



December 10, 2014

PROPOSAL

ECONOMIC IMPACT OF THE PROPOSED MINIMUM WAGE

Submitted to:

City of Los Angeles

Submitted by:

Applied Development Economics, Inc.

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In partnership with:

Jamshid Damooei, Ph.D.



December 10, 2014

Mr. John Wickham
Office of the Legislative Analyst
200 N. Spring Street. Room 255
Los Angeles, CA 90012

Dear Mr. Wickham:

We are pleased to submit this proposal to prepare an economic impact study for the proposed Minimum Wage Ordinance for the City of Los Angeles. We recently conducted a similar study in Las Vegas and have more than 25 years of experience conducting economic impact studies for a wide range of economic development and workforce development projects and programs.

In particular, we have worked for many years for both the Bay Area and San Joaquin Valley Air Districts in evaluating the socioeconomic impacts of proposed air quality rules. We have developed a sound methodology for evaluating the significance of regulatory cost impacts to a wide variety of businesses and industries and a useful approach in tracing through citywide and regional economic multiplier effects from direct business cost impacts. In addition, we regularly evaluate fiscal impacts of proposed development projects and City plans and understand the municipal revenue implications of both income growth and jobs.

For this study, we are pleased to include Dr. Jamshid Damooei, Professor and Chairman of the Department of Economics at California Lutheran University (CLU) in Thousand Oaks. Dr. Damooei has written extensively on topics related to economic impacts of social and economic programs, including a proposed Living Wage Ordinance for the City of Ventura.

As President of ADE, I am authorized to represent the firm in all aspects of this proposal. I hereby certify that this proposal will remain firm for a period of 120 days from December 11, 2014. We look forward to the opportunity to discuss our proposal with you at your convenience.

Sincerely,

A handwritten signature in blue ink that reads "Doug Svensson". The signature is fluid and cursive, with the first name "Doug" and last name "Svensson" clearly legible.

Doug Svensson, AICP
President

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BUSINESS ORGANIZATION

Applied Development Economics is a California Corporation with offices in Walnut Creek, Monterey, and Sacramento. All work associated with this contract would be conducted out of our Walnut Creek office at the following address:

255 Ygnacio Valley Road, Suite 200
Walnut Creek CA 94596
(925) 934-8712

A portion of the work would be subcontracted to Dr. Jamshid Damooei, as an individual independent contractor. His contact information is below.

California Lutheran University School of Management
60 East Olsen Road #3500
Thousand Oaks, CA 91360
(805) 493-3357

ADE has applied for a City of Los Angeles Certificate of Exemption Number, and this application is pending. ADE has completed and signed all of the other required certifications, which may be found in the Section entitled Proposal Addenda below.

PRIOR EXPERIENCE

Applied Development Economics, Inc. (ADE) is a consulting firm specializing in economic planning and development services. Since its founding in 1985, the firm has established a distinguished body of work resulting in tangible benefits for our clients. With offices in Walnut Creek, Sacramento and Monterey, our base of private- and public-sector clients includes government agencies, economic development organizations, foundations, universities, research institutes, businesses, and private investors, including developers. Over the years, the firm has received numerous critical accolades, including 15 state and national awards since 1995 from the California Association for Local Economic Development, the American Planning Association, and the International Economic Development Council (see Appendix).

ADE works with communities, businesses, non-profits, regional planning organizations, and regional, state and federal agencies, primarily throughout the western United States. Projects include economic development strategies and elements, downtown revitalization plans, retail analyses, tourism strategies, fiscal and socioeconomic impact analysis, and infrastructure financing plans. The firm specializes in rural and regional economic development.

ADE’s services are summarized as follows:

PLANNING SERVICES	RESEARCH AND ECONOMIC ANALYSIS
<ul style="list-style-type: none"> ▪ Comprehensive Economic Development Strategies (CEDS)/ Economic Strategies ▪ Industry Cluster-Based Economic Development Strategies ▪ Economic Elements/ General and Specific Plans ▪ Business Retention, Expansion, Entrepreneurship and Attraction Strategies ▪ Downtown Revitalization Strategies 	<ul style="list-style-type: none"> ▪ Economic Base and Industry Cluster Analyses ▪ Labor Market Analysis ▪ Industrial Market Research ▪ Retail Leakage/Urban Decay Studies ▪ Tourism Analysis ▪ Environmental Economics ▪ Survey Research ▪ Economic Projections
PROGRAM SERVICES	FEASIBILITY AND IMPACT ANALYSES
<ul style="list-style-type: none"> ▪ Development Project Assistance ▪ Infrastructure Financing Plans ▪ Marketing Plans ▪ Policy Analysis/Community Indicators ▪ Feasibility and Impact Analyses 	<ul style="list-style-type: none"> ▪ Fiscal Impact Modeling ▪ Socio-Economic Impact Analysis ▪ EB-5 Regional Center Economic Reports ▪ Real Estate Feasibility Analysis ▪ Development Impact Fee Nexus Studies

RELEVANT PROJECT DESCRIPTIONS

Applied Development Economics, and our collaborator on this proposal, Dr. Jamshid Damooei, have worked on a number of "living wage" related studies in cities such as Las Vegas and Ventura. In addition, our team has conducted a wide range of economic impact analyses for economic development and social programs that use similar analytical techniques and concepts as the analysis proposed for Los Angeles.

LAS VEGAS LIVING WAGE STUDY

The City of Las Vegas' Redevelopment Agency (Agency) turned to Applied Development Economics for an objective analysis of the costs and benefits of an ordinance sought by the Culinary Workers Union, which would require employers receiving assistance from the Agency to pay a "living wage." ADE found that the living wage would increase labor costs for certain businesses who might wish to locate in the redevelopment area. ADE evaluated these costs for 19 affected business sectors and determined that the costs are potentially significant for five business types, including certain types of retail, small scale warehousing/storage, back office administrative support, food services, and other services. For the other 14 types of businesses, the costs are low enough that they could likely absorb them, particularly if they are receiving redevelopment incentives in the process of locating in the redevelopment area. Even for retail and back office space type of businesses, the impacts exceed the technical definition of significance by only a small margin. ADE concluded that it may be possible for the Agency or the City of Las Vegas to increase potential incentives to reduce the cost impact below a significant level. If the costs to businesses of the living wage outweigh the benefits received from the Agency, certain businesses may avoid locating in the redevelopment project area. This may have the effect of reducing development in the redevelopment project area or shifting development to other parts of town.

Contact Person:

Sue Bonilla, Management Analyst
City of Las Vegas Redevelopment Agency
495 South Main St., Sixth Floor
Las Vegas NV 89101
702-229-6551

BAY AREA AIR QUALITY SOCIOECONOMIC IMPACT STUDIES

Although not required by State environmental regulations, the BAAQMD realized that a comprehensive analysis of the socioeconomic impacts of its 1991 Clean Air Plan (CAP) was essential to public understanding of the proposed air quality measures. ADE evaluated the CAP in terms of its cost and employment effects on industry and business, the out-of-pocket expenses and social transfer implications to commuters and the general public, and also the fiscal effects on local governments. The State Air Resources Board offered congratulations on the success of the study and stated that the "extensive evaluation of the socioeconomic impacts of the plan is unusual among districts throughout the state and will undoubtedly be used by others as an example of how to conduct such an analysis."

More recently, ADE prepared a similar comprehensive economic analysis of the 2010 CAP, which included an extensive impact of business impacts and regional economic effects of more than 50 air quality control measures.

Since the passage of Health and Safety Code 40728.5, ADE has prepared studies of the subsequent rules for the Bay Area AQMD. More recently, many of these rules have come up for amendment and ADE have conducted subsequent studies of the impact of the new emissions standards.

Contact Person:

Dave Vintze
Air Quality Planning Manager
Bay Area Air Quality Management District
939 Ellis Street
San Francisco, Ca 94109
415-749-5179

SAN JOAQUIN VALLEY UNIFIED AIR POLLUTION CONTROL DISTRICT

ADE has worked extensively with the San Joaquin Valley Unified Air Pollution Control District officials, impacted industries, and the public generally to evaluate economic impacts of air quality-related regulations, in terms of jobs created and lost, impacts to consumers and impacts to industry net profits. In addition to performing the economic analysis, ADE facilitated public workshops with impacted stakeholders. Among the numerous rules it has analyzed, was the groundbreaking “Indirect Source Review” (ISR), the nation’s first regional air quality impact fee on residential and commercial developments. ADE also analyzed the Confined Animal Facilities rule, which further regulates emissions generated by dairy farms, and Rule 4694, which impacts notable Central Valley wineries. As a result, ADE’s analysis played a key role in further refining rules where impacts were larger than initially anticipated.

Contact Person:

George Heinen
San Joaquin valley Air Pollution Control District
1990 East Gettysburg Ave.
Fresno, CA 93726

KERN COMMUNITY COLLEGE DISTRICT (KCCD) ADULT EDUCATION LABOR FORCE ANALYSIS

ADE recently completed an extensive jobs and labor force analysis to assist the KCCD Adult Education Consortium to evaluate program needs in creating a regional plan for adult education services. This analysis evaluated job characteristics and labor force demographics for a wide area including portions of Tulare, Kern, Inyo and Mono counties. ADE employed an innovation approach to analyzing Public use Micro Data (PUMS) to identify labor force characteristics at a level of detail unavailable through standard published data sources. In particular, ADE was able to identify occupation and industry for unemployed workers as well as age and education demographics that were instrumental in allowing KCCD to develop its plan in line with new state program regulations.

Contact Person:

John M. Means, Associate Chancellor, Economic and Workforce Development
Kern Community College District
2100 Chester Avenue
Bakersfield, CA 93301
(661) 336-5036

SAN JOAQUIN PARTNERSHIP ANNUAL IMPACT STUDIES

Since 2001, ADE has produced an annual economic impact analysis on behalf of the San Joaquin Partnership for inclusion in the agency's annual report. The Partnership is the Economic Development Corporation for the Stockton region, and these studies document the economic effect of companies that the Partnership helped attract to San Joaquin County. ADE has also produced more specialized topical studies, one of which estimated the labor income by occupation and industry group for the businesses assisted by the Partnership.

Contact Person:

Shelly Burcham, Vice President, Client Services
San Joaquin Partnership
2800 West March Lane, Suite 470
Stockton, CA 95210
(209) 956-3380

WORKFORCE NEEDS FOR PUBLIC INFRASTRUCTURE PROJECTS, CENTRAL VALLEY WORKFORCE COLLABORATIVE (CCWC)

CCWC received a Regional Economic Impact National Emergency Grant to analyze public infrastructure investments planned for the region and the construction workforce needs over the next ten years. ADE identified major public construction projects budgeted by the public sector, utilities and institutional entities, quantifying an estimated \$36.6 billion in projects through 2020, including transportation, water and wastewater facilities, hospitals, schools, prisons, renewable energy facilities, and broadband. ADE analyzed the workforce and skills demand, labor force skills, skills gaps, training needs and training availability for 20 cross-cutting occupations, and assisted in the development of a follow up regional workforce strategy (2010-2012).

VENTURA LIVING WAGE STUDY

Dr. Jamshid Damooei carried out a project through the Center for Leadership and Values at California Lutheran University for the City of Ventura in 2009. The project concerned the impact of the Living Wage Ordinance of the City of Ventura. In that study, Dr. Damooei and his associates conducted a series of interviews (personal and one to one surveys) with the city contractors and their employees and found very interesting results that were critical for the city to understand the impact of the ordinance from a public policy perspective.

MONTEREY COUNTY – JOBS-BASED HOUSING DEMAND AND COST OF LIVING TRENDS

ADE conducted an extensive analysis of the primary industry clusters in Monterey County – Agriculture, Tourism and the emerging Information Technology cluster. Among other economic indicators related to these clusters, ADE profiled the occupational distribution and income levels for each industry. The County is interested both in providing living wage jobs and also in matching workforce income levels to housing market prices. This work provided a foundation for the County General Plan Update and also was a key input the Community Plans for Castroville, Pajaro and Boronda. As the General Plan update process progressed, ADE completed similar studies of occupations and wages for countywide job growth scenarios that included comprehensive employment

projections in addition to the main industry clusters. Most recently, ADE completed a detailed analysis of industrial development potential for Castroville as part of an effort to implement the community economic development strategy adopted as part of the community plan. ADE has worked with the Monterey County Office of Housing and Redevelopment on these studies and other studies related to inclusionary housing policy and housing affordability levels.

CITY OF RANCHO CORDOVA JOBS-HOUSING ANALYSIS

ADE prepared a study for the City of Rancho Cordova (Sacramento County) which analyzed the breadth of occupations generated by key industries in the community. Using US Census PUMS data the study profiled household characteristics of persons in occupations in targeted industries. Using PUMS, ADE answers questions such as, "Persons in targeted industry 'x' in occupations 'a through d' are in households at 'y' incomes, and tend to live in 'q' kinds of multi-family housing." With this analysis, the City of Rancho Cordova is better able to plan for the kind of housing stock it will need, in the event it pursues a particular type of industry in its economic development program.

NEWPORT BEACH GENERAL PLAN AND BANNING RANCH ANNEXATION

ADE developed a fiscal model and impact analysis for the General Plan Update and recently completed fiscal studies on 19 proposed General Plan Amendments for the City. In preparing this analysis, ADE used an updated version of the fiscal impact model that was developed for the City's General Plan Update, completed in 2006. In that study, ADE prepared a detailed analysis of the fiscal impacts of existing and future land uses in the City, including an in-depth study of public safety services. The analysis also separated the cost/revenue impact of the large visitor population in the City from the impacts of city residents and businesses, which was particularly important for the Banning Ranch project.

In the General Plan study, ADE analyzed a number of detailed land use alternatives for 12 separate planning areas as well as citywide. ADE also prepared an interactive software model to permit city staff to analyze future individual development projects once the general plan is adopted. This project received both State and National APA recognition.

PALO ALTO COMPREHENSIVE PLAN UPDATE FISCAL IMPACT ANALYSIS

ADE developed a fiscal model for use in the City's Comprehensive Plan Update, as well as to evaluate major development projects in the City. The model permitted the evaluation of public costs and revenues for a series of land use alternatives in two key development areas of the City. Subsequently ADE used the model to conduct a peer review of a fiscal analysis prepared by Stanford University for a major facilities expansion it is proposing. ADE's analysis indicated that the project could potentially cost the City millions of dollars in unfunded service costs over the life of the project. The City and Stanford are negotiating a development agreement in part using the analysis ADE prepared.

SAN JOSE ENVISION SAN JOSÉ 2040 GENERAL PLAN UPDATE ANALYSIS OF SAN JOSÉ'S FISCAL CONDITIONS AND PROJECTIONS OF FUTURE SCENARIOS

The General Plan Fiscal Impact study provides an analysis of existing City service levels and fiscal conditions, as well as an analysis of future growth scenarios. The study also presents a fiscal impact model that has been developed specifically for San José to evaluate the future effects of land use changes. This analysis provides background for the Envision San José 2040 Task Force to better

understand how the City's current fiscal condition may change in response to different land use and growth patterns embodied in the future growth scenarios.

MALIBU STRATEGIC PLAN AND FISCAL ANALYSIS

The City of Malibu consists of 30 miles of beachfront along the edge of Los Angeles County. The city was incorporated in 1995 with an intention of stopping growth and sprawl. The economic plan was developed in a response to the pressure to develop its civic center area and recognition that more commercial development would improve the City fiscal condition. Accordingly, ADE completed an analysis for retail, office, and residential growth, and made a set of recommendations to promote smart growth. The report included financial studies and fiscal impact analyses for more than 20 potential commercial sites.

MENDOCINO CROSSINGS COMMERCIAL DEVELOPMENT

In 2007, the world's largest retail real estate investment trust called Developer Diversified Realty (DDR) asked Applied Development Economics to help them understand characteristics of workers who would work at a regional retail center DDR is seeking to construct in Mendocino County. DDR wanted to know, "Where do people who work in service sector economy in the Mendocino County region tend to live? What do we know about the demographic backgrounds of workers in retail in terms of their household characteristics, housing situation, and other variables? In short, from where will 700 workers at Mendocino Crossings come and what does US Census data tell us about these workers?" Using the US Census PUMS data-set for Mendocino County, ADE determined that most people who work in retail or personal services industries tend to live close to where they work. The typical retail worker will travel 4.5 miles to get to work in a commute that takes slightly over 8 minutes. As important, using the data set, ADE's analysis showed that with respect to the demographic backgrounds of retail workers, many are in households with three or more persons and, because of wages and salaries earned by spouses and other working members of the household, household incomes for households where at least one member is in retail was higher than originally thought.

NAPA MERITAGE RESORT EXPANSION ECONOMIC IMPACT ANALYSIS

Since its opening, the Napa Meritage Resort has filled a long-standing market need by providing a business-class hotel and resort development with on-site catering and business conference facilities. With a successful operation in place, the resort owners wanted to expand the facility by adding new rooms and expanding the meeting facilities. ADE provided an economic impact analysis that documented the new job creation, the income and occupational base, and the multiplier benefits to other businesses in Napa County.

RITZ-CARLTON, NAPA VALLEY WORKFORCE AND ECONOMIC IMPACT ANALYSIS

In conjunction with a proposal for a new Ritz-Carlton hotel and resort in the City of Napa, ADE produced an economic impact study of the proposed development. This study documented the job creation, wage impacts, and labor force impacts resulting from the proposed development. The study also estimated the multiplier benefits to other businesses in Napa County.

MARIN HOUSING IMPACTS STUDY

On behalf of Vernazza Wolfe Associates, ADE analyzed the economic impacts resulting from new residents moving into some unincorporated areas in Marin County. Using housing transaction data, ADE estimated the income distribution for potential new residents and conducted an economic impact analysis based on these income characteristics. This study used a combination of household demand estimates for retail purchases and local services, and the IMPLAN input-output model to calculate the multiplier effects.

ADE PROJECT TEAM

Doug Svensson, ADE President, will serve as Principal-in-Charge for the project, supervising all work products, conducting quality control and leading the presentations of ADE's analysis to the LA Economic Development Committee, the public and other bodies as needed. He will be assisted by the following project team members.

- ADE Senior Associate, Tony Daysog will be the Project manager and will serve as lead analyst for the technical portions of the study, as well as maintaining day to day contact with the client on detailed issues as they arise. Mr. Daysog has completed many such economic impact studies, and was the lead researcher for our analysis of the Las Vegas Living Wage proposal as well as numerous air quality impact studies and labor force analyses.
- Dr. Jamshid Damooei will serve as a primary advisor in conducting the analysis and will have a substantial role in evaluating the impacts of the proposed ordinance on businesses and job creation and retention efforts, as well as the programmatic aspects of the ordinance.
- Senior Associate Peter Cheng will conduct the economic multiplier analysis. Mr. Cheng is highly experienced in the use of the IMPLAN Input-Output model and has performed many similar analyses for a wide variety of economic development and labor force related projects.
- Finally, ADE Associate, Maryam Sanieian will assist Mr. Daysog in the analysis of the economic context in LA and the surrounding region.

Resumes for each project team member are summarized below. In addition, a more detailed C.V. for Dr. Damooei is provided in the appendix.

DOUGLAS H. SVENSSON, AICP, President

Mr. Svensson is a planner and economist with thirty years' experience in economic development. He has been a Principal at Applied Development Economics since 1987 and its President for the past nine years. Mr. Svensson has worked with a variety of public and private clients including the State of California, regional air quality districts, city and county governments, and nonprofit community development corporations.

Mr. Svensson has prepared economic strategic plans for communities throughout California. He has worked with diverse cities in urban metropolitan areas, including a range of urbanizing and more newly incorporated communities, to distinguish their economic niche and develop strategies to thrive in a competitive environment. He has also worked with small communities in rural economies, helping them to build on their agricultural and resource base as well as networking with regional efforts for economic diversification.

Mr. Svensson specializes in public finance as well as his practice in economic development strategic planning. He has prepared more than 50 fiscal and public finance studies for a wide range of project types, including general plans for Palo Alto and San Jose, long range development plans for major

universities, and major mixed use developments such as the 2,400 acre Future Growth Area in Salinas as well as the Rancho San Juan Specific Plan in Monterey County. He developed a fiscal model for the City of Newport Beach which gives City staff the ability to evaluate fiscal effects of major development projects first hand. He has worked in a number of settings to devise financing programs for regional parks, community facilities and tourism development programs and recently completed a new assessment district for the City of South Lake Tahoe.

Mr. Svensson obtained his bachelor's degree from the University of California, Santa Barbara, where he was a Regent Scholar and he holds a master's degree in city and regional planning from the University of California, Berkeley with an emphasis in housing and economic development. He is a member of the American Planning Association and the American Institute of Certified Planners.

MACY LEUNG, Senior Associate

Ms. Leung is an economist with a background in international and local real estate development with specialized experiences in guiding real estate transactions from acquisition to operation. She is a Senior Associate at Applied Development Economics and is experienced in integrating economic, planning, and real estate financial evaluations to provide comprehensive and strategic analyses through every phase of a project. She has previously worked with private and public client teams to address complex challenges through the lens of specialized real estate valuation methods in order to assess the risk and future performance profiles of wide range of project types in both the public and private sectors.

Ms. Leung understands the importance of the real estate cycle in complex, capital-intensive projects that are highly sensitive to market conditions and regulatory constraints, as responsible land use developments enhance regional economic competitiveness. She objectively evaluates opportunities and constraints from the perspective of real estate financial analysis, development feasibility, fiscal and economic impact, site location optimization, and market penetration strategy.

As part of an economic diversification strategic planning, Ms. Leung has previously evaluated land supply in a Northern California County and its position to attract potential businesses for future economic development. She evaluated market feasibility, development scenarios, asset valuations, real estate pro forma analysis, economic impact, fiscal impact, and development impact for these land uses and potential development projects to assess the financial impacts of the new development.

Prior to joining ADE, Ms. Leung worked at a private equity firm providing debt, equity, and EB-5 direct commercial and hospitality investment, lending, and development to large hospitality and creative commercial projects. She structured large financial and development deals that range from \$30 million to \$100 million with high profile long term tenants.

Ms. Leung is a graduate of Harvard University with a Master in Real Estate Finance and Development, focusing on Urbanization and Housing. She graduated as the elected class marshal and class president representing her graduating class. She has a Bachelor's degree in Economics from the University of California at Santa Barbara, and a Master in Architecture from Iowa State University. She is actively involved in Urban Land Institute (ULI) and currently serves on the Steering Committee for ULI Young Leaders Group, and is a past vice chair of the ULI Building Reuse Committee. She is

also an elected and active board member of the Harvard Real Estate Alumni Organization, and is an associate member of the American Institute of Architects. She has received the Urban Land Institute/Wells Fargo Young Leaders “Who’s Next” award in 2013 at the ULI Fall Conference.

PETER CHENG, Senior Associate

Since joining ADE in 1994, Peter Cheng has worked in nearly all areas of the firm’s areas of service, with specific expertise in regional economic analysis, strategic planning, market analysis, commercial revitalization, industrial development, and economic impact analysis.

In addition, he is ADE’s primary input-output modeling analyst with extensive experience and training with the IMPLAN application. Since 2008, Mr. Cheng has worked with clients in the EB-5 regional center program to help clients articulate the direct connection between their investments and job creation. To date, his efforts have helped 15 applicants obtain their regional center approvals, and he has provided consulting services to more than 30 regional centers in total. In addition to EB-5 projects, Mr. Cheng has completed numerous other economic impact studies for private and public sector clients. These studies have been used for public policy discussions, development applications, and Environmental Impact Reports, and Mr. Cheng’s work was recently presented at the California Construction and Industrial Materials Association (CalCIMA) and Association of California Airports (ACA) conferences.

Mr. Cheng has also successfully managed several of ADE’s strategic planning, retail, and tourism studies, and is the primary developer of the firm’s retail analytical models. He is also skilled in survey research and has utilized many different data gathering methods, including online surveys, direct mail, intercept surveys, and phone surveys. As an analyst, Mr. Cheng has conducted extensive studies of employment and occupational trends, industrial market feasibility, and regional economic base studies, either as standalone reports or as a component of a larger project such as an economic development strategic plan or a general plan.

Mr. Cheng holds a Bachelor’s degree in Sociology from the University of California, Los Angeles and a Master’s degree in City Planning from the University of California, Berkeley. He is a member of the International Economic Development Council (IEDC) and currently completing the required coursework for the organization’s CEcD professional certification.

TONY DAYSOG, Senior Associate

Tony Daysog is an urban planner with over seventeen years of experience in field of local economic development. He provides a foundation for many of ADE’s economic development strategies by distilling connections between underlying data and the larger issues clients are concerned with for their respective strategies. Mr. Daysog facilitated the “Best Economic Development Data” workshop at the annual conference of the California Association for Local Economic Development (CALED). Mr. Daysog is adept at transforming seemingly dry and mundane economic data into insightful “ah ha’s!” that point clients in the direction they need to go.

Mr. Daysog’s recent projects include in-depth analyses of original census data, called “public use micro-data”, in an effort to track a wide range of labor force-related demographic trends throughout

California's Central Valley. His analyses have helped a number of workforce development entities understand educational and skill-related gaps between their respective areas' labor force and emerging occupations, in order to improve job training programs. He has utilized other federal agencies' public use micro-data sets, such as the Survey of Small Business Finance (US Federal Reserve), Consumer Expenditure Survey (US Bureau of Labor Statistics) and American Time Use Survey (US Census), in an effort to pursue unique research questions which can only be addressed through micro-data.

Mr. Daysog also conducts many of ADE's retail leakage studies and has developed detailed consumer spending profiles for a full range of consumer income and age demographic segments as well as major ethnic groups in the population. He has used this type of analysis to conduct urban decay impact studies for major proposed retail centers. ADE's methodology for urban decay studies, which Tony helped to develop, has been upheld in the California courts.

Mr. Daysog earned his Master's degree in City and Regional Planning from the University of California at Berkeley, where he also earned his Bachelor of Arts degree (US History). For enjoyment, Tony maintains a Twitter-based web-site that organizes news articles by various economic development categories (<http://www.daysog.com>). He is also a long-time member of his local City Council, having served for ten years between 1996 and 2006, and is in the midst of another four-year term that began in 2012.

MARYAM SANIEIAN, Associate

Ms. Sanieian is an Associate Economist/Urban Planner with experience in master planning, regulatory analysis, economic analysis, field surveys, and geodatabase management. As a GIS Analyst she conducts economic forecasts in order to prepare economic strategies for local government and private agencies throughout California. Ms. Sanieian specializes in labor market analysis and General Plan updates. She integrates her spatial and geographical based analysis techniques in location based development projects and introduces new visualization skills for more accurate and comprehensive presentation of the data.

Prior to joining ADE, Ms. Sanieian has four years' experience in land use planning and entitlement processing. She has been involved in community development, pedestrian oriented, and neighborhood revitalization projects in California as well as the Middle East. As GIS Analyst for the Association of Monterey Bay Area Governments (AMGAG), she conducted economic forecasts for Monterey, Santa Cruz, San Benito counties and their 19 cities; presenting the results to both government and private agencies. Additionally, Ms. Sanieian helped to implement AMBAG's Blueprint vision for sustainable growth and smart infrastructure. Prior to joining ADE, Ms. Sanieian has four years' experience in land use planning and entitlement processing. Ms. Sanieian understands the importance of development strategies in economically competitive local and regional environments.

She obtained a Master's degree from San Jose State University in Urban and Regional Planning, where she achieved a California Planning Foundations award in 2011. Additionally, she holds a Bachelor of Science degree from S. Bahae University, Isfahan, Iran.

JAMSHID DAMOOEI, Ph. D.

Dr. Damooei is currently Professor and Chairman of the Department of Economics at California Lutheran University, although he will be functioning as an independent consultant and sub-contractor to ADE for this project. Dr. Damooei has taught and written extensively on topics related to the economic impacts of social programs, policies, and organizations both in the US and internationally. The range of his research interests goes from regional organizations, government entities, profit and mostly non-profit organizations to international areas of interest. He has taught at Cal Lutheran since 1988 and has authored numerous local economic impact studies including the analysis of the City of Ventura Living Wage program, impacts of big box retail expansion on unionized employees, impacts of health services programs in Ventura County, and the impact of the Boys and Girls Clubs in locations throughout southern California. In addition, he has written recently on topics of globalization such as the Transatlantic Free Trade Area (TAFTA) among other international topics. Dr. Damooei received his Ph.D. in economics at the University of Surrey, England. A more complete C.V. may be found in the appendix.

STATEMENT OF THE PROGRAM

In a bold move referred to by some as the “largest anti-poverty program in the city’s history,” officials in the City of Los Angeles are considering a proposal to impose a citywide minimum hourly wage of \$13.25 by 2017.¹ The proposed \$13.25 minimum hourly wage comes on the heels of a separate minimum wage increase to \$15.37 specifically for workers at Los Angeles hotels with at least 125 guest rooms. While initial research conducted on behalf of the \$13.25 minimum hourly wage proposal indicates “little to no measurable effect”², some in key industries such as apparel manufacturing are concerned.³ This section of the proposal is our Statement of Program, in which we describe our plan to provide an independent, objective and comprehensive analysis of the Citywide Minimum Wage proposal. We have formatted our Statement of Program in accordance with the nine issues (items “A” through “I”) that comprise that Scope of Services in the RFP.

A. How to establish a required minimum wage in the City of Los Angeles of \$13.25 by 2017, and then increase the minimum wage to \$15.25 an hour by 2019, to be followed by annual increases based on CPI for Urban Wage Earners and Clerical Workers (CPI-W) for the LA Metropolitan area (i.e. evaluate the proposed timeline for minimum wage increases from implementation through 2019, with the intent to reach \$13.25 by 2017 and \$15.25 by 2019), as well as comment on other timeline implementation options.

Officials in large and small cities across the United States are seeking to increase the minimum wage in their respective localities. In November, 2014, San Francisco voters passed Measure J, which sets the hourly minimum wage level at \$15.00 by 2018. Across the bay from San Francisco, voters in Oakland also overwhelmingly passed a measure to increase the minimum wage as well. In other cities, such as Chicago, the Mayor and City Council are working together to increase the minimum hourly wage by ordinance. We will review how cities across the United States are going about adopting their respective increases in the minimum wage, discussing the process by which measures are adopted (i.e. City Council vote or ballot measure) and the different ways cities are implementing measures to increase the minimum wage. In terms of implementation, we will examine hourly minimum wage levels, when the new minimum wages take effect, and mechanisms, if any, for increasing minimum wage levels over time. Our analysis will also discuss whether 2017 and subsequent 2019 target dates give businesses in the City of Los Angeles enough time to adjust, so as to “bake” these added costs into their figurative “cake.” Other implementation matters we will analyze include whether cities are exempting specific types of businesses and specific sizes of businesses, including whether exemptions are permanent or phased-out over time. We will analyze reasons for such exemptions. In generating case studies of cities that have recently implemented, and or are in the midst of implementing, new minimum hourly wage, we will include a balance of stakeholder observations on the merits and demerits of each cities’ minimum wage measures, including analysis of the process involved in defining and implementing each measure, in an effort to glean best-practices that may assist officials in Los Angeles as they contemplate their own minimum wage increase.

1 James Rainey and Jean Merl, “Garcetti calls for \$13.25 minimum wage by 2017,” Los Angeles Times, 1 September 2014, <http://lat.ms/1A16qy7>

2 Ibid.

3 Dakota Smith, “Apparel leaders skeptical of Garcetti’s minimum wage hike plan,” Los Angeles Daily News, 2 September 2014, <http://bit.ly/1u1wyZQ>

B. Provide a full analysis of the economic impact of this wage proposal, including both the positive and negative effects on the City

We will provide a full analysis of the economic impacts of the proposed Minimum Wage Ordinance, including both positive and negative effects. Types of impacts to be analyzed include:

Workers: We will analyze impacts on workers, including number of persons who will directly benefit by the proposed ordinance by virtue of the fact their hourly wages are at the current minimum wage, or between the current and proposed new hourly minimum wage level. Direct worker impacts also include workers whose respective wages may be adjusted upward so as to maintain differential pay levels within firms between lowest paid workers and workers on pay rung closest to (and above) the lowest paid workers. We will also include extensive demographic analysis of workers affected by the proposed new ordinance, in an effort to see how the measure positively and negatively affects persons of different age cohorts, levels of poverty, and educational backgrounds.

Businesses: Our analysis will quantify impacts to private sector businesses in the City of Los Angeles, segmenting businesses by industry, size of businesses in terms of number of workers, and for- and non-profit status. We will generate aggregate and average profiles of businesses in terms of revenues, estimated after-tax net profits, and employment, so as to produce a baseline of the City's economy against which we will measure impacts to businesses stemming from the proposed Minimum Wage Ordinance. Types of business-impact questions we will answer include whether businesses can absorb new costs and different ways they might respond, such as possible reductions in workforce, reductions in the rate at which they add new workers, relocation, and closure. We will analyze how businesses responses differ by types of businesses in terms of industry and by size. Our analysis will quantify whether there are businesses by size and industry that stand to be affected disproportionately relative to other businesses, in an effort to help policymakers in further shaping the proposed Minimum Wage Ordinance.

Government: We will measure a range of positive and negative impacts to the fiscal position of the City of Los Angeles. Will the increase in wage result in more spending on taxable retail goods sold in the City of Los Angeles, and, if so, to what extent, particularly in light of the fact some number of workers who will benefit from the proposed new measure do not live in Los Angeles. In what ways will the increase in the hourly minimum wage result in a reduction in city and/or county outlays, including public assistance?

Multiplier effects: We anticipate a number of multiplier effects stemming from the proposed Minimum Wage Ordinance, if adopted. Types of multiplier effects we will quantify include increase in jobs due to increase in spending by workers with more discretionary money due to the increase in the minimum wage, as well as increase in spending by other workers who while above the minimum wage also stand to benefit for reasons related to maintaining differential pay-levels between the persons at the lowest and the next-to-the lowest rungs of the pay ladder. Related to these multiplier effects, we will also quantify additional economic multiplier effects resulting from businesses increasing their business-to-business transactions to accommodate new spending by those directly and indirectly affected by the wage ordinance. If job losses or business closures ensue, our analysis will also quantify negative economic multipliers resulting from the proposed ordinance.

C. Provide an analysis of the minimum wage proposal’s effect on the local economy, including the number of people who would benefit from an increased wage and the potential for additional tax revenues;

In analyzing the effects of the proposed minimum wage on the local economy, we will use the best-in-class sets of data for modeling the City of Los Angeles’ economy, particularly as it related to how workers are distributed across all wage strata (including those at or near the minimum wage), all industries, and all business size in terms of employment. On the workforce side of the equation, modeling the local economy allows us to quantify the number of workers directly and indirectly affected by the wage ordinance, quantify ways in which incremental changes to workers’ wages affect overall workers’ household income and consumer spending, and quantify resulting fiscal affects to the local government resulting from either more spending or reduction in public assistance. On the employer side of the equation, our model will identify which industries and types of businesses (by size and for-profit status) are affected disproportionately relative to other types of businesses and industries, so as to inform policy-makers as they further shape the ordinance. Below we discuss in detail the sources of data we shall use for modeling City of Los Angeles economy, and we discuss the methodology we will employ for purposes of modeling the local economy and impacts stemming from the proposed Minimum Wage Ordinance.

Sources of Data and Methodology

When it comes to characterizing the people who will directly and indirectly benefit from the minimum wage proposal, we will rely heavily on two sources of data. First, we will utilize micro-data from the US Census American Community Survey (ACS). Most are familiar with Census data products found on popular web portals such as “American Fact Finder.”⁴ On “Fact Finder”, analysts obtain aggregate data for geographic areas such as cities, census tracts, and counties for a wide number of demographic and economic indicators. In addition to aggregated place-based data from sources such as “Fact Finder,” the US Census makes available what is referred to as “micro data” through a data series called the “Public Use Micro Data Series” (PUMS). Micro data are a set of untabulated records about individual people or housing units obtained via the Census’ annual American Community Survey (ACS).⁵ In other words, micro data are the underlying data on which aggregated place-based census data are based. Analysts use micro data to cross-tab multiple demographic variables to obtain granular-level insights and findings that they cannot generate using data found at “Fact Finder.”

We anticipate using the US Census ACS PUMS in several ways, but before describing how we will conduct our granular-level analysis, it is important to make three important observations. First, while individuals’ PUMS record includes a data-field for geographic area, the lowest geographic area in PUMS is what is referred to as a “public use micro data area” (PUMA), which is an area that consists of no fewer than 100,000 people. Using PUMS, we can analyze where people live in terms of state, metropolitan areas, counties, cities, and PUMAs, meaning we can analyze characteristics (including labor force characteristics) of persons residing in the City of Los Angeles as a whole, as well as persons residing in specific PUMAs within Los Angeles. Moreover, there is a “place of work PUMA”

⁴ US Census American Community Survey Fact Finder is at <http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t>

⁵ The US Census removes confidential identifiers in the PUMS data set, such as names and addresses of respondents.

which identifies where people work. With the “place of work PUMA” variable, we can track and analyze workers who are employed in the County of Los Angeles, and then, using the separate residential PUMA variable, we can identify of those who work in Los Angeles County, how many reside in the City of Los Angeles, how many reside in other parts of Los Angeles County, and how many reside outside of the county. Unfortunately, at this point in time, for persons employed in Los Angeles County, the US Census ACS PUMS only has a “place of work PUMA” variable for Los Angeles County as a whole, as there is no specific “place of work PUMA” for the City of Los Angeles or for other areas in the County. We will combine US Census ACS PUMS data with a number of other US Census data, such as ACS “Fact Finder”, Census On-The-Map, and the Census Transportation Planning Products Program (CTPP), when estimating trends with respect to those working in the City of Los Angeles based on data for persons working in Los Angeles County as a whole.

The second important observation is that, in conducting our PUMS-based analyses, we will combine PUMS data for each year from 2011 to 2013. We propose to create a three-year sample (2011-2013) so as to have a robust sample of data-points from which to generate descriptive findings with regard persons employed in Los Angeles County and the City of Los Angeles (estimate).

The third important point is this: As Los Angeles officials are interested in ways that the proposed Minimum Wage Ordinance will affect “small businesses”, we will on a parallel-track utilize another Census micro-data set called “Current Population Survey” (CPS), which is the federal government’s official data set with respect to tracking labor force trends, including monthly unemployment rates. The March edition of the monthly CPS is similar to the annual Census ACS PUMS instrument: the key difference is that the ACS sample is larger than the CPS, since the latter is mostly about labor force trends. The Census CPS PUMS data-set includes a “size of firm” variable, which we propose to analyze for purposes of the small business portion of the analysis.

With respect to characterizing and analyzing the number of people who would benefit from an increased wage and in analyzing the potential for additional tax revenues stemming from the proposal, our granular-level analyses of Census ACS and CPS PUMS allow us to organize our labor force data and findings into an array of demographic, industry, and income categories. Types of variables for which we will generate cross-tabbed findings, and against which we will analyze subsequent economic and other impacts stemming from the proposed Minimum Wage Ordinance, are as follows:

Full-time employed persons (i.e. works full-time in terms of hours per week, and works 48 weeks or more) working in the private sector in the City of Los Angeles cross-tabbed by

- broad age categories
- broad educational attainment categories
- broad household income categories
- broad public assistance category
- broad industry
- broad size of firm
- wage/salary workers by :

- minimum wage workers
- workers between old minimum wage and new minimum wage
- workers in “spill-over” range (ie somewhat above minimum wage workers who may benefit due to differential pay reasons)
- workers above minimum wage

Part-time employed persons (work full-time in terms of hours per week, but worked less than 48 weeks out of the year, as well as work part-time in terms of hours per week regardless of how many weeks worked in year) working in the private sector in the City of Los Angeles cross-tabbed by

- broad age categories
- broad educational attainment categories
- broad household income categories
- broad public assistance category
- broad industry
- broad size of firm
- wage/salary workers by :
 - minimum wage workers
 - workers between old minimum wage and new minimum wage
 - workers in “spill-over” range (ie somewhat above minimum wage workers who may benefit due to differential pay reasons)
 - workers above minimum wage

D. Provide an analysis of the unintended consequences, including reduction of workers benefits and hours

Given the detailed manner in which we propose to organize our worker database using US Census ACS PUMS, we will be able to analyze a number of unintended consequences stemming from the proposed Minimum Wage Ordinance. We will apply findings from existing research to our baseline ACS PUMS data in an effort to model a limited number of unintended consequences. In modeling unintended consequences, we will make every effort to show a range (low, medium, and high) for each unintended consequence. Types of unintended consequences include:

- Existing research indicates that an increase in minimum wage affects young adults with limited educational backgrounds seeking entry-level work. Our analysis will take findings from this body of research to show a range in how young adults may be affected by the new ordinance.
- The relationship between an increase in the minimum wage and a decrease in the number of persons in poverty has been much discussed in academia and policy-making bodies. Our analysis will show the number of persons at or near the minimum wage in poverty, and we will estimate the number of persons moving out of poverty as a result of the incremental

change upward in the minimum wage to \$13.25. For purposes of coding our ACS PUMS data-set, we will use the 100 percent and 185 percent federal poverty measures, the latter because many food-related programs are tied to 185 percent poverty threshold.

- As part of the poverty analysis, we will analyze to what extent persons receiving the minimum wage increase will no longer benefit from certain means-tested benefits: how does the incremental value of the minimum wage benefit compare against the value of a particular means-tested benefit?
- There is existing research that shows indirect benefits from the minimum wage to persons making somewhat more than the new minimum wage, through a “ripple effect” that has to do with maintaining differential pay levels for those in occupations just above minimum wage occupations. Our analysis will utilize this research to show a range in the number of employed persons subject to the “ripple effect”, as well as estimate the economic impacts stemming from an increase in their hourly pay resulting from the increase in the minimum wage.
- There is conflicting research with regard to how an increase in the minimum wage results in changes in overall employment, some showing an increase, other arguing for a decrease: we will apply a range of elasticities with respect to job gains and/or losses, and we will analyze these against the backdrop of any job increases stemming from IMPLAN-based multiplier-effects discussed above in Scope of Services item “B”.

E. Provide an analysis on job creation and job/business retention

The primary aim of the analysis here is to determine whether the proposed Minimum Wage Ordinance will stifle job creation, as well as retention of businesses. In other words, does the ordinance place the City of Los Angeles at a competitive advantage or disadvantage, and how does the City’s comparative economic advantage by industry and by size of firms? In framing the analysis, we will interview key informants from a wide spectrum, including business organizations, labor, and academics. Our analysis will also be framed by a review of literature generated by scholarly and policy-oriented sources involved in business climate and minimum wage discussions. We will include where available documented cases of places that increased their respective minimum wage with resulting effects on personal and social economic well-being and on the business climate.

In framing the analysis on how the measure affects job creation and job/business retention, we will also draw on our own extensive experience in the field of local economic development, in which as practitioners we see on a regular basis how certain businesses and industries are drawn to certain locations less so because of market incentives or disincentives but largely out of a need to be in proximity to a market, not just in terms of where goods are bought and sold but also in terms of quality of workforce. While by definition there is a cost associated with any increase in wages, including the minimum wage, for certain businesses and industries the need to be close to certain market maybe an over-riding consideration such that certain affected businesses will bear and figure out ways to absorb cost stemming from the proposed ordinance.

In terms of the mechanics of analyzing businesses’ and industries’ ability to absorb costs (or not), we will utilize the approach we employ when conducting cost impact analyses for the eight-county San Joaquin Valley Air Pollution Control District and the nine-county Bay Area Air Quality Management

District. We analyze firm-level operational data from a variety of sources, such as US Internal Revenue Service's Industry-based Statement of Income, and apply business operation and financial ratios derived from this and other sources (i.e. Dun and Bradstreet) to businesses affected by new regulations to model how these businesses might filter incremental costs across their respective cost centers, with estimates on impacts to after-tax net profits. Thus, we will analyze the incremental costs associated with the proposed minimum wage ordinance, model how the incremental cost ripples through private sector businesses in Los Angeles organized by industry and by all size categories (small, medium, and large), and quantify ways in which incremental costs will affect businesses' and industries' collective bottom-line. In this way, and in conjunction with findings from key informant interviews and our literature review, we shall make a determination as to how the proposed ordinance affects the business climate.

F. Identify specific industries that could experience negative impacts resulting from this proposal, and evaluate the pros and cons of categorical exemptions or other solutions to reduce potential negative impacts of the proposal on specific industries, including non-profits and small businesses. Provide clear definitions of the industries identified, including definitions of non-profits and small businesses.

We will pursue this analysis by first re-coding the industry variable in both our ACS PUMS and CPS PUMS databases using the three-digit NAICS codes, which provides enough detail so as to render useful analysis. For example, lodging and accommodations (NAICS 721) and eating and drinking places (NAICS 722) are two three-digit NAICS industries within NAICS 72, which is the two-digit code for "Accommodations and Food Services" sector. Thus, we will be able to analyze how many employed persons in the private sector arranged by three-digit NAICS industry code earn the minimum wage, near minimum wages, and above minimum wages.

Using the Economic Census and US Census CPS, we will make further estimates as to how many are employed in non-profits and small businesses. We will apply the estimates derived from these sources to findings stemming from ACS PUMS in order to quantify and characterize the workforces associated with each type of business. Hypothetically, if the US CPS PUMS data indicate that 25 percent of the LA County minimum wage workers in apparel manufacturing (NAICS 315) are employed in firms employing less than 50 workers, we will calibrate our US Census ACS PUMS analysis with respect to those employed in NAICS 315 to correspond to this distribution.⁶ With regard to how we define "small business", we anticipate using the gross revenue-based definition of the City of Los Angeles, converting the revenue-based threshold into an employment-threshold using data from the Economic Census. Thus, a small business manufacturer will be a different size than a small business restaurant, and ADE's CPS PUMS database will reflect this.

Using the Census CPS PUMS\ACS PUMS data sets, we will identify total number of workers in each three-digit NAICS industry, breaking-down each industry by broad size of firm categories (i.e. small businesses, medium size businesses, and large businesses), into each of which we further distribute employed labor force by minimum wage status (workers at old minimum wage, workers between old minimum and new minimum wage, workers in "spill-over" range, and workers above minimum wage).

⁶ The reason we rely on ACS PUMS is because the sample size is larger than CPS PUMS.

Organizing data this way allows us to begin to model impacts of the proposed Minimum Wage Ordinance on revenues and net profits generated by an average firm within a three-digit NAICS code segmented by size of firm. Data for this firm-level analysis comes from a variety of sources, such as the US Economic Census, InfoUSA, US Internal Revenue Service. In short, in using a combination of US Census CPS PUMS, US Census ACS PUMS, and the Economic Census, we will be able to evaluate the pros and cons of categorical exemptions (or other solutions) to reduce potential negative impacts of the proposal on specific industries, including non-profits and small businesses.

G. Provide an analysis for an option to establish a base and ceiling on automatic wage increases.

As now proposed, the minimum wage increases to \$13.25 in 2017, then rises to \$15.25 by 2019, and is adjusted annually by CPI for Los Angeles Metropolitan Area. It is important to note that in the five year period from 2009 to 2014, CPI for the Los Angeles Metropolitan Area grew annually by 1.8 percent, whereas for the US as a whole, CPI grew at 2.1 percent a year. In contrast, the proposed increase in minimum wage from \$13.25 in 2017 to \$15.25 in 2019 amounts to an annual change of 5.4 percent, if the annual rate of inflation in the LA Metropolitan Area over the next five year (2014 to 2019) is similar to the previous five years (2009 to 2014). One option we will analyze involves adjusting the automatic wage increase in a fashion that accounts for improvements in worker productivity as measured in output per worker hour, on the theory that improvements to worker productivity should generate returns owners of capital and labor. Many officials and academics are taking note of the lag in wages relative to improvements in productivity, among other things, calling for a reversal in government policies that they say “have failed in providing workers with compensation worthy of their efforts.”⁷ By way of example, according to the US Economic Census, in Los Angeles County between 2002 and 2007, manufacturing worker productivity as measured by output per worker hour improved by 8 percent per year, although average manufacturing wages increased by only 0.9 percent a year.

H. Provide a review of options for the enforcement of a minimum wage ordinance.

In our analysis, we shall make sure to provide a review of options for the enforcement of a minimum wage ordinance. To this end, we anticipate interview stakeholders involved on all sides of the minimum wage discussion in the City of Los Angeles, from business owners, to labor, to local officials and to academics. We will also analyze how other cities are enforcing their own measures, in an effort to glean best-practices that may assist officials in Los Angeles as they contemplate their own minimum wage increase.

I. Provide a comparison of cost of living, demographics, and median wage in the City of Los Angeles versus other metropolitan areas.

A number of major cities across the United States have implemented, or are contemplating implementing, a new minimum wage that is significantly greater than the federal minimum wage, as well as the current minimum wage in the State of California. On the West Coast, the areas include Seattle, San Francisco, San Diego, and Oakland, as well as New York City and Chicago nationally. We

⁷ Harry Bradford, “US wages aren’t keeping up with their productivity”, Huffington Post, 19 March 2011, <http://huff.to/1x2TL1b>

will use ACS Factfinder in preparing background demographic data (including wage data) for purposes of comparing Los Angeles against other metropolitan areas. With regard to “cost of living” utilize data from the US Bureau of Labor Statistics, including metropolitan areas’ respective CPI-W trends. Moreover, we will also use data from vendors such as the United Way, which generates annual report cards for major metropolitan areas across the United States on the amount of income required to lead economically secure lives.

FEE FOR SERVICES

We propose to complete the study for a fixed fee of \$87,945, including all direct and indirect charges for labor and expenses. The proposed staffing plan, with individual billing rates, is shown in the table below. We anticipate completion of the Final Report in early February will cost \$69,405 and we have allocated an additional \$19,540 for presentations, meetings and any additional report revisions that may be needed.

Task	Svensson	Cheng	Daysog	Sanieian	Production	Damooei	Expenses	Total
	\$175.00	\$135.00	\$135.00	\$85.00	\$70.00	\$210.00		
Project Management	16		16				\$1,500	\$6,460
Labor Force/Industry Data Analysis			50	45				\$10,575
Worker Impacts	20		24			8		\$8,420
Business Impacts	8		24			16		\$8,000
City Revenue Impacts	24							\$4,200
Economic Multiplier Analysis		40					\$500	\$5,900
Program Analysis	8		16			20		\$7,760
Draft Report	32	8	34		24	8	\$100	\$14,730
Final Report	4		4		4	4		\$2,360
Presentations/Meetings	44		8			16	\$3,000	\$15,140
Supplemental Report	8		16			4		\$4,400
Total	164	48	192	45	28	76	5,100	\$87,945

CONFLICT OF INTEREST

ADE has no existing contracts in Los Angeles or elsewhere that would pose any conflict of interest for the work requested by the City of Los Angeles. Our firm is dedicated to providing independent, data-driven technical analyses for our clients.

PROPOSAL ADDENDA

ADE has reviewed all of the attachments to the RFP. We have included here those where information or signatures are needed from ADE. We have left out other attachments that appear to be informational only or which do not apply to this proposal, including the following:

Appendix A: Sample Contract

Appendix B: Insurance Requirements

Appendix C: Affirmative Action/Nondiscrimination Program (Not Applicable)

Appendix H: Living Wage Statutory Exemptions (Not Applicable)

Appendix I: Service Contract Worker Retention Ordinance (Not Applicable)

APPENDIX D
AMERICANS WITH DISABILITIES
ACT POLICY

CERTIFICATION REGARDING COMPLIANCE WITH THE
AMERICANS WITH DISABILITIES ACT

The undersigned certifies, that to the best of his/her knowledge and belief, that:

1. The Contractor/Borrower/Agency (hereafter Contractor) is in compliance with and will continue to comply with the Americans with Disabilities Act 42 U.S.C. 12101 et seq. and its implementing regulations.
2. The Contractor will provide for reasonable accommodations to allow qualified individuals with disabilities to have access to and participate in its programs, services and activities in accordance with the provisions of the Americans with Disabilities Act.
3. The Contractor will not discriminate against persons with disabilities nor against persons due to their relationship or association with a person with a disability.
4. The Contractor will require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative Contracts) and that all subrecipients shall certify and disclose accordingly.
5. This certification is a material representation of fact upon which reliance was placed when the parties entered into this transaction.

Contract Number _____

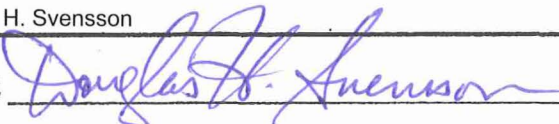
CONTRACTOR/BORROWER/AGENCY

Applied Development Economics, Inc.

NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Douglas H. Svensson

SIGNATURE



DATE December 10, 2014

APPENDIX E
CHILD SUPPORT ORDINANCE

CERTIFICATION OF COMPLIANCE WITH CHILD SUPPORT OBLIGATIONS

This document must be returned with the Proposal/Bid Response

The undersigned hereby agrees that Applied Development Economics, Inc. will:

Name of Business/Borrower

1. Fully comply with all applicable State and Federal employment reporting requirements for its employees.
2. Fully comply with and implement all lawfully served Wage and Earnings Assignment Orders and Notices of Assignment.
3. Certify that the principal owner(s) of the business/the Borrower are in compliance with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally.
4. Certify that the business/Borrower will maintain such compliance throughout the term of the contract.
5. This certification is a material representation of fact upon which reliance was placed when the parties entered into this transaction.
6. The undersigned shall require that the language of this Certification be included in all subcontracts and that all subcontractors shall certify and disclose accordingly.

To the best of my knowledge, I declare under penalty of perjury that the foregoing is true and was executed at :

Walnut Creek, Contra Costa County, California

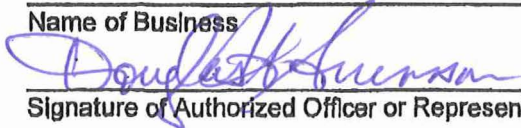
City/County/State

Date December 10, 2014

Applied Development Economics, Inc., 255 Ygnacio Valley Rd., #200, Walnut Creek, CA 94596

Name of Business

Address



Douglas H. Svensson

Signature of Authorized Officer or Representative

Print Name

President

(925) 934-8712

Title

Telephone Number

APPENDIX F
CONTRACTOR RESPONSIBILITY
QUESTIONNAIRE

CITY OF LOS ANGELES
RESPONSIBILITY QUESTIONNAIRE

RESPONSES TO THE QUESTIONS CONTAINED IN THIS QUESTIONNAIRE MUST BE SUBMITTED ON THIS FORM. In responding to the Questionnaire, neither the City form, nor any of the questions contained therein, may be retyped, recreated, modified, altered, or changed in any way, in whole or in part. Bidders or Proposers that submit responses on a form that has been retyped, recreated, modified, altered, or changed in any way shall be deemed non-responsive.

The signatory of this Questionnaire guarantees the truth and accuracy of all statements and answers to the questions herein. Failure to complete and return this questionnaire, any false statements, or failure to answer (a) question(s) when required, may render the bid/proposal non-responsive. All responses must be typewritten or printed in ink. Where an explanation is required or where additional space is needed to explain an answer, use the Responsibility Questionnaire Attachments. Submit the completed form and all attachments to the awarding authority. Retain a copy of this completed form for future reference. Contractors must submit updated information to the awarding authority if changes have occurred that would render any of the responses inaccurate in any way. Updates must be submitted to the awarding authority within 30 days of the change(s).

A. CONTACT INFORMATION

CITY DEPARTMENT INFORMATION

Office of the Chief Legislative Analyst	John Wickham	(213) 473-5738
City Department/Division Awarding Contract	City Contact Person	Phone
Economic and Financial Advisors to Evaluate the Citywide Minimum Wage Proposal		
City Bid or Contract Number (if applicable) and Project Title		

BIDDER/CONTRACTOR INFORMATION

Applied Development Economics, Inc.			
Bidder/Proposer Business Name			
255 Ygnacio Valley Road, Suite 200	Walnut Creek	CA	94596
Street Address	City	State	Zip
Douglas Svensson, President	(925) 934-8712		(925) 954-6549
Contact Person, Title	Phone		Fax

TYPE OF SUBMISSION:

The Questionnaire being submitted is:

- An initial submission of a completed Questionnaire.
- An update of a prior Questionnaire dated ____/____/____.
- No change. I certify under penalty of perjury under the laws of the State of California that there has been no change to any of the responses since the last Responsibility Questionnaire dated ____/____/____ was submitted by the firm. Attach a copy of that Questionnaire and sign below.

Douglas Svensson, President		12/10/14
Print Name, Title	Signature	Date

TOTAL NUMBER OF PAGES SUBMITTED, INCLUDING ALL ATTACHMENTS: 8

B. BUSINESS ORGANIZATION/STRUCTURE

Indicate the organizational structure of your firm. "Firm" includes a sole proprietorship, corporation, joint venture, consortium, association, or any combination thereof.

Corporation: Date incorporated: 08 / 29 / 1985 State of incorporation: California

List the corporation's current officers.

President: Douglas H. Svensson

Vice President: N/A

Secretary: Douglas A. Yount

Treasurer: Douglas A. Yount

Check the box only if your firm is a publicly traded corporation.

List those who own 5% or more of the corporation's stocks. Use Attachment A if more space is needed. Publicly traded corporations need not list the owners of 5% or more of the corporation's stocks.

Douglas H. Svensson

Limited Liability Company: Date of formation: / / State of formation:

List members who own 5% or more of the company. Use Attachment A if more space is needed.

Partnership: Date formed: / / State of formation:

List all partners in your firm. Use Attachment A if more space is needed.

Sole Proprietorship: Date started: / /

List any firm(s) that you have been associated with as an owner, partner, or officer for the last five years. Use Attachment A if more space is needed. Do not include ownership of stock in a publicly traded company in your response to this question.

Joint Venture: Date formed: / /

List: (1) each firm that is a member of the joint venture and (2) the percentage of ownership the firm will have in the joint venture. Use Attachment A if more space is needed. **Each member of the Joint Venture must complete a separate Questionnaire for the Joint Venture's submission to be considered as responsive to the invitation.**

C. OWNERSHIP AND NAME CHANGES

1. Is your firm a subsidiary, parent, holding company, or affiliate of another firm?

Yes No

If **Yes**, explain on Attachment A the relationship between your firm and the associated firms. Include information about an affiliated firm only if one firm owns 50% or more of another firm, or if an owner, partner or officer of your firm holds a similar position in another firm.

2. Has any of the firm's owners, partners, or officers operated a similar business in the past five years?

Yes No

If **Yes**, list on Attachment A the names and addresses of all such businesses, and the person who operated the business. Include information about a similar business only if an owner, partner or officer of your firm holds a similar position in another firm.

3. Has the firm changed names in the past five years?

Yes No

If **Yes**, list on Attachment A all prior names, addresses, and the dates they were used. Explain the reason for each name change in the last five years.

4. Are any of your firm's licenses held in the name of a corporation or partnership?

Yes No

If **Yes**, list on Attachment A the name of the corporation or partnership that actually holds the license.

Bidders/Contractors must continue on to Section D and answer all remaining questions contained in this Questionnaire.

The responses to the remaining questions in this Questionnaire will not be posted on the internet but will be made available to the public for review upon request. Contact the appropriate Designated Administrative Agency.

D. FINANCIAL RESOURCES AND RESPONSIBILITY

5. Is your firm now, or has it ever been at any time in the last five years, the debtor in a bankruptcy case?
 Yes No

If Yes, explain on Attachment B the circumstances surrounding each instance.

6. Is your company in the process of, or in negotiations toward, being sold?
 Yes No

If Yes, explain the circumstances on Attachment B.

E. PERFORMANCE HISTORY

7. How many years has your firm been in business? 29 Years.

8. Has your firm ever held any contracts with the City of Los Angeles or any of its departments?
 Yes No

If Yes, list on an Attachment B all contracts your firm has had with the City of Los Angeles for the last 10 years. For each contract listed in response to this question, include: (a) entity name; (b) purpose of contract; (c) total cost; (d) starting date; and (e) ending date.

9. List on Attachment B all contracts your firm has had with any private or governmental entity (other than the City of Los Angeles) over the last five years that are similar to the work to be performed on the contract for which you are bidding or proposing. For each contract listed in response to this question, include: (a) entity name; (b) purpose of contract; (c) total cost; (d) starting date; and (e) ending date.

Check the box if you have not had any similar contracts in the last five years

10. In the past five years, has a governmental or private entity or individual terminated your firm's contract prior to completion of the contract?
 Yes No

If Yes, explain on Attachment B the circumstances surrounding each instance.

11. In the past five years, has your firm used any subcontractor to perform work on a government contract when you knew that the subcontractor had been debarred by a governmental entity?
 Yes No

If Yes, explain on Attachment B the circumstances surrounding each instance.

12. In the past five years, has your firm been debarred or determined to be a non-responsible bidder or contractor?
 Yes No

If Yes, explain on Attachment B the circumstances surrounding each instance.

F. DISPUTES

13. In the past five years, has your firm been the defendant in court on a matter related to any of the following issues? For parts (a) and (b) below, check **Yes** even if the matter proceeded to arbitration without court litigation. For part (c), check **Yes** only if the matter proceeded to court litigation. If you answer **Yes** to any of the questions below, explain the circumstances surrounding each instance on Attachment B. You must include the following in your response: the name of the plaintiffs in each court case, the specific causes of action in each case; the date each case was filed; and the disposition/current status of each case.

(a) Payment to subcontractors?

Yes No

(b) Work performance on a contract?

Yes No

(c) Employment-related litigation brought by an employee?

Yes No

14. Does your firm have any outstanding judgements pending against it?

Yes No

If **Yes**, explain on Attachment B the circumstances surrounding each instance.

15. In the past five years, has your firm been assessed liquidated damages on a contract?

Yes No

If **Yes**, explain on Attachment B the circumstances surrounding each instance and identify all such projects, the amount assessed and paid, and the name and address of the project owner.

G. COMPLIANCE

16. In the past five years, has your firm or any of its owners, partners or officers, ever been investigated, cited, assessed any penalties, or been found to have violated any laws, rules, or regulations enforced or administered, by any of the governmental entities listed on Attachment C (Page 9)? For this question, the term "owner" does not include owners of stock in your firm if your firm is a publicly traded corporation.

Yes No

If **Yes**, explain on Attachment B the circumstances surrounding each instance, including the entity that was involved, the dates of such instances, and the outcome.

17. If a license is required to perform any services provided by your firm, in the past five years, has your firm, or any person employed by your firm, been investigated, cited, assessed any penalties, subject to any disciplinary action by a licensing agency, or found to have violated any licensing laws?

Yes No

If **Yes**, explain on Attachment B the circumstances surrounding each instance in the last five years.

SERVICE

18. In the past five years, has your firm, any of its owners, partners, or officers, ever been penalized or given a letter of warning by the City of Los Angeles for failing to obtain authorization from the City for the substitution of a Minority-owned (MBE), Women-owned (WBE), or Other (OBE) business enterprise?

Yes No

If Yes, explain on Attachment B the circumstances surrounding each instance in the last five years.

H. BUSINESS INTEGRITY

19. For questions (a), (b), and (c) below, check Yes if the situation applies to your firm. For these questions, the term "firm" includes any owners, partners, or officers in the firm. The term "owner" does not include owners of stock in your firm if the firm is a publicly traded corporation. If you check Yes to any of the questions below, explain on Attachment B the circumstances surrounding each instance.

(a) Is a governmental entity or public utility currently investigating your firm for making (a) false claim(s) or material misrepresentation(s)?

Yes No

(b) In the past five years, has a governmental entity or public utility alleged or determined that your firm made (a) false claim(s) or material misrepresentation(s)?

Yes No

(c) In the past five years, has your firm been convicted or found liable in a civil suit for, making (a) false claim(s) or material misrepresentation(s) to any governmental entity or public utility?

Yes No

20. In the past five years, has your firm or any of its owners or officers been convicted of a crime involving the bidding of a government contract, the awarding of a government contract, the performance of a government contract, or the crime of fraud, theft, embezzlement, perjury, bribery? For this question, the term "owner" does not include those who own stock in a publicly traded corporation.

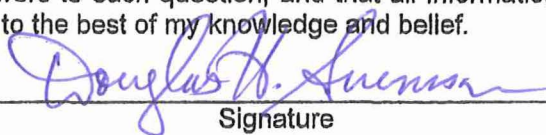
Yes No

If Yes, explain on Attachment B the circumstances surrounding each instance.

CERTIFICATION UNDER PENALTY OF PERJURY

I certify under penalty of perjury under the laws of the State of California that I have read and understand the questions contained in this questionnaire and the responses contained on all Attachments. I further certify that I have provided full and complete answers to each question, and that all information provided in response to this Questionnaire is true and accurate to the best of my knowledge and belief.

Douglas H. Svensson, President
Print Name, Title


Signature

12/10/14
Date

ATTACHMENT A FOR SECTIONS A THROUGH C

Where additional information or an explanation is required, use the space below to provide the information or explanation. Information submitted on this sheet must be typewritten or printed in ink. Include the number of the question for which you are submitting additional information. Information submitted on this Attachment in response to Questions in Sections A through C will be posted on the Internet for public review. Make copies of this Attachment if additional pages are needed.

Page _____

[Empty response area for providing additional information or explanations.]

ATTACHMENT B FOR SECTIONS D THROUGH H

Where additional information or an explanation is required, use the space below to provide the information or explanation. Information submitted on this sheet must be typewritten or printed in ink. Include the number of the question for which you are submitting additional information. Information submitted on this Attachment in response to Questions in Sections D through H will not be posted on the internet but will be made available to the public for review upon request. Make copies of this Attachment if additional pages are needed.

Page _____

9. Similar Contracts
- a) City of Los Vegas Redevelopment Agency
"Economic Input Analysis of Proposal Living Wage Ordinance"
\$19,720
September 2010 - April 2011

 - b) Bay Area Air Quality Management District
"Socioeconomic Impacts of the 2010 Clean Air Plan"
\$39,220
September 2009 - July 2010

 - c) San Joaquin Valley Unified Air Pollution Control District
"Socioeconomic Impact Analyses: 15 studies"
\$216,000
August 1, 2007 – June 30, 2011

 - d) Kern Community College District
"Kern Adult Education Labor Market Study"
\$27,000
August, 2014 – October, 2014

 - e) San Joaquin Partnership
"Annual Economic Impact Report: Multiplier Effects of New Jobs"
\$6,000
February, 2009 – February, 2014

APPENDIX G
EQUAL BENEFITS ORDINANCE

EBO COMPLIANCE

City of Los Angeles
Department of Public Works
Bureau of Contract Administration
Office of Contract Compliance
1149 S. Broadway, Suite 300, Los Angeles, CA 90015
Phone: (213) 847-2625 E-mail: bca.eeoe@lacity.org

EQUAL BENEFITS ORDINANCE COMPLIANCE AFFIDAVIT

Prime contractors must certify compliance with Los Angeles Administrative Code (LAAC) Section 10.8.2.1 et seq. prior to the execution of a City agreement subject to the Equal Benefits Ordinance (EBO).

SECTION 1. CONTACT INFORMATION

Company Name: Applied Development Economics, Inc. BAVN Company ID # 17628

Company Address: 255 Ygnacio Valley Road, Suite 200

City: Walnut Creek State: CA Zip: 94596

Contact Person: Douglas Svensson Phone: (925) 934-8712 E-mail: dsvensson@adeusa.com

Approximate Number of Employees in the United States: 8

Approximate Number of Employees in the City of Los Angeles: 0

SECTION 2. EBO REQUIREMENTS

The EBO requires City Contractors who provide benefits to employees with spouses to provide the same benefits to employees with domestic partners. Domestic Partner means any two adults, of the same or different sex, who have registered as domestic partners with a governmental entity pursuant to state or local law authorizing this registration, or with an internal registry maintained by the employer of at least one of the domestic partners.

Unless otherwise exempt, the contractor is subject to and shall comply with the EBO as follows:

- A. The contractor’s operations located within the City limits, regardless of whether there are employees at those locations performing work on the City Contract; and
- B. The contractor’s operations located outside of the City limits if the property is owned by the City or the City has a right to occupy the property, and if the contractor’s presence at or on the property is connected to a Contract with the City; and
- C. The Contractor’s employees located elsewhere in the United States, but outside of the City Limits, if those employees are performing work on the City Contract.

A Contractor must post a copy of the following statement in conspicuous places at its place of business available to employees and applicants for employment:

“During the performance of a Contract with the City of Los Angeles, the Contractor will provide equal benefits to its employees with spouses and its employees with domestic partners.”

EBO COMPLIANCE

SECTION 3. COMPLIANCE OPTIONS

I have read and understand the provisions of the Equal Benefits Ordinance and have determined that this company will comply as indicated below:

- I have no employees.
- I provide no benefits.
- I provide benefits to employees only. Employees are prohibited from enrolling their spouse or domestic partner.
- I provide equal benefits as required by the City of Los Angeles EBO.
- I provide employees with a "Cash Equivalent." Note: The "Cash Equivalent" is the amount of money equivalent to what your company pays for spousal benefits that are unavailable for domestic partners, or vice versa.
- All or some employees are covered by a collective bargaining agreement (CBA) or union trust fund. Consequently, I will provide Equal Benefits to all non-union represented employees, subject to the EBO, and will propose to the affected unions that they incorporate the requirements of the EBO into their CBA upon amendment, extension, or other modification of the CBA.
- Health benefits currently provided do not comply with the EBO. However, I will make the necessary changes to provide Equal Benefits upon my next Open Enrollment period which begins on (Date) _____.
- Our current company policies, i.e., family leave, bereavement leave, etc., do not comply with the provisions of the EBO. However, I will make the necessary modifications within three (3) months from the date of this affidavit.

SECTION 4. DECLARATION UNDER PENALTY OF PERJURY

I understand that I am required to permit the City of Los Angeles access to and upon request, must provide certified copies of all company records pertaining to benefits, policies and practices for the purpose of investigation or to ascertain compliance with the Equal Benefits Ordinance. Furthermore, I understand that failure to comply with LAAC Section 10.8.2.1 et seq., Equal Benefits Ordinance may be deemed a material breach of any City contract by the Awarding Authority. The Awarding Authority may cancel, terminate or suspend in whole or in part, the contract; monies due or to become due under a contract may be retained by the City until compliance is achieved. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply with the Equal Benefits Ordinance as evidence against the Contractor in actions taken pursuant to the provisions of the LAAC Section 10.40, et seq., Contractor Responsibility Ordinance.

Applied Development Economics, Inc. will comply with the Equal Benefits Ordinance requirements
Company Name
as indicated above prior to executing a contract with the City of Los Angeles and will comply for the entire duration of the contract(s).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed this 10th day of December, in the year 2014, at Walnut Creek, CA
 (City) (State)
Douglas H. Svensson 255 Ygnacio Valley Road, Suite 200
 Signature Mailing Address
Douglas H. Svensson Walnut Creek, CA 94596
 Name of Signatory (please print) City, State, Zip Code
President 94-2972908
 Title EIN/TIN

APPENDIX J
LOS ANGELES RESIDENCE
INFORMATION

LOS ANGELES RESIDENCE INFORMATION

The City Council in consideration of the importance of preserving and enhancing the economic base and well-being of the City encourages businesses to locate or remain within the City of Los Angeles. This is important because of the jobs businesses generate and for the business taxes they remit. The City Council on January 7, 1992, adopted a motion that requires proposers to state their headquarter address as well as the percentage of their workforce residing in the City of Los Angeles.

Organization: Applied Development Economics, Inc.

I. Corporate or Main Office Address:

255 Ygnacio Valley Road, Suite 200

Walnut Creek, CA 94956

II. Total Number of Employees in Organization: 8

III. Number and Percentage of Employees in Organization who are Los Angeles City Residents:

0

0 %

APPENDIX K
NON-COLLUSION AFFIDAVIT

NON-COLLUSION AFFIDAVIT

The appropriate, authorized operator's designate must sign and affix the corporate seal (see space below).


I, Douglas H. Svensson, depose and say that I am
President of Applied Development Economics, Inc.
("President," "Vice-President," etc.) (Insert Name and Address of Organization)

who submits this proposal to the City of Los Angeles, City Attorney's Office, and hereby declare that this proposal is genuine, and not sham or collusive, nor made in the interest or in behalf of any person not herein named and the proposer had not directly induced or solicited any other proposer to put in a sham proposal, or any other person, firm, or corporation to refrain from submitting a proposal, and that the proposer has not in any manner sought by collusion to secure for him/herself an advantage over any other proposer.

Date: December 10, 2014 at Walnut Creek, CA
(Month, Day, Year) (City, State)

(Corporate Seal)

I certify under penalty of perjury that the foregoing is correct.


(Signature)

APPENDIX L
SLAVERY DISCLOSURE
ORDINANCE

CITY OF LOS ANGELES - SLAVERY DISCLOSURE ORDINANCE

Unless otherwise exempt from the Slavery Disclosure Ordinance (SDO), a Company entering into a Contract with the City must complete an Affidavit disclosing any and all records of Participation or Investment in, or Profits derived from Slavery, including Slaveholder Insurance Policies, during the Slavery Era. The Company must complete and submit the Affidavit and any attachments on LABAVN (www.labavn.org) before a Contract or Contract Amendment can be executed. The Affidavit must only be submitted once on LABAVN, but contractors are responsible for updating their Affidavit if changes occur to any information contained therein.

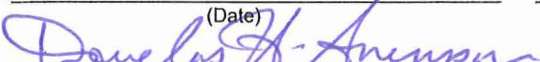
Questions regarding the Affidavit may be directed to the Department of Public Works, Bureau of Contract Administration, Office of Contract Compliance. Website: <http://bca.lacity.org/index.cfm>; Phone: (213) 847-2625; E-mail: bca.eeoe@lacity.org.

AFFIDAVIT DISCLOSING SLAVERY ERA PARTICIPATION, INVESTMENTS, OR PROFITS

- I, Douglas H. Svensson, am authorized to bind contractually the Company identified below.
- Information about the Company entering into a Contract with the City is as follows:

Applied Development Economics, Inc.	(925) 934-8712	94-2972908	17628
Company Name	Phone	Federal ID #	BAVN Company ID #
255 Ygnacio Valley Road, Suite 200	Walnut Creek	CA	94596
Street Address	City	State	Zip
- The Company came into existence in 1985 (year).
- The Company has searched its records and those of any Predecessor Companies for information relating to Participation or Investments in, or Profits derived from, Slavery or Slaveholder Insurance Policies. Based on that research, the Company represents that (mark only the option(s) that apply):
 - The Company found no records that the Company or any of its Predecessor Companies had any Participation or Investments in, or derived Profits from, Slavery or Slaveholder Insurance Policies during the Slavery Era.
 - The Company found records that the Company or its Predecessor Companies Participated or Invested in, or derived Profits from Slavery during the Slavery Era. The nature of that Participation, Investment, or Profit is described on the attachment to this Affidavit and incorporated herein.
 - The Company found records that the Company or its Predecessor Companies bought, sold, or derived Profits from Slaveholder Insurance Policies during the Slavery Era. The names of any Enslaved Persons or Slaveholders under the Policies are listed on the attachment to this Affidavit and incorporated herein.
- I declare under penalty of perjury under the laws of the State of California that the representations made herein are true and correct to the best of my knowledge.

Executed on December 10, 2014 at Walnut Creek, CA.
(Date) (City) (State)

Signature:  Title: President

DEFINITIONS

Affidavit means the form developed by the DAA and may be updated from time to time. The Affidavit need not be notarized but must be signed under penalty of perjury.

Company means any person, firm, corporation, partnership or combination of these.

Contract means any agreement, franchise, lease or concession including an agreement for any occasional professional or technical personal services, the performance of any work or service, the provision of any materials or supplies or rendering of any service to the City of Los Angeles or the public, which is let, awarded or entered into with or on behalf of the City of Los Angeles or any Awarding Authority of the City.

Enslaved Person means any person who was wholly subject to the will of another and whose person and services were wholly under the control of another and who was in a state of enforced compulsory service to another during the Slavery Era.

Investment means to make use of an Enslaved Person for future benefits or advantages.

Participation means having been a Slaveholder during the Slavery Era.

Predecessor Company means an entity whose ownership, title and interest, including all rights, benefits, duties and liabilities were acquired in an uninterrupted chain of succession by the Company.

Profits means any economic advantage or financial benefit derived from the use of Enslaved Persons.

Slavery means the practice of owning Enslaved Persons.

Slavery Era means that period of time in the United States of America prior to 1865.

Slaveholder means holders of Enslaved Persons, owners of business enterprises using Enslaved Persons, owners of vessels carrying Enslaved Persons or other means of transporting Enslaved Persons, merchants or financiers dealing in the purchase, sale or financing of the business of Enslaved Persons.

Slaveholder Insurance Policies means policies issued to or for the benefit of Slaveholders to insure them against the death of, or injury to, Enslaved Persons.

APPENDIX M
FIRST SOURCE HIRING
ORDINANCE

FSHO COMPLIANCE

City of Los Angeles
Department of Public Works
Bureau of Contract Administration
Office of Contract Compliance
1149 S. Broadway, Suite 300, Los Angeles, CA 90015
Phone: (213) 847-2625 E-mail: bca.eeoe@lacity.org

FIRST SOURCE HIRING ORDINANCE COMPLIANCE AFFIDAVIT

Contractors (including loan or grant recipients) participating on a City contract that is subject to the First Source Hiring Ordinance (FSHO) are required to certify their compliance prior to contract execution.

As part of their obligations under the FSHO, Contractors must provide the Awarding Department a list of anticipated employment opportunities that they and their subcontractors expect to fill in order to perform the services under the contract. The FSHO-1 form (available at <http://bca.lacity.org>) should be utilized to inform the Awarding Authority of any such opportunities. If no opportunities are anticipated, contractors do not need to submit the FSHO-1 form prior to contract award, but must report any subsequent employment opportunities on the FSHO-3 form (available at <http://bca.lacity.org>) as described below.

During the term of the contract, the contractor and their subcontractors shall:

1. At least seven business days prior to making an announcement of a specific employment opportunity, provide notification of that employment opportunity by submitting the FSHO-3 form to the Community Development Department;
2. Interview qualified individuals referred by the City’s referral resources; and
3. Prior to filling any employment opportunity, inform the Office of Contract Compliance of the names of the referral resources used, the names of the individuals referred, and the names of the referred individuals who were interviewed. If the referred individuals were not hired, the contractor should also provide the reasons they were not hired.

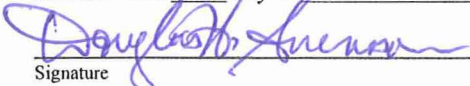
DECLARATION UNDER PENALTY OF PERJURY

I am aware of my obligations under Los Angeles Administrative Code (LAAC) Section 10.44 et seq., First Source Hiring Ordinance, and understand that failure to comply may result in contract termination. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply with the First Source Hiring Ordinance as evidence against the contractor in actions taken pursuant to the provisions of the LAAC Section 10.39 et seq. and 10.40 et seq., Contractor Responsibility Ordinance.

Applied Development Economics, Inc will fully comply with the First Source Hiring Ordinance requirements.
Company Name

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed this 10th day of December, in the year 2014, at Walnut Creek, CA.
(City) (State)


Signature

255 Ygnacio Valley Road, Suite 200
Mailing Address

Douglas H. Svensson
Name of Signatory (Please Print)

Walnut Creek, CA 94596
City, State, Zip Code

President
Title

94-2972908
EIN/TIN

17628
BAVN ID No.

dsvensson@adeusa.com
E-Mail

APPENDIX N
CITY ETHICS FORM 50 – BIDDER
CERTIFICATION



City Ethics Commission
 200 N Spring Street
 City Hall - 24th Floor
 Los Angeles, CA 90012
 Mail Stop 129
 (213) 978-1960

Bidder Certification CEC Form 50

This form must be submitted to the awarding authority with your bid or proposal for the contract noted below. Please write legibly.

Original filing Amended filing (original signed on _____; last amendment signed on _____)

Bld/Contract/BAVN Number: 17628	Awarding Authority (Department): Office of the Chief Legislative Analyst
---	--

Name of Bidder: Applied Development Economics, Inc.	Phone: (925) 934-8712
---	---------------------------------

Address:
255 Ygnacio Valley Road, Suite 200, Walnut Creek, CA 94596

Email:
dsvensson@adeusa.com

CERTIFICATION

I certify the following on my own behalf or on behalf of the entity named above, which I am authorized to represent:

- A. I am a person or entity that is applying for a contract with the City of Los Angeles.
- B. The contract for which I am applying is an agreement for one of the following:
 - 1. The performance of work or service to the City or the public;
 - 2. The provision of goods, equipment, materials, or supplies;
 - 3. Receipt of a grant of City financial assistance for economic development or job growth, as further described in Los Angeles Administrative Code § 10.40.1(h) [see reverse]; or
 - 4. A public lease or license of City property where both of the following apply, as further described in Los Angeles Administrative Code § 10.37.1(l) [see reverse]:
 - a. I provide services on the City property through employees, sublessees, sublicensees, contractors, or subcontractors, and those services:
 - i. Are provided on premises that are visited frequently by substantial numbers of the public; or
 - ii. Could be provided by City employees if the awarding authority had the resources; or
 - iii. Further the proprietary interests of the City, as determined in writing by the awarding authority.
 - b. I am not eligible for exemption from the City's living wage ordinance, as eligibility is described in Los Angeles Administrative Code § 10.37.1(l)(b).
- C. The value and duration of the contract for which I am applying is one of the following:
 - 1. For goods or services contracts—a value of more than \$25,000 and a term of at least three months;
 - 2. For financial assistance contracts—a value of at least \$100,000 and a term of any duration; or
 - 3. For construction contracts, public leases, or licenses—any value and duration.
- D. I acknowledge and agree to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance if I qualify as a lobbying entity under Los Angeles Municipal Code § 48.02.

I certify under penalty of perjury under the laws of the City of Los Angeles and the state of California that the information in this form is true and complete.

Date: December 10, 2014

Signature: Douglas H. Svensson

Name: Douglas H. Svensson

Title: President

Los Angeles Administrative Code § 10.40.1

- (h) "City Financial Assistance Recipient" means any person who receives from the City discrete financial assistance in the amount of One Hundred Thousand Dollars (\$100,000.00) or more for economic development or job growth expressly articulated and identified by the City, as contrasted with generalized financial assistance such as through tax legislation.

Categories of such assistance shall include, but are not limited to, bond financing, planning assistance, tax increment financing exclusively by the City, and tax credits, and shall not include assistance provided by the Community Development Bank. City staff assistance shall not be regarded as financial assistance for purposes of this article. A loan shall not be regarded as financial assistance. The forgiveness of a loan shall be regarded as financial assistance. A loan shall be regarded as financial assistance to the extent of any differential between the amount of the loan and the present value of the payments thereunder, discounted over the life of the loan by the applicable federal rate as used in 26 U.S.C. Sections 1274(d), 7872(f). A recipient shall not be deemed to include lessees and sublessees.

Los Angeles Administrative Code § 10.37.1

- (l) "Public lease or license".

- (a) Except as provided in (l)(b), "Public lease or license" means a lease or license of City property on which services are rendered by employees of the public lessee or licensee or sublessee or sublicensee, or of a contractor or subcontractor, but only where any of the following applies:
- (1) The services are rendered on premises at least a portion of which is visited by substantial numbers of the public on a frequent basis (including, but not limited to, airport passenger terminals, parking lots, golf courses, recreational facilities); or
 - (2) Any of the services could feasibly be performed by City employees if the awarding authority had the requisite financial and staffing resources; or
 - (3) The DAA has determined in writing that coverage would further the proprietary interests of the City.
- (b) A public lessee or licensee will be exempt from the requirements of this article subject to the following limitations:
- (1) The lessee or licensee has annual gross revenues of less than the annual gross revenue threshold, three hundred fifty thousand dollars (\$350,000), from business conducted on City property;
 - (2) The lessee or licensee employs no more than seven (7) people total in the company on and off City property;
 - (3) To qualify for this exemption, the lessee or licensee must provide proof of its gross revenues and number of people it employs in the company's entire workforce to the awarding authority as required by regulation;
 - (4) Whether annual gross revenues are less than three hundred fifty thousand dollars (\$350,000) shall be determined based on the gross revenues for the last tax year prior to application or such other period as may be established by regulation;
 - (5) The annual gross revenue threshold shall be adjusted annually at the same rate and at the same time as the living wage is adjusted under section 10.37.2 (a);
 - (6) A lessee or licensee shall be deemed to employ no more than seven (7) people if the company's entire workforce worked an average of no more than one thousand two-hundred fourteen (1,214) hours per month for at least three-fourths (3/4) of the time period that the revenue limitation is measured;
 - (7) Public leases and licenses shall be deemed to include public subleases and sublicenses;
 - (8) If a public lease or license has a term of more than two (2) years, the exemption granted pursuant to this section shall expire after two (2) years but shall be renewable in two-year increments upon meeting the requirements therefor at the time of the renewal application or such period established by regulation.

DR. DAMOOEI CURRICULEM VITAE

CURRICULUM VITAE

Jamshid Damooei, PhD
Professor of Economics
Chair of Economics, Accounting and Finance
Department, Interim Director of Master of Public
Policy and Administration Program, California
Lutheran University
Co-Director, Center for Leadership and Values
damooei@callutheran.edu

School of Management, MS 3500
California Lutheran University
60 West Olsen Road
Thousand Oaks, CA 91360 USA
Tel: (805) 493-3357
Fax: (805) 493-3719
Cell 9805) 231-0264

Education

- 1981 Ph.D. in Economics, Department of Economics, University of Surrey, Surrey, England.
1977 M.Phil in Economics, Department of Political Economy, University College London (UCL) University of London, London, England, Transferred to PhD Program.
1975 M.Sc. in Economics, Department of Economics, University of Surrey, Surrey, England.
1972 B.Sc. in Economics, Department of Economics, University of Tehran, Tehran, Iran.

Graduate Courses: Advanced Economic Theory, Econometrics, Monetary Economics, Industrial Organization, Development Economics, International Trade, Operation Research, and Statistics.

Teaching in the United States

- In 2006 Received the President's Award for Teaching Excellence (given to one faculty nominated by the faculty members and approved by CLU President)
Present Tenured Professor of Economics, School of Management, California Lutheran University, Thousand Oaks, California.
1995-2002 Invited professor of Finance and Economics, The George L. Graziadio School of Business Management, Pepperdine University, Malibu, California.
1986-1987 Invited Professor of Economics, California State University at Northridge (CSUN), Northridge, California.
1987-1988 Assistant Professor of Economics, Department of Business Administration and Economics, California Lutheran University, Thousand Oaks, California.

Teaching Outside the United States

- 2002-2014 Teach Current Economic Analysis: Sections I and II, FH-Joanneum Graz, International Business Process Management, Graz, Austria.
Summer 2000 and 2001 Taught Principles of Global Economics (Macroeconomic Issues and Policies) and International Economics, FHS Kufstein Triol International Business Studies, Kufstein, Austria.
1980-1981 Lecturer in Economics, Department of Economics, University of Surrey, Surrey,

England.

1977–1980 Teaching Assistant for Microeconomics, Department of Economics, University of Surrey, Surrey, England.

Graduate Courses Taught

Managerial Economics, Foundation of Economics, Money and Banking & Capital Markets, Financial Institutions and Markets, Managerial Finance

Undergraduate Courses Taught

Macro and Micro-Economics, Current Economic Analysis, Principles of Global Economics, Money, Banking, & Capital Markets, International Economics, Price Theory, Intermediate Macroeconomics, History of Economic Thought, Economics of the Environment, Economic Development

Evaluator/Consultant/Administrator/Economist Positions

September 1993

Worked for UNDP as an International Consultant, participating in the 'World Bank Sponsored Meeting on Somalia.'

August-September 1993

Worked for UNDP as an International Consultant, Preparing a paper on 'Framework for National Capacity Building in Somalia.'

May to June 1993

Worked for UNDP as an International Consultant and the Alternate Group Leader on a project for 'Rehabilitation Programming in Somalia.'

July & August 1991

Worked for UNDP as an International Consultant (Economist) for a period of two months on 'Emergency Assistant Management Project for Somalia,' within the context of the Emergency Assistance to Countries of Horn of Africa.

1989-1990

Served as a Senior Economist for the United Nations Development Program (UNDP), Regional Bureau of Arab States and Europe. I was assigned to Somalia, where I headed the economic section of the field office with two professional officers, an administrative assistant, and a number of project directors and their staff. Duties included coordination of donors' technical and capital assistance to Somalia, preparation of economic advisory papers for the Resident Representative in Somalia and the Headquarters in New York, and taking part in design and preparation of development projects.

While worked as the senior economist for the United Nations Development Program, I supervised a number of consultants in the following projects:

- Strengthening Somali Ministry of Finance in the Tax Administration, Budget and Financial Analysis, (1990).

- Management Development Program: Reform of the Civil Service in Somalia, (1989).
- Development Management Program: Strengthening the Planning Capabilities of the Ministry of National Planning of Somalia, (1989-1990).
- Non-Project Commodity Import Program of Japanese Assistance to Somalia, (1989-1990).
- Preparation of an Umbrella Project for Strengthening Non-Governmental Organizations (NGOs) in Somalia, (1990).

1982-1986

Director General of the Ministry of Economic Affairs and Finance of Iran. My duties ranged from supervision of the deputies and heads of different sections to preparation of economic studies/reports and policy briefings for the minister, the deputy ministers, the technical committees of the government cabinet and the parliament. I represented the Ministry in my capacity at various governmental and non-governmental forums within and outside the country.

Academic Committees and Faculty Governance at California Lutheran University

- Chair of the university wide committee for Appointment, Rank and Tenure (ART), Academic Year 2013-2014.
- Member of CLU Academic Council as Chair of the Appointment, Rank and Tenure Committee, Academic Year 2013-2014.
- Past member of Faculty Affairs and Development Committee (FADC).
- Past chair of the university-wide Appointment, Rank, and Tenure Committee (ART) for consecutive years.
- Past member of CLU Academic Council over years.
- Past member of California Lutheran University President's Diversity Council over several years.
- Past Acting Dean of School of Business during the Sabbatical of our Dean (2002).
- Served as a member of California Lutheran University Marketing Council.
- Served as a member of the University Grievance Committee.
- Served as faculty elected member of Faculty Affairs and Development Committee (FADC).
- Served as a member of Honors Committee of Educational Policy Committee.
- At-large member of the Educational Planning and policies Committee of the University (EPPC) until May 2004.
- Chair of the Faculty Development Committee of the School of Business.
- Served as the chair of the graduate sub-committee for Educational Planning and Policies.
- Served as a member of the Faculty Executive Committee.
- Served as a member of the university wide committee for Educational Planning and Policies.
- Served as the chair of the President's Committee for Teaching Excellence.
- Served as a member of the Faculty Committee for Information System Services.
- Served as a member of the Academic Standards Committee.

Papers/Articles in Journals and Books

- Economics of the Debt Crisis and Its Impact on the Developing Countries, Ed , The Changing Landscape of Global Financial Governance and the Role of Soft Law, Brill Martines Nijhoff Publishers, Forthcoming in January 2015.
- Economic Efficiency and Ethical Behavior: Exploring Ideas on the Creation of Economic Values, the Workings of a Virtuous Market, and the Role of Profit, Forthcoming in Spring of 2015, Journal of Globalization for the Common Good Initiatives, Wilmington College, Ohio, USA
- Coauthored Batch-Level Costs in Activity-Based Costing Refinement, Optimization and Allocation (2009), International Business and economics Research Journal
- Globalization: Is It the Promise for Greater World Economic Convergence and a Better and More Equitable Future for Developing Countries? Journal of Globalization for the Common Good, Spring of 2007. UK.
- Coauthored Dimensions of Sustainable Diversity in Information Technology: Applications in the IT College Major and career Aspirations among Underrepresented High School Students of color, Goran Trajkoski, ed. (2006), Diversity in IT Education: Issues and Controversies, IDEA Group Publishers.
- Coauthored The Effect of Foreign Direct Investment and Imports on Economic Growth: A Comparative Analysis of Thailand and the Philippines (1970-1998), Journal of Developing Areas (spring of 2006).
- Coauthored Stretching Horizons: Stimulating Information Technology Education, International Journal of Technology, Knowledge and Society, Volume 1, Issue 4, pp 115-122, 2006.
- Analyzing Somalia's Past and Present Economic Constraints and Opportunities for Creating a Conducive Future Economic Environment, Published in Hossein M. Adam and Richard Ford, ed. (1997). Mending Rips in the Sky: Options for Somali Communities in the 21st Century, Red Sea Press, USA. Also a synopsis of this paper appeared in IFTIN Quarterly, Vol. 1, No. 4, June 1994.
- Privatization: The Concept and the Promise for the Third World Countries. A Discussion Paper presented at the CLU Global Trade Center Seminar on 'Privatization and Business Opportunity in Eastern Europe'. It was also presented at the 'Second Conference on Planning and Economic Development' in Tehran, Iran on January 1993. The paper was published by the Institute for Research in Planning and Development of the Planning organization of Iran (Jan 1993), Proceedings of the Second Conference on Planning and Development.
- Where is the Vanishing Cash? An Economic Study of the Recent Cash Shortages in Somalia's Banking System. United Nations Development Program, Published by UNDP Somalia Aug. 1989 also reappeared in 'Industrial Management Review' Vol. 8 No.1, 1990, Mogadishu

Monographs/Policy Papers/Evaluations Reports Prepared and Published on the Regional Economic and Social Issues

- State of the Region, commissioned and sponsored by the Civic Alliance of Ventura County (Forthcoming in February 2015)
- Economic Impact of the Boys & Girls Clubs of Central Florida, February 2014
- Community Survey of Oxnard Police Department, Oxnard, Ventura County, California, October 2014.
- Evening Reporting Center Project, Prepared for Boys & Girls Clubs of Greater Oxnard and Port Hueneme July 2014
- The Boys and Girls Clubs in Ventura County: Serving the Economic Interests of the Region while Providing a Positive Place for Kids. This Report Measures the Total Economic Impact of all the Boys and Girls Clubs in Ventura County, June 2014
- An Interim Report for Juvenile Specialty Court Community Integration Program (JSCCIP) July 2014
- Oxnard Alliance for Community Strength The Annual Report: The Impact of Alliance in Brining the Community Through Emphasizing on Prevention, Sharing Ideas, Learning the Best Practices, and Building the Capacity for Its Long Term Sustainability, August 2014
- The Impact of Peace Education Program around the World A Program Designed and Implemented By The Prem Rawat Foundation, June 2014
- Economic impact of Boys & Girls Clubs in Miami-Dade County in Florida (June 2013)
- State of the Region, commissioned and sponsored by the Civic Alliance of Ventura County (February 2013)
- Annual Evaluation of Targeted Reentry Aftercare Mentoring Program (RAMP), Boys and Girls Club of Oxnard and Port Hueneme, (December 2012).
- Economic impact of Boys & Girls Clubs of Broward County in Florida (October 2012).
- Awakening Minds-Changing Path project (2011-2012) Final Evaluation Report, presented to City of Oxnard Recreation and Community Services.
- Report of after-school evaluation for Rio School District for 2010-2011, March 2012.
- Report of the Findings from HEDIS Childhood Obesity Clinic/Physician Feedback Survey, Clinical Programs and State Sponsored Business WellPoint Inc, January 2012.
- Evaluation of Brain Training Project, Hardy Brian Training: *Creating a Brighter Future*, Sponsored by the Boys & Girls Clubs of Greater Oxnard and Port Hueneme, 2011

- Project Evaluation Report for Oxnard Community Peace Project (OCPP), March 2011.
- Awakening Minds-Changing Paths, Program Evaluation Report 2011, City of Oxnard Recreation & Community Services Department, A Cal GRIP sponsored program.
- Cultural and Linguistic Needs Assessment (GNA) for the BlueShield of California, prepared for the State Programs Sales & Business Development, August 2011.
- Economic Impact of the Boys & Girls Clubs of California Provided for the State of California Alliance of the Boys & Girls Clubs, Boys & Girls Clubs of America, 2011.
- Economic Impact of the Boys & Girls Club of Fontana, 2011.
- Economic Impact of the Boys & Girls Clubs of New Jersey Provided for the Alliance of the Boys & Girls Clubs of the State of New Jersey, Boys & Girls Clubs of America, 2011.
- United Way Community Impact Survey, 2011.
- Report of after-school evaluation for Rio School District for 2010-2011, March 2011.
- Economic Impact of the Boys & Girls Clubs of Ventura County, 2010.
- Economic Impact of the Alliance of the Boys and Girls Clubs of Los Angeles, 2010
- State of Region: an Interim Report, Ventura County Civic Alliance, sponsored by the Ventura County Community Foundation, 2010.
- Economic Impacts of the Boys & Girls Clubs of the Valley of Sun (Arizona), 2010.
- Report of after-school evaluation for Rio School District for 2009-2010, March 2010.
- Evaluation Report of Targeted Re-Entry Program of the Boys & Girls Clubs of Greater Oxnard & Port Hueneme, April 2010.
- Economic Impact of California Lutheran University, 2010
- The Conejo Recreation and Park District: An Economic Engine of Ventura County and the State of California, 2009.
- Report of after-school evaluation for Rio School District for 2008-2010, March 2009.
- Study of the Living Wage Ordinance in the City of Ventura: The Economic Impact on Workers, Contractors and the City, 2009.
- Coauthored a regional study for Workforce Investment Board, "Workforce Issues in Manufacturing: A Survey of Skill Gaps and Related Workforce Issues in Three Manufacturing Sectors of Ventura and Santa Barbara Counties," 2008.

- Economic Impact of the Boys and Girls Clubs of Greater Oxnard and Port Hueneme on the Community: A Study of the Return in Investing in Our Children, 2008.
- Coauthored a regional study, Wage and Job Trends: And their dynamics in Southern California by Sector at the County and SCAG Regional Level Since the 1970s, 2008.
- Coauthored a study entitled "Ventura County and the Arts: Impact and Opportunity for Community, 2008.
- Evaluation Report: Support and Funding Opportunities of the California Endowment for Violence Prevention in the City of Oxnard, 2008.
- Project Evaluation Report: Preventing Violence in the City of Oxnard through the work of Oxnard Community Action Partnership (CAP), The Partnership, and Oxnard Family Power Project, 2008.
- United Way Opinion Survey, 2008.
- Cultural and Linguistic Needs Assessment (GNA) for Blue Shield of California, 2007.
- Evaluation Report of Online Staff and Volunteer Training Program Evaluation *Delivered By Communiteach: A Comprehensive Training Program for the Boys & Girls Clubs of Greater Oxnard and Port Hueneme Staff and Volunteers, 2007.*
- Follow-up Surveys of Physicians and Clinics Participating in Child Obesity Workshops and Their Opinion Concerning the Usefulness/Efficacy of Information Received From Blue Cross of California on Child Obesity in 2006, 2007, 2008.
- Evaluation of the after-school programs with support from California After School Education and Safety (ASES) program for Rio and Port Hueneme School Districts in Southern California, 2008 through 2009.
- Evaluation of the after-school programs with support from California's 21st Century Community Learning Centers for Rio School Districts in Southern California, 2005 through 2007.
- Annual Evaluation of Pacific Camps After-school Programs in 2005, 2006, 2007, and 2008.
- A Study of Smoke Free Choice in Housing: Local Government Subsidized Housing in Thousand Oaks, Sponsored by Ventura County Public Health Tobacco Education Program, February 2007.
- Coauthored a regional study for the Community Needs Assessment Collaborative Group of Ventura County: A Health Care Survey of Ventura County, (August 2006).
- Coauthored a regional study sponsored by Ventura County Public Health Agency; titled, "Terrorism Planning Through the Eyes of the Public," August 2005.

- North Campus Development at California Lutheran University: *A Sound Investment in Improving the Quality of Life in Ventura County*, (January 2005). Using a regional Input/Output model to estimate the regional economic impact of CLU North Campus.
- Coauthored a National Science Foundation sponsored study, titled, "Stretching Horizons: *Upward Bound Programs in Stimulating Technology Education and Career Aspirations among Underrepresented Minorities*", Project Number: 0120138-0011338000, (December 2004).
- Health Insurance Enrollment and Retention Survey/Study (August 2004), Sponsored by Ventura County Community Foundation (VCCF).
- Coauthored a consulting study for the Community Needs Assessment Collaborative Group (CNACG) of Ventura County on 'Community Needs Assessment: A Health Care Survey of Ventura County' (July 2003).
- Coauthored a consulting study for The North Bay Workforce Investment Board on 'The State of the Workforce Report for North Bay Counties (Marin, Napa, Solano, and Sonoma), to be completed by (October 2003).
- Coauthored a consulting study for Santa Barbara County Workforce Investment Board on 'The State of the Workforce: Santa Barbara County (March 2003).
- Coauthored a consulting study for Ventura County Workforce Investment Board on 'The State of Workforce for Ventura County,' (November 2002).
- Co-directed preparation of Human Services Community Profile: A consortium of Public and Private Services Agencies in Ventura County in Southern California (late 2002).
- Coauthored a series of five white papers on topical issues in public health, prepared for Ventura County Public Health Department (completed in May 2002).
- Coauthored a study on 'Barriers of Cancer Screening for Hispanic Women,' prepared for Ventura County Medical Resources Foundation (December 2002).
- Coauthored a study on 'The Impact of Expansion of Big Box Stores on Ventura County: *Analysis of Current Socioeconomic Status of Unionized Employees of Grocery Stores.*' A study Commissioned and by the United Food & Commercial Workers Local 1036 (UFCW), published in September 2000.
- Coauthored a study titled "Community Needs Assessment: A Health Care Survey of Ventura County," *A study commissioned by Ventura County Health Authority*, Published by Center for Economic Research, California Lutheran University, June 2000.

- Coauthored a study titled "Analysis of Social Indicators in Ventura County," A study commissioned by Ventura County Community Foundation, to be published by Center for Economic Research, California Lutheran University, September 1994.
- Looking into the Economic and Social Profile of Ventura County: *Past, Present and Future Challenges*, A Discussion Paper, California Lutheran University, November 1993.

Reports/Discussion Papers Published by the United Nations and Others International Agencies

- A Framework for Capacity Building in Rehabilitation Planning of Somalia, UNDP, New York, September 1993.
- Programming the Medium-Term Plan (MTP) for Reconstruction and Rehabilitation of Somalia, UNDP, New York, June 1993.
- Moving Towards Creation of a Conducive Economic Environment for Reconstruction and Rehabilitation in Somalia, UNDP, New York, July 1993.
- Root Causes of the Existing Macroeconomic Problems in Iran. Presented at the Iranian Bankers Association Conference (Los Angeles Chapter), November 1992, and CLU Research conference.
- Development Co-operation Report for Somalia: A Special Report for 1989-1991. A Draft Report was presented to UNDP Somalia in Nairobi, November 1991 California USA.
- An Outline for the UNDP Fifth Country Program in Somalia: A Medium Run Program 1991-93. The program document has been presented to the United Nations Development Program for its development activities in Somalia in the immediate future. UNDP New York for consideration and Policy implementation circulated the Study to the Technical departments.
- Relief Operation, Rehabilitation Program, where are the dividing lines: Somalia as a Special Case. Published by UNDP Somalia in Nairobi Kenya, July 1991.
- Sale of Food Versus Its Donation: Does This Suggestion Have Any Economic Merit For a Needy Country? Published by UNDP Somalia in Nairobi Kenya, July 1991.
- Paying Cash in Place of Providing food to Refugees: Does This Approach Meet the 'Underlying Objectives,' Published By UNDP Somalia in Nairobi Kenya, July 1991.
- Social Dimensions of Adjustment: Its Concept and Implication in African Countries: With Particular Emphasis on the Case of Somalia. Mogadishu, United Nations Development Program Published by UNDP Somalia, Mogadishu Somalia, June 1990.

- Revisiting the Cash Shortage: A Brief Study of Somalia's Monetary Condition and Its Recent Changes with Emphasis on the Role of Circular Checks. United Nations Development Program, Published by UNDP Somalia, Mogadishu, Somalia, May 1990.
- Counterpart Funds In Somalia, A joint Study by UNDP, USAID, and EEC, Published by UNDP Somalia, October 1989, Mogadishu Somalia.
- Strengthening Donors' Coordination in Somalia, United Nations Development Program, A paper presented to Donors' Coordination Plenary in Somalia. May 1989, Mogadishu Somalia.
- Development Co-operation Report for Somalia in 1988, United Nations Development Program, Published by UNDP in Somalia, Aug. 1989.
- Economic Assessment of the South Bank (two Studies) Published by the Ministry of Economic Affairs and Finance, Iran Tehran, July 1985.
- Empirical Study of a Balanced Budget in the Presence of Shortfalls in the Export Earnings. Published by the Ministry of Economic Affairs and Finance, Iran Tehran, May 1985.
- The Theoretical and the Methodological Study of the Design of a Balanced Budget. Published by the Ministry of Economic Affairs and Finance, Iran Tehran, Feb. 1984.
- Studying the Economic Factors of Tax Determination in an Economy, Published by the Ministry of Economic Affairs and Finance, Iran Tehran, Dec. 1984.
- Cost-Benefit Analysis of Increasing the Price of Agricultural Machinery in Iran. Published by the Ministry of Economic Affairs and Finance, Iran Tehran, Nov. 1984.
- Economic Study of the Impact of Reducing Government Expenditure in year 1984. Published by the Ministry of Economic Affairs and Finance, Iran Tehran Jan. 1984.
- Studies in the Causes of Inflation in Iran, (a series of studies) Published by the Ministry of Economic Affairs and Finance, Iran Tehran Aug. 1983 to June 1984.
- Economic Study of Co-operatives in Iran, Published by the Ministry of Economic Affairs and Finance, Iran Tehran, Dec. 1982.

Selected Papers Presented at Conferences or Symposia

- Looking into Recent Changes in Early Childhood Development in Ventura County: *What the Current Data Tell Us?* Presented to First 5 Ventura County Commission, November 2014.
- State of the Housing: Existing Conditions and Our Ability to Plan Future Regional Land Use for Creating Healthy & Sustainable Communities, September 2014.

- Keynote Speaker, Transatlantic Free Trade Area (TAFTA): Its Economic Challenges and Prospects, Chamber of Commerce, Graz, Austria, April 2014.
- Investing in Our Children is Wise and Will Bring High Returns on Investment: A Close Look into the Socioeconomic Status of Children in California, GCGI 11th International Conference in Cité universitaire internationale/ The INSTITUT CEDIMES, Paris (2013).
- Looking into Social Mobility in the United States: *Is American Dream Alive*, Globalization for the Common Good Initiative 10th Annual Conference in Oxford, UK, September 2012.
- The True Cost of Nonrenewable Energy Production, World Public Forum “Dialogue of Civilizations” October 2012, Rhodes Greece,
- Keynote Speaker at American Austrian Chamber of Commerce, “Euro Crisis and Its Impact on the US Economic, Vienna, Austria”, June 2012.
- Investing in Our Children Is Wise & will Bring High Return on Our Investment, 100% Summit, A tale of Two Counties Conference, sponsored by Social Justice Fund of Ventura County in California, January 2012.
- Various presentations over years to City Councils, Board of Supervisors, Rotary Clubs, and other public meetings on issues related to state of the county, human capital investment and investment in children through projects conducted for Boys & Girls Clubs (Greater Oxnard and Port Hueneme, BGC of Ventura, BGC of Camarillo, BGC of Conejo Valley and Las Virgenece, BGC of LA County, BGC of America. and more) Social Justice Fund of Ventura County and many more.
- The True Value of Liberal Arts Education: *Looking into the Origin and the Consequences of Running Universities like Business Entities*, World Public Forum “Dialogue of Civilizations” October 2011, Rhodes Greece.
- Forging and Ecological Political Economy: Is the Earth Charter a Blueprint for a Way Forward? In collaboration with Professor Peter Brown, Director of McGill School of Environment, McGill University, Canada, Presented in the World Public Forum—Dialogue of Civilizations, Rhodes, Greece October 2010.
- May 2009, Role of Financial Markets in Creating Economic Growth and Stability: *A Productive, Unproductive, and Destructive Role*, Globalization for the Common Good 2009 International Conference, Loyola University, Chicago, USA
- May 2009, Economic Recession: How Does it Come About and Particulars of the Current Recession, Ventura County Leadership Academy.
- January and June 2008, Impact of Financial Markets on Economic Growth and Stability, Ventura County Leadership Academy and CPA forum sponsored by Community West Bank, Keynote Speaker.

- June 2007, Emphasis on Teaching Ethics in Business Schools: The Recent Experiences in US Higher Education, International conference of globalization for the common good: An Interfaith Perspective, Istanbul, Turkey.
- March 2006, A Close Look at Recent National, State, and Regional Economic Performance and Prospects for 2006 and Beyond, Keynote Speaker of the Annual Regional Economic Forecast Conference of 2006, Thousand Oaks/Westlake Regional Chamber of Commerce.
- October 2005, 'Looking into the Economic Profile of Ventura County: Past, Present, and Future Challenges,' Keynote Speaker of the Community West Annual CPA Forum.
- February 2004, Creating a Sustainable Economic Development Environment in Our Community: Do We Have One?' Keynote Speaker of the Annual Regional Economic Forecast Conference of 2004, Thousand Oaks/Westlake Regional Chamber of Commerce.
- September 2003, US Economic Performance in 2003: Past Achievement and Challenges Ahead, Center for Leadership and Values, Keynote Speaker for CLU Alumni Association.
- March 2002, 'Community: Building and Assessing the Quality of Life in Ventura County, Annual Community Assessment Conference Hosted by The Center for Values and Leadership of California Lutheran University, at Ronald Reagan Library, Semi Valley, Ventura County. After the conference I had been invited to talk about the same topic in four other associations and local rotary clubs in 2002.
- February 2002, gave a talk on the Impact of World Trade Organization Policies on Developing Countries, League of Women Voters of Ventura County, Camarillo, Ventura County.
- April 2001, Federal Reserve policies and its Impact on Our Economy: A selected number of cases, Rotary Club of Simi Valley.
- April 1999, Gave a talk on Crisis in Kosovo, A forum sponsored by 'CLU Global Peace and Justice.'
- Keynote speaker for the 4th Annual Conejo Valley Economic Forecast Conference in 1997, sponsored by Thousand Oaks Rotary Club and Conejo Valley and Thousand Oaks Chamber of Commerce.
- February 1997, Iran 1997 Update: Politics, Oil, Religion, Women's Issues, Economic and Foreign Policy Issues, Sponsored by 'CLU Global Peace and Justice.'
- April 1994, presented on 'Looking into the Economic and Social Profile of Ventura County,' to Business owners in Thousand Oaks at 'the Ventura County Entrepreneur Academy'.
- Presented at the CLU Forum on 'Past, Present and Future of Somalia,' February 1993.

- Presented on 'the Current Political Situation in Somalia,' on December 17 1992, at CLU. The meeting was opened to the Public and advertised in the local papers.
- Presented on 'Root Causes of the Existing Macroeconomic Problems in Iran,' at the School of Business Research Seminar, November 1992.
- Presented on 'Root Causes of the Existing Macroeconomic Problems in Iran,' at the School of Business Research Seminar, November 1992.
- Participated as a presenter in the Faculty Showcase at the retreat of summer 1991.
- Presented on 'Privatization' at the CLU Global Trade Center's Seminar on 'the Private Sector and Business Opportunity in the USA,' November 1991.
- Presented at the CLU Forum on 'the Influence of Islam in the Iranian Revolution,' November 1987.

Selected Seminars and Conferences Attended

Conference Title	Position	Date & Location
Globalization for the Common Good Conference	Research Scholar and Session Chair	Oxford, U.K. 2014
Globalization for the Common Good Conference	Research Scholar and Session Chair	Paris, France, 2014
World Public Forum: Dialogue of Civilization	Research Scholar and Session Chairs	Rhodes, Greece, 2013
Globalization for the Common Good Conference	Research Scholar and Session Chair	Oxford U.K. 2012
World Public Forum: Dialogue of Civilization	Research Scholar and Session Chair	Rhodes, Greece, 2012
World Public Forum: Dialogue of Civilization	Research Scholar and Session Chair	Rhodes, Greece, 2011
World Public Forum: Dialogue of Civilization	Research Scholar and Session Chair	Rhodes, Greece, 2010
Globalization for the Common Good Conference	Conference Convener and Organizer	Thousand Oaks, California, CLU
Globalization for the Common Good Conference	Research scholar and Session Chairs	In Chicago, USA Melbourne Australia,

		and Istanbul Turkey from 2006 to 2009
Peace through Commerce: A partnership As a new Paradigm	Research Scholar	University of Notre Dame, South Bend, Indiana, USA
Sixtieth International Atlantic Economic Conference	Research Scholar	USA 2005
Industrial Management Research Conference, FH Joanneume	Keynote Speaker and Presenter	Kapfenberg, Austria, 2002
Fourth Southern California Graduate Research Conference	Session Chair	USA 1996
Post-Congress Symposium of Somali Studies	Research Scholar, Presenter	June 1995, USA
African Studies Association Annual Conference	Research Scholar	Dec. 1993, USA
5th International Congress of Somali Studies	Research Scholar, Presenter	Dec. 1993
Second Conference on Planning and Economic Development	Research Scholar, Presenter	Jan. 1993, Tehran
Horn of Africa Consultation Meeting	UN Consultant	July 1991, Kenya
4th International Congress of Somali Studies	Research Scholar	June 1990
Symposium on Somalia's Development Needs in the 90's	Focal Point of UNDP & Joint Coordinator	Nov. 1990, Mogadishu, Somalia
Conference on Agricultural Banking in Somalia	Senior Economist representing UNDP	May 1991, Mogadishu, Somalia
American Economic Association Annual Meeting	Research Scholar	Dec. 1986, New Orleans
Meeting with Indian High Official Concerning the Reform Renovation of Iranian Tax System	Delegate	Nov. 24-29, 1985, New Delhi
Intergovernmental Meeting of National Focal Points on TCDC - ECDC	Representative	Nov. 5-10, 1985, Bangkok
The 4th Meeting of IFCC	Head of Delegation	Aug. 19-23, 1985, Indonesia
South Bank Intergovernmental Initiative Groups (SOBIG)	Representative	June 24-28, 1985, New York, United Nations
The International Congress of Tax Planners	Representative	May 22-24, 1985,

		Amsterdam
UNCTAD, High-level Inter-Governmental Group of Officials On Review & Appraisal of Implementation of International Development Strategy for the Third UN Development Decade	Representative	Jan. 1984, Geneva
Joint Annual Meeting of the World Bank and the International Monetary Fund	Temporary Alternate Governor of WB from Iran	Sept. 1983, Washington DC

I also attended many bilateral meetings on various economic matters organized by the United Nations or as a government official.

APPENDIX: AWARD WINNING PROJECTS

ADE has worked on national, state, regional, and local projects throughout the United States, for which we have received 15 major awards since 1995.

- **2008 American Planning Association (APA) National Award for “Hard Won Victories”** - Newport Beach General Plan
- **2007 Int’l Economic Development Council (IEDC) Honorable Mention Award** - Northwest Food Processing Association, Food Processing Cluster Assessment and Roadmap
- **2004 IEDC Promotional Award for Best Research Study** - West Wendover, Nevada Economic Development Strategy and Wendover, Utah Annexation Study
- **2001 American Economic Development Council (AEDC) Best of Show Award** - ED>Net California Community Colleges – Directions of the New Economy
- **2000 APA Northern Section Award of Merit** - Gonzales Downtown Revitalization Plan
- **1999 AEDC Best of Show and Best of Class Awards** - Maricopa County (Arizona) Economic Development Implementation Plan
- **1999 AEDC Superior Award** - Performance Measures for EDA Planning Grants

- **1999 AEDC Excellent Award** - Assessment of Regions Underserved by California’s Loan Guarantee Program
- **1999 California Association of Local Economic Development (CALED) Award of Excellence** - City of Dinuba/ Best Buy West Coast Distribution Center
- **1998 CalTour California Tourism Award for Best Research Report** - Mendocino County Wine Industry and Tourism Analysis
- **1998 CALED Honorable Mention Award** - City of San Joaquin / Millennium Industries Project
- **1997 CALED Grand Prize for Development Projects** - City of Soledad Dole Food Processing Plant
- **1997 National Rural Economic Development Association (NREDA) Award of Excellence** - Fresno County Economic Strategy
- **1996 AEDC Special Judges Award** - Kauai Products Marketplace Feasibility Study
- **1995 AEDC Best of Class Award** - Interstate 5 Business Development Corridor Economic Development Strategy