

**PROFESSIONAL EXPERIENCE**

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<i>Feb 2025 – Present</i>	Senior Principal, Econic Partners, Los Angeles, CA
<i>2008 – Feb 2025</i>	Senior Vice President, Compass Lexecon, Los Angeles, CA
<i>2006 – 2008</i>	Director, FTI Consulting, Los Angeles, CA
<i>1998 – 2006</i>	ERS Group/KeyPoint Consulting, Senior Consultant, Los Angeles, CA
<i>1995 – 1997</i>	Warner Bros. Studios Facilities, Senior Financial Analyst, Burbank, CA
<i>1994 – 1994</i>	Safeco Mutual Funds, Financial Analyst, Seattle, WA
<i>1991 – 1993</i>	Teledyne, Corporate Internal Auditor, Los Angeles, CA

**EDUCATION**

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M.B.A. in Finance   University of Washington	<i>June 1995</i>
B.A. in Business Economics   University of California, Santa Barbara	<i>June 1991</i>

**PROFESSIONAL EXPERIENCE**

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Provided over 25 years of financial analysis and consulting services to attorneys and their clients in hundreds of litigation and regulatory matters. Worked for 4 years in the defense, financial services, and entertainment industries in a variety of financial positions.

Consult in a wide range of industries including digital platforms, energy, entertainment & media, beverages, software, financial services, and music among others. Specialize in financial and economic analysis, complex data analysis, damages calculations, and general litigation support. Provide support to attorneys and their clients on a wide spectrum of case work including data analysis, analysis of opposing party reports and productions, strategic planning, and preparation of reports and deposition / trial materials.

**CASE EXAMPLES**

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Analyzed the reliability of opposing expert’s damages methodology attempting to quantify the alleged economic harm to local governments in Missouri from alleged loss of franchise tax revenues from satellite and streaming distribution.

Analyzed competition and network carriage decisions by MVPDs and OTT providers; analyzed terabytes of data in Microsoft Azure Databricks.

Analyzed opposing experts’ economic analyses quantifying the potential impact of marketing and sales practices on youth vaping.

# ECONIC PARTNERS

Analyzed the reliability of opposing expert's analyses of pass-through of wholesale-to-retail gasoline prices in California; analyzed damages and class issues.

Analyzed royalty rate structures, competition, and industry dynamics in the music streaming industry for a Copyright Royalty Board proceeding; performed benchmarking analyses and rebutted opposing experts' proposed royalty rates and terms.

Examined Plaintiffs' allegations that many of the largest Private Equity firms conspired to limit "topping" bids for targets in proprietary LBO deals. Critiqued Plaintiffs' experts' ability to determine Defendants' willingness to pay for targets in the "but-for" world. Reviewed numerous valuation models of the targets and examined the sensitivity of these models' IRRs to acquisition price per share and exit EBITDA multiple.

Critiqued Plaintiffs' damages analysis related to the failure of an insurance company to provide compensation for alleged loss in automobile market value after proper repair. Examined the appropriateness and reasonableness of Plaintiffs' expert's regression model of vehicle sales at auction to gauge average loss in market value.

Studied the effects on electricity markets caused by a New Jersey legislative act and a Maryland regulatory order that require certain utilities to enter into "contracts for differences" with certain generation facilities. Assessed whether or not these contracts inappropriately establish prices in interstate wholesale electricity markets.

Evaluated allegations of collusion among a group of rental car companies operating at California airports. Plaintiffs accused the rental car companies of fixing certain components of price. Critiqued Plaintiffs' allegations with detailed analyses of tens of millions of rental car agreements. Worked with counsel and clients to identify eligible class members.

Investigated patent infringement damages related to network convergence products. Analyzed and critiqued Plaintiff's lost profits claims associated with specific lost design wins.

Examined retailer allegations that manufacturers of baby products conspired with a larger retailer to implement resale pricing policies in violation of antitrust law. Critiqued Plaintiffs' damages analysis that claimed the existence of resale pricing policies harmed the smaller retailers.

Evaluated Plaintiff's claims of antitrust damages related to alleged exclusionary conduct in the consumer credit reporting industry. Discovered and refuted numerous conceptual and mathematical errors in the opposing expert's analysis. Assisted counsel in this expert's deposition.

# ECONIC PARTNERS

Participated in an extensive internal investigation of an accounting related issue for a telecommunications company. Work included the analysis of hundreds of Microsoft Excel spreadsheets. Prepared and posed detailed questions relating to these spreadsheets and the investigation to company personnel. Presented findings to attorneys and the company's Audit Committee.

Calculated patent infringement damages incurred by Plaintiff from the loss of a contract in the electronic toll collection industry. Assisted counsel in the deposition of Defendant's expert witness.

Investigated breach of contract claims in the retail gasoline industry. Rebuttal analysis included research related to competitor definition, industry and company margins, and the applicability of damages extending to convenience store sales.

Investigated allegations of stock option backdating related to a company in the beverages industry. Work included analysis of stock prices and option grant dates, review of stock option grant related documents, and numerous meetings with the company's CEO and President.

Assessed the reasonableness of Plaintiff expert's voluminous damages claims related to a securities broker's alleged wrongful termination. Calculated more reasonable damages figures based on detailed reviews of case documents and testimony.

Created a methodology to correlate information from disparate production and sales databases of a flash memory company to calculate a revenue base for reasonable royalty damages calculations. The methodology was agreed to and adopted by the opposing expert.

Performed research and analysis in Enron bankruptcy related civil and criminal matters.

Assessed claims of late trading and market timing of various mutual funds in certain mutual fund families. Examined documents and data to determine the extent of these activities and the likely harm caused to shareholders as a result.

Analyzed sales of Microsoft Office, Microsoft Excel, and Microsoft Access suites / applications related to a patent infringement claim. Consulted with counsel regarding the features and use of Microsoft Access and Excel applications.

# ECONIC PARTNERS

Investigated the reasonableness of a consequential damages claim arising from an alleged insurance non-payment. Plaintiff argued that the insurance non-payment precluded it from completing a highly positive NPV acquisition. Explored and analyzed the opposing expert's conceptual errors related to cost of capital and cash flow discounting methods.

Evaluated claims that major cigarette companies and leaf buyers engaged in a price-fixing agreement.

Reviewed and analyzed sales documents and files related to patent damages associated with semiconductor designs and manufacturing processes.

Examined competing valuations of a credit card portfolio and the implications of an alleged misappropriation of a member list. Performed sensitivity analyses to determine how various valuation model variables affected the NPV of the credit card portfolio.

Compared the financial performance of a business under two different ownership regimes. Examined the applicability of allocated expenses. Critiqued the opposing expert's appraisal of a minority interest in the business.

Critiqued Plaintiff's damages analysis and performed various financial and valuation analyses related to two competing firms in the recruitment advertising industry. Examined misappropriation of trade secret and unfair competition claims.

Examined retailer and record label sales data and documents to determine impact and damages arising from an alleged conspiracy to set minimum prices for music compact discs.

Critiqued Plaintiff's damages analysis (including an equity stake theory of reasonable royalty) and assessed damages in a patent infringement matter involving semiconductor manufacturing processes in the laser diode industry.

Studied the water filtration industry and filter replacement patterns. Recreated the opposing expert's complex spreadsheets to critique his assumptions and methodologies regarding reasonable royalties and patent infringement damages.

Explored patent infringement issues in the ultrasound contrast agent industry and critiqued the opposing expert's damages report based on regression models of relevant company stock prices and indices. Recreated this expert's regression models and examined how changes to the various model assumptions affected his conclusions.

# **ECONIC PARTNERS**

Examined financial impact of delay to market in the wireless communications market. Calculated applicable cost of capital figures for use in various financial models.

Analyzed copyright and trade secret damages in the utility software market and assessed allegations of improper use of Plaintiff's customer list.