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EDUCATION

Ph.D., Economics, University of Michigan
Fields of Emphasis: Industrial Organization and Labor Economics
M.A., Economics, University of Michigan
A.B., Government, Dartmouth College

PROFESSIONAL CAREER SUMMARY

Economics Consultant, 1995 - present
Business Executive, 1986 - 1995
Government Official, 1969 - 1986

ECONOMICS CONSULTANT EXPERIENCE

Berkeley Research Group, LLC
Managing Director, 2010 – present

LECG, LLC
Managing Director, 1996 – 2010

Bill Hamm & Associates
President, 1995-1996

Expert Witness Engagements

Banking/Financial Services

Wells Fargo & Company, et al., v. United States (United States District Court, District of Minnesota: 09-cv-02764-PJS-AJB): Provided expert testimony at trial re: plaintiffs' \$177 million tax claim.

Confidential international arbitration involving an institutional investor and a money-center bank: Provided expert testimony at JAMS arbitration hearing re: plaintiff's \$4 billion misrepresentation claim.

American Savings Bank, FA, et al., v. United States (Court of Federal Claims: 92-872C): Provided expert testimony at trial re: plaintiffs' \$800 million damages claim.

- Sterling Savings Association, et al., v. United States* (Court of Federal Claims: 95-829-C): Provided expert testimony at trial re: plaintiff's \$63 million damages claim.
- Granite Management Corporation v. United States* (Court of Federal Claims: 95-515C): Provided expert testimony at trial re: plaintiff's \$137 million damages claim.
- Bank of America, et al., v. United States* (Court of Federal Claims: 95-660C; 95-7971C): Provided expert testimony at trial re: plaintiffs' \$89 million damages claim.
- American Capital Corporation, et al., v. United States* (Court of Federal Claims: 95-523C): Provided expert testimony at trial re: plaintiffs' \$216 million damages claim.
- Frank P. Slattery, Jr., et al., v. United States* (Court of Federal Claims: 93-280C): Provided expert testimony at trial re: plaintiff's \$3 billion damages claim.
- WestFed Holdings, Inc., et al., v. United States* (Court of Federal Claims: 92-820C, 95-731C, 95-797C, 95-803C (Consolidated)): Provided expert testimony at trial re: plaintiffs' \$480 million damages claim.
- California Federal Bank, FSB, v. United States* (Court of Federal Claims: 92-138C): Provided expert testimony at trial re: plaintiffs' \$600 million lost profits claim.
- Southern California Federal Savings and Loan Association, et al., v. United States* (Court of Federal Claims: 93-52C): Provided expert testimony at trial re: plaintiffs' \$400 million damages claim.
- John K. Castle, et al., v. United States* (Court of Federal Claims: 90-1291C): Provided expert testimony at trial re: plaintiffs' \$250 million damages claim.
- C. Robert Suess, et al., v. United States* (Court of Federal Claims: 90-981C): Provided expert testimony at trial re: plaintiffs' \$1.1 billion damages claim.
- California Federal Bank, FSB, v. United States* (Court of Federal Claims: 92-138C): Provided expert testimony at trial re: plaintiffs' \$1.7 billion restitution/reliance damages claim.
- Glendale Federal Bank v. United States* (Court of Federal Claims: 90-772C): Provided expert testimony at trial re: plaintiffs' \$2 billion damages claim.
- Consumer Financial Protection Bureau v. Ocwen Financial Corporation, et al.* (United States District Court for the Southern District of Florida: Case No. 9:17-CV-80495): Submitted expert report re: plaintiff's damages claim; deposed (Case pending.)
- Office of the Attorney General, State of Florida, et al., v. Ocwen Financial Corporation, et al.* (United States District Court for the Southern District of Florida: Case No. 9:17-CV-80496): Submitted expert report re: plaintiffs' damages claim; deposed. (Case pending.)
- Eugenio and Rosa Contreras, et al., on behalf of themselves and all others similarly situated, v. Nationstar Mortgage LLC, et al.* (United States District Court for the Eastern District of California, Sacramento Division: Civil Action No. 2:16-cv-

00302-MCE-EFB): Submitted expert report re: plaintiffs' request for class certification. (Case pending.)

David Weiner, individually, and on behalf of other members of the public similarly situated, v. Ocwen Financial Corporation, et al., (United States District Court for the Eastern District of California: Case No. 2:14-cv-02597-MCE-DB): Submitted expert reports re: plaintiffs' request for class certification and economic damages; deposited. (Case pending.)

United States of America, Ex rel. Michael J. Fisher, Brian Bullock and Michael Fisher, Individually and Brian Bullock, Individually, v. Ocwen Loan Servicing, LLC, et al. (United States District Court for the Eastern District of Texas Sherman Division: Case No. 4:12-cv-543): Submitted expert report on plaintiffs' claim for \$11.2 billion in damages; deposited. (Case settled prior to trial.)

Federal Deposit Insurance Corporation as Receiver of R-G Premier Bank of Puerto Rico, v. Victor J. Galán-Álvarez, et al., (United States District Court for the District of Puerto Rico: 12-1029 (PAD)): Submitted expert reports on (1) the Bank Directors' and Officers' performance in effectively managing risks, and (2) the plaintiff's damages; deposited. (Case settled prior to trial.)

Gregory Young, et al., v. Wells Fargo & Co., et al. (United States District Court for the Southern District of Iowa, Central Division: 4:08-cv-507-RP-CFB): Filed two expert report re: (1) plaintiffs' request for class certification, and (2) Wells Fargo's loan servicing practices; deposited. (Case settled prior to trial.)

Dr. Enrico Bondi, Extraordinary Commissioner, v. Bank of American Corp., et al., (U.S. District Court, Southern District of New York: 05 CIV. 04015): Filed expert report re: defendants' \$442 million counter-claim; deposited. (Case settled prior to trial.)

Home Savings of America FSB, et al., v. United States (Court of Federal Claims: 92-620C): Filed expert report re: plaintiffs' \$940 million damages claim; deposited. (Plaintiffs subsequently withdrew claims addressed in my expert report.)

Coast Federal Bank, FSB, v. United States (Court of Federal Claims: 92-466C): Filed two expert reports re: plaintiff's \$1.4 billion damages claim; deposited. (Court granted summary judgment to defendant.)

Maco Bancorp, Inc., v. United States (Court of Federal Claims: 94-625C): Filed expert report re: plaintiffs' \$300 million damages claim; deposited. (Case settled prior to trial.)

County of Orange v. Merrill Lynch & Company, Inc. (United States District Court, Central District of California: CV-95-0037 GLT): Filed expert report re: plaintiff's \$2 billion damages claim. (Case settled prior to trial.)

Irvine Ranch Water District v. Merrill Lynch & Company, Inc. (United States District Court, Central District of California: SA CV-97-254 GLT): Filed expert report re: plaintiff's \$100 million damages claim. (Case settled prior to trial.)

Michael J. Gress and Brandy L. Gress, on behalf of themselves and all similarly situated, v. Freedom Mortgage Corporation (United States District Court for the Middle District of Pennsylvania: Case No. 1:19-cv-00375-JEJ): Retained to testify at trial regarding the plaintiffs' claims for economic damages attributable to the alleged wrongful assessment of fees for property inspections. (Case settled before expert report was due.)

Federal Deposit Insurance Corporation as Receiver of R-G Premier Bank of Puerto Rico v. Ace Insurance Company (United States District Court for the District of Puerto Rico: Civil No.: 16-1812 (GAG)): Retained to testify at trial regarding the Plaintiff's damages attributable to a bank failure. (Case settled before expert report was due.)

Federal Deposit Insurance Corporation, as Receiver for IndyMac Bank, F.S.B., v. Michael Perry (United States District Court, Central District of California: CV 11-5561 ODW (MRWx)): retained as testifying expert re: the condition of the secondary mortgage market and its implications for IndyMac's mortgage banking business strategy. (Case settled before expert report was due.)

Bill Graves, et al., v. Southwestern & Pacific Specialty Finance, Inc. DBA Check 'N Go, et al. (United States District Court, Northern District of California, Oakland Division: CV13-1159-SBA): Retained as testifying expert re: the determinants of interest rates on short-term consumer loans. (Case settled before expert report was due.)

People of the State of California, by and through the City Attorney of the City and County of San Francisco, v. Check 'n Go of California, Inc., et. al. (San Francisco Superior Court: 462-779): Retained as testifying expert re: business models employed in marketing credit products. (Case settled before expert report was due.)

Housing/Mortgage Lending

Claremont Village Commons, et al., v. United States (Court of Federal Claims: 94-1): Provided expert testimony at trial re: plaintiffs' \$101 million damages claim.

Chancellor Manor, et al., v. United States (Court of Federal Claims: 98-39C): Provided expert testimony at trial re: plaintiffs' \$25 million damages claim.

Cienega Gardens, et al., v. United States (Court of Federal Claims: 94-1C): Provided expert testimony at trial re: plaintiffs' \$41 million damages claim.

Carabetta Enterprises, et al., v. United States (Court of Federal Claims: 02-1134C): Provided expert testimony at trial re: plaintiffs' \$53 million damages claim.

Independence Park, et al., v. United States (Court of Federal Claims: 94-1AC): Provided expert testimony at trial re: plaintiffs' \$3.4 million damages claim.

Franconia Associates, et al., v. United States (Court of Federal Claims: 97-381C): Provided expert testimony at trial re: plaintiffs' claims for damages.

- Rincon EV Realty LLC, et al., v. CP III Rincon Towers, Inc.* (Superior Court of the State of California for the County of San Francisco: CGC 10-496887): Filed expert report re: plaintiffs' damages claims; deposed.
- Grass Valley Terrace, et al., v. United States* (Court of Federal Claims: 98-726C): Filed expert report re: plaintiffs' \$20 million damages claim; deposed. (Case settled prior to trial.)
- Tamerlane, Limited, et al., v. United States* (Court of Federal Claims: 05-677C): Filed expert report re: plaintiffs' claim for just compensation in connection with an alleged taking. (Case settled prior to trial)
- Rosemary Hernandez, et al., v. America's Servicing Company* (United States District Court, Central District of California: CV-06-7686-ODW (PLAx)): filed expert declaration regarding the amount at stake in the litigation. (Court granted summary judgment to defendant.)
- Pierceall, et al., v. Ameriquest Mortgage Company and Ameriquest Capital Corporation:* (Superior Court of California, County of San Mateo: 415620): Designated testifying expert re: economic damages experienced by class of borrowers. (Case settled before expert report was due; parties adopted my methodology for calculating losses.)
- Federal Trade Commission v. Citigroup, Inc., et al.* (No. 1:01-CV-0606 (N.D. Ga. Sept. 24, 2002)): Designated testifying expert to determine and quantify the economic consequences of The Associates' marketing practices on low-income borrowers. (Case settled before expert report was due.)

Public Finance/Government Policy

- The Deron School of New Jersey, et al., v. The United States Department of Agriculture, et al.* (United States District Court, District of New Jersey: 2:2009cv03477): Provided expert testimony at trial re: the economic impact of a USDA regulatory action.
- Jicarilla Apache Nation v. United States* (Court of Federal Claims, No. 02-25L): Provided expert testimony at Phase-1 trial re: the calculation of prejudgment interest.
- County of San Diego & County of Orange v. State of California, et al.* (Superior Court of California, County of San Diego, GIC 825109): Provided expert testimony at trial re: the State's ability to honor claims for reimbursement totaling \$155 million.
- US West Communications, Inc., et al., v. City of Coralville* (Iowa District Court for Johnson County: LA CV-058956): Provided expert testimony at trial re: the economic and public policy consequences of a municipal ordinance.
- Beaver County, Utah v. United States Department of the Interior, et al.* (United States District Court for the District of Utah: Case No. 2:17-CV-88-CW): Retained to offer opinions at trial regarding the economic and fiscal impact, if any, of the department's alleged mismanagement of a Horse Management Area. (Case settled before expert report was due.)

- City of Richmond (CA) v. Chevron Corporation et al.* (Superior Court of California, County of Contra Costa, C13-01654): Retained to offer opinions at trial regarding the impact, if any, of a fire at a Chevron refinery on the plaintiff's cost of credit; deposed. (Case settled prior to trial.)
- Quapaw Tribe of Oklahoma v. United States* (Court of Federal Claims, No. 12-592L): Filed three expert reports re: plaintiffs' claims for damages; deposed. (Case settled prior to trial.)
- Grace M. Goodeagle, et al., v. United States* (Court of Federal Claims, No. 12-431L): Filed three expert reports re: plaintiffs' claims for damages; deposed. (Case settled prior to trial.)
- Thomas Charles Bear, et al., v. United States* (Court of Federal Claims, No. 13-51X): Filed three expert reports re: plaintiffs' claims for damages; deposed. (Case settled prior to trial.)
- (Amount at stake in *Quapaw, Goodeagle, & Bear*: \$5.6 billion)
- The Chickasaw Nation & The Choctaw Nation v. the Department of the Interior, et al.* (United States District Court for the Western District of Oklahoma: No. CIV-05-1524-W): Filed expert report re: calculation of interest on alleged foregone revenues; deposed. (Case settled prior to trial.)
- Jicarilla Apache Nation v. United States* (Court of Federal Claims, No. 02-25L): Filed expert report re: the calculation of Phase-2 damages and interest-as-a-component-of-damages; deposed. (Case settled prior to trial.)
- Quechan Tribe of the Fort Yuma Indian Reservation v. United States* (Court of Federal Claims, No. 06-888L): Filed expert report re: calculation of prejudgment interest. (Case settled prior to trial.)
- United States v. Anne (Sandy) Batchelor-Robjohns, et al.* (United States District Court, Southern District of Florida, Miami Division, 03-20164). Filed expert report re: a complex financial transaction between a multinational bank and a U.S. corporation; deposed. (Court granted summary judgment.)
- U.S. West Communications, Inc., v. City of Santa Fe, New Mexico* (United States District Court, New Mexico: CIV 00-795 LH): Filed expert report re: the economic and public policy consequences of a municipal ordinance. (Court granted summary judgment.)
- Levi Townsend v. Lyle Quasim* (United States District Court, Western District of Washington at Seattle: C00-0944Z): Filed expert report re: economic and budgetary consequences of relief sought by plaintiff. (Case settled prior to trial.)
- Qwest Corporation v. Central Puget Sound Regional Transit Authority, et al.* (United States District Court for the Western District of Washington at Seattle: CO2-0155P): Filed expert declaration re: cost of protecting and relocating Plaintiff's facilities.
- Alliance of American Insurers, et al., v. California Department of Motor Vehicles* (Superior Court of the State of California: 02CS00702): Filed expert

declaration re: cost of responding to electronic requests for information on licensed drivers and registered vehicles.

Qwest Corporation v. City of Portland (United States District Court, District of Oregon: 01-CV-1005-JE): Filed expert declaration regarding information needed to assess the City's right-of-way management needs.

Markieta Malory, et al., v. University of Maryland Medical System Corporation (Circuit Court for Baltimore City: 24-C-98410624): Filed expert affidavit re: economic impact of medical malpractice insurance reforms.

The Arc of Washington State, Inc., et al., v. Lyle Quasim, et al. (United States District Court, State of Washington: C99-5577FDB): Designated testifying expert re: economic and budgetary consequences of relief sought by plaintiff; deposed. (Case settled prior to trial.)

Hollywood Park Land Company, LLC, et al., v. Golden State Transportation Financing Corporation and California Infrastructure and Economic Development Bank (Court of Appeals of the State of California, Third Appellate District: C057166): Submitted expert declaration re: the issuance of certain bonds authorized by California law.

Neal M. Douglas, et ux., v. United States (United States District Court, Northern District of California, San Jose Division: C03-04518-JW-EAI): Designated testifying expert re: complex financial transaction between a multinational bank and a U.S. corporation. (Case settled before expert report was due.)

Washington Federation of State Employees, et al., v. State of Washington (Superior Court of the State of Washington: 98-2-02432-9): Designated testifying expert re: economics of public retirement systems. (Court granted summary judgment.)

Washington Federation of State Employees, et al., v. State of Washington (Superior Court of the State of Washington: 98-2-00100-1): Designated testifying expert re: economics of public retirement systems. (Court granted summary judgment.)

Consulting Engagements

The Illinois Chamber of Commerce. Analyzed the likely economic impact of a proposed constitutional amendment would give the legislature the authority to establish a graduated income tax system and set the rates at which income will be taxed.

Protect App-Based Drivers & Services Coalition. Analyzed the likely fiscal effects of a proposed ballot initiative that would enable app-based rideshare and delivery network companies to contract with independent drivers who wish to use the companies' platforms to connect with customers for the transportation services they offer.

- California Taxpayers Association.* Analyzed the likely economic effects of a proposed ballot initiative that would of tax business/commercial property at a higher effective rate than residential property.
- People's Initiative to Protect Proposition 13 Savings.* Analyzed the likely economic and fiscal impacts of a proposed ballot initiative that would broaden the circumstances in which California homeowners could transfer the property tax assessment base from one home to another.
- Patients and Caregivers to Protect Dialysis Patients.* Analyzed the likely economic and fiscal impacts of a proposed ballot initiative that would limit private health insurers' reimbursements to dialysis clinics for treatments provided to patients with end-stage renal diseases.
- Committee to Protect California Jobs.* Analyzed the likely economic and fiscal impacts of a proposed ballot initiative that would regulate the use of consumer data and impose fines on companies that improperly release (or allow others to gain access to) such data.
- Texas Alliance for Patient Access.* Analyzed the impact of medical liability tort reform on Texas residents' access to health care.
- U.S. Attorney's Office.* Retained to provide analysis and advice in a criminal prosecution of certain former bank officers.
- PhRMA California Initiative Fund.* Analyzed the likely economic and fiscal impacts of a proposed ballot proposition that would regulate the prices at which the State of California purchases or pays for prescription drugs.
- Global Holdings Inc.* Analyzed the economics of providing digital imaging services to certain workers compensation claimants.
- Outerwall Inc.* Performed an econometric analysis of FBI and U. S. Census Bureau data in order to test the hypothesis that the presence of smartphone recycling kiosks in a community affects the robbery and larceny-theft rates.
- Reckitt Benckiser LLC.* Analyzed the likely economic impact of a proposed rule that would ban the sale in California of certain rodenticides.
- Patients, Provider and Healthcare Insurers to Protect Access and Contain Health Costs.* Analyzed the economic and fiscal impact of a voter initiative intended to change the medical liability tort system.
- Scientific Games.* Performed a multi-state statistical analysis of the variables that determine per capita spending on instant lottery games.
- E & B Natural Resources.* Analyzed the economic and fiscal impact of a proposed oil development project.
- American Beverage Association:* Analyzed the economic and fiscal impact of a proposed tax on sweetened beverages.

- U.S. Chamber of Commerce:* Analyzed the impact on property and casualty insurance rates of state laws allowing bad-faith lawsuits against insurance companies.
- UCBH Holdings, Inc. Bankruptcy:* Retained by the general bankruptcy counsel to (1) analyze UCBH's Board of Director's and officers' actions in evaluating a proposed acquisition, and (2) opine on the extent to which the holding company was damaged by their actions.
- Federated Investors, Inc.:* Analyzed the likely fiscal impact of shifting from the standard apportionment formula under UDITPA to a special formula for mutual fund service providers.
- Calaveras Telephone Company, et al.:* Submitted expert analysis and opinion to the California Public Utilities Commission regarding the ratemaking treatment of proceeds from the companies' sale of Rural Telephone Bank stock.
- Californians Allied for Patient Protection:* Tested the claim that medical malpractice tort reform discourages the filing of meritorious malpractice claims.
- California Alliance for Jobs:* Analyzed the impact of environmental compliance costs on public infrastructure.
- Wilson-Miller Communications:* Analyzed the economic and fiscal impact of a proposed initiative intended to fund \$9.8 billion in alternative energy/conservation projects.
- American Council of Engineering Companies of California:* Analyzed the effectiveness of California's county self-help program for delivering transportation infrastructure.
- California Hospital Association:* Analyzed, and recommend changes to, proposed legislation intended to maximize California's receipt of federal Medicaid payments.
- Californians Against Higher Property Taxes:* Analyzed the economic consequences of taxing business/commercial property at a higher effective rate than residential property.
- Coalition to Protect California:* Analyzed the economic and fiscal impact of an initiative limiting the use of eminent domain and increasing the number of regulatory takings that are compensable.
- Californians Against Higher Taxes:* Analyzed the economic and fiscal impact of an initiative imposing a severance tax on California oil production.
- Pacific Gas and Electric:* Analyzed the likely impact on consumers if a municipal utility annexed a portion of PG&E's service area.
- Stop the Reiner Initiative Coalition:* Analyzed the fiscal impact of an initiative to create a preschool entitlement in California, and evaluated the program's design.

Californians for Affordable Prescriptions: Analyzed the fiscal and economic impact of two ballot propositions that would establish prescription drug discount programs for certain California residents.

Californians Allied for Patient Protection: Tested the claim that regulation of insurance rates (Proposition 103), rather than tort reform, is responsible for limiting the growth in medical malpractice insurance premiums.

Californians for Public Safety and Education: Analyzed the fiscal impact of a proposed citizen initiative that would increase revenue to the state and local governments from legalized gambling.

A coalition of health care providers: Analyzed the impact of proposed reforms to Nevada's medical malpractice tort system on the cost of, and access to, healthcare.

Committee for Workers Compensation Reform and Accountability: Analyzed the economic and fiscal consequences of proposed changes to California's Workers Compensation system.

Coalition of Horseracing Interests: Analyzed the economic impact of a proposed casino expansion on the thoroughbred racing circuit in Northern California.

California Scholarship Opportunity Act: Analyzed the fiscal impact of a proposed constitutional amendment that would authorize use of public funds for scholarships to students in underperforming schools.

California Association of Marriage & Family Therapists: Analyzed the cost effectiveness of expanding the list of providers eligible to offer counseling to Medi-Cal participants.

Nutritional Grocers Association of California: Analyzed the impact of a proposed methodology for limiting redemption prices under the Women, Infants and Children Program ("WIC").

American Liver Foundation: Analyzed the fiscal impact on California's General Fund of proposed legislation establishing a statewide inoculation program for Hepatitis A.

American Insurance Association, the Association of California Insurance Companies, and the Personal Insurance Federation of California: Analyzed the taxation of insurance companies in California.

Business for Economic Growth in California: Analyzed the economic and revenue impact of adopting a single-factor (sales) income apportionment formula under the state's corporate income tax program.

Coalition of Automotive Firms: Analyzed the impact of a proposed fuel economy regulation on jobs, income, and prices in California.

Association of California Insurance Companies: Analyzed workers' compensation benefits paid in California, relative to the benefit levels in other states.

Californians Against Fraud and Higher Insurance Costs: Analyzed the impact of proposed legislation on automobile insurance premiums, incentives to combat fraud, and number of lawsuits.

Consulting Engineers and Land Surveyors of California: Analyzed the economic and public policy consequences of a proposed constitutional amendment that would prevent the State of California from contracting-out certain professional services.

Coalition for Fair Liability Laws: Analyzed the economic impact of replacing joint-and-several liability with proportional liability for professional service providers.

Californians Allied for Patient Protection: Analyzed the economic and public policy consequences of legislative proposals to weaken medical malpractice insurance reforms in California.

Car and Truck Renting and Leasing Association: Analyzed the economic rationale for state controls on the prices that rental car companies may charge.

Saddleback Constructors: Analyzed the fiscal and economic consequences of proposed legislation that would prohibit the construction or expansion of roads on land owned, or in the possession of, certain California state agencies.

International Game Technology: Analyzed the economic impact of legislation to regulate business relationships, and testified before a committee of the Nevada Legislature.

Coalition of Investor-Owned Utilities: Analyzed the effects of the proposed Utility Rate Reduction Act on rate-payers, the state and local governments, and consumers.

Coalition Against Unregulated Gambling: Analyzed the impact on state and local governments of a proposed ballot proposition expanding Indian casino gambling.

Major commercial bank: Analyzed the issues raised, and conditions imposed, by regulators in connection with bank merger applications in six countries.

Yolo County, California: Analyzed the impact on county revenues of a recent change in state law.

Major technology corporation: Helped client identify probable impact of network-centric computing on competition, products, and business organization within a key customer segment (insurance).

GTECH Corporation: Identified opportunities for improving the management, organization, and effectiveness of the California State Lottery.

BUSINESS EXPERIENCE

FEDERAL HOME LOAN BANK OF SAN FRANCISCO, 1991 - 1995.

Executive Vice President - Chief Operating Officer

Responsibilities: Accountable to the CEO for all business and financial operations of this \$50 billion bank, including:

Sales/Marketing	›	Investments	Financial reporting
Underwriting	›	Hedging/Derivatives	Information systems
Collateral	›	Real estate	Affordable Housing
Interest rate risk	›	Strategic planning	Accounting/Budgeting

Accomplishments:

- Increased assets by \$9 billion.
- Increased annual net income by \$53 million.
- Implemented comprehensive risk management policies that increased income stability and reduced risk.
- Reduced operating expenses by 14%.
- Developed customer/product/business unit profitability system.
- Helped win support for the bank's legislative priorities from key federal agencies.
- Led the shift to a customer- and market-oriented corporate culture.

Senior Vice President - Sales & Marketing

Responsibilities: Accountable to the CEO for strategic planning, marketing, and sales.

Accomplishments:

- Reversed the downward trend in business.
- Implemented a segmented pricing strategy that generated \$3 billion in new business within 3 months.

Senior Vice President - Administration

Responsibilities: Accountable to the CEO for strategic planning, budgeting, information systems, and real estate.

- Reduced operating expenses by 42%.
- Initiated strategies that helped bring occupancy in the Bank's 320,000-square-foot headquarters building from 28% to 90% within 2 years.

WORLD SAVINGS AND LOAN ASSOCIATION, Oakland, CA, 1986 - 1991.

Vice President - Loan Service

Responsibilities: Accountable to SVP for providing quality service to 155,000 real estate loan customers and collecting \$1.5 billion in payments annually.
Managed 12 departments.

Accomplishments:

- Raised customer satisfaction by reducing telephone wait times 80% and error rates 50%.
- Instrumental in developing a product that, at one time, accounted for 10% of World's new business.

Vice President - Operations Analysis

Responsibilities: Accountable to EVP for corporate budgeting (\$200 million/year) and operations improvement programs. Also supported strategic planning and business analysis.

GOVERNMENT EXPERIENCE

STATE OF CALIFORNIA, OFFICE OF THE LEGISLATIVE ANALYST, Sacramento, CA, 1977 - 1986.

Director (Legislative Analyst)

Responsibilities: Led a 95-person office that provided the Legislature and the public with objective analyses and recommendations on all aspects of state government. Testified before legislative committees on hundreds of occasions, and delivered more than 100 speeches on complex policy issues to civic and other groups.

Accomplishments:

- Prepared objective analyses of all Constitutional amendments, bond measures, citizen initiatives and other ballot propositions submitted to the voters.
- Published annual analyses of the Governor's Budget that recommended spending reductions totaling more than \$1 billion.
- Prepared analyses of all bills affecting state expenditures or revenues, prompting thousands of perfecting amendments.
- Published analyses of key public policy issues, such as Proposition 13, rapid transit, health care, tax incentives, the environment, education, and corrections.
- Conceived and published a highly acclaimed annual report on strategic issues facing the state of California.

EXECUTIVE OFFICE OF THE PRESIDENT, OFFICE OF MANAGEMENT AND BUDGET, Washington, D.C., 1969 - 1977.

Division Director

Responsibilities: Analyzed, and made recommendations to the President on, the programs/budgets of 3 cabinet-level agencies with \$60 billion in spending authority. Previously served as a budget analyst and Branch Chief.

Accomplishments:

- Spearheaded the most extensive revision of subsidized housing and urban development programs ever undertaken.
- Prepared the analyses that helped convince the President to suspend or terminate nearly two dozen ineffective federal programs.
- Devised and won approval for new scorekeeping techniques that significantly increased the President's ability to control spending.
- Earned two Presidential citations.

ACADEMIC HONORS AND AWARDS

Corporate Intl Magazine Global Award: Financial Services Sector Economic Disputes Consultant of the Year in California - 2020

William A. Jump Memorial Foundation Meritorious Award for Exemplary Achievement in Public Administration

Phi Beta Kappa

Graduated magna cum laude, with high distinction in major

National Science Foundation Fellowship

Phi Kappa Psi (honorary fraternity for scholars)

Colby Prize (shared)

Institute for Labor and Industrial Relations Fellowship

Institute for Public Utilities Fellowship

OTHER APPOINTMENTS/AFFILIATIONS

Member, American Economic Association, 1964-present

Fellow, National Academy of Public Administration, 1983-present

Member, American Law and Economics Association, 1996-present

Member, Board of Directors, Grameen Foundation USA, 2016-present

Member, Commonwealth Club, 1990-2017

Member, Board of Trustees, Freedom from Hunger, 2004-2016

Member, Advisory Group for the National Academy of Public Administration's

Organizational Study of the U.S. Department of Housing and Urban Development

Office of Chief Financial Officer, 2014-2015

Member, Board of Directors, LECG-Europe, 2008-2010

Founding Principal, Council on Excellence in Government, 1986-2009

Chairman, National Academy of Public Administration Panel for improving health care and services to veterans of the Afghanistan/Iraq wars, 2007-2008
Member, National Academy of Public Administration Panel for improving the Small Business Administration's effectiveness in responding to presidentially declared disasters, 2005-2007
Chairman, National Academy of Public Administration Panel for improving management/operations of the Corporation for National and Community Services, 2004-2005
Member, Governing Board of the California Institute for County Government, 1999-2005
Member, National Academy of Public Administration Panel for improving the financial stability of the Presidio Trust, 2003-2004
Member, Advisory Panel of the California Earthquake Authority, 1998-2004
Member, Board of Directors - PrimeTech, Inc., 1997-2000
Member, California Citizens Budget Commission, 1993-2000
Member, Dean's Advisory Council, San Francisco State University, 1995-1998
Founding Member, Dean's Advisory Council, Graduate School of Management, University of California/Davis, 1984-1993
Member, Board of Visitors, Institute for Public Policy, Duke University, 1986-1989
President, Western Legislative Fiscal Officers Association, 1983-1985

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