jester is a partner, she works with healthcare clients and investors to structure and execute sophisticated transactions, focusing on driving innovation while navigating the complexities of federal and state regulatory issues. Amanda works with organizations across the United States, with a particular emphasis on the Texas market. Her focus on the southern healthcare market allows her to counsel clients from inside and outside the region on the nuances of working in this rapidly growing space. Amanda has deep experience working with physician practices, private equity funds, hospitals and specialized service providers, helping them execute mergers, acquisitions, joint ventures and other collaborations in an increasingly competitive landscape. Her focus on transactions involving physician practices makes her uniquely attuned to the complex physician integration and compensation issues, among other factors unique to these deals, which can complicate the transaction process for those outside this transactions subsector. Amanda's experience in specialized healthcare

services, including fertility, women's health, gastroenterology, dermatology, dental, and hospital-based medicine, among others, makes her a valuable asset to investors as they navigate due diligence and the unique regulatory issues facing each area.

Professional Memberships: American Health Lawyers Association; Texas Bar Association.

JEWELL, Robert V
 Hunton Andrews Kurth LLP, Houston
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Featured in Corporate/M&A (Texas)

Practice Areas: Bob Jewell is the Managing Partner Emeritus of the firm and served more than 10 years as Andrews Kurth Kenyon's managing partner. Bob's principal areas of practice are mergers and acquisitions (both domestic and foreign), corporate governance and capital markets transactions. In over 40 years of practice, Bob has particular experience relating to the energy services industry, the refining industry, master limited partnerships, real estate investment trusts, the forest products industry, and representing special committees of boards of directors.

JOHNSON, Anne
 Haynes and Boone, LLP, Dallas
 anne.johnson@haynesboone.com
Featured in Litigation (Texas)

Practice Areas: Anne Johnson is a trial and appellate partner at Haynes and Boone, where she serves on the firm's 11-person Executive Committee and Board of Directors. She previously chaired the Litigation Department. Anne is a board-certified appellate lawyer, with more than twenty years of experience handling litigation at all stages in Texas state and federal courts. Anne has been involved in some of the largest, most high-profile appeals in Texas, representing clients such as Toyota Motor Corporation, the National Football League, BBVA Compass, and AT&T. Anne has particular expertise in post-trial proceedings and appeals from large jury verdicts around the state, and has an impressive track record of successfully resolving these cases on appeal. Anne is frequently called on to get involved in early in high-exposure cases, framing key legal arguments and crafting strategy in motions to dismiss, summary judgment motions, and at trial. Anne is also deeply involved in the Dallas community, serving on numerous non-profit boards and serving as a leader of the University of Texas Center for Women in Law.

JOHNSON, Tim
 Locke Lord LLP, Houston
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 tjohnson@lockelord.com
Featured in Litigation (Texas)

Practice Areas: Represents and defends individuals and corporations in a wide variety of matters, including those related to the environment, oil and gas, health care, income tax, SEC enforcement, and foreign trade issues. Advises clients on matters of corporate governance and compliance and has conducted numerous internal investigations related to Foreign Corrupt Practices Act (FCPA) issues.

Career: Served as United States Attorney for the Southern District of Texas from 2008-2010.

Personal: South Texas College of Law (JD, 1984); The University of Texas at Austin (BBA, 1977).

JOHNSON, Travis
 BoyarMiller, Houston
Featured in Corporate/M&A (Texas)

Practice Areas: Travis L. Johnson's practice includes a broad range of general business transactions including mergers and acquisitions, assisting with complex corporate organizations, drafting general contracts, and general corporate work.

Career: Before joining BoyarMiller, Travis served as a judicial intern for Honorable Andrew S. Hanen of the United States District Court for the Southern District of Texas. Travis graduated magna cum laude from Baylor University where he earned his Bachelor of Business Administration in Finance. He then attended Baylor Law School where he earned his Doctorate of Jurisprudence, cum laude, and was a member of Baylor Law School's Order of the Barristers.

Professional Memberships: State Bar of Texas, Business Law Section Houston Bar Association, Mergers and Acquisitions Section Houston Young Lawyers Association

JOHNSTON, Jeffrey S.
 Vinson & Elkins LLP, Houston
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Featured in Litigation (Texas)

Practice Areas: Jeff's practice focuses on shareholder litigation and government and internal investigations. He has tried cases in both state and federal courts and before private arbitration panels. Jeff represents companies, officers, directors, and auditors in securities litigation, DOJ and SEC investigations, and internal investigations and counsels clients on issues related to the Foreign Corrupt Practices Act. He also advises clients on various cybersecurity issues, including governance, incident response, and data breach notifications. Jeff is a graduate of The University of Texas School of Law with honors and is a member of Order of the Coif. During law school, he was the Associate Editor of the Texas Law Review.

JOHNSTONE, Debbi M
 Norton Rose Fulbright, Houston
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Featured in Healthcare (Texas)

Practice Areas: Health Law – Transactions, Regulatory and Compliance
Career: Debbi Johnstone joined the Houston office of Norton Rose Fulbright in 2008. As an accomplished lawyer, and partner, with over 35 years of experience, Debbi's practice focuses exclusively on the health care industry, with an emphasis on representing healthcare providers, including hospital systems and their affiliated entities. She has worked on matters involving mergers and acquisitions, affiliations, joint ventures, corporate compliance, hospital-physician contracting, and physician recruitment and employment. Debbi has a special practice focus on compliance and reim-

bursement matters. She has significant experience advising clients on federal and state government program anti-kickback, physician self-referral (Stark Law), false claims, civil monetary penalty and related sanctions issues, as well as all aspects of coverage and payment under Medicare and Medicaid. Debbi is Board certified in Health Law by the Texas Board of Legal Specialization.

Professional Memberships: American Health Lawyers Association; ABA, Health Law Section; State Bar of Texas, Health Law Section

Publications: Various speeches and articles on health law issues.

Personal: Northwestern University, BA, 1977; Indiana University School of Law, JD, cum laude, 1980.

JONES, J Wesley
 Vinson & Elkins LLP, Austin
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Featured in Technology (Texas), Corporate/M&A (Texas: Austin & Surrounds)

Practice Areas: Represents public and private companies in corporate transactions, emphasizing private equity transactions and mergers and acquisitions in the software and hardware technology, energy, and life sciences industries.

Career: Clerk to The Honorable Walter J. Cummings, U.S. Court of Appeals for the Seventh Circuit, 1995-1996; Admitted to Texas Bar, 1996; joined Vinson & Elkins, 1996; admitted to partnership, 2008; General Counsel of private, then publicly-traded, software company, 1999-2005.

Personal: The University of Texas School of Law, J.D. with honors, 1995 (Secretary of the Chancellors; Order of the Coif; Texas Law Review) and The University of Texas, B.B.A. Finance, 1992.

JONES, Miranda
 Porter Hedges LLP, Houston
Featured in Intellectual Property (Texas)

Practice Areas: Miranda Jones is an intellectual property litigator specializing in patent litigation. Recognized as the Texas Lawyer's "Top Woman in IP" in 2018, she has been helping clients navigate complex patent trial and appeal proceedings for over a decade. Drawing from her breadth of experience, Miranda works closely with clients to develop and implement efficient patent litigation strategies that best fit the unique circumstances of each case. Miranda has handled matters in a wide range of technologies, including the pharmaceutical, chemical, electrical and mechanical fields. Miranda has represented clients in patent cases in federal courts across the country including Texas, Pennsylvania, California, Washington D.C., and Virginia. In addition to her trial practice, she has handled appeals before the United States Court of Appeals for the Federal Circuit and before the United States Supreme Court. She served as a law clerk to Judge Pauline Newman of the United States Court of Appeals for the Federal Circuit.

Professional Memberships: The Honorable Nancy F. Atlas Intellectual Property American Inn of Court, Member Intellectual Property Owner's Association, Member Texas SuperLawyers Rising Star, 2016-2018

JORDAN, W. Carl

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Featured in Labor & Employment (Texas)

Practice Areas: Focuses on representing management in employment, ERISA and labor-related trial and appellate work and counseling, focusing on systemic and other complex matters, including whistleblower cases.

Career: Admitted to practice: Texas, 1974. Joined Vinson & Elkins, 1974; admitted to Partnership, 1981.

Professional Memberships: Member: Labor and Employment Section and Section's Committee on Equal Employment Opportunity Law, American Bar Association. Fellow: American College of Labor and Employment Lawyers.

Personal: Baylor University, BA, 1971; Harvard Law School, JD, 1974.

JORGENSEN, Brian M

Jones Day, Dallas
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Featured in Labor & Employment (Texas)

Career: Brian Jorgensen represents employers in a broad range of high-stakes, complex litigation matters with a focus on class actions. Brian's extensive experience in wage and hour litigation has led to repeated success in defeating class and/or collective certification as well as securing dismissal through motions attacking the legal sufficiency or merits of claims. He advises clients on a variety of employment issues, including compliance with the patchwork of federal, state, and local employment laws; HR policies; employment agreements; employee leave and attendance issues; restrictive covenants; and reductions in force. He also regularly assists with wage/hour audits and compliance.

JUNG, P Michael

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Featured in Litigation (Texas)

Practice Areas: Michael Jung helps clients navigate the appeals process from beginning to end, handling appeals in cases referred to the firm as well as cases handled at the trial-court level by other Clark Hill attorneys. He assists trial lawyers with discovery issues, dispositive motions, jury instructions, and post-trial motions. He consults on trial-court cases or appeals being handled by other firms and also helps with post-trial mediation and other settlement activities. Additionally, Michael prepares "friend of the court" briefs in important cases. Michael brings four decades of experience in appellate and law-intensive trial court litigation to the solution of clients' problems. He has argued more than 220 cases on appeal, including 26 in the Supreme Court of Texas and 42 in the U.S. Fifth Circuit. He is a Fellow of the American Academy of Appellate Lawyers and is board-certified in Civil Appellate Law by the Texas Board of Legal Specialization. Michael also helps clients navigate governmental-law issues pending before government bodies and courts. These include zoning and land use matters and issues relating to partisan and non-partisan elections.

JURGENSMEYER, Randy R

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Featured in Real Estate (Texas)

Practice Areas: Practice areas include business and finance, concentrating on complex transactions involving real estate. Randy has extensive involvement representing private equity funds and other investors in forming joint ventures and strategic alliances, portfolio transactions, merger transactions, and acquiring, developing, financing, restructuring and selling energy, retail, hospitality, office, multi-family and industrial projects.

Career: Admitted Texas Bar, 1986. Came to firm as Partner, 1996.

Professional Memberships: American Bar Association; Texas Bar Association; Dallas Bar Association.

Personal: University of Missouri, BA magna cum laude, 1982; Southern Methodist University School of Law, JD, 1985. Member of Phi Beta Kappa.

KAIRIS, Matthew A

Jones Day, Dallas
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Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Career: Matt Kairis has spent 30 years trying class actions, winning verdicts in mass tort, financial regulation, and consumer fraud litigation. He currently serves as lead counsel for all collegiate institutions in the national football concussion multidistrict litigation pending in Chicago federal court, a consolidation of over 500 class actions against NCAA institutions. Matt routinely handles high-profile matters, such as defending nationwide legal attacks on electronic voting systems, and winning a jury defense verdict in a \$2 billion tobacco class action. As lead counsel he has tried and won trade secrets cases for a leading aerospace manufacturer, defeated a nationwide RICO class action in the insurance industry, and won judgment for the market leader in automotive glass repair in a multimillion dollar false advertising case. Matt is the Partner-in-Charge of Jones Day's Texas Region, which encompasses two offices and nearly 200 lawyers.

KAMINSKY, Neal

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Featured in Banking & Finance (Texas)

Practice Areas: Neal Kaminsky's finance practice involves transactions in the corporate and middle markets where he represents agents, lenders or borrower parties in multibank and bilateral loan facilities. His practice also includes commercial, energy and real estate credit facilities; loan origination to workouts, foreclosures, or debtor-in-possession financings. Neal covers all levels of the capital structure from senior, mezzanine and subordinated debt, and preferred or convertible instruments and negotiating intercreditor agreements. He is a member of the American Bar Association, State Bar of Texas, Houston Bar Association, and the Houston chapters of the Association for Corporate Growth and Turnaround Management Association.

KATZ, Jonathan N.

King & Spalding LLP, Atlanta
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Featured in Construction (Texas)

Practice Areas: Jonathan Katz focuses exclusively on the representation of owners and developers in their construction projects. As a partner in the Global Transaction group, Jonathan represents clients in a wide range of domestic and international projects, primarily in the oil and gas, LNG, power, and petrochemical sectors. Jonathan has experience drafting engineering, procurement and construction (EPC), construction management, construction, engineering, industrial services, operating & maintenance, and procurement agreements.

KATZ, Marc

DLA Piper LLP (US), Dallas
(214) 743-4532
marc.katz@dlapiper.com

Practice Areas: Employment; Class Actions; Litigation, Arbitration and Investigations

Career: Marc Katz is Managing Partner of DLA Piper's Dallas office. He has a broad-based and sophisticated management-side labor and employment litigation practice, handling all types of employment disputes, as well as counseling on transactional matters. He has significant experience representing corporate clients in high-stakes trade secret and unfair competition litigation, fiduciary duty and partnership disputes, and collective and class action cases throughout the country, and has tried some of the largest and most sophisticated employment cases in the country. Marc is Board Certified in Labor & Employment Law. His corporate labor and employment clients turn to Marc for his extensive trial experience, in particular when complicated issues, transactions and crises are involved. Accordingly, Marc's practice involves handling significant complex litigation in industries. This litigation has involved a wide range of subjects, including commercial disputes, employment, ERISA, contract, trade secret and other intellectual property matters, fiduciary obligations and shareholder derivative litigation, government investigations and litigation, and internal investigations. Marc's litigation experience has included matters in state and federal courts, as well as arbitration and administrative proceedings throughout the US.

Personal: J.D., University of California, Berkeley, School of Law 1994; B.A., Emory University 1991

KAUSHIK, Samir

Jones Day, Houston
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Featured in Litigation (Texas)

Career: Samir Kaushik navigates multinational companies through government enforcement actions and investigations that could impact their health and reputation and counsels them on related compliance matters. He regularly represents clients in criminal and civil proceedings in response to alleged FCPA, accounting fraud, currency manipulation, financial fraud, securities fraud, FCA, and AML violations. Samir also has substantial experience conducting and managing

sensitive internal investigations on behalf of audit committees and management. His matters have covered issues in more than 20 countries on five continents. In the area of corporate compliance, Samir advises companies on monitorships, risk assessments, disclosures, M&A transactions, and compliance with securities, anticorruption, AML, and data privacy laws. He previously served on Law360's Compliance Advisory Board. He co-leads the Firm's FCPA Year In Review and regularly speaks and writes on enforcement and compliance issues.

KEANE, Jennifer

Baker Botts LLP, Austin
512.322.2594

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Featured in Environment (Texas)

Practice Areas: Broad expertise in environmental permitting, compliance, acquisitions and state and federal enforcement with focus on energy, chemical, and manufacturing sectors. Special expertise in complex Clean Air Act matters.

Career: Admitted to Texas Bar, 1990. Baker Botts Partner since 1999.

Professional Memberships: State Bar of Texas.

Personal: JD (with honors), The University of Texas School of Law (1989), Order of the Coif, Phi Delta Phi; MS, BS, BA, University of South Carolina (1986, 1984). Listed: Best Lawyers in America, Chambers, International Who's Who of Environmental Lawyers.

KELLY, T Mark

Vinson & Elkins LLP, Houston
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Featured in Capital Markets (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: Chairman of the firm and member of the Management Committee. Practice focuses on mergers and acquisitions for public and private companies, capital markets and corporate governance. Serves as principal outside counsel to clients in the exploration and production, midstream, oilfield service, insurance, manufacturing and shipping industries. Represents a number of major investment banks.

Career: Joined V&E in May 1981; admitted to partnership in January 1989. Recognized as one of 12 corporate lawyers in the U.S. as Dealmaker of the Year by a leading legal publication. Also listed: NACD Directorship 100, 2015-2019; Chambers Global - Corporate/M&A, 2005-2019; Best Lawyers, "Lawyer of the Year" Corporate Law - Houston, 2014; The Best Lawyers in America®, Corporate Law, 1995-2019; Corporate Governance and Compliance Law, 2007-2019; Mergers & Acquisitions Law, 1995-2019; Securities/Capital Markets Law, 1995-2019.

Professional Memberships: Past Chairman, Houston Museum of Natural Science; Board of Visitors, MD Anderson Cancer Center; Board Member, Greater Houston Partnership; Director, Houston Livestock Show and Rodeo; Director, Attorneys' Liability Assurance Society Ltd.; Past Director, State Bar of Texas; Past President, Houston Bar Association; Past Chair, Houston Bar Foundation; Past President, Houston Young Lawyers Association

Personal: Texas A&M University, BBA, Magna Cum Laude, 1978; Southern Methodist University, JD, 1981 (Editor, SMU Law Review).

KELLY, Todd P

Jones Day, Dallas
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Featured in Healthcare (Texas)

Career: Todd Kelly has served major institutional health industry clients in their most important transactional and regulatory matters for more than 20 years. His work has involved innovative and first-in-market projects, including sophisticated provider joint ventures; single specialty and cross-platform joint operating and management arrangements; health care facility acquisition, divestiture and change of ownership; provider affiliation and alignment; freestanding outpatient, urgent, emergency and community care strategies; and telehealth implementation and expansion, including state medical board interaction on corporate practice and related issues. He advises tax-exempt non-profit as well as private and publicly traded for-profit organizations. Todd is a member of the American Health Lawyers Association, American Bar Association and the State Bar of Texas. He is Board Certified in Health Care Law by the Texas Board of Legal Specialization.

KELTNER, David

Kelly Hart & Hallman LLP, Fort Worth
817 878 3560
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Practice Areas: Formerly a Justice on the Texas Court of Appeals, David Keltner has been lead counsel in over 300 appellate decisions. His legal writings have been cited, with approval, by Texas courts. **Career:** Mr. Keltner is recognized for his appellate accomplishments. He was honored by Texas Lawyer as the Go-To Appellate Lawyer in Texas. Texas Super Lawyers selected him as one of the Top 10 Lawyers in Texas for the last seventeen years. He was ranked No. 1 in 2009-2011. The Texas Bar Foundation honored him with the inaugural Gregory S. Coleman Outstanding Appellate Lawyer Award, and he was named Best Lawyers® Appellate Lawyer of the Year DFW in 2016 and 2018. Mr. Keltner also received the Chief Justice Jack Pope Professionalism Award from the Texas Center for Legal Ethics in 2018 and the Jim D. Bowmer Professionalism Award from the College of the State Bar of Texas in 2007. Mr. Keltner is also recognized on the national stage as a Fellow of the American Academy of Appellate Lawyers, one of only 320 in the country. **Professional Memberships:** Board Certified, Civil Appellate Law, Texas Board of Legal Specialization Certification Board Certified, Personal Injury Trial Law, Texas Board of Legal Specialization Certification

KEVER, Andrew

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Featured in Energy & Natural Resources (Texas)

Practice Areas: –Business Strategy & Transactions –Communications –Business Strategy & Transactions –Electric Industry Regulation –Legislative Advocacy –Regu-

latory Compliance –Regulatory Litigation –Communications –Public Law & Regulated Industries

Career: Andy Kever has been recognized as a leading advocate and counselor for the electric and communication industries. For over 40 years, he has represented a variety of competitive and regulated electric and telecommunication interests, including large regulated electric utilities. Andy is routinely recognized by his peers for his expertise in administrative and regulatory law. He has been board certified in Administrative Law by the Texas Board of Legal Specialization since that specialization was first recognized. Before helping found ENOCH KEVER, Andy was a shareholder in two other regional law firms, serving as managing partner of one and as head of the public law and alternative energy practices of the other. He served five years as senior vice president, general counsel, and secretary of a facilities-based broadband communications corporation. Before entering private practice in Austin, Andy held senior positions in the Office of the Governor of Texas and the Office of the Attorney General of Texas after serving as counsel to a member of the Texas Senate.

KEVILLE, John

Winston & Strawn LLP, Houston
(713) 651-2659
jkeville@winston.com

Featured in Intellectual Property (Texas)

Practice Areas: With a background in mechanical engineering, John Keville first chairs patent, trade secret, trademark, and copyright litigation trials across the country. John has been lead trial counsel in patent litigation matters in a number of technologies, including mechanical and chemical oilfield technologies, electronic devices, and digital signal processing. He has also been lead or co-counsel in a number of technology-driven litigations related to the Internet involving trade secrets, trespass, the Computer Fraud and Abuse Act, and the free speech rights of Internet posters. In addition, John has litigated patent-related antitrust cases, including cases involving failure to disclose patents to standard-setting organizations and Walker Process antitrust claims. He also counsels clients on intellectual property enforcement and procurement matters, litigation strategy, settlement negotiations, and licensing.

KIM, Phillip

Haynes and Boone, LLP, Dallas
phil.kim@haynesboone.com

Featured in Healthcare (Texas)

Practice Areas: Phil Kim has extensive transactional and regulatory healthcare experience. He represents various types of providers, including healthcare systems, hospitals, ambulatory surgery centres, physician groups (including non-profit health organizations, or NPHOs), home health providers, and other healthcare professionals on the buy-and sell-side of mergers and acquisitions, joint ventures, and operational matters. Phil also assists a number of multinational technology companies entering the digital health space with various service and collaboration agreements for their wearable technology. His clients also include public medical

device, biotechnology, and pharmaceutical companies, as well as the investment banks that serve as underwriters involved in the public securities offerings for such companies. Phil has assisted several clients with myriad types of healthcare arrangements and provider agreements, including the transition of hundreds of physicians from a prior physician group to a new NPHO with a restructured employment model. He has also reviewed and drafted a wide range of professional services agreements, clinical and educational affiliation agreements, lease agreements, business associate agreements, and other services agreements in both the private and public sectors. Phil also regularly advises clients on healthcare compliance issues involving liability exposure, the Stark law, anti-kickback statutes, and HIPAA/HITECH privacy issues.

KIMBALL, Robert L

Vinson & Elkins LLP, Dallas
1 214 220.7860
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Featured in Corporate/M&A (Texas)

Practice Areas: Practice primarily involves securities offerings, mergers and acquisitions, corporate governance, private equity, and other investment activities in US and international settings.

Career: Admitted to Texas Bar, 1988.

Came to firm as Partner, 1995.

Professional Memberships: American Bar Association; J Reuben Clark Law Society.

Personal: Graduated from Brigham Young University, BA magna cum laude, 1983, and The University of Chicago, JD, 1986 (Comment Editor, University of Chicago Law Review).

KIMBROUGH, Mandy

Enoch Kever PLLC, Austin

Featured in Energy & Natural Resources (Texas)

Practice Areas: –Electric Industry Regulation –Regulatory Compliance –Regulatory Litigation

Career: Mandy Kimbrough draws on extensive expertise to counsel clients on the complex rules governing the Texas wholesale and retail electricity markets. She represents numerous power generation companies, wholesale market participants, and retail sellers of electricity in contested cases, rulemakings, and projects before the Public Utility Commission of Texas, as well as advising them on regulatory compliance issues that would affect their day-to-day operations, mergers, acquisitions, asset purchases, and other transactions. **Professional Memberships:** State Bar of Texas –Administrative & Public Law Section –Public Utility Law Section Austin Bar Association –Administrative Law Section Travis County Women Lawyers’ Association Mentorship Program, 2017–2018

KLEINMAN, Bill

Haynes and Boone, LLP, Dallas
972.680.7565
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Featured in Technology (Texas)

Practice Areas: Haynes and Boone Partner Bill Kleinman focuses on technology, M&A, private equity and securities law. His experience includes technology strategic alliances and joint ventures, technology contracting, mergers and acquisitions,

carve-outs and divestitures, corporate governance, and capital formation (equity and debt). His focus on finding reasonable solutions to gating issues gets deals done. Bill is also a member of the ABA’s Task Force on Legal Project Management. In addition, Bill led the Haynes and Boone deal team that was selected as the “Energy M&A Deal of the Year” (middle market) at the Global M&A Network, Americas 2019, and the “U.S.A. M&A Deal of the Year” award at the Global M&A Network, Americas Awards 2018. With a degree in chemical engineering, Bill has a broad understanding of the science and technology that drive today’s most innovative companies. Bill helps companies implement technology intensive business strategies and transactions that turn their technology advantage into competitive advantage. He assists general counsel and corporations that have robust legal needs by coordinating service delivery, project management and budgeting across all sections of the firm.

KOGUT BRAWLEY, Mary

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Featured in Banking & Finance (Texas)

Practice Areas: Mary Kogut Brawley is an energy, infrastructure and power debt finance partner in the Houston office of Kirkland & Ellis LLP. Mary’s practice spans a wide array of debt financing transactions, including the representation of private equity funds, hedge funds, mezzanine funds and private and public companies. She has successfully handled complex financings in connection with leveraged buyouts, public offerings, reserve-based financings and refinancings, and restructurings (including in-court and out-of-court restructurings, debtor-in-possession financings, and exit financings). **Career:** Admitted to California and Texas Bar.

Personal: Georgetown University, B.A., 2005; Georgetown University Law Center, J.D., 2009

KONTRIMAS, Andrius R.

Norton Rose Fulbright, Houston
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Featured in Tax (Texas)

Practice Areas: International Tax; Transfer pricing, Wealth and private client; private foundations; Art law

Career: Andrius Kontrimas, Global Head of Tax at Norton Rose Fulbright, has over 35 years of experience in tax and business law working with both domestic and foreign business matters, counseling clients on international tax structures, global transfer pricing, and tax controversies. **Professional Memberships:** Taxation Section, American Bar Association; United States Supreme Court Bar Association; International Fiscal Association; American College of Tax Counsel.

Personal: JD, University of California, Los Angeles, School of Law (1985); BA, University of California, Berkeley (1982)

KORNBACHER, Devika

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Featured in Intellectual Property (Texas)

Practice Areas: Devika leverages her background and experience to assist clients in obtaining, protecting, distributing and licensing intellectual property rights and technology in the context of mergers, acquisitions, investments, project development and day-to-day business transactions. She provides comprehensive and strategic advice to clients in fields such as energy, sports, aviation, digital media, software and hardware on open source software, data privacy, cybersecurity, outsourcing, and other technology matters. Devika is the head of Vinson & Elkins' Technology Transactions Team and Chair of the Firm's Cybersecurity and Data Privacy Task Force.

KORNREICH, Craig

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Featured in Banking & Finance (Texas)

Practice Areas: Craig Kornreich is a partner in the Houston and New York offices. Mr. Kornreich represents both arrangers and borrowers in syndicated financings with particular expertise in MLP financings, sponsor-backed acquisition financings, asset-based lending facilities, reserve-based lending facilities, first and second lien financings, and project financings. His clients include some of the world's leading financial institutions, energy companies, private equity funds, project developers and hedge funds.
Personal: JD, Duke University School of Law, 1999; MBA, Duke University, 1999; B.S. Civil Engineering, Tufts University, 1995.

KRIENKE, Trent

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Featured in Healthcare (Texas)

Practice Areas: Health Law. Trent advises hospitals, physicians, nursing facilities and other health care providers in connection with business transactions, compliance matters, and regulatory issues.

Career: Admitted to Texas Bar, 2007. Board Certified, Health Law, by Texas Board of Legal Specialization.

Personal: Trent graduated from The University of Texas at Austin with a B.S. in 2002 and received his J.D. from Baylor University School of Law in 2007. He was selected to Texas Rising Stars (2020) in the Health Care practice area by Super Lawyers, as published in Texas Monthly and Law & Politics magazine, and has served in several leadership roles with the American Health Lawyers Association and the Austin Bar Association.

KRIESER, Jason D

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Practice Areas: Jason Krieser co-heads the Firm's Technology & Outsourcing Practice. He advises clients on all aspects of technology transactions and

complex commercial contracts. He is an internationally recognized advisor on outsourcing matters, including in relation to information technology, business process and offshore issues. He handles technology development and licensing matters, joint ventures, strategic alliances, manufacturing agreements, key supply and distribution agreements, Internet of Things (IoT), e-commerce matters. Has handled cloud-computing transactions – such as software as a service (SaaS), infrastructure as a service (IaaS), platform as a service (PaaS) transactions, since the birth of cloud-computing industry in the early 2000s. View more at: <https://www.mwe.com/people/krieser-jason-d/>

Publications: Jason is the co-author of a legal treatise on outsourcing law titled *Outsourcing: Law and Business* published by Law Journal Press (the treatise publishing arm of American Lawyer Media). Jason is also the co-author of a Bloomberg BNA portfolio titled "Technology and Outsourcing" (scheduled for release in early 2017).
Personal: Education: University of Minnesota Law School, JD, cum laude, 1996 University of Nebraska, BS, with highest distinction, 1993

KRUSE, Layne

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Featured in Antitrust (Texas)

Practice Areas: Antitrust and competition; business litigation; class actions; arbitrations; government investigations
Career: Layne concentrates on antitrust and business litigation, government investigations and regulatory matters, international disputes and other business problems. He has represented clients in petroleum production and marketing, health care, pharmaceuticals, medical devices, insurance, consumer products, transportation and other industries.

Layne has been a first-chair trial lawyer for jury trials, nationwide class actions, injunction proceedings, arbitrations and appeals, representing both plaintiffs and defendants. He has headed the antitrust and competition practice group of Norton Rose Fulbright US LLP; has headed the litigation practice group for the Houston office; and has served on NRF's Global Supervisory Board. He has also represented pro bono criminal defendants on capital murder death penalty convictions.

Professional Memberships: ABA Antitrust Section (Numerous leadership positions, including Committee Co-chair of Trial Practice, Exemptions and Immunities, Committee Operations); Texas State Bar Antitrust and Business Litigation Section (former Chair); Texas Association of Civil Trial and Appellate Specialists (former President); Certified in Civil Trial Law, Texas Board of Legal Specialization.

Personal: JD, Yale Law School; MSc, London School of Economics; BA, Texas A&M University (Economics); judicial clerk, US Court of Appeals, Fifth Circuit.

KUBEHL, Douglas

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Featured in Intellectual Property (Texas)

Practice Areas: Patent and trade secret trials, appeals, and licensing.

Career: Mr. Kubehl is the firmwide co-chair of Baker Botts' IP litigation patent group. He is a first chair trial and appellate lawyer specializing in patent and trade secret cases involving, for example telecommunications, software, electronics, optics, and semiconductors. Mr. Kubehl has particular expertise dealing with standard-essential patents and representing parties (both patent holder and defendants) in competitor cases as well as defending against ultra-complex patent aggregator cases. Outside of the courtroom Mr. Kubehl has significant licensing and technology due diligence experience.

Professional Memberships: State Bar of Texas; U.S. Courts of Appeals for Fifth and Federal Circuits; U.S. District Courts for the Eastern, Western, Northern, and Southern Districts of Texas; US Patent and Trademark Office; DBA Foundation Fellow.

Personal: JD (magna cum laude, order of the coif), University of Minnesota Law School, 1996; BS (with distinction), electrical and computer engineering, University of Wisconsin, 1993.

KULPA, Lauren

Perkins Coie LLP, Dallas

Featured in Labor & Employment (Texas)

Practice Areas: Lauren Kulpa advises clients, from small employers and startups to Fortune 500 companies, on employment policies, practices, and litigation. Lauren's deep employment experience includes complex litigation and sensitive workplace investigations, particularly those involving C-suite and other high-level employees. She also stays up to date on the rapidly evolving legal issues related to cannabis in the workplace, background checks, and COVID-19. Lauren regularly litigates claims of harassment, discrimination, and wage-and-hour violations, as well as brings claims on behalf of her clients for violations of noncompete and confidentiality agreements and trade secret misappropriation. She defends employers against single plaintiff, class action, and collective action matters in federal and California and Texas state courts. She also protects her clients' interests before the U.S. Equal Employment Opportunity Commission (EEOC) and state workforce agencies.

KUNTZ, Stephen A.

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Featured in Tax (Texas)

Practice Areas: Steve's practice includes all areas of business taxation, with particular emphasis on the tax aspects of transactions involving corporations, partnerships and limited liability companies.

Career: Steve advises clients on the tax consequences of mergers and acquisitions, tax-free reorganizations, spin-offs and divestitures, restructurings, and private equity, as well as the formation and operation of corporations, partnerships and limited liability companies. He also advises on a wide array of state and local tax matters, including property tax incentives and exemptions, such as property tax abatement agreements, payment in lieu of tax agreements, industrial district agreements, property tax exemptions, and agreements relating to the limitation of

appraised value for school district property tax purposes.

Professional Memberships: Member, Texas Bar, ABA Tax Section, Houston Bar Association Tax Section, AICPA, and TSCPA

KURYLA, Matthew

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Featured in Environment (Texas)

Practice Areas: Environmental crisis response, regulatory litigation, air quality compliance counseling, environmental project authorization.

Career: Environmental practice encompasses environmental crisis response, regulatory counseling, litigation and project authorization. Coordinates litigation, regulatory negotiation and rulemaking as counsel to several Texas industry coalitions responding to emerging environmental requirements. Represents clients before state and federal courts in environmental enforcement actions, citizen suits and rule challenges.

Professional Memberships: Texas Industry Project, State Bar of Texas, Houston Bar Association, Houston Bar Foundation (Fellow)

Personal: JD, University of Virginia School of Law (1989); BA (with highest distinction), University of Virginia (1986).

LAFOLLETTE, Christine B

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Featured in Capital Markets (USA - Nationwide), Energy & Natural Resources (USA - Nationwide), Capital Markets (Texas)
See under Nationwide for profile.

LAMBERSON, Phillip L

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Practice Areas: Phillip Lamberson is the Chair of Winstead's Restructuring/Bankruptcy Practice Group. He has extensive and varied experience in all areas of bankruptcy and out of court workouts. Phil's practice principally involves representing lenders (including administrative agents, lender groups, indenture trustees, bondholders and bondholder groups) in Chapter 11 cases throughout Texas and across the nation. Phil also has substantial experience representing unsecured creditors, creditor committees, lessors, landlords, purchasers, equity holders, debtors and bankruptcy trustees. He is Vice-President of the Turnaround Management Association North Texas Chapter and serves as co-chair on multiple committees. He regularly speaks at conferences on a variety of topics around dealing with financial distress and workouts.

LANE, Neel

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Featured in Insurance (Texas)

Practice Areas: Neel Lane's practice principally consists of representing insurers in coverage litigation, class action suits, reinsurance arbitrations and other disputes.

Career: Neel has extensive experience in all aspects of coverage analysis and litigation.

tion involving the full range of insurance risks. He is known for his knowledge and appreciation of his clients' business operations and interests, and for formulating strategies that best serve those interests. He has conducted numerous jury trials, bench trials, and arbitrations, and has argued numerous state and federal court appeals. His many years of courtroom and appellate experience provides a strong basis for evaluating his clients' risks, whether as coverage or monitoring counsel. Outside of his core expertise, Neel has handled notable pro bono cases, including lawsuits challenging state restrictions on same-sex marriage and habeas corpus petitions challenging death penalty sentences. He has also frequently testified before the legislature on matters of public importance.

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LANSDALE, Daryl

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Featured in Corporate/M&A (Texas): San Antonio & Surrounds

Practice Areas: Daryl Lansdale's practice is focused on the areas of mergers and acquisitions, public and private financings, and public company reporting and corporate governance matters.

Career: Daryl Lansdale is the former Managing Partner of Norton Rose Fulbright's United States practice. He has extensive experience representing private equity firms and public companies in their acquisitions and divestitures, and issuers and underwriters in public and private offerings. He is also experienced in master limited partnerships, private equity fund formation, conducting internal investigations, and advising directors (and conflict committees) on corporate governance and fiduciary duty issues. Daryl also serves as a strategic advisor to family and founder-owned businesses and family offices, assisting them with mergers and acquisitions, investing activities, succession planning and complex governance matters.

Personal: JD, Southern Methodist University School of Law, 1992; BBA, magna cum laude, The University of Texas, 1989

LARKIN, Patrick J.

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Featured in Environment (Texas)

Practice Areas: Pat Larkin helps clients to monetize, mitigate, and manage environmental liabilities and obligations. Pat represents industrial, aviation, mining, real estate, and retail clients in air, water, and waste issues arising in transactions, site remediation and development projects, compliance counseling and audits, government enforcement actions, cost recovery claims, and more. He has practiced as an in-house environmental counsel and as Regional Enforcement Attorney with the U.S. Environmental Protection Agency.

LARSON, Adam D

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Featured in Corporate/M&A (Texas)

Practice Areas: Adam Larson is a partner in the Houston and Austin offices of Kirkland & Ellis LLP. Adam's primary practice areas include mergers and acquisitions, private equity, and capital markets. He has counseled private equity investors, their portfolio companies, and other public and private companies in connection with mergers, acquisitions, dispositions, joint ventures and offerings of equity and debt securities. Adam also advises clients in connection with the negotiation of partnership and LLC agreements, securities laws compliance, and corporate governance. Adam advises clients across a broad range of industries, including energy, renewables and sustainability, consumer products and industrials.

Career: Admitted to Texas Bar and Illinois Bar (inactive)

Personal: Harvard Law School, J.D., cum laude, 2005; University of Illinois at Urbana-Champaign, B.S., Finance, with Highest Honors, 2002

LAYNE, Ramey

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Featured in Capital Markets (USA - Nationwide), SPACs (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

LEAHY, James R

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Featured in Litigation (Texas): Houston & Surrounds

Practice Areas: James is Chair of the firm's Energy Litigation Practice. He has substantial experience in general civil litigation proceedings in federal/state courts in the oil and gas industry and in commercial and business disputes, lender liability, white collar criminal defense and internal investigations, securities litigation, fraud, insurance, and deceptive trade practices and actions.

Career: Chambers USA Guide, 2005-2013, 2015-2020.

Professional Memberships: ABA; Texas Bar Foundation; American College of Trial Lawyers (Fellow); State Bar of Texas; American Board of Trial Advocates.

Personal: JD, The University of Texas School of Law (1971); BBA, The University of Texas at Austin (1968).

LEATHERBURY, Thomas S

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Featured in First Amendment Litigation (USA - Nationwide), Litigation (Texas)

See under Texas for profile.

LEDET, Craig

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Featured in Construction (Texas)

Practice Areas: Craig Ledet focuses on engineering and construction-related disputes, including design and construction defect, delay, disruption, scope of

work, differing site conditions, force majeure, and major industrial casualty matters, including personal injury and property damage matters. He is a partner in the Trial and Global Disputes Practice Group, and has appeared in state and federal courts across the country and in arbitrations around the world. Craig has focused most of his legal career on resolving engineering and construction disputes arising from energy-related infrastructure projects. Mr. Ledet has tried and arbitrated a variety of cases involving alleged engineering or construction defects that led to catastrophic industrial fires and explosions. He has also tried and arbitrated numerous cases involving more traditional cost overrun, delay, disruption, scope change and similar construction-related claims.

LEE, Bryant

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Featured in Tax (Texas)

Practice Areas: Bryant P. Lee, a partner in the Houston office, has a complex practice involving the US federal income taxation of transactions such as mergers, acquisitions, restructurings and capital markets transactions. He has a particular focus on business taxation as it applies to partnerships. Mr. Lee regularly advises clients in the energy sector including publicly traded partnerships (PTPs), master limited partnerships (MLPs), corporations, private equity firms and investment banks.

Personal: JD, Columbia University School of Law, 2010; BBA, Texas A&M University, 2003 cum laude; MS, Texas A&M University, 2003

LEE, James J

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Insolvencies, reorganizations, workouts, and creditor's rights. Special emphasis on complex commercial and bankruptcy litigation, including arbitrations and mediations. Board Certified in Civil Trial Law, Texas Board of Legal Specialization. Litigation experience includes creditors' rights, lender liability, securities fraud, class actions, fraudulent transfers, all forms of business torts, and complex bankruptcy cases on behalf of secured lenders, debtors, creditors' committees, equity sponsors, and trustees.

Career: Admitted to Texas Bar, 1976. Came to firm as Partner, 2000.

Professional Memberships: American Bar Association, Fellow, Litigation Counsel of America.

Personal: Tulane University, BA, 1973; University of Virginia School of Law, JD, 1976.

LEIBE, Brandt

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Featured in Litigation (Texas)

Practice Areas: Brandt Leibe specializes in white-collar criminal defense, government investigations and related matters. As a partner the Special Matters and Investigations practice, he represents clients in investigations and litigation.

Brandt represents clients in investigations of all kinds, including government criminal investigations, complex civil investigations and corporate internal investigations. He also focuses on white-collar criminal defense and compliance counseling. Mr. Leibe is experienced in matters related to healthcare law, the Foreign Corrupt Practices Act, consumer protection law, trade sanctions and antitrust law.

LEMON, Neel

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Featured in Corporate/M&A (Texas)

Practice Areas: Senior partner in the Dallas Office Corporate Department. Represents public and private companies in merger and acquisition and capital market transactions. Counsels companies, boards of directors and board committees in connection with transactional and governance matters, fiduciary duties, Sarbanes-Oxley and Dodd-Frank compliance, securities law disclosure matters, and activist shareholder situations. Also represents clients in connection with SEC and other governmental investigations. A periodic speaker on legal issues at continuing legal education events.

Personal: JD, with honors, Texas Tech University School of Law, 1979; BBA, finance, Texas Tech University, 1976.

LEUCHT, Richard

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Practice Areas: Richard Leucht serves as Winstead's Financial Services Industry Group Chair. He represents banks, financial institutions, corporate lenders, hedge and mezzanine funds and business associations in corporate and commercial transactions with an emphasis on first and second lien, secured and unsecured, mezzanine and equity backed transactions with complex intercreditor relationships. Richard's experience includes both loan originations and the workout and restructure of distressed debt both in and out of bankruptcy. Richard has experience with documentation and administration of loans for both syndicated and single bank financing (secured, unsecured, asset based, single and multibank), mezzanine debt, subordinated debt and equity financing (private and public). He also has represented borrowers in lending transactions including acquisition financing. Richard's experience spans numerous business sectors including oil and gas, midstream, oilfield services, power and energy, healthcare, financial services, commodities, construction, manufacturing, retail, telecommunications, real estate, and technology. Richard is a member of the State Bar of Texas, Dallas Bar Association, Texas Business Hall of Fame, and served as a mentor at the SMU Cox Business School.

LEWIS, Edward

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Featured in Environment (Texas)

Practice Areas: Environmental law.

Career: Eddie Lewis is Norton Rose Fulbright's US Head of Environmental Law.

He focuses his practice in the environmental law area, including environmental litigation, enforcement actions, industrial incident response, compliance counseling, climate change, remediation, permitting, auditing, and transactional matters. His practice frequently involves legal issues in which complex technical issues are at the forefront. Prior to joining the Houston office, Eddie worked as a chemical engineer.

Professional Memberships: Vice Chair, Houston-Galveston Air Emissions Reduction Credit Organization; Director, Houston Bar Association, Environmental Section.

Personal: JD, with honors, University of Texas (1992); BS, Texas A&M University (1988).

LEWIS, Jason

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Practice Areas: Litigation, Arbitration and Investigations; Corporate and Securities Litigation; Global Governance and Compliance; Investigations; Class Actions; White Collar and Corporate Crime

Career: Jason is a trial attorney who handles civil and criminal regulatory investigations and litigation matters across the United States and internationally. Jason, a former senior enforcement attorney with the US Securities & Exchange Commission (SEC), focuses his practice on SEC enforcement, government investigations, white collar criminal defense, securities litigation, healthcare fraud, conducting internal corporate investigations, FCPA matters, crisis management and business disputes. Jason has defended and regularly represents corporate entities, officers, directors, investment advisors, broker dealers and individuals in civil and criminal investigations and litigation involving the SEC, DOJ, the Financial Industry Regulatory Authority (FINRA), Federal Trade Commission (FTC), Internal Revenue Service (IRS), Department of Treasury's Office of Foreign Assets Control (OFAC), state securities boards and attorney general offices, as well as numerous other state and federal governmental agencies. He also represents public companies and their officers and directors in securities class actions, derivative actions, state and federal litigation and arbitrations.

Personal: J.D., Business Law and Regulation, Cornell Law School 1998; B.A., University of Oklahoma 1995

LEWIS, Troy B

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Featured in Corporate/M&A (Texas)

Career: Troy Lewis advises companies and private equity firms, focusing primarily on complex and challenging acquisitions, dispositions and restructurings. He has extensive experience with distressed transactions, both within and outside the bankruptcy process. With more than 30 years of service to the Firm and its clients, Troy's experience covers a broad range of industries, including basic materials, chemicals, energy and energy products and services, manufacturing and technology.

LIBERATO, Lynne

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Featured in Litigation (Texas)

Practice Areas: Lynne Liberato has handled some of the most significant appeals and legal issues in Texas and federal jurisprudence, including presenting oral argument to the U.S. Supreme Court. Board certified in civil appellate law, Liberato leads appellate and trial teams in multi-million dollar cases and in pursuing cutting-edge legal issues. The Texas Bar Foundation awarded her the 2019 Gregory S. Coleman Outstanding Lawyer Award. A prolific speaker and writer, she co-authors "Summary Judgments in Texas," one of the 10 most-cited law review articles by appellate courts nationwide. Liberato was elected president of the State Bar of Texas and first woman president of the Houston Bar Association.

LIEBMANN, Diana

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Featured in Energy & Natural Resources (Texas)

Practice Areas: Haynes and Boone Partner Diana Liebmann leads the firm's Power and Renewables Practice Group. Her legal advocacy and regulatory experience have helped clients through multiple restructurings of the electric power markets in Texas, to manage risk associated with the rules of the evolving ERCOT market. Diana represents clients in matters before the Public Utility Commission of Texas, Federal Energy Regulatory Commission, Electric Reliability Council of Texas, Southwest Power Pool and in various state commission proceedings. She also represents clients in corporate and transactional matters, including project development of renewable and conventional generation including distributed generation and energy storage, drafting and negotiating power purchase agreements and swaps for long-term and short-term sales, including the sale of renewable energy credits, obtaining regulatory approvals and certifications for wholesale and retail market participants, structuring wholesale and retail transactions and hedges, representing qualified scheduling entities ("QSE") and market participants making QSE arrangements, and advising clients with regard to the regulatory benefits and impediments to transactions. Diana Liebmann also handles contested cases and litigation associated with conduct in the electric markets, and with respect to power transactions, market rules and protocols.

LITTLE, Robert B

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Featured in Corporate/M&A (Texas)

Practice Areas: Focuses on corporate transactions, including mergers and acquisitions, securities offerings, joint ventures, investments in public and private entities, and commercial transactions. Also advises business organizations regarding matters such as securities law disclosure, corporate governance, and fiduciary obligations. Represents investment funds and their

sponsors along with investors in such funds, as well as clients in a variety of industries, including energy, retail, technology, transportation, manufacturing, and financial services.

Personal: Former law clerk to Patrick Higginbotham, U.S. Court of Appeals for the Fifth Circuit. JD, University of Texas, 1998, highest honors, Order of the Coif, Articles Editor, Texas Law Review.

LYNCH, John Edward

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Featured in Tax (Texas)

Practice Areas: John Lynch focuses on federal income tax aspects of domestic and international transactions, primarily those involving energy and infrastructure. For more than three decades, John has advised clients on company formations, complex mergers and acquisitions, capital investments, restructurings, spin-offs and asset and stock sales. His clients include private equity funds, publicly traded companies and large privately held companies. Though his work is highly technical, John prides himself on making complex material understandable for his clients. John has earned recognition by multiple publications, including Chambers USA, where one reviewer said, "He is about as good a corporate tax guy as there is" (2019).

Career: John was admitted to the Texas Bar in 1986 and he has been with Vinson & Elkins his entire career.

Personal: John graduated from Baylor University with a B.B.A. in Accounting with honors, 1983 and The University of Texas School of Law with a J.D. with honors, 1986 (Order of the Coif).

LYNN, Mike

Lynn Pinker Hurst & Schwegmann, LLP, Dallas
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Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Career: Mike Lynn, often ranked as one of the top trial lawyers in the US, brings unmatched experience to trying cases. He has tried to verdict more than 120 civil and criminal jury trials and handled over 100 non-jury, arbitration and injunction matters in his distinguished career, winning significant returns for his clients including obtaining over a billion dollars in verdicts for clients such as ETP and T Boone Pickens in the last few years. Mike, the founder of the firm, believes one of the keys to his firm's success is that "[w]e are an elite, highly-motivated group of business trial lawyers. We like to say we are the 'special forces of litigation.' We are prepared, experienced, tough, relentless, and creative.

Professional Memberships: ABA Litigation Section; Co-Chair Federal Rules Task Force and Council Member; ALI

MABRY, Cynthia May

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

MACK, Elizabeth E

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Featured in Environment (Texas)

Practice Areas: Elizabeth brings her depth of experience to state and federal environmental matters, including such diverse federal issues as the Clean Air Act, the Clean Water Act, CERCLA, Endangered Species Act, RCRA, the Toxic Substances Control Act (TSCA), NEPA, and the Safe Drinking Water Act. She is currently managing or has managed environmental remediation activities in more than 45 states through corrective action or voluntary programs. Known for keeping business interests in mind at all times, Elizabeth employs creative solutions to resolve challenging environmental issues. Elizabeth is Co-Chair of Locke Lord's Environmental Practice Group and Managing Partner of the Firm's Dallas office.

Career: Partner since 1995.

Professional Memberships: Executive Committee Member, Harvard Alumni Real Estate Board

Personal: Harvard Law School (JD, 1988); Northwestern University (BA, 1985).

MACK, Joel

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Featured in Environment (Texas)

Practice Areas: Joel H Mack, a partner in the Houston office and Global Chair of the Environmental Transactional Support Practice, provides over 25 years of experience advising on the transactional, environmental and regulatory issues associated with all sectors of the oil and gas industry, power, mining and chemical industries, in addition to the development, financing and entitlements for telecommunications and other industrial and public infrastructure facilities.

Personal: JD, The University of Texas School of Law, 1984; BS, University of Minnesota, 1980.

MAIERSON, Ryan

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Featured in Capital Markets (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: Ryan J. Maierson is the Global Chair of Latham's Public Company Representation Practice and is the former Corporate Department Chair for the Houston office. Mr. Maierson's practice focuses on the following types of matters in the energy industry: capital markets, mergers and acquisitions, public company representation, master limited partnerships, private equity, corporate governance, activism.

Personal: JD, University of Texas School of Law, 1996 With Honors, Order of the Coif BS, Wharton School, University of Pennsylvania, 1992 magna cum laude

MALONE, Michael L

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Featured in Healthcare (Texas)

Practice Areas: Michael L. Malone has a corporate, regulatory, and finance practice that focuses primarily on the representa-

tion of health industry clients and banking institutions engaged in the formation and administration of grantor royalty trusts.

Career: Chambers USA, 2004, 2011-2020.

Professional Memberships: American Health Lawyers Association; Health Law Section, State Bar of Texas; Life Fellow, Texas Bar Foundation; American Bar Association.

Publications: Chambers USA Guide, 2004 and 2011-2020, Recognized Practitioner, 2018.

Personal: JD, The University of Texas School of Law (1973); BA, Texas Christian University (1970).

MALONSON, Jeffrey

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Featured in Corporate/M&A (Texas)

Practice Areas: Jeff Malonson advises private equity funds and management teams in their most important strategic transactions. He specializes in mergers and acquisitions, capital markets, corporate governance, and he is a trusted advisor to boards of directors on a wide range of matters. Jeff represents private equity-backed portfolio companies on merger and acquisition transactions, and he regularly counsels private equity firms pursuing strategic investments and divestitures in public and private companies and partnerships. He represents private equity funds and management teams, public and private investors, and underwriters in initial public offerings, as well as other public offerings and private placements of equity (including structured PIPES offerings) and debt securities. Jeff also advises public company clients on compliance with periodic reporting, proxy solicitation, corporate governance, and a variety of other SEC and stock exchange compliance matters.

Personal: Texas Christian University (B.A., 1994); SMU Dedman School of Law (J.D., 1998).

MANN, Tommy

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Practice Areas: Tommy Mann represents developers and land owners in securing entitlements and the formation of public/private partnerships for new development. Additionally, he regularly advises lenders and equity investors on entitlements. 214.745.5724 | tmann@winstead.com

MARCUS, Courtney

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Featured in Banking & Finance (Texas)

Practice Areas: Courtney Marcus is a partner in Weil's Global Finance practice and co-Managing Partner of the Dallas office. She represents private equity firms, public and private corporate borrowers, and financial investors in leveraged acquisition and recapitalization transactions, bridge and mezzanine financings, cash flow and asset-based lending, debtor-in-possession financings, and loan restructurings. She also handles financing in connection with billion-dollar acquisitions for some of the biggest

corporates and private equity firms. She is active in various industries including oil & gas, hospitality, business services and consumer products.

Professional Memberships: State Bar of Texas; State Bar of New York.

Personal: St. Mary's University (JD, 1998); Vanderbilt University (BA, 1995).

MARCUS, Stephen

Baker Botts LLP, Dallas
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Featured in Tax (Texas)

Practice Areas: Provides tax related structuring and counseling to private equity funds, strategic investors and publicly traded and privately held companies, on complex M&A transactions, joint ventures, spin-offs, and other strategic business transactions, including Creation of tax-efficient investment, acquisition and disposition, refinancing and restructuring structures for portfolio companies in a wide variety of industries and for distressed companies. Implementation of complex, multi-tier, partnership and LLC structures that take into account tax needs for variety of different types of JV partners, including foreign sovereigns and other foreign investors and tax-exempt investors. Formation, structuring and taxation of, and tax law requirements applicable to, REITs, including qualifying income and asset issues and issues arising in connection with REIT M&A transactions. Structuring of complex equity-based incentive arrangements for management in entities structured as partnerships or LLCs. Structuring of IRC Section 1031 "like-kind" exchange transactions.

Professional Memberships: State Bar of Texas

Personal: The University of Texas, BBA, with honors, 1983; Southern Methodist University School of Law, JD, 1986

MARKUS, James A

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Featured in Banking & Finance (Texas)

Practice Areas: In practice for more than 40 years, Jim Markus is a preeminent finance attorney who is dedicated to understanding his clients' businesses and designing practical and effective solutions to address the risks and opportunities they face. As a partner in the Haynes and Boone Finance Practice Group, Jim represents financial institutions, corporations, private equity firms and alternative lenders. Jim's practice spans commercial lending, corporate finance, loan workouts, and restructurings, with a special emphasis on asset-based lending, syndicated financings, leveraged acquisitions, and mezzanine finance. Over many years, he has handled complex workouts of troubled loans, including in-court and out-of-court restructurings.

MARTIN, Curtis J

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Featured in Construction (Texas)

Practice Areas: Construction & Infrastructure Construction Dispute Resolution Commercial Litigation & Dispute Resolution COVID-19 Task Force Government

Contracts Power & Industrial Facilities/EPC Public-Private Partnerships

Career: Curtis W. Martin is co-managing partner of Peckar & Abramson's Houston office. He represents contractors and owners on large construction projects and advises clients on all facets of the construction process, from the preparation of contract documents to counseling on risk management, business and legal issues that arise during projects, and dispute resolution. Curt draws on extensive experience in the construction industry, where he has focused his professional life since 1979 as both a construction lawyer and an industry executive. He is Board Certified in Construction Law by the Texas Board of Legal Specialization.

Professional Memberships: Associated General Contractors Texas Building Branch (Legal Committee) National Associated General Contractors Risk Management Committee (2004-2011) Associated General Contractors of Texas (Legislative Drafting Committee) Spring Branch Independent School District (Former Chair or Co-Chair of SBISD's Long Range Facilities Planning Committee, Bond Committee, and Bond Oversight Committee) American Arbitration Association Panel of Neutrals (Member of AAA's Large Complex Construction Case Panel) Houston Contractors Association (former Member of Board of Directors, Education Committee Chair) Texas Bar Foundation Construction Lawyers Society of America (Fellow)

MARTIN, Ernest

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Featured in Insurance (Texas)

Practice Areas: Ernest Martin, Chair of the Insurance Recovery Group, exclusively represents corporate policyholders in complex insurance disputes. When insurance companies refuse to pay claims, defense costs, settlements, or judgments, corporate clients call him to represent their interests against insurance companies. Martin uses his vast experience, knowledge of key insurance principles, insight into how insurance companies operate, and understanding of his client's business objectives to maximize insurance recoveries from insurance companies. He is co-founder and founding chair of the Insurance Law Section of the State Bar of Texas and serves as adjunct professor of insurance law at SMU Law School.

MARTIN, Paul

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Featured in Real Estate (Texas)

Practice Areas: Experience includes representation of a wide variety of clients engaged in many types of real estate, financing and other business transactions, as well as private equity funds in the acquisition, financing and sale of commercial property. Experience in commercial leasing and general corporate representation.

Career: Admitted to Texas Bar in 1991.

Professional Memberships: American Bar Association; Real Property, Probate, and Trust Section of the Texas Bar Association; Dallas Bar Association.

Personal: Graduated from Stanford University, BA with highest honors, 1988; and The University of Texas School of Law, JD with honors, 1991.

MASON, Dwayne

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Featured in Intellectual Property (Texas)

Practice Areas: Dwayne is Head of the Texas Intellectual Property Litigation Practice. He focuses his practice on patent, trademark, copyright, trade secret and technology-based commercial litigation, IP portfolio management, development, and licensing, as well as commercial transactions.

Career: Chambers USA, 2015-2020.

Professional Memberships: Master and founding member of the Nancy Atlas Intellectual Property Inn of Court; State Bar of Texas; Houston Bar Association; National Bar Association; ABA; Federal Circuit Bar Association; Houston and NY Intellectual Property Law Associations; Director: Harris County Improvement District No. 18; International Leadership Institute -Houston Accelerate Council.

Personal: JD, University of Houston Law Center; BS, Chemical Engineering, Purdue University.

MATSIL, Ira

Slater Matsil, LLP, Dallas

Featured in Intellectual Property (Texas)

Practice Areas: Ira Matsil represents leading domestic and international technology companies in the complex technical aspects of patent portfolio management and strategy. Ira is best known for helping global technology companies build patent portfolios that achieve business objectives. His technical and legal strengths combine to create high-quality, enforceable patents. Ira's practice also involves patent licensing, patent litigation support and patent opinion work, including infringement and validity studies.

Career: Before becoming an attorney, Ira worked at a fortune 200 technology company as a lead engineer and program manager. His patent practice spans over 30 years, the first seven of which were in-house. Technical strengths include electronic circuits, semiconductors, telecommunications, optics, and computer hardware and software.

Professional Memberships: State Bar of Texas; United States Patent and Trademark Office

Personal: BS, electrical engineering, the University of Texas at Austin; master's degree in electrical engineering from The University of Texas at Arlington; J.D. (magna cum laude), Southern Methodist University's Dedman School of Law.

MAZZONE, Michael

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Featured in Environment (Texas)

Practice Areas: Michael J. Mazzone has tried jury cases against prominent trial lawyers in Texas, Louisiana, and New Mexico, and has handled cases pending in courts in North Dakota, Mississippi, and Montana. Michael frequently represents energy companies in environmental contamination, indemnity, toxic tort, and

construction cases. He has made presentations on trial advocacy, arbitration, and litigation at oil and gas industry conferences, bar association seminars, the Texas Environmental Superconference, and the University of Texas Law School.

MCBRIDE, Juliet M.

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Featured in Healthcare (Texas)

Practice Areas: Juliet M. McBride is a Partner in the firm's Government & Regulatory (Healthcare) Practice Group whose principal area of practice is focused on advising national clients in the healthcare industry including hospitals, medical equipment and device suppliers, and laboratories on a wide range of matters. Ms. McBride has extensive experience in reimbursement litigation and Medicare/Medicaid coverage, payment, and compliance issues. Ms. McBride is a Fellow of the American Bar Foundation (election to membership is limited to one percent of lawyers licensed to practice in each jurisdiction), a Fellow of the Leadership Council on Legal Diversity Class of 2018, and previously participated as a Member of the State Bar of Texas Leadership ("LeadershipSBOT") Class of 2014-2015.

MCCARTHY, Brandon

Katten, Dallas
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Featured in Litigation (Texas)

Practice Areas: You'll never find Brandon waiting and hoping a client won't get indicted. Instead, he looks to actively head off the government's case at the pre-indictment stage so that it never actually moves forward. To do this, he combines an awareness of enforcement agency priorities with deep insight into a client's unique business. The latter is particularly important when defending individuals and companies in the highly regulated health care industry. For clients that are indicted, Brandon mounts creative and aggressive defenses, often dismantling the government's case before trial. Proof of his effectiveness lies in the fact that he has tried more than 120 jury trials, plus 42 bench trials, and has prevailed in more than 97 percent of them. Brandon spends significant time consulting on federal investigations. He has defended hospitals, health systems, medical groups and doctors against claims involving the False Claims Act, Anti-Kickback Statute and Stark Law violations as well as defending individuals against a host of fraud and public corruption allegations. He has represented clients before the Federal Bureau of Investigation, US Attorney's office, Securities and Exchange Commission, Internal Revenue Service and the Office of Inspector General.

Personal: Southern Methodist University Dedman School of Law, JD Vanderbilt University, BA

MCCOMBS, David

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Featured in Intellectual Property (USA - Nationwide), Intellectual Property (Texas)

Practice Areas: David McCombs is primary counsel for many leading corporations in patent inter partes review before the U.S. Patent Office's Patent Trial and Appeal Board and in appeals before the Federal Circuit. His practice spans 35 years and includes appellate argument, patent litigation, licensing and technology transfer, and dispute resolution. Prior to joining Haynes and Boone in 1989, he served as in-house patent counsel for a diversified technology company located in Research Triangle Park, North Carolina, with a long history of developing breakthrough chemical/material science, diagnostic, robotics, and motion management technologies. Mr. McCombs is the co-author of "Intellectual Property Law," published annually by The SMU Law Review (2010-present), and an adjunct professor at SMU. Separate from his law practice, Mr. McCombs serves as a Commissioner for the Smithsonian Institution's National Portrait Gallery in Washington, D.C.

MCCREIGHT, Tracy L

Duane Morris LLP, Austin
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Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: Ms. McCreight practices in all aspects of complex commercial litigation and construction litigation, including contract, real estate, general business and partnership disputes, including pre-litigation dispute resolution. In her construction practice, Ms. McCreight focuses on representing owners in construction defect matters and contract disputes.

Career: Duane Morris LLP: Partner, 2019-present; Munsch Hardt Kopf & Harr PC: Shareholder, 2013-2019, Associate, 2012-2013; The Davis Group Attorneys & Counselors PC: Attorney, 2010-2012; Weil Gotshal & Manges LLP: Associate, 2004-2009; Gray Cary Ware & Freidenrich LLP: Associate, 2003-2004, Law Clerk, 2002
Professional Memberships: Duane Morris Women's Impact Network for Success (WINS) Steering Committee; Travis County Women Lawyers' Association; Travis County Women Lawyers' Foundation (Chair, 2019-2020); Center for Women in Law Institute at Texas Law; Barbara Jordan Inn of Court; Austin Bar Association
Personal: University of Texas School of Law, J.D., 2002; University of Maryland, B.A., 1994

MCDERMETT JR, Don J

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Featured in Technology (Texas)

Practice Areas: Mergers and acquisitions, tax-free spin-offs, corporate finance, venture capital, SEC compliance, corporate governance, activist investor defense, joint ventures. Significant client concentration in the IT and telecom industries.

Career: Former Senior Vice-President, General Counsel and secretary of Sterling Software, Inc.; partner at Baker Botts since May 2000.

Professional Memberships: American Law Institute, ABarA, State Bar of Texas, Society of Corporate Secretaries and

Governance Professionals, Texas Business Law Foundation.

Personal: JD, with honors, University of Texas School of Law, 1984 (Texas Law Review, Order of the Coif); BBA, with highest honors, finance, University of Texas 1981.

MCDONALD, Derek

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Featured in Environment (Texas)

Practice Areas: Derek McDonald has practiced in the area of environmental law and litigation for over 25 years concentrating on air quality matters and the development of infrastructure projects. He frequently handles matters before federal and state environmental agencies, including counseling on air quality, municipal, hazardous or radioactive waste, National Environmental Policy Act, and Endangered Species Act matters and the representation of clients in contested administrative proceedings and in federal and state courts.

Career: Admitted to Texas Bar in 1993; New York Bar in 2019. Joined Baker Botts in 1994; admitted to partnership 2001.

Professional Memberships: Member, State Bar of Texas; Member, New York State Bar Association.

Publications: Introduction to the Clean Air Act, presented on behalf of Environmental Law Institute, Western Boot Camp, 2018-2021.

Personal: University of Texas, BA, with honors, 1989; JD, with honors, 1992.

MCDONALD, J Bruce

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Featured in Antitrust (Texas)

Career: Bruce McDonald represents energy, chemicals, transportation, and telecommunications companies in federal and state antitrust government investigations and enforcement actions, merger reviews, and antitrust private litigation. Bruce served as deputy assistant attorney general with the U.S. Department of Justice from 2003 to 2007 and is a partner in Jones Day's Antitrust Practice in Houston and Washington. He is past chair of the State Bar of Texas' Antitrust & Business Litigation Section and previously served as chair of the ABA Antitrust Section's Transportation & Energy Committee and chairman of the Houston Bar Association's Antitrust Section. Bruce has testified before committees of the U.S. Congress and speaks frequently on antitrust law enforcement and policy. He graduated from The University of Texas School of Law and has taught antitrust and trade regulation as an adjunct professor. In 2019 he was named Houston Antitrust Lawyer of the Year by Best Lawyers. He is editor of PLI's 2020 Antitrust Law Answer Book. Bruce is involved in community and pro bono matters that serve church, veterans, and family and youth organizations.

MCDONALD, Scott

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Featured in Labor & Employment (Texas)

Practice Areas: Class Actions; Staffing, Independent Contractors and Contingent

Workers; Transportation; Unfair Competition and Trade Secrets; Whistleblowing and Retaliation

Career: Scott McDonald has represented clients in all areas of employment and labor law for more than 25 years. Among his notable successes, McDonald secured injunctions enforcing non-compete agreements in three consecutive cases involving quantitative analysts in the high frequency trading industry. Additionally, he led teams in complex multi-jurisdictional disputes that resulted in the protection of millions of dollars of intellectual property. McDonald's practice involves, among others, a concentration of clients in the transportation; finance; technology; and manufacturing industries.

Professional Memberships: American Law Institute; Dallas Bar Association - Labor and Employment Law Section, Former Chair; Dallas Bar Foundation; Texas Association of Business, Texas State Employee Relations Committee

Personal: J.D., University of Texas School of Law; B.A., University of Texas, El Paso

MCDOWELL, C Luckey

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Practice Areas: Luckey McDowell is a partner in the Financial Restructuring & Insolvency practice at Shearman & Sterling LLP. With particularly deep experience representing energy sector clients, he focuses on capital restructuring for highly leveraged companies, out-of-court workouts, insolvency-specific guidance to boards, and all aspects of bankruptcy cases throughout the country. He also has extensive experience representing buy-side clients negotiating with financially distressed companies. Within the energy industry, his clients include companies involved conventional and renewable power generation, as well as oil and gas exploration and production and oilfield services.

MCLAUGHLIN, Scott R

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Featured in Labor & Employment (Texas)

Practice Areas: Recognized as an authority for bet-the-company labor and employment cases, Scott is a "go-to" litigator for clients facing trade secret, fiduciary, discrimination, wage and hour, and "C-Suite" matters. He also has deep traditional labor experience, having handled litigation against unions, union elections, strikes and many labor arbitrations. Scott regularly files lawsuits under the Computer Fraud and Abuse Act to recover information misappropriated by departing employees and has vast experience in gathering, securing and preserving electronic evidence. He defends and prosecutes claims for clients in multimillion-dollar cases before state and federal courts and in arbitrations. Scott also has a high-level advice and counsel practice, including navigating his clients through urgent matters such as the COVID-19 crisis and more common matters such as personnel management issues.

MCLEAN, Sarah

Shearman & Sterling LLP, Houston
sarah.mclean@shearman.com

Practice Areas: Sarah McLean is a partner in the Mergers & Acquisitions practice of Shearman & Sterling LLP. Sarah's practice focuses on private equity transactions, particularly portfolio company investments, acquisitions and divestitures of upstream and midstream oil and gas assets and companies, and midstream joint ventures.

MCNAMARA, Robert J

Hunton Andrews Kurth LLP, Houston
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Featured in Tax (Texas)

Practice Areas: Robert's principal area of practice is federal income tax law with an emphasis on domestic business transaction planning. He has significant experience advising partnerships, including publicly-traded partnerships (MLPs), on capital formation and acquisition activities and as tax counsel to both issuers and underwriters in connection with debt offerings. Robert also advises clients on federal income and Texas state tax issues in mergers and acquisitions, including tax-free reorganizations and like-kind exchanges.

MCNIEL, D Ferguson

Vinson & Elkins LLP, Houston
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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Practice concentrates on commercial litigation, construction, toxic tort, and product liability. Certified: civil trial law and personal injury trial law by Texas Board of Legal Specialization.

Career: Admitted to practice: Texas, 1980. Joined Vinson & Elkins, 1980; admitted to partnership, 1990.

Professional Memberships: Fellow of the American College of Trial Lawyers; International Society of Barristers; American Board of Trial Advocates; International Association of Defense Counsel; Defense Research Institute; American Bar Association; Houston Bar Association. Fellow: Texas Bar Foundation; Houston Bar Foundation.

Personal: University of Arkansas, BSBA, 1977; University of Arkansas, JD, 1980.

MCWILLIAMS, Douglas E

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Featured in Capital Markets (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: Corporate and securities law practice emphasizing transactional and governance matters. Corporate finance practice including representing public and private companies, investment banks and private equity funds in initial public offerings and other public and private equity and debt offerings. Advises companies, private equity funds and financial advisers concerning merger and acquisition transactions.

Career: Admitted to practice: Texas, 1995. Joined V&E in 1995; admitted to the partnership in January 2004.

Personal: The University of Texas, B.B.A. with Highest Honors in 1992; Harvard, J.D. magna cum laude in 1995.

MEADOWS, Robert E

King & Spalding LLP, Houston
+1 713 276 7370
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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Bobby Meadows is an accomplished trial lawyer known for winning challenging cases. He represents clients in litigation throughout the United States, including trials in state and federal courts, international and domestic arbitrations, summary jury trials and other forms of alternative dispute resolution. As a trial lawyer, he represents clients in litigation in federal and state courts throughout the U.S., along with international and domestic arbitrations, summary jury trials and other forms of alternative dispute resolution. In more than 50 jury trials and over 34 years, Mr. Meadows has litigated a variety of matters including the most difficult cases in some of the most challenging venues.

MEEK, Kevin

Baker Botts LLP, Austin
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Featured in Intellectual Property (Texas)

Practice Areas: Mr. Meek is the Chair of the firm's Austin office IP Department. He has broad experience in high technology patent litigation, prosecution, licensing, and software licensing and disputes. He also has extensive experience with trade secret litigation, proceedings before the International Trade Commission and post-grant review proceedings before the Patent and Trademark Appeal Board. He frequently speaks on patent, copyright and ethics topics.

Career: Joined Baker Botts in 1990; admitted to partnership 1997.

Professional Memberships: State Bar of Texas; U.S. Patent and Trademark Office.

Personal: Texas A&M University, BSEE, 1985; University of Texas School of Law, JD, 1988.

MEGALLY, Sam

K&L Gates, Dallas
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Practice Areas: Sam Megally, a partner in the Dallas office, focuses his state and local tax practice on Texas and multistate representations, particularly relating to tax planning and controversies involving income, sales, franchise, and property tax, as well as multistate legislative matters. He represents taxpayers in disputes against state and local taxing jurisdictions nationwide; advises on state and local tax issues arising in commercial contracts and M&A transactions; negotiates for tax incentives from state and local taxing jurisdictions both in and outside of Texas; and drafts and helps lobby for passage at the state level of tax and non-tax legislation.

MELSHEIMER, Tom

Winston & Strawn LLP, Dallas
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Featured in Litigation (USA - Nationwide), Intellectual Property (USA - Nationwide), Litigation (Texas), Litigation (Texas: Dallas, Fort Worth & Surrounds), Intellectual Property (Texas)

Career: Tom Melsheimer is managing partner of Winston & Strawn LLP's Dallas office. He tries lawsuits in state and federal courts, emphasizing intellectual property, business torts, and False Claims Act (FCA) litigation. His trial experience is unusually broad and extensive. On the civil side, Tom has tried top verdict cases involving patent infringement, insider trading, antitrust, breach of fiduciary duty, fraud, product liability, and FCA violations. On the criminal side, he has tried top verdict cases involving bank fraud, public corruption, copyright infringement, and kidnapping. Tom's jury trials include successfully representing plaintiffs and defendants on both coasts and throughout Texas.

MENDIOLA III, Lino

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Featured in Energy & Natural Resources (Texas)

Practice Areas: Lino counsels clients in transactional matters and disputes involving energy and regulatory law with a focus on electric energy. Lino routinely handles major disputes for regulated utilities, electric generators, and energy companies. He represents clients in all aspects of administrative law in court and before the Public Utility Commission of Texas and similar agencies in other states. Lino routinely advises clients on regulatory issues relating to mergers and acquisitions, asset purchases, project development, plant expansions, and transmission line approval and routing. Lino also counsels clients on state and federal contracting and procurement law.

MENDOZA, Dario

Vinson & Elkins LLP, Dallas

Practice Areas: oDario's practice focuses primarily on a wide range of executive compensation and benefits matters. His practice involves designing, drafting, negotiating, implementing, and administering a broad variety of executive compensation and benefits arrangements, including executive employment agreements, severance agreements, change of control plans and deferred compensation arrangements, as well as equity-based compensation vehicles and incentive arrangements. He also advises clients on applicable tax, securities, corporate governance and disclosure implications relating to the foregoing, including but not limited to performance-based compensation requirements, golden parachute payments and Section 409A deferred compensation. Dario also advises public and private companies on compensation and benefits issues that arise in mergers, acquisitions, sales, joint ventures, initial public offerings, private offerings, restructurings and a wide range of other transactions, domestic and international.

He has represented new and existing publicly-traded corporations, partnerships (including master limited partnerships) and real estate investment trusts (REITs), privately-held companies, private equity funds and portfolio companies, boards of directors, compensation committees, management teams and individual executives.

Personal: Stanford Law School, J.D., 2010 The University of Texas at Austin, B.A., Government and Psychology with high honors, 2006

MENDOZA, Mary S

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Featured in Environment (Texas)

Practice Areas: Mary has counseled clients from most every industry on environmental risks. Mary's representations stretch from the oil patch to your local shopping center, and all types of businesses in between. She advises clients on environmental risks in acquisitions and divestitures and represents clients in environmental litigation and regulatory proceedings. Mary earned her undergraduate degree in Civil Engineering from the University of Texas at Austin, where much of her course work focused on environmental issues. Mary uses her technical background to explain complex environmental issues in clear, concise terms for clients.

MENDRYGAL, Kiprian

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Featured in Litigation (Texas)

Practice Areas: Kip Mendrygal represents public companies, private entities, financial institutions, corporate executives, and high-profile individuals in connection with confidential and highly-sensitive civil, criminal, and regulatory investigations, including those with allegations of counterfeiting, money laundering, bank fraud, securities fraud, antitrust violations, breaches of fiduciary duty, conflicts of interest, insider trading, violations of state and federal Anti-Kickback statutes, off-label marketing of pharmaceuticals and medical devices, violations of the Foreign Corrupt Practices Act, perjury, bribery, misappropriation of public funds, and wire/mail fraud.

Personal: The University of Texas School of Law (JD, with honors, 2003); The University of Texas at Dallas (MS, 2000; BS, 1997).

MENSING, Todd W

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Todd W. Mensing focuses on complex commercial litigation. Having tried more than 50 cases, Todd is Board Certified in Civil Trial Law by the Texas Board of Legal Specialization, a distinction reserved for Texas trial lawyers with a high degree of trial experience and expertise. During the last ten years, an average of fewer than ten attorneys per year statewide has earned the distinction. He is recognized among the top lawyers

in the nation for commercial litigation and construction litigation in The Best Lawyers in America. Todd is also recognized in the area of Texas General Commercial Litigation in the 2014-2020 editions of Chambers USA. He earned the highest possible AV Preeminent rating based upon peer reviews from Martindale Hubbell. He has also been elected to the prestigious American Board of Trial Advocates (ABOTA), an elite group of the country's leading trial lawyers. Todd has tried cases in virtually every arena, including in the areas of complex commercial litigation; intellectual property and trade secret disputes; executive employment claims; catastrophic personal injury cases; as well as white collar criminal defense matters. Todd has been named one of the top 100 lawyers in Texas and Houston on the annual Texas Super Lawyers.

MESCHES, Ben

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Practice Areas: Chair of Haynes and Boone's Litigation Department, Ben Mesches successfully leads appellate and litigation teams in high-stakes cases at the crossroads of major public policy questions and emerging legal issues. Board certified in civil appellate law by the Texas Board of Legal Specialization, Ben has been the architect of winning litigation strategies in the appellate courts. In 2019 alone, he has secured high-profile wins in these cases: •In the Texas Supreme Court in a landmark case upholding the constitutionality of public pension reforms implicating nearly \$1 billion in pension assets. •Before the Fifth Circuit in a wind-power dispute worth more than \$300 million, reversing — for the second time — a district court decision. •At the Third Circuit in a trademark case in which the court held that a major pharmaceutical company owned intellectual property rights, defeating an \$80 million claim. Ben's peers recognize his collaborative leadership style both inside the firm and within prestigious legal organizations. In addition to leading the firm's global litigation practice, he has served as President of the Texas Supreme Court Historical Society, the ABA's Council of Appellate Lawyers — the only national appellate-bench organization in the country — and Chair of the Dallas Bar Association's Appellate Section.

MICCICHE, Daniel J

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Featured in Tax (Texas)

Practice Areas: Daniel Micciche has extensive experience in tax and business planning for acquisitions, divestitures and specialized capital structure planning, as well as in the formation and operation of corporations, partnerships and limited liability companies. He also represents clients in federal and state tax controversy matters. He has chaired the tax sections of the State Bar of Texas and the Dallas Bar Association and served on the Texas Comptroller's Tax Advisory Group under three different Comptrollers. He is a member of the Texas and New York bars.

Personal: JD, University of Chicago Law School (1981); BA, Stony Brook University (1978)

MIMS, Peter

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Featured in Intellectual Property (Texas)

Practice Areas: Peter's primary practice is intellectual property litigation (patent, trademark, trade secret, and copyright infringement) in the energy, high-tech, chemical, and software fields. Peter's practice also involves counseling clients in business transactions that involve intellectual property rights, including merger and acquisition agreements, license agreements, non-competition agreements, and software agreements.

Career: Admitted to practice in Texas, 1985; United States Patent and Trademark Office; United States Court of Appeals for the Federal Circuit.

Personal: University of Texas School of Law, JD with honors, 1985; Rice University, B.S.Ch.E.(1978); M.Ch.E.(1979).

MINYARD, Brian

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Featured in Banking & Finance (Texas)

Practice Areas: BRIAN MINYARD's practice focuses principally on debt financing transactions, including syndicated bank loans, direct and credit fund lending facilities, and the private placement of debt securities, by direct and mezzanine lenders. He has extensive experience with financing in all aspects of the energy industry, including the oil and gas exploration and production, midstream and oilfield services sectors. In addition, Brian has been involved in a wide variety of energy restructurings and debt-or-in-possession financings, representing both debtors and financial institutions. Brian represents and advises both capital providers and borrowers in structuring, negotiating and documenting financing transactions, including acquisition and committed financings, reserve-based lending facilities, direct and credit fund lending facilities, uni-tranche and second lien credit facilities and mezzanine financings. He also has experience with industry specific structured finance transactions, including the conveyance of volumetric production payments, overriding royalty interests and net profits interests.

Publications: "Due Diligence from Investor/Financing Perspective," Rocky Mountain Mineral Law Foundation Special Institute on Due Diligence in Oil & Gas Transactions

MITCHELL, John E

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: With a practice devoted to all facets of commercial restructuring and reorganization, John Mitchell has significant experience with complex bankruptcies, out-of-court workouts and sales, voluntary liquidations, asset sales, and general insolvency related litigation. He represents lenders, creditors, debtors, trustees, and committees across the Unit-

ed States in receiverships, assignments for the benefit of creditors, and asset sales. John advises clients in the energy, oil and gas, power, food service, retail, commercial and consumer finance, shipping, and vehicles and heavy equipment sectors.

Personal: Texas Tech University School of Law, JD, magna cum laude Texas A&M University, BBA, distinguished military graduate

MIZELL, Patrick W

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Practice Areas: A prolific trial lawyer, Pat has earned respect in the courtroom advocating on behalf of his clients. He has been on his feet talking to juries and judges his entire career. Whether it is Houston, Midland, or New York City, juries respond well to the same traits — straight talk, the ability to make complicated concepts simple, and a little good natured humor. He knows that most fights aren't won at trial, however. They are won by quality writing, and Pat is backed by some of the brightest legal writers in the country. Pat concentrates on jury trials of commercial cases for both plaintiffs and defendants. He is a fellow of the American College of Trial Lawyers, and a member of the American Board of Trial Advocates and the International Society of Barristers.

Career: The Best Lawyers in America® (BL Rankings, LLC), Commercial Litigation, 2005–2006, 2008–2021 Selected to the Texas Super Lawyers list, Super Lawyers (Thomson Reuters), 2003–2004, 2006–2020 Legal 500 U.S., Energy Litigation: Oil & Gas, 2019; General Commercial Disputes, 2020

Personal: University of Houston Law Center, J.D., 1989 (Order of the Barristers) Southern Methodist University, B.A., 1986

MOLAY, Seth

Akin Gump Strauss Hauer & Feld LLP, Dallas

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

MOORE, Bill

Enoch Keever PLLC, Austin
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Featured in Energy & Natural Resources (Texas)

Practice Areas: —Electric Industry Regulation —Legislative Advocacy —Regulatory Compliance —Regulatory Litigation

Career: Bill Moore represents numerous energy industry clients, counseling them on regulatory, environmental, business, and legislative matters. He has represented a variety of competitive and regulated electric interests, including Texas's largest regulated electric utility, largest municipal utility, and largest power generation and mining company. He handles clients' business-to-business interactions as well as representing them before state and federal legislative and regulatory bodies.

Professional Memberships: State Bar of Texas —Administrative & Public Law Section —Public Utility Law Section Austin Bar Association —Administrative Law Section —Environmental Law Section Ameri-

can Bar Association —Administrative Law & Regulatory Practice Section —Environment, Energy, & Resources Section —Infrastructure & Regulated Industries Section A&M PAC —Board of Directors, 2019-present Texas A&M 12th Man Foundation —Board of Trustees, 2012–2015 —Chair, Legal Committee, 2012–2014 —Member, Legal Committee, 2011–2019

MOORE, Matthew

Peckar & Abramson, P.C., New York

Featured in Construction (Texas)

Practice Areas: Construction & Infrastructure Commercial Litigation & Dispute Resolution Surety

Career: Based in Houston, TX, Matt Moore is co-managing partner of Peckar & Abramson's Texas offices and a member of the firm's Construction and Surety practice groups. His practice is focused primarily on the transactional, litigation and dispute resolution aspects of Construction Law. Matt represents general contractors, construction managers, sureties, owners, developers, and subcontractors in all phases of construction and on a wide variety of construction-related issues, including breach of contract, breach of warranty, mechanic's liens, contractual and statutory indemnity, payment and performance bonds, collections, fraud, extra work, construction defects, contract termination, differing site conditions, bid protests, bid mistakes, delay and disruption claims, in both the public and private sectors. Matt also regularly reviews, drafts and negotiates construction contracts.

Professional Memberships: State Bar of Texas (Construction Law Section Member, 2006-present and Governing Board Member, 2018-present) Houston Bar Association (Construction Law Section Chair, 2015-2016 and Governing Council, 2010-2014) Houston Arboretum & Nature Center (Board Member, 2015-present) Association of General Contractors (Houston Chapter, Education Committee (past-Chair) & Government Affairs (Committee Member), Contract Documents Forum) Associated Builders and Contractors —Greater Houston Chapter

Personal: University of Texas, Austin, B.A. Texas Tech University School of Law, J.D.

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MORGAN, Vincent E

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Featured in Insurance (Texas)

Practice Areas: Has helped clients obtain billions of dollars in insurance proceeds and other recoveries representing corporate policyholders in complex coverage matters related to all types of policies, including commercial property and business interruption, reps and warranties, CGL, cyber, professional liability, D&O, E&O, environmental, trade credit and intellectual property. Many have involved some of the most pressing issues of recent times, such as 9/11, the Deepwater Horizon oil spill, hurricanes, wildfires and other disasters. Has represented clients across all industry segments, including energy,

chemicals, manufacturing, private equity, financial services, healthcare, education, retail and hospitality. Is currently handling coverage matters ranging from property damage and business interruption to liability issues from M&A disputes, environmental claims, catastrophic personal injuries and cyber breaches.

Professional Memberships: Past Chair, Insurance Law Section of the State Bar of Texas; Fellow, American College of Coverage Counsel

Publications: Co-author of the only legal treatise specifically focused on insurance coverage for catastrophe losses, having written the chapters on the Claim Process and Business Interruption. Currently writing a new chapter for that treatise on COVID-19 losses.

Personal: The University of Texas School of Law, J.D., 2000, with honors; The University of Texas at Dallas, B.A. in Economics and Finance, 1995, summa cum laude

MORRIS, Robert C.

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Featured in Tax (Texas)

Practice Areas: Tax: Litigation

Career: Rob Morris represents clients in tax controversy matters, which includes IRS examinations, IRS fast track mediations, IRS appeals, litigation in the Tax Court and federal district courts, and before the IRS competent authority office. Rob also regularly advises clients in state tax disputes, transfer pricing issues, tax sharing agreement disputes, and matters involving allegations of tax fraud and potential criminal tax charges. Rob serves as co-head of the firm's tax department.

Professional Memberships: American Bar Association—Section of Taxation; State Bar of Texas Tax Section—Treasurer and Leadership Academy Director; Texas Bar Foundation—Life Fellow, Texas Certified Public Accountant.

Personal: LL.M., Georgetown University Law Center; JD, Brigham Young University

MORTON, Steve

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Practice Areas: Steve Morton, a partner in the Austin office and a member of the environment, land and natural resources practice group, has thirty-five years of experience obtaining necessary environmental permits, defending government or third-party claims before administrative agencies and courts, and assisting clients on regulatory and statutory developments before administrative agencies and the Texas Legislature. Steve has a technical background in hydrogeology and advises clients on a wide range of environmental issues including air, water and waste permitting, negotiating cost recovery and remedy settlements with state and federal agencies and advising clients in connection with Clean Water Act, RCRA and Brownfields Redevelopment projects.

MOSS, Brian

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Featured in Banking & Finance (Texas)

Practice Areas: Brian's practice focuses on syndicated and structured/mezzanine financings, and preferred equity investments. He has worked on numerous bank financings, mezzanine and structured financings, preferred equity investments, and convertible debt. He represents mezzanine funds, publicly and privately held corporate borrowers and issuers, private equity funds, and commercial banks.

Career: Joined V&E in 1998; admitted to partnership in 2008. Co-head of V&E's Finance Practice Group.

Professional Memberships: Member: Houston Bar Association

Personal: Dartmouth College, A.B., 1993; Cambridge University, M.Phil., 1995; The University of Texas, J.D., 1998. Admitted to Texas Bar.

MOSS, Ron H

Winstead PC, Austin

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Practice Areas: Ron Moss focuses his practice on litigation, both in the courts and before administrative agencies. His primary practice is utility law, with emphasis on representing utilities before regulatory commissions and in court appeals. Ron also counsels utility clients regarding regulatory impacts of business decisions. He has had extensive experience with the 1999 legislation introducing retail competition in the Texas electric market. In addition to utility matters, Ron has represented clients in environmental litigation and business litigation. 512.370.2867 | rhmoos@winstead.com

MOYÉ, Veronica

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Featured in Antitrust (Texas), Litigation (Texas): Dallas, Fort Worth & Surrounds

Practice Areas: Specializes in highly complex class actions and civil litigation nationwide, including antitrust; business tort; and intellectual property matters. Lead counsel for Novation on several EDTX (Texarkana) antitrust matters; for Cal-Maine in EDPA antitrust class and opt-out actions; and for Tenet Healthcare on antitrust class actions in ED Michigan, Michigan state court, and WDTX. Obtained unanimous Defense verdict for Tyler Perry at EDTX (Marshall) copyright infringement trial.

Career: Former General Counsel for healthcare GPO Novation, LLC.

Professional Memberships: American Bar Association, Dallas Bar Association.

Personal: JD, Harvard Law School, 1986; SB, MIT, 1983, Chemical Engineering.

MURPHY, George

Vinson & Elkins LLP, Houston

Practice Areas: oGeorge is Co-Head of V&E's Condemnation and Land Use Litigation practice group. Selected as Best Lawyers of America's Houston Eminent Domain Lawyer of the Year for 2019, George's trial practice is principally focused on the representation of private property owners involved in eminent domain lawsuits wherein the State, counties, municipalities, and other government authorities seek to acquire his clients' property. He has extensive first chair jury trial experience confirmed by his invited

membership in the American Board of Trial Advocates (ABOTA), and George has represented owners of properties of all types, including retail, commercial, industrial, and residential properties. George has been selected by his peers for inclusion in the publications Best Lawyers in America and by Texas Super Lawyers for his extensive experience in Eminent Domain and Condemnation Law. The Best Lawyers in America© (BL Rankings, LLC), recognized George as "Lawyer of the Year" in Eminent Domain and Condemnation Law (Houston), 2019–2020; Eminent Domain, 2017–2021. He was also selected to the Texas Super Lawyer list, Super Lawyers (Thomson Reuters), 2014–2017, 2019–2020.

Personal: Paul M. Hebert Law School at Louisiana State University, J.D., 1994 (Order of the Coif; Louisiana Law Review) Northeast Louisiana University, B.A. with honors, 1991

MURPHY, J. Frasher

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Frasher Murphy is a partner in the Restructuring Practice Group at Haynes and Boone, LLP. His practice is focused primarily on complex Chapter 11 cases; however, he has experience in all areas of business bankruptcy law. Frasher also has substantial experience representing parties in out of court restructuring and workout matters, including Article 9 sale transactions. He represents debtors, traditional and non-traditional secured lenders, post-petition lenders, bondholders, purchasers and all other types of secured and unsecured creditors.

MURPHY, Maggie

Jackson Lewis P.C., Austin

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Featured in Immigration (Texas)

Practice Areas: Office Managing Principal of the Jackson Lewis Austin, TX office. Board Certified in Immigration Law by the TX Board of Legal Specialization. Advanced business immigration specialties include PERM, complex H-1Bs, worksite investigations, I-9 and E-Verify compliance.

Career: Boutique Immigration Law firms before joining Greenberg Traurig LLP (2010-11); Principal with Jackson Lewis since 2011.

Professional Memberships: State Bar of Texas—Past Chair, Immigration & Nationality Law Section; American Immigration Lawyers Association (AILA); Austin Bar Association.

Publications: Various. Also speaks frequently on PERM, Work Visas, I-9 Compliance.

Personal: University of Texas School of Law, J.D. 2000; University College of London, 1999; St. Edward's University, B.A. 1996.

MURRAY, Suzanne

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Featured in Environment (Texas)

Practice Areas: Suzanne Wilson (Murray) is a strategic thinker committed to achieving results for her clients. This experience comes from holding a senior legal and policy position in the federal Senior Executive Service, as an in-house counsel and in large law firms in Texas and New York. Her practice covers all areas of environmental regulation and enforcement defense, but she has a particularly distinguished practice in climate issues and fuels regulation including before the U.S. Court of Appeals for the District of Columbia, District Court in Texas and Texas Commission on Environmental Quality. Prior to Haynes and Boone, she served at the U.S. Environmental Protection Agency and was the Regional Counsel for Region 6. While at EPA, she built strong relationships with State and Federal partners, the regulated community and environmental advocacy groups which benefits her clients and helps them achieve win-win outcomes in complex, multi-faceted environmental resolutions. She applies this experience to help clients achieve their objectives in acquisitions, rule challenges, government investigations, permitting, defense of enforcement actions, crisis management and emergency response, compliance audits, fuels, climate regulation and carbon trading matters. Suzanne represents Fortune 50, mid-cap and small companies in the energy, industrial, finance, real estate, agricultural and retail sectors.

MYERS, Thomas W

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Practice Areas: Tom Myers' practice is focused on construction-related transactions, claims, insurance, risk management, workouts, mediation, arbitration and litigation. For over 30 years, he has represented public and private owners, contractors, EPC's, subcontractors, vendors and manufacturers on a wide range of construction projects, including office, high-rise residential, industrial, multi-family, educational, retail and governmental facilities as well as coal, gas and hydro power plants and industrial process plants. Tom has significant experience representing clients in drafting and negotiating complex construction contracts under multiple project delivery systems, purchase orders, forming joint ventures, limited liability companies, teaming arrangements and strategic alliances. He prosecutes and defends insurance claims for builder's risk losses and construction defects, mechanic's lien claims, surety bond workouts and claims for changed conditions, extra work, schedule delays and impact damages. Tom is a member of the American Arbitration Association National Panel of Construction and Commercial Arbitrators. He also serves as a construction mediator. He is a past chair of the Houston Bar Construction Law Section and a frequent speaker on construction law issues to local bar and industry groups.

Professional Memberships: –State Bar of Texas, Construction Law Section Member – American Arbitration Association, National Panel of Construction and Commercial Arbitrators – Houston Bar Association

NASH, Brian

Pillsbury Winthrop Shaw Pittman LLP, Austin

Featured in Intellectual Property (Texas)

Practice Areas: Brian Nash leads the firm's Texas IP practice. He is a trial and appellate lawyer with experience in more than 150 cases involving complex commercial litigation related to intellectual property and technology at the Federal Circuit, the International Trade Commission, the Patent Trial & Appeal Board, and U.S. District Courts nationwide. Brian is a registered patent attorney with an engineering degree who handles disputes across a wide range of technical fields. He has handled litigation involving semiconductor design and fabrication, video games, virtual reality, cellular telephones, digital media distribution, oilfield equipment, wireless standards, blockchain, e-commerce, aluminum alloy composition and container fabrication, search marketing, geolocation, encryption, computer software, image processing, and liquid crystal displays. His experience spans a wide variety of intellectual property issues—including patents, trademarks, trade secrets, and copyrights—as well as other complex commercial disputes involving technology. Brian also advises on IP portfolios and licensing.

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Featured in Tax (Texas)

Practice Areas: Practice focuses on state and local taxation, incentives and unclaimed property. He helps clients restructure their holdings, acquire and dispose of assets and structure financing transactions to minimize tax exposure. He regularly defends taxpayers in property, franchise/income and sales tax controversies.

Career: Renn has over 25 years of experience in this area; he has won several SALT cases at the Texas Supreme Court, has done planning and incentive work on many of the largest industrial projects in Texas and around the nation, and has served as lead counsel in hundreds of state and local tax lawsuits.

Professional Memberships: State Bar of Texas United States District Court for the Southern District of Texas Houston Bar Association, Tax Section Texas Taxpayers and Research Association, Board of Directors United States District Court for the Southern District of Texas

Publications: Noteworthy Sales and Use Tax Cases, Houston Tax Executives Institute, Inc., February 2020 Selection and Preparation of Expert Witnesses, Speaker, Institute for Professionals in Taxation, March 2018 Oil and Gas Workshop, Speaker, International Property Tax Institute, February 2018

Personal: J.D., Columbia Law School 1991; Articles Editor, Columbia Business Law Review; B.A., English, Brigham Young University 1988

NELSON, KarlGibson, Dunn & Crutcher LLP, Dallas
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Featured in Labor & Employment (Texas)

Practice Areas: Karl counsels and represents clients in all aspects of federal and state employment regulation, labor relations, and compensation and benefits law. He has extensive experience defending complex labor and benefit matters, including class and collective actions under the Fair Labor Standards Act, Title VII of the Civil Rights Act, the Employee Retirement Income Security Act, the Worker Adjustment and Retraining Notification Act, the Age Discrimination in Employment Act, and comparable state laws. He has successfully represented clients in virtually every aspect of employment law, including compliance with state and federal wage and hour laws; worker misclassification challenges; allegations of systemic age, race, disability and gender discrimination; "whistle-blower" retaliation; and breach of fiduciary duties under the Employee Retirement Income Security Act. He also regularly advises and represents clients in connection with trade secret, competition, and employee-raiding issues.

Personal: JD, Duke University School of Law, with high honors.

NELSON, Mark CBarnes & Thornburg LLP, Dallas
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Featured in Intellectual Property (Texas)

Practice Areas: Mark's patent litigation practice covers numerous, diverse technologies including: electronics and semiconductors; telecommunications/wireless and network; medical devices; LED technology; computer technologies; pharmaceutical and drug delivery devices; genetically modified organisms and plants; electronic payment systems (e.g., ATM functionality, credit card processing and marketing technologies, QR code technology, hardware/infrastructure, and cryptography); soft drink bottling technology; bitcoin mining and power control; manufacturing technologies; cosmetics and chemical compounds. Mark also litigates copyright, trademark, trade secret, and other technology-related disputes. In addition, Mark serves as diligence counsel for several litigation funders. Prior to law school, Mark was the Director of a Genetics laboratory in Jeddah, Kingdom of Saudi Arabia.

Career: In his 25+ year patent litigation career, Mark has appeared in more than 100 patent cases nationwide, serving as lead counsel in over 50 cases. He has tried jury cases, bench trials (both in the district court and in the ITC), argues inter partes reviews, and argued appeals before the Federal Circuit.

Professional Memberships: Former president, Dallas-Fort Worth Intellectual Property Law Association; Member, American Intellectual Property Law Association; Member, American Bar Association

Personal: The University of Texas School of Law, J.D., with honors; University of North Dakota, M.S., genetics, cum laude; University of North Dakota, B.A., biology, cum laude

NELSON, Scott M.Hunton Andrews Kurth LLP, Houston
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Featured in Labor & Employment (Texas)

Practice Areas: Wage and Hour Litigation; ERISA Litigation; Workplace Counseling; Trade Secrets and Restrictive Covenants Litigation; Employment Litigation; Class & Collective Actions

Career: The most valuable asset of a successful business is its people. Clients look to Scott as a seasoned, trusted, and regular advisor who helps them handle their most sensitive people matters in a thoughtful, practical, and strategic manner. He helps clients achieve their business objectives, while complying with ever-changing employment laws. When litigation arises, clients trust Scott to handle everything from day-to-day litigation to mission-critical trial work. Despite his strong record on summary judgment, Scott is a trial attorney at heart. He is comfortable and compelling in the courtroom, having prevailed for clients in cases ranging from simple labor arbitrations to jury and bench trials with hundreds of millions of dollars in potential liability exposure. He is known for his ease in working with clients, his thoughtful strategic approach, his artful use of diplomacy, and his relentless pursuit of victory.

Professional Memberships: Houston Bar Association (Labor & Employment Section; International Section); State Bar of Texas (Labor & Employment Section; Litigation Section); Mensa

Personal: JD, Creighton University School of Law, Cum laude; BS, BA, Creighton University Magna cum laude

NETTLES, LarryVinson & Elkins LLP, Houston
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Featured in Environment (Texas)

Practice Areas: Experience in all areas of environmental law, including site remediation, facility permitting, civil and criminal enforcement defense, land development, environmental risk management, and dispute resolution. Has defended clients in more than three dozen criminal enforcement proceedings.

Career: Joined V&E, 1981; admitted to partnership, 1990.

Professional Memberships: Life fellow, Texas Bar Foundation; fellow, Houston Bar Foundation; founder, Houston Bar Association Environmental Law Section.

Publications: Recent publications include Rocky Mountain Mineral Law Foundation; Texas Journal of Oil, Gas & Energy Law; Oil & Gas Journal.

Personal: Rice University, BS Civil Engineering, 1978; University of Texas, JD with Honors, 1981.

NEWBY, MilamVinson & Elkins LLP, Austin
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Featured in Corporate/M&A (Texas: Austin & Surrounds)

Practice Areas: Milam is a corporate attorney who represents clients including start-ups, Fortune 500 companies, venture capital firms, and other private and public equity investors in private financing transactions, private and public securities offerings, mergers and acquisitions, management buyouts, debt financing, joint ventures and strategic alliances, and other business transactional matters. Over the last 10 years, he has developed

a particular emphasis on representing emerging companies and investors in private financing transactions—guiding them throughout the entire financing process, from startup to exit. Milam also advises public and private companies on issues related to organization, capital structure, stock incentives, governance, litigation risk management, securities law compliance, and disclosure. He has led transactions across a variety of industries, including technology, life sciences, energy, and financial services. Milam is Co-Managing Partner of Vinson & Elkins' Austin office.

Career: Admitted to practice—New York; Texas

Personal: The University of Texas School of Law, J.D. with honors, 2003; The University of Texas at Austin, B.A. with honors, 2000

NEWSOME, KentGreenberg Traurig, LLP, Houston
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Featured in Real Estate (Texas)

Practice Areas: Kent is Chair of the firm's Texas Real Estate Practice and Co-Managing Shareholder of the Houston office. He has more than 30 years of experience in commercial real estate, real estate development, health care acquisitions and development, financing transactions, and general business law.

Career: Chambers USA, 2003-2020.

Professional Memberships: Board Member: Texas Accountants and Lawyers for the Arts; Boys and Girls Clubs of Greater Houston. Adjunct Professor, University of Houston Law Center. Fellow: Houston Bar Association. Member: ABA; American College of Real Estate Lawyers; Houston Real Estate Lawyers' Council; State Bar of Texas.

Personal: JD, Vanderbilt University Law School, 1985; BA, Wake Forest University, 1982.

NICHOLS, EricButler Snow LLP, Austin
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Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: White Collar, Compliance and Government Investigations; Commercial Litigation; Government Relations; Labor and Employment; Tort, Transportation & Specialized Litigation; Pharmaceutical, Medical Device and Healthcare

Career: Local Litigation Star, Benchmark Litigation; The Best Lawyers in America® (Lawyer of the Year: Bet-the-Company Litigation, Lawyer of the Year, Criminal Defense: White Collar, Bet-the-Company Litigation, Commercial Litigation and/or Criminal Defense: White Collar); Thomson Reuters Texas Super Lawyers® (Business Litigation); Member, Texas Board of Criminal Justice; Lawyer of the Year—Texas, Wall Street Journal, 2017; Lawyer of the Year—Austin and San Antonio, Austin Monthly, 2017

Professional Memberships: University of Virginia, B.A., with distinction; The University of Texas School of Law, J.D., with honors, 1989

Personal: Fellow, American College of Trial Lawyers; American Board of Trial Ad-

vocates; American Inns of Court, Barbara Jordan Inn (Founding Member); Fellow, Texas Bar Foundation; Austin Bar Association; Fellow, Austin Bar Foundation; Texas Association of Defense Counsel; Texas Association Criminal Defense Lawyers Association; National Association of Criminal Defense Lawyers; Austin Criminal Defense Lawyers Association

NIEBRUEGGE, Michael E

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Featured in Banking & Finance (Texas)

Practice Areas: Focuses on corporate, finance, bankruptcy and workout matters, primarily in the energy and mining industries. Experience includes representation of the leading global credit providers and financial advisors to oil and gas producers, refiners, midstream businesses and oil field service providers, and companies engaged principally in service and extractive businesses. Negotiates and documents secured lending transactions, including senior, 1.5 lien, second lien and third lien, unitranche and mezzanine loans; syndicated credits; project loans; acquisition financing; volumetric production payments and net profits interests; and structured commodity agreements.

Personal: JD, Cornell Law School, 1977; AB, Harvard University, 1974. See: <http://www.willkie.com/professionals/n/niebruegge-michael>

NIGHT, Scott G

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214 651 5523
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Featured in Banking & Finance (Texas)

Practice Areas: Scott G. Night has comprehensive experience in corporate, commercial, and real estate lending and workouts. His practice focuses on credit facilities for real estate investment trusts, homebuilders, the lodging and hospitality industry, real estate funds and other real estate entities. Scott has represented lenders and borrowers in structuring and documenting syndicated credit facilities, real estate secured loans, commercial loans, acquisition facilities and multi-currency loan facilities. His representation has also included lenders and borrowers in subordinated, mezzanine, split-colateral and other alternative financing structures. Scott is a frequent speaker on Texas usury law and other finance-related issues.

NOLAN, John

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Featured in Real Estate (Texas)

Practice Areas: Since 1973, John Nolan has provided clients innovative legal and business solutions that efficiently and effectively deliver the desired results. John's broad-based real estate practice encompasses development, workouts, portfolio/equity investments and financing for clients located across the United States and for international companies investing in the United States. He is known for his thorough analysis and knowledge of complex business transactions. The combination of these skills with John's financial background enables him to

quickly evaluate his clients' business objectives and create a team, or compile the necessary resources, to formulate and execute his clients' plans.

Professional Memberships: -American College of Real Estate Lawyers -The College of the State Bar of Texas -Texas College of Real Estate Attorneys -University of Texas (Keeton Fellow and Chancellor's Council Member; The Dean's -Roundtable, The Littlefield Society) -Texas Bar Foundation (Life Fellow) -Dallas Bar Foundation (Life Fellow) -Dallas County Real Property Section -The Real Estate Council (former member of Board of Directors) -Salesmanship Club of Dallas (Board of Directors, Golf Board) -2008 Byron Nelson Golf Championship (Chairman) -Royal Oaks Country Club -Preston Hollow Presbyterian Church -American Lung Association (former member of Board of Directors/Executive Committee)

O'BRIEN, Shawn R

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Featured in Tax (Texas)

Practice Areas: Shawn O'Brien is a Tax Controversy and Transfer Pricing partner at Mayer Brown. Shawn represents clients in all types of tax disputes with taxing authorities on international, federal and state levels. He routinely advises clients on complex tax issues during tax examinations, in administrative appeals and as an advocate in trial and appellate litigation. Shawn's tax practice spans several industries with a particular focus on tax issues facing the energy industry. Shawn served on the Internal Revenue Service Advisory Council (IRSAC) where he was a member of the Large Business & International (LB&I) subcommittee.

O'DONNELL, Laura E

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Featured in Labor & Employment (Texas)

Practice Areas: Laura O'Donnell is dedicated to client service. She is a strong advocate and trusted business partner. O'Donnell is co-chair of the firm's Litigation Practice Group and leads the firm's Wage and Hour Litigation group. In addition to her wage and hour focus, O'Donnell regularly represents employers in litigation involving discrimination, harassment, employee competition and fiduciary duty breaches. She has handled several appeals of employment decisions to Texas Courts of Appeal, the Fifth Circuit Court of Appeals and the United States Supreme Court. In addition to Chambers, O'Donnell's legal skills have been recognized by Benchmark Litigation, Acritas Stars, Best Lawyers in America, Texas Super Lawyers, and Martindale Hubbell.

O'DONNELL, Michael

Norton Rose Fulbright, Houston
Featured in Litigation (Texas: San Antonio & Surrounds)

Practice Areas: Litigation and disputes; Class actions; Securities litigation, regulation and enforcement; International arbitration

Career: Mike O'Donnell is the Partner-in-Charge and leader of the commercial litigation practice of Norton Rose Fulbright's

San Antonio office. Mike resolves complex commercial disputes in a strategic and cost-effective manner through multi-party negotiations, dispositive motions, arbitrations and jury trials. Mike has settled high-stakes claims and concluded entangled business divorces without a lawsuit ever being filed. When needed, Mike relies upon his extensive first-chair trial and arbitration experience in high-stakes disputes in diverse industries including commercial real estate, financial services and insurance, utilities, supermarkets, medical devices and energy. He has also taken the lead in a broad array of evidentiary hearings, including hearings to address class certification, the admissibility of expert testimony, injunctive relief, invalidation of liens and lis pendens, election contests and the validation of public securities.

Professional Memberships: Texas Bar Foundation (Fellow); San Antonio Bar Foundation (Fellow); United States Supreme Court Historical Society; Texas Association of Bank Counsel; The San Antonio Children's Museum (Executive Committee and Director; former Board Chair).

Personal: JD, with honors, The University of Texas School of Law; BA, Wesleyan University

O'LEARY, Michael

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Featured in Capital Markets (USA - Nationwide), Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: Represents public and private companies and investment banking firms in corporate finance and M&A transactions, including: mergers, acquisitions, de-SPAC transactions, dispositions, IPOs and other public offerings, private placements; partnerships/joint venture formation; public company spin-offs; redemptions and consent solicitations; royalty trusts and VPP financings; upstream, midstream and interstate pipeline transactions; private equity and infrastructure investments in energy and portfolio company representation; counsels Boards of Directors and special committees on governance, fiduciary duties and conflict of interest transactions; joint bidding arrangements and corporate governance counseling. Expertise in upstream and midstream energy, intrastate/interstate pipeline, oilfield service company, MLP, royalty trusts and securities matters.

OAKES, Mark

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Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: Commercial and securities litigation.

Career: Mark Oakes is the Partner-in-Charge of Norton Rose Fulbright's Austin office. Mark defends companies and their officers and directors in shareholder litigation arising out of mergers and acquisitions, alleged accounting irregularities and financial restatements, missed earnings guidance, internal control weaknesses, and alleged breaches of fiduciary duty in various contexts. Mark also

represents companies and individuals in government investigations and performs internal investigations on behalf of audit committees and other board committees that involve a wide range of issues, including accounting irregularities, suspected violations of the Foreign Corrupt Practices Act and U.S. trade sanction and embargo laws, and alleged false statements to government agencies such as the SEC and the Department of Justice. In addition to securities and corporate litigation, Mark represents clients in general commercial disputes. Mark's experience includes contractual lawsuits and arbitrations arising out of completed and failed business acquisitions, defending large fraudulent transfer claims made inside and outside the bankruptcy context, and various joint venture disputes.

Personal: JD, magna cum laude, Cornell Law School; BA, high honors, Eckerd College

ODELL, Christopher M

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Christopher Odell, head of the firm's Houston office, is a first-chair trial lawyer whose practice focuses on complex litigation in the energy and transportation industries. Mr. Odell has tried cases to verdict in federal and state court and in arbitration, and he has represented industry-leading clients in several of the most significant transportation-related mass tort cases of the past decade. Mr. Odell also has extensive experience prosecuting and defending high-stakes trade secret claims, including in TRO and preliminary injunction hearings. Mr. Odell maintains an active pro bono practice focused on protecting the rights of the most vulnerable members of society, including immigrants, asylum seekers, and criminal defendants. He also serves on the board of Texas Appleseed, a public interest justice center that leverages volunteer lawyers to solve system legal problems. Before attending law school, he served as Deputy Press Secretary for the New York City Campaign Finance Board.

OELMAN, David

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

OHLENFORST, Cynthia

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Practice Areas: Ms. Ohlenforst, who represents multiple Fortune 100 companies, engages in a broad, national tax practice with extensive experience in state and federal controversy, planning, and legislative matters. Her practice includes substantial dispute resolution work (litigation as well as administrative proceedings), including work defending against putative class actions by taxing jurisdictions. In addition to multi-state and local tax issues, with respect to sales, franchise, income, property and other

taxes, she also handles transactional work related to e-commerce and Internet-related tax issues, leasing transactions, and other deal work.

OKIN, Matthew S

Okin & Adams LLP, Houston
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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Matthew Okin is a founder and the Managing Partner of Okin Adams LLP, a Texas-based bankruptcy and commercial litigation boutique. Matt's practice focuses on corporate restructuring and commercial litigation. In his restructuring practice, Matt represents parties of all types, including debtors, creditors, official and ad hoc committees, asset purchasers and trustees. Matt has particular expertise in representing companies of all sizes who are in need of out-of-court or in-court restructuring advice. Matt is adept at understanding his restructuring clients' businesses and their particular challenges and using that understanding to craft a solution for each client that is unique to their circumstances. Matt has represented parties in a broad range of industries, including in particular oil and gas, electricity, retail, and health care. Matt represents clients throughout the United States and internationally. He is admitted to practice in the state and federal courts in Texas as well as the United States Court of Appeals for the Fifth Circuit and the United States Supreme Court.

Career: Founded Okin Adams LLP in 2007; admitted to practice in Texas in 1992.

Personal: J.D. with honors, 1992, the University of Texas School of Law; B.A. with honors, 1989, the University of Texas at Austin.

OLSON, Matthew

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Featured in Corporate/M&A (Texas)

Practice Areas: Matthew Olson is a corporate associate in the firm's Dallas office. He has extensive experience with representing public and private companies, private equity funds, and investment banks across a broad range of industries. He concentrates his practice on mergers and acquisitions, private equity, private securities offerings, and general corporate matters.

ORDING, Michael K

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Featured in Real Estate (Texas)

Career: Mike Ording practices in the real estate area, focusing on joint ventures, financings, acquisitions and dispositions, construction contracts, and workouts and distressed asset transactions. He has extensive experience in the multifamily housing sector, having represented some of the largest apartment development companies in the U.S. for many years. He also has represented clients in negotiating public/private partnerships and financing nontraditional real estate projects, such as sports arenas.

ORWIG, Matthew

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Featured in Litigation (Texas)

Practice Areas: Matthew has more than 30 years of experience investigating and litigating complex civil and criminal cases, including high-profile money laundering, public corruption, securities fraud, insider trading, health care fraud, and civil and criminal fraud cases.

Career: Matthew previously served in the U.S. Department of Justice, initially as an Assistant U.S. Attorney and culminating in his presidential appointment as the U.S. Attorney for the Eastern District of Texas. As an Assistant U.S. Attorney, he was both a criminal prosecutor and the lead civil enforcement attorney responsible for bringing all False Claims Act cases on behalf of the U.S. Attorney's Office. During his 20-year tenure, he acquired extensive experience in civil, criminal, and appellate law.

Publications: Local and national media organizations, such as The Wall Street Journal and NPR, often seek out Matthew for legal insight on fraud-related crimes. He has served on the faculty of governmental advocacy institutes and two law schools and was a principal author of the Dallas Ethics Code, which was adopted by the Dallas City Council.

OSHMAN, Gene

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Featured in Corporate/M&A (Texas)

Practice Areas: Focuses on mergers and acquisitions, securities offerings, corporate control, governance issues, general corporate matters. Represents domestic/foreign parties in mergers and acquisitions, including negotiated acquisitions/dispositions, controlled auctions, spin-offs, split-offs, corporate inversions, tender offers and related financings. Involved in some of the largest mergers in the oilfield service sector and numerous transactions in other parts of energy/other sectors. Has participated in numerous contested takeovers, proxy fights, assists clients in takeover defense planning. Represents issuers, underwriters, selling shareholders in capital markets transactions.

Professional Memberships: State Bar of Texas; Houston Bar Association.

Personal: JD, Yale Law School, 1983; BA, summa cum laude, Yale College, 1980.

OSTERBERG, Edward

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Featured in Tax (Texas)

Practice Areas: Ed Osterberg is a Tax Transactions & Consulting partner in Mayer Brown's Houston office. His extensive experience includes all areas of business income taxation, with emphasis on corporate and partnership taxation and international transactions. He has advised corporate and individual clients on the federal tax consequences of various transactions and mergers and acquisitions; tax-free reorganizations; corporate spin-offs and other divestitures; partnerships; foreign operations, including cross-border joint ventures with non-US

partners; and inbound investment into the United States by non-US investors.

OSTOLAZA, Yvette

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Featured in Litigation (Texas), Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: YVETTE OSTOLAZA is a member of Sidley's Management and Executive Committees, the managing partner of the Dallas office, global co-chair of the Litigation practice and a member of the firm's COVID-19 Task Force. She has developed a national reputation as a versatile lawyer who excels in all aspects of complex multi-jurisdictional disputes and investigations. Yvette litigates matters in U.S. state/federal trial and appellate courts on behalf of global clients. She has significant experience in MDL, bankruptcy, arbitration, and securities litigation cases. She coordinates and tries proceedings in a variety of arbitration venues, serves on the Roster of Neutral Arbitrators for the AAA for commercial litigation matters and on the CPR Panel of Distinguished Neutrals as an arbitrator for the International Institute for Conflict Prevention & Resolution. She served as the Vice Chair, Ethics and Investigations Subcommittee of the ABA Corporate Governance Committee. She regularly leads complex internal investigations on behalf of companies, board committees, and individual directors and defends companies/directors in shareholder and securities class actions. Fluent in Spanish, she regularly represents companies based in Latin America. Yvette serves on the board of directors of Lionsgate.

OZDOGAN, Catherine

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Featured in Banking & Finance (Texas)

Practice Areas: Catherine Ozdogan, a partner in the Houston office and former Chair of the Finance Department for the Houston office, focuses on commercial lending and financial transactions. She has extensive experience representing commercial banks and borrowers in connection with a variety of commercial lending transactions, including the structuring, negotiating and documenting of all types of senior, subordinated, secured, second lien, and unsecured syndicated financial, derivative and other lending transactions. The majority of her practice consists of the representation of large commercial banks in connection with syndicated credit facilities to borrowers in the energy industry.

Personal: JD, University of Virginia School of Law, 1994; BA, Rice University, 1991.

PACEY, Matthew

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

PAINTER, Ann Marie

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Featured in Labor & Employment (Texas)

Career: Ann Marie Painter is a partner in Perkins Coie's Labor & Employment practice. Ms. Painter focuses her practice on defending employers in employment litigation matters, including all categories of alleged discrimination, harassment and retaliation, wage and hour violations, whistleblower claims, breach of contract, and non-compete/unfair competition litigation and regularly counsels employers on social media, workforce change, and FCRA compliance and best practices. She litigates in state and federal courts, has participated in mediations before some of the nation's best alternative dispute resolution practitioners, and is a frequent speaker and guest lecturer.

PANKRATZ, Kurt

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Featured in Intellectual Property (Texas)

Practice Areas: Patent and trade secret litigation and licensing.

Career: Lead trial lawyer with decades of experience focusing on patent and trade secret disputes. Worked prior to being a lawyer as a computer engineer on classified government projects and then as a young lawyer learning all aspects of patent law. Excels at creative, early stage solutions, but approaches every case with an eye towards winning at trial. Has obtained jury trial victories for both plaintiffs and defendants, including key victories in complex competitor cases.

Professional Memberships: State Bar of Texas; U.S. Court of Appeals for the Federal Circuit; U.S. District Courts for the Northern, Southern, Eastern and Western Districts of Texas, and the District of Colorado; US Patent and Trademark Office.

Personal: J.D. (with honors), The University of Texas School of Law; B.S. (cum laude), computer engineering, Texas A&M University.

PAPPERT, Michael J

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Career: Mike Pappert assists his clients in creating and implementing strategies for their business transactions. For 30 years, he has applied his skills to hundreds of real estate, finance and business matters. Mike has been involved in the acquisition, development, leasing, management, financing and sale of commercial and residential real estate, including shopping centers, industrial warehouse projects, office buildings, hotel and recreational developments, and multi-and single-family properties. He has also represented lenders and borrowers, including financial institutions, mortgage companies, institutional investors, developers and publicly held companies in lending and financing transactions. He has experience in mortgage and asset-based lending and loan workout, restructuring and refinancing matters. In addition, Mike has extensively represented entities and individuals in the purchase, sale, restructuring and reorganization of the ownership of business organizations and assets. His representation has extended to national and multinational financial institutions, real estate companies,

insurance concerns, oil and gas companies and pharmaceutical companies.

PARHAM, David
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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Highly regarded for his skillful resolution of bankruptcy and insolvency matters, David Parham represents corporate and partnership debtors, creditor committees, equity holders, secured and unsecured creditors, lessors, and trustees in bankruptcy proceedings, litigation, and workouts. His representations have spanned a range of sectors including restaurants, health care, insurance, real estate, retail, aviation, telecommunications, distribution, manufacturing, energy, and mining. David also handles commercial litigation matters in bankruptcy courts and in federal and state courts. He routinely prosecutes and defends claims against directors and officers for breach of fiduciary duty, as well as cases involving allegations of fraud, fraudulent conveyance, and preference.

PARIS, Ted W
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Featured in Corporate/M&A (Texas)

Practice Areas: Mergers, acquisitions, joint ventures, securities offerings, corporate control and governance issues and internal investigations. Represents parties in negotiated acquisitions and dispositions, controlled auctions, tender offers and related financings. Represents domestic and foreign issuers, underwriters and selling shareholders in public offerings and in Rule 144A transactions and other private placements. Substantial experience in a wide variety of industries, including oil and gas, oilfield services, shipping, manufacturing, industrial services and consumer products and services.

Career: Former Secretary-Treasurer Houston Bar Association

Personal: JD with honors, The University of Texas School of Law, 1988; MBA and BBA-Accounting, Texas A&M University, Corpus Christi, 1983

PATE, Stephen
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Featured in Insurance (Texas)

Practice Areas: First-party insurance, commercial insurance, extracontractual, bad faith & construction litigation.

Career: Frequent speaker and author on insurance issues. Member, Texas State Bar Pattern Jury Charge Committee. Adjunct professor of Trial Advocacy—University of Houston Law Center. Irish Legal 100. Lexology/ILO Client Choice Award—Texas Insurance (2015). Received the 2018 Tom Segalla Award from American College of Coverage Counsel and the 2019 Andrew Hecker Award from the Federation of Defense and Corporate Counsel.

Professional Memberships: Advocate, American Board of Trial Advocates; Member, American Law Institute; Regent, American College of Coverage and Extracontractual Counsel.

Personal: JD, Vanderbilt (1983); BA, magna cum laude, Vanderbilt (1980) Phi Beta Kappa; former clerk, United State District Court, Eastern District of Texas.

PATEL, Rakhee
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Practice Areas: Rakhee Patel is passionate about business restructuring. She guides her clients through an array of distressed business situations, providing them with targeted and effective solutions. Rakhee draws from almost 25 years of experience to create practical solutions when advising public and private companies; clients all along the debt stack, from corporate debtors to equity holders; and stakeholders ranging from official committees to vendors to landlords in both in-court and out-of-court restructurings. Additionally, she represents parties in high stakes bankruptcy litigation, including fraudulent transfer, preference, breach of fiduciary duty, discharge, dischargeability and state law-based actions. Rakhee routinely speaks at both local and statewide conferences and seminars on bankruptcy, restructure and workout topics, and is active with the American Bankruptcy Institute, Turnaround Management Association Network of Women, International Women's Insolvency & Restructuring Confederation, and South Asian Bar Association of North America.

PAULSON, Matthew
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Featured in Environment (Texas)

Practice Areas: Represents companies in oil and gas, refining, power and chemical manufacturing industries on strategic permitting, regulatory compliance, investigations, enforcement, and civil and appellate litigation. Advises clients on issues arising under all of the major federal environmental laws and their state counterparts. Counsels clients at the early project planning stages, assisting with scoping a broad array of regulatory and permitting requirements across all media and disciplines, from air, water and waste permitting, endangered species and cultural resource reviews and approvals, and US Coast Guard and Federal Aviation Administration authorizations, to land use, local registration and licensing obligations, as well as other federal, state and local requirements. Assists on crisis management and prevention, including responding to major accidents, conducting internal investigations associated with allegations of criminal and civil wrongdoing, preparing risk management and preparing for inspections by regulatory authorities.

Professional Memberships: Austin Bar Association Environmental Section, 2007–2016; Texas Bar Foundation Fellow, 2014–2016

Personal: JD, University of Denver Sturm College of Law, 1998, with honors; BA, University of California, Santa Cruz, 1995

PAYNE, Leslie
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Featured in Intellectual Property (Texas)

Practice Areas: Firm co-founder Les Payne has more than 25 years of experience representing patent owners and alleged infringers in high-profile patent litigation across all technology sectors, as well as extensive experience in trade secret litigation. His work spans the litigation timeline, from pre-suit strategy to the filing of a case, discovery, trial, verdict, and appeal. Mr. Payne serves as lead counsel or co-lead counsel in jurisdictions throughout the country, often managing large teams of lawyers in a way that ensures synergistic coordination among team members. As part of his patent litigation practice, Mr. Payne also represents clients in inter partes review proceedings at the U.S. Patent and Trademark Office, where he has frequently prevailed in matters both challenging the validity of patents and upholding the validity of claims. In addition, he has extensive experience at the Federal Circuit Court of Appeals, and he served as one of the lead attorneys for the patent owner in *Commil USA v Cisco* at the U.S. Supreme Court, which resulted in a landmark decision regarding the standard for inducing infringement under 35 U.S.C. 271(b).

PECHT, Gerard
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Featured in Litigation (Texas)

Practice Areas: Energy, securities, business and international litigation, class actions, insurance, internal investigations and international anti-bribery investigations.

Career: Gerry Pecht is Norton Rose Fulbright's Global Chief Executive. He concentrates his practice in the area of complex business and commercial litigation, including securities litigation and enforcement, energy litigation, internal corporate investigations and international litigation and arbitration. Gerry regularly represents Fortune 500 companies and their officers and directors. Gerry also has represented corporations as plaintiffs and has recovered on their behalf millions of dollars in judgments, settlements, mediations and arbitrations. Gerry's litigation practice includes defending a large number of class actions, as well as shareholder derivative actions and a wide range of claims against corporations, underwriters, officers and directors. He has also represented companies in litigation over corporate control, including hostile tender offers and proxy solicitations.

Professional Memberships: Fellow, Texas Bar Foundation; Life Fellow, Houston Bar Association; Antitrust and Business Litigation Section of the State Bar of Texas.

Personal: JD with honors, University of Cincinnati (1978); BA, Georgetown University (1975).

PECK, David
Vinson & Elkins LLP, Houston
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Practice Areas: David has over 20 years' experience advising companies on tax planning and structuring related to complicated transactions, leveraging his understanding of tax law to develop smart strategies to save his clients tax

dollars. David works with private equity clients, guiding them on tax aspects of domestic and off-shore fund formations and investment partnerships, as well as other transactions. His practice also focuses on mergers and acquisitions, including recapitalization, buyouts and joint venture transactions. He has advised on numerous acquisitions, dispositions and joint ventures for public and private companies, private equity firms and hedge funds. David has significant experience in capital markets, including public offerings and other financings, and in restructurings, workouts and bankruptcies. While tax rules are famously complex, David is known for effectively distilling complicated concepts to clients, empowering them to make better decisions for their companies. His work has been recognized by numerous publications and clients, praising him as "bright," "knowledgeable," and "impressive," according to research for Chambers USA (2019).

Personal: University of Texas School of Law, J.D. highest honors, 1998 (Chancellors, Clerk; Order of the Coif; Texas Law Review); University of Texas Graduate School of Business, M.P.A., 1995 (Dean's Award); University of Texas, B.B.A., Accounting high honors, 1995

PECK, Ian
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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Ian Peck is chair of Haynes and Boone's Restructuring Practice Group. He has extensive experience representing Chapter 11 debtors, serving as lead counsel in the complex Chapter 11 cases of Guaranty Financial Group (Texas), American LaFrance (Delaware) and Centennial Beverage Group (Texas). Ian has represented several other high-profile Chapter 11 debtors including Mirant Corporation, The Bombay Company and Erickson Incorporated. He has also represented creditors and buyers of distressed assets nationwide. Ian graduated summa cum laude from the University of Oklahoma and received his juris doctorate from Vanderbilt University School of Law.

PEDEN, David
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Featured in Construction (Texas)

Practice Areas: David Peden heads the firm's Construction Section. He has extensive experience in litigation and arbitration of construction, insurance, surety and commercial issues. David frequently represents owners, lenders, general contractors, subcontractors, and design professionals in claims; disputes; arbitration and litigation; contract documents; mediation services; commercial, industrial, offshore, multi-family, and surety trials and appeals of contractual disputes; supply contracts; deceptive trade practices; and breach of warranty. His industrial construction experience includes disputes related to pipelines on and offshore, storage facilities, vessel failures, turbines, jack up rigs, cogeneration plants, welding, delays, insurance claims, man power efficiency, and equipment failures. His commercial construction experience includes design

and construction defects, extra work and acceleration claims, and multi-party case management and trials.

Professional Memberships: State Bar of Texas, Member and Construction and Litigation Sections American Arbitration Association, Panel of Arbitrators, Member for more than 20 years Houston Bar Association, Construction and Litigation Sections, Member and former Chair American Bar Association, Construction and Litigation Sections, Member and Steering Committee Division 2 1994-1996, 1999-2002 Federal Bar Association, Member of Construction and Litigation Sections College of the State Bar of Texas, former Board Member Houston Chapter of the Association of General Contractors, Member and service on the AIA/AGC Joint Committee

PELS, Gerald J

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Featured in Environment (Texas)

Practice Areas: Gerry Pels, Co-Chair of Locke Lord's Environmental Practice Group, has been one of the leaders of the Texas environmental legal community for over 30 years. His diverse practice focuses on the areas of environmental compliance, counseling, ESG, and litigation. During his career, Gerry has consistently led teams working on cutting edge matters of environmental law, including resolving the well-known Cooper v. Aviall litigation and arguing Clean Air Act issues before the 5th Circuit in litigation involving the Texas SIP. Gerry's wide range of experience includes ESG planning and program development, agency negotiations, assessing and counseling air, water, stormwater, and waste permit compliance, and representing clients at contested permit, enforcement, and other hearings. He has also provided comprehensive assistance and representation to potentially responsible parties and steering committees at both state and federal Superfund sites. He has been called upon to lead environmental litigation teams, internal environmental investigations, and provide strategic guidance on corporate compliance policies, sustainability initiatives, stakeholder involvement evaluations, and community relations planning, as well as corporate risk assessment and mitigation. Gerry works extensively with heavy industry and energy concerns, including power plants, petrochemical facilities, drilling and E&P concerns, refiners, manufacturers, solid/hazardous waste facilities, recyclers, and food processors.

PENN, John D

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: John Penn is a partner in the Bankruptcy & Restructuring practice focusing on bankruptcy and workouts. During his more than three decades of counsel, John has represented secured and unsecured creditors, debtors, trustees and unsecured creditor committees in major and high-profile reorganizations and insolvency proceedings. John is a Fellow of the American College of Bankruptcy

and past president of the American Bankruptcy Institute. He is certified by both the American Board of Certification and Texas Board of Legal Specialization in Business Bankruptcy Law.

PÉREZ, Alfredo R

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Mr. Pérez heads the Restructuring Department's practice in the Houston office and is also the managing partner of that office at Weil, concentrating his practice in representation of companies in distress in both in-court and out-of-court restructurings and other diverse claimants in all aspects of corporate restructurings. He has represented acquirers of assets from bankruptcy estates and companies in financial distress. He has played a significant role in many major bankruptcies including Fieldwood Energy, CBL & Associates, CEC Entertainment ("Chuck E. Cheese"), SpeedCast International, EP Energy, M&G, Tidewater, City of Detroit, American Airlines, Lehman, and WorldCom. He is a native Spanish speaker with extensive experience in cross-border and transnational insolvency matters. **Personal:** Haverford College (BA, 1977); University of Chicago Law School (JD, 1980).

PERICH, Thomas J

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Featured in Banking & Finance (Texas)

Practice Areas: Tom centers his practice in banking and finance and counsels clients on matters including documentation of domestic and international commercial, construction, real estate, power and infrastructure development and energy (focusing on midstream, upstream and E&P) loans; leasing and project finance; monetization and structured finance, including off-balance-sheet financing, production payments and prepaid forward contracts; bank regulatory issues; workouts and restructurings, with extensive experience in creditors' rights and bankruptcy, lender liability and usury. He represents banks and bank holding companies before state and federal regulatory and administrative agencies, and in the acquisition and disposition of banks and bank assets.

PERRIN, Harry

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Harry's practice focuses on national restructuring and reorganization matters. He has extensive experience representing various parties in out-of-court restructurings and complex Chapter 11 cases, both as an attorney and as an investment banker/financial advisor. He has represented clients in a range of industries, including but not limited to manufacturing; transportation; upstream, midstream, and downstream sectors of the energy industry; oil field services; power; petrochemicals; real estate; retail; sub-prime finance; and mass media. **Professional Memberships:** Fellow, American College of Bankruptcy

Personal: The University of Texas, B.B.A., 1975; The University of Houston, J.D. magna cum laude, 1980.

PETERSON, Edward

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Practice Areas: Ed Peterson represents developers of real estate, institutions, investors and lenders in relation to the development and financing of vertical and horizontal mixed-use commercial common interest ownership projects. He also represents condominium developers and lenders in various types of residential condominium projects on a national basis. 214.745.5642 | epeterson@winstead.com

PETERSON, Heather

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Featured in Litigation (Texas)

Practice Areas: Heather Peterson is a true trial lawyer who has been practicing criminal defense in state and federal court in the Houston area for over 20 years. She has successfully represented individual clients and companies in a broad array of investigations and jury trials from capital murders to complex white collar and environmental prosecutions. Heather has worked alongside many distinguished criminal defense greats including her long-time law partner, Paul Nugent. In her most recent victory this past fall, Heather successfully argued, at the conclusion of a 5-week jury trial, for a directed verdict of "not guilty" on behalf of the wrongfully accused plant manager of Arkema's organic peroxide facility in Crosby, Texas.

PEZANOSKY, Stephen

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Stephen Pezanosky has more than 25 years of experience handling Chapter 11 bankruptcy cases and out-of-court debt restructurings. He routinely represents debtors, lenders, lender groups and other constituents in insolvency matters across the country, as well as buyers and sellers of distressed companies. Although he has worked in numerous business sectors over the years, Stephen has developed particular knowledge in the energy, real estate and technology industries. His practice is national in scope, including recent matters he has handled in New York, Delaware, California, Colorado, Florida, Tennessee, Louisiana, Oklahoma, New Mexico, Arizona and Nevada.

PFEIFFER, Philip J

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Featured in Labor & Employment (Texas)

Practice Areas: Labor and employment law.

Career: Throughout his 48 year career, Phil has represented employers in traditional management-union matters. This work has included advice to management concerning union organizing efforts and representation in election cases and unfair labor practice proceedings before the National Labor Relations

Board. In addition, Phil's practice includes particular emphasis on complex civil rights and employment discrimination cases. He also represents management in affirmative action compliance, employment torts, including wrongful discharge and defamation, and alternative dispute resolution, including arbitration programs and interest arbitration. He represents and advises management concerning employment contracts, including restrictive covenants, and defends companies in ERISA litigation.

Professional Memberships: American Bar Association's Equal Employment Opportunity Committee; Past Co-Chair, ABA's EEO Liaison Committee for South Texas; Former Editor-in-Chief, Second Supplement to Lindemann and Grossman, Employment Discrimination Law; Member, College Labor and Employment Lawyers. **Personal:** JD, Southern Methodist University (1972); BS, Sam Houston State University (1969).

PHILLIPS, Thomas R

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Featured in Litigation (Texas)

Practice Areas: Appeals, legal issues, and alternative dispute resolution. **Career:** State District Judge, Harris County, 1981-88; Chief Justice, Supreme Court of Texas, 1988-2004; Visiting Professor, South Texas College of Law and SMU Law School, 2004-05; Partner, Baker Botts LLP, 2005-present. Awards and Recognitions: Pro Texana Meritorious Achievement Award, Baylor University, 2013 Outstanding Mentor Award, Texas Young Lawyers, 2010 Carrico Judicial Innovation Award, National Center for State Courts, 2005 Champion of Children Award, Dallas CASA, 2004 Kleinman Award, Texas Equal Access to Justice Foundation, 2004 Professionalism in Law Award, Burton Awards for Legal Achievement, 2004

Professional Memberships: Board Certified Civil Trial Law; American Law Institute; American Academy of Appellate Lawyers; CPR Texas Panel of Distinguished Neutrals; Conference of Chief Justices (Past President); Texas Judicial Selection Commission; Bipartisan Texas Federal Judicial Evaluation Committee. **Publications:** "The Merits of Merit Selection," 32 Harv. J. L. Pub. Pol. 67 (2009); "The Constitutional Right to a Remedy," 78 NYU L Rev. 1309 (2003); "State Supreme Courts: Local Courts in a Global World," 38 Tex. Int'l LJ 557 (2003); "Judicial Recusal in a Post-White World," 55 Drake L Rev 691 (2007).

Personal: BA, Baylor 1971; JD, Harvard, 1974, Honorary D.H.L., St. Edward's University, 1998, Honorary LL.D., Texas Tech University, 1997.

PIAZZA, Michael De Vo

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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas)

See under Nationwide for profile.

PIERCE, Jesse

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Jesse Pierce has more than forty years of litigation experience and has tried many types of cases in state and federal courts of Texas and other states. He specializes in civil trials of cases dealing with complex energy and commercial issues. Jesse has handled numerous appellate cases, including a number of appeals to the Texas Supreme Court. Jesse is Board Certified in Civil Trial Law by the Texas Board of Legal Specialization and is a Commercial Arbitrator for the American Arbitration Association. He is licensed to practice in Texas, Oklahoma, Arkansas, Pennsylvania, and Ohio. Jesse represents clients in many types of complex litigation, including oil and gas, environmental, interpretation and enforcement of contracts, temporary restraining orders and a variety of fraud, usury, adverse possession, Deceptive Trade Practices and Texas Citizen's Participatory Act matters, and has extensive experience in class action litigation. He frequently lectures at continuing legal education seminars and was a drafter of the Texas Pattern Jury Charges for Oil and Gas Cases. Jesse is a Senior Fellow, Litigation Counsel of America, membership of which includes less than one-half of one percent of American lawyers.

PINKER, Eric

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Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Commercial and Intellectual Property Litigation

Career: Eric Pinker has consistently been recognized as one of the top trial lawyers in Texas. He represents clients with passion and a single-minded focus on delivering outstanding results. Those results include multiple significant damage awards, monetary recoveries, nationwide permanent injunction awards (for patent holders), and successfully protecting defendants from numerous eight- and nine-figure claims. Board certified in civil trial advocacy by the National Board of Trial Advocacy, Eric Pinker has extensive experience in representing clients throughout the country in a wide range of complex commercial and intellectual property disputes.

Professional Memberships: Barbara M.G. Lynn American Inn of Court - Founding Master

Personal: Barbara M.G. Lynn Inn of Court - Founding Master Jewish Federation of Dallas - Vice Chair, 2013-2016; Board, 2012-2020 AIPAC - Executive Committee, 2017 - Present; National Leadership Counsel, 2020 - present

PITTS, John

Kirkland & Ellis LLP, Houston
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Featured in Corporate/M&A (Texas)

Practice Areas: John's practice focuses on complex infrastructure and energy

transactions including M&A, joint ventures and preferred equity. He regularly represents many of the leading private equity sponsors, including Ares, EIG Global Energy Partners, I Squared, KKR, Macquarie and Quantum Energy Partners, as well as strategic clients.

Personal: Georgetown University Law Center, J.D., 2009 cum laude; Davidson College, B.A., 2004 magna cum laude. Served as an infantry officer in U.S. Army and deployed in Operation Iraqi Freedom. Also an adjunct professor at University of Texas Law School teaching Mergers & Acquisitions.

POPPITT, Kathy L

King & Spalding LLP, Austin
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Featured in Healthcare (Texas)

Practice Areas: Kathy Poppitt specializes in healthcare industry issues. As a partner in the Healthcare and Government and Internal Investigations practices, Kathy advises clients on healthcare regulations, administrative law and litigation. She represents clients in a wide array of regulatory and reimbursement matters. Ms. Poppitt helps clients to assess the application of regulations to their businesses or practices, and advises insurance companies on state and federal compliance with plan filings, updates and related matters. A regular author and presenter on healthcare law topics, Ms. Poppitt is an active member of the American Health Lawyers Association.

POWELL, Charles D

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Featured in Technology (Texas)

Practice Areas: Chuck Powell practices in the venture capital and technology areas of the firm's corporate and securities practice. The legal work typically involves representation in connection with (i) financings for technology companies, (ii) advice to companies in matters essential to their maturation and positioning for future financings (e.g. employee matters) and (iii) advice to the company/stakeholders in connection with an exit from the investment, through merger, sale or IPO. His clients are venture capital funds and technology companies, including businesses involved in the energy technology, life science, information technology and blockchain systems industries.

Career: Closed over 620 seed, angel, SAFE, venture capital, private equity, Up-C, PRI and IPO transactions (\$500k-\$1.1b).

Professional Memberships: Houston Technology Center (Vice-Chairman), Depelchin Children's Center (Board Chair), Rice Alliance (Advisory Board, counsel to Owl Prize); SURGE Accelerator (Counsel), TMCx (counsel), MIT Enterprise Forum (Chair)

Personal: The University of Texas School of Law (JD); Columbia (BA).

POWELL, Michael V

Locke Lord LLP, Dallas
214 740 8520
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Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Mr. Powell has years of experience as a lead trial and appellate lawyer. Works on trial and appellate matters pertaining to the oil and gas industry, water law, aviation, products liability and other complex contract, tort, professional malpractice, statutory and constitutional litigation. Experienced in handling class actions and appeals in both federal and state courts.

Career: Partner 1980-2016; Of counsel, 2017-present. Adjunct professor of water law, SMU Dedman School of Law

Professional Memberships: Fellow, American College of Trial Lawyers, Board Certified, Texas, civil appellate law

Personal: University of Texas School of Law (JD, with high honors, 1974); University of Texas at Austin (MA, Public Administration, 1972); Davidson College (AB, 1968)

POWERS, Timothy

Haynes and Boone, LLP, Dallas
1 214 651 5610
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Featured in Banking & Finance (Texas)

Practice Areas: From 2015-2020

Timothy Powers served as Haynes and Boone's managing partner, during which time the firm developed its 2025 long-term strategic plan and expanded into six new locations, including London. Mr. Powers is responsible for developing and implementing the firm's strategic goals and growth plans. In his practice, Mr. Powers is credited with having led the legal development of the subscription secured credit facility market. He has helped build Haynes and Boone into a global leader in representing financial institutions in subscription financings for private equity funds.

POWERS, Werner

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Featured in Insurance (Texas)

Practice Areas: Werner Powers is first and foremost a trial lawyer. His work in the area of insurance coverage focuses on private equity/hedge fund coverage; director and officer insurance, professional errors and omissions, and large business interruption claims. He has litigated cases in New York, Chicago, Orange County, Dallas, Houston, Austin, San Antonio, Oklahoma City, and Kansas City. He has also personally argued and prevailed in a number of appellate matters, including insurance cases before the United States Supreme Court and the Texas Supreme Court. The following is a partial list of clients that Mr. Powers has had the privilege of representing in high stakes litigation: the now late Margaret Hunt Hill and the trustee for the Hunt Family Trusts, the Canadian Olympic Association, Anadarko, Exxon, Michaels, AT&T, Panda Power, National Oil Well, and US Bank as indenture trustee for large debt syndications.

PRECELLA, Karen S

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Featured in Litigation (Texas)

Practice Areas: Karen Precella has won favorable dispositive trial and appellate rulings in a variety of state and federal complex litigation proceedings. Board

certified in civil appeals since 1996 and practicing for 30 years, she has handled numerous appeals, speaks often on appellate topics, and volunteers in many bar and public service capacities. Precella served three-year terms as chair of the ABA's Section of Litigation Appellate Practice Committee, chair of a State Bar Pattern Jury Charge Committee, and member of the Council of the State Bar of Texas Appellate Section. She currently serves on the Board of the ABA's Council of Appellate Lawyers, Council of the State Bar's Section of Litigation and the Oil and Gas Pattern Jury Charge Committee and chairs committees for local, state, and national bar associations.

PRESTON, Hilary

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Featured in Intellectual Property (Texas)

Practice Areas: Hilary focuses her litigation practice on intellectual property litigation and commercial disputes. She has represented clients in these types of lawsuits in trial and appellate courts across the country and regularly "provides strong practical advice and offers creative solutions" for clients (Chambers USA 2016). Hilary also has substantial experience counseling clients in risk management surrounding technology development, particularly in the sports, digital media, mobile content delivery, and e-commerce industries. In particular, she is noted as having "excellent communication skills and knowledge of the digital technology and telecommunications arenas" and has been called "a trusted advisor" with "excellent judgment" (Chambers USA 2016). Hilary has been recognized for her work in Chambers USA since 2014 and in New York Super Lawyers since 2013.

PRICHARD, Shalla

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Featured in Banking & Finance (Texas)

Practice Areas: Shalla's specialties are leveraged financings and investments in the energy industry with a particular focus on the upstream, midstream and downstream energy sectors, including energy private equity. She represents public and private borrowers, private equity investors, financial institutions and other clients in a wide variety of financing transactions including reserve based loans, ABL facilities, other senior and subordinated debt, acquisition financing, drillco structures, preferred equity investments, structured financing, Up-C credits and other forms of debt and equity financing.

Professional Memberships: State Bar of Texas.

Personal: J.D., University of Houston Law Center 2003, magna cum laude; B.A., The University of Texas 1998

PRINCE, James

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Practice centers on restructuring distressed businesses, both inside and outside of state and federal insolvency proceedings. His emphasis is

on consensual workouts and debt restructuring, liability management, chapter 11 reorganizations, and distressed capital market transactions. He frequently advises on buying distressed assets, in and out of bankruptcy, counter-party risk, and regularly advises boards on duties during distress situations. He has particular experience in responding to dislocation and distress in energy (upstream, midstream, downstream and oil field service providers) and companies responding to mass tort and environmental liabilities.

Career: Reorganization, bankruptcy; creditors' rights; debtor/creditor remedies; federal court appeals.

Professional Memberships: State Bar of Texas; American Bankruptcy Institute, Dallas Bankruptcy Bar.

Publications: Houston Bankruptcy Court Determines that a Make-Whole Claim is Not Disallowed by the Bankruptcy Code and the Solvent Debtor Exemption Still Exists Under the Bankruptcy Code, January 2021 Oil and Gas Industry Update: Commodity Price Volatility, March 2020 2019 – A Year of Change for Worldwide Energy, 2020 Texas Bankruptcy Court Denies Rejection of Certain Production Dedication Midstream Agreements, December 2019 Supreme Court Holds That Trademark Licensor Cannot Rescind Licensed Rights In Bankruptcy, May 2019

Personal: JD, Berkeley Law, University of California, Berkeley, 1992; BS, finance, Oklahoma State University, 1989.

PROPST, Tristan

Mayer Brown LLP, Houston
713 238 2657
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Featured in Banking & Finance (Texas)

Practice Areas: Tristan Propst represents both major financial institutions, as administrative agents, arrangers and lenders, and corporate borrowers in a variety of finance transactions, including secured and unsecured commercial transactions, first lien/second lien transactions, acquisition financings, asset-based lending, project finance transactions, structured transactions, restructuring transactions, and cross-border transactions, with a particular emphasis on finance transactions in the oil and gas, coal, pipeline and other energy-related industries.

PUIG, Yvonne Karen

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Featured in Healthcare (Texas)

Practice Areas: Healthcare law and litigation.

Career: Yvonne Puig represents large health systems, life science companies and medical schools. She has extensive experience in a variety of regulatory and government investigations, and advises on credentialing, due process hearings, and Joint Commission accreditation and compliance. Her trial experience includes complex commercial litigation, representation of health systems, manufacturers and sellers of medical devices, and commercial litigation involving the health and life science industry.

Professional Memberships: American Board of Trial Advocates; American Health Lawyers Association; Texas Association of

Defense Counsel; Law360 Life Sciences Editorial Advisory Board (2015-2020).

Publications: Yvonne is a frequent author and speaker on legal issues regarding social media, board governance, health care and life sciences.

Personal: BA University of Texas (1975); JD, University of Texas School of Law (1978).

PULLIAM, Jessica

Baker Botts LLP, Dallas
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Featured in Litigation (Texas)

Practice Areas: Jessica Pulliam is Chair of the Trial Department in Dallas and Co-Chair of the Firmwide Securities and Shareholder Litigation Group. She is nationally recognized for her leading role defending public companies and their officers and directors, private enterprises and professional firms. She has handled a variety of complex litigation matters including class actions, accounting and disclosure issues, securities fraud, fiduciary litigation, SEC and PCAOB investigations, whistleblower claims, and post-deal disputes. She advises corporations, officers and directors, and special board committees, in securities class actions in a variety of industries, including energy, oilfield services, health care, asset management, accounting, medical device, defense contracting, financial services, and real estate development.

Career: Recognized as a leading securities lawyer by numerous legal directories, Jessica was profiled as one of seven "Rising Star" securities litigators nationwide by Law360 in 2016. She clerked for the Honorable Barbara M.G. Lynn of the U.S. District Court for the Northern District of Texas.

Professional Memberships: State Bar of Texas; U.S. Courts of Appeals – Second and Fifth Circuits; District Courts for the Northern, Eastern and Western Districts of Texas; American Bar Association; Dallas Bar Association.

Personal: J.D., The University of Texas School of Law 2002; B.A., Studio Art, The University of Texas 1999

RABALAIS, Robert René

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rrabalais@stblaw.com

Featured in Banking & Finance (Texas)

Practice Areas: Practice consists of secured and unsecured syndicated finance transactions, direct lending transactions, capital markets and privately placed debt securities, and restructurings.

Career: Admitted to practice law in Louisiana (1989) and Texas (1990); admitted to partnership in 1998.

Professional Memberships: Texas Bar Association.

Publications: "The Challenges of Acquiring Energy Assets from Distressed Sellers," Project Finance International, October 2002 (with Mark Laufman); "Banking & Lending Institution Forms," Chapter 1.1A – Oil and Gas Lending (contributing editor).

Personal: Louisiana State University, BS, 1986; Louisiana State University, JD, 1989.

RAFTE, G Alan

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Featured in Banking & Finance (Texas), Energy & Natural Resources (USA – Nationwide), Projects (USA – Nationwide)

See under Nationwide for profile.

RAINEY, Susan M

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Featured in Environment (Texas)

Practice Areas: Susan Rainey focuses on Environmental Law, including counseling clients on environmental risks and liabilities in all types of transactions. She represents multifamily, office, retail, and industrial clients in over 20 states on redevelopment of brownfield sites, conducting environmental assessments and remediation and pursuing regulatory closure. She is experienced with counseling clients on environmental regulatory work, including compliance and resolution of violations and enforcement actions. She also works with clients on environmental management issues including vapor intrusion, methane mitigation, PCBs, asbestos, lead based paint and mold.

Career: Partner since 2015; Project Manager at Texas Commission on Environmental Quality Voluntary Cleanup Program and Petroleum Storage Tank Remediation, 1999-2002

Professional Memberships: Urban Land Institute (DFW Center for Leadership and Women's Leadership Initiative); Commercial Real Estate Women

Personal: The University of Texas School of Law (JD, with honors, 2005); Boston University (BA, Environmental Science and Biology, summa cum laude, 1996)

RAY, III, Hugh M.

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Hugh M. Ray, III is a partner in Pillsbury's Insolvency & Restructuring practice, where he focuses on complex reorganization, bankruptcy and commercial litigation. Hugh has represented publicly traded companies who successfully reorganized in bankruptcy and major creditors in their collection from complex bankruptcies. He has been the lead trial counsel in several high-profile and bet-the-company cases. Though he has been board-certified in business bankruptcy law by the Texas Board of Legal Specialization since 2005, Hugh works to avoid the expense of a Chapter 11 bankruptcy when possible.

RAYBURN, Douglass M

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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)

See under Texas for profile.

RAZIM III, Edward A.

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Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: Ed Razim is Chair of the Firm's Tax Department and Chair of the Firm's Employee Benefits practice group. Ed's practice includes drafting and implementing employee benefit and executive compensation programs for large and small employers; addressing compliance issues regarding Section 409A of the Internal Revenue Code and various equity compensation plan design matters; addressing employee benefits matters in corporate mergers and acquisitions; resolving unique plan design issues faced by controlled groups of corporations or businesses; consulting employers and plan administrators on plan design and compliance matters; and negotiating with the Internal Revenue Service, U.S. Department of Labor and Pension Benefit Guaranty Corporation on a variety of audit and compliance matters. Ed also has worked extensively with non-profit and tax-exempt organizations on a variety of tax issues.

Personal: J.D., cum laude, Georgetown University Law Center, 1992; B.A., Political Science, cum laude, Miami University, 1989; B.A., International Studies, cum laude, Miami University, 1989

REASONER, Harry M

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Featured in Antitrust (Texas), Litigation (Texas: Houston & Surrounds)

Practice Areas: Complex civil litigation.

Lead Counsel in trials, arbitrations, and appeals involving antitrust, securities, energy, insurance, contract, media, and tort claims.

Career: Admitted to practice: Texas, District of Columbia, New York. Partner, Vinson & Elkins.

Professional Memberships: Fellow:

American College of Trial Lawyers; International Academy of Trial Lawyers; International Society of Barristers; American Law Institute; American Board of Trial Advocates; Former Chair, ABA Section of Antitrust Law.

Publications: With Charles Alan Wright, "Procedure: The Handmaid of Justice."

Personal: Rice University, BA; University of Texas Law School, JD; Rotary Foundation Fellow, London School of Economics; law clerk, USCA, 2d Cir.

REASONER STOKES, Macey

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Featured in Litigation (Texas)

Practice Areas: President, Bar Association of the Fifth Federal Circuit; Trustee and Past President, Texas Supreme Court Historical Society; Past Chair, Appellate Section, State Bar of Texas; Fellow, American Law Institute; Board Certified in Civil Appellate Law by Texas Board of Legal Specialization.

Career: Partner; Chair, Firmwide Appellate Practice Group; Briefing Attorney to Chief Justice Thomas Phillips, Supreme Court of Texas, 1993-94.

Professional Memberships: President-Elect and Secretary, Bar Association of the Fifth Federal Circuit; Trustee, Executive Committee Member, and Past President, Texas Supreme Court Historical Society; Past Chair, Appellate Section,

State Bar of Texas; Fellow, American Law Institute; Board Certified in Civil Appellate Law by Texas Board of Legal Specialization.

Personal: JD, University of Texas, 1993 (high honors; Chancellors; Order of the Coif; Associate Editor, Texas Law Review); BA, Yale, 1989 (summa cum laude; Phi Beta Kappa).

REDWINE, Blake

Norton Rose Fulbright, Dallas

Featured in Corporate/M&A (Texas)

Practice Areas: Corporate, M&A and securities; Capital markets; Corporate governance

Career: Blake Redwine is a senior associate in the Dallas office. Blake's practice focuses on mergers and acquisitions, securities offerings, corporate governance matters, and general corporate and securities law matters for public and private companies. He has significant experience representing issuers and underwriters in registered and private offerings of debt and equity securities, including initial public offerings, secondary and follow-on equity offerings. Blake represents clients in a variety of industries with a focus on financial institutions, energy and private equity companies.

Personal: JD, magna cum laude, Southern Methodist University, 2012; BBA, with Honors, Finance, The University of Texas, 2008

REED, Kevin A

Reed, Claymon, Meeker & Hargett, PLLC, Austin
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Featured in Healthcare (Texas)

Practice Areas: Health law.

Career: Admitted to Texas Bar, 1979. Board Certified, Administrative Law and Health Law by Texas Board of Legal Specialization. Former Chair, Health Law Section, State Bar of Texas; former Member Exam Commission and the Advisory Commission, Health Law, Texas Board of Legal Specialization; Member, University of Texas Health Law Annual Meeting Planning Committee for over 20 years.

Personal: Graduated from Salem College, cum laude, BA, 1976, University of Texas School of Law, JD, 1979. Recognized as a "Super Lawyer" by Texas Monthly and Law & Politics Magazines (2003-2020); "The Best Lawyers in United States" in Health Care Law, Best Lawyers (2009-2021). General Counsel, Texas Organization of Rural and Community Hospitals (1991-Present). Austin Region Justice for our Neighbors Board of Directors, Member (2014-2018), Chair (2014-2015), immigration ministry of the United Methodist Church. Chair (2019-2020), Administration Board, Northwest Hills United Methodist Church; Member (2017-Present) and Chair (2020), Rio Texas Conference United Methodist Church Board of Trustees.

REED, Michelle

Akin Gump Strauss Hauer & Feld LLP, Dallas

Featured in Litigation (Texas)

Practice Areas: Michelle Reed, leader of Akin Gump's Dallas Litigation Section, focuses on complex civil litigation, with an emphasis on securities litigation, consumer class actions, and internal

investigations. She co-leads the firm's cybersecurity, privacy and data protection practice and has nearly two decades of experience advising companies, boards, and executives on navigating the evolving risks in privacy and cybersecurity regulation, securities enforcement, and class action litigation.

Career: Ms. Reed is a leading securities and cybersecurity lawyer who has been recognized by various industry directories and publications for many years, including Who's Who Legal, Super Lawyers, Cybersecurity Docket and The Legal 500. In addition, she was named as a 2020 Attorney of the Year finalist and an inaugural 2019 Texas Trailblazer by the Texas Lawyer.

Professional Memberships: Co-Chair, Class Actions and Derivative Suits Subcommittee, Litigation Section, American Bar Association. Panel Counsel, Directors and Officers Securities Claims and Investigation EdgeSM Panels of the American International Group. Member, Bar Association of the 5th Federal Circuit. Member, Texas Bar Association Pro Bono College.

Personal: B.A., with honors, Brigham Young University JD, Brigham Young University, J. Reuben Clark Law School, summa cum laude.

REED, Noelle M

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Featured in Litigation (Texas)

Practice Areas: Heads Houston litigation practice. Extensive experience in complex civil and criminal litigation in state and federal courts and arbitrations. Represents companies and individuals in securities and fiduciary duty cases arising from mergers and acquisitions, class actions, complex commercial and intellectual property litigation and internal investigations.

Career: Trial attorney, Department of Justice, Terrorism and Violent Crime Division; assistant U.S. attorney, Southern District of Texas; Law Clerk to Richard J. Cardamone and J. Daniel Mahoney, Second Circuit Court of Appeals.

Personal: JD, Harvard Law School, 1996; BA, Boston University, 1991.

REEDER JR, James A

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Featured in Antitrust (Texas)

Career: Jim Reeder is an accomplished trial lawyer who focuses on complex commercial litigation and antitrust. He represents clients across multiple industry sectors, including chemical, health care, commercial aviation, energy, and entertainment. Jim has handled matters and tried cases involving claims of price-fixing, group boycott, exclusive dealing, tying, monopolization, discriminatory pricing, conspiracy, fraud, negligent misrepresentation, RICO, breach of fiduciary duty, deceptive trade practices, and violations of federal and state securities laws. Jim has also advised healthcare providers on a variety of antitrust issues.

REEVES-SOBERS, Ty/Meka

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Featured in Environment (Texas)

Practice Areas: Ty Meka serves her clients by identifying, developing, and negotiating innovative and pragmatic solutions to environmental risks in connection with a variety of complex corporate transactions, including transactions involving energy and infrastructure companies and assets. In the transactional context, she combines her broad environmental regulatory and corporate and securities background, with her expertise in a wide range of environmental topics, including contaminated property issues, renewable energy, water quality and water rights, air, and waste issues. She also counsels clients on environmental crisis response and management strategies.

Career: Admitted to Texas Bar.

Personal: Ursuline College, B.A. 2011; The University of Texas at Austin School of Law, J.D. 2015

REINHARD, Christine

Schmoyer Reinhard LLP, San Antonio
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Practice Areas: Ms. Reinhard's practice encompasses all aspects of labor and employment law. An active trial lawyer, she has defended employers in jury and bench trials and frequently litigates in court and in private arbitrations. She additionally assists employers with various preventative and non-litigation strategies and activities, such as: *Counseling on strategic and complex employment policy and contractual issues *Guiding through governmental investigations and audits, including by such agencies as the Texas Workforce Commission, EEOC, NLRB, DOL, OSHA, and OFCCP *Reviewing and preparing employment contracts and non-compete agreements *Conducting in-house training on a wide-range of labor and employment-related topics Besides representing employers in NLRB proceedings, Ms. Reinhard also has guided employers through union negotiations and corporate campaigns. Ms. Reinhard's representation in the traditional labor context has included both public and private entities.

Career: Christine E. Reinhard is a founding partner of Schmoyer Reinhard LLP. Ms. Reinhard is Board Certified in Labor and Employment Law by the Texas Board of Legal Specialization.

Personal: St. Mary's University School of Law, J.D., summa cum laude, 1999 Texas A&M University, B.A., magna cum laude, 1995

REITER, Mark N

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Featured in Intellectual Property (Texas)

Practice Areas: Mark is an IP litigator and Co-Chair of Gibson Dunn's global Intellectual Property Practice Group. Lead counsel for Uber Technologies in multiple patent infringement cases. Lead counsel for Hewlett Packard Enterprise in a multi-patent case involving networking technology. Lead counsel for Kimber-ly-Clark in a trade secret and patent

infringement dispute involving nonwoven fabric technology. Counsel for Natera Inc. in a multi-patent infringement dispute involving genetic testing technologies.

Professional Memberships: Member, Honorable Barbara M.G. Lynn American Inn of Court. Former adjunct law professor at Southern Methodist University, taught IP litigation.

Publications: BS, Electrical Engineering, University of Texas, 1985. JD, Southern Methodist University, 1990.

RENFROE, Tracie

King & Spalding LLP, Houston
713 751 3214
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Featured in Environment (Texas), Litigation (Texas)

Practice Areas: Tracie Renfroe has a national trial practice focusing on toxic tort, environmental, product liability and commercial disputes. As Managing Partner of the Houston office and a partner in the Energy, Environmental and Product Liability practices, Tracie represents clients in the energy, manufacturing, and pharmaceutical sectors around the country. She represents clients in civil jury trials, class actions, arbitrations and is skilled at presenting complex scientific and technical issues to judges, juries and arbitration panels. Ms. Renfroe has also tried numerous conspiracy, securities fraud, breach of contract and professional liability cases.

REPASS, James W.

Norton Rose Fulbright, Houston
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Featured in Intellectual Property (Texas)

Practice Areas: Intellectual property, technology.

Career: Jim Repass is the US Head of Intellectual Property Law. He has a multi-faceted IP practice ranging from disputes and transactions to patents, trademarks, trade secrets and copyright matters. Jim was admitted to practice law in Texas in 1986 and is registered to practice before the United States Patent and Trademark Office.

Professional Memberships: American Bar Association, American Intellectual Property Law Association, Houston Intellectual Property Law Association, Texas Association of Defense Counsel, Licensing Executives Society.

Personal: JD, honors, George Washington University Law School (1986); BS, summa cum laude, Chemical Engineering, The University of Tennessee (1980).

REYNOLDS, Myles

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Featured in Energy & Natural Resources (Texas)

Practice Areas: Mr. Reynolds is a Partner at Hunton Andrews Kurth and the Practice Group Leader of the firm's Energy Regulatory practice. He regularly represents electric utilities, natural gas utilities and midstream companies, as well as other energy companies regulated by governmental agencies, including the Public Utility Commission of Texas, the Railroad Commission of Texas, the Federal Energy Regulatory Commission, and other

state regulatory commissions. He represents clients in litigated administrative proceedings, including those associated with cost of service-based rates, certificates of convenience and necessity and facility siting, complaints, rulemakings, and approvals for sales, mergers, and changes in operational control. Mr. Reynolds also assists clients with greenfield project development, legislative initiatives, regulatory compliance, commercial transactions related to ongoing business, large corporate transactions (including financings and mergers and acquisitions), and post-closing business transitions.

Professional Memberships: Texas State Bar

Personal: BA, Washington & Lee University, 1996; JD, Certificate in Environmental Law, Tulane University Law School, 2001

RHEBERGEN, Constance Gall

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Featured in Intellectual Property (Texas)

Practice Areas: Registered patent attorney who counsels and represents business clients in the identification, protection, licensing and transfer of intellectual property assets and in providing patent infringement and validity opinions. Advises businesses and government agencies in the United States, Latin America, Europe, MENA region and beyond on all matters concerning intellectual property, portfolio management and international intellectual property law disputes. Highly proficient across a range of technologies, including energy, chemical and process applications, mechanical arts and computer software. Industries served include oil and gas, hydrocarbon processing, chemical processing, petrochemicals, energy transition including wind and solar, agriculture and food, wastewater, pipelines, mechanical equipment, instrumentation and explosives.

Career: Chair, Technology Section; Firm-wide Management Committee

Professional Memberships: State Bar of Texas; Houston Intellectual Property Law Association; Texas Women Lawyers; International Trademark Association; Texas Bar Foundation, Fellow

Personal: JD, University of Houston Law Center, 1994; MBA, University of Houston, 1994; BS, Northwestern University, 1986

RIEGER, Michelle I

Winstead PC, Dallas
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Practice Areas: Michelle Rieger has over 30 years' experience as a construction lawyer who has handled both dispute resolution and transactional matters for all segments of the construction industry. Her primary focus most recently has been on construction transactional matters for transportation (airline), healthcare, public/private partnership (P3), and other large construction projects. 214.745.5416 | mrieger@winstead.com

ROBERTS, Steven L

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Featured in Insurance (Texas)

Practice Areas: Steve has more than 40 years of litigation experience. He partners with clients to resolve energy, commercial, international insurance, maritime, and professional services disputes. He provides counsel on legal issues surrounding offshore drilling rigs, platforms, and vessels, including representing Transocean in the Gulf of Mexico Oil Spill litigation. Steve represents plaintiffs and defendants in commercial lawsuits, including shareholder disputes, breach of contract, fraud, qui tam, and IP controversies. His experience includes matters involving offshore oil and gas deferred and lost production, down-hole blowouts, and other energy sector casualty claims, and congressional and administrative regulatory issues.

ROBISON, Adam

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Featured in Healthcare (Texas)

Practice Areas: Adam Robison focuses on a wide range of matters involving healthcare providers and suppliers. As a partner in the Healthcare practice, he represents healthcare clients in a variety of regulatory and transactional matters. Adam represents public and private hospital systems, academic medical centers, medical schools, children's hospitals, hospices, laboratories, physicians and suppliers in various regulatory and transactional matters. Mr. Robison counsels clients concerning False Claims Act and Civil Monetary Penalty investigations, fraud and abuse, along with anti-kickback and physician self-referral issues, including physician contracting. He has also worked with clients on Medicare and Medicaid administrative overpayment appeals; Medicare and Medicaid self-disclosures; and compliance with the 60-day overpayment rule; as well as on Medicaid supplemental payment and 1115 Waiver programs.

ROBISON, Brian E

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Featured in Antitrust (Texas)

Practice Areas: Antitrust and complex civil litigation. Experience includes bid rigging, price fixing, market allocation, supply control, predatory pricing, monopolization, price discrimination, trade association, and agricultural cooperative cases. Counsels clients on the antitrust implications of business arrangements. Represents clients in international, federal, and state antitrust investigations.

Career: Law clerk, John Cornyn, Texas Supreme Court.

Professional Memberships: Antitrust & Business Litigation Section, Texas State Bar. Antitrust & Trade Regulation Section, Dallas Bar. Antitrust Section, ABA.

Personal: JD, University of Texas Law School, 1995, with honors, Order of the Coif, Notes Editor, Texas Law Review.

RODGERS, Anne

Norton Rose Fulbright, Houston
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Featured in Antitrust (Texas)

Practice Areas: Anne focuses her practice on high-stakes business disputes of all types, from suits between individual

parties to class actions, from common-law claims to specialized statutory claims like the Sherman Act, False Claims Act, the Antiterrorism Act, and the Alien Tort statute, and from trial courts through courts of appeals.

Career: Anne's antitrust proficiency includes antitrust and competition-related internal and government investigations as well as compliance training and audits. Her commercial litigation expertise has grown organically to encompass managing the potential risk areas inherent in running a business. Partnering with her clients, Anne focuses on (1) risk identification, (2) risk mitigation, and (3) defense and prosecution of claims that inevitably arise despite a company's best efforts. Anne's client roster is national and international in scope and covers a vastly diverse range of industries. She is routinely called upon for her real-world approach to facilitating business solutions to problems. But most importantly, Anne truly enjoys her work, and it shows.

Personal: JD, University of Chicago Law School; BS, University of Houston.

ROFFWARG, Aaron P

Bracewell LLP, Houston
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Featured in Real Estate (Texas)

Practice Areas: Represents clients in real estate and construction projects, including synthetic lease and sale-leaseback transactions, midstream oil and gas projects, pipelines and terminals used to transport oil, gas and other petroleum products and merchant electric generation facilities. Advises private equity investors, developers, financial institutions and utilities in acquisitions and divestitures of assets and companies, structured finance, leveraged finance, project development and project finance. Also advises healthcare organizations regarding real estate development and M&A transactions.

Career: Chair, Real Estate Department

Professional Memberships: State Bar of Texas; Houston Bar Association; Houston Bar Foundation, Fellow

Personal: The University of Texas School of Law, J.D., 1995 with honors, Order of the Coif; The University of Texas at Austin, Bachelor of Arts, 1991 with high honors, Phi Beta Kappa

ROSE, J. Michael

Locke Lord LLP, Houston
Featured in Labor & Employment (Texas)

Practice Areas: Board Certified in Labor & Employment Law, Mike Rose defends employers in litigation involving the Fair Labor Standards Act (FLSA) (single plaintiff cases and collective/class actions), Title VII/ADEA/ADA/OSHA & Section 1981 wrongful termination, retaliation and harassment lawsuits, OSHA retaliation matters as well as representing employers in front of various federal, state and local employment-related agencies. Mike also regularly represents employers in litigation of non-compete, restrictive covenant and trade secret matters. Mike's representative experience includes all aspects of labor and employment-related litigation, including representing clients in court hearings, trials and in arbitrations, taking and defending depositions, drafting

and arguing dispositive motions, and resolving cases through negotiation and mediation.

Professional Memberships: Past Chair and Long-Term Council Member, Labor and Employment Section, Houston Bar Association. Two-Time Co-Chair, Houston Bar Association Golf Committee.

Personal: Northwestern University School of Law (JD); Texas A&M University (B.B.A., Finance).

ROSENZWEIG, Brian

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

ROSS, Timothy

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Practice Areas: Board Certified in Construction Law by the Texas Board of Legal Specialization. Tim Ross has a practice focused on the transactional and dispute resolution aspects of construction law. He works with clients in all phases of the construction process with an emphasis on contract drafting and negotiation, dispute avoidance during construction, field management and administration, project close-out and dispute resolution. Tim's legal acumen is complemented by field experience with a large commercial general contractor, where he managed numerous projects as a construction project engineer. This distinctive combination allows him insight into the nuts and bolts issues that arise before, during and after a project, and the intrinsic capability to support the project community-including general contractors, subcontractors, owners, developers and sureties-in all aspects of construction.

Professional Memberships: -State Bar of Texas, Construction Law Section (Young Lawyers Committee Liaison, 2013-2015; Basic Course in Construction Law Coordinator, 2014-2015; Governing Council Member, 2016-2019) -Houston Bar Association, Construction Law Section (Chair, 2013-2014; Chair-Elect, 2012-2013; Governing Council Member, 2010-2014) -The Associated General Contractors of America -Texas A&M University Construction Industry Advisory Council (Executive Committee/Development Committee Chair, 2018-Present) -Houston Contractors Association

ROSS, Tina

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Featured in Real Estate (Texas)

Practice Areas: Tina concentrates her practice in the areas of commercial lending, real estate finance, real estate acquisition, development and disposition, and construction law. She represents senior and subordinate lenders in connection with a variety of commercial lending transactions including real estate and construction financings, asset based financings, secured and unsecured syndicated loans and participations, and mezzanine financings.

Career: Chambers USA, 2016-2020.

Professional Memberships: ABA; Dallas Bar Association; State Bar of Texas.
Personal: JD, Order of the Coif, The University of Texas School of Law (1991); BA, magna cum laude, University of New Hampshire (1986).

ROTMAN, Anna

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Anna leads Kirkland's litigation practice in Houston, and has played a leading role in recent landmark cases shaping the energy industry. As a trial lawyer, she has significant first-chair experience in business and environmental disputes representing leading oil, gas, power and renewable companies, midstream companies and technology companies, as well as private-equity portfolio companies in a variety of industries. Anna has successfully represented both plaintiffs and defendants in state and federal courts and arbitrations throughout the United States. She also regularly represents both debtors and creditors in restructuring-related litigation.

Personal: Harvard Law School, J.D., 2004, cum laude; Georgetown University, B.S., School of Foreign Service, 1998, magna cum laude; Judge Marvin J. Garbis, Federal District Court, District of Maryland

ROYALL, M Sean

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Featured in Antitrust (Texas), Antitrust (USA - Nationwide)

Practice Areas: Sean Royall's practice focuses on antitrust and consumer protection from both the litigation and government investigations perspectives. Sean previously served at the Federal Trade Commission (FTC), as the Deputy Director of the FTC's Bureau of Competition, where he played a prominent role in shaping and overseeing the agency's antitrust enforcement agenda. In that capacity, Sean supervised the FTC's investigations of many mergers and acquisitions and served as lead trial counsel in a landmark patent-related monopolization suit the FTC brought against Rambus, Inc. Since returning to private practice in 2003, in addition to his decades of distinction as a nationally prominent antitrust attorney, Sean has become one of the leading lawyers in the country handling complex consumer protection matters involving marketing and advertising practices, privacy and data security, often in relation to investigations and enforcement actions brought by the FTC and state attorneys general. Signaling the breadth and scope of his practice, Sean served as lead counsel for Facebook in connection with the FTC's investigation of Facebook's privacy-related practices and in 2018, representing AT&T, was a member of the trial team that successfully defended the company's \$85 billion acquisition of Time Warner against the Department of Justice's lawsuit challenging that transaction.

RUSSELL, Philip

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 (512) 457-7015
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Practice Areas: Corporate; Mergers and Acquisitions; Emerging Growth and Venture Capital; Public Company and Corporate Governance; Private Equity
Career: Philip Russell counsels technology and other emerging-growth companies with respect to mergers and acquisitions, SEC compliance, public offerings and venture capital financings. Philip's clients include public and private companies in the semiconductor, software, hardware, wireless, business process outsourcing, communications and biotech industries. He also has significant experience representing venture capital firms and underwriters with respect to financing transactions.

Personal: J.D., University of Texas; B.A., Yale University

RUSSELL, Robin

Hunton Andrews Kurth LLP, Houston
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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Robin's practice combines a depth of experience in bankruptcy restructuring and litigation with acquisitions of assets from debtors and related financial transactions. She has extensive experience in the energy sector and represents clients throughout the US in in-and out-of-court corporate restructuring and reorganization as well as providing strategic advice to corporate clients and independent boards on legal risks associated with divestitures, recapitalizations, counterparty insolvency and the structuring of corporate acquisitions to minimize economic risks in the event of a counterparty's subsequent financial distress. She has served as an expert witness in matters involving loan and restructuring documentation as well as insurance coverage for financial institutions. She is on the American Arbitration Association commercial panel of neutrals.

RUSSELL, Seth A.

Andrews Myers PC, Houston
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Practice Areas: Seth Russell represents industrial and commercial participants in the building, energy and public infrastructure industries in complex litigation, arbitration, transactional and claims counseling matters. His litigation, arbitration, and counseling experience includes advising clients in connection with breach of contract claims (including delay, disruption, hindrance, liquidated damages and loss of productivity/efficiency claims) and warranty and defect claims, certificates of merit, indemnity, insurance, suretyship, standard of care, tort, mechanic's and materialmen's liens, and performance and payment bond claims. His transactional experience includes preparing and negotiating construction contracts (including EPC, design-build, AIA, and public works contracts) and professional services agreements (including engineering and architect agreements).

Career: -Vinson & Elkins LLP, Houston, Texas, Associate, 2000-2010 -Environmental Division, Black & Veatch, Dallas

and Houston, Texas, Design Engineer, 1995-1997

Professional Memberships:

- Construction Law Section, Houston Bar Association, Former Chair - Construction Law Section, Houston Bar Association, Former Secretary-Treasurer - Construction Law Section, Houston Bar Association, Former Advisory Council - Construction Law Section, Houston Bar Association - Construction Law Section, State Bar of Texas - Associated Builders and Contractors - The Associated General Contractors of America

RUTTER, Kent

Haynes and Boone, LLP, Houston
 kent.rutter@haynesboone.com

Featured in Litigation (Texas)

Practice Areas: Kent Rutter has been handling state and federal appeals for 25 years, earning a reputation for winning significant appeals and creating favorable precedent for major clients. He currently serves as President of the Texas Association of Civil Trial and Appellate Specialists, an organization whose membership is limited to the select group of trial and appellate lawyers who are board-certified by the Texas Board of Legal Specialization. Kent has also served as the elected chair of both the 2100-member Appellate Section of the State Bar of Texas and the Appellate Practice Section of the Houston Bar Association. In addition to his advocacy and leadership, Kent is known for co-authoring an award-winning empirical study of the factors that most frequently result in reversal in the Texas appellate courts, a topic he has presented to audiences of hundreds of judges, trial and appellate lawyers, and in-house counsel statewide.

SAIKIN, Gregory

Baker & Hostetler LLP, Washington, DC
 713-646-1399
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Practice Areas: Greg Saikin is a former federal prosecutor and maintains a national practice in white collar criminal defense, internal investigations, and related civil and administrative regulatory matters. Greg routinely acts as lead counsel for healthcare systems and providers, financial institutions, multinational energy companies, and professional athletic teams. He provides strategic and discreet counsel on matters involving the Foreign Corrupt Practices Act (FCPA), federal anti-kickback and False Claims Act laws, anti-money laundering and tax issues, and export control regulations, among others.

SAKOWITZ, Brittany

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Featured in Corporate/M&A (Texas)

Practice Areas: Brittany concentrates her practice on mergers and acquisitions and private equity. She has counseled private equity investors, their portfolio companies, and other public and private companies in connection with mergers, acquisitions, dispositions, joint ventures, offerings of equity and debt securities, and general corporate governance matters. Brittany has advised clients across a broad range of industries, including energy (upstream, midstream, oilfield

services, power, and marketing and trading), consumer products, and financial services. Brittany was selected to the Texas Rising Stars list, Super Lawyers (Thomson Reuters), 2014-2021 as well as receiving Expert Guides, "Rising Star" in Corporate/M&A/Private Equity, 2020.

Personal: University of Houston Law Center, J.D., 2010 University of Houston Bauer College of Business, M.B.A., 2010 Louisiana State University, B.A. Communications, 2007

SALES, Travis J

Baker Botts LLP, Houston
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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Mr. Sales has extensive experience with commercial litigation and arbitration, pension and ERISA matters, and products liability disputes. He represents energy and petrochemical companies in commercial, trade secret and construction cases. Mr. Sales also represents the Houston Firefighters Relief and Retirement Fund, the Houston Municipal Employees Pension System, and the Houston Professional Fire Fighters Association in significant litigation against the City of Houston. Mr. Sales has represented defendants in several national, multi-district litigations.

Career: Delegate, American Bar Association (2017-present); President, Houston Bar Association (2008-2009); Director, State Bar of Texas (2009-2012); Chair, Houston Bar Foundation (2017-2018); Editorial Board, Texas Bar Journal (2004-2006).

Professional Memberships: ACTL, ABOTA, DRI, ABA

Publications: 5th Circuit Joins Sister Circuits in Applying De Novo Standard of Review for Denial of Claims Cases ERISA "Stock Drop" Litigation and the Dudenhoefter "More Harm Than Good" Pleading Standard Defending Pharmaceutical State Medicaid Fraud Actions: Use of Medicaid Regulatory Framework, Government Knowledge and Other Defenses

SALINAS, Wendy T.

Vinson & Elkins LLP, Dallas

Practice Areas: Wendy Trahan Salinas is an experienced and versatile tax attorney who focuses on taxable finance and other complex business transactions. In her taxable finance practice, Wendy advises borrowers and lenders on the tax implications of domestic and cross-border financing transactions. She has extensive experience in representing both public and privately held companies on transactions including bank credit facilities, mezzanine financings, derivatives, and project financings. She advises private equity funds in connection with debt and equity investments and other private equity transactions. She also advises public companies and lenders on bankruptcy restructuring transactions. Wendy is Co-Managing Partner of V&E's Dallas office, Co-Chair of the Partnership Admissions Committee, and helps lead the firm's Women's Initiative in the Dallas office and recruiting team for the University of Virginia School of Law.

Career: Selected to the Texas Rising Stars list, Super Lawyers (Thomson Reuters), 2008 Legal 500 U.S., U.S. Taxes: Non-Contentious, 2019 and 2020 The Best Lawyers in America© (BL Rankings, LLC), 2021

Personal: University of Virginia, J.D., 2001 (Virginia Tax Review) Baylor University, B.B.A., Accounting summa cum laude, 1998 (Beta Alpha Psi; Alpha Kappa Psi)

SANDERS, Buddy

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Featured in Tax (Texas)

Practice Areas: Buddy Sanders concentrates his practice on business tax planning, mergers and acquisitions and tax controversy/disputes, including worker misclassification issues. He has vast experience representing clients in the structuring and negotiating through numerous mergers and acquisitions ranging from family business deals to large billion dollar deals, including pre-transaction restructurings relating thereto, to minimize tax costs and maximize the tax benefit. Drawing on years of service at the Internal Revenue Service Office of Chief Counsel, Buddy also has valuable experience defending clients on various tax dispute matters at all stages of the process, ranging from the start of a tax audit up through tax litigation before the U.S. Tax Court. Recent tax dispute successes focused on worker classification issues.

Professional Memberships: Member, State Bar of Texas Vice Chair/Chair-elect, Houston Bar Association (Tax Section) Member, Texas Bar Foundation
Personal: J.D., cum laude, Baylor University School of Law, 1995, Notes and Comments Editor, Baylor Law Review. M.Acc., Accounting, with distinction, Brigham Young University, 1992 B.S., Accounting, Brigham Young University, 1992

SARAHAN, Paul C

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Featured in Environment (Texas)

Practice Areas: –Environmental
Career: Paul Sarahan focuses his practice on environmental, safety, and transportation issues. He has more than 25 years of experience in policy, regulation, and commercial use of the environment and has represented clients in the energy, chemical, manufacturing, transportation, and retail industry sectors before federal, state, and local agencies. Key experience includes providing regulatory counseling, advising clients on environmental auditing, and representing clients in cost recovery and remediation cases.

Professional Memberships: State Bar of Texas –Environmental & Natural Resources Law Section –Administrative & Public Law Section Austin Bar Association –Environmental Law Section –Adoption Day Committee, 2019-present American Bar Association –Section of Environment, Energy & Resources (SEER) –Environmental Enforcement & Crimes Committee –Water Resources Committee –Environmental Disclosure Committee –Environmental Transactions & Brownfields Committee Texas State Bar College 2020 Women on Boards, Austin, Texas –Host

Committee –Awards Subcommittee, 2019 –Program Subcommittee, 2019 The University of Texas, Chancellor's Council

SASLAW, Michael A
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Featured in Corporate/M&A (Texas)

Practice Areas: Michael Saslaw's primary practice areas include mergers and acquisitions, financings, restructurings and corporate counseling. He has extensive experience counseling businesses in a variety of industries, including energy, infrastructure, and technology. His representative clients include Basalt Infrastructure Partners, Lone Star Funds, EQT Partners, Trimble, Caprock Midstream and Sumitomo Forestry America.

Personal: Miami University (BS Accounting, 1979); University of Pennsylvania Law School (JD, 1982)

SASSENATH, Julie

Winstead PC, Dallas
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Practice Areas: Julie Sassenrath advises her clients on the strategic facets of their business transactions, including the structural issues, business considerations and tax consequences. She regularly advises on partnership, real estate and corporate matters and other transactional and tax matters. Julie serves as outside general counsel and a trusted advisor to a number of clients. Julie is very active in professional bar activities and the tax community. She is the past chair of the Dallas Bar Tax Section and the ABA Tax Section Real Estate Committee. Julie is a fellow of the American College of Tax Counsel. She currently serves as a Council Director of the ABA Tax Section and is a member of the board of directors and serves as Secretary and the Program Chair for the Texas Federal Tax Institute. Julie also presented at 2019 Southern Federal Tax Institute on Important Tax Developments Affecting Partnerships and Real Estate. Representative Experience Corporate organizations, reorganizations and mergers and acquisitions Partnership and limited liability company formations, transactions and roll-ups Real estate planning and general real estate matters State franchise tax planning General corporate and commercial matters

SAYLES, Richard A
Bradley Arant Boult Cummings LLP, Dallas
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Featured in Litigation (Texas), Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Dick Sayles has more than four decades of experience trying cases in both state and federal courts. He has taken more than 150 cases to trial, winning more than a dozen jury verdicts exceeding millions of dollars. His experience includes defending clients in cases involving defense of and claims against corporate directors and officers, securities claims, product liability and patent infringement suits, and high-stakes commercial litigation.

Career: Dallas Bar Association –Trial Lawyer of the Year (2018) & Texas Trial

Legend (2012); Texas Super Lawyers; The Best Lawyers in America; Benchmark Litigation, Local Litigation Star – Texas; Martindale-Hubbell AV Preeminent Rated; American College of Trial Lawyers, Fellow; International Academy of Trial Lawyers, Fellow; International Society of Barristers, Fellow; Litigation Counsel of America, Fellow; Collin County Bench Bar Foundation, Charter Life Fellow

Professional Memberships: American Bar Association; Dallas Bar Association; Texas Board of Legal Specialization – Board Certified in Civil Trial Law & Personal Injury Trial Law

Personal: JD, University of Houston Law Center, magna cum laude (1974); BA, Vanderbilt University (1971)

SCHLANGER, Kimberly Epstein Gibson, Dunn & Crutcher LLP, Houston
Featured in Real Estate (Texas)

Practice Areas: Kimberly's practice covers a broad range of commercial real estate transactions, including advising developers and investors in connection with the development, financing, acquisition and disposition of a variety of asset classes, including office buildings, multi-family developments, hotels, senior housing, medical offices and mixed-use projects throughout the United States. She has been involved in the development of many landmark buildings across the country.

Personal: JD, Harvard University, cum laude.

SCHLICHTER, Eric

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Featured in Intellectual Property (Texas)

Practice Areas: Using his degree in mechanical engineering and prior work experience, Eric Schlichter frequently litigates patent infringement and trade secret cases for oilfield services and drilling companies. Beyond the oil and gas industry, Eric has litigated cases involving consumer electronics and website functionality. He has been lead counsel in numerous patent litigation matters involving oil and gas drilling technology, downhole tools, and environmental protection equipment. He has also served as counsel in a number of patent litigation matters involving consumer electronics technologies and website functionality. Eric also has experience in multiple inter partes review proceedings and ex parte reexaminations. He also counsels clients on intellectual property enforcement and procurement matters, litigation strategy, licensing, and due diligence investigation for acquisitions and divestitures, as well as preparation of non-infringement, invalidity and freedom-to-operate opinions.

SCHMOYER, Shannon B.

Schmoyer Reinhard LLP, San Antonio
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Practice Areas: Ms. Schmoyer's practice focuses on the representation of employers in: *Employment litigation, including class actions and labor arbitration *Counseling employers on all aspects of labor and employment law *Advising management on strategic and complex employment decisions *Conducting training programs for managers and supervisors

on various employment-related topics Ms. Schmoyer has over 30 years of trial experience in both state and federal court. Her experience includes litigating claims brought under the: *ADA *ADEA *FMLA *FLSA *Title VII of the Civil Rights Act of 1964 *Various state workers' compensation acts She has arbitrated unfair labor practice claims under the NLRA and has guided employers through union negotiations and corporate campaigns. She is also an experienced appellate lawyer.

Career: Shannon B. Schmoyer is a founding partner of Schmoyer Reinhard LLP. Prior to forming the firm, Ms. Schmoyer was a partner at the international law firm of Akin Gump Strauss Hauer & Feld LLP, where she served as the head of Akin Gump's San Antonio labor and employment law section. Ms. Schmoyer is Board Certified in Labor and Employment Law by the Texas Board of Legal Specialization.
Personal: Harvard Law School, J.D., 1991 University of Oklahoma, B.A., summa cum laude, 1987 (Phi Beta Kappa)

SCHRAMEK, Adam T

Norton Rose Fulbright, Austin
512 536 5232

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Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: Complex commercial litigation and class action defense

Career: Adam Schramek is a litigation partner in the Austin office of Norton Rose Fulbright. He handles complex litigation in state and federal courts across the country, and has extensive experience defending class actions, including class claims brought against insurance companies concerning coverage issues, claims handling, underwriting and ratemaking. He also has significant experience with arbitration proceedings under the AAA, JAMS and AHLA Rules. Adam has handled a wide range of matters in the insurance, health care and manufacturing sectors. His litigation experience includes disputes involving trade secrets, software code and copyright claims, insurance coverage and commercial indemnities, bad faith and derivative liability, product defect and complex commercial transactions.

Personal: Adam is a former president of the Austin Bar Association and a director of the State Bar of Texas. He chairs Norton Rose Fulbright's US Pro Bono Committee, which focuses on increasing access to justice for persons of limited means. He received his B.A. summa cum laude with university honors in Political Science from American University and his J.D. with honors from the University of Texas School of Law.

SCHREIBER, Howard

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Featured in Real Estate (Texas)

Practice Areas: Howard Schreiber's practice focuses on commercial real estate transactions and financings. Experienced in all sectors of the commercial real estate industry, with particular concentration in commercial real estate lending and loan workouts, office leasing, and asset dispositions. He is the co-head

of the firm's global commercial real estate practice group.

Professional Memberships: Member, American Bar Association; Member, Dallas Bar Association; Member Real Estate, Probate and Trust Law Section of the State Bar of Texas; American College of Mortgage Attorneys

Personal: JD, Duke University School of Law, 1984; BA, Dickinson College, 1981.

SCHROEPFER, Stephanie

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Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: Employee benefits; Executive compensation; ERISA

Career: Stephanie Schroepfer's practice is focused exclusively on all aspects of employee benefits and executive compensation, primarily in the energy, medicine, retail and manufacturing industries.

Professional Memberships: Former Chair, Taxation Section of State Bar of Texas; Life Fellow American Bar Foundation; Former Chair Deferred Compensation Committee of American Bar Association –Section of Real Property, Trust and Estates.

Personal: JD, The University of Texas (1986); BA, Rice University (1982).

SCHULTZ, Sarah

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Sarah Schultz handles large, complex restructuring cases and out-of-court corporate reorganizations for public and private companies, as well as for alternative investment funds. She routinely handles representations for both debtors and creditors and works across a broad range of industries, including oil and gas, shipping, retail and health care. Sarah is dedicated to understanding the intricacies of her clients' businesses and tailors legal strategy to meet those commercial objectives. Sarah regularly represents debtors, official and unofficial committees of creditors, secured lender groups, debtor-in-possession lenders and acquirers of assets. Recent engagements include advising an international and domestic maritime transportation services company in its chapter 11 case; the official committee of unsecured creditors to a health care company; and an oil and gas exploration company in its chapter 11 case.

SECCO, Marisa

Vinson & Elkins LLP, Austin

Practice Areas: Marisa is an experienced lead litigator who represents businesses and individuals in an array of high-stakes disputes, including contract disputes, construction litigation, securities litigation, tax controversies, trade secret litigation, restructuring litigation, and civil appeals. When working on a matter, Marisa leverages her skills as a trial attorney as well as her experiences serving in prestigious roles in public service. She spent two years as Rules Attorney for the Supreme Court of Texas, where she developed a deep knowledge of civil procedure and the state appellate process. Marisa

also served as a judicial clerk at the U.S. Court of Appeals for the Fifth Circuit. Her experiences both there and at the Texas Supreme Court provided her valuable insights into how judges approach cases. Marisa's success representing clients and in public service earned her recognition from Texas Lawyer magazine, naming her one of 20 "Winning Women" in 2014. In the magazine, Texas Supreme Court Chief Justice Nathan Hecht praised Marisa as "an outstanding talent" who "can see the big picture."

Personal: The University of Texas School of Law, J.D. with high honors, 2007 (Chancellor; Order of the Coif; Texas Law Review) The University of Texas at Austin, B.A., Government with high honors, 2004

SEIGUER, Julian J.

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

SETERFITT, Barry

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Featured in Insurance (Texas)

Practice Areas: Corporate Insurance Health Care & FDA Practice Regulatory & Compliance Banking & Financial Services Insurance Regulatory & Transactions

Career: Barry Senterfitt focuses his practice on the insurance and managed care industries. His practice includes assisting clients with acquisitions and mergers of insurers, HMOs and insurance agencies; holding company transactions for insurers and HMOs, including state insurance holding company act compliance; HMO formation and licensure; insurance company formation and licensure, including offshore captives; redemptions of insurers; demutualizations and other complex corporate reorganizations; financial and reinsurance issues for insurers and HMOs; and plans of rehabilitation for insolvent or troubled insurers.

Professional Memberships: Fellow, Texas Bar Foundation; American Bar Association; Surplus Lines Law Group.

Publications: Chambers USA Guide 2020.

Personal: BBA, Accounting, with honors, Texas A&M University; JD, with honors, Texas Tech University School of Law.

SESSIONS, Ellen

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Featured in Litigation (Texas)

Practice Areas: Ellen concentrates her practice in the area of complex business and commercial litigation, including securities litigation and enforcement, internal and corporate investigations and arbitration.

Career: Ellen has extensive experience litigating in federal and state court and before arbitration panels. Her practice includes defending class actions, as well as shareholder derivative actions and a wide range of claims against corporations, issuers, underwriters, banks, investment banks, brokerage firms, clearing firms, financial advisors, officers and directors.

Ellen also has considerable enforcement experience, which includes representing both companies and individuals in insider trading, fraud, theft, and other investigations and matters. She has also represented companies, officers and directors in inquires and investigations by the Securities and Exchange Commission, the Financial Industry Regulatory Authority and the Texas State Securities Board. Ellen is also counsel to banks, investment banks, trust companies and broker-dealers in internal and regulatory investigations nationwide (including FINRA, SEC, and multiple state agencies).

Personal: JD, cum laude, Southern Methodist University School of Law (1996); BA, Politics, Princeton University (1991)

SHARRY, Janice V

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Featured in Corporate/M&A (Texas)

Practice Areas: A Haynes and Boone partner and member of the Corporate Strategic M&A Practice Group, Janice Sharry serves as a trusted advisor to companies and private equity investors in a variety of M&A and commercial transactions, both on the buy and sell side, and has a great deal of experience navigating complex multi-national transactions and capital raises. For more than 35 years, Jan's straightforward, common sense approach to difficult negotiations and legal issues has provided executives and their boards with creative and workable solutions aimed at achieving timely, cost-effective results. Jan has received numerous awards and recognitions for her work, and clients have reported that she has "incredible talent... smart, experienced, personable... tough when appropriate." Jan's experience spans a wide array of industries including the energy, aviation, healthcare and food industries. She has also advised on many transactions having a value in excess of \$1.0 billion and others which involve crisis situations or "bet the company" type issues. Not surprisingly, Jan is well-known by many C-suite and board members of some of the country's most successful businesses.

SHEEDER III, Frank E

Alston & Bird LLP, Dallas
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Featured in Healthcare (Texas)

Practice Areas: Healthcare.

Career: Frank Sheeder, Co-Chair of Alston & Bird's Healthcare Litigation Team, focuses his practice on healthcare enforcement defense and compliance. He has defended clients against investigations, audits, and allegations brought by federal and state government agencies and whistleblowers for over 30 years. Frank represents clients facing government enforcement initiatives, complex healthcare litigation, and regulatory compliance matters.

Professional Memberships: Health Care Compliance Association, past president and longstanding member of board of directors; American Health Lawyers Association, American College of Healthcare Executives.

Publications: Corporate Governance and Compliance for Health Care: A Practical

Guide (Wolters/Kluwer 2007, with annual updates).

SHELTON, Lisa

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Featured in Environment (Texas)

Practice Areas: Lisa focuses on environmental aspects of business transactions including, risk management, counseling, compliance and liability. She has experience handling environmental, health and safety issues associated with contaminated property redevelopment, mergers and acquisitions, project finance and securities matters. Lisa covers a wide range of industries and businesses, including: energy (upstream, midstream and downstream), wind power, solar power, power plants; chemical, steel and semiconductor manufacturing as well as real estate development. She works with industry associations and companies to address air, waste, water, endangered species, wetlands and toxics issues in permitting, enforcement and regulatory forums.

SHISHIMA, Gina

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Featured in Intellectual Property (Texas)

Practice Areas: Intellectual property, patent litigation, patent prosecution, patent post-grant, IP transactions, life sciences, technology and innovation.

Career: Gina is the US Chief Strategy and Operations Partner, having previously been the US Head of Intellectual Property at the firm. She has a Ph.D. in molecular biology, and because of her significant technical background, she greatly enjoys working with her clients in the areas of biotechnology, pharmaceuticals, and medical apparatuses to strategize and provide business solutions related to all aspects of patent law – particularly prosecution, post-grant challenges, litigation and due diligence. Her clients include public and private life sciences companies, as well as hospitals and universities. Her expertise includes patent portfolio management and patent counseling, as well as involvement in inter partes reviews (IPR), reexaminations, interferences, and European oppositions. Other experience includes a wide variety of involvement in patent litigation matters and licensing issues. In addition, Gina has experience in patentability opinions, freedom to operate evaluations, intellectual property due diligence and competitive technology assessments.

Professional Memberships: American Intellectual Property Law Association, National Asian Pacific American Bar Association (formerly Board of Governors and co-chair Women's Leadership Network).

Personal: JD, University of California, Berkeley, School of Law (1998); PhD, Molecular Biology, Princeton University (1995); AB, Biochemistry, Columbia University (1989).

SHOSS, Ronald

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Featured in Real Estate (Texas)

Practice Areas: Ronald (Ronny) M. Shoss is a partner in Mayer Brown's Real Estate practice. He has a widely diversified practice representing institutional owners of real estate throughout the United States and has established a national office and industrial leasing practice. Representative clients include KBS Realty Advisors, TIAA-CREF and other large institutional investors and state pension funds.

SHOWALTER, Barton

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Featured in Intellectual Property (USA - Nationwide), Intellectual Property (Texas)

Practice Areas: Practice focused on patent litigation, licensing and procurement for high technology companies. Significant experience litigating and licensing patents in fields of telecommunications, electronics, software, semiconductors, computers and others. Also provides strategic counseling to maximize research and development investments. Develops and implements innovative processes and tools for patent portfolio management, enforcement, licensing and IP risk mitigation. **Personal:** BS and MS in Aerospace Engineering, MIT; Adjunct Professor, SMU School of Law; Board of Directors, Georgia O'Keefe Museum; Master, Barbara M.G. Lynn Inn of Court.

SINAK, David

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Featured in Tax (Texas)

Practice Areas: Focuses on federal income taxation of corporations, partnerships, limited liability companies and investment securities. Involved in tax planning for private equity funds and their domestic and foreign institutional investors (specializing in oil and gas and infrastructure funds), corporate and partnership M&A, structuring and reorganizations, renewable energy transactions, tax equity financings and foreign investments in US. Experienced in obtaining private letter rulings from IRS and handling IRS audit appeals.

Professional Memberships: American Bar Association, State Bar of Texas, Dallas Bar Association.

Personal: JD, cum laude, Boston College, 1979; Articles Editor, 'Boston College Law Review'.

SKIDMORE, Micah

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Featured in Insurance (Texas)

Practice Areas: Micah Skidmore is a partner in the Insurance Coverage Practice Group at Haynes and Boone, LLP. Micah represents corporate policyholders on significant insurance coverage disputes involving a variety of third-party and first-party claims. Skidmore works with risk managers and brokers in negotiating manuscript policies and advises clients on insurance and indemnity issues in corporate transactions. He is actively involved in the ABA Insurance Coverage Litigation Committee, Young Risk Professionals and DFW-RIMS. Skidmore is a graduate of Brigham Young University and frequent

author/speaker on insurance coverage issues.

SLATES, John

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Featured in Construction (Texas)

Practice Areas: John W. Slates is a founding partner of Slates Harwell LLP. He is Board Certified in Construction Law and focuses his practice on representing general contractors, owners, and developers. John is an accomplished trial lawyer who has first-chaired numerous cases to verdicts, including cases that have been recognized by the National Law Journal's Top 100 Verdicts and Verdict Search's Top Texas Verdicts. He has also successfully argued before the Texas Supreme Court in Lennar Corporation v. Markel American Insurance Company.

Professional Memberships: Recognized, Chambers USA: America's Leading Lawyers for Business, Construction Law (Texas) 2016-2020 Recognized, U.S. News Best Lawyers in America®, Construction Law (Texas) 2013-2020 Recognized, Texas Super Lawyers (2016-2020), Texas Rising Stars (2005, 2007, 2008), as published in Texas Monthly (Construction Litigation, Construction Surety) (A Thomson Reuters Service)

Publications: "Building Diversity & Demolishing Implicit Bias in the Construction Industry," Texas State Bar Construction Conference (March 2021) "Happy New (Rules) Year, Changes to the TRCP Effective 1/1/21," Texas State Bar Construction Section Webinar (February 2021) "Nuances in Key AIA Contract Terms," AGC Texas Building Branch Convention (June 2019) "Negotiating Tricky Clauses in Prime Contracts - The Sequel," Texas State Bar Construction Conference (February 2019)

Personal: www.slatesharwell.com

SLUSSER, William

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Featured in Intellectual Property (Texas)

Practice Areas: Extensive jury trial experience in patent infringement and related technical suits, as well as in antitrust, general business and products liability lawsuits.

Career: Bill Slusser represented a wide range of clients from the world's largest oil and gas corporation and major oil and gas equipment and services companies to individual patent owners. He received a number of significant distinctions for his trial ability and accomplishments.

Professional Memberships: The International Academy of Trial Lawyers; American College of Trial Lawyers; American Law Institute; State Bar of Texas; American Bar Association; American and Houston Intellectual Property Lawyers Associations.

Personal: JD, honors, University of Texas School of Law, 1972. Bachelor of Science in Electrical Engineering, University of Texas-Arlington, 1970.

SMITH, Jenifer Renzenbrink

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Featured in Corporate/M&A (Texas: Austin & Surrounds)

Practice Areas: Corporate; Mergers and Acquisitions; Emerging Growth and Venture Capital; Capital Markets; Private Equity; Public Company and Corporate Governance

Career: Jenifer Smith is Co-Chair of Emerging Growth and Venture Capital at DLA Piper. She serves as outside corporate counsel to public and private companies, advising them on significant corporate transactions, including cross-border and domestic mergers and acquisitions, public offerings and private equity and venture capital financings. Jenifer advises boards of directors and management teams in a wide range of industries over the life cycle of the business, with particular focus on strategic and corporate governance issues, as well as compliance with securities laws and SEC disclosure requirements. Jenifer was recognized by The Deal in its 2020 Top Women in Dealmaking list, a list that showcases 48 US women attorneys identified for making a significant difference in this world and shattering the glass ceiling in M&A transactions. Jenifer is a member of the investment committee for the DLA Piper Venture Fund and is also Co-Hiring Partner for the Austin office.

Personal: J.D., University of Texas School of Law; Master of Accounting, The Ohio State University; B.S.B.A., Accounting and Management Information Systems, The Ohio State University

SMITH, Stefan P.

Locke Lord LLP, Dallas
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Featured in Employee Benefits & Executive Compensation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Stefan Smith has extensive experience in employee benefits and executive compensation law. He works with both public and private entities to establish and ensure the continued compliance of tax-qualified defined contribution and defined benefit retirement plans, including 401(k)/profit sharing plans, traditional defined benefit plans, money purchase plans, employee stock ownership plans, and cash balance plans. In addition, Stefan assists with employee benefit matters arising during mergers and acquisitions and works with all forms of health and welfare plans and executive and equity-based compensation, including incentive and non-qualified stock options, restricted stock awards, stock appreciation rights, employee stock purchase plans, phantom equity, performance unit and bonus plans, SERPs and other excess benefit plans, and non-qualified deferred compensation plans.

Professional Memberships: Chair of the ABA Section of Taxation Subcommittee on Multiple Employers, Professional Employer Organizations (PEOs) and Controlled and Affiliated Service Groups Named, The Best Lawyers in America, Employee Benefits (ERISA) Law (2013-2019)

Personal: J.D., with honors, The University of Texas School of Law, 1999 B.A., Polit-

ical Science, magna cum laude, Southern Methodist University, 1995

SNIFF, Kirk F

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Featured in Environment (Texas)

Practice Areas: Kirk F. Sniff's practice involves various areas of environmental law, with emphasis on environmental and toxic tort litigation. Kirk represents clients in regulatory and administrative proceedings before the U.S. Environmental Protection Agency, the U.S. Army Corps of Engineers, the U.S. Coast Guard, the Occupational Safety and Health Administration, and governmental agencies in more than 20 states. Kirk has advised fuel distributors, retailers and industrial customers on many aspects of the fuel business including the Petroleum Marketing Practices Act, the Hazardous Materials Transportation Act, fuel supply, throughput, terminalling and transportation agreements, unattended fueling systems, pricing investigations, spill containment and countermeasures, emergency response, and other environmental and safety issues associated with the distribution, transport, storage and sale of motor fuels. Kirk was formerly with the EPA in Washington, D.C. and Texas, and served as an associate general counsel in the private sector. During his tenure with the EPA in Washington, D.C., Kirk served as Director of the Hazardous Waste Enforcement Division of the Office of Enforcement and Compliance Monitoring and as Director of the Office of Legal and Enforcement Policy in the EPA's Office of General Counsel.

SNYDER, Allison

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Featured in Construction (Texas)

Practice Areas: Allison Snyder represents companies and individuals in complex construction disputes and business arbitration and litigation. She routinely arbitrates, litigates and mediates claims between owners, contractors, construction managers, subcontractors, suppliers, design professionals and sureties, and drafts and negotiates contracts for those parties. Allison's experience includes design and construction disputes involving large public and private commercial, industrial, energy and infrastructure projects, on and offshore oil and gas pipelines and production facilities, petrochemical plants, oil and gas drilling rigs, EPC projects, maritime projects, high rise office towers, hospitals, schools, prisons, highways, toll roads, underground utilities, civil, site work and paving, power plants, water and wastewater treatment facilities, wind energy transmission projects, compressor and turbine failures, cogeneration facilities, vessel failures, railways and numerous other energy and infrastructure projects. Her arbitration experience consists of more than 25 years chairing arbitration panels and acting as sole arbitrator in complex construction and commercial disputes. She serves on international and domestic arbitration panels and is an arbitration panel member

of several provider organizations including the AAA, the ICDR and the ICC.

Professional Memberships: Allison is a Fellow in the American College of Construction Lawyers and the College of Commercial Arbitrators.

SOLOMON, Mark S

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Featured in Corporate/M&A (Texas)

Practice Areas: Mark S. Solomon, managing partner of Katten's Dallas office, focuses his highly active mergers and acquisitions practice on representing private equity firms and public and private companies from diverse industries in transactions of all types, sizes and complexities. He also counsels clients on a variety of public and private securities offerings, venture capital, joint ventures and private equity transactions. Mark frequently speaks and authors articles on a broad range of corporate and transaction topics.

Personal: JD, The George Washington University Law School, with honors; BA, Franklin & Marshall College

SONG, Stephanie Koo

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Featured in Banking & Finance (Texas)

Practice Areas: Represents domestic and foreign financial institutions, mezzanine funds, private equity funds, other credit providers and borrowers in secured and unsecured credit transactions, including asset based lending, senior and subordinated debt financings, cross-border financings, commodity financings, project and acquisition financings, letter of credit facilities, term loans, working capital loans, bond credit enhancement facilities, securitization and conduit lending transactions, oil and gas secured financings, as well as loan restructures and workouts and other various interbank relationships involved in syndicated loan transactions. Also advises commercial banks in syndicated credit facilities to borrowers in a wide variety of industries with particular emphasis on leveraged buyouts, secured oil and gas reserve-based lending and the financing of midstream pipeline and oilfield services acquisitions and working capital lines of credit. Has worked on numerous restructurings, workouts and re-financings of troubled energy credits. Experience includes debt-to-equity swaps, distressed trades, restructuring support agreements, debtor-in-possession credit facilities, exit facilities and other components of Chapter 11 and Chapter 7 proceedings.

Career: Firmwide Management Committee

Professional Memberships: American Bar Association; State Bar of Texas; Houston Bar Association; Houston Young Lawyers Association

Personal: JD, The University of Texas School of Law, 1999, with honors; BA, The University of Texas at Austin, 1994, with honors

SORENSEN, Nick H

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Featured in Banking & Finance (Texas)

Practice Areas: Nick Sorensen represents parties to single-lender, club, and syndicated credit facilities in a wide range of financing transactions. He also represents project participants in the development, financing, ownership and operation of energy and infrastructure projects, and parties in mergers and acquisitions.

Professional Memberships: Boy Scouts of America, Tall Timbers District, Sam Houston Area Council, District Finance Vice-Chairman Houston Volunteer Lawyers Program Clayton Library Friends, Past President

SOSLAND, Martin

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Mr. Sosland concentrates his practice on business reorganizations, refinancings and acquisitions of troubled companies, and counseling boards of directors and senior executives facing complex insolvency issues. He served as lead counsel in major chapter 11 cases, including Dallas Stars, Texas Rangers, SemGroup, Crescent Resources and Blockbuster, led the out of court restructuring of Georgia Proton Treatment Center, counseled the board of Promise Healthcare and represented senior executives of Neiman Marcus Group. He represented purchasers of Option One Mortgage, Synagro Technologies and the Special Business segment of International Shipholding. He is currently representing major creditors of the Commonwealth of Puerto Rico and Highland Capital Management. He has also represented statutory creditors' committees in several major chapter 11 cases.

Career: Akin, Gump, Strauss, Hauer & Feld LLP (1983-1987); Weil, Gotshal & Manges LLP (1987-2015) (retired); Butler Snow LLP (2016-present)

Professional Memberships: Fellow, American College of Bankruptcy; American Bar Association (Business Law Section, Business Bankruptcy Committee); American Bankruptcy Institute; Life Fellow, Dallas Bar Foundation

Publications: Contributing author, Model Asset Purchase Agreement for Bankruptcy Sales (ABA Publishing 2016) and Reorganizing Failing Businesses, Third Edition (ABA Publishing 2017)

Personal: Rice University (BA); University of Texas School of Law (JD)

SPEDALE, Gerald

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

SPEIER, Anthony

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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas)

See under Nationwide for profile.

SPIVEY, Lucas

Kirkland & Ellis LLP, Chicago
Featured in Banking & Finance (Texas)

Practice Areas: Lucas Spivey is a corporate partner in the Houston office of Kirkland & Ellis LLP. His practice focuses on private equity, financing transactions and debt restructurings. Lucas has extensive experience representing private equity funds, hedge funds, special situation investors, financial institutions and public and private issuers in a wide variety of financing transactions in both the United States and abroad, with a concentration on acquisition financing, asset-based financing (including reserve-based lending for oil and gas transactions), project-level financing, mezzanine financing and complex structured financings. In addition, Lucas has extensive experience with liability management transactions, debtor-in-possession and exit financings and workouts and restructurings on behalf of both issuers and investors. Lucas also regularly counsels clients on working capital arrangements, debt compliance matters and corporate governance matters.

Career: Admitted to Texas Bar

Personal: University of South Carolina School of Law, J.D.; University of South Carolina, Darla Moore School of Business, I.M.B.A.; Davidson College, B.A., English & Psychology

SPOTTSWOOD, Lande

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Featured in Corporate/M&A (Texas)

Practice Areas: Mergers and acquisitions and securities practice. Primarily represents public and private companies and private equity sponsors in large and complex transactions, often in the energy and industrial industries. Practice emphasizes strategic transactions, including mergers, acquisitions, divestitures, restructurings and joint ventures, with particular focus on public company change of control transactions. Also advises on corporate governance and compliance matters.

Career: Admitted to practice: Texas, 2008. Joined V&E in 2008; admitted to the partnership in January 2017.

Personal: Harvard College, A.B. cum laude with honors Biochemical Sciences in 2005; Harvard Law School, J.D. magna cum laude in 2008.

SPURCK, Robert

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Featured in Healthcare (Texas)

Practice Areas: Robert represents healthcare entities and providers in all facets of their business, including transactional, regulatory, compliance, and contractual matters.

Career: Admitted to Texas Bar, 2003. Graduated from University of Texas at Austin, B.A. (2000) and St. Mary's University School of Law, J.D. (2003). Board Certified, Health Law by Texas Board of Legal Specialization.

Professional Memberships: Robert is a member of the Austin Bar Association (Health Law Section), American Health

Lawyers Association, and Austin Young Lawyers Association.

Personal: Robert has been named among the "Best Lawyers in America" in Health Care Law by Best Lawyers (2019-2021).

STEPHENS, Garland

Weil, Gotshal & Manges LLP, Houston
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Featured in Intellectual Property (Texas)

Practice Areas: Garland T. Stephens is an accomplished patent trial lawyer and a partner in Weil's Houston office. He has been lead trial counsel in many high-stakes cases involving well-known computer, consumer electronics, and software products, and has prevailed in Federal District Court and before the Patent Trial and Appeal Board against many of the nations' most sophisticated patent trial attorneys.

Personal: Mr. Stephens received his law degree from the University of Missouri Law School, an M.S. in Electrical Engineering from Columbia University, and a B.S. in Mathematics from the University of Chicago.

STERLING, David

Baker Botts LLP, Houston
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Featured in Litigation (Texas)

Practice Areas: David Sterling is the former Chair of Baker Botts' Litigation Department, having previously served as the head of the firm's Securities and Shareholder Litigation group. He principally represents companies and their officers and directors in securities class actions, derivative lawsuits, suits challenging mergers, and in proxy litigation and other litigation. He also often represents special litigation committees and audit committees in connection with investigations and derivative litigation.

Career: Recognized as a leading securities lawyer by numerous nationwide and Texas legal directories, in November 2017, The National Law Journal named David to its list of "Litigation Trailblazers" for representing a client in what is considered to be the most widely-followed securities class action in the United States since 1988 (Erica P. John Fund, Inc. v. Halliburton Co.).

Professional Memberships: State Bar of Texas; U.S. Supreme Court; U.S. Courts of Appeals - Fifth, Ninth and Eleventh Circuits; District Courts for the Northern, Southern and Western Districts of Texas
Personal: J.D. (with honors), The University of Texas School of Law, 1984; B.A., economics, Williams College, 1980

STEWART, Gail W

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Featured in Employee Benefits & Executive Compensation (Texas: Houston & Surrounds)

Practice Areas: Gail Stewart serves as the chair of the firmwide employee benefits & executive compensation section and has extensive experience with executive compensation arrangements, such as equity-based incentive programs, bonus plans, change-in-control arrangements and employment agreements, and the employee benefit and executive compensa-

tion aspects of mergers and acquisitions. She also provides counsel to boards, senior executives and legal departments regarding these matters and related SEC filings, and to compensation committees regarding executive compensation matters, as well as providing counsel to companies on the design and regulatory compliance of pension, profit sharing and welfare benefit plans.

Professional Memberships: State Bar of Texas; Fellow, American College of Employee Benefits Counsel; ABA Tax Section Subcommittee on Federal Securities Law, Vice-Chair 2005-2009, Executive Compensation Subcommittee, Chair 2009-2014, Mergers & Acquisitions Subcommittee, Chair 2014-2016; National Association of Corporate Directors Texas TriCities Chapter Board Member

Publications: Proxy Update 2019: Hot Topics and New Developments (Webinar, January 2019); IRS Issues Initial Grandfather Relief Guidance Under Section 162(m), Tax Update, (August 2018); PBGC Expands Missing Participants Program to Include Terminated 401(k) Plans, EBEC Update, (February 2018); Tax Reform Act – Impact on Executive Compensation, Tax Update, (December 2017)

Personal: J.D., Baylor Law School, Baylor Law Review (1983); B.B.A. accounting, Baylor University, 1980

STEWART, Melissa

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Practice Areas: Melissa Stewart is a Member of the Board of Directors for Winstead and is Chair of the Syndicated Finance Practice Group and the Finance & Lending Practice Group. Licensed in both Texas and New York, she has been representing both lenders and companies in middle market and large syndicated loan transactions and real estate secured finance since the inception of her practice. She routinely handles dollar and multicurrency national and international complex corporate financing. Melissa has been lead counsel to agents, lenders, bank groups and companies in structuring and restructuring middle market, secured and unsecured, tiered and syndicated financing transactions, as well as lead counsel to lead left arrangers, bookrunners, and agents in large syndicated transactions, term B financings, and tiered lending for investment grade, highly leveraged and asset-based borrowers. Melissa is a Life Fellow of the Texas and Dallas Bar Foundations and serves on the Board of Governors for the Dallas Symphony Association.

STOKES, Peter

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Featured in Litigation (Texas)

Practice Areas: Securities litigation, investigations and SEC Enforcement.

Career: Peter Stokes has spent his entire career representing clients in securities lawsuits, SEC enforcement matters, internal investigations, corporate governance matters, and complex commercial litigation. He has substantial experience defending clients against shareholder class and derivative lawsuits and SEC

enforcement proceedings involving numerous issues, including financial restatements, internal control deficiencies, adverse FDA decisions and problems with clinical trials, missed earnings guidance, mergers and acquisitions, going private transactions, IPO litigation, tender offers and cases involving allegations of GAAP violations, insider trading, regulatory violations and breaches of fiduciary duty.

Professional Memberships: Former director, Austin Young Lawyers Association; Member, Texas Bar Foundation.

Personal: JD, Harvard Law School; BA, Rice University.

STOVER, Andrea Moore

Baker Botts LLP, Austin
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Featured in Energy & Natural Resources (Texas)

Practice Areas: Energy Regulatory, Renewable Energy, Energy Litigation, Infrastructure, Oil and Gas

Career: Ms. Stover's practice focuses on the representation and strategic counseling of energy industry clients (including utilities, owners and developers of conventional and renewable generation, large electric customers, and retail electric providers) in regulatory matters and litigation before the Public Utility Commission of Texas, the Electric Reliability Council of Texas, other state and federal agencies and the courts. Ms. Stover also counsels clients on corporate transactions and power and infrastructure projects.

Professional Memberships: Gulf Coast Power Association; State Bar of Texas, Administrative and Public Law Section –Chair; Texas Utility Lawyers; Association of Women in Energy

STRETT, Aaron

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Featured in Appellate Law (USA – Nationwide), Litigation (Texas)

Practice Areas: Chairman of Baker Botts' Supreme Court and Constitutional Law Practice. Aaron argues high-stakes appeals in the U.S. Supreme Court and various federal and state courts across the country, including over 30 arguments in the Fifth Circuit and D.C. Circuit alone.

Career: Clerkships: Chief Justice William H. Rehnquist (Supreme Court) & Judge David B. Sentelle (D.C. Circuit)

Professional Memberships: American Law Institute; Board of Governors, Bar Association of the Fifth Federal Circuit; Board, Houston Lawyers Chapter, Federalist Society

Personal: B.A., political science and history, Hillsdale College 1999, summa cum laude; J.D., The University of Texas School of Law 2002, high honors

STROCK, W Matthew

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Featured in Corporate/M&A (Texas)

Practice Areas: Matt's principal areas of practice include mergers and acquisitions, private equity investments, capital markets transactions, and corporate governance. He has counseled clients in connection with public and private

acquisitions and divestitures, registered offerings and private placements of debt and equity securities, and general securities law compliance issues, as well as corporate governance and other general corporate matters. His clients include private to mature public companies, investment banking firms, and private equity firms. Matt advises clients in a broad range of industries, including energy, oilfield services, manufacturing, and technology. Matt co-heads the firm's Mergers & Acquisitions and Capital Markets practice group and is a member of the firm's Management Committee.

STRUBECK, Lou

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Featured in Bankruptcy/Restructuring (Texas), Bankruptcy/Restructuring (USA – Nationwide)

Practice Areas: Financial Restructuring and Insolvency

Career: Lou Strubeck is Norton Rose Fulbright's Co-Head of the United States Financial Restructuring and Insolvency practice. He maintains offices in New York and Dallas. Lou has a diverse and sophisticated practice with an emphasis on representing major parties, including banks and private lenders, insurance companies, hedge funds, private equity funds, distressed debt funds, noteholders and bondholders, and occasionally debtors, in high profile, complex commercial restructurings and reorganizations throughout the country.

Personal: Temple University James E. Beasley School of Law (J.D. 1983), College of Charleston (B.A. 1980)

SULLIVAN, Kevin A

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Practice Areas: Kevin Sullivan has extensive experience in all areas of real estate finance, with representation relative to all property types including retail, industrial, multi-family, hospitality, condominium and others. 214.745.5292 | ksullivan@winstead.com

SUMROW, Shad E

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Featured in Banking & Finance (Texas)

Practice Areas: Shad represents clients in lending and structured finance transactions, with an emphasis on oil and gas and asset-based transactions. He also represents clients in volumetric production payment and derivative transactions. Shad regularly counsels clients in connection with workouts, restructurings, bankruptcy, and creditors' rights. His recent transactions provided billions of dollars in working capital and acquisition funds to companies in various sectors of the economy.

Professional Memberships: Texas Bar Foundation (Fellow); American, Texas, New York, and Dallas Bar Associations; Independent Petroleum Association of America; ADAM Energy Forum Dallas; Dallas Wildcat Committee.

SWANSTROM, Bill

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Featured in Energy & Natural Resources (USA – Nationwide), Corporate/M&A (Texas)
See under Texas for profile.

SWARTZENDRUBER, Michael

Norton Rose Fulbright, Houston

Featured in Antitrust (Texas)

Practice Areas: Antitrust and competition; Securities litigation, regulation and enforcement; Class actions

Career: Mike Swartzendruber concentrates his practice in the area of complex, high-stakes business disputes, with a significant emphasis on antitrust, securities, and director and officer litigation. For more than 20 years, Mike has represented some of the nation's largest and most successful theater companies in a variety of significant business cases, including various matters seeking to challenge established film licensing practices under both federal and state antitrust laws. Mike has extensive experience successfully representing national and international companies, their directors and officers, and various investment banks and other financial institutions in federal and state securities litigation, shareholder derivative actions, M&A cases, antitrust and RICO litigation, contract disputes, and cases involving fraud, business torts and unfair competition claims. He has also successfully handled every stage of complex class action litigation, including certification appeals.

Professional Memberships: American Bar Association; Dallas Bar Association; Texas Bar Foundation (Fellow)

Personal: JD, with honors, The University of Texas School of Law; BA, with honors, Plan II Liberal Arts Honors Program, The University of Texas at Austin

SWIFT, Whit

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Featured in Environment (Texas)

Practice Areas: Advises industrial companies on air quality matters, such as state and federal new source review permitting and Title V operating permit matters. In connection with that permitting work, has represented applicants in contested permit matters before the Texas Commission on Environmental Quality and the Texas State Office of Administrative Hearings. In addition to permitting work, also assists major manufacturing, energy, chemical and petrochemical companies with compliance issues related to the Clean Air Act (CAA). CAA compliance work includes auditing, compliance counseling, and enforcement defense work under state and federal programs, including the federal Risk Management Plan program, federal regulatory requirements governing sources of hazardous air pollutants (National Emissions Standards for Hazardous Air Pollutants), release reporting, and State Implementation Plan rules regulating point sources.

Professional Memberships: State Bar of Texas, Environmental & Natural Resources Law Section; Austin Bar Association

Personal: JD, The University of Texas School of Law, 1996, Order of the Coif; BA, Washington and Lee University, 1993

TANAKA, Paul
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Featured in Environment (Texas)

Practice Areas: Paul leads Kirkland's Global Environmental Practice, serving as head environmental counsel for a large number of private equity firms and public companies. Paul's clients rely on him to identify and strategically manage environmental regulatory compliance and other environmental liabilities. He is a big-picture thinker and creative problem solver that clients count on to be both commercial and practical, and to create bespoke and efficient solutions for everything from environmental crises to more routine matters of compliance and governance and all aspects of transactions.

Personal: Claremont McKenna College, B.A., Government, 1997. University of Hawai'i School of Law, J.D., 2000.

TAUBE, Eric J.
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Practice Areas: Advocate for real estate developers, financial services companies, oil and gas companies, manufacturers, technology companies, professional services firms, restaurants, hospitality companies and more. Represents both plaintiffs and defendants in complex commercial disputes, and he has extensive experience in the representation of debtors, secured and unsecured creditors, trustees and committees in bankruptcy proceedings.

Career: Licensed in Texas since 1983. Joined Waller in 2016.

Professional Memberships: College of the State Bar of Texas; Fellow, American Bar Foundation; Austin, Texas and Federal Bar Associations; Litigation Counsel of America; Local Rules Committee, American Bankruptcy Institute.

Personal: J.D., 1983, University of Houston Law Center; B.A., 1979, Vanderbilt University

TAYLOR, Consuella Simmons
Baker Botts LLP, Houston
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connie.simmons.taylor@bakerbotts.com
Featured in Real Estate (Texas)

Practice Areas: Commercial Real Estate, Global Projects Practice.

Career: Connie Simmons Taylor handles commercial real estate transactions, primarily representing developers. She advises clients in a wide variety of matters relating to office and retail leasing (representing mostly landlords, but with some tenant representation); sale, acquisition and development of property; and real estate financing matters (construction and permanent). She is the Co-Chair of the Real Estate and Construction Practice Group.

Professional Memberships: State Bar of Texas; Houston Bar Association; Fellow—American College of Real Estate Lawyers; International Council of Shopping Centers—US Law Conference Planning Committee;

Commercial Real Estate Women—Houston; Texas Executive Women.

Publications: Revisiting Traditional Lease Clauses, State Bar of Texas Advanced Real Estate Drafting Course, March 2021 Retail Leases: Essential Aspects and Peculiarities, Bernard O. Dow Leasing Institute, November 2018; SNDAs and Estoppels, State Bar of Texas Advanced Real Estate Law Course, July 2015
Personal: JD, magna cum laude, Order of the Coif, Tulane Law School, 1994; BA, English, magna cum laude, University of Houston, 1991. Listed in The Best Lawyers in America, 2006-2021; Recognized as a Texas Super Lawyer (Thompson Reuters), 2018-2021.

TAYLOR, Jaren A
Vinson & Elkins LLP, Houston
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Featured in Energy & Natural Resources (Texas)

Practice Areas: Jaren's practice focuses on the representation of utility and energy clients and eminent domain law. In his utility and energy practice he represents clients before the Public Utility Commission of Texas, other regulatory agencies, and in various courts throughout the state. This work addresses issues involving utility infrastructure, including obtaining of Certificates of Convenience and Necessity, navigating the regulatory approval process for M&A transactions, litigating rate approval for utility assets, acquiring of right-of-way for linear projects through eminent domain and counselling clients regarding state regulatory requirements, the ERCOT process, and a number of other issues.

TAYLOR, Mark
Waller, Nashville

Practice Areas: Focused on bankruptcy, creditors' rights and complex commercial litigation with experience spanning a wide range of industries, from real estate and construction to financial services, energy and manufacturing.

Career: Licensed in Texas since 1987. Joined Waller in 2016.

Professional Memberships: Austin and American Bar Associations; American Bankruptcy Institute; Austin Bankruptcy Lawyers' Association.

Personal: J.D., 1987, The University of Texas School of Law; B.A., 1984, Rice University

TAYLOR, III, Jasper G.
Norton Rose Fulbright, Houston
713 651 5670
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Featured in Tax (USA - Nationwide), Tax (Texas)

Practice Areas: Tax litigation and tax controversy.

Career: Jack Taylor, an attorney and certified public accountant, has an active practice in tax controversy, including representation of taxpayers in both administrative proceedings and litigation. Jack has also represented clients in the resolution --during informal negotiations and formal arbitration proceedings--of tax sharing agreement disputes. Over the past several years, Jack has handled numerous cases before the US Tax Court, the US Court of Federal Claims, federal district courts,

and Texas district courts, and has tried cases and arbitration proceedings in New York, Washington, D.C., San Francisco, Los Angeles and Houston.

Professional Memberships: Fellow, American College of Tax Counsel (ACTC); Past Chair, Section of Taxation Committee on Court Procedure, American Bar Association; Past Chair, Section of Taxation of the State Bar of Texas.

Personal: JD, Duke University (1978); BBA, University of Florida (1973).

TELLE, Michael S
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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

TEMPLE, Mark
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Practice Areas: An experienced trial lawyer, Mark Temple focuses on high-stakes business disputes and complex employment litigation. Mark has been recognized by Thomson Reuters as one of the "Top 100" lawyers in the state of Texas and one of the "Top 100" lawyers in Houston. Mark is often called upon to handle trade secret disputes involving departing upper management or C-suite officers or directors. He has tried high-profile cases involving business executives and in-house counsel in the areas of discrimination, harassment, retaliation and wrongful termination. Mark has been described by Chambers USA as having a wealth of experience handling wage and hour class and collective actions. Clients told Chambers that Mark is "thorough and always well prepared with a full grasp of the facts. He uses his vast experience to plan a strategic course that places his client and their interests in a position of strength", "calm and even keeled," "a skillful negotiator," and "an excellent trial attorney." Mark is the Houston Labor and Employment Leader.

THOMAS, John B
Hicks Thomas LLP, Houston
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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: John B. Thomas is the co-founder of Houston-based commercial litigation boutique Hicks Thomas LLP. Known for his deep experience in handling complex commercial litigation, Mr. Thomas and the firm's lawyers represent both defendants and plaintiffs in lawsuits involving oil and gas, securities, environmental matters, banking, transportation, intellectual property and health care. Mr. Thomas has been listed in Best Lawyers in America for his work in Commercial Litigation and Intellectual Property Litigation, selected as a Texas Super Lawyer by Thompson Reuters for every year since its inception, listed by Chambers USA as one of the leading lawyers in the country, has been named to Lawdragon's 500 Leading Lawyers in America, and has an AV Preeminent rating from Martindale-Hubbell. He also is a Fellow of the Texas Bar Foundation. Mr. Thomas received his law

degree from The University of Michigan Law School, and earned his undergraduate degree from Western Michigan University. Following law school, he clerked for Edith H. Jones, Chief Judge (former) of the United States Court of Appeals for the Fifth Circuit.

THOMPSON, Brad
Duane Morris LLP, Austin
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Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: Mr. Thompson's national practice focuses on complex commercial issues across a broad range of industries, with a particular focus on the energy and healthcare industries. He also serves as a team lead for the Duane Morris Energy industry group and is a member of the firm's governing Partners Board. Within the energy industry, Mr. Thompson has extensive experience from refineries to renewable energy facilities, with particular experience in megaproject EPC construction disputes. In the renewable energy industry, he represents clients in a range of energy-related issues involving disputes, transactions and regulatory compliance matters. In the healthcare industry, Mr. Thompson has experience representing healthcare and pharmaceutical providers in various levels of disputes and compliance-related matters.

Career: Duane Morris LLP; Partner, 2017-present; King & Spalding LLP; Associate/Partner, 2008-2013; 2014-2017; Circular Energy; President and General Counsel, 2013-2014; Dewey Ballantine; Associate, 2004-2008

Professional Memberships: ACORE (American Council on Renewable Energy), Leadership Council; Texas Bar Association

Personal: University of Texas School of Law, J.D., with honors, 2004; Baylor University, B.B.A., summa cum laude, 2001

THORNE, Leslie Conant
Haynes and Boone, LLP, Austin
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Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: Leslie C. Thorne not only develops and executes effective strategies, she also makes sure that her clients are part of the process at every step. When it comes to complex commercial litigation, power-related disputes and insurance matters, a lawyer needs to understand her clients' big picture business goals and objectives. Approaching disputes from this business-oriented perspective, Leslie has successfully represented the nation's largest and most prominent corporations in jurisdictions throughout the United States and Canada. The better informed her clients are, the better able they are to make critical decisions affecting their businesses. Clients rely on Leslie's counsel in dealing with all manner of business disputes, including disputes concerning electricity generation, transmission, distribution and marketing. Leslie is also a relentless advocate for her policyholder clients, representing them in connection with policies covering cyber liability, environmental and pollution liability, products liability, trade credit risks, professional liability, intellectual

property claims, general liability, directors' and officers' liability, commercial crime, property losses and business interruption. Her extensive experience and strength in creatively analyzing complex coverage disputes enables her to develop effective strategies for quickly and cost-effectively obtaining the maximum recovery.

TIMMS, Cynthia

Locke Lord LLP, Dallas
214 740 8635
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Featured in Litigation (Texas)

Practice Areas: Has a wide range of experience in oil and gas issues, antitrust, patent, class action proceedings, arbitration, punitive damages, and other civil business matters. Experienced in handling appeals in the Texas Supreme Court, the Texas courts of appeal, the Oklahoma appellate courts, as well as the Fifth, Sixth, Eighth, Ninth, Eleventh, and Federal Circuit Courts of Appeals.

Career: Chair of the firm's appellate practice group and the firm's wellness committee.

Professional Memberships: President of the Texas Supreme Court Historical Society; Vice-chair of the Texas State Bar Rules Committee, which drafts new and amended rules for the State of Texas; former Chair of the State Bar Court Rules Appellate Rules Sub-Committee; Member of the Board of the ABA Council of Appellate Lawyers and co-chair of the CAL State Chairs Committee; former Chair of the Appellate Section of the State Bar of Texas; former Chair of the Dallas Bar Association Appellate Section.

Personal: University of Oklahoma College of Law (JD, order of the coif); Oklahoma State University (Bachelor of Science in Chemical Engineering).

TIRAS, Mitch

Locke Lord LLP, Houston
713 226 1144
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Featured in Tax (Texas)

Practice Areas: Mitch Tiras [has previously served as] Co-Chair of Locke Lord's Tax Department. His practice includes analysis of federal and state tax aspects of domestic and international transactions. Mitch has extensive experience in tax structuring and planning in the energy, technology and life science industries, focusing on private equity funds and portfolio companies. He works with clients on the acquisition and sales of equity interests and assets to maximize the tax and related benefits for such transactions.

Personal: New York University School of Law (LLM, 1993); South Texas College of Law (JD, 1992); The University of Texas at Austin (BBA, 1989)

TOBIAS, Paul R

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Featured in Technology (Texas), Technology (USA - Nationwide), Corporate/M&A (Texas: Austin & Surrounds)

Practice Areas: Paul's practice focuses on representing technology, life sciences, media and other growth enterprises and investors. He has extensive experience in M&A for serial acquirors, private equity sponsors and entrepreneurial businesses.

His experience also includes numerous public offerings on behalf of issuers and underwriters, including IPO issuer counsel for Bazaarvoice, garden.com, HomeAway, Mission Critical Software, RealPage, SailPoint and Solarwinds and IPO underwriters counsel in offerings by @home, drkoop.com, iNet Technologies, Motive Communications, and RetailMeNot. In addition, Paul represents technology enterprises and corporate investors in venture capital, growth and private equity financings, including automotive, energy, financial, industrial, machine learning, medical device, real estate, retail and software technologies. Paul's work for publicly traded companies also includes SEC compliance, reporting and corporate governance.

TOMSU, Michael

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Featured in Energy & Natural Resources (Texas)

Practice Areas: Energy regulation. Energy transactions. Experience includes assistance with construction of, and sales and purchases of, power generation facilities; development and permitting of renewable energy projects, including wind, solar, hydroelectric and geothermal generation; transmission certification; negotiation of energy commodity supply and purchase agreements; nuclear decommissioning; representation of clients and counseling clients on compliance with ERCOT Protocols.

Career: Admitted to Texas Bar, 1987. Partner, Vinson & Elkins LLP.

Professional Memberships: Board Certified in Administrative Law, Texas Board of Legal Specialization.

Personal: BA, Chemistry, University of Texas, 1982; JD, University of Texas School of Law, 1986; MBA, University of Texas, 1986.

TRACHTENBERG, Mark

Haynes and Boone, LLP, Houston
mark.trachtenberg@haynesboone.com
Featured in Litigation (Texas)

Practice Areas: Mark Trachtenberg has been involved in some of the biggest cases in Texas. His list of major accomplishments for clients include obtaining reversal in the Texas Supreme Court of a \$22 million tortious interference and trade secret misappropriation judgment; persuading the Fifth Circuit to affirm a take-nothing summary judgment on plaintiffs' FCA and OCSLA claims, through which plaintiffs had sought a multi-billion dollar recovery and an injunction shutting down an offshore production facility; the successful defense of an appeal of a \$3.6 billion bankruptcy plan of reorganization in the Fifth Circuit; and a successful school finance lawsuit that resulted in an infusion of more than \$2 billion for public schools in Texas. Mark is a member of the American Law Institute and recently served as chair of the Appellate Practice Section of the Houston Bar Association. Outside the office, Mark serves as the chair of the Southwest Region of the Anti-Defamation League. He is board certified in civil appellate law by the Texas Board of Legal Specialization.

TRAHAN, Paul

Norton Rose Fulbright, Austin
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Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: Paul Trahan is a trial lawyer with experience managing and trying cases in numerous industries and areas, including real estate, banking, construction, finance and accounting, intellectual property, healthcare, motor vehicles, mining, retail, and defending serious personal injury claims.

Career: Paul joined Norton Rose Fulbright upon graduating from law school in 1997. Before law school he was a commercial banker in Houston, Texas, serving middle market businesses with a focus on oil and gas. Paul has significant jury trial, bench trial and arbitration experience. He has represented corporate and individual clients across the country, handling all aspects of pretrial and trial work. It is not unusual for Paul to be asked to join a case at its late stages to prepare it for trial and try it. Paul brings common sense and creativity to the table along with his passion for the courtroom.

Professional Memberships: Federal Bar Association, Austin Chapter, Past President; Volunteer Legal Services, Board, Past President; Big Brothers Big Sisters, big brother to Alfred (since 2015); Lloyd Lochridge Inn of Court, Master
Personal: JD, The University of Texas School of Law, 1997; MBA, Finance concentration, The University of Texas at Austin, 1988; BA, English, Texas A&M University, cum laude, 1985

TRAN, Tai C.

Locke Lord LLP, Austin
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ttran@lockelord.com

Featured in Real Estate (Texas)

Practice Areas: Tai Tran's practice covers a broad spectrum of commercial real estate and finance transactions, including acquisition and construction financing, loan workouts, restructures, property acquisitions and dispositions, real estate development and leasing in Texas and other states.

Career: Partner since 2009; Co-Chair of Real Estate/Finance Department

Professional Memberships: Member, Real Estate Council of Austin; Board Member, JDRF-Austin

Personal: Harvard Law School (JD, 2000); The University of Texas at Austin (BA, 1997, Phi Beta Kappa)

TURLEY, Erin

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Practice Areas: Partner Erin Turley focuses her practice on employee benefits matters. She has extensive experience handling issues pertaining to the Employee Retirement Income Security Act of 1974 (ERISA) and employee stock ownership plans (ESOPs). With respect to ERISA, Erin focuses on employee benefits, including qualified, nonqualified, and executive and deferred compensation and welfare benefit plans, as well as on regulatory compliance with the Internal Revenue Code, ERISA, the Consolidated Omnibus Budget Reconciliation Act

(COBRA), the Health Insurance Portability and Accountability Act (HIPAA) and the Patient Protection and Affordable Care Act (PPACA). She also advises employers on the design, implementation and administration of tax-qualified and nonqualified retirement plans, and health and welfare benefit plans. Erin focuses her Employee Stock Ownership Plan (ESOP) practice on the design and implementation of ESOP transactions and provides ongoing legal counsel to ESOP-owned companies. View more here: <https://www.mwe.com/people/turley-erin/>

Professional Memberships: American Bar Association, Tax Section Subcommittee, chair Dallas Bar Association Texas Bar Association Southwest ESOP Association, director Southwest Benefits Association Advisory Board of Directors Bloomberg, The Bureau of National Affairs, Inc. Pension and Benefits Publications

Personal: Education: Georgetown University Law Center, LLM, with distinction, 1996 Texas Tech University, JD, magna cum laude, 1994 University of Dallas, BA, 1989

TYNDALL, Steve

Pillsbury Winthrop Shaw Pittman LLP, Austin
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Featured in Technology (Texas)

Practice Areas: Steve Tyndall's practice focus includes corporate law, securities law, mergers, acquisitions and other strategic transactions, private equity, and venture capital. A partner in Pillsbury's Corporate practice, Steve represents issuers, underwriters, and private equity and venture capital investors in public and private offerings of equity and debt securities; clients in mergers, acquisitions and other strategic transactions; and public and private companies with respect to general corporate and transactional matters, including corporate governance matters and preparation of periodic reports under the Securities Exchange Act of 1934 with respect to publicly held companies. Steve's areas of emphasis include technology, energy and life sciences.

URBANTKE, Tab

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Featured in Energy & Natural Resources (Texas)

Practice Areas: Tab represents and counsels some of the largest energy companies in Texas and the United States, including electric utilities, gas utilities, retail electric providers, qualified scheduling entities/power marketers, generators, mining companies, and other energy sector clients. He regularly advises clients of the regulatory implications and risks of project development, capital market, and commercial energy transactions. His experience includes both rulemaking proceedings and administrative litigation involving a variety of rate case, licensing, sale/transfer/merger, and complaint proceedings before numerous state and federal agencies, including the Public Utility Commission of Texas (PUCT), the Railroad Commission of Texas (RRC), the Texas Commission on Environmental Quality (TCEQ), the State Office of Administrative Hearings, the Electric

Reliability Council of Texas (ERCOT), the Federal Energy Regulatory Commission (FERC), and several state public utility commissions. Tab also leads negotiations for clients on a variety of commercial energy transactions. Additionally, Tab has significant experience advising clients on legislative strategy, drafting and advocacy efforts.

VADEN, Jeffery

Bracewell LLP, Houston
713-221-1501

jeff.vaden@bracewell.com

Featured in Litigation (Texas)

Practice Areas: Advises on domestic and international matters involving federal law enforcement and investigative agencies, including the Federal Bureau of Investigation, Drug Enforcement Administration, Department of Health and Human Services Office of Inspector General, Immigration and Customs Enforcement, IRS, Department of Commerce-Bureau of Industry and Security, Department of Homeland Security, Department of Labor Office of Inspector General, Department of the Treasury, Department of Housing and Urban Development, US Postal Service Office of Inspector General, Secret Service, US Marshals Service and the Diplomatic Security Service.

Career: Former First Assistant US Attorney in the Southern District of Texas; responsible for directing criminal prosecutions and grand jury investigations.

Professional Memberships: State Bar of Texas; Houston Bar Association; American Bar Association; Houston Lawyers Association; Children's Assessment Center, Board of Directors, 2021; Crime Stoppers of Houston, Board of Directors, 2013; Texas Bar Foundation, Fellow; ABA White Collar Crime Committee, South Texas Region, Co-Chair, 2016

Personal: JD, University of Houston Law Center, 1994; BBA, The University of Texas at Arlington, 1990

VARNADO, Jason S

Jones Day, Houston
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jvarnado@jonesday.com

Featured in Litigation (Texas)

Career: Jason Varnado is an experienced trial lawyer and the head of litigation for Jones Day's Houston Office. His practice involves representing businesses and individuals during investigations by federal and state governmental authorities for potential criminal charges; actively litigating criminal and civil actions on behalf of clients facing allegations of fraud, false claims, and other business-related wrongdoing; and advising corporate clients regarding compliance issues to avoid governmental sanctions.

VEIT, Andy

Kirkland & Ellis LLP, Houston
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Featured in Banking & Finance (Texas)

Practice Areas: Andy's practice focuses on leveraged financings and investments in the energy industry. He represents leading private equity sponsors, public and private corporate borrowers and alternative capital providers, as well as debtors and creditors in the restructuring of distressed companies. Andy's experience consists of

a wide variety of complex financings, including acquisition financings, asset- and reserve-based financings and syndicated facilities.

Career: Andy was at Simpson, Thacher & Bartlett until 2014 when he joined Kirkland to help establish the Houston office. Admitted to NY and TX Bars.

Personal: Vanderbilt University Law School, J.D., 2009; Brown University, B.A., History, 2000.

VITAL, Victor

Barnes & Thornburg LLP, Dallas
214.258.4124

victor.vital@btlaw.com

Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: •Commercial Litigation •Product Liability •Mass Torts / Actions •White Collar

Career: Trial lawyer Victor Vital handles high-profile jury trials of virtually all types. Having tried more than 100 cases in two decades of practice, Victor seeks to remain ever-prepared for jury trials of various types. Victor is often brought onboard on the eve of trial—in the final months or weeks leading up to trial—because of this deep experience. Notably, Victor was inducted into the Texas Lawyer Verdicts Hall of Fame for securing a No. 1 verdict—the largest employment verdict in Texas in 2012—in a complicated non-compete/trade secrets matter. In 2016, Victor secured the largest verdict in the fraud category in the Texas Lawyer Top Texas Verdicts & Settlements of 2016, with a jury verdict of nearly \$34 million in a partnership dispute involving claims of fraud and breach of fiduciary duty. This verdict also made the National Law Journal Top 100 list in 2016.

Professional Memberships: •Member, ALI •Member, ABA
Publications: Vital Force: Victor Vital parachutes into cases and sticks the landings—Texas SuperLawyers Black Athletes Suit NCAA Must Face Academic Rule Bias Suits—Law360 Article

VLAHAKOS, George

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

VOWELL, Mark

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Featured in Real Estate (Texas)

Practice Areas: Mark Vowell is a member of the firm's real estate development, leasing and finance practice area and brings more than 29 years of experience in executing sophisticated real estate transactions. Mark represents developers, investors, retailers, public companies, private equity funds, financial institutions and health care providers in connection with the acquisition, financing, development, leasing, management and disposition of real estate facilities, including retail, office, mixed-use, hospital, medical office, multi-family, single-family rental and industrial projects.

Professional Memberships: American Bar Association, Dallas Bar Association, Texas State Bar Association.

Personal: JD, Southern Methodist University, 1989; BA, University of Arkansas, 1985.

VRIELINK, Cliff W

Sidley Austin LLP, Houston
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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas)

Practice Areas: Cliff Vrieliink has more than 25 years experience representing clients investing in infrastructure and energy clients. His clients include leading private equity funds, infrastructure funds, pension funds, public companies and other strategic investors. He has represented clients throughout North America, Latin America, Asia, Africa and Europe. Cliff is the global leader of the Energy & Infrastructure practice at Sidley, is a member of Sidley's Executive Committee and also serves as the co-managing partner of Sidley's Houston office.

WAINWRIGHT, Dale

Greenberg Traurig, LLP, Austin
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wainwrightd@gtlaw.com

Featured in Litigation (Texas)

Practice Areas: Appellate Litigation Environmental Arbitration & Mediation Energy & Natural Resources

Career: Dale Wainwright, Co-Chair of the firm's National Appellate Practice and Chair of the Texas Appellate Practice, has more than three decades of experience. He represents clients in complex commercial, energy, and administrative disputes in state and federal trial and appellate courts, and is frequently engaged to handle precedent-setting and high-stakes appeals. He handles briefing and oral argument in trial and appellate courts, structures appeals and mandamus proceedings for success and counsels clients on litigation strategy, error preservation at trial, jury charge preparation, post-verdict proceedings, and analysis of the trial record for appellate potential.

Publications: Chambers USA 2012, 2015, 2020.

Personal: J.D., University of Chicago Law School, 1988. B.A., summa cum laude, Howard University, 1983.

WALKER, Charles

Norton Rose Fulbright, Houston
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Featured in Intellectual Property (Texas)

Practice Areas: Intellectual Property

Career: Charles Walker heads US IP Disputes for the firm with experience as lead trial counsel in patent, trade secret, and trademark disputes. He helped one client enforce patents with million dollar jury verdicts against competitors for an offshore drilling technology. He secured a multi-million dollar verdict against a landlord for contributing to counterfeiting of a luxury brand. He secured take-nothing judgments for energy, financial service, and medical device clients in disputes valued up to \$1 billion.

Personal: JD, honors, The University of Texas School of Law; BS, Materials Science and Engineering, electronics option, Rice University.

WALKER, Kathleen Campbell

Dickinson Wright PLLC, El Paso
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kwalker@dickinsonwright.com

Featured in Immigration (USA - Nationwide), Immigration (Texas)

Practice Areas: Kathleen Campbell Walker is co-chair of the Firm's Immigration Practice Group. She has over thirty-five years of experience in complex business immigration solutions and strategies as well as in compliance planning and audits for multinational corporations and investors. Her broad practice expertise includes worksite compliance, cross-border immigration, waivers, security checks, healthcare, manufacturing, start-ups, consular processing, admissions, and frequent traveler programs.

Career: AILA—Former National President and General Counsel and member of the Board of Governors. Board certified by the State Bar of Texas in Immigration and Nationality Law. Recipient of AILA Founder's Award for most substantial impact on field of immigration law or policy. Testified before Congress on immigration policy and law as well as border security.

Professional Memberships: American Immigration Lawyers Association (AILA) (Board of Governors), International Bar Association, State Bar of Texas, and El Paso Bar Association.

Personal: Texas Tech University, B.A., summa cum laude, University of Texas School of Law, J.D.; and Board Certified in Immigration and Nationality Law by the Texas Board of Legal Specialization.

WALKER, W Jason

Andrews Myers PC, Houston
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Practice Areas: Board Certified in Construction Law by the Texas Board of Legal Specialization, Jason Walker currently leads the construction litigation team at Andrews Myers. He is a litigator and trial lawyer whose practice focuses on the trial and arbitration of construction law disputes including breach of contract, mechanic's liens, payment bonds, performance bonds, collections and creditor's rights, fraud, construction defect claims, termination of contracts, differing site conditions, bid protests, schedule compression, acceleration and job site personal injuries. He has represented owners, general contractors, subcontractors and suppliers, on commercial, residential and industrial construction projects of all sizes, and additionally counsels with credit managers regarding unpaid accounts, as well as credit policies and procedures. Jason's litigation experience includes jury and bench trials in state and federal courts, injunctive proceedings and adversary proceedings. He also assists clients with drafting and negotiating contracts and claims.

Professional Memberships:—State Bar of Texas, Construction Law and Litigation Sections—American Subcontractors Association, Attorneys Council—Mechanical Contractors Association—Houston Bar Association, Litigation and Construction Law Sections (Former Executive Counsel, Construction Law)—National Association of Credit Management—Texas State-Wide Construction Credit Group, Member (Leg-

islative Liaison, 2007–Present; President, 2006; Vice President, 2004–2005)

WALLANDER, William

Vinson & Elkins LLP, Dallas
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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Experience includes representation of creditors, debtors, and trustees in restructuring, remedies enforcement, and chapter 11 bankruptcy cases.

Career: Admitted, Texas, 1984; New York, 2008. Joined firm as Partner, 1999.

Professional Memberships: American College of Bankruptcy Fellow, American Bar Association Dallas Bar Association Dallas Bankruptcy Bar Association Texas Banker's Association American Bankruptcy Institute Turnaround Management Association Keeton Fellow, University of Texas School of Law; Littlefield Society, University of Texas.

Personal: University of Pittsburgh, BA magna cum laude, 1981; The University of Texas School of Law, JD, 1984; and University of Phoenix, MBA summa cum laude, 2001 (earned while practicing law full time).

WALTERS, Robert

Gibson, Dunn & Crutcher LLP, Dallas
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Featured in Antitrust (Texas), Litigation (Texas): Dallas, Fort Worth & Surrounds

Practice Areas: Nationally recognized trial lawyer in antitrust, securities, class action, and business litigation. Lead trial counsel in numerous high-profile matters in the energy, media, technology, construction, insurance, and healthcare industries.

Career: Partner-In-Charge of Gibson Dunn Dallas Office and member of firm Executive Committee; Former Executive Vice President/General Counsel, Energy Future Holdings (fka TXU Corp.).

Personal: BA University of Texas at Austin, summa cum laude 1980; JD University of Texas School of Law, magna cum laude, Texas Law Review, 1983.

WANDER, John

Vinson & Elkins LLP, Dallas
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Featured in Litigation (Texas)

Practice Areas: Focuses on commercial litigation in the accounting and securities industries. Securities practice includes disputes related to financial restatements, accounting fraud, governmental investigations, mergers and acquisitions, and traditional securities litigation.

Career: Admitted to practice: Texas, 1994; all U.S. District Courts in Texas and Arkansas; Fifth Circuit Court of Appeals. Joined V&E in 1994; admitted to partnership in January 2003. Serves as co-head of Vinson & Elkins' Global Litigation Department.

Personal: Northwestern University, B.A. in 1989; The University of Texas, J.D. with Honors in 1994.

WARR, Amy

Alexander Dubose & Jefferson LLP,
Austin
512-482-9300
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Featured in Litigation (Texas)

Practice Areas: Civil appeals and trial strategy.

Career: Partner, Alexander Dubose & Jefferson (2010 to present; of counsel 2007-2010); Assistant Solicitor General for State of Texas (2001-2007); Board Certified in Civil Appellate Law, Texas Board of Legal Specialization (2005); Law Clerk to the Honorable Craig T. Enoch, Supreme Court of Texas (1996-97)

Publications: Book chapters: Appealability and Notice of Appeal, Practitioner's Guide to Civil Appeals in Texas, Chapter 4 (2019); Filing Procedures, Practitioner's Guide to Civil Appeals in Texas, Chapter 16 (2019)

Personal: J.D. cum laude, University of Texas School of Law (1995); B.A., Brown University (1989); Scurlock Award for Legal Services to the Poor, State Bar of Texas (2019).

WASSERSTROM, Neil

Mayer Brown LLP, Houston
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nwasserstrom@mayerbrown.com

Featured in Real Estate (Texas)

Practice Areas: Neil Wasserstrom is Managing Partner of Mayer Brown's Houston office. He regularly counsels clients in the areas of real estate and energy. In the course of his practice, Neil handles all aspects of commercial real estate, including representing public and private real estate operating companies, REITs, institutional developers, insurance companies, pension fund advisors and home builders in acquiring, developing, leasing, managing, financing and selling all types of properties, including multi-family projects, shopping centers, industrial parks, office buildings, residential developments, extended-stay hotels, student housing facilities, senior assisted-living facilities and undeveloped properties in single-asset and portfolio transactions throughout the United States.

WATSON, Charles R

Greenberg Traurig, LLP, Austin
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Featured in Litigation (Texas)

Practice Areas: Appellate Energy & Natural Resources Energy Litigation Upstream Oil & Gas

Career: Skip Watson is one of 300 national appellate attorneys elected fellows in the American Academy of Appellate Lawyers. In 2019 he received the Justice Jack Pope Award for Professionalism from the Chief Justice of the Texas Supreme Court. For over two decades he has advised the Texas Supreme Court as an appointed member of its 50-member Rules Advisory Committee. The Court unanimously adopted the Standards for Appellate Conduct drafted by the State Bar Appellate Section committee Skip chaired. Skip is Board Certified in Civil Appellate Law and Civil Trial Law by the Texas Board of Legal Specialization.

Professional Memberships: Fellow, American Academy of Appellate Lawyers;

Supreme Court of Texas Advisory Committee, 1999–Present.

Personal: J.D., Texas Tech University School of Law, 1978; B.A., Abilene Christian University, 1975.

WATSON, Timothy M

Seyfarth Shaw LLP, Houston
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Featured in Labor & Employment (Texas)

Practice Areas: Mr. Watson is the Houston office leader of Seyfarth's Wage and Hour Litigation Practice Group and regularly defends employers across the country in wage and hour class and collective actions brought under the Fair Labor Standards Act and similar state laws.

Career: Represents employers in disputes with executives over breach of contract and wrongful termination claims as well as in employment discrimination cases under Title VII, the Americans with Disabilities Act, the Age Discrimination in Employment Act, the Texas Labor Code and other statutory and common law causes of action.

Personal: J.D., University of Texas School of Law

WAY, Todd

Vinson & Elkins LLP, Dallas

Practice Areas: Todd advises clients on the tax aspects of complex domestic and cross-border transactions, including mergers and acquisitions, partnership and other joint venture arrangements, capital markets and private financing transactions, spin-offs, and bankruptcy and insolvency restructurings. He has extensive experience in planning and structuring transactions involving natural resources (including joint ventures to exploit wet and dry shale plays), alternative energy, technology, and health care. In addition, Todd has represented numerous private equity funds, master limited partnerships (MLPs), real estate investment trusts (REITs), and other pooled investment vehicles in connection with capital formations, acquisitions, and divestitures.

Career: Legal 500 U.S., U.S. Taxes: Non-Contentious, 2019 and 2020 The Best Lawyers in America® (BL Rankings, LLC), 2021

Personal: The University of Texas School of Law, J.D. with honors, 2003 (Order of the Coif; Texas Law Review) The University of Texas, B.B.A., Accounting with high honors, 1999 The University of Texas, B.A., Economics with high honors, 1999

WEBER, Bradley C

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Featured in Antitrust (Texas)

Practice Areas: Brad Co-chairs Locke Lord's firm-wide Antitrust Practice Group. He is experienced in a variety of antitrust litigation matters across a wide range of industries and types of claims. Brad has extensive experience representing clients in class action and multidistrict litigation. Brad represents clients in government antitrust investigations, enforcement actions, and merger reviews with the FTC, DOJ's Antitrust Division, and state attorneys general. Brad also serves as antitrust compliance counsel for a number of trade

associations, joint ventures, and individual companies.

Professional Memberships: Dallas Bar Association (President, 2015); State Bar of Texas (Chair, Antitrust and Business Litigation Section, 2019-2020; Director, 2016-2019); ABA (Co-Chair, Section of Litigation's Antitrust Litigation Committee, 2008-2011).

Personal: University of Michigan Law School (JD, 1987); Iowa State University (BS, Engineering Science, 1984).

WEEDON, Luke A

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Featured in Banking & Finance (Texas)

Practice Areas: Represents commercial banks, investment banking firms, asset-based lenders, insurance companies, other institutional lenders and investors, as well as borrowers and issuers of debt securities, in a wide range of financing transactions. Mr. Weedon's practice focuses on secured and unsecured syndicated credit facilities, acquisition financings, bridge loans, first/second lien financings, private placements, Rule 144A debt offerings, project financings, letter of credit facilities, debt restructurings and workouts. A significant portion of his practice involves domestic and cross-border energy finance, in particular midstream, offshore drilling and offshore construction.

Professional Memberships: State Bar of Texas; Dallas Bar Association; American College of Investment Counsel (Treasurer).

Personal: SMU Dedman School of Law (J.D., magna cum laude, 2001); Texas A&M University (B.S., 1997).

WEST, Glenn D

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Featured in Corporate/M&A (Texas)

Practice Areas: Glenn West is a dual-qualified U.S. lawyer and English solicitor. He regularly represents private equity firms in acquiring and making investments in public and private companies. He also represents public and private companies (including the portfolio companies of private equity firms) in acquisitions and financings; and he is regularly called upon to provide general corporate and crisis management advice to boards and their management. He has also developed an expertise in the acquisition and financing of sports teams and their facilities.

WESTCOTT, William B

Andrews Myers PC, Houston
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Practice Areas: Board Certified in Construction Law by the Texas Board of Legal Specialization, Ben Westcott, the firm's Co-Managing Shareholder, has a practice that focuses on both transactional and dispute resolution aspects of construction law. He represents general contractors, subcontractors, suppliers and owners on substantial construction projects, including schools, public infrastructure, sports facilities, airports, petrochemical and industrial plants, highway projects, wastewater treatment facilities, multi-family projects, retail centers, hotels, hospitals

and office buildings. His experience includes the prosecution and defense of a variety of construction-related issues before State and Federal Courts, as well as the American Arbitration Association, including matters related to payment disputes; scheduling claims; design defects; mechanic's liens; performance and payment bonds; differing site conditions; breach of contract; construction defect claims; delay and acceleration claims; and termination of contracts. Ben also drafts and reviews contract documents. Ben maintains an alternative dispute resolution practice mediating and arbitrating construction disputes, and is a member of the Panel of Arbitrators of the American Arbitration Association.

Professional Memberships: - State Bar of Texas Construction Law Section -HBA Construction Law Section -ABA Forum on the Construction Industry -AAA Panel of Arbitrators -ABC of Texas, Board of Directors -University of Houston Industry Advisory Board

WESTRIDGE BLACK, Emily

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Featured in Litigation (Texas: Austin & Surrounds)

Practice Areas: High-profile individuals and companies across the country trust Emily Westridge Black to handle their most pressing crises. Emily handles high-stakes litigation matters, including class actions, products liability, and large commercial disputes. She specializes in obtaining early victories through motion practice and other creative means. For example, she obtained walk-away, voluntary dismissals in a price-gouging class action against a prominent grocer and a breach of fiduciary duty suit against a hedge fund and its principals. She also recently obtained summary judgment on behalf of a specialty retailer in suits against its payment card processor and its insurer, securing multi-million-dollar judgments in each case. Her creative, tenacious, and efficient approach to litigation has been recognized by Chambers, USA and the Texas Lawyer, which named her "Attorney of the Year" in 2019. Emily also helps clients investigate a range of sensitive allegations, including fraud and corruption (FCPA), product safety concerns, executive malfeasance, and suspected data security incidents.

WETWISKA, James

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Featured in Litigation (Texas: Houston & Surrounds)

Practice Areas: Trial lawyer focusing on high stakes litigation in federal and state courts and before arbitration panels. He routinely represents companies in the energy; waste and recycling; transportation and logistics; and heavy equipment industries. He also advises health care entities in a variety of litigation matters, including antitrust and complex commercial matters. He has litigated in matters involving business torts, venture agreements, breach of contract, breach of sale agreements, intellectual property disputes

and antitrust. He is similarly experienced in intellectual property litigation within the chemical, oil and oil service industries.

Professional Memberships: Member, American Board of Trial Advocates; Member, State Bar of Texas; Life Fellow, Texas Bar Foundation.

Personal: J.D., University of Oklahoma College of Law, 1992; B.A., University of Oklahoma, with distinction, 1989

WETZEL, Susan

Haynes and Boone, LLP, Dallas
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Featured in Employee Benefits & Executive Compensation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Susan Wetzel serves as the Chair of Haynes and Boone's Employee Benefit and Executive Compensation Practice Group. Her experience encompasses all facets of employee benefits, including assisting U.S.-based clients, employers, executives and board members with the design and implementation of equity incentive plans for the benefit of their globally-based employees; and compliance issues relating to retirement plans, welfare plans, employee benefits, executive compensation, and mergers and acquisitions. Susan has provided legal advice regarding employee benefits issues in over 1,000 mergers and acquisitions throughout her 24-year career. She is a frequent speaker on employee benefits issues at seminars for human resources groups, bar associations, individual companies and continuing education seminars. In addition, she currently serves as the President of the Women Lawyers Association Foundation Board of Directors and as a member of the ONU Law Alumni Association Board of Directors. Susan also serves on the Board of Directors of the Dallas Division of the American Heart Association (AHA) and leads Haynes and Boone's involvement with the AHA.

WHEAT, R David

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Featured in Tax (Texas)

Practice Areas: David's practice focuses on corporate tax, mergers and acquisition tax, workouts and restructuring, transactions involving partnerships and LLCs, and tax controversies. He provides clients with transactional planning and advice, document preparation, and preparation of tax opinions on federal and state tax implications of business transactions.

Career: Principal, Washington National Tax practice, KPMG LLP, 2016-2018. Partner, Thompson & Knight LLP, 1989-2016.

Personal: New York University School of Law, LL.M., Taxation, 1989. Louisiana State University, Paul M. Hebert Law Center, J.D., 1988. Louisiana State University, B.S., 1985.

WHEATLEY, Benton T

Duane Morris LLP, Austin
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Featured in Construction (Texas)

Practice Areas: Mr. Wheatley practices in the area of construction law with a focus on construction, design and engineering disputes and transactions. Mr.

Wheatley has practiced in a wide range of construction areas, including complex delay; impact; defective design; defective construction or differing site conditions claims involving mediation, litigation or arbitration; and problem project workouts, including negotiating with sureties and owners. He also has experience with the drafting and negotiation of complex construction, design and engineering contracts and environmental issues concerning construction projects. In addition, while serving as assistant general counsel for a large international architectural/engineering firm, Mr. Wheatley worked on issues regarding project delivery in all fifty states, Mexico, Venezuela, Bolivia, Brazil, and Argentina. In addition to construction law matters, he handles administrative matters related to the construction and design industry, as well as environmental and commercial litigation.

Professional Memberships: Board Certified in Construction Law by the State Bar of Texas Board of Legal Specialization; Panel Member, American Arbitration Association Roster of Construction Neutrals; Master, American Inns of Court; State Bar of Texas; American Bar Association; Austin Bar Association; Association of General Contractors, Central Texas Chapter

Personal: University of Oklahoma College of Law, J.D., 1991; University of North Carolina at Chapel Hill, B.A., 1986

WHEELER, Sean T

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Featured in Capital Markets (USA - Nationwide), Corporate/M&A (Texas), Capital Markets (Texas)

Practice Areas: Partner representing public and private companies, including private equity firms, in their most complex transactions. Sean's experience spans the entire range of M&A activity, including strategic mergers, joint ventures, take-privates and cross-border transactions. He also has an active securities law practice, having led more than 50 IPOs and many debt and follow-on equity offerings. Sean practice also includes offerings and acquisitions involving special purpose acquisition companies (SPACs). He has counseled clients across numerous industries, including the energy, infrastructure, space, healthcare, technology, real estate and travel industries.

Personal: JD, cum laude, Harvard Law School, 1995; BS, summa cum laude, University of Alabama at Birmingham, 1992

WHITEHEAD, Stewart

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Practice Areas: Stewart Whitehead has over 25 years' experience as a commercial litigator whose primary focus has been handling claims and other dispute resolutions arising from construction projects and construction-related activities. Stewart's practice includes representing owners and contractors in disputes on private works projects as well as public entities on public works projects. 512.370.2851 | swhitehead@winstead.com

WHITTLE, Jeffrey

Womble Bond Dickinson US LLP,

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Practice Areas: Jeffrey Whittle provides nearly 30 years of legal experience to clients in the energy and high tech industries. He advises on strategic and complex technology transactions, licensing, patent protection, portfolio analysis, and other contentious and transactional intellectual property matters including inter partes reexaminations, post-grant reviews, and derivation proceedings, among other disputed cases. Jeffrey is Co-Head of Womble Bond Dickinson's Energy and Natural Resources Sector and Head of the Energy IP Subsector, while serving as Managing Partner of the firm's Houston office. A Certified Licensing Professional, Jeffrey has been recognized by Chambers USA, Best Lawyers in America, The Legal 500 United States, WIPR Leaders, and Client Choice, among others, for his outstanding work, career and contributions to law, technology, and intellectual property. Additionally, he was awarded the Texas Trailblazer Award as a Texas Lawyer in 2019, he was the Frank Barnes Award Winner for LES USA/Canada in 2019, and was named Global IP Attorney of the Year by Legal Era in 2018.

Professional Memberships: Past President & Chair, Licensing Executives Society (LES) for the USA and Canada (2015-2016); Served on LES Board for over seven years. Co-Chair, Americas Committee for Licensing Executives Society International (LESI).

WICKLIFF, A Martin

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Featured in Labor & Employment (Texas)

Practice Areas: Marty has 46 years of litigation and trial experience as a labor and employment lawyer, representing clients in the energy, chemical, health, retail, pharmaceutical, wholesale, manufacturing, airline, financial, insurance, construction, grocery, communications, and hospitality sectors. Marty received training from the American Arbitration Association, and is an L&E Arbitrator and Mediator.

Professional Memberships: National Bar Association, ABA, Texas Bar, Houston Bar Association, American Arbitration Association

Personal: New York University School of Law, L.L.M. (Labor), 1974; Texas Southern University - Thurgood Marshall School of Law, J.D., cum laude, 1973; the University of St. Thomas, B.A., 1970.

WIELEBINSKI, Joseph J

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Practice Areas: Joe Wielebinski's practice has concentrated on bankruptcy, creditors' rights and financial restructuring for more than 30 years, and he is active throughout the United States in a variety of complex restructuring, insolvency and bankruptcy matters and related litigation. Joe has represented numerous victims in matters involving complex financial fraud, theft, money laundering and other white collar crimes.

He has also served as a Federal District Court receiver at the request of the SEC in cases involving national and cross-border fraud schemes. Joe is the Executive Director Emeritus of ICC-FraudNet and is a member of FraudNet's Advisory Board, the International Bar Association, International Association for Asset Recovery, American Bankruptcy Institute, Turnaround Management Association and recently served on the Law360 Editorial Advisory Board. Joe is also a frequent speaker and a prolific author on a broad range of topics involving corporate reorganization, insolvency, financial restructuring, fraud, asset recovery and cross-border insolvencies.

WILKERSON, Allison

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Practice Areas: Allison Wilkerson focuses her practice on employee benefits matters. She has extensive experience handling issues pertaining to the Employee Retirement Income Security Act of 1974 (ERISA) and employee stock ownership plans (ESOPs). With respect to ERISA, Allison focuses on compliance issues and the Internal Revenue Code related to employee benefits, including qualified plans, nonqualified plans, and executive and deferred compensation. Allison focuses her ESOP practice on the design and implementation of ESOP transactions and provides ongoing legal counsel to ESOP-owned companies. She has been involved in hundreds of transactions, including leveraged buyouts, mergers, acquisitions, and the structuring and financing of ESOPs using private equity. To view further details of Allison's biography please visit McDermott website here: <https://www.mwe.com/people/wilkerson-allison/>

Professional Memberships: ESOP Association, director of the Southwest Chapter, and associate member of the Legislative & Regulatory Advisory Committee

Personal: Education: University of Texas School of Law, JD, with honors, 2002
Baylor University, BBA, 1999

WILKINS, Timothy A

Bracewell LLP, Austin
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Featured in Environment (Texas)

Practice Areas: Represents companies on strategic environmental permitting, defense of environmental enforcement actions and environmental aspects of transactions. Practice includes extensive experience with environmental auditing; Tim has overseen environmental compliance audits involving thousands of locations, prepared hundreds of environmental audit disclosures, and pioneered the development and use of the EPA's audit policy for new owners.

Career: Managing Partner, Austin

Professional Memberships: American Bar Association Section of Environment, Energy, and Resources; State Bar of Texas Environmental and Natural Resources Law Section; Austin Bar Association Environmental Law Section

Personal: JD, Harvard Law School, 1993, cum laude; MPP, Harvard University Kennedy School of Government, 1993; BA,

Trinity University, 1988, magna cum laude, Phi Beta Kappa

WILKINSON JR, George O
Vinson & Elkins LLP, Houston
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Featured in Environment (Texas)

Practice Areas: For more than 25 years, George has advised and represented clients on business-critical environmental matters. His broad environmental law practices includes environmental litigation, environmental enforcement defense, emergency response, environmental compliance counseling and federal procurement suspension and debarment matters. As part of that practice, George counsels clients on responding to refinery, chemical plant, pipeline, and industrial accidents, including government investigations and enforcement actions, citizen suits, and tort litigation. He represents clients in state and federal courts, where litigation involves substantive environmental matters and toxic torts. He counsels clients on a range of environmental matters, including Clean Air Act, Clean Water Act, Resource Conservation and Recovery Act (RCRA), Outer Continental Shelf Lands Act (OCSLA), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), natural resource damage issues, EPA suspension and debarment matters, and radioactive material regulation and safety. George also advises clients on environmental enforcement and regulatory issues related to refineries, chemical plants, other process industries, on and offshore oil and gas exploration and production, and pipelines. He defends corporations and individuals charged with, or investigated for, criminal violations of state and federal environmental laws. George also conducts internal evaluations and recommends appropriate responses and corrective measures.

WILLIAMS, Kirk

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214 745 5746
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Practice Areas: Kirk Williams focuses his practice on representation of landowners and developers in complex and politically controversial zoning and related land use applications. 214.745.5746 | kwilliams@winstead.com

WILLIAMS, Paulina

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Featured in Environment (Texas)

Practice Areas: Paulina Williams advises clients across industrial and commercial sectors on complex environmental matters. Paulina's experience spans water quality, water rights, waste, air, and natural resources issues. She has worked extensively on environmental permitting, including contested case hearings, cross-agency consultations, and permit defense in state and federal courts. She advises clients on environmental compliance, litigates environmental claims, and provides transactional support addressing significant environmental permits, liabilities, or risks.

Career: Admitted to Texas Bar in 2008; New York Bar in 2006.

Professional Memberships: State Bar of Texas; New York State Bar; Austin Bar Association; State Bar Environmental and Natural Resources Law Section; Texas Water Conservation Association (TWCA), Board Member; Mother Attorneys Mentoring Association, Board Member

Publications: Essentials of Texas Water Law, 5th Ed., co-authored update to Integrating Water Quality Standards into Water Management Programs; Southern Gas Association Technical Conference, co-presented Natural Resource Damage Assessment Case Study, Feb. 2020; TWCA Convention, presented Waters of the US Update, Mar. 2020; Texas Wetlands Conference, co-presented What's New In Nationwide Permitting, Jan. 2021; Changing Face of Water Law Conference, presented Eye on the CWA - Developments in Nationwide Permitting, Feb. 2021.

Personal: J.D., Harvard Law School 2005; Bachelor of Architecture, The University of Texas 2000

WILLIAMSON, Holly H

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Featured in Labor & Employment (Texas)

Practice Areas: Holly litigates claims under FLSA, ADEA, Title VII, state human rights acts, employment torts, ADA, FMLA, ERISA, privacy laws, and of unfair competition, non-compete, trade secret thefts, and Computer Fraud and Abuse Act. She has extensive trial and appellate experience including wage/hour class/collective actions, contracts, all areas of employment law, SOX, and unfair competition. Her appellate practice include preparing briefs presented to the US Texas, and Louisiana Supreme Courts, several of which have been argued before these Courts. Holly's practice includes training, coaching, assistance with RIFs, contracts, WARN Act, contingent workforces, investigations. She regularly counsels and guides client in numerous fields within the oil and gas industry, along with restaurant, retail, financial, chemical, health care, drug testing and administration, transportation, and telecommunications industries.

Professional Memberships: Life Sustaining Fellow, Texas Bar Foundation; Fellow, Houston Bar Foundation; Member, Texas and American Bar Associations.
Personal: BBA (honors), Texas State University; JD (magna cum laude), South Texas College of Law; Clerk, Edith Hollan Jones, US Court of Appeals for the 5th Circuit.

WILSON, Thomas H

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Featured in Labor & Employment (Texas)

Practice Areas: Assists multinational companies in managing global workforces. Advises corporations on social aspects of ESG, international human rights, labor relations, government contractor matters, business transactions, OSHA inspections/litigation and crisis management.

Professional Memberships: Immediate past Chair - State Bar of Texas International Law Section, Founder of Texas Bar's International Human Rights Committee; International Bar Association Human Rights Committee, officer; Practical Law

Company's Advisory Board; Media Law Resource Center, Immediate Employment Committee Co-chair; Author American Bar Association International Labor Law Treatise Chapters on Norway and Nigeria; Co-Chair, V&E Disaster Response Team.

Publications: "Best Practices for Transferring U.S. Employees Overseas," Practical Law The Journal, February 12, 2010 (author) "Expert Q&A: Executive Actions Affecting Federal Contractors," Practical Law, May 20, 2014 (co-author) "Modern Slavery Act 2015 - The Impact on Multinational Businesses," PLC Magazine, April 2016 (co-author) "International Human Rights and Ethical Obligations For Texas Lawyers," Texas Bar Journal, July 2017 (author) "ESG Matters - Texas-size Challenges in Managing Supply Chains," Texas Bar Journal, December 2019 (co-author) A chapter on Norwegian labor and employment law for the ABA's International Labor Law Treatise (co-author) A chapter on Nigerian labor and employment law for the ABA's International Labor Law Treatise (co-author)

Personal: Drake University, BA, 1982
University of Tennessee, JD, 1985.

WINANDY, Erec

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Featured in Banking & Finance (Texas)

Practice Areas: Erec, co-head of the firm's Finance group, focuses on representation of agent banks and borrowers in domestic and international syndicated commercial lending and corporate finance transactions, including leveraged acquisition, asset-based, reserve-based and energy loans. Erec has extensive knowledge about structuring syndicated financings, including secured, unsecured, senior, subordinate, cross-border, and debtor-in-possession credit facilities.

Professional Memberships: American Bar Association (Business Law Section); Dallas Young Lawyers Association; Dallas Bar Association.

Personal: University of Texas School of Law, J.D. with honors, 2000; Southern Methodist University, B.B.A. cum laude with honors, 1997.

WINWOOD, Eric

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Featured in Employee Benefits & Executive Compensation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: ERIC WINWOOD is an employee benefits and executive compensation partner in Sidley's Dallas office. Eric counsels employers, corporate boards and committees, and executives on their employee benefits and executive compensation programs and issues. These issues often involve Section 409A deferred compensation, Section 280G golden parachutes, Section 83 equity compensation, ISS and Glass Lewis standards, as well as, filings and audits with the Securities and Exchange Commission, Department of Labor, and Internal Revenue Service. He regularly advises clients in the energy sector. Eric has extensive experience with the employee benefits and executive compensation aspects of domestic and international mergers, acquisitions, migrations,

and spinoffs, including the integration of benefit plans and compensation arrangements following the completion of the business transaction. In addition, Eric has helped design, draft, and negotiate numerous forms of deferred compensation, retirement, and equity-based compensation programs, as well as, employment, change in control, and severance agreements. These negotiations include executive onboarding and exit events.

Professional Memberships: Admitted in Texas. Chairperson, TEGE Gulf Coast Council. Treasurer National TEGE Council. Past Chairperson, Dallas Bar Association Employee Benefits and Executive Compensation Section.

Personal: LL.M (Taxation), New York University 2003. JD, Tulane University 2001. BA (Geology), Southern Methodist University, 1996.

WOFFENDEN, Tammy

Locke Lord LLP, Boston

Featured in Healthcare (Texas)

Practice Areas: With over 14 years' experience, Tammy Ward Woffenden advises health care industry clients on a broad range of transactional and regulatory health law matters: Health Care M&A and Private Equity – Tammy regularly advises clients regarding transaction structure, entity formation, changes and updates of ownership filings for licensure and governmental payors and regulatory due diligence on health care M&A and private equity transactions, including those involving hospitals and hospital systems, pharmacies, home health, hospice, assisted living, ICF/IDD, DMEPOS, laboratories, therapy and rehabilitation, and medical/dental providers and group practices. Health Care Regulatory and Compliance Counsel – Tammy regularly counsels clients on various state and federal health care laws, including HIPAA, Medicare / Medicaid reimbursement and compliance, fraud and abuse such as the Federal Anti-Kickback Act and Stark Law, corporate practice of medicine and fee splitting, structuring management services arrangements, telemedicine, health care licensure and certification, and overpayment and enforcement matters. Tammy serves as a Council Member-At-Large (2021-2023) member of the American Bar Association, Health Law Section and has authored two health law book publications through the ABA: What is CHOW and Chapter 5: HIPAA Compliance: Privacy, Security and Breach Obligations in "Physician Law: Evolving Trends & Hot Topics."

WOLFHOHL, Amy

Porter Hedges LLP, Houston
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Featured in Construction (Texas)

Practice Areas: Amy Wolfshohl is certified by the Texas Board of Legal Specialization in Construction Law and has been recognized by Chambers USA, The Legal 500, The Best Lawyers in America, and Super Lawyers for Construction Law. Amy represents companies in analyzing risk and resolving problems in connection with highly complex construction transactions, with an emphasis on industrial construction, energy construction, commercial construction, and EPC contracts. She is also an experienced construction litigator. Her

cases primarily concern complex energy and commercial facilities, pipelines, EPC contracts, and representation of parties in lien and defect actions. Amy co-chairs the Construction & Infrastructure Practice Group for TerraLex, an international network of more than 19,000 attorneys in 155 leading independent law firms in more than 100 countries, of which Porter Hedges is a member. Before practicing law, Amy was a project engineer for general contractors in Texas and California. Amy chairs the firm's Women's Initiative program and is also a frequent contributor to the Porter Hedges Construction Law Blog.

Professional Memberships: State Bar of Texas, Construction Law Section, Council Member Texas Board of Legal Specialization – Construction Law, Exam Drafter Houston Bar Association, Construction Law Section, Board Member Houston Young Lawyers Foundation, Fellow

WOLFHOHL, Joshua

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Joshua Wolfshohl's practice focuses on corporate reorganizations and restructurings, acquisitions and sales within the bankruptcy context, bankruptcy court litigation, and creditors' rights. He represents corporate debtors and creditors, official and ad hoc committees, trustees and plan agents in cases involving complex commercial disputes and a wide range of bankruptcy issues in some of the country's largest and most complicated chapter 11 cases. Joshua has particular experience in bankruptcy proceedings relating to the energy and healthcare industries. He also represents numerous clients in complex out-of-court restructurings, general civil litigation in federal and state trial courts and bankruptcy appeals before the Fifth Circuit Court of Appeals and the United States district courts.

Professional Memberships: State Bar of Texas, Member Houston Bar Association, Member American Bar Association, Member American Bankruptcy Institute, Member Turnaround Management Association, Member University of Houston Law Foundation, Board Member

WOLIN, Robert M

Baker & Hostetler LLP, Houston
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Career: Board certified in Health Law by the Texas Board of Legal Specialization, Bob Wolin maintains an active healthcare and business practice with an emphasis on counseling clients in the healthcare industry. These clients include dialysis providers, long-term care providers, corporate health and medical departments, assisted living facilities, home health agencies, ancillary service providers, IDTFs, physicians, joint ventures, hospitals, pharmaceutical distributors, pharmacies, medical device distributors and manufacturers and healthcare-related aviation service providers. Bob also advises clients regarding a variety of business and regulatory issues, from corporate structuring to compliance with the complex regulatory scheme facing clients in the healthcare industry.

WOMMACK, Trevor

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Featured in Banking & Finance (Texas)

Practice Areas: Trevor Wommack, Finance Department Chair for the Houston Office, focuses his practice on representing left lead arrangers and administrative agents in syndicated lending in the energy space, particularly in the areas of upstream exploration and production reserve-based financings and midstream financings. His experience includes work representing foreign and domestic lending institutions as administrative agents in connection with upstream, midstream, and energy services credit facilities, including revolving loans, term loans, letter of credit facilities, swingline facilities, and bank guarantee facilities.

Personal: JD, The University of Texas School of Law, 2006; BA, Economics, University of North Carolina at Chapel Hill, 2003

WOOD III, William A

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Featured in Bankruptcy/Restructuring (Texas)

Practice Areas: Represents debtors, creditors, committees and other parties in interest in all facets of the bankruptcy process and out-of-court restructurings, including plan creation and confirmation, asset purchases and sales, environmental claims, claim allowance and complex bankruptcy litigation. Has appeared in bankruptcy courts throughout the United States and is a frequent speaker on a variety of bankruptcy and restructuring topics.

Career: Formerly served as president of the Houston Chapter of the Turnaround Management Association

Professional Memberships: State Bar of Texas; Texas Bar Foundation; Houston Bar Association, Bankruptcy Section; American Bankruptcy Institute; Houston Bankruptcy Conference; Turnaround Management Association, Vice President, Houston Chapter

Personal: JD, South Texas College of Law Houston, 1989; BBA, Southern Methodist University, 1986

WOODRUFF, Kenya S

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Featured in Healthcare (Texas)

Practice Areas: Kenya S. Woodruff works with hospitals, physicians and other health care providers looking to improve the performance of their clinical operations and ensure regulatory compliance. She also helps those organizations merge and expand, whether through joint ventures, mergers or acquisitions. Due to her prior experience as deputy general counsel at the Parkland Health & Hospital System and as a privacy officer for a publicly traded radiology company, Kenya approaches operational issues from the client's perspective, taking into account both technical issues and practical concerns. She structures arrangements that will be both clinically and financially beneficial to her client, while giving keen attention to regulatory compliance.

Personal: Duke University School of Law, JD Emory University, BA

WORRELL, Danny

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danny.worrell@bakerbotts.com

Featured in Environment (Texas)

Practice Areas: For approximately 30 years, Danny has represented clients on a wide variety of environmental issues before federal, state, and local regulatory agencies and in federal and state courts. His practice is focused on environmental contested case permitting and enforcement, and on regulatory compliance involving, among other subjects, hazardous and municipal solid waste, air quality, injection wells, water quality, underground and above-ground storage tanks, asbestos, and PCBs. Danny also routinely represents clients on matters concerning remediation of contaminated property, Superfund, Brownfields redevelopment, and corporate transactions and investigations involving environmental matters. He previously worked as a geologist, specializing in oil and gas exploration.

Career: Admitted to Texas Bar in 1990. Baker Botts Partner since 2019.

Professional Memberships: American Bar Association, Section of Environment, Energy and Resources. Austin Bar Association. State Bar of Texas.

Publications: Air Quality Regulation in Texas; State Bar of Texas (12/2019) Brownfields Law & Practice, Texas chapter, Matthew Bender (2012-2020) Environmental Regulatory Challenges for Oil and Gas Operators, 15th Annual Energy Litigation Conference (11/3/2016) BACT and MACT – "Hunches in Bunches," Texas Environmental Superconference (9/2011) RCRA: Resource Conservation and Recovery Act, ABA (2003)

Personal: J.D., University of Houston Law Center, 1990 M.S., Geology, Louisiana State University, 1984 B.A., Geology, The University of Texas, 1980

WULFE, Scott Neal

Vinson & Elkins LLP, Houston
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swulfe@velaw.com

Featured in Corporate/M&A (Texas)

Practice Areas: Managing Partner of the firm. Advises clients on mergers, acquisitions and divestitures, private equity investments, and contests for corporate control.

Career: Admitted Texas Bar, 1983 joined Vinson & Elkins in 1983 recognized Best Lawyers in Corporate, M&A, and Venture Capital

Professional Memberships: Member: ALI; Trustee: UT Law School Foundation, Texas Children's Hospital; Board: Houston Symphony and Alley Theatre.

Personal: Graduated from The University of Texas BA, Plan II with highest honors in 1979 (Phi Beta Kappa and Beta Alpha Psi) and JD in 1983 with high honors (Vice Chancellor).

YANG, Thomas

Akin Gump Strauss Hauer & Feld LLP, Dallas
tyang@akingump.com

Featured in Corporate/M&A (Texas)

Practice Areas: Tom has been a long-standing, trusted advisor for 7-Elev-

en, AT&T and multiple private equity funds in their M&A activities. With over 25 years of experience in mergers and acquisitions, capital markets and corporate governance matters, Tom has been repeatedly recognized as one of the top M&A lawyers in Dallas and a leading M&A lawyer of color in the US. During the past 4 years, Tom has been primary lead on over 40 transactions with a value in excess of \$40 billion, including the \$21 billion acquisition of Speedway by 7-Eleven from Marathon Petroleum Corp. Tom is active in the Korean, Asian-American communities and The National Asian Pacific Bar Association and is a former President of the Dallas Asian-American Bar Association and is the current Chair of the Dallas Bar Association M&A Committee.

YEAGER, Doug

Winston & Strawn LLP, Dallas
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dyeager@winston.com

Featured in Real Estate (Texas)

Practice Areas: Doug Yeager focuses his practice on all aspects of commercial real estate transactions, including leases (office, industrial, retail, build-to-suit, ground and sale/leaseback), acquisitions and dispositions (office, industrial, hotel, retail, multi-family, and mixed-use), and financing (interim, construction and permanent). He has also worked extensively in the loan workout, distressed asset, and debt areas, including restructuring and bankruptcy transactions and foreclosures. Doug's practice is national in scope, and his clients include some of the largest and most sophisticated players in the commercial real estate industry in the United States. Doug represents owners, investors, tenants, and developers in the acquisition, development, financing, leasing, and disposition of commercial real estate. Doug regularly handles complex real estate matters for private equity firms, real estate funds, financial institutions, special servicers, owners, and developers. He also represents both landlords and tenants in commercial leasing of downtown and suburban office buildings, retail projects and industrial warehouses. Being in Houston, he routinely assists energy companies, oilfield service companies, midstream companies, and others in the energy industry with their real estate transactions.

Professional Memberships: American College of Real Estate Lawyers. Chair, The Lighthouse of Houston. Houston Real Estate Lawyers' Council.

Personal: Southern Methodist University, B.A. Southern Methodist University Dedman School of Law, J.D.

YEATES, Marie

Vinson & Elkins LLP, Houston
713.615.5018

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Featured in Litigation (Texas)

Practice Areas: Chairs V&E Appellate practice. Has made 135 appellate oral arguments. Received 'Texas Lawyer' 2016 Lifetime Achievement Award. Named by 'Texas Lawyer' in top 20 women litigators in Texas, by 'National Law Journal' 2015 Energy Trailblazer and by 'Houston Business Journal' Who's Who in Energy 2014-2015.

Career: Louisiana Bar, 1980; Texas Bar, 1982. Joined V&E: 1981; partnership admission: 1988.

Professional Memberships: American Academy of Appellate Lawyers since 1997.

Personal: Louisiana State University, BS, 1977 (summa cum laude); Louisiana State University School of Law, JD, 1980 (first in class); Editor-in-Chief, 'Louisiana Law Review'; clerk US Fifth Circuit Judge Alvin Rubin, 1980-81.

YEE, Debbie

Kirkland & Ellis LLP, Houston

Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

YORK, Courtney

Akin Gump Strauss Hauer & Feld LLP, Dallas

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cyork@akingump.com

Featured in Technology (Texas)

Practice Areas: Courtney York has two decades of experience advising clients in the technology, media and telecommunications (TMT) industries on a broad range of corporate matters, including mergers and acquisitions, debt and equity securities investments and offerings, joint ventures, spinoffs, securities compliance and corporate governance, as well as development, licensing and production agreements and other complex commercial transactions involving technology and content. Courtney's practice focuses on representing public and private companies in acquisitions, divestitures and similar transactions in the TMT space. She also regularly advises issuers, private equity funds, venture capital funds, corporate venturers, family offices and entrepreneurs in early and growth stage investment transactions. Her experience includes counseling clients in the areas of software/SaaS, hardware, content, VR/extended reality, IoT/connected devices, big data, artificial intelligence, blockchain/digital assets, FinTech and InsurTech in connection with various transactional matters.

Personal: J.D., University of Texas School of Law, with honors, 2001 (Texas Law Review; Order of the Coif); B.A., University of Texas at Austin, with highest honors, 1998

YORK, Thomas D

Jones Day, Washington, DC

1.214.969.4523

tdyork@jonesday.com

Featured in Antitrust (Texas)

Career: Tom York is a seasoned antitrust lawyer, focusing on antitrust litigation, merger review, and civil and criminal antitrust investigations. He represents clients before the Antitrust Division of the U.S. Department of Justice, the Federal Trade Commission, state attorneys general, and international antitrust enforcers. Tom regularly counsels on antitrust issues, such as competitor collaborations, distribution, licensing, pricing, and single-firm conduct. He works across a range of industries, including aviation, consumer products, emerging technology, health care, pharmaceuticals, oil and gas, and sports. Tom frequently presents on antitrust compliance, merger strategy, antitrust litigation, and similar topics.

YOUNG, Evan

Baker Botts LLP, Austin

512.322.2506

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Featured in Litigation (Texas)

Practice Areas: Evan Young is an appellate litigator and chair of the Supreme Court and Constitutional Law practice group at Baker Botts. He has argued and won two U.S. Supreme Court cases and multiple cases in the Texas Supreme Court and federal and state appellate courts. He appears nationwide in litigation involving constitutional, administrative, commercial, environmental, and other complex issues. He is an adjunct professor who teaches Federal Courts, one of law school's most challenging courses, and frequently speaks at and writes for judicial, bar, and industry conferences.

Career: Young clerked for Judge Wilkinson on the Fourth Circuit and Justice Scalia at the Supreme Court, then was Counsel to the Attorney General at the U.S. Department of Justice. He joined Baker Botts in 2009, became a partner in 2014, and chaired the Austin office's Litigation Department for nearly four years. He teaches at the University of Texas School of Law and the University of Mississippi School of Law and is a senate-confirmed member of the Texas Judicial Council.

Professional Memberships: Elected Member, American Law Institute; Council, Texas State Bar Business Law Section.

Personal: J.D., Yale, 2004; B.A., Oxford, 2001 (British Marshall Scholar); A.B., Duke, 1999 (summa cum laude, Phi Beta Kappa, A.B. Duke Memorial Scholar)

ZABANEH, Sam

DLA Piper LLP (US), Austin

+1 512 457 7126

samer.zabaneh@dlapiper.com

Featured in Technology (Texas), Technology (USA - Nationwide), Corporate/M&A (Texas: Austin & Surrounds)

Practice Areas: Corporate; Private Equity; Mergers and Acquisitions; Emerging Growth and Venture Capital; Public Company and Corporate Governance; Capital Markets

Career: Sam Zabaneh Chairs DLA Piper's Texas Corporate and Securities practice and is US Co-Chair of the Technology sector. Sam's corporate, securities and M&A practice focuses on advising public and emerging private companies and their venture capital and private equity investors through their life cycles, from formation to liquidity. In his practice, he advises clients regarding general corporate matters and handles various capital raising and liquidity event transactions, including private and public equity financing and mergers and acquisitions. In addition, he advises clients with respect to corporate governance and periodic reporting requirements of publicly held companies. Sam is a member of the firm's National Leadership Group of the US Emerging Growth and Venture Capital Practice, the firm's governing Policy Committee and the firm's North American Pro Bono Committee.

Personal: J.D., University of Texas 1999; B.A., University of Texas 1996; B.B.A., University of Texas 1996

ZAMBRANO, Angela

Sidley Austin LLP, Dallas

(214) 981-3405

ANGELA.ZAMBRANO@SIDLEY.COM

Featured in Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: ANGELA ZAMBRANO is a co-leader of the firmwide Commercial Litigation and Disputes practice and member of the firm's COVID-19 Task Force. She represents companies and boards of directors in commercial litigation and internal investigations, including class actions and multi-jurisdictional disputes. Angela has served as trial counsel in cases before numerous federal and state courts around the country and in multiple evidentiary hearings in arbitration proceedings. Angela regularly litigates cases involving allegations of fraud, misappropriation of trade secrets, breach of contract, bad faith and breach of fiduciary duty, as well as class action consumer, shareholder, and employment claims, and business torts for companies in a wide variety of industries, including telecommunications, real estate, private equity, energy, insurance, healthcare, transportation, data storage, media and entertainment, and agriculture. The American Lawyer recently named her as the Litigator of the Week based on a complete victory in a \$100 million "earn out" proceeding. She is also ranked by Chambers and Partners in Texas Commercial Litigation.

ZAVITSANOS, John

Ahmad, Zavitsanos, Anaipakos, Alavi & Mensing P.C., Houston

(713) 655-1101

jzavitsanos@azalaw.com

Featured in Litigation (Texas), Litigation (Texas: Houston & Surrounds)

Practice Areas: John Zavitsanos is a highly regarded trial lawyer who loves trying cases and loves winning. He has achieved success for a multitude of clients – both defendants and plaintiffs, from big energy companies to lone whistleblowers battling the odds. He has tried more than 75 cases to verdict in litigation that runs the gamut: financial services, oil and gas, construction, complex commercial disputes, director and officer liability, non-compete and trade secret disputes, and defamation/business disparagement. He is the primary author of O'Connor's Texas Rules * Civil Trials 2019-2020, the premiere civil trial rules guide for Texas lawyers and judges. He has learned from every jury trial by surveying the jurors after the case and learning what conventional wisdom has outlived its usefulness. That's a lot of input since even just he has tried more than a dozen cases in the last few years. And his willingness – delight, actually – at trying a case with confidence has impressed numerous heavyweight clients. As one happy customer put it, "I find that many large law firms are willing to capitulate too quickly and pressure me to settle too soon." Mr. Zavitsanos' talents have been recognized by every possible legal rating service.

ZEMBEK, Richard

Norton Rose Fulbright, Houston

713-651-5283

richard.zembek@nortonrosefulbright.com

Featured in Intellectual Property (Texas)

Practice Areas: Richard Zembek's practice centers on intellectual property disputes.

Career: Richard is the Head of Technology & Innovation, US. He has over 20 years of experience defending clients across the country and helping companies protect, license, monetize, and enforce their intellectual property rights. With an electrical engineering background, his work focuses on telecommunications, wireless, computer, semiconductor, e-commerce, Internet, and disruptive technologies. He has handled jury, International Trade Commission, arbitration, and Patent Trial & Appeal Board cases; served as coordination counsel for MDL and large consolidated patent proceedings; represented multiple defendants in complex litigation involving common issues, claims, and defenses; handled significant global matters involving industry standards, IPR policies, and related issues of patent essentiality, FRAND, and competition law; and worked closely with technical, financial, and industry experts to respond to regulators' RFIs and claims. Richard's broad-based transactional experience includes representation of intellectual property holders, acquirers, and licensors in the resolution of intellectual property disputes and the preparation and negotiation of patent licenses, intellectual property acquisition agreements, and technology transfers.

Personal: JD, Vanderbilt University School of Law; BS, cum laude, Electrical Engineering, Union College, Eta Kappa Nu, Tau Beta Pi. Admitted to practice: Texas; Federal Circuit; USPTO.

ZERWAS, John
Eversheds Sutherland (US) LLP, Austin
johnzerwas@eversheds-sutherland.com
Featured in Energy & Natural Resources (Texas)

Practice Areas: John M. Zerwas, Jr. advises clients on both regulatory and transactional matters involving energy and electric utility issues. He frequently represents electric utilities, retail electric providers, generation companies and power marketers before various state and federal regulatory agencies. He has represented and advised clients in several utility rate cases; sale, transfer and merger proceedings; certification matters; transmission line need and siting proceedings; complaint cases; and enforcement matters. In addition, he often advises clients on issues related to registration and certification with independent system operators/regional transmission organizations, including the Electric Reliability

Council of Texas. John also represents and advises clients on legislative and policy matters. As a former policy adviser to the Governor of Texas, John offers a wealth of knowledge about the critical issues related to and affecting several state agencies, including the Public Utility Commission of Texas (PUCT). His insider's knowledge and extensive rulemaking and legislative experience enable him to guide clients on new developments in regulatory compliance. John's previous experience also includes serving as an attorney for the PUCT, where he represented the Commission staff in numerous contested cases and other proceedings. While at the PUCT, he also served as legal adviser to two Commissioners.

ZIEMINSKI, Craig E
Vinson & Elkins LLP, Dallas
214-220-7865
czieminski@velaw.com
Featured in Litigation (Texas)

Practice Areas: Craig is a trial lawyer whose practice focuses on representing companies and their directors in lawsuits brought by Delaware stockholders, Master Limited Partnership unitholders, and deal partners. He was a key litigator for the prevailing party on, among other important Delaware Court of Chancery precedents, the ETE-Williams merger litigation and the C&J-Nabors merger litigation. Craig has significant experience in a variety of M&A litigation matters, including lawsuits alleging breaches of fiduciary duties, partnership agreement duties, merger agreements, and federal securities laws. He has represented energy businesses, financial institutions, real estate companies, technology companies, agribusinesses, retailers, and many others. Craig handles M&A litigation matters at the trial and appellate level. In 2019, his teams secured appellate victories in the Delaware Supreme Court, the Fifth Circuit Court of Appeals, and the Third Circuit Court of Appeals.

Career: Vinson & Elkins, 2008-present; Stanford Law School, J.D. with distinction, 2008; Southern Methodist University, B.S. and B.B.A. summa cum laude, 2005

Publications: Craig's articles on corporate governance have been published by the National Association of Corporate Directors and the Harvard Law School Forum on Corporate Governance and Financial Regulation. Craig was the Editor in Chief of the Stanford Journal of Law, Business, and Finance (2007-2008).

ZIMMER, Elizabeth
Pillsbury Winthrop Shaw Pittman LLP, Austin
+1 512 580 9630
elizabeth.zimmer@pillsburylaw.com
Featured in Technology (Texas)

Practice Areas: Elizabeth Zimmer, a Pillsbury Global Sourcing & Technology Transactions partner, is widely recognized for her extensive information technology outsourcing knowledge, skill and experience. A master of sophisticated technology transactions, Liz offers legal and strategic business counsel to global leaders in the financial services, energy, startup and media sectors. She guides clients throughout structuring, restructuring, negotiating and implementing their most critical technology-related initiatives, including cloud and SaaS deals, deals involving artificial intelligence ("AI"), multinational IT and business process outsourcing, as well as logistics and fulfillment deals and facilities management outsourcing, managed network services sourcing, systems integration, blockchain and software licensing arrangements. Liz also helps clients scope, price and structure deals, establish service levels and evaluate vendors.

ZOGAIB, Nash
Eversheds Sutherland (US) LLP, Washington, DC
nashzogaib@eversheds-sutherland.com
Featured in Intellectual Property (Texas)

Practice Areas: Nash advises clients on patent portfolio management and other intellectual property needs including trademarks and copyright. He drafts and prosecutes domestic and foreign patent applications in the electrical and computer fields. His technical knowledge spans software and hardware areas including, mobility innovations, wireless standards, wireless charging devices, web security, voice over IP, cloud services, messaging systems, automotive technologies, semiconductors, memory storage devices, robotics, superconductors, printing devices, display technologies and imaging systems. Nash also has extensive engineering experience in cellular communications including GSM, CDMA, and LTE. Prior to joining Eversheds Sutherland (US), Nash was an associate at a leading law firm in Boston where he managed client patent portfolios and participated in successful litigation lawsuits, which included conducting invalidity and non-infringement analyses for cases related to LTE and CDMA products. Nash also served as a judicial extern to the Honorable Judge Samuel Der-Yeghiayan of the U.S. District

Court for the Northern District of Illinois in Chicago. Before entering law school, Nash worked at a large telecommunication company for more than a decade as a telecommunication engineer. Nash is admitted to the Massachusetts and the USPTO bars.

AHMAD, ZAVITSANOS, ANAIPAKOS, ALAVI & MENSING P.C. (AZA)

www.azalaw.com tel: 713 655 1101 fax: 713 655 0062

Managing Partner: John Zavitsanos

Number of partners: 11 Number of lawyers: 54

Languages: *Arabic (some), Bengali, Cantonese, English, Farsi, French, Greek, Mandarin, Russian, Spanish, Ukrainian, Urdu/Hindi*

Firm Overview:

AZA is home to true courtroom lawyers who provide a formidable track record in complex commercial litigation and intellectual property disputes. Often called in to court on the eve of trial, among other areas AZA focuses on energy, patents, business disputes, trade secrets, non-competes and corporate investigations. This lean boutique offers efficient, top grade legal advice. AZA was named First-Tier in Commercial Litigation in Houston by *US News & World Report* and *The Best Lawyers in America*. In US surveys of corporate counsel, AZA has been cited both for being an 'awesome opponent' in court and for excellent client service.

Main Areas of Practice:

Complex Commercial Litigation:

Clients call AZA when the stakes are high. AZA's eight partners have tried hundreds of cases, most of them commercial matters representing Fortune 1,000 companies, including extensive work in the energy industry. The firm handles all types of commercial cases, from breach of contract, warranty, indemnity, construction, real estate and business tort lawsuits to shareholder oppression, partnership and fiduciary litigation. Many AZA clients are former adversaries. Nine firm lawyers have been named among the top attorneys in the nation by *US News & World Report* and *The Best Lawyers in America*. Five firm partners are Board-Certified by the Texas Board of Legal Specialization. AZA is regularly hired on the eve of trial.

One Example: An oilfield supplier facing more than \$35 million in exposure hired AZA shortly before trial. After getting the case continued, AZA filed a counterclaim. Nine months later, AZA's opponent ended up paying the firm's client a multimillion-dollar cash settlement.

Key Clients: AZA commercial litigation clients include Plains All American Pipeline in all types of energy related commercial litigation; CITGO in a variety of energy litigation; Air Liquide in all types of commercial litigation.

Contact: John Zavitsanos

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Contact: Tim Shelby

Email: tshelby@azalaw.com

Intellectual Property:

'This Houston trial boutique dazzles in patent infringement cases across the United States and beyond,' wrote *IAM Patent 1000 - The World's Leading Patent Professionals 2017* in ranking AZA among the best Texas patent litigation firms for the third year in a row. AZA lawyers have experienced great success representing clients in IP and IP-related cases throughout the world, including Europe, Asia and the Middle East.

They regularly handle patent infringement, trademark, copyright and trade secret cases. Languages spoken by IP team members include Arabic (some), Cantonese, Farsi, French, Mandarin, Russian, Spanish, Ukrainian and Urdu/Hindi. AZA patent lawyers have experience

in numerous industry sectors including energy, technology, chemistry, biochemistry, telecom, hardware and software, and transportation. They have had success representing both plaintiffs and defendants in IP cases.

AZA's IP stable includes experienced trial lawyers and lawyers with technical backgrounds in chemistry, electrical engineering, software and biochemistry. The AZA IP team has more than 15 lawyers. Included are three-board certified trial lawyers and several lawyers licensed as patent attorneys before the US Patent and Trademark Office and several with extensive Patent Trial and Appeal Board (PTAB) experience.

Key Clients: AZA's IP clients include Versata Software, Saint Lawrence Communications, Rembrandt Wireless Technologies and Liberty Oilfield Services

Contact: Demetrios Anaipakos

Email: danaipakos@azalaw.com

Contact: Amir Alavi

Email: aalavi@azalaw.com

Trade Secrets/ Covenant Not to Compete:

AZA is nationally recognized in covenant not to compete and trade secret litigation through work for numerous energy, technology and financial companies. AZA secured a unanimous defense verdict in a high profile, \$30 million trade secret lawsuit in Houston after being called in on the eve of trial.

Key Clients: AZA trade secret/covenant not to compete clients include Mistras Group, successful defense in trade secrets case; and A&B Valve and Supply (A&B), successful defense in nationally publicized case filed by National Oilwell Varco, which then hired AZA to represent the company in two trade secret cases.

Contact: Joseph Ahmad

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Contact: Todd Mensing

Email: tmensing@azalaw.com

OFFICES

TEXAS

HOUSTON: LyondellBasell Tower, 1221 McKinney Street, Suite 2500, TX 77010
Tel: 713 655 1101 Fax: 713 655 0062

Clients:

AAA Life Insurance Company; Air Liquide America; Airgas; Altus Healthcare; Aon Risk Services; American Automobile Association; Anadarko; Apache Corp.; Chevron; CITGO; Contango; Cosentino; Ecumenical Patriarchate of the Eastern Orthodox Church; Enbridge Inc.; Enterprise Products; Francesca's; Genuine Parts Company; GreyStar Corporation; Group 1 Automotive Inc.; Harris County; Holloman; Huntsman; Key Energy; Liberty Mutual; LoJack; Lyondell Chemical Company; The Lancaster Hotel; Mi-Jack Products Inc.; Mistras Inc.; MJMC Inc.; Millennium Interests; Motion Industries Inc.; National Oilwell Varco; Nevada Gold & Casinos Inc.; NAPA Auto Parts; NiSource; Noble Energy Inc.; NRG Energy; NuStar; Penspen; Plains All American Pipeline L.P.; Port of Houston; Prime Natural Resources Inc.; PSC, LLC; Ramex Inc.; Sheridan Healthcare Inc.; St. James Capital Partners L.P.; Technip FMC; US Energy Corp.; Versata Inc.; Weatherford International; ZT Wealth

AHMAD
ZAVITSANOS
ANAIPAKOS
ALAVI
MENSING

AZA

Tough Name. Tougher Opponent.

AJAMIE LLP

www.ajamie.com tel: 713 860 1600 fax: 713 860 1699

Managing Partner: Thomas R. Ajamie

Number of partners: 4 Number of lawyers: 11

Languages: *English, French, Spanish*

Firm Overview:

Ajamie LLP is a leading international litigation boutique with offices in Houston and New York. It has won over \$1 billion in awards and settlements, one of a small number of elite law firms to have done so. The firm's cases and client base span the globe, ranging across the United States to countries as diverse as Argentina, England, Ecuador, Mexico, Indonesia, Switzerland, Thailand, Italy and others. Ajamie's litigators regularly handle a broad range of plaintiff-side and defense-side work.

Main Areas of Practice:

Complex Business Litigation & Arbitration:

- Settled for \$79 million a federal court class action lawsuit against Wells Fargo on behalf of its former financial advisors who were wrongfully forced to forfeit their deferred compensation when they left the company. This is the largest deferred executive compensation recovery in US history
- First to uncover and report on convicted Hollywood producer Harvey Weinstein's crimes. Ajamie's role has been featured in numerous news articles, as well as the joint PBS Frontline/BBC Panorama documentary "Weinstein: The Inside Story," and in the New York Times bestseller *She Said*, by Jodi Kantor and Megan Twohey
- Legal counsel to the Super Bowl LI Houston Host Committee providing a wide range of legal services for this multi-billion dollar event, including preventive litigation counseling, risk management, contract negotiation and liability prevention advice for the tens of thousands of workers involved in events leading up to and including the big game
- Won a record \$112 million jury award on a civil RICO Act claim on behalf of a Fortune 100 company against defendants who conspired to extort money from the company and tamper with trial witnesses. The jury's verdict was the largest RICO verdict in Texas history, and the third largest in US history
- Won a \$12.2 million judgment, including full damages and all attorneys' fees, on behalf of a multinational technology company against its former employees who conspired with others to engage in a false-invoice and bid-rigging scheme to defraud the company

- Negotiated and drafted a structured multimillion dollar Mexico/USA cross-border settlement resolving over 40 civil proceedings including federal and state court proceedings in the United States, federal and state court proceedings in Mexico, and civil arbitration proceedings before CANACO in Mexico
- Member of the legal team that recovered over \$173.8 million for investors in the Cobalt International Energy, Inc. securities class action litigation. Clients alleged that the defendants violated the federal securities laws by, among other things, misstating and concealing facts on Cobalt's partnership with Angolan government officials and the productivity of Cobalt's Angolan oil and gas wells
- Won a \$429.5 million arbitration award, the largest NYSE award in history, against a former PaineWebber broker. The WSJ noted that the award was "roughly 10 times that of the next largest award"
- Successfully sued Wells Fargo and won a seven-figure settlement in a case where some of its employees secretly diverted money from client accounts in California over two and one-half years
- Member of the legal team that recovered a \$70 million settlement from Securities America, Inc., the broker-dealer subsidiary of Ameriprise Financial, Inc., for investors who lost money in the Medical Capital Ponzi scheme
- Won a \$14.5 million arbitration award on behalf of a New York family against Prudential Equity Group over the course of 84 hearing sessions occurring at the New York Stock Exchange. According to *The Wall Street Journal*, the award is the third largest award to be handed out by an arbitration panel at the NYSE

PRACTICE AREAS

Complex Commercial Litigation
 Securities Litigation
 Financial Services Litigation
 Business Contract Litigation
 Civil Antitrust Litigation
 ERISA Class Actions
 Civil RICO Litigation
 Commercial Arbitration
 International Arbitration

OFFICES

TEXAS

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NEW YORK

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International Work:

Ajamie has a recognized national and international practice and a reputation for winning transnational commercial disputes for national and international clients. The firm's litigation and arbitration practice frequently involves asserting claims on behalf of, or against, parties outside the United States. This international focus has given Ajamie's lawyers valuable experience in communicating and applying legal concepts from multiple legal systems, locating documents and conducting transnational discovery and determining how best to translate, authenticate and introduce foreign corporate and government records in a way that is understandable and persuasive to the judge, jury, or arbitration panel.

The logo for Ajamie LLP features the word "AJAMIE" in a large, bold, blue, sans-serif font. Below it, the letters "LLP" are written in a smaller, blue, sans-serif font.

ALEXANDER DUBOSE & JEFFERSON LLP

www.adjtlaw.com tel: 1 512 482 9300 fax: 1 512 482 9303

Chairman: Marcy Hogan Greer

Managing Partners: Marcy Hogan Greer (Austin), Charles T Frazier (Dallas), Robert Dubose (Houston)

Number of partners: 14 Number of lawyers: 17

Languages: *English, Italian, Spanish*

Firm Overview:

Alexander Dubose & Jefferson (ADJ) offers clients a 21st-century approach to litigation in which appellate counsel, trial lawyers, and the client work together efficiently to assess risk, explore creative solutions and develop strategies to maximize the odds of a favorable outcome. With 12 board-certified appellate lawyers, ADJ has the deepest collection of elite-level talent of any Texas appellate group. ADJ's offices in Austin, Dallas, Houston, and San Antonio provide a springboard to courts nationwide. The firm's lawyers appear regularly in the US Supreme Court and Texas Supreme Court, in addition to state and federal intermediate appellate courts. ADJ lawyers also team with litigators in state and federal trial courts, assisting at trial as well as during the pretrial and post-verdict phases. Through active participation and leadership roles in respected organizations such as the American Law Institute, the American Academy of Appellate Lawyers, the ABA Council of Appellate Lawyers, the ABA Tort Trial & Insurance Practice Section, and the State Bar of Texas, ADJ remains at the forefront of developing legal issues.

As importantly, ADJ continues its commitment to diversity, equity, and inclusion at the firm, in its profession, and in its communities. The diversity in the firm's ownership, attorneys, and staff reflects ADJ's culture, in which different people, backgrounds, cultures, and beliefs are valued, supported, and engaged. ADJ's differences give the firm a broad perspective and enhance its ability to handle challenges. These strengths energize ADJ to tackle the toughest cases, take action to improve DE&I in the legal profession, and work in its communities for positive change.

These efforts intersect seamlessly with ADJ's commitment to access to justice, exemplified by ADJ's lawyers' pro bono work. In recent years, ADJ lawyers have provided pro bono including representing a death-row inmate in his claim of actual innocence and obtaining compensation for a former death-row inmate erroneously convicted, representing immigrant women and children challenging the length and conditions of their confinement while awaiting a determination of their asylum claims, and opposing attempts to block county officials from allowing voters with concerns about polling-place COVID conditions to cast mail-in ballots. These are just a few examples of the work that has led organizations to recognize our lawyers as outstanding contributors to access to justice for all.

ADJ's well-rounded approach reflects our commitment to excellence in all that we do. Clients have come to know ADJ as the go-to firm when the stakes are highest. ADJ is dedicated to preserving the win and reversing the loss. ADJ loves its work and considers it a privilege when it has the opportunity to show clients and trial lawyers how that work can help them.

Main Areas of Practice:

Appellate Law

- 17 appellate specialists
- 12 lawyers board certified in Civil Appellate Law by the Texas Board of Legal Specialization

Litigation & Arbitration

Contact:

Operations & Marketing Manager:

Lindsey Kaye

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PRACTICE AREAS

Appellate Law
Litigation & Arbitration

OFFICES

TEXAS

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Tel: 1 512 482 9300 Fax: 512 482 9303



ANDREWS MYERS, PC

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Managing Partners: Ben Westcott, Patrick Hayes
Number of partners: 25 Number of lawyers: 55

Firm Overview:

Proud to call Texas home for over 30 years, Andrews Myers is a law firm renowned for their proactive and practical approach to business and celebrated for its extensive background in construction law. Clients look to Andrews Myers for its proven skills and trusted counsel in these core areas: construction, real estate, corporate, energy, employment, bankruptcy-creditors' rights, litigation and arbitration. Thanks to a strong entrepreneurial spirit, the firm is now one of the most recognized independent law firms in Texas, with a footprint that extends far beyond state lines.

Main Areas of Practice:

Construction:

- Counsel in every phrase of the construction project
- Experience spans the widest range of construction projects in the public and private sector, from airports to highways and other infrastructure projects, mixed-use to sports venues, petrochemical plants to power plants, and upstream, midstream and downstream energy projects
- Focus on claims, defaults and terminations, cost overruns, design and construction defects, contract drafting and negotiation, energy-related construction, mechanics' liens, payment bond claims and collections
- Known for complex, multi-party dispute resolution skills, especially related to EPC/LNG

Contact: William J 'Jason' Walker

Tel: 713 850 4234

Email: jwalker@andrewsmyers.com

Real Estate:

- Serve as counsel to buyers, sellers, landlords and tenants, on industrial, retail, office, hospitality, build-to-suit, mixed use, educational, multi-family and residential land developments
- Focus on acquisitions and sales, title and survey review, financing and refinancing, and lease negotiations, options and renewals for owners/lessors and commercial tenants
- Provide a long-term outlook for future lease considerations, assignment, adjustments or possibility of default or litigation

Contact: Patrick Hayes

Tel: 713 850 4226

Email: phayes@andrewsmyers.com

Corporate:

- General corporate representation of companies
- Formation of companies, including corporations, LLCs and partnerships
- Representative experience in shareholder agreements, mergers and acquisitions, transaction structuring, owner sales and routine contractual issues
- Counsel in finance and capital formation, private placements and venture capital transactions
- Conversions, recapitalizations and reorganizations

Contact: Patrick Hayes

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Email: phayes@andrewsmyers.com

Energy:

- Counsel clients with respect to energy litigation, arbitration and mediation
- Focus on downstream commodity transactions, chemical terminaling and storage agreements, and turnkey drilling contracts
- Advising on wellsite risk management, mineral liens, and procurement agreements
- Four attorneys are former in-house counsel for multinational firms in the LNG, petrochemical and chemical industries

Contact: Champe Fitzhugh

Tel: 512 900 3012

Email: cfitzhugh@andrewsmyers.com

Employment:

- Counsel clients with respect to OSHA compliance and defense of OSHA citations
- Defense of state and federal discrimination claims, wage and hour compliance, noncompetition agreements, and employment policy review
- Emphasis on preventative measures and workplace education
- Two attorneys with Board Certification in Labor and Employment Law by the Texas Board of Legal Specialization

Contact: Anthony 'Tony' Stergio

Tel: 713 850 4214

Email: astergio@andrewsmyers.com

Bankruptcy-Creditors' Rights:

- Serve as counsel to secured and unsecured creditors, protecting their rights and maximizing their recovery from debtors in bankruptcy
- Focus on preference actions, fraudulent transfer litigation, claim objections, contested confirmation hearings, assumption and rejection of contracts and leases, and automatic stay litigation
- Acquisition of assets from financially distressed companies

Contact: Ed Ripley

Tel: 713 850 4227

Email: eripley@andrewsmyers.com

PRACTICE AREAS

Construction
Real Estate
Corporate
Energy
Employment
Bankruptcy-Creditors' Rights
Business Litigation/Arbitration

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Business Litigation:

- Counsel companies in a wide spectrum of legal entanglements, providing both plaintiff and defense support from pre-litigation through appeal
- Experience with real estate development, hospitality, energy and petrochemical, medical, manufacturing, financial services, and insurance industries
- Focus on breach of contract, business dissolution, enforcement of trade secrets, intellectual property, insurance coverage, lender liability, bidding disputes and uniform commercial code

Contact: Hunter M Barrow

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Arbitration:

- Four attorneys are members of the National Panel of Construction Arbitrators for the American Arbitration Association
- Attorney on the National Panel of Commercial Arbitrators for the American Arbitration Association
- Bill Andrews is a founding member of the Construction Mega-Projects Panel of Arbitrators for the American Arbitration Association
- Routinely called upon to mediate and arbitrate the most complex construction, real estate and business contract disputes

Contact: William K 'Bill' Andrews

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BAKER BOTTS

www.bakerbotts.com tel: 713 229 1234 fax: 713 229 1522

Managing Partner: John Martin

Number of partners worldwide: 277 Number of other lawyers worldwide: 430

Total number of lawyers worldwide: 707

Firm Overview:

Baker Botts is a leading international law firm recognized for its service to clients across three key business sectors — energy, technology and life sciences — and throughout 13 offices located in the US, Europe, Russia, the Middle East and China. Dating back to 1840, Baker Botts lawyers and staff have worked on complex legal issues, including energy projects, intellectual property arguments, litigation, corporate transactions, environmental compliance challenges and tax disputes. As one of the largest law firms in the United States, the firm has worked on behalf of clients in more than 100 countries, and the firm regularly consults on matters that have a local, regional and global impact.

Main Areas of Practice:

Global Projects Department:

Global Projects lawyers provide clients with in-depth legal advice in the world's major energy producing regions. Areas include: oil and gas, project development and finance, real estate, energy regulatory and international trade. These focus on energy and infrastructure projects in both development and operational stages, as well as advisement in respect to regulatory, import/export, finance and commercial business transactions often required after these projects commence.

Intellectual Property Department:

The firm offers a national and international practice including patent litigation, patent procurement, patent licensing and due diligence. Other areas of practice include strategic IP counseling, trademark acquisition, trademark and copyright litigation, franchise and distribution and other intellectual property transactions. With the skill set to protect and advance clients goals, combined with technical knowledge and industry experience, firm lawyers are able to work with clients facing complex technology issues.

Litigation Department:

Litigators handle commercial, securities, professional liability, product liability, patent, white-collar, antitrust, international arbitration, environment and energy litigation, as well as the appellate issues that arise from these matters. The firm's representations reflect the broad litigation practice, with matters ranging from wins in high-profile cases to precedent setting victories. The firm has one of the largest and most diverse environmental practices. The firm's lawyers excel in courtrooms across the United States and internationally, helping resolve client's legal problems in a variety of industries.

Corporate Department:

Corporate lawyers handle complex matters, advising clients on a full range of corporate, securities and financing matters, including public offerings and private placements of equity and debt for both issuers and underwriters or placement agents. In addition, the firm's corporate lawyers have extensive experience in private equity and venture capital fund transactions and specialised financing in domestic and international contexts.

Tax Department:

Comprised of four sections, including income tax, state tax, employee benefits and executive compensation and private clients services, the tax department provides advice to clients across the spectrum of business activities and investments. Lawyers develop plans and structures to achieve clients' objectives while minimizing the impact of federal, state and international taxes. The firm also features a substantial employee benefits and executive compensation practice, and provides counseling to individuals, families and entrepreneurs on wealth transfer and succession planning tax issues.

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BAKER BOTTS

BELL NUNNALLY & MARTIN

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Managing Partner: Christopher B. Trowbridge
Number of partners: 38 Number of lawyers: 62
Languages: *English, Spanish, Korean*

Firm Overview:

Founded in 1980, Bell Nunnally & Martin LLP is a premier full-service law firm located in the heart of Dallas, Texas. With over 60 attorneys, Bell Nunnally is recognized among the 25 largest firms in North Texas, and among the 60 largest firms in Texas.

Providing transactional and litigation services to a national and international client base ranging from start-up businesses to Fortune 500 companies, Bell Nunnally has attorneys experienced in a full range of business matters including litigation, real estate, commercial finance, corporate and securities, bankruptcy and financial restructuring, health care, immigration, intellectual property, appeals, entertainment, labor and employment, mergers and acquisitions, estate planning, tax, and white collar criminal and regulatory defense.

Main Areas of Practice:

Corporate & Securities:

Understanding a client's business — and being knowledgeable about the business environment in which the decision is being made — is critical to developing a legal strategy that accomplishes the client's goals. With that understanding, Bell Nunnally can best evaluate the risks and rewards in complex business transactions, and counsel clients on the broader ramifications of decisions being made. The firm often becomes one of the primary resources of the client's leadership team when planning for the future. Each transaction is part of an ongoing partnership. Clients turn to Bell Nunnally for counseling in a full range of corporate, business and securities matters. The firm represents domestic and foreign publicly traded companies, privately held, family-owned and venture-backed companies, partnerships, private equity firms and other investment funds, management groups and entrepreneurs.

- Represented Dallas-based ISN Software Corporation in its deal with New York based private equity firm Blackstone Group. The minority investment in ISN values the company at more than \$2B
- Assisted an investment firm with a workout and reorganization of a \$380M loan for a large real estate complex, which involved litigation, lender workouts and third-party investment analysis
- Represented AM-C Warehouse in its \$85M sale to Americold Realty Trust of two North Texas cold storage warehouses consisting of an 8.6 million cubic foot facility in Mansfield, Texas and a 5.2 million cubic foot facility in Grand Prairie, Texas

Mergers & Acquisitions:

A principal focus at Bell Nunnally is the mergers and acquisitions practice. The firm's transactional lawyers have substantial skill and experience in facilitating the structuring, financing and successful completion of acquisitions, divestitures, investments, mergers, joint ventures/strategic alliances and recapitalizations.

Commercial Finance:

Bell Nunnally has developed a multi-disciplinary team of attorneys with extensive experience in closing complex loans in commercial, asset-based and real estate transactions. Clients, whether borrowers or lenders, rely on the firm for effective representation in structuring, negotiating and documenting financing transactions of all types. The firm guides them every step of the way. Bell Nunnally's understanding of the intricacies of financial transactions is solid.

Through that understanding the firm closes transactions without making them harder than necessary. After all, the closing of a transaction should be the start — and not the end — of a business relationship.

Litigation:

Bell Nunnally is at home on the battlegrounds — state courts, federal courts and before panels of arbitrators. The firm is a section of real trial lawyers, with experience that spans many different industries and many different specialties. And while the firm's litigators are known in the legal community for successes in the courtroom, they are also respected for their successes in less visible areas of the litigation process — the procedural and evidentiary battles that often are decisive in determining outcome.

Labor, Employment & Benefits:

Every employer is covered by at least one state or federal employment law, and frequently by multiple laws. Bell Nunnally's employment attorneys assist business owners in negotiating the day-to-day maze of those laws. And, because employment problems can, and frequently do, turn into lawsuits, the firm's employment lawyers are skilled in the courtroom. The firm has litigated virtually every type of employment discrimination case, and that considerable jury trial experience provides the insights to advise employers on the steps needed to avoid litigation. The goal is always to focus on helping clients run their businesses in a way that keeps them out of court. But when a trial is the best option, Bell Nunnally has the experience and skill to be zealous advocates.

Intellectual Property:

For many companies, intellectual property is their greatest asset. Bell Nunnally partners with businesses to protect their intellectual property, whether it take the form of patents, trademarks, copyrights or trade secrets, and has worked with all sizes of companies in a variety of industries.

Bankruptcy & Financial Restructuring:

Bell Nunnally brings a breadth of understanding to clients that comes from years of success in handling cases of every type within the complicated realm of bankruptcy and financial restructuring. But knowledge of bankruptcy law alone is not enough. The firm assesses clients' bankruptcy objectives and where appropriate collaborates with firm attorneys in other relevant disciplines — corporate, finance, real estate, employment, tax and litigation — to craft an effective approach.

PRACTICE AREAS

Appeals
 Bankruptcy & Financial Restructuring
 Commercial Finance
 Corporate & Securities
 Creditors' Rights
 Entertainment, Advertising & New Media
 Health Care
 Immigration
 Intellectual Property
 Labor, Employment & Benefits
 Litigation
 Mergers & Acquisitions
 Private Clients & Estate Planning
 Real Estate
 Tax
 White Collar Criminal & Regulatory Defense
 Workplace Culture & Misconduct
 Investigations

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Immigration:

Attempting to navigate the complexities of US immigration law can have severe consequences if done alone or without the proper skill and experience. Bell Nunnally helps businesses and individuals obtain immigration benefits including nonimmigrant status, Legal Permanent Residency and US Citizenship.

Real Estate:

Real estate law requires perspective. Bell Nunnally's real estate lawyers know more than what the law says — they possess a thorough understanding of the fundamentals of the real estate industry, and how individual real estate matters fit into the overall business objectives of its clients. The firm uses this knowledge to optimize both immediate and long-term results for its clients.

Tax:

Discussions on tax law can yield complicated talk—but no clear answers. Not so at Bell Nunnally. The firm understands tax law, and also works hard to understand its clients' objectives. The firm's practice includes transactional tax planning and tax controversy litigation.

White Collar Criminal & Regulatory Defense:

Bell Nunnally's practice, led by a former federal prosecutor, has the experience and — more critically — an insider's perspective on the tactics and resources used by the Department of Justice, the Securities and Exchange Commission, and other prosecutors and investigators. The firm draws on decades of knowledge gained handling federal criminal and enforcement proceedings, federal and state administrative actions, and parallel and separate white collar investigations.



BELLNUNNALLY

BRACEWELL LLP

www.bracewell.com tel: 713 223 2300 fax: 713 221 1212

Managing Partner: Gregory M Bopp

Number of partners: 157 Number of lawyers: 327

Languages: Arabic, Bangla, Bulgarian, Cantonese, Croatian, Czech, Danish, English, French, German, Greek, Hebrew, Hindi, Indonesian, Italian, Japanese, Korean, Mandarin, Portuguese, Punjabi, Romanian, Russian, Serbian, Spanish, Swedish, Tamil, Thai, Turkish, Urdu, Vietnamese

Firm Overview:

Bracewell LLP is a leading law and government relations firm primarily serving the energy, infrastructure, finance and technology sectors throughout the world. Its industry focus results in comprehensive state-of-the-art knowledge of the commercial, legal and governmental challenges faced by clients and enables the firm's lawyers to provide innovative solutions to facilitate transactions and resolve disputes.

Main Areas of Practice:

Energy:

Bracewell is consistently at the forefront of developments across the energy value chain. The firm is unmatched in its ability to provide a comprehensive offering for market players given the significant number of Bracewell lawyers who are focused in each aspects of this sector.

In the oil and gas sector, Bracewell represents upstream exploration and development companies; oilfield service businesses; pipeline, storage and terminals companies; refining and chemicals companies; commercial banks, trading houses, investors and private equity investors involved in oil and gas; and investment banks, other intermediaries and strategic advisors to oil and gas companies and investors.

The power team represents utilities, independent power producers, retail electric businesses, commodity trading houses and investors in a wide range of transactions and regulatory and compliance matters relating to conventional and renewable power sources and transmission.

Bracewell has been at the forefront of developments and innovations related to renewable energy and sustainability. Solar, wind, biomass, hydropower, and hydrogen development — all are vital parts of the energy transition. These renewable sources — combined with carbon capture, energy storage, and environmental, social, and governance (ESG) practices — involve complex legal, financial, and regulatory issues that Bracewell is well-positioned to address due to the firm's depth and vast experience.

The firm has developed targeted practices — such as regulatory, environment, tax, intellectual property and strategic communications — to serve its energy clients. Bracewell's industry focus enables it to maintain cutting-edge experience and in-depth knowledge of the commercial, legal and regulatory challenges faced by its clients, so that it can provide the most effective legal solutions to facilitate transactions and resolve disputes.

We Know Energy®.

Infrastructure:

Bracewell has one of the largest and most experienced infrastructure teams in the United States. It has played leading roles at every stage in the procurement, structuring, development, financing, operations purchase and sale of major infrastructure projects around the country and in significant markets globally, including energy, transportation, social infrastructure, hospitality, arts, sports venues and other projects.

Clients rely on Bracewell to help them achieve their most ambitious goals. Many of these projects are unique, innovative or first-of-their-kind.

Finance:

Bracewell is well known for advising borrowers and lenders on billions of dollars of financial transactions every year. The firm assists clients in various forms of secured and unsecured transactions, including project finance, acquisition finance, syndicated lending, structured finance, leveraged finance, reserved-based lending, bridge financings to facilitate capital markets access, equipment finance and leasing. Bracewell's finance team also helps clients in various stages of a lending transaction, including refinancings and restructurings (including out-of-court restructurings) of existing loans, debtor in possession (DIP) financings, and exit financings for both borrower and lender clients. Bracewell boasts a large energy finance team with in-depth knowledge across the entire energy finance spectrum, including upstream, midstream, downstream, exploration and production, refining, oil field services, commodities, chemicals, and renewables and conventional power.

Technology:

Bracewell's technology team utilizes a well-rounded approach to facilitate protection of technology assets to align with the long term goals of the client. The firm provides practical coverage in all areas of technology and intellectual property, with established practitioners who file, prosecute and litigate patents, trademarks and copyrights, and provide advice and support on an array of transactional or adversarial matters. Bracewell also counsels on outsourcing, licensing, technology transfers and joint venture agreements. The firm is particularly active in core industries around the globe, including energy, technology, finance and retail.

Litigation:

For 75 years, Bracewell's litigators have excelled in courtrooms across the United States and internationally, earning the respect of both judges and adversaries. The team is known for representing industry leaders, across many sectors, in their most high-profile and complex matters. This includes commercial, securities, patent, white-collar, international arbitration, environment and energy litigation, as well as appellate issues that arise from these matters.

Government Relations:

The firm's government relations practice is housed within its Policy Resolution Group, which includes lawyers, government relations specialists and strategic communications professionals. It offers a seamless integration of these skill sets and a depth of knowledge unparalleled in Washington, DC.

PRACTICE AREAS

Antitrust/Competition
 Corporate & Securities
 Employee Benefits/ERISA
 Energy
 Environment, Social & Governance (ESG)
 Environmental Strategies
 Finance
 Financial Institutions
 Financial Restructuring
 Government Contracts
 Government Enforcement & Investigations
 Government Relations
 Healthcare & Life Sciences
 Incident Prevention & Response
 Infrastructure & Development
 Insurance Recovery
 Intellectual Property
 Labor & Employment
 Lending
 Litigation
 Outsourcing
 Private Equity
 Public Finance
 Public Lands and Resources
 Real Estate Investment & Finance
 Strategic Communications
 Tax
 Technology

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INTERNATIONAL OFFICES

The firm also has offices in Dubai and London.

This makes Bracewell offering unique among government relations firms. The team has vast and diverse industry experience, with notable influence in energy and environment, namely utilities, oil and gas, and renewables, national security and consumer products.

BRACEWELL

BRADLEY ARANT BOULT CUMMINGS LLP

www.bradley.com tel: 202 393 7150 fax: 202 347 1684

Chairman & Managing Partner: Jonathan M. Skeeters

Number of partners: 326 Number of lawyers: 549

Languages: French, German, Spanish, Urdu

Firm Overview:

Bradley Arant Boulton Cummings LLP (Bradley) combines skilled legal counsel with exceptional client service and unwavering integrity to assist a diverse range of corporate and individual clients in achieving their business goals. With offices in Alabama, Florida, Mississippi, North Carolina, Tennessee, Texas, and the District of Columbia, the firm's nearly 550 lawyers represent regional, national and international clients in various industries, including banking and financial services, construction, energy, healthcare, life sciences, manufacturing, real estate, and technology, among many others.

Bradley is proud of the recognition the firm has received from clients, professional peers, industry publications and trade journals:

- 108 attorneys and 34 practice areas listed in *Chambers USA*, 2021 edition
- 302 attorneys in 'The Best Lawyers in America', 2021 edition
- Named *Benchmark Litigation's* 2018 'Southeast Firm of the Year'
- Named *Benchmark Litigation's* 2021 and 2020 'Litigation Firm of the Year' in Tennessee
- Highly Recommended Firm among Leading Litigation Firms for Alabama, Mississippi, and Tennessee in *Benchmark Guide to America's Leading Litigation Firms and Attorneys*, 2008-2021
- Top ranked for the 11th consecutive year in the *US News & World Report Best Lawyers 'Best Law Firms'* survey; named 2020 and 2018 US 'Law Firm of the Year' for Construction Law
- Named *Law360's* 2020 'Practice Group of the Year' for Construction Law
- Named one of 'America's Top Corporate Law Firms for 2019' and one of the most recommended firms for Real Estate Law by *Forbes Magazine*
- Named a '2019 Top 100 Law Firm for Women' by *WomenInc. Magazine*

Main Areas of Practice:

- Alternative Dispute Resolution
- Antitrust & Competition
- Appellate
- Banking & Financial Services
- Bankruptcy & Creditors' Rights
- Class Actions
- Commercial Litigation
- Complex Business Litigation
- Construction & Procurement
- Corporate & Securities
- Cybersecurity & Data Privacy
- Economic Development
- Electronic Data & Discovery
- Emerging Growth Companies
- Employee Benefits & Executive Compensation
- Energy
- Environmental
- Environmental & Toxic Tort Litigation
- False Claims Act & Qui Tam Defense
- Financial Services Litigation & Compliance
- Government Contracts
- Government Enforcement & Investigations
- Governmental Affairs
- Healthcare
- Immigration
- Insurance
- Intellectual Property
- International Arbitration
- Labor & Employment
- Life Sciences
- Media & Entertainment
- Medical Malpractice
- Pharmaceutical Litigation
- Privacy & Information Security
- Product Liability
- Professional Liability Litigation
- Public Finance
- Real Estate
- Tax
- Telecommunications & Utilities
- Trusts & Estates

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Bradley

CHAMBERLAIN HRDLICKA

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Managing Shareholder: Larry A. Campagna

Number of equity shareholders: 42 Total number of attorneys: 151

Firm Overview:

Founded in 1965 by attorneys from the Tax Division of the United States Department of Justice as a tax-focused firm specializing in tax planning, controversy and litigation, Chamberlain Hrdlicka has grown to over 150 attorneys, servicing a wide variety of practice areas. Today, the firm's tradition of personalized service continues to be valued by clients from the smallest start-up ventures to the largest multinational companies.

Main Areas of Practice:

Bankruptcy, Restructuring & Creditors Rights:

The firm's bankruptcy, restructuring, and creditor rights practice offers a nationwide reach, regularly representing corporate and high net-worth debtors and debtors-in-possession, creditors, lenders, and trustees in all types of reorganization proceedings, including both in-court and out-of-court workouts.

Construction:

The firm's representation of clients extends from the beginning of projects through their conclusion, from the negotiation of contracts and preparation of bids to the resolution of construction disputes. The firm assists clients in project administration, job close-outs and settlement, and 'privatization' matters, performs disaster and injury investigations, and provides a full range of services with respect to government (federal, state and local) contracts, including bid protests and board of contract appeals claims.

Corporate, Securities & Finance:

The firm represents a broad spectrum of public and private business entities involved in initial public offerings and secondary offerings of equity and debt securities; private placements; mergers and acquisitions; venture capital financing; international project finance; swaps and financial derivative transactions; corporate bonds and asset-backed securities; conventional loans; leveraged buy-outs; exchange offers; tender offers; roll-up consolidations, and other business combinations and reorganizations; technology licensing, equity incentive and compensation programs; supply chain management; and ongoing corporate and securities counseling of both public and private companies as well as their directors and executive officers.

Data Security & Privacy:

The firm's data security & privacy section understands how data is captured, stored, transferred and monetized. Thanks to our experience working with a vast range of clients, from Fortune 100 companies, leading internet companies and communications providers to mid-size firms and emerging startups, we are not only well-versed in the legal issues, but have a deep understanding of how data flows through systems.

Employee Benefits & Executive Compensation:

The firm's employee benefits section represents public companies, large and closely-held private companies, tax-exempt organizations, and the fiduciaries who oversee those entities' employee benefit plans. From qualified retirement plans, to executive compensation, to fiduciary advice, to health and welfare programs, to mergers and acquisitions, to ERISA litigation.

Energy & Maritime:

The firm's energy practice encompasses expertise in power development, project financing, industry mergers and acquisitions, dispute resolution, with emphasis on gas to power marketing and trading,

asset development and financing, energy management agreements, gas supply agreements, power purchase and sale agreements, fuel transportation agreements, transmission queue position swaps, electrical and fuel interconnection agreements.

Estate Planning & Administration:

The firm's estate planning and administration section provides legal counsel on wills, planning for incapacity, gifting strategies, life insurance planning, trust planning, charitable giving, succession planning, family limited partnerships, marital property agreements, estate administration and probate, preparation and filing of returns, representation in estate and gift tax audits.

Immigration:

The firm's expertise includes outbound planning for US-based clients; inbound planning for foreign clients; cross-border business support and counsel; personal planning for 'citizens of the world'; resolving tax controversies involving international issues; and obtaining appropriate US immigration status.

Intellectual Property:

Chamberlain Hrdlicka's IP group provides comprehensive services in patent, trademark and copyright protection and dispute resolution. The firm prides itself on understanding clients' IP needs and providing exceptional service in promoting, preserving, and protecting their IP rights.

International:

Chamberlain Hrdlicka's diverse team of international practitioners works to minimize the risk and simplify the complexity of international activities for clients. From individuals and families, to public and private business, the firm serves a broad spectrum of clients based both in the US and abroad.

Labor & Employment:

The firm's labor and employment section has become a powerhouse in litigating wage and hour matters in the oil and gas fields across the United States. The L&E practice has become sought after by energy companies facing bet-the-company class and collective actions anywhere in the US. The firm is a leader in defending claims in the oil and gas and cable industries, as well as other businesses that rely on an independent contractor model, brought under the Fair Labor Standards Act (FLSA), a law that, broadly, ensures employees are paid fairly for all the time they work, including overtime.

Litigation & Appellate:

The firm provides comprehensive litigation services in a wide variety of specialized areas, including antitrust, insurance, business fraud, consumer law, deceptive trade practices, contract disputes, environmental law, federal multi-district litigation, products liability, toxic torts, IP rights infringement, white collar crime and other areas.

OFFICES

GEORGIA

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Tel: 210 253 8383 Fax: 210 253 8384

Probate & Fiduciary Litigation:

Trust and estate litigation involves a wide array of composite issues such as fiduciary duties, tax and real estate issues, rights of creditors, family business and even bankruptcy. As a result, it is vitally important for clients to have a strong team of expert litigators dedicated to resolving complex trust and estate disputes with the best possible outcome.

Real Estate:

The firm's expertise includes development, financing, purchase and sale of a wide variety of real estate assets, including residential and commercial office and retail complexes, manufacturing facilities, resort facilities and land development. The firm handles negotiation and drafting of real estate contracts and leases, title and survey review and curative actions, closing agreements and documentation, workouts and foreclosures, and eminent domain and condemnation proceedings.

Tax & Tax Controversy:

Chamberlain Hrdlicka's nationally ranked tax section is a core strength of the firm's diversified law practice. The firm's tax section represents domestic and foreign multinational companies in cross-border financial transactions, international structuring, global tax minimization, including transfer pricing and contract manufacturing arrangements, foreign tax credit management and planning, section 199 deductions, accounting method issues, including inventory methods and capitalization issues, and advising on the application of FIN 48 to domestic and international tax issues. The firm also provides counsel on all phases of the tax controversy process, from the beginning of the tax audit, to the preparation of tax protests and negotiation with IRS Appeals, to litigation in the federal tax courts and representation on appeal. Similarly, at the state level, the firm represents taxpayers in all phases of the tax litigation process. Chamberlain Hrdlicka is also the sole United States law firm belonging to the International Tax Group ('ITG'), an elite group of international tax lawyers from five continents.

 Chamberlain Hrdlicka
Attorneys at Law

COFFIN RENNER LLP

www.crxlaw.com tel: 512 879 0900 fax: 512 879 0912

Managing Partner: Ann Coffin

Number of partners: 5 Number of lawyers: 8

Languages: *English, Spanish*

Firm Overview:

Formed in 2009, Coffin Renner excels in the representation of investor-owned electric transmission and distribution utilities, electric cooperatives, water and telecommunications utilities, intrastate natural gas pipelines, common carriers of natural gas liquids and crude petroleum, and natural gas distribution utilities before municipalities and state regulatory agencies, including the Public Utility Commission of Texas (PUCT), Railroad Commission of Texas (RCT), Arkansas Public Service Commission, New Mexico Public Regulation Commission, the Texas State Office of Administrative Hearings (SOAH), and Texas courts.

The in-agency experience of the firm's lawyers includes service as a PUCT Director of Enforcement, PUCT Assistant General Counsel, Railroad Commission of Texas Administrative Law Judges, SOAH Master Administrative Law Judge, and head of SOAH's Public Utility Team.

Additionally, many of the Coffin Renner lawyers have large firm backgrounds, and in some cases, have practiced together throughout their careers. It provides clients not only with a unique concentration of lawyers with a depth of experience in utility law, but also a commitment and dedication to quality work product.

Coffin Renner is certified as a Women's Business Enterprise by the Women's Business Enterprise National Council, the nation's largest certifier of businesses owned and operated by women in the US.

Main Areas of Practice:

Utility Ratemaking:

Coffin Renner's attorneys have over 100 years of combined experience representing electric utilities, natural gas utilities, water utilities, and pipeline clients in ratemaking proceedings before regulators in Texas, Arkansas, and New Mexico. The firm's clients range from Fortune 200 companies to small privately owned and managed utilities. The firm routinely represents clients in matters ranging from full cost-of-service base rate cases to more discrete rate modification filings, including annual cost of service adjustments, fuel and gas cost adjustments, energy efficiency cases, and annual filings to recover incremental capital investment.

Certificate of Convenience & Necessity

Amendments & Approvals:

Coffin Renner adeptly assists clients in navigating the regulatory approval process surrounding large capital projects, including electric transmission line construction and generation. With experience across the utility spectrum, the firm's attorneys are uniquely positioned to anticipate potential issues and craft creative solutions to secure the recovery of substantial capital investment and reduce business risk for utility clients.

Wholesale & Retail Water Regulation:

Whether the client is a wholesale water distributor providing water to over 20 cities and 2 million retail customers or a local water distribution or wastewater company with less than 10,000 customers, Coffin Renner's attorneys are intimately familiar with the challenges faced by water utilities on a day-to-day basis. The firm's attorneys assist water utilities in rate matters, complex contract negotiations, arbitrations, sales-transfer-merger applications, and environmental compliance. As water continues to become a more precious resource, the firm serves as a ready resource for the increasingly complex issues faced by the firm's water utility clients.

Utility Sales-Transfer-Merger Proceedings:

Coffin Renner's participation in these industry-defining cases ranges from the representation of clients in proceedings to acquire large investor-owned electric utilities, as well as entire water systems. Whether it involves shepherding an application through the regulatory approval process or advising a client on the potential regulatory risks associated with a contemplated utility sale or merger, the firm's experience and expertise plays a key role in assisting clients with making successful and strategic acquisitions.

PRACTICE AREAS

- Administrative Law
- Appellate
- Energy & Natural Resources
- Electricity
- Oil & Gas
- Telecom
- Utilities
- Water

OFFICES

TEXAS

AUSTIN: 1011 W. 31st Street, TX 78705
Tel: 512 879 0900 Fax: 512 879 0912

Regulatory Appeals:

Coffin Renner's representation of electric, natural gas, and water clients does not stop at the agency level. The firm has successfully represented utilities in administrative appeals before Texas District Courts, Texas Appeals Courts, and the Supreme Court of Texas.

Pipelines & Deregulation:

The Texas energy market is diverse and Coffin Renner's experience with issues faced by this market reflects that diversity. The firm represents a wide array of market participants, including pipelines transporting product across the state and utilities delivering gas to the burner tip in customer homes. Whether the issue is economic, safety or reliability related, Coffin Renner works closely with clients to protect their interests. In the same vein, as Texas electric and telecommunications utilities have navigated the waters and consequences of deregulation, Coffin Renner's attorneys have been seated at the table helping clients solve problems and achieve successful results.

Coffin | Renner

COKINOS | YOUNG

www.cokinoslaw.com tel: 713 535 5500 fax: 713 535 5533

President, CEO and Managing Partner: Gregory Cokinos
Principals: 29 Number of other lawyers: 24

Firm Overview:

Founded in 1989, Cokinos | Young is a leading law firm in the construction and real estate industries. With over 50 attorneys and offices in Houston, San Antonio, Dallas and Austin, Cokinos | Young has evolved into a fully integrated firm, offering a comprehensive portfolio of legal services for both public and private-sector clients. In addition to representing clients on construction claims issues and contract negotiations, Cokinos | Young's practice includes commercial litigation, corporate law, insurance and risk management, bankruptcy and creditor rights, labor and employment, appellate law, and alternative dispute resolution.

Main Areas of Practice:

Construction:

- Gregory Cokinos is the first lawyer in Houston elected to American College of Construction Lawyers
- Leadership in local, statewide, and national bar and industry forums/construction law organizations
- Transactional and litigation services across the industry spectrum
- Careful negotiation and early intervention for claim prevention on the front end

Commercial Litigation:

- At least 80% of firm's commercial litigation centered on real estate development, construction, engineering and design matters
- Commercial litigation group handles all appellate matters and counsels for litigation avoidance
- Significant and complex international litigation in locations such as South America, Europe and the Middle East

Corporate:

- Formation of business entities, including crucial tasks of selecting proper form/ management provisions
- Acquisitions, divestitures, and mergers – from initial negotiations to closing
- Represent global companies as well as small/mid-size businesses desiring to expand market presence
- Asset and equity acquisitions/sales, venture financing/agreements and reorganizations/reformations
- Complex funding arrangements, including leveraged transactions and mezzanine financing

Insurance/Risk Management:

- Coverage litigation; duty to defend, indemnify, settle and appeal lawsuits/claims against clients
- Extensive review of insurance coverage and business agreements to maximize contractual risk transfer
- Complex commercial property exposures; builders risk, business interrogation, extra expense and commercial crime/subrogation issues
- Represent sureties, principals and obligees in connection with performance, payment, bid, fidelity and myriad of other bonds associated with complex business
- Defect, builders risk, work place injuries, design professional liability, and commercial property/business interruption

Commercial Real Estate:

- Large-scale land acquisitions for commercial buildings, transaction and financing issues for commercial developers, and real estate purchases/sales
- Real estate negotiations, transactions and documentation
- Commercial leases, governmental/private land use regulations/compliance, management of liability risks
- Represent some of the largest construction companies/developers in the country
- Construction, leasing and sale/exchange of central business district properties including high-rise office towers

Bankruptcy & Creditor Rights:

- Secured/unsecured creditors, creditors' committees, bankruptcy trustees; special counsel in complex bankruptcy proceedings
- Out-of-court settlement, formal bankruptcy, prosecute litigation to satisfy judgments and pre-judgment relief; sequestrations, attachments and garnishments
- Defends against debtors, trustees and creditor committees to raid payments claimed to be voidable preferences
- Team of corporate, transactional, and litigation attorneys, offering assistance in planning for possible liquidity issues

Labor & Employment:

- Comprehensive and aggressive representation in employment litigation defense and administrative actions; limit future liability exposure
- Protect employer interests in proceedings with the Equal Employment Opportunity Commission, Immigration and Customs Enforcement Division, US Department of Labor, Texas Commission on Human Rights, and Texas Workforce Commission
- Consult on current trends/strategies in employment law for Associated General Contractors, Association of Builders and Contractors, Houston Bar Association and Greater Heights Chamber of Commerce
- Title VII harassment suits, discrimination and retaliation claims, claims under Fair Labor Standards Act, benefits disputes - including Family and Medical Leave Act and ERISA questions, and state companion statutes to federal laws

OFFICES

TEXAS

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Tel: 817 635 3600 Fax: 817 635 3633

SAN ANTONIO: 10999 West IH-10, Suite 800, TX 78230
Tel: 210 293 8700 Fax: 210 293 8733

AUSTIN: 1210 Nueces Street, TX 78701
Tel: 512 476 1080 Fax: 512 476 7770

- Draft and revise employment policies and procedures including manuals, hiring, termination and employment-related decision practices
- Advise on employment laws and enforcing rules/regulations, non-competition agreements, intellectual property, security agreements and disputes

Appellate:

- Broad scope including commercial and business litigation; contractual or transactional, employment, business tort, and surety disputes
- Focused representation before Texas' appellate courts, Texas Supreme Court, Fifth Circuit Court of Appeals and federal appeals courts nationwide
- Proven record of success adding value to litigation practice, securing favorable decisions and representing clients' positions in crucible of legal disputes

Alternative Dispute Resolution:

- Full range alternative dispute resolution including all forms of arbitration and mediation
- Representative areas: commercial, industrial (onshore and offshore), residential and highway construction, employment, real estate, lender liability, commercial fraud, deceptive trade practices, intellectual property, contract issues, personal injury and insurance coverage
- Nationally known mediators and arbitrators provide ADR services as the neutral and serve as national trainers, seminar speakers and published authors
- Close ties with organizations such as the American Arbitration Association keep firm at forefront of new advances

COKINOS

COOPER & SCULLY PC

www.cooperscully.com tel: 214 712 9500 fax: 214 712 9540

Named Shareholders: R Brent Cooper, John A Scully

Number of partners: 21 Number of lawyers: 38

Firm Overview:

Cooper & Scully, P.C. is known for its vast experience in trial and appellate work and for providing aggressive representation. In addition to litigating complex cases from their inception, clients and other law firms retain the firm on the eve of trial to try cases prepared by other lawyers and to handle post-verdict or appellate phases of cases tried by other counsel. Cooper & Scully, P.C. has extensive experience litigating virtually all areas of law. The firm represents private and public entities in a broad range of litigation and other legal matters, including complex multiparty and class-action lawsuits before federal and state courts. The firm also handles federal and state regulatory and agency proceedings and alternative dispute resolution matters, such as arbitration, summary jury trial and mediation.

Main Areas of Practice:

Appellate:

Cooper & Scully appellate attorneys have experience in all aspects of appellate practice including evaluating potential appeals and original proceedings as well as perfecting appeals preparing briefs and petitions for writ of mandamus and oral argument. The firm's appellate attorneys have briefed and argued landmark cases in the Texas Supreme Court, Texas intermediate appellate courts and federal appeals courts, creating both procedural and substantive law. As a result, clients and other attorneys frequently ask Cooper & Scully to take over cases on appeal. Additionally, the firm's appellate section provides support for trial teams throughout litigation to protect the clients' interests in the event of an appeal. The appellate attorneys draft and argue complex discovery motions, dispositive motions, expert challenges, trial briefs and jury charges. They also assist with preservation of error at trial, post-verdict motions, preparation of the judgment and perfection of any appeal.

Commercial:

Cooper & Scully represents entities in litigation that has become a prevalent part of today's business climate. The firm's attorneys represent multinational companies, small partnerships and individuals in prosecuting and defending business tort claims, contract disputes, trade-secret claims, breach of fiduciary duty claims, real estate disputes and other business matters.

Construction:

The firm represents commercial contractors, subcontractors and residential builders in cases involving alleged construction defects, personal injury matters, and contract and commercial disputes.

Health Care:

Cooper & Scully's attorneys are at the forefront of this highly regulated and rapidly evolving industry, maintaining a comprehensive health care practice encompassing virtually every aspect of health care

law. Cooper & Scully represents hospital systems, academic centers, physicians, physician groups, managed care organizations, nursing homes, pharmaceutical companies, and other health care entities.

Cooper & Scully's attorneys have successfully represented clients in complex commercial litigation, class actions, provider reimbursement litigation, medical malpractice lawsuits, managed care litigation, medical staff and peer review disputes, and ERISA-related litigation. The firm serves as coordinating counsel for one of the nation's largest health care organizations and has served as national counsel on birth injury litigation for several hospital systems. Cooper & Scully also counsels clients on state and federal regulation, including Stark and Anti-Kickback compliance, Medicare reimbursement, survey and certification, Medicare Advantage, HIPAA, IJCAHO accreditation and EMTALA.

Insurance:

Cooper & Scully's insurance attorneys are at the forefront in the development of Texas law in the area of bad faith. The firm's attorneys have successfully tried numerous bad faith cases. They have the experience to analyze and evaluate the exposure presented by these cases and to advise clients on how to minimize risks. Cooper & Scully understands the most complex insurance matters. The firm represents insurers and insureds in disputes over coverage afforded by various policies. In addition, Cooper & Scully is among a relatively small number of firms that are equipped to represent reinsurers on various matters.

Intellectual Property Litigation:

The firm represents businesses and individuals in intellectual property litigation. It has represented nationwide retailers and local specialty stores in trademark, trade dress and trade secret actions. The firm provides representation concerning insurance coverage aspects of intellectual property disputes.

OFFICES

CALIFORNIA

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TEXAS

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Tel: 214 712 9500 Fax: 214 712 9540

HOUSTON: 815 Walker Street, Suite 1040, TX 77002
Tel: 713 236 6800 Fax: 713 236 6880

The firm's attorneys have negotiated and drafted licensing agreements and have handled domain name disputes and disputes involving trademark or copyright infringements arising from website content.

Labor & Employment:

The firm offers transactional, litigation and risk-assessment services in employment law. Its transactional services include severance, non-disclosure and non-compete agreements.

Products Liability:

The firm's attorneys have litigated complex matters involving a variety of products such as medical devices, pharmaceuticals, gasoline additives, fuels, toxic chemicals, breast implants, asbestos, motor vehicles, helmets, tires and tire rims, underground gas storage tanks and construction products. The firm has significant experience in representing makers of medical equipment and pharmaceutical products.

Transportation:

The firm's attorneys are experienced and knowledgeable about the transportation industry and understand the vital importance of early investigation and evaluation in issues of losses. Additionally, it uses state of the art technology to investigate and reconstruct accidents.

Premises Liability:

Cooper & Scully advises its property management clients on preventing litigation through risk assessment and risk strategy review. The firm focuses on providing adequate security and other safety training to management and administrative personnel. The firm also represents residential and commercial clients in personal injury lawsuits, suits arising out of third-party criminal acts committed on the clients' property, and lease disputes.

Cooper & Scully
A Professional Corporation

ENOCH KEVER PLLC

www.enochkever.com tel: 512 615 1200 fax: 512 615 1198

Managing Partner: Andrew Kever

Number of partners: 15 Number of lawyers: 22

Firm Overview:

ENOCH KEVER's team of experienced business counselors and advocates are a powerful voice in today's ever-changing legal and business environment. Every business is affected by some form of government regulation—some more than others. Many are extensively regulated and scrutinized in their day-to-day operations. Whether the setting is the negotiating table, a legislative body, a regulatory agency, or a court, our diverse experience as corporate counsel, in public service and in private practice, uniquely equips ENOCH KEVER to help their clients understand and navigate the intersection of business and government to realize their goals.

Main Areas of Practice:

Litigation — Trial & Appellate:

- Federal & State Courts
- Commercial/Business Disputes
- Oil & Gas
- Contracts
- Insurance Coverage
- State Agency
- Real Estate

Business Strategy & Transactions:

- Corporate & Securities
- Privacy & Data Protection
- Communications – Business Strategy & Transactions
- Employment

Public Law & Regulated Industries:

- Electric Industry Regulation
- Environmental
- Legislative Advocacy
- Regulatory Compliance
- Regulatory Litigation
- Communications – Public Law & Regulated Industries

OFFICES

TEXAS

AUSTIN: 7600 N. Capital of Texas Hwy Building B,
Suite 200, TX 78731

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FARLEY & PARTNERS LLP

www.mlfarleypc.com tel: +1 832 653 8700 fax: +1 832 653 8724

Chairman: Mark L. Farley

Number of partners worldwide: 3 Number of other lawyers worldwide: 5

Firm Overview:

Farley & Partners is a boutique law firm in Houston, Texas with a nationally recognised workplace safety and major accident practice. The firm has helped some of the most sophisticated companies in the world successfully navigate the many legal issues implicated in the aftermath of workplace fatalities and catastrophic incidents, including evidence preservation, internal investigations, stakeholder engagement, liability management, and regulatory agency enforcement. Farley & Partners counsels companies on a broad range of release prevention regulations and workplace health and safety issues. The firm also routinely advises boards of directors, and senior executives on issues related to safety performance, leadership, and organisational culture. Founded in 2019, Farley & Partners' attorneys bring decades of experience in working with clients across a wide range of industries, including energy (on-shore and off-shore), chemicals, general manufacturing, semiconductors, pulp and paper, and utilities.

Main Areas of Practice:

Environment:

Farley & Partners are preeminent incident response lawyers. Many of the largest global energy companies and chemical manufacturers designate Farley & Partners as their crisis response counsel in the United States. The firm's lawyers have served in lead counsel roles for some of the most significant industrial accidents in the last 20 years.

Partner Mark Farley has directed the response to more US Chemical Safety Board (CSB) investigations than any other US lawyer. Farley & Partners has developed a new standard for how companies respond to the legal perfect storm created by a workplace or environmental disaster.

- Representation of a pipeline operator in connection with CalFire investigation into large crude oil release in California

Partners: Mark Farley, Jeff Haffner

- Representation of a silica metal foundry in connection with OSHA enforcement after contractor fatality resulting from control of hazardous energy

Partner: Mark Farley

- Representation of a pipeline company in connection with NTSB investigation into strike on 16" liquid propane pipeline that resulted in multiple fatalities

Partners: Mark Farley, Devon Downs

- Representation of a chemical manufacturer in connection with investigations by CSB, OSHA, US EPA and other agencies resulting from a vapor cloud explosion and fire that resulted in mandatory community evacuation

Partners: Mark Farley, Devon Downs, Jeff Haffner

- Representation of an independent refiner in connection with investigations by ATF, CSB, OSHA, US EPA and other agencies resulting from an explosion and fire in a hydrofluoric acid alkylation unit in major metropolitan area

Partners: Mark Farley, Devon Downs, Jeff Haffner

- Representation of the largest independent refiner in connection with a refinery fire and subsequent investigation by Cal/OSHA

Partner: Devon Downs

- Representation of a pulp and paper manufacturer in connection with investigations by the CSB, OSHA, US EPA and other agencies into a three-fatality accident resulting from the explosion of a storage tank during hot work

Partners: Mark Farley, Devon Downs

- Representation of a multi-national chemical manufacturer in connection with investigations by the CSB, OSHA, US EPA and other agencies into a four-fatality accident resulting from the release of toxic chemicals

Partner: Mark Farley

- Representation of a multi-national integrated energy company in investigations by the CSB, Cal/OSHA and US EPA into a refinery explosion

Partners: Mark Farley, Devon Downs

- Representation of independent refiner in an investigation by CSB, Washington State Department of Labor & Industries, and US EPA into a seven-fatality accident resulting from the catastrophic failure of a heat exchanger

Partners: Mark Farley and Jeff Haffner

Labour:

Farley & Partners routinely counsels clients on a broad range of workplace safety and release prevention regulations, including OSHA's Process Safety Management standard, the US EPA's Risk Management Program regulation, BSSE's safety management systems, and more traditional OSHA health and safety standards such as fall protection, control of hazardous energy, confined space entry, and emergency response. Farley & Partners provides day-to-day compliance counselling, inspection support, and enforcement defense.

Farley & Partners' attorneys have strong relationships with regulators, including senior managers at BSSE, OSHA, US EPA, the California Division of Occupational Safety and Health, the Washington State Department of Labor and Industries, and other state plans. The firm also helps clients evaluate their safety performance and whether safety management systems are functioning as intended.

OFFICES

TEXAS

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Tel: +1 832 653 8700 Fax: +1 832 653 8724

Email: mark.farley@mlfarleypc.com

Partner Mark Farley was one of the lead attorneys supporting the work of the BP US Refineries Independent Safety Review Panel, which investigated the corporate safety culture and oversight at BP's North American refineries on behalf of an independent panel of experts chaired by former US Secretary of State James A. Baker III.

- Advise multiple employers in essential industries to minimize potential impacts of COVID-19 pandemic on their operations while safeguarding the health of employees and contractors

Partner: Devon Downs

- California regulatory counselling and CalOSHA inspection support to the two largest US independent refining companies

Partner: Devon Downs

- Representation of semiconductor manufacturer in connection workplace safety issues, including US EPA RMP inspection and enforcement

Partners: Mark Farley and Devon Downs

- Advise speciality chemical manufacturer with respect to PSM-implementation

Partners: Mark Farley and Devon Downs

- Special investigation for multi-national vehicle manufacturer in aftermath of multiple employee fatalities at different operating sites that culminated in a global review of safety performance

Partners: Mark Farley and Devon Downs

- Representation of a pulp and paper manufacturer in connection with PSM-boundary determinations at the company's mills

Partner: Devon Downs

- Special investigation into site safety management systems and performance at silica metal foundry after contractor fatality

Partners: Mark Farley, Devon Downs

- Advise major utility with respect to implementation of process safety management at multibillion-dollar coal gasification project

Partners: Mark Farley

FORSHEY PROSTOK

www.forsheyprostok.com tel: 817 877 8855 fax: 817 877 4151

Contact Partner: Jeff Prostok

Partners: J Robert (Bobby) Forshey, Steven Aldous, Suzanne (Suki) Rosen, Deirdre Brown, Matthew Maben, Lynda Lankford, Laurie Rea

Associate: Dylan Ross

Number of partners: 8 Associate: 1 Of counsel: 2

Firm Overview:

FORSHEY PROSTOK has the experience, knowledge, and skill to represent clients in all aspects of financial restructuring and insolvency matters, including complex bankruptcy-related litigation. The firm has extensive experience representing debtors, creditors, and official and unofficial creditors' committees in bankruptcy cases and out-of-court financial restructurings. With offices in Dallas, Fort Worth and Houston, Texas, the firm is positioned to respond to both regional and national representations. The firm's size and dedicated focus on financial restructuring beget the close, individual attention received by its clients in every aspect of the restructuring process. FORSHEY PROSTOK is honored to be the only Fort Worth based firm recognized by *Chambers USA* for its expertise in bankruptcy and restructuring. The breadth of the firm's representations ranges from the largest case ever filed in Texas to mid-level Chapter 11 reorganization cases and sophisticated creditor representations.

Representative Clients:

- FORSHEY PROSTOK represents Tri-County Electric Cooperative, Inc. ("Tri-County"), one of sixteen (16) member cooperatives of Brazos Electric Power Cooperative, Inc. ("Brazos"), a debtor in a pending case before the Bankruptcy Court for the Southern District of Texas. Tri-County is one of the three largest member co-ops which collectively hold 63% of the capital patronage allocations for Brazos. FORSHEY PROSTOK is working to ensure that Tri-County and its members, who are homeowners and businesses in Texas, remain economically viable and are protected as Brazos attempts to reorganize following the winter storms that devastated Texas' power grid in February 2021
- FORSHEY PROSTOK represents Elevate Credit Inc. ("Elevate"), a defendant in a lawsuit filed against it by the litigation trustee for the Think Finance Trust. FORSHEY PROSTOK is defending Elevate in a complex fraudulent transfer lawsuit arising from the separation of Elevate from Think Finance in which the litigation trustee is seeking to recover approximately \$246 million in damages
- FORSHEY PROSTOK represented Robin Phelan, the appointed Chapter 11 Trustee for the Estates of Acis Capital Management, L.P. and Acis Capital Management GP, LLC (collectively "Acis"), a Dallas-based Securities and Exchange Commission (SEC)-registered investment advisor and collateralized loan obligation (CLO) manager with approximately \$2 billion in assets under management. The United States Bankruptcy Court in Dallas confirmed a Chapter 11 restructuring plan which became effective on February 15, 2019. In what the United States Bankruptcy Judge Stacey Jernigan referred to as an 'astonishingly contentious' bankruptcy case, Acis' reorganization plan proposed to pay creditors in full

Major Oil & Gas Creditor Representation:

- FORSHEY PROSTOK provides creditor representation in bankruptcy cases filed throughout the United States, including the following cases Arena Energy; Breitburn Energy; Denbury Resources, Enduro; Fieldwood Energy; Intrepid; O'Bencho; Parker Drilling Co.; Vanguard Natural Resources; Weatherford International; Weatherly Oil & Gas LLC, Whiting Petroleum Corp., and others
- FORSHEY PROSTOK represented the Official

Committee of Royalty Owners ("Royalty Committee") in the Chesapeake Energy Corp Bankruptcy, which filed for Chapter 11. The United States Trustee appointed the Royalty Committee. The appointment was a first in the complex oil and gas bankruptcy cases. Before the Bankruptcy, royalty owners across the country sued Chesapeake in various cases

- FORSHEY PROSTOK represents Jack County Hospital District in a Chapter 9 bankruptcy case which is one of the few hospital district cases filed under Chapter 9 in North Texas. FORSHEY PROSTOK acts as bankruptcy counsel and is assisting the Hospital in devising a plan of adjustment to allow this rural hospital to continue to serve Jack County and the surrounding regions
- FORSHEY PROSTOK represented PCM, a secured creditor holding a claim of \$40 million in the American Standard Energy Corp. bankruptcy case. FORSHEY PROSTOK negotiated a post-petition financing arrangement which both allowed the debtor to continue operating and further protected the secured creditor's position
- FORSHEY PROSTOK represented Forest Park Medical Center in its Chapter 11 case. The Medical Center's gross income for 2015 was approximately \$150 million dollars. FORSHEY PROSTOK assisted the Debtor and it's CRO in devising a manner to sell the Medical Center preserving value for its creditors
- FORSHEY PROSTOK, acting as conflicts counsel, represented the Texas Rangers Baseball Partners in a chapter 11 bankruptcy case pending in Fort Worth, Texas. FORSHEY PROSTOK actively participated in facilitating an auction for the Major League baseball team and confirming a plan of reorganization for the Texas Rangers Baseball Club. The representation is one of the most unique and high-profile bankruptcies ever filed in Texas
- FORSHEY PROSTOK served as co-counsel for an Ad Hoc group of bondholders with claims exceeding \$700 million in the Vitro S.A.B. ("Vitro") bankruptcy case pending in the Northern District of Texas. There, the Firm successfully assisted the bondholders in preventing Vitro from enforcing its Mexican concurso plan in the United States,

PRACTICE AREAS

Bankruptcy/Restructuring
Litigation

OFFICES

TEXAS

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Fort Worth, TX 76102
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Tel: 214 716 2100

HOUSTON: 1990 Post Oak Blvd., Suite 2400,
TX 77056
Tel: 832 536 6910

thereby allowing important subsidiary guaranties to be preserved and enforceable domestically. On appeal, FORSHEY PROSTOK assisted the bondholders in obtaining a favorable decision from the Fifth Circuit Court of Appeals

- FORSHEY PROSTOK successfully confirmed a full-pay plan of reorganization for Mirant Lovett, a Mirant Corporation power generation subsidiary and Mirant NY-Gen, LLC with scheduled assets exceeding 200 million
- FORSHEY PROSTOK successfully represented The First Bank in its acquisition of The First National Bank of Baldwin in a contested \$363 sale in the Mobile, Alabama Bankruptcy Court
- FORSHEY PROSTOK represented HTI and SSC in their Chapter 11 case and worked collaboratively with the debtors' largest creditors to confirm a plan which included the sale of substantially all their assets for a total consideration in excess of \$14 million, including a cash component and the release of claims held by the debtors' largest creditors. The plan provided significant distribution to creditors
- FORSHEY PROSTOK successfully represented Falcon Steel Co., in a Chapter 11 bankruptcy proceeding. The Debtor formulated a consensual plan of reorganization with its secured lender and creditors and successfully emerged from bankruptcy
- FORSHEY PROSTOK represented a Honda dealership in a liquidating Chapter 11 case with over \$16.5 million in assets and \$14.5 million in liabilities. FORSHEY PROSTOK successfully assisted the Debtor in contentious litigation with one of its equity holders, clearing the way for a sale of the Debtor's dealership and a liquidating plan that provided for 100% payment to all creditors on the effective date and a very significant recovery for equity



FOSTER LLP

www.fosterglobal.com tel: 713 229 8733 fax: 713 228 1303

Chairman: Charles C. Foster

Number of partners: 16 Number of lawyers: 41

Languages: Afrikaans, Cantonese, Chinese (Mandarin), Chichewa, Dutch, English, French, German, Italian, Korean, Portuguese, Russian, Spanish, Vietnamese, Yoruba

Firm Overview:

Foster is a leading global immigration law firm dedicated to helping employers and individuals obtain nonimmigrant and immigrant work visas and permanent resident options worldwide. With the most board-certified attorneys in immigration and nationality law in Texas, the firm provides top-tier knowledge and expertise, a client-centered approach to service excellence, and tech-led solutions to strategically manage today's growing need for international talent. The firm comprises over 100 lawyers, legal assistants and other professionals across 3 offices and multiple coordination centers globally. Wherever your business takes you — in the US or abroad — your Foster team reaches to deliver full immigration support.

Main Areas of Practice:

US Immigration:

31 Houston Attorneys; 15 Austin Attorneys

US work visas and permanent residency for the nation's top emerging midmarket companies.

- Identification of impacted employees by the President's Executive Order imposing a Travel Ban on foreign workers and travelers from certain countries, allowing company management to immediately address the extent of potential business disruption and make alternate plans for projects with affected key personnel
- Preparation and filing of O-1 petitions for the Houston Symphony, Houston Ballet and similar institutions, enriching Houston's arts, entertainment and sports culture
- Representation of key researchers of highly contagious diseases in obtaining work visas and lawful permanent residency options
- Representation of a large group of German based organizations in a variety of industry sectors in the submission and later approval of US work visas at the US Consulates in Germany
- Preparation and filing of visa applications and nonimmigrant petitions for intra-company transferees needed to travel to the United States to operate the company's proprietary concrete equipment and train the existing US workforce for a Switzerland-based civil infrastructure general contractor company
- Representation of large cap-exempt organization in the submission and later approval of a large volume of H-1B specialty occupation visas

Workforce Compliance:

Proactive and reactive Form I-9 audits, representation during federal workforce compliance investigations, and compliance policy advice and training.

- Representation of multinational engineering, procurement, construction and installation company during a major corporate reorganization, minimizing the long- and short-term immigration impacts
- Representation of major Fintech enterprise Software-as-a-Service (SaaS) company on the creation and implementation of a more effective U.S. and global immigration and recruitment policy that resulted in (1) acceleration of the opening of global offices in key localities; (2) the organization qualifying for corporate Blanket L classification; and (3) selected recruitment and sponsorship that yield an 81% U.S. H-1B petition selection in the lottery (the average statistics was 45% selection)

- Performed proactive Form I-9 and EVerify compliance audits for an oilfield services company in response to a Notice of Inspection of Forms I-9 by USCIS. Foster's I-9 Solver team supervised the legally permissible correction of all Forms I-9 to identify over \$2.75 million in potential liability

Litigation:

Legal options and strategies in defense during worksite enforcement initiatives and deportation proceedings.

- Representation of large public research university and medical system in a lawsuit against USCIS for making "arbitrary and capricious decisions" regarding US student and work visa approvals and denials
- Representation of Honduran national seeking asylum by immediately filing an Urgent Motion to Reopen Removal proceedings before the Executive Office for Immigration Review (EOIR). The Immigration Judge reopened proceedings and vacated the removal order for the entire family
- Representation of appeal for mature start-up company when US DOL Prevailing Wage Determination (PWD) misclassified the position, which significantly increased the required wage. Foster's success on appeal resulted in savings of approximately \$80,000 per year
- Representation of DOL's investigation of company's Labor Condition Applications (LCAs). Reduction in scope of investigation to a one-year period and to only the LCAs filed for related positions. Succeeded in limiting the client's liability to back wages, helping the client to completely avoid assessment of fines or imposition of other penalties

Global Immigration:

Work authorizations and permits for destinations worldwide.

- Provided immigration legal services supporting the rapid mobilization of 50 high-skilled, rig-based employees in the oil and gas industry who were urgently required for staffing operations offshore Australia
- Filed a large volume (400+) of foreign Israeli work permits and visas for 30-40 separate contracting companies surrounding the commissioning and start-up of a new natural gas production platform for a major oil and natural gas exploration and production company

PRACTICE AREAS

Immigration

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TEXAS

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Email: info@fosterglobal.com

HOUSTON: 3 Greenway Plaza, Suite 800, 77046

Tel: 713 229 8733 Fax: 713 228 1303

Email: info@fosterglobal.com

- Deliverance of Argentine immigration status for the US employees of subcontractor for a \$600 million Argentine government construction project
- Representation of multiple VP-level executives from the United States to Belgium

EB-5 & Investor Immigration:

Advise foreign investors on how investment offers the opportunity to immigrate to the US.

- Structured multimillion dollar public-private EB-5 project in South Texas administered by a city-managed Regional Center that created hundreds of jobs and facilitated millions of dollars of foreign direct investment in an area of high unemployment
- Successfully defended numerous USCIS designated Regional Centers from being terminated by USCIS for initial inactivity, resulting in enabling some of these Regional Centers to go on and eventually sponsor EB-5 projects resulting in millions of dollars in foreign direct investment and the creation of jobs for US workers
- Represented Indian family in completing their EB-5 immigrant process to become lawful permanent residents based on their EB-5 investment and joint venture with a major hotel brand in the United States
- Represented individual investors, mostly Vietnamese and Mexican nationals, to make a qualified EB-5 investment into an EB-5 project sponsored by a USCIS-approved Regional Centre prior to regulatory change to the EB-5 investor program

Consultations by Appointment:

The firm also offers consultations by appointment in the following locations: Edinburg, Texas; San Antonio, Texas; Mexico City, Mexico; San Salvador, El Salvador; Beijing, China; Guangzhou, China; Ho Chi Minh City, Vietnam.

FOSTER
US & Global Immigration Services

GRIFFITH DAVISON, P.C

www.griffithdavison.com tel: 972 392 8900 fax: 972 392 8901

Managing Partner: Kimberly A Davison

Number of partners: 7 Number of lawyers: 14

Languages: *English*

Firm Overview:

Griffith Davison, P.C. is a boutique law firm, which focuses on the legal needs of the construction and real estate industry. Founded in 1993, the firm provides services in the areas of construction law, commercial real estate, complex commercial litigation and corporate transactions, and when necessary, navigate disputes and any resulting litigation. Griffith Davison understands its clients' real estate and construction businesses and works closely with them in every phase to help them manage risk. The team works closely with each company to develop legal strategies necessary to achieve success.

Main Areas of Practice:

Construction Law:

7 partners; 14 fee earners based in Dallas, Texas

- Represents primarily general contractors and owners in all types of construction, including education, healthcare, heavy highway, hospitality, industrial, multi-family, office, and retail
- More than 25 years as a construction law firm
- Represents clients in complex construction disputes, with extensive practice in arbitrations, state and federal courts
- Litigators have significant trial experience with an exceptional record of success
- Griffith Davison drafts and negotiates contracts for all aspects of construction and development; the firm estimates that more than 100 general contractors are currently using the subcontract form authored by the firm
- Represented general contractor in connection with the construction of two projects in Austin, Texas. The developer-owner and the general contractor had disputes regarding delays in construction resulting in claims in excess of \$8m
- Represented a general contractor on a \$100+m public education project with respect to multiple disputes involving the owner and subcontractors

- Represented owner-developer in multiple high-profile, mixed used developments in Dallas, Texas, drafting and negotiating all construction documentation, including all design, engineering and general contractor agreements
- Represented owner-developer in dispute with contractor involving six separate office condominium projects with extensive damage claims involved
- Represented owner-developer in multiple multi-family, condominium and mixed-use developments, including historical preservation and complex land use and construction issues
- Represented a large general contractor on a commercial project in Houston, with disputes related to delays in construction and defective work claims exceeding \$6m
- Represented owner of a food manufacturing facility in Dallas. The owner asserted claims against the design build contractor, with damages and claims exceeding \$6m

PRACTICE AREAS

Construction
Commercial Real Estate

OFFICES

TEXAS

DALLAS: 13737 Noel Road, Suite 850, TX 75240
Tel: 972 392 8900 Fax: 972 392 8901
Email: sgriffith@griffithdavison.com
kdavison@griffithdavison.com

Key Clients:

AG Spanos Companies, AUI Partners, LLC, Cypress Equities, Foundation Energy Management, Holt Lunsford Commercial, Highland Builders, Inc., AECOM Hunt, Jackson-Shaw Development, Kattera, Lee Lewis Construction, Inc., Mycon General Contractors, Inc., Prism Electric, Inc., Provident General Contractors, Provident Realty Advisors, Inc., Rampart Construction Company, LP, RPM xConstruction, LLC, Scott & Reid General Contractors, Inc., Southwest Construction Services, Inc., Spring Valley Construction Company, Standridge Companies, Texas Instruments, The Whiting Turner Contracting Company, Westdale Asset Management, Ltd.

Firm Contact:

Contact: Scott Griffith

Tel: 972 392 8900

Email: sgriffith@griffithdavison.com



HEIM, PAYNE & CHORUSH LLP

www.hpcllp.com tel: 713 221 2000

Attorneys: James Boone Baxter, Allan Bullwinkel, Russell Chorush, Wills Collier, Eric Enger, Chris First, Alden Harris, Michael Heim, Blaine Larson, Chris Limbacher, Leslie Payne, Carlos Ruiz, and Kyle Ruvolo.
Number of partners: 9 Number of associates: 4

Firm Overview:

Heim, Payne & Chorush represents plaintiffs and defendants nationwide in patent and antitrust litigation in a broad range of technologies. HPC attorneys have proven technical and legal skills that enable them to handle all facets of intellectual property disputes and obtain the best possible results for clients.

The firm often shares the risks and rewards with clients, thereby aligning interests to produce a more synergistic relationship. Heim, Payne & Chorush attorneys devote a significant portion of their time to litigation under fee agreements that link the fees to the results achieved. In addition to standard hourly rate arrangements, the firm has developed fee arrangements with clients that range from partial contingent fees that reduce hourly rates for a stake in the outcome, to full contingent arrangements. On the defense side, the firm is open to using reverse contingent fee arrangements where the amount saved for clients determines compensation.

HPC attorneys treat every case as a representative model of the firm's abilities and integrity, and work on behalf of clients has resulted in the successful resolution of several internationally publicized cases. HPC takes pride in its ability to partner with other attorneys and firms to bring the best possible trial team together for the benefit of the client. That is why so many clients and co-counsel contact HPC when they have a new case.

Each Heim, Payne & Chorush attorney has one or more degrees in electrical engineering, computer engineering, chemical engineering, aerospace engineering, physics, chemistry or biochemistry, and many are registered to practice before the United States Patent & Trademark Office. Six HPC attorneys have completed judicial clerkships at venues including the U.S. District Court for the Eastern District of Texas, the Southern District of Texas and the U.S. Court of Appeals for the Federal Circuit. In addition to the Chambers USA recognition in Intellectual Property Litigation, HPC is ranked among the best in IP Litigation and Patent Litigation by US News & World Report and Best Lawyers in America.

Main Areas of Practice:

Intellectual Property Litigation:

The firm provides counsel to large and small business entities as well as individuals at both the state and federal levels regarding intellectual property litigation. The firm has also developed extensive expertise in representing clients in post-grant proceedings at the US Patent and Trademark Office, including Inter Partes Review (IPR) proceedings, reexaminations, and other contested proceedings. The firm employs attorneys holding various types of technical degrees and having the legal and technical expertise to handle highly complex cases. The founding partners each have vast experience in evaluating patent portfolios and developing strategies to enforce and license those portfolios. They are skilled litigators, able to understand and explain highly complex technical and legal issues to judges and jurors and are known in the patent community for their abilities and results. The firm also has a tremendous amount of experience in patent infringement cases relating specifically to antitrust cases in the pharmaceutical industry. Again, the founding partners have invaluable experience in evaluating and developing strategies to successfully navigate these antitrust cases.

The firm's attorneys have the specific education and experience for prosecuting and defending actions in the federal and state courts, both at the trial and appellate levels in the intellectual property areas relating not only to infringement, but also to unfair competition, trademark infringement, copyright infringement, trade secret misappropriation, breach of contract, non-compete covenants, tortious interference, fraud and other areas.

OFFICES

TEXAS

HOUSTON: 1111 Bagby, Suite 2100, TX 77002
Tel: 713 221 2000

 heimpayne+chorushLLP

HICKS THOMAS LLP

www.hicks-thomas.com tel: (713) 547 9100 fax: (713) 547 9150

Managing Partner: John Thomas

Number of partners: 12 Number of lawyers: 27

Firm Overview:

Based in Houston, Texas, Hicks Thomas LLP is a premier business and tort litigation boutique representing both plaintiffs and defendants. For more than 20 years, the firm has assisted its clients in matters related to energy, environmental and toxic torts, product liability, antitrust and anti-competitive practices, and employment and labor disputes.

The firm's philosophy is based on not just winning, but winning smart. Hicks Thomas accomplishes this by thoroughly analyzing a client's issues, including the risks faced across a variety of different scenarios, then developing a strategy that will deliver the best possible results. In doing so, the firm is not only meeting the immediate challenge, but also anticipating future issues that could arise and positioning the client to achieve the company or individual's long-term goals.

Hicks Thomas has consistently delivered successful results and gained a reputation for excellence, efficiency, and outstanding client service. With a team of over 25 attorneys and offices in Houston, Austin, Amarillo, Beaumont, and Sacramento, California, the firm has the depth of talent and flexibility to meet challenges of all types and sizes.

Main Areas of Practice:

Appellate:

At Hicks Thomas LLP, the firm's appellate lawyers are highly skilled at identifying and evaluating the key issues in a case and persuading appellate courts to rule in their favor. Hicks Thomas regularly advises clients on trial and appellate strategy in sophisticated and high-stakes litigation, and the firm regularly briefs and argues cases in state and federal courts of appeals. Whether working together with its own trial lawyers or in collaboration with other firms and attorneys, Hicks Thomas's advocates have a proven track record of success on appeal.

Partners: Stephen Barrick, Eric Grant, Robin Harrison, Gregg Laswell

Business Litigation:

Hicks Thomas helps companies navigate a complex legal system in business litigation matters including corporate crises, mergers, acquisitions, and joint sales, partnerships and shareholder disputes, trademark enforcements, and many others. The firm carefully considers the challenges to business within the legal system and understands the corporate environment and the economic impacts of litigation. The firm assesses how these elements influence specific companies and specialized fields of work, and how they affect an industry. That knowledge then forms the basis of the firm's strategy moving forward.

Partners: John Thomas, Stephen Barrick, Courtney Ervin, Robin Harrison, Stewart Hoffer, Stephen Loftin, Allen Rustay, Paul Mitchell

Construction Litigation:

Hicks Thomas pursues legal solutions that protect its clients' interests and investments, whether through negotiation, litigation, or arbitration. The firm's construction practice serves clients involved in all phases of private and public construction projects, including owners, design professionals, general contractors, subcontractors, developers, suppliers and vendors, as well as construction consulting and management firms.

Partners: John Thomas, John Deis, Courtney Ervin, Jay Old, Paul Mitchell, Robin Harrison

Environmental & Natural Resource Litigation:

Hicks Thomas serves client litigation needs in environmental matters across the natural resources, chemical, and industrial sectors. The firm provides guidance on federal laws from CERCLA and RCRA to state common-law doctrines of nuisance and trespass. The firm has served in trial and appellate matters as national litigation counsel for distributors and manufacturers of both chemical and industrial products, together with oil and gas producers. The firm has defended more than 4,500 claims of personal injury and property damage in California, Illinois, Louisiana, Mississippi, New York, and Texas. Among its clients in this area are individuals, businesses, municipalities, and public and private water purveyors.

Partners: John Thomas, Stephen Loftin, John Deis, Eric Grant

Labor & Employment Litigation:

Hicks Thomas litigates in federal and state courts across the country and prosecutes and defends administrative proceedings before federal and state agencies alike. The firm's employment attorneys have experience with trade secrets, termination issues, disability accommodations, employment agreements, and more. The firm understands that labor and employment matters have the potential to hobble a business, sometimes irreparably. Its labor and employment practice seeks to resolve matters quickly and efficiently so that operations, as well as those they serve and support, are affected as little as possible.

Partners: John Thomas, Stewart Hoffer, Stephen Loftin

Energy Litigation:

Hicks Thomas has extensive experience in state and federal courts and before domestic and international arbitration tribunals representing clients in the energy and oil and gas sectors in all types of contested disputes, including commercial torts, property damage claims, pipeline, drilling, and oil rig litigation, contract agreement litigation, product defects, and force majeure claims in a variety of forums. Hicks Thomas has represented product suppliers, drilling contractors, vessel owners, service companies, operators and pipeline companies.

Partners: John Thomas, John Deis, Courtney Ervin, Paul Mitchell, Allen Rustay, Robin Harrison

PRACTICE AREAS

Appellate
Business Litigation
Commercial Arbitration
Construction Litigation
Environmental & Natural Resource Litigation
International Arbitration
Labor & Employment Litigation
Offshore Energy Litigation
Energy Litigation
Toxic Torts
Real Estate Litigation
Securities Litigation
Trade Secret Litigation
Transportation Litigation

OFFICES

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BEAUMONT: 2615 Calder Avenue, Ste. 720,
TX 77702
Tel: (409) 241 7252

HOUSTON: 700 Louisiana Street, Ste. 2300,
TX 77002
Tel: (713) 547 9100

CALIFORNIA

SACRAMENTO: 400 Capitol Mall, Ste. 2530,
CA 95814
Tel: (916) 447-4900

Real Estate Litigation:

The trial lawyers at Hicks Thomas are experienced in all aspects of real estate litigation and have the deep knowledge and expertise that is required to handle each client's legal needs. The firm represents clients from pre-litigation evaluation and strategy through appeal on developer disputes, business torts, contractual disputes, title disputes, liens and foreclosures. Hicks Thomas represents developers, sellers, purchasers, property managers, and tenants of commercial real estate at the local and national level in all aspects of the commercial real estate industry.

Partners: John Thomas, Stephen Loftin

Trade Secret Litigation:

Hicks Thomas represents clients in trade secret disputes in state and federal courts, including under confidentiality and non-disclosure agreements, the common law of trade secrets, the Texas Uniform Trade Secrets Act, the federal Defend Trade Secrets Act, and the federal Computer Fraud and Abuse Act. The firm is experienced in obtaining emergency injunctive relief in a very short timeframe to avoid irreparable harm to clients whose trade secrets have been compromised.

Partners: John Thomas, Stewart Hoffer, Paul Mitchell, Courtney Ervin



JACKSON WALKER LLP

www.jw.com tel: 214 953 6000 fax: 214 953 5822

Managing Partner: Wade Cooper

Number of partners: 243

Number of lawyers: More than 400

Languages: Arabic, Chinese (Mandarin), English, German, Gujarati, Hindi, Russian, Romanian, Spanish, Vietnamese

Firm Overview

Jackson Walker has more than 130 years of experience serving clients in key practices and industries throughout Texas, the United States, and internationally. The firm is nationally ranked by the US News 'Best Law Firms' in 27 practice areas with 9 attorneys recognized as 'Lawyer of the Year', has 14 *Chambers and Partners*-ranked practices and 42 attorneys, and was recognized in the BTI 'Client Service A-Team' list in 2020 and numerous recent years.

Committed to Client Service:

Jackson Walker attorneys don't see clients as interchangeable. They take the time to understand their clients' business goals, challenges and opportunities, and they tailor their legal services to what works best for each. That's one reason Jackson Walker's clients are so loyal. One-third of the firm's legal work comes from clients who have been with the firm for ten or more years. They keep coming back because they trust in the quality of the work and they appreciate the commitment to individualized client service.

Delivering Value:

Clients receive comprehensive services in a broad range of practice areas, and the firm's reach extends around the globe. Jackson Walker attorneys have represented clients in more than 85 countries and territories, and the firm is a founding member of Globalaw, a worldwide network of law firms with offices throughout the US and in over 160 cities internationally.

According to BTI, 'Corporate counsel rank Jackson Walker in the top 15% of all law firms for using technology in new ways to add value.'

Because the firm has chosen to keep its offices in Texas, it has lower overhead costs than just about every firm its size or larger. In fact, both PricewaterhouseCoopers and Citi Research have cited Jackson Walker as a 'Best Practice' model in overhead cost structure compared to peers. The firm passes that value along to clients by keeping its rates competitive. Jackson Walker's cost structure also means the firm attracts and retains top-notch talent, so clients get the benefit of top-tier legal expertise without breaking their budgets.

Providing Expertise:

It's been said that great lawyers are made by great clients. Jackson Walker knows its clients, knows their businesses and remembers every day what a privilege it is to help them achieve their business goals. Its attorneys also pride themselves on being the kind of lawyers clients enjoy working with. In fact, the firm has always been and remains today a very collegial place. Its longtime unofficial motto is: 'We take our work seriously, but not ourselves.'

Jackson Walker's attorneys believe that the service, value and expertise they provide for clients speak for themselves. And sometimes, their clients speak for them, as in these excerpts from client reviews:

'First-rate service that was both strategic and cost effective...'

'Jackson Walker lawyers are very efficient in how they perform and very attuned to the needs of the client.'

'They know me better than I know myself.'

'There was never a time they weren't brilliantly prepared with every detail.'

'I would use no one else.'

'Truly interested in our business...'

'An excellent combination of expertise, professionalism, and results...'

Committed to Diversity & Inclusion:

At Jackson Walker, the firm fosters diversity and inclusion by promoting a culture in which all individuals can excel. The firm's Diversity & Inclusion Committee, made up of lawyers and staff, directs its goals and provides recommendations to improve its diverse workplace.

PRACTICE AREAS

Bankruptcy, Restructuring, & Recovery
 Corporate & Securities
 Cybersecurity, Data Protection, & Privacy
 Energy
 Environment & Natural Resources
 Employee Benefits & Executive Compensation
 Finance & Banking
 Government Relations, Public Policy, & Regulatory Law
 Healthcare
 Intellectual Property
 International
 Labor & Employment
 Land Use
 Litigation
 Real Estate
 Tax
 Wealth Planning, Probate, & Trust

OFFICES

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TEXARKANA: 6002 Summerfield Drive, Suite B, TX 75503

Tel: 903 255 3250 Fax: 903 255 3265

Email: dfolsom@jw.com



JOHNSTON CLEM GIFFORD PLLC

www.johnstonclem.com tel: 214 974 8000

Managing Partner: Kenneth C. Johnston

Key Partners: David M. Clem, Robert W. Gifford, Jim Bullock

Number of partners: 4 Total number of other fee-earners: 10

Firm Overview:

Johnston Clem Gifford balances the practice of law with the business of law. Aligning client objectives with professional obligations need not be a zero-sum game. Some firms routinely place junior lawyers on files as a training exercise — forcing the client to pay for the lessons. Other firms have excised junior lawyers entirely — creating confederations of siloed practitioners with no incentive to collaborate. Johnston Clem Gifford's approach harmonizes client and professional objectives by using customized employee incentives, flexible fee structures, and its Proven Process — a tool that adds value to matters at no additional client cost.

Johnston Clem Gifford deploys this approach in just four niche sectors. This focus promotes efficient counsel and subject-matter expertise. It also generates superior work product through iteration and evolution. The firm seeks constant improvement for itself and for its clients.

Core Focus:

Johnston Clem Gifford chooses to be 'Deep, Not Broad.' The firm's core focus reflects an investment in four niche sectors:

- Financial Services
- Technology
- Corporate Transactions
- Corporate Plaintiff Litigation

Main Areas of Practice:

Within the firm's core focus, Johnston Clem Gifford serves clients within five distinct disciplines:

- Litigation
- Transaction
- Distressed Debt & Bankruptcy
- Compliance
- Investigations

Recent International Work:

- Corporacion Nacional de Consumidores Y Usuarios de Chile v. Apple Inc., Case No. 5:18-cv-02527
- In the Matter of the Receivership of BOS Solutions Ltd., Court of Queen's Bench of Alberta Canada, Case No. 2001-05949

OFFICES

TEXAS

DALLAS: 3000 Comerica Bank Tower, 1717 Main Street, 75201

Tel: 214 974 8000

The firm also has offices in Austin (TX), Frisco (TX), and Gulf Coast Region (MS)

INTERNATIONAL OFFICES

Member of IR Global with coverage in 160 jurisdictions.

Website: www.irglobal.com

KANE RUSSELL COLEMAN LOGAN PC

www.krcl.com tel: 214 777 4200 fax: 214 777 4299

Managing Director: Karen A Cox

Number of directors: 49 Number of other lawyers: 23

Languages: *English, Spanish, Chinese (Cantonese and Mandarin)*

Firm Overview:

Kane Russell Coleman Logan PC is a well-known regional powerhouse law firm with more than 70 lawyers in Dallas and Houston. For nearly 30 years, KRCL has been providing a full range of legal services for business clients ranging from Fortune 500 companies to medium-sized public and private companies to entrepreneurs. KRCL handles a wide array of transactional, litigation, real estate, oil and gas, immigration, employment, and bankruptcy matters in Texas and throughout the country, as well as a unique China practice serving Chinese and US companies in cross-border transactions.

Main Areas of Practice:

Banking & Financial Institutions:

KRCL has represented banks and financial services companies since its inception. Its clients include all types and sizes of financial institutions, including international, national, and regional banks, state chartered banks, private equity groups, hedge funds, multi-state holding companies, trust companies, community banks, mortgage banks, and related entities. The firm has first-hand knowledge of their clients' industry, as well as what drives their businesses. More than half of the firm's lawyers represent financial institutions and related entities. With that depth, the group provides representation across the spectrum of issues that affect the financial services industry.

Contacts: Jeff Novel; Gordon Russell; Brian Clark

Business & Corporate Transactions:

KRCL has a wide-ranging business transactions practice involving all forms of corporate activities, including corporate acquisitions, divestitures, mergers, reorganizations, financing, asset acquisitions and dispositions, capital markets, syndications, and general counsel services. The team includes an M&A attorney with Board Certification in Tax Law, creating added value for clients involved in corporate reorganizations and mergers and acquisitions.

Contact: Michael Attaway

Bankruptcy, Insolvency & Creditors' Rights:

KRCL represents clients in all aspects of distressed asset and insolvency proceedings and is especially well known as dynamic counsel to creditors' committees across the United States. KRCL's lawyers have represented more than 40 creditors' committees in 19 states and has decades of experience in the representation of every different type of party and constituency in out of court workouts and bankruptcy cases including creditors' committees, debtors, lenders, trustees, and creditors.

Contacts: Joseph M. Coleman; John J. Kane

Commercial Litigation:

KRCL has a number of Texas-based trial lawyers with a national practice, known for precise and meticulous handling of complex, high-exposure business disputes on either side of the docket. The commercial litigation team regularly represents clients facing contentious, high-dollar conflicts. The litigators at the firm provide strong advocacy in almost every type of litigation, representing businesses of all types, individuals, self-insured businesses and insurance carriers.

Contacts: Michael A. Logan; Brian N. Hail

Construction:

KRCL's construction practice is made up of attorneys who have a long-standing reputation for handling the investigation and execution of large, complex construction litigation matters. The group represents a variety of companies in the construction industry and insurance carriers insuring them, as well as clients in resolving a wide array of construction-related disputes, including the prosecution of and defense against claims related to a variety of issues.

Contacts: David R. Thrasher; Karen A. Cox

Labor & Employment:

KRCL's labor and employment practice group provides legal representation to employers in virtually all facets of employment matters. This includes preemptive day-to-day counseling on best practices, as well as defending charges, claims, and lawsuits brought by current or former employees. Attorneys in this group work closely with the firm's bankruptcy and transactional sections to handle various employment issues arising out of mergers, acquisitions, reductions-in-force, and other business integrations. KRCL represents clients in a wide range of industries including manufacturing, financial services, retail and hospitality, healthcare, and staffing agencies, spanning all aspects of labor and employment law. Additionally, attorneys have extensive experience in all facets of litigation, including pre-trial motion practice, jury and bench trials, hearings and appeals, as well as multi-plaintiff, class action, and injunction proceedings before federal and state courts, administrative agencies, and arbitration tribunals.

Contacts: Andrea "AJ" Johnson; Douglas C. Bracken

Energy:

KRCL's experience in the energy sector is simultaneously broad and deep, encompassing title issues, seismic-related disputes, drilling operations and surface damages, royalty underpayments, offset drilling and development, bad-faith pooling, cessation of production, and lease termination. KRCL represents operators and owners in high-stakes lease disputes, royalty controversies, mineral trespass and surface-use disputes, as well as cases involving contract breach and theft of trade secrets.

Contact: Thomas G. Ciarlone, Jr.

PRACTICE AREAS

Banking & Financial Institutions
Bankruptcy, Insolvency & Creditors' Rights
Business Transactions
Commercial Litigation
Construction
Labor & Employment
Energy, Oil & Gas
Real Estate
Transportation

OFFICES

TEXAS

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HOUSTON: 5051 Westheimer Rd, 10th Floor, TX 77056

Tel: 713 425 7400 Fax: 713 425 7700

Real Estate:

The real estate section at KRCL has one of the largest, most well-known and widely respected commercial real estate practices in Texas with a substantial team of attorneys who represent owners, developers, investors and lenders in sophisticated and innovative real estate transactions including acquisitions and dispositions, development and construction, leasing, lending and finance, partnerships, joint ventures and funds, land use and entitlements, environmental, insurance and ancillary services.

Contacts: Raymond J. Kane; Paul V. Downey; John M. Inabnett

Transportation:

KRCL has represented commercial carriers across the States of Texas and Oklahoma earning a reputation for being an aggressive advocate for carriers, drivers, and insurers. The Group is knowledgeable of all regulatory and legal matters that impact a carrier's operations. The attorneys in this group understand the Federal Motor Carrier Safety Regulations (FMCSR) and work with independent professionals to efficiently reduce or avoid liability in a wide array of transportation matters.

Contacts: Marcy L. Rothman; Daniel Guerra

KANE RUSSELL 
COLEMAN LOGAN

THE LANIER LAW FIRM

www.lanierlawfirm.com tel: 713 659 5200 fax: 713 659 2204

Firm Founder: W Mark Lanier
Number of attorneys: 53

Firm Overview:

Founded in 1990 by Mark Lanier, The Lanier Law Firm represents a variety of individuals and businesses. The firm is home to some of the nation's most respected trial lawyers and has compiled an impressive record of courtroom wins and significant settlements ensuring justice on behalf of individual consumers and businesses. Several of the firm's attorneys have served as counsel to large national insurance companies, giving them valuable insights on building the strongest case on behalf of individual clients. The firm's attorneys offer a distinct blend of compassion, empathy and zealousness, and are committed to achieving nothing less for their clients than the fullest remedies available under law.

Main Areas of Practice:

Pharmaceutical & Medical Device Litigation:

The Lanier Law Firm is a pioneer in its involvement in numerous claims involving pharmaceuticals and medical devices. The firm garnered national attention during its VIOXX litigation, most notably winning a substantial verdict against Merck & Co. in the very first VIOXX lawsuit to go to trial as well as securing two additional very significant plaintiff verdicts.

In 2018, the firm secured a \$4.6 billion verdict on behalf of 22 women and their families against Johnson & Johnson, based on the company's knowledge and negligence regarding the toxic effects of talcum powder use. The trial presented evidence that Johnson & Johnson's Baby Powder and Shower to Shower products have been tainted with asbestos for decades, despite the company's repeated denials.

Since 2016, the firm has secured three separate jury verdicts totaling nearly \$2 billion against Johnson & Johnson and its subsidiary DePuy Orthopaedics Inc. on behalf of individuals injured by defective metal-on-metal hip implants. While each of these awards was later reduced to align with Texas state laws limiting punitive damages, in each of these cases jurors concluded that the devices are defective and that company officials knew about the flaws but failed to warn patients and doctors of the risks.

The Lanier Law Firm has also represented clients who have suffered injuries involving such dangerous drugs as Risperdal, Xarelto, and Actos. In 2015 the firm was instrumental in negotiating a sizeable settlement with drug manufacturer Bayer HealthCare Pharmaceuticals Inc. on behalf of thousands of women who suffered life-altering side effects after taking the prescription birth control pills Yaz, Yasmin and Ocella.

Asbestos & Toxic Exposure:

The firm is one of the nation's most experienced law firms in assessing the scientific and medical issues that are common in asbestos and toxic exposure claims. Exposure to common chemicals that have many positive and helpful uses also can be dangerous or even fatal, and all too often these toxic substances can be discharged accidentally into a workplace or the surrounding environment. The Lanier Law Firm has represented dozens of families and victims of chemical exposures, winning substantial recoveries based on the defendants' liability for marketing and design defects, negligence and malice. This experience and reputation for courtroom excellence gives the firm added leverage to negotiate significant settlements in advance of trial on behalf of its clients.

Business Litigation:

In addition to representing individuals, The Lanier Law Firm has significant experience working on behalf of businesses in cases involving breach of contract, patent infringement, oil and gas litigation, employment disputes, antitrust, fraud, and other causes of action. In several instances these legal actions have been brought against larger competitors using unfair and illegal business practices to gain a competitive edge.

The firm's approach to business litigation has resulted in several noteworthy — and often highly confidential — recoveries for its clients. Increasingly the firm is being called on to represent corporate defendants, as executives and in-house legal departments recognize the value of having experienced, aggressive and empathetic trial counsel. The perspective offered through the firm's extensive work on behalf of plaintiffs has proved invaluable in developing the strategic approach to these cases, anticipating the moves of opposing counsel and securing successful resolutions in court and at the negotiating table.

Personal Injury Litigation:

Individuals, through no fault of their own, can be seriously injured by the negligence of others. The Lanier Law Firm is nationally recognized for the firm's experience and tenacity in gaining substantial compensation to support families recovering from devastating injuries, or even the wrongful death of loved ones. When faced with the significant resources of many defendants, the firm's years in the courtroom and state-of-the-art preparation provides a level playing field against major insurance companies, manufacturers, retailers and transportation companies.

In addition, the firm has vast experience representing injured workers in all maritime-related catastrophic injuries. Several of the firm's attorneys have a wealth of knowledge in this distinct area of the law, including advanced degrees and specialized certifications and designations.

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CALIFORNIA

LOS ANGELES: 21550 Oxnard Street, Third Floor, 91367
Tel: 310 277 5100

Product Liability Litigation:

When a consumer buys a product, they rightfully expect it to perform safely and efficiently. Unfortunately, that isn't always the case. For years, The Lanier Law Firm has represented consumers who have been seriously injured by defective products, both at home and in the workplace.

The firm's work has resulted in significant verdicts and settlements on behalf of our clients and has pressured manufacturers to design safer toys, furniture, automobiles and other products. While no amount of money can truly compensate a family for a debilitating injury or the loss of a loved one, there is gratification in knowing that, in the future, consumers might not be put at the same degree of risk.

Contacts:

Firm Founder: Mark Lanier
Managing Attorney, The Lanier Law Firm: Dara Hegar
National Mass Tort Leader & Director of Business Development: Rick Meadow
Managing Attorney, Business Litigation: Alex Brown
Managing Attorney, New York Office: Evan Janush
Managing Attorney, Issues & Appeals: Kevin Parker
Managing Attorney, Personal Injury, Product Liability & Maritime Litigation: Jud Waltman



LOCKE LORD LLP

www.lockelord.com tel: 214 740 8000 fax: 214 740 8800

Chair: David Taylor

Number of partners: 319 Number of lawyers: 639

Firm Overview:

Locke Lord is a full-service law firm that has earned a solid reputation for complex litigation, regulatory and transactional work on behalf of clients in important and growing industry sectors around the world. The firm has a history that spans more than 130 years and is a leader in the middle market sector. Locke Lord focuses on providing the highest levels of commitment, quality and service to clients across its five key sectors: energy and infrastructure; finance and financial services; insurance and reinsurance; pharmaceutical; and private equity.

Main Areas of Practice:

Corporate & Transactional:

Locke Lord's corporate and transactional lawyers have represented U.S. and multinational publicly traded entities and private concerns in nearly every industry. The firm's knowledge and experience provide guidance well beyond the mechanics of the law, allowing it to counsel clients on broader business implications and strategies. The firm's practice has organized, specialized groups of lawyers who share market knowledge of capital markets, corporate governance and counseling, corporate trust, debt finance, domestic and cross-border mergers and acquisitions, franchise, fund formation, privacy and cybersecurity, private equity and venture capital.

Finance, Banking & Real Estate:

Locke Lord lawyers provide sophisticated legal services to clients throughout the world for the acquisition, development, permitting, construction, financing, leasing, management/operation and disposition of real estate. The firm's clients include corporations, major financial institutions, real estate developers, private equity, pension and other investment funds, individual investors, family offices, REITs, public agencies, educational institutions, insurance companies, health care systems, nonprofit organizations, homebuilders and contractors.

Litigation:

Locke Lord's litigation and dispute resolution team includes strong trial lawyers across a wide range of industries, capable of effectively resolving business conflicts through trials, arbitrations and strategic counseling in tribunals across the nation, in the EU and United Kingdom, and into East Asia, the Middle East and North Africa, and South America and the Caribbean. The firm's lawyers are skilled in all major areas of law that directly impact business clients, including antitrust, bankruptcy and restructuring, domestic and international arbitration, employment, insurance and reinsurance, intellectual property, internal investigations, securities, tax, technology and environmental disputes.

Intellectual Property:

Businesses, institutions and individuals worldwide count on Locke Lord for their intellectual property matters. The firm's unique depth and breadth of knowledge, experience and education help guide clients throughout the IP lifecycle, including representation in IP litigation in federal courts, the U.S. Patent and Trademark Office (USPTO) and the International Trade Commission (ITC), global patent and trademark prosecution, transactional counseling, regulatory and advertising advice.

Tax:

Locke Lord's tax lawyers lead clients in all types of industries through the ever-changing maze of tax issues to help them efficiently manage their tax responsibilities and handle their global tax liabilities. The firm ensures that clients can achieve their business objectives while concurrently structuring their transactions, assets and operations to maximize the benefits of thoughtful tax planning and minimize the taxes assessed against them. Locke Lord advises on US federal, international, and state and local tax matters, handle tax controversies at all levels and counsel tax-exempt organizations.

OFFICES

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SAN FRANCISCO: Tel: 415 318 8810

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DISTRICT OF COLUMBIA

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FLORIDA

MIAMI: Tel: 305 722 4900

WEST PALM BEACH: Tel: 561 833 7700

GEORGIA

ATLANTA: Tel: 404 870 4600

ILLINOIS

CHICAGO: Tel: 312 443 0700

LOUISIANA

NEW ORLEANS: Tel: 504 558 5100

MASSACHUSETTS

BOSTON: Tel: 617 239 0100

NEW JERSEY

PRINCETON: Tel: 212 415 8600

NEW YORK

NEW YORK: Tel: 212 415 8600

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HOUSTON: Tel: 713 226 1200

INTERNATIONAL OFFICES

Brussels, London



Locke
Lord^{LLP}

LYNN PINKER HURST & SCHWEGMANN, LLP

www.lynnllp.com **tel:** 214 981 3800 **fax:** 214 981 3839

Chairman: Michael P Lynn

Managing Partner: Eric W Pinker

Number of partners: 16 Number of lawyers: 37

Languages: *English, German, Hebrew, Italian, Portuguese, Spanish*

Firm Overview:

Lynn Pinker Hurst & Schwegmann brings focus, experience, and an unrivaled standard of excellence to complex commercial litigation. The firm is dedicated and determined. It operates with ingenuity and integrity. Their attorney's preparation for each case and commitment to each client is unparalleled. Every member of the LPHS team brings trial-tested experience and is ready to stand in court, making LPHS attorneys among the most effective, efficient, trusted and respected advocates.

LPHS represents Fortune 500 companies, major financial institutions and prominent individuals. The firm has tried business disputes of all types, including breach of contract, intellectual property and trade secret, class action, financial services, securities, breach of fiduciary duty, employment and professional malpractice. LPHS has tried these cases to judges and juries throughout the country with a consistent track record of success.

Learn more here: www.lynnllp.com

PRACTICE AREAS

Antitrust
Appellate
Arbitration
Bankruptcy Litigation
Class Action Litigation
Commercial Litigation
Commercial Real Estate & Construction
Cybersecurity & Data Privacy
Employment
Energy Litigation
Insurance Coverage Litigation
Patent Litigation
Professional Liability & Ethics
Securities Litigation
Trade Secret & Non-Compete Litigation
Trademark Litigation
Trusts & Estates Litigation

OFFICES

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Email: mlynn@lynnllp.com

**LYNN
PINKER
HURST &
SCHWEGMANN**

MEHAFFYWEBER

www.mehaffyweber.com tel: 409 835 5011 fax: 409 835 5177

Chairman: Robert A. Black

Managing Shareholders: Robert A. Black, Michele Smith, Art Almquist, Barbara Barron, Paul Heyburn

Number of shareholders: 33 Number of lawyers: 42

Languages: *English*

Firm Overview:

A powerhouse litigation firm for 75 years, MehaffyWeber has represented nearly one-third of the Fortune 100 companies in the United States. The firm has handled legal matters in more than half the counties in the state of Texas including high stakes personal injury, products liability, toxic tort and commercial litigation for clients of all sizes. The firm has achieved success in some very high profile cases. These include a complete defense verdict in a \$173 million environmental claim that was recognized as an AMLAW Top 10 Defense Verdict of the Year and a defense verdict in a seven week trial in which the plaintiff's counsel argued for \$44 million in actual and \$1 billion in punitive damages. The firm is consistently ranked as a 'Go-To Law Firm' by *Fortune Magazine*, named as a 'Tier 1 Law Firm' in *Best Lawyers*® in America, and is one of the two Texas-based members of the global legal network *Mackrell International*; recognized by *Chambers Global* as a "Top Ranked Leading Law Firm Network."

Main Areas of Practice:

Commercial Litigation:

MehaffyWeber's commercial team offers experienced trial lawyers who provide creative solutions to complex problems. The firm has represented energy and petrochemical companies, investor groups and high technology companies as well as small closely held corporations to Fortune 500 companies. The commercial experience also includes investment banking, securities, oil and gas operation and property ownership. The team has handled matters involving real estate, business litigation, bankruptcy and creditors rights, patents, commercial finance, fraud, and deceptive trade practices among others.

Contact: M.C. Carrington Tel: 409 835 5011

Email: mccarrington@mehaffyweber.com

Products/Premises/Toxic Tort Litigation:

MehaffyWeber defends major corporations in products liability and premises liability suits brought by plaintiffs alleging personal injury and property damage from environmental and occupational exposure to a variety of products. The firm has extensive experience in defending claims involving products which allegedly contain such toxic substances as asbestos, silica, coke dust, talc, cadmium, chromium, manganese, beryllium, butadiene, formaldehyde, chlordane, vinyl chloride, various herbicides, and benzene, among others. The firm uses up to date technology and efficient management practices to successfully defend large dockets. The teams recognize that some cases should be tried and welcome the opportunity to try the case and the attorneys have extensive trial experience. In addition to the firm's extensive involvement in major toxic tort cases that include large numbers of plaintiffs and defendants, Barbara Barron presently has a major role in the asbestos and silica MDLs.

Contact: Sandra Clark Tel: 409 835 5011

Email: sandraclark@mehaffyweber.com

Contact: Barbara Barron Tel: 409 835 5011

Email: barbarabarron@mehaffyweber.com

Insurance Litigation:

MehaffyWeber handles sophisticated insurance coverage matters and first party claims. The team has experience in many lines of coverage work including duty to defend analysis, policy conditions, contractual coverage, additional insured obligations and exclusions. Experienced litigators stand ready to assist clients in the handling of complex liability and first party coverage suits.

Contact: Barbara Barron Tel: 409 835 5011

Email: barbarabarron@mehaffyweber.com

Environmental:

MehaffyWeber has a wide-ranging environmental law practice covering many aspects of the federal and state environmental regulations. Its environmental clients range from multi-national chemical concerns to municipalities to sole proprietorships. The lawyers practicing in this area have varied experience and training in the environmental field. Paul Heyburn successfully defended his clients in the Eastern District of Texas in a lengthy trial related to the Turtle Bayou waste site. M. C. Carrington and Sandra Clark successfully defended our client in an alleged deep well contamination case that was named a Top 10 Defense Verdict by the *National Law Journal*.

Contact: Paul Heyburn Tel: 713 655 1200

Email: paulheyburn@mehaffyweber.com

General Litigation:

MehaffyWeber, PC is a Go-To Law Firm® in the practice area of general litigation. For more than 70 years the firm has provided its clients with innovative approaches that have achieved excellent results in a wide range of litigation matters. The goal is to collaborate with clients to reach the results they want. Partnering with clients drives the strategies necessary to achieve a successful conclusion.

Contact: Michele Smith Tel: 409 835 5011

Email: michelesmith@mehaffyweber.com

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Tel: 713 655 1200 Fax: 713 655 0222

Email: paulheyburn@mehaffyweber.com

SAN ANTONIO: 4040 Broadway, Suite 522, TX
78029

Tel: 210 824 0009 Fax: 210 490 7272

Construction Litigation:

MehaffyWeber's Construction team provides a broad range of services to contractors, state and local governments, and private parties engaged in construction transactions and dispute resolution. The attorneys can negotiate construction contracts to help prevent disputes from arising. When disputes do arise, the construction law team has extensive experience prosecuting and defending disputes in state and federal courts as well as in arbitration and mediation.

Contact: Michele Smith Tel: 409 835 5011

Email: michelesmith@mehaffyweber.com

Oil & Gas, Energy Litigation:

Mehaffy Weber handles disputes over mineral title ownership, operating agreements, surface use and damages, water use, pipeline right-of-way and condemnation, bad faith pooling, oil and gas lease covenants, lease forfeiture, royalty underpayment and pricing, salt water disposal, and environmental damages and clean-up.

Contact: Corey Seel Tel: 713 655 1200

Email: coreyseel@mehaffyweber.com

Contact: Paul Heyburn Tel: 713 655 1200

Email: paulheyburn@mehaffyweber.com

Labor & Employment Law:

This team assists employers to maintain competitive and productive, but also positive workplaces. A goal of the labor and employment practice is prevention of workplace problems by tailoring plans that comply with federal and state labor laws and help reduce employee disputes. If disputes occur, the attorneys work to resolve them early to avoid the costs and burdens of litigation. If litigation is the best approach, our litigation attorneys aggressively defend the clients. The team primarily defends claims of unlawful discrimination, harassment, civil rights violations, retaliation, whistleblower violations, wrongful discipline and discharge, compensation violations, and other workplace claims against employers – both pre-suit and in formal proceedings.

Contact: Barbara Barron Tel: 409 835 5011

Email: barbarabarron@mehaffyweber.com

MUNSCH HARDT KOPF & HARR PC

www.munsch.com tel: 214 855 7500 fax: 214 855 7584

Chairman: Phil C Appenzeller Jr.

Number of partners: 85 Number of lawyers: 144

Languages: *Croatian, Dutch, Flemish, German, Korean, Russian, Spanish*

Main Areas of Practice:

Bankruptcy, Restructuring & Insolvency:

Consistently ranked by *Chambers USA* — Texas since 2005, Munsch Hardt's bankruptcy, restructuring and insolvency practice ranks among the largest and most experienced insolvency practices in the Southwest. The firm's experience encompasses virtually all major industries, including energy, health care, hospitality, insurance, manufacturing, real estate, retail, technology, telecommunications, transportation and utilities.

Commercial Litigation:

The firm believes there are three distinct features that set apart Munsch Hardt's litigation practice — its abilities, rate structure and how cases are staffed. First, the practice is a team of focused attorneys representing clients in the most intricate business disputes throughout the US. Second, the rate structure for complex business disputes is the starting point of efficiency. Third, the team begin with the fundamental belief that it wants each client to be a client for life. Therefore, the goal is simple — find the most efficient possible solution to each problem.

Construction:

Ranked by *Chambers USA* — Texas, Munsch Hardt's construction team has more than 200 years of combined experience and empowers public and private owners, developers, lenders, design professionals, general contractors, subcontractors and suppliers to complete some of the most significant construction projects in the US Services. This includes procurement document preparation at all levels of the construction process and the resolution of virtually all types of construction disputes. Lawyers also offer experience in contract negotiation and document preparation related to all phases of the investigation, development, design, management and construction of projects of all sizes and character.

Corporate / Mergers & Acquisitions:

Ranked by *Chambers USA* — Texas, the Firm represents business owners, executives and investors in the acquisition or disposition of mature businesses and their assets. Although we represent multi-billion dollar conglomerates and other large business enterprises, our emphasis in transactional matters is on the middle-market — primarily private companies at various stages of growth, conducting transactions valued between \$10 MM and \$500 MM. This frequently leads to negotiating multistate, cross-border transactions on both the buy and sell side. In addition, the corporate attorneys offer outsourced counsel services, including contract review and negotiation, and executive compensation.

Employment & Labor:

Munsch Hardt's attorneys handle the full range of matters arising from the employer-employee relationship, from dispute avoidance and daily organizational matters, to government audits and litigation. Attorneys provide effective guidelines to help clients navigate the web of federal and state employment laws. They also train supervisors and managers, preparing them to properly administer and oversee the employer's standards of behavior and performance.

Energy:

The firm represents clients in diverse segments of the energy industry, including exploration and production, gathering and processing, oilfield services, refining and marketing, renewable and alternative energy and transportation, storage and terminalling. Clients include private individuals, private equity funds, joint ventures, master limited partnerships, closely-held entities and publicly-traded entities. The firm handles complex mergers and acquisitions, financing and debt restructuring transactions, immigration and employment issues, arbitration and litigation.

Environmental:

Munsch Hardt's environmental practice represents clients on regulatory compliance, provides guidance on corporate and real estate transactions and represents defendants and plaintiffs in federal, state, civil and criminal environmental and toxic tort litigation throughout the United States. The firm's client roster encompasses public and private companies; energy suppliers; petroleum companies; transportation companies; real estate developers and investors; financial institutions; manufacturers; instrumentalities; state agencies and other governmental bodies; citizens' groups; educational and other nonprofit institutions.

Finance:

Munsch Hardt's lawyers advise international, national and regional banks, venture capital groups, investors and other financial institutions as lenders, issuers, underwriters, credit enhancers and servicers, and have a proven ability to handle complex, innovative transactions, as well as the routine transactions where controlling cost is essential. In addition the firm handles restructuring and workout aspects of troubled loans and represent creditors in bankruptcy proceedings. On the borrower side, the firm manages all parts of the debt capital structure for companies active in a range of business sectors.

OFFICES

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HOUSTON: 700 Milam Street, Suite 2700, 77002-
2845

Tel: 713 222 1470 Fax: 713 222 1475

Health Care:

Ranked by *Chambers USA* — Texas, Munsch Hardt's Health Care practice is dedicated to helping innovators, entrepreneurs, and providers (both non-profits and for-profits) pursue opportunities and manage risk through strategic acquisition, regulatory compliance and litigation avoidance.

Immigration:

Ranked by *Chambers USA* — Texas, The firm's immigration practice enables clients to operate successfully in a world where capital and business opportunities have no borders. The team's understanding of the bureaucratic intricacies and its frequent interaction with US DHS, DOL and DOS, as well as its counterparts around the world, assures clients of its ability to effectively represent them. The firm work with companies to address visa and work authorization needs of US and global personnel, including professionals, managers and executives, treaty investors/traders, essential workers, persons of extraordinary ability, corporate trainees and students.

Insurance:

Munsch Hardt's insurance recovery practice is driven by experienced and respected insurance lawyers who are committed to solving problems for clients and maximizing their insurance investments. Whether handling company-critical coverage disputes, giving advice on various forms of captive insurance, assisting with risk management and insurance procurement issues in transactional settings, conducting due diligence or navigating representations and warranties coverage for a merger or acquisition, Munsch Hardt's attorneys possess the knowledge and experience guide clients through the challenging insurance minefield.

Real Estate:

Ranked consistently by *Chambers USA* — Texas, the firm proudly houses one of the strongest real estate practices in the Southwest. The team focuses exclusively on commercial property transactions, including acquisitions, dispositions, developments, financings, construction, leasing, zoning and workouts. The breadth of the practice enables the firm to cross boundaries from office, retail and industrial to hospitality, multifamily, senior living and student housing projects.

**MUNSCH
HARDT**

PIERCE & O'NEILL, LLP

www.pierceoneill.com tel: 713 634 3600 fax: 713 634 3601

Partners: Jesse R Pierce, Jack O'Neill
Numbers of lawyers: 12

Firm Overview:

Pierce & O'Neill is a litigation 'boutique' with a single focus — the devoted representation of clients in significant litigation. There are major differences between litigators who engage primarily in motion practice and those who try cases. Pierce & O'Neill is a firm of trial lawyers.

Jesse Pierce and Jack O'Neill formed Pierce & O'Neill with one goal in mind — to establish a boutique trial and appellate firm with a primary focus on complex business and energy litigation. This focused approach has allowed them to concentrate their expertise and knowledge with a specific client base in mind, thereby benefiting their clients with superior representation. Pierce & O'Neill is also committed to providing its clients with the most efficient, cost-effective representation available.

The firm's reputation has been built upon results that exceed expectations and its responsive, innovative and common-sense advice. The relentless pursuit of clients' interests fosters a spirit of cooperation and partnership. The firm undertakes substantial matters on a regular basis for both new and existing clients and places significant value on its longstanding relationships with clients, many of which span several decades. Although most often retained at the outset of a matter, the firm is frequently asked to substitute as trial counsel before trial, or to step in as appellate counsel on appeal.

Both Mr Pierce and Mr O'Neill have more than 40 years of experience trying complex civil litigation cases for commercial and energy industry clients. They are members of the American Board of Trial Advocates, have been selected for inclusion in *Texas Super Lawyers*[®] since its inception in 2003, and have earned AV Preeminent ratings* from *Martindale-Hubbell*.

Main Areas of Practice:

Complex Commercial Litigation:

Disputes involving claims of breach of contracts, breach of fiduciary duties and fraud, interpretation and enforcement of contracts, franchising, real estate, ERISA claims, securities and corporate matters, franchising disputes, copyright and entertainment matters, and a variety of usury and deceptive trade practices matters.

Energy & Natural Resources Litigation:

Disputes involving all aspects of the oil and gas industry, including well blowouts and other well incidents; refinery and pipeline incidents; production platform incidents; pollution actions; groundwater contamination actions; actions involving hydraulic fracturing; royalty, overriding royalty, working interest and other ownership issues; interpretation and enforcement of production agreements, assignments, joint operating agreements, area of mutual interest agreements, deeds, leases and all other agreements affecting development, ownership, exploration, production, refining and marketing; title actions; trespass actions; and class actions.

Appellate Litigation:

Representation of clients through all stages of the civil appellate process, at both the state and federal appellate court levels, including filing (or defending) the initial appeal in the lower court of an order or judgment, through the briefing process and oral argument; interlocutory appeals, mandamus proceedings, petitions for writ of certiorari and amicus briefs.

Environmental & Toxic Tort Litigation:

Disputes involving environmental contamination, chemical exposure, wrongful death and product defects, including claims of contamination of property by natural gas and hydrogen, water pollution, and exposure to benzene.

Alternative Dispute Resolution:

Representation of clients in civil matters involving mandatory or optional arbitration proceedings before the American Arbitration Association and other alternative dispute resolution forums.

OFFICES

TEXAS

HOUSTON: 4203 Montrose Boulevard, TX 77006
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Personal Injury Defense Litigation:

Defense of personal injury claims involving product liability, breach of warranty, design defects, premises liability, failure to warn, negligence, and wrongful death.

Insurance Coverage Disputes/Litigation:

Representation of policyholders in all phases of insurance coverage disputes and litigation, including bad faith claims; breach of contract; failure to defend a policyholder and/or excess verdicts; wrongful denial of coverage, including failure to conduct a reasonable investigation; unreasonable delay in claims processing and/or payment; failure to acknowledge or pay claims; and failure to settle.

PIERCE & O'NEILL, LLP

PORTER HEDGES LLP

www.porterhedges.com

Managing Partner: Robert G Reedy

Firm Overview:

Porter Hedges is consistently recognized among the leading law firms based in Texas. Key areas of the firm include energy transactions, corporate/M&A, litigation, banking and finance, bankruptcy, energy infrastructure projects and construction, with additional experience in tax, real estate, and intellectual property. The firm assists clients from small start-ups to large national and multinational organizations and provides practical, cost-effective business solutions.

Main Areas of Practice:

Energy Transactions:

Porter Hedges provides clients with a cross-practice team of attorneys who have handled more than \$200 billion in energy transactions. The firm's clients include public and private exploration and production companies, oilfield service companies, reservoir engineering firms, commercial banks, mezzanine lenders, private equity companies, natural gas pipelines and gathering systems and natural gas storage companies, among others.

Contact: Robert H. Thomas and C. Randall King

Corporate/M&A:

Porter Hedges has one of the most sophisticated corporate practices in Texas with lawyers who counsel growth-oriented public and private companies ranging in size from New York Stock Exchange-listed companies to start-ups. The firm has handled hundreds of public and private offerings of equity and debt securities, mergers and acquisitions, venture capital financings, institutional and private placements, leveraged buyouts, joint ventures and exchange offers.

Contact: Corey C. Brown

Litigation:

Porter Hedges' trial lawyers have both the experience and resources to meet the complex litigation needs of large national and multinational corporations, as well as those of small to mid-sized companies and individuals, from pre-litigation negotiation through appeal. The firm handles all types of commercial disputes, including the interpretation and enforcement of complex contracts, disputes regarding the ownership of various forms of businesses, business torts, banking matters, representation of lenders and borrowers, fraud, real estate, breach of fiduciary duty, employment-related disputes and cases concerning the respective rights of buyers and sellers.

Contact: Stephen H. Lee

Commercial Lending & Finance:

Porter Hedges has a diverse and broad-based finance practice which is concentrated in the middle market and crosses many industries. The firm advises financial institution clients as lenders, corporate trustees, collateral agents, issuers, underwriters and credit enhancers and has a proven ability to handle both complex and routine transactions where controlling legal costs is essential. On the borrower side, the firm assists clients in sectors including oilfield service, transportation, distribution, pipeline services, retail, technology, co-location services, manufacturing, pharmaceutical, healthcare and hospitality services.

Contact: Joyce K. Soliman

Bankruptcy:

Porter Hedges represents debtors, creditors, trustees, creditors' committees, institutional lenders and investors in connection with out-of-court debt restructurings, acquisitions and financings in addition to Chapter 7, 9 and 11 bankruptcy cases. The firm's lawyers also have substantial litigation experience in bankruptcy courts, federal district courts and federal appellate courts. In addition, the bankruptcy attorneys have developed special skills in facilitating asset purchases from bankruptcy estates.

Contact: John F. Higgins

Energy Infrastructure:

The firm represents energy infrastructure clients from land acquisition to permitting, corporate structure to financing, design and build to operation, from opening to closing, acquisition to divestiture, and innovation to protection. The firm's industry knowledge, innovative approaches and informed strategies assist clients in capturing opportunities and addressing challenges throughout the life of each infrastructure project.

Contact: Joel A. Goldberg

Construction:

Equipped with a broad understanding of the construction process and experience on all sides of the table, Porter Hedges lawyers handle the most complex private and public development projects. The firm represents contractors, public and private owners, developers, lenders, construction managers, sub-contractors, architects and engineers, sureties, vendors and suppliers in regards to litigation, arbitration and contracts.

Contact: David D. Peden

Tax:

Porter Hedges' tax group regularly assists public and private enterprises with the federal, state and international tax aspects of acquisitions, dispositions, restructurings and financings of corporate and partnership ventures. The group has significant experience in the tax aspects of upstream oil and gas transactions involving tax partnerships, carried interests, like kind exchanges and other tax matters unique to the oil and gas exploration business.

Contact: Craig M. Bergez

PRACTICE AREAS

Energy Transactions
Corporate/M&A
Litigation
Commercial Lending & Finance
Bankruptcy
Energy Infrastructure
Construction
Tax
Intellectual Property
Real Estate

OFFICES

TEXAS

HOUSTON: 1000 Main Street, 36th Floor, TX 77002
Tel: 713 226 6000 Fax: 713 228 1331

OKLAHOMA

OKLAHOMA CITY: 5520 N. Francis Ave., OK 73118
Tel: 405 232 3001 Fax: 405 232 5553

Email: info@porterhedges.com

Intellectual Property:

Porter Hedges provides the full range of services, including portfolio preparation and management; freedom-to-operate, clearance, invalidity and non-infringement opinion work; transactional matters, including licensing and due diligence support; and IP litigation, including patent, trademark, trade secret, unfair competition and antitrust litigation.

Contact: Miranda Y. Jones

Real Estate:

Porter Hedges represents developers, investors, lenders, owners and tenants in a range of real estate transactions and financing. Porter Hedges' lawyers advise on every aspect of real estate projects, including predevelopment planning and financing, entity selection and structure, acquisitions and sales of improved and unimproved properties, construction contracts, commercial leases, operating agreements, and restrictive covenant agreements.

Contact: George S. Craft

PORTER | HEDGES

REED, CLAYMON, MEEKER & HARGETT, PLLC

www.rcmhlaw.com **tel:** 512 660 5960 **fax:** 512 660 5979

Managing Partner: Kevin Reed

Number of partners: 8 Number of lawyers: 10

Languages: *English*

Firm Overview:

Texas' burgeoning health care industry presents businesses and individuals a myriad of opportunities for expansion and diversification, all while managing the daily challenges of administrative and regulatory matters. As one of Texas' most experienced law firms focused on serving health care clients, Reed Claymon offers deep expertise and trusted counsel. From serving as general counsel for hospital systems, to managing complex business and real estate transactions, to representing practitioners in front of regulatory agencies, the firm has a wealth of industry knowledge and legal acumen at its disposal. Reed Claymon represents public and private health care entities, including hospitals and health systems, as well as physician practices, clinics, and physicians throughout the state of Texas.

Main Areas of Practice:**Health Law:**

7 members based in Austin, Texas

- Represented hospitals in all transactional aspects of sale or lease to other hospital systems, financing and construction of new hospital facilities, restructuring hospital ownership
- Represented communities in the formation of a new hospital district or hospital authority
- Provide general counsel services, including negotiating/drafting contracts, advising on regulatory, medical staff and a wide range of operational matters including compliance
- Drafting/implementing medical staff bylaws
- Mediation of medical staff peer review disputes and serving as a hearing officer in medical staff peer review matters
- Represented health care practitioners before licensing boards
- Represented public hospitals and governmental entities in acquisition of over 320 nursing facilities for participation in the UPL Supplemental Payment Program, Nursing Facility MPAP, and the Quality Incentive Payment Program
- Experience in public law issues
- Providing governance education and consultation

Contacts: Kevin Reed/Jennifer Claymon/

Trent Krienke/Robert Spurck

Tel: 512 660 5960

Emails: kreed@rcmhlaw.com/jclaymon@rcmhlaw.com/tkrienke@rcmhlaw.com/rspurck@rcmhlaw.com

Business Entities & Transactions:

2 members based in Austin, Texas

- Represented closely held business entities from creation to eventual exit, including entities' formation, business transactions, and sale or other disposition
- Represented business entities in the purchase, sale, and leasing of real estate

Contact: Robert Spurck **Tel:** 512 660 5964

Email: rspurck@rcmhlaw.com

Litigation:

3 members based in Austin, Texas

- Obtained summary judgment for ten hospital related clients in a multi-million dollar credentialing case filed in federal court

- Tried to complete defense verdict numerous healthcare liability suits involving cardiology, general surgery, orthopedic surgery, neurological surgery, emergency medicine, oncology, obstetrical/gynecological care and governmental liability issues
- Tried a non-subscriber suit to a complete defense verdict;
- Tried an emergency ambulance response case to a complete defense verdict
- Tried a premises liability suit filed against a business owner to a complete defense verdict
- Obtained summary judgment for a hospital in a claim brought by a prisoner under 42 U.S.C. §1983
- Represented health care providers through all phases of litigation and investigations

Contact: Janice Byington **Tel:** 512 660 5969

Email: jbyington@rcmhlaw.com

Mediation:

2 members based in Austin, Texas

- Mediated medical staff peer review hearings
- Represented hospital clients in various aspects of fair hearing and physician credentialing processes
- Mediated civil litigation disputes

Contact: Robert Hargett **Tel:** 512 660 5968

Email: rhargett@rcmhlaw.com

Real Estate Transactions:

1 member based in Austin, Texas

- Represented healthcare providers and other businesses in the purchase/sale of assets or merger
- Represented business entities in the purchase, sale, and leasing of real estate

Contact: Pete Meeker **Tel:** 512 660 5967

Email: pmeeker@rcmhlaw.com

Estate Planning & Probate:

1 member based in Austin, Texas

- Worked with clients in creation of estate plans and execution of estate planning documents
- Worked with clients in dealing with issues surrounding the loss of family members, including settling their probate estates

Contact: Pete Meeker **Tel:** 512 660 5967

Email: pmeeker@rcmhlaw.com

PRACTICE AREAS

Health Law
 Business Entities & Transactions
 Litigation
 Mediation
 Real Estate
 Estate Planning & Probate
 Employment Law
 Appellate Law

OFFICES**TEXAS**

AUSTIN: 5608 Parkcrest Drive, Suite 200, TX 78731

Tel: 512 660 5960 **Fax:** 512 660 5979

Employment Law:

2 members based in Austin, Texas

- Provided advice and counsel on state and federal employment statutes and regulations, including: FMLA, Americans with Disabilities Act, Title VII of the Civil Rights Act (discrimination), Age Discrimination in Employment Act, Pregnancy Discrimination Act, Fair Labor Standards Act, COBRA, Texas Commission on Human Rights Act, Texas Unemployment Compensation Act, Texas Payday Act, Texas Workers Compensation Act
- Represented employers in investigations by the EEOC regarding discrimination claims (age, sex, race, national origin)
- Represented employers in investigations by the Texas Workforce Commission regarding unemployment compensation claims and pay claims, and by the Department of Labor regarding overtime and minimum wage claims
- Prepared and reviewed personnel policies and employee handbooks
- Prepared and reviewed employment contracts and severance agreements
- Advised on employee discipline and termination issues

Contact: Jennifer Claymon **Tel:** 512 660 5965

Email: jclaymon@rcmhlaw.com

Appellate Law:

3 members based in Austin, Texas

- Significant experience in a wide range of subject areas from medical malpractice, insurance defense, breach of contract, probate, family law, to appeals of administrative agency decisions
- Participated in multiple oral arguments before various state appellate courts
- Prevailed on dismissal of health care liability claims in trial and appellate courts

Contact: Emily Davenport **Tel:** 512 660 5974

Email: edavenport@rcmhlaw.com



RUSTY HARDIN & ASSOCIATES, LLP

www.rustyhardin.com tel: 713 652 9000

Managing Partner: Rusty Hardin

Number of partners: 7 Number of lawyers: 15

Firm Overview:

The attorneys of Rusty Hardin & Associates are highly experienced lawyers recognized for their diligence in preparing for trial, establishing rapport with juries, and obtaining favorable results for plaintiffs and defendants in courtrooms across the nation. While the practice is devoted primarily to civil litigation, the firm continues to represent high-profile individuals in criminal cases, believing that this diversity makes each lawyer better and reinforces a collective ability to help a broad cross-section of clients. This approach is grounded in a belief and trust in jurors and in the skills to effectively communicate all the relevant facts and evidence of a complex case or concept while retaining the panel's interest and attention. The firm's record of success enhances the settlement potential of a case, frequently making a trial unnecessary and creating a more satisfying solution for the firm's clients.

Main Areas of Practice:

Commercial Litigation:

While the firm is perhaps best known for its history of defending clients in several high-profile criminal matters, commercial litigation remains the focus of the practice. This experience covers a range of industries and professional services, such as real estate, energy, health care, manufacturing, accounting, and financial services. In preparing and trying these cases, the firm establishes and confirms the individual objectives of each client, enabling attorneys to efficiently manage investigations and discovery and effectively work with any co-counsel. These commercial litigation matters have included cases involving abuses of trust, disciplinary hearings, contracts, fiduciary duty, fraud and deceptive trade practices, intellectual property, and employment agreements.

- The firm represented Nan Ya Plastics Corporation, a publicly traded company that is a part of the largest commercial concern in Taiwan, in a theft of trade secrets case filed in Texas. After aggressively challenging the plaintiff's claims for more than \$400 million in damages, the firm's attorneys negotiated a settlement that was significantly less than Nan Ya's remaining defense costs. The terms were so favorable that the remaining defendant, Formosa Plastics Corporation, asked the firm to serve as co-counsel at trial

Personal Injury Cases:

Helping individuals gain some form of justice in the wake of death or injury to a loved one is important to the firm. This work often involves the search for the best way to convey the facts of the client's story, allowing a jury to better understand how and why certain events occurred and the impact of those events on an individual, a family, or a broader segment of the population. In the successful resolution of product liability claims, the firm can bring about fundamental change in the way specific consumer goods are manufactured and marketed, at times forcing corporate interests and insurers to provide greater protections for customers, residents, or employees. Many of the firm's plaintiff clients in personal injury cases have received jury awards and out-of-court settlements ranging from several thousands to millions of dollars.

- Attorneys of the firm represented the mother of a young boy who was killed in an accident involving a ski boat manufactured by Skier's Choice, Inc. The product liability case was effectively proven when a company design expert admitted under oath that the addition of a \$40 piece of protective equipment would have saved the boy's life. Soon thereafter, the case settled on terms quite satisfactory for the plaintiff

Criminal Matters:

The firm's criminal defense team has brought cases to trial in jurisdictions across the nation. While this work often involves the defense of clients in state criminal courts, the firm also represents corporations and individuals charged in white-collar criminal matters and regularly counsels clients in criminal investigations brought by federal and state authorities.

- The firm represented chemical manufacturer Arkema Inc. after the company and its executives were indicted on state criminal charges for reckless emission of air pollutants under the Texas Water Code. The case stemmed from a 2017 chemical fire at the company's plant in Crosby, Texas. Inundated by Hurricane Harvey floodwaters, the plant lost power to several trailers that cooled the company's temperature-regulated organic peroxide. A 2020 trial ended with a Texas judge issuing two directed verdicts and acquitting all defendants in the case

Cases Involving Public Figures:

The firm's ability to successfully cope with the personal needs and public scrutiny of high-profile individuals involved in civil or criminal litigation is an unmatched asset. These cases are particularly sensitive as they often involve potentially negative publicity. The firm's judgment and experience in effectively engaging news media can help assure that any coverage is as balanced and objective as possible.

- The firm represented former professional baseball player Roger Clemens in matters that developed from the Mitchell Report's allegations of performance enhancing substance abuse in the sport. The firm represented Mr. Clemens in the criminal case brought by the Department of Justice alleging that he committed perjury during Congressional testimony about the report's find-

OFFICES

TEXAS

HOUSTON: 5 Houston Center, 1401 McKinney, Suite 2250, TX 77010
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ings. After an initial mistrial, Mr. Clemens was found not guilty on all counts by a Washington DC jury after eight weeks of testimony. In addition, the firm represented Mr. Clemens in a civil defamation suit against his accuser, a civil defamation suit brought by his accuser, and other related hearings and investigations

Investigations:

The firm's attorneys are fortunate to have the resources and experience to help clients respond to investigations and prosecutions by state and federal governmental agencies in a discreet, efficient, and cost-effective manner. The firm employs an in-house investigator with a background in law enforcement and corporate security to support the trial teams in both civil and criminal cases.

Clients:

Arkema Inc.; Arthur Andersen LLP; Burlington Resources; Calvin Murphy; Dow Jones & Company; Enterprise Products; ExxonMobil; Houston Community College System; Houston Independent School District; Houston Police Chief C.O. Bradford; The Houston Texans; J. Howard Marshall II; Las Vegas Sands Corp.; The Methodist Hospital; NCI Building Systems; Osprey Petroleum Company; Ponderosa Land Development Co.; Rafer Alston; Rice University; Roger Clemens; Rudy Tomjanovich; Russian Academy of Science; Scottie Pippen; Stealth, LP; Steve Francis; The Texas House Select Committee on Transparency in State Agency Operations; Trigeant, Ltd.; Victoria Osteen; Wade Boggs; Warren Moon.



SCHMOYER REINHARD LLP

www.sr-llp.com **tel:** +1 210 447 8033 **fax:** +1 210 447 8036

Managing Partners: Shannon B. Schmoyer and Christine E. Reinhard

Number of partners: 5 Number of lawyers: 10

Languages: *English and Spanish*

Firm Overview:

Schmoyer Reinhard LLP advises and represents businesses throughout Texas and the United States, with an emphasis on labor and employment, construction litigation, and business litigation. The firm represents and counsels private and public entities of all sizes, ranging from Fortune 50 corporations to emerging start-ups.

Schmoyer Reinhard attorneys exhibit knowledge and intuition commensurate with the country's best counsel, and they are committed to working with businesses to take decisive action that minimizes cost and maximizes results.

Main Areas of Practice:

Labor and Employment:

5 partners, 5 fee earners based in San Antonio, Texas. Schmoyer Reinhard has a full-service labor and employment practice that assists employers throughout the country by:

- Employment litigation — single-plaintiff, class and collective actions, multi-party actions, governmental actions, and labor arbitrations
- Traditional labor concerns, collective bargaining, and union contract negotiations
- Strategic and complex employment decisions concerning executives to frontline employees
- Customized training and employment policies
- Employment agreements of all types — term, non-disclosure, non-compete, arbitration, at-will, and severance/separation

Besides delivering a full array of transactional and preventive support, Schmoyer Reinhard attorneys are known for their comprehensive trial experience in both state and federal court. They are dedicated to providing solid advice and representing clients' interests aggressively yet strategically in litigation. Schmoyer Reinhard's outstanding results reflect its commitment to partnering with clients to achieve the greatest optimal outcome, be it a dispositive motion win, a trial win, an appellate win, or a favorable settlement.

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Contact: Christine E. Reinhard

Tel: +1 210 447 8033

Email: creinhard@sr-llp.com

Construction Litigation:

1 partner, 2 fee earners based in San Antonio, Texas. Schmoyer Reinhard's construction litigation practice has handled issues ranging from lien disputes and condemnation to construction defect claims. The firm represents all parties to construction matters, including:

- Builders — both residential home builders and companies specializing in commercial building
- General contractors — delay damages, defense of construction defect claims
- Owners — companies adding new facilities or remodeling
- Subcontractors — pass through claims, delay damages, defense of construction defect claims
- Engineers — structural, geotechnical and environmental

Schmoyer Reinhard works with experienced forensic experts to analyze problems that may arise in construction projects, including foundation and other structure failures, water intrusion, delay damages, and extra work claims. The firm additionally provides day-to-day advice and counsel to parties involved in construction projects, with an eye towards resolving contract disputes without delaying work progress.

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PRACTICE AREAS

Employment Counseling
 Employment Litigation
 Employment Agreements
 Governmental Audits & Compliance
 Labor Issues & Union Avoidance
 Preventative Measures
 Internal Investigations
 Business Litigation
 Construction Litigation

OFFICES

TEXAS

SAN ANTONIO: 8000 IH 10 West, Suite 1600, TX 78230

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Business Litigation:

1 partner, 2 fee earners based in San Antonio, Texas. When disputes emerge in today's business world, companies face issues on a variety of fronts, including the threat of civil litigation. Schmoyer Reinhard embraces such challenges because the firm recognizes its value to clients is the deep experience and know-how it brings to solve these issues. Whether clients need counseling, mediation, arbitration, or aggressive litigation, the firm's knowledge, skills, and resources allow it to assist clients in developing an appropriate plan of action. Schmoyer Reinhard attorneys are experienced in trying cases involving general business litigation matters, including contract disputes, trade secret litigation, bankruptcy litigation, collections, title insurance defense, and consumer law (DTPA).

Contact: Annalyn G. Smith

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Email: asmith@sr-llp.com



SCOTT DOUGLASS & MCCONNICO LLP

www.scottdoug.com **tel:** 512 495 6300 **fax:** 512 495 6399

Managing Partner: Christopher D. Sileo

Number of partners: 39 Number of lawyers: 44

Languages: *English, Russian, Spanish*

Firm Overview:

Founded in 1976, Scott Douglass & McConnico has earned its reputation as one of the finest trial and appellate firms in Texas. From billion-dollar business disputes to the most delicate negotiations, clients hire Scott Douglass when the stakes are high and they need determined advocates with real courtroom experience. From its sole office in Austin, Texas, the firm's 40+ lawyers serve their clients in their most important matters throughout Texas and in other jurisdictions across the country. Long recognized as one of the premier oil, gas and energy firms in Texas, Scott Douglass represents clients in a broad array of additional industries, including pharmaceutical and medical device manufacturing, technology and e-commerce, real estate, finance, and many others. The firm represents clients in many different types of disputes spanning drug and device liability litigation, class actions, securities litigation, disputes involving trade secrets and other intellectual property issues, and every manner oil and gas related disputes. Importantly, the firm represents clients on both sides of the docket. Despite covering a wide variety of industries and subject matter, a common thread runs through all of the cases on the firm's docket: a client with a complex problem. The firm's specialty lies in taking that complex problem — whatever the subject matter — and crafting a simpler, persuasive narrative.

Main Areas of Practice:

Commercial Litigation:

28 partners; 34 fee earners based in Austin, TX

- Representation of Johnson & Johnson and Janssen in the Texas Opioid litigation
- Representation of Ethicon, Inc. and Johnson & Johnson in multiple jury trials involving pelvic mesh devices in the Philadelphia Court of Common Pleas and other jurisdictions
- Representation of Janssen Pharmaceuticals, Inc. and Johnson & Johnson in jury trials involving the prescription medication Risperdal
- Representation of large oil and gas producer in arbitration involving claims against client for more than \$300 million. After a two-week final arbitration hearing, the arbitration panel issued a unanimous decision awarding the claimant \$0 on its damages claims
- Representation of large oil and gas producer in jury trial involving claims against client for more than \$50 million. Achieved take-nothing verdict on the claims against client, and an award of \$1.2 million in attorney's fees for client
- Lead counsel for Expedia Group, Inc. and several subsidiaries in multiple suits pending in federal courts in Florida and Delaware related to alleged trafficking in Cuban property under the Helms-Burton Act
- Lead trial counsel for Samsung in a 5-day jury trial in a patent infringement lawsuit in the U.S. District Court for the Eastern District of Texas
- Lead counsel for HomeAway.com, Inc. (d/b/a Vrbo) in multiple class action suits in federal court in Texas. Successfully obtained dismissal of all suits but one based on arbitration provision, and subsequently defeated class certification in the remaining case

Key Clients: Johnson & Johnson; Chesapeake Energy Co.; Samsung Electronics; Expedia Group, Inc.; HomeAway.com, Inc.; Marathon Oil; EP Energy

Contact: David Shank

Tel: 512 495 6356 **Email:** dshank@scottdoug.com

Litigation: Appellate:

11 partners; 13 fee earners based in Austin, TX

The firm's appellate practice is led by Jane Webre, who is widely recognized as one of the premier appellate lawyers in the state. Under Jane's leadership, the firm's appellate practice covers a variety of industries and a wide array of subject matters, including oil and gas litigation, constitutional law, environmental disputes, class actions, state and local governance, intellectual property, legal malpractice and securities litigation. The firm handles appeals in both state and federal courts and often gets involved while cases are still at the trial court level to develop strategies and legal theories and to provide support regarding legal issues and preservation of error. The firm's appellate practice is likely best known for its work representing clients in oil and gas disputes, legal malpractice cases, and disputes involving state constitutional law.

Contact: Jane Webre

Tel: 512 495 6320 **Email:** jwebre@scottdoug.com

Energy: State Regulatory & Litigation (Electricity):

3 partners; 4 fee earners based in Austin, TX

The firm has a vibrant public utilities regulatory practice led by Cathy Webking, who is widely recognized as one of the premiere utility lawyers in Texas. The firm's attorneys handle issues falling under the jurisdiction of the Public Utility Commission of Texas including matters involving electricity, telecommunications and water. The firm offers advice and represents clients in connection with utility-related contracts, compliance and enforcement, rulemakings, contested cases, and legislative advocacy. The firm also advises clients on matters involving the interplay of electric market issues and the Electric Reliability Council of Texas. The firm has handled complex electricity litigation involving market disputes arising from evolving competition in the Texas utility markets. It also represents property owners and developers in a variety of matters including public utility service and facilities affecting their properties.

PRACTICE AREAS

Appellate
Commercial Litigation
Class Action Defense
IP Litigation
Oil & Gas Litigation & Regulatory
Professional Malpractice, Licensing, & Regulation
Public Utilities Litigation & Regulatory
State & Local Tax Disputes

OFFICES

TEXAS

AUSTIN: 303 Colorado Street, Suite 2400, 78701

Tel: 512 495 6300

Email: info@scottdoug.com

Energy: State Regulatory & Litigation (Oil & Gas):

17 partners; 22 fee earners based in Austin, TX

- Representation of an oil and gas operator in obtaining breach of contract, declaratory judgment and fee award, while defeating counterclaims by another operator
- Defence of multiple lawsuits consolidated for discovery regarding claims for royalty, drainage and other oil and gas lease issues
- Representation of clients in numerous applications at the Texas Railroad Commission, including applications to force pool interests, obtain injection well permits, obtain exceptions to rules, and set allowable production limits
- Representation of client in obtaining summary judgment, affirmed on appeal, confirming title to minerals in client's favor

Key Clients: Marathon Oil Company; Chesapeake Energy Corp.; EnerVest Operating, Callon Petroleum, EOG Resources, BPX Energy, Ovintiv Inc., Devon Energy

Contact: Mark Hanna

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SCOTT
DOUGLASS
McCONNICO

SLATER MATSIL, LLP

www.slatermatsil.com tel: 972 732 1001 fax: 972 732 9218

Managing Partner: Ira S. Matsil

Senior Partners: Steven H. Slater, Ira S. Matsil

Number of partners: 13 Number of lawyers: 27 attorneys, 9 patent agents and 10 technical advisors

Languages: *Bangla, English, Farsi, French (Canadian), Georgian, German, Gujarati, Hindi, Japanese, Kiswahili, Korean, Mandarin, Rumanian, Russian, Shona, Spanish, Tamil, Urdu, Vietnamese*

Firm Overview:

Slater Matsil is best known as one of the top patent prosecution firms in the US, consistently ranking amongst the most productive practices in the country in terms of number of patents issued. In 2020, Slater Matsil was ranked first in *Juristat's* Top 25 Growing Patent Firms in the last decade. The firm has obtained over 15,000 US patents for clients, including some of the most patent-prolific companies in the world.

Slater Matsil's legal team includes patent and trademark attorneys, patent agents, and technical advisors. Many of the firm's patent attorneys are also experienced trial lawyers who handle cases in US Federal Courts, before the Patent Trial and Appeal Board of the US Patent and Trademark Office, and before the United States International Trade Commission, often in partnership with other firms.

Slater Matsil's clients include some of the world's largest electronics and telecommunications companies and numerous up-and-coming start-up ventures.

Main Areas of Practice:

Patent Prosecution:

- Drafting and prosecuting patent applications is the core of Slater Matsil's practice, with over forty practitioners supporting this activity. The firm manages a significant portion of US filings for some of the world's most prolific patent filers, including representing several clients that were amongst the top 20 US filers in 2020
- In 2020, Slater Matsil filed over 2,500 patent applications and had 1,906 patents issued on behalf of its clients
- The firm's focus on quality as well as quantity is also recognized frequently by industry groups [Ranked by *Juristat* as a "Top Patent Firm in the U.S." in 2020; recognized as a "Best Performing Patent Firm" in 2019 by *Patexia*; ranked #1 in a 2016 Patent Quality Survey by *IAM*] as well as by clients [TSMC's Patent Prosecution Overall Prosecution Performance Gold Award, 2020; Huawei's Outstanding Service Award, 2020; and TSMC's "MVP Law Firm" Award, 2018.]
- Slater Matsil recognizes that technical expertise is as important as legal prowess when it comes to effective patent drafting and prosecution. The firm practices its motto, "Fluent in Technology, Proven in Law" every day – with nearly half of the firm's practitioners having an advanced technical degree. In fact, many firm practitioners are inventors in their own rights, with over 200 patents issued to members of the firm

Key Clients:

- Taiwan Semiconductor Manufacturing Co.
- Huawei Technologies
- ST Microelectronics, Inc.

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- Steven H. Slater
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Patent Litigation & Post Grant Challenges:

- The firm offers a wide spectrum of issue-specific and technology-centric expertise in IP litigation, typically as a team member of a multi-firm effort. Frequently, the firm's involvement is due to a client's request, but often other law firms engage Slater Matsil directly for specialized support such as pre-litigation assessments, claim construction briefing and hearings, developing invalidity defenses, expert witness discovery, and the like
- In post grant challenges, Slater Matsil represents both patent owners and petitioners, with over twenty post-grant challenges being handled in 2020. By combining extensive familiarity with Patent Office proceedings and procedures with strong litigation skill-sets, the firm continues to rack up an impressive record of victories for its clients

Key Clients:

- Taiwan Semiconductor Manufacturing Co., Ltd. ("TSMC")
- Xilinx, Inc.
- SMA Solar Technology AG

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PRACTICE AREAS

Intellectual Property

OFFICES

TEXAS

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Asia Pacific Practice Group:

- Slater Matsil's Asia Pacific Practice Group recognizes the importance of a comprehensive IP strategy for companies seeking to enter or grow in the US market. In addition to traditional IP services (patent preparation and prosecution, portfolio management, litigation, and the like), the firm also provides practical, culturally-sensitive advice to companies seeking to navigate the complex landscape of business practices and intellectual property law in the United States. This practice group offers fluency in Mandarin, Japanese, and Vietnamese and familiarity with several other Asian languages

Contacts:

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- Li Li, PhD
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Email: lli@slatermatsil.com

slatermatsil

SLATES HARWELL LLP

www.slatesharwell.com tel: 469 317 1000 fax: 469 317 1100

Managing Partner: John Slates

Equity Partners: Gregory Harwell, Joseph Mira, Gene Blanton

Number of partners: 8 Number of lawyers: 13

Languages: *English*

Firm Overview:

After over 40 years of collective experience practicing construction law with one of the largest firms in Texas, John Slates and Greg Harwell formed Slates Harwell LLP to better serve their clients' needs. The firm brings the pedigree of big-firm experience and expertise to the flexibility of a construction boutique platform. Since its inception in 2013, Slates Harwell has more than doubled in size, adding eight respected construction lawyers to its team. Most lawyers are either transactional attorneys or litigators. Because of the firm's construction industry focus, it is both. Slates Harwell works from project concept to completion assisting clients in contract negotiation, risk management, and dispute resolution including mediation, arbitration, and litigation. In this comprehensive role, the firm's lawyers counsel their clients on the many facets of their business, and as a result, understand the priorities and risk tolerances that drive each client's decisions. When disputes arise, the firm's lawyers combine the insights developed through these unique client relationships with a proven track record of success in the courtroom and in arbitration.

Main Areas of Practice:

Construction Law/Construction & Materials:
8 Partners; 13 Fee Earners based in Dallas, TX

Slates Harwell is known for the breadth and sophistication of its expertise in the construction industry.

A significant segment of the firm's practice is devoted to representing large general contractors in the negotiation of upstream and downstream contracts and the management of suits, claims, and issues that arise from commercial and public construction and development projects. The firm's work has covered a wide range of projects and geographic settings – from contractor extra work claims on DOE projects in New Mexico, to disputes arising from \$500 million mixed-use projects on the Mississippi Gulf Coast; from delay and disruption claims in industrial/refinery settings, to construction defect allegations in commercial and multi-family projects. Some key clients in these areas include Adolfsen & Peterson, Andres Construction, Austin Industries, Balfour Beatty Construction, The Beck Group, EMJ Corporation, Hill & Wilkinson, MAPP Construction, VCC, and Zachry Construction. Another

area of recognized expertise is in the preparation of development and contract management plans and documents for large commercial / retail / residential developers. Developer clients including CIELO Real Estate Group, Fairfield Properties, JPI, KDC Development, and Streetlights Residential have engaged the firm to assist with contracts for their designers, managers, contractors, and suppliers and to implement programs to manage their projects to successful completion.

Slates Harwell also provides a broad range of legal services to builders in the volume homebuilding industry. During the course of their careers, lawyers at Slates Harwell have represented 15 of the top 20 homebuilders – as well as their trade associations (National Association of Home Builders and Texas Association of Builders). The services provided to the volume builders include regulatory compliance guidance for development and marketing, contract management and procurement best practices programs, and copyright and trademark registration

PRACTICE AREAS

Construction Law
Commercial Litigation
Trademark & Copyright Law

OFFICES

TEXAS

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and protection. Current key clients include DR Horton Homes, Lennar Homes, M/I Homes, and Weekley Homes.

Key Clients:

Adolfsen & Peterson, Andres Construction, Austin Industries, Balfour Beatty Construction, The Beck Group, EMJ Corporation, KDC, Lennar Homes, MAPP Construction, Streetlights Residential, VCC, Zachry Construction

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STANTON LLP

tel: +1 972 233 2300 fax: +1 972 692 6812

Managing Partner: James M. Stanton

Partners: James M. Stanton, Jennifer Richards, and Jose Portela

Number of partners: 3

Firm Overview:

Stanton LLP's clients know that they only get one reputation. The firm's clients know their standing in the community is priceless. Whether a client is a Fortune 100 company, C-suite executive, doctor, lawyer, or elected official, Stanton LLP has experience defending the client's character and integrity at the courthouse and, more importantly, in the court of public opinion.

Stanton LLP is a firm of lawyers who nimbly employ sophisticated tactics to resolve business problems discreetly to avoid litigation when possible. Stanton LLP understands that litigation introduces uncertainty, risk, and distraction. Stanton LLP has a track record of successfully assisting its clients to resolve business disputes related to finance, energy, and real estate by crafting the legal strategy consistent with corporate values and objectives. When going to court is necessary, clients should have a firm of lawyers including a former state district judge and board-certified civil trial lawyer on their side.

OFFICES

TEXAS

DALLAS: Comerica Bank Tower, 1717 Main Street, Suite 3800, 75201

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THOMPSON, COE, COUSINS & IRONS

www.thompsoncoe.com tel: 214 871 8200 fax: 214 871 8209

Managing Partner: Shawn W Phelan

Number of partners: 110 Number of lawyers: 214

Languages: French, German, Hindi, Italian, Korean, Portuguese, Spanish, Urdu, Chinese (Mandarin), Greek, Hebrew, Farsi, Korean, Bengali, Vietnamese, Chinese (Cantonese)

Firm Overview:

For 70 years, Thompson Coe has been recognized as a premier litigation firm and a national authority on insurance defense and sophisticated coverage issues. Thompson Coe's experience in this highly regulated, cost-conscious industry has enabled the firm to bring a level of discipline and efficiency to its clients that translates into tangible value. Today, Thompson Coe provides this value to its clients through a spectrum of legal services spanning multiple industries. As a result of Thompson Coe's long history, broad experience, and deep industry knowledge, the firm's attorneys have the ability to efficiently handle the most critical matters for their clients, providing professional service with a focus on results.

Main Areas of Practice:

Insurance:

The firm's clients depend on its broad insurance background and knowledge to provide reliable and efficient legal advice and assistance for all insurance business and regulatory matters. Whether giving advice pertaining to insurance laws, representing clients before an insurance regulator, handling mergers and acquisitions or formations of insurance companies and agencies, or drafting or reviewing documents needed for insurance-related transactions, this practice group brings extensive experience to areas of law that are unfamiliar to many.

Insurance Litigation & Coverage:

This practice group is recognized by the insurance industry for its ability to provide counsel to insurance companies through a broad range of insurance-related litigation, coverage disputes, bad faith, and other extra contractual liabilities litigation. Drawing upon the firm's experience in the administrative and regulatory arena, the firm represents carriers facing complex corporate, regulatory, and class action litigation. The attorneys have been at the forefront of some of the most important property insurance cases and have unmatched experience helping insurers formulate cost-effective defense strategies to respond to lawsuits and claims after a catastrophe.

Products & General Liability Litigation:

The firm's trial attorneys have been recognized for their proficiency in the trial and defense of personal injury cases involving transportation, premises liability, products liability, medical malpractice, nursing home litigation and healthcare regulatory matters, mass tort litigation, negligence, and other tort-related claims. They are committed to excellence in trial advocacy and pride themselves in responding to litigation needs with practical, creative solutions.

Commercial Litigation:

This practice group has handled every type of commercial dispute – ranging from simple contract matters to complex international disputes. The attorneys share a commitment to do whatever it takes in terms of preparation and development of innovative strategies to ensure the best possible results for their business litigation clients — including trying cases to a conclusion with successful results.

Labor & Employment:

The firm's attorneys counsel the management of both private and public sector companies in connection with all employment-related matters, including compliance with the FLSA, Title VII, ADEA, ADA, WARN, OSHA, and other federal, state, and local laws that regulate employment. The firm has an active labor litigation practice defending management against EEO claims, wrongful termination, workers' compensation, retaliation, civil rights, and other employment-related claims.

Professional Liability:

Lawsuits involving malpractice claims against attorneys, accountants, insurance agents and brokers, corporate directors and officers, and other business professionals are being asserted at an increasing rate. The attorneys in this practice group draw upon years of hands-on experience in dealing with claims to provide the firm's professional clients with the finest quality legal representation.

Marine & Energy:

Thompson Coe's marine and energy attorneys have decades of experience representing clients in complex marine insurance issues, catastrophic loss claims, Jones Act claims, and breach of contract matters. The firm's reach with offices on the West and Gulf Coasts allows Thompson Coe to provide broad geographic coverage for its clients' maritime needs.

PRACTICE AREAS

Insurance Litigation & Coverage
Products & General Litigation
Commercial Litigation
Labor & Employment
Professional Liability
Marine & Energy
Appellate
Business Transactions
Governmental & Legislative Advocacy

OFFICES

TEXAS

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SAINT PAUL: 408 St. Peter Street, Suite 510, MN 55102
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Appellate:

Thompson Coe's appellate attorneys have successfully represented litigants in important cases decided by the Texas Supreme Court, federal appellate courts, including the Fifth Circuit, and other appellate courts in Texas and across the country.

Business Transactions:

This practice group encompasses everything from contractual relationships, including mergers and acquisitions, sales and purchases of ownership interests, shareholder agreements, management compensation arrangements, entity formation, and financing, to bankruptcy, real estate transactions, estate planning, and tax issues.

Governmental & Legislative Advocacy:

The firm's attorneys help clients achieve legislative initiatives and resolve regulatory issues. Their involvement and extensive experience in legislative and governmental processes enables them to effectively represent clients and advocate client positions before the legislature and other governmental agencies.

THOMPSON
COE

THOMPSON & KNIGHT LLP

www.tklaw.com tel: +1 214 969 1700 fax: +1 214 969 1751

Managing Partner: Mark M Sloan

Number of partners: Approximately 125 Number of lawyers: Approximately 300

Languages: *Albanian, Arabic, Bosnian, Croatian, English, French, Gujarati, Italian, Mandarin, Portuguese, Russian, Serbian, Spanish, Turkish*

Firm Overview:

Established in 1887, Thompson & Knight is a global firm with US offices in Texas and New York, and international offices and associations in the Americas, North Africa and Europe. In addition to providing a wide range of traditional legal services to clients in many industries, the firm prides itself on the depth of its experience in the energy industry. Thompson & Knight's attorneys protect and advance the interests of the firm's clients in negotiation and advocacy in cross-border and multi-jurisdictional transactions and dispute resolution. Its attorneys frequently coordinate the efforts of foreign local counsel with whom the firm has established strong working relationships around the world.

Main Areas of Practice:

Advertising, Branding, and Social Media
 Appellate
 Art Law
 Bankruptcy and Restructuring
 Chemical
 Consumer Products
 Corporate and Securities
 Data Privacy and Cybersecurity
 Employment and Labor
 Environmental
 ESG
 Estate Planning
 Finance
 Government and Regulatory
 Healthcare
 Insurance
 Intellectual Property and Innovation

International Arbitration
 Manufacturing
 Nonprofits
 Oil, Gas, and Energy
 Private Equity
 Real Estate and Real Estate Finance
 Real Estate Capital Markets
 Renewable Energy
 Restaurants/Hospitality
 Retail
 Securities, White Collar, and Government
 Enforcement
 Sports, Entertainment, and Media
 Tax
 Technology
 Telecommunications
 Transportation
 Trial

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Thompson & Knight  **Impact**
 ATTORNEYS AND COUNSELORS

TOLLEFSON BRADLEY MITCHELL & MELENDI, LLP

www.tbmmlaw.com **tel:** 214 665 0100 **fax:** 214 665 0199

Number of partners: 9 Number of lawyers: 17

Languages: *English, Spanish*

Firm Overview:

Tollefson Bradley Mitchell & Melendi was founded in 2006 to focus on insurance law. The firm concentrates on providing advice and representation in coverage and extracontractual disputes including property, liability and professional coverage under personal and commercial lines, disputes under directors and officers coverage, and disputes among insurers. The firm's practice includes pre-litigation investigation and evaluation, litigation and appeals. Partners of the firm are also engaged as mediators and arbitrators in coverage disputes.

In addition to handling matters throughout the state of Texas, or where a Texas coverage issue is implicated, the firm has lawyers licensed in Louisiana, Arkansas, Oklahoma, New Mexico and California. The firm also handles appeals in insurance matters, and firm lawyers are admitted in the Fifth, Sixth, Seventh, Eighth, Ninth, Tenth and Eleventh United States Courts of Appeal.

The firm is committed to fostering a deeper understanding of insurance issues. The firm's members are involved in training and continuing education and actively participate in organizations dedicated to insurance-related issues at a state and national level. The firm and individual members have received recognition in the industry and among their peers for proficiency in insurance law.

Main Areas of Practice:

Commercial Liability:

The firm provides coverage advice and representation in coverage litigation regarding disputes under primary and excess policies including general liability, commercial auto, trucking and garage policies, as well as under Owner or Contractor Controlled Insurance Programs. The areas of coverage in which the firm is routinely involved include construction defects, intellectual property disputes, oilfield and energy accidents, employee injuries, pollution liability, premises liability and dram shop claims. The firm also represents insurers in primary/excess disputes and in allocation disputes and other litigation among insurers.

Commercial Property:

The firm assists in the investigation and evaluation of losses under primary and excess policies providing commercial property and business interruption coverage, as well as representation in litigation of contractual and extracontractual claims.

The firm routinely handles claims arising from hurricanes and other catastrophes, other weather events, theft and fire, including suspected arson or fraud. The representation often begins at the investigative stage, including examinations under oath, and continues through the litigation or appraisal process.

Professional Liability:

The firm provides coverage advice and representation in regard to professional liability coverages, including legal professional, architects and engineers, medical, real estate errors and omissions, agent's errors and omissions, and miscellaneous professional liability.

Personal Lines:

The firm provides representation and counsel in claims investigation and coverage and bad faith litigation arising from homeowners and personal auto policies, including uninsured/underinsured motorist claims, catastrophes and other weather-related claims. The firm also represents insurers investigating and pursuing fraudulent insurance claims.

Dispute Resolution:

John Tollefson and Beth Bradley mediate insurance disputes involving property and liability coverage and have acted as arbitrators in disputes involving commercial liability coverage.

Appeals:

The firm continues its representation when a case is appealed, or is retained to assist with appeals of cases handled by other firms.

PRACTICE AREAS

Insurance Coverage & Litigation
Extracontractual/Claims Handling Litigation
Mediation
Arbitration
Appeals
Subrogation

OFFICES

TEXAS

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75204
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Representative Clients:

Argo Group; EMC Insurance Companies; USAA; Amtrust Group; Columbia Insurance Group; Sentry Insurance

Contact:

Beth D Bradley **Tel:** 214 665 0102

Email: bethb@tbmmlaw.com

VINSON & ELKINS

www.velaw.com tel: 713 758 2222 fax: 713 758 2346

Chairman: T Mark Kelly

Managing Partner: Scott Neal Wulfe

Number of partners worldwide: 200 approx. Number of other lawyers worldwide: 720 approx.

Firm Overview:

For over a century, Vinson & Elkins lawyers have provided innovative business solutions for clients whose needs are as diverse as the entities they represent. In today's challenging environment of global markets, volatile economies and complex human and environmental issues, the firm's time-tested role as trusted adviser has become even more critical. The firm's lawyers' extensive experience, combined with the responsiveness and efficiencies of the firm's global reach, enables V&E to serve clients from start-up, to the negotiating table and boardroom, and before legislative and regulatory bodies in the courtroom and beyond.

Main Areas of Practice:

Core practice areas include: admiralty and maritime; antitrust; appellate; business transactions; capital markets and securities; climate change; condemnation and land use; construction; contracts; corporate governance and compliance; e-commerce/internet; executive compensation and benefits; employment, labor and OSHA; energy; environmental; finance; financial institutions; government contracts; infr as-structure; intellectual property; international dispute resolution; litigation; mergers and acquisitions; oil and gas; outsourcing; private equity/venture capital; project finance and development; real estate; REITS; regulatory; restructuring and reorganization; securities litigation; structured finance; syndicated finance; tax; technology; telecommunications; and white-collar criminal defense.

International Work:

Vinson & Elkins' 11 offices worldwide allow the firm's lawyers to work efficiently across time zones, as well as with local lawyers in foreign jurisdictions, to accomplish the client's objectives. In addition to legal experience, V&E has strong personal relationships with business people and other professionals that offer significant benefits to the client, including broad experience in transactions spanning multiple jurisdictions, cultures and languages.

The firm efficiently guides its clients through a wide range of transactions, such as mergers and acquisitions, joint ventures and strategic alliances, public and private offerings of securities in the developed and emerging capital markets, as well as development and financing of a variety of projects.

The firm's international dispute resolution team engages in international arbitration under all leading institutional rules as well as international civil litigation in US courts and in other jurisdictions. V&E's lawyers work with their clients to develop effective solutions to the complex problems and unique challenges of international business.

Clients:

Since the firm was founded in 1917, it has attracted an outstanding and diverse group of lawyers who serve an international clientele. Clients include the governments of sovereign nations and of North American states, cities and municipalities, public and private companies, domestic and international financial institutions, new entities, joint ventures and project companies.

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Email: dlebey@velaw.com

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Email: cthau@velaw.com

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INTERNATIONAL OFFICES

The firm also has offices in Dubai, United Arab Emirates; Tokyo, Japan; Riyadh, Saudi Arabia; and London, United Kingdom.

Vinson & Elkins LLP

WINSTEAD PC

www.winstead.com

Chairman, CEO: David Dawson

Firm Overview:

Winstead PC is a national business law firm with nearly 300 attorneys who serve as trusted advisors to emerging, mid-market and large companies, both public and private. The Winstead team provides a range of core legal services that are critical to its clients achieving their business goals. Winstead's business transactions and litigation practices serve key industries including airlines, emerging and middle market companies, financial services, healthcare/life sciences, higher education, investment management/private funds, real estate and sports business and media.

Main Areas of Practice:

Airlines:

The Winstead Airlines Team is uniquely equipped to assist airlines around the world navigate the changing market landscape. The team has unparalleled experience in airline transactions and deep knowledge of airline market-based terms.

Key focus areas include:

- Airport Operations
- Customer Experience
- Aircraft Programs & Maintenance
- Marketing, Sales & Distribution
- Technology & Data Privacy
- Corporate Operations
- Aircraft & Airline Finance
- Flight & Network Operations
- Human Resources & Recruiting
- Bankruptcy & Restructuring.

Contact: Ehren Hartz, Shareholder & Chair, Airlines
Tel: 214 745 5290

Email: ehartz@winstead.com

Emerging & Mid-Market Companies:

Winstead's Emerging & Mid-Market Companies team works with a broad spectrum of clients from entrepreneurs and startups to issuers and investors to mid-market public companies, all with the fervor necessary to provide tailored legal services designed to meet client-specific goals. For Winstead inventors, founders and startup clients, the firm provides strategic counsel on all aspects of fundraising and deal structures, entity formation and governance, intellectual property protection and technology commercialization, employee matters and incentive compensation, and positioning for an exit.

Contact: Alex Allemann, Shareholder & Chair, Emerging & Mid-Market Companies

Tel: 512 370 2804

Email: aallemann@winstead.com

Financial Services:

Winstead's Financial Services Industry Group utilizes a collaborative and interdisciplinary approach to help clients address legal issues in areas including finance and lending, syndicated finance, business restructuring and bankruptcy, real estate finance, and business litigation. The firm has experience in national trends, an understanding of specific regional issues, and deep knowledge of major industries that help Winstead serve national, regional, and community banks and financial institutions.

Contact: Richard Leucht, Shareholder & Chair, Financial Services

Tel: 214 745 5689

Email: rleucht@winstead.com

Healthcare/Life Sciences:

Winstead has experience in a wide range of transactions, regulatory compliance, and dispute resolution matters involving the growing and dynamic healthcare business sector. Winstead represents hospitals, ambulatory surgery centers, physician groups, home health agencies, senior living and long term care facilities, wellness companies, third party administrators, pharmaceutical manufacturers, medical device manufacturers and various healthcare facilities, vendors and business entities on transactions, litigation, government investigations, and corporate and regulatory healthcare issues.

Contact: Sarah Churchill Llamas, Shareholder & Chair, Healthcare

Tel: 512 370 2889

Email: sllamas@winstead.com

Higher Education:

Winstead attorneys are trusted advisors and counsel to major higher education institutions in Texas and beyond. The firm's understanding of the special legal needs of higher education clients ranges from public-private partnerships, real estate, sports facilities, and healthcare to intellectual property, construction, and finance. Winstead's ability to navigate the local and state government processes and develop community relationships affords its clients the opportunity to focus on their primary goal of education.

Contact: Stewart Whitehead, Shareholder & Chair, Higher Education

Tel: 512 370 2854

Email: swhitehead@winstead.com

Investment Management & Private Funds:

Winstead takes a holistic and multidisciplinary approach to client service, and supports private funds in every aspect, including corporate, tax, ERISA and securities litigation. The firm counsels clients on fund formation, advisor/manager mergers and acquisitions, portfolio transactions, regulatory compliance matters, securities litigation and enforcement defense. Winstead represents hedge funds, private equity funds, private real estate funds, real estate investment trusts (REITs), venture capital funds, commodity pools, oil and gas funds, traditional wealth managers, universities, family offices, and other privately held entities.

Contact: Andrew Rosell, Shareholder & Chair, Investment Management & Private Funds

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Email: arosell@winstead.com

OFFICES

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Tel: 713 650 8400

SAN ANTONIO: 310 S. Saint Mary's Street, Suite 920, TX 78205

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THE WOODLANDS: 24 Waterway Avenue, Suite 500, TX 77380

Tel: 281 681 5900

NEW YORK

NEW YORK: 437 Madison Avenue, Suite 1904, NY 10022

Tel: 646 979 1699

NORTH CAROLINA

CHARLOTTE: 201 N. Tryon Street, Suite 2000, NC 28202

Tel: 704 339 1799

Real Estate Development:

Winstead's Real Estate Industry Group serves as a leading resource for both national and regional companies. With more than 100 real estate attorneys across eight offices, Winstead's experience spans the full spectrum of real estate services. The firm's attorneys advise many of the largest and most active real estate companies, institutional and individual investors, mortgage lenders and loan servicers in the United States.

Contact: Andy Dow, Shareholder & Chair, Real Estate
Tel: 214 745 5387

Email: adow@winstead.com

Sports Business & Media:

Winstead is proud to have led, strategized, and negotiated some of the most iconic sports facility projects in the United States and has been a trusted advisor to many of the top sports venues in North America, having counseled numerous clients in early-phase project development and sports franchise acquisitions and investments. The firm's clients include team owners, venues of all sizes, vendors, governmental entities, universities, investment and commercial banks and public finance entities.

Contact: Denis Braham, Shareholder & Chair, Sports Business & Media

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