



*Qualifications of Kenneth C. Free for Consulting and Expert Witness Services as of June 27, 2018*

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**Kenneth C. Free, MBA, RRP, CMHS**

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**Career Resume**

1993 to present            STRAIGHTLINE HOSPITALITY, INC. (NV)  
Las Vegas, Nevada  
*President*  
STRAIGHTLINE HOSPITALITY CORPORATION (CA)  
Thousand Oaks, California  
*President*

Mr. Free is a highly credible resource who carries broad and deep knowledge of the hospitality business. His perspectives derive from authentic career experiences, tempered by an appreciation for the academic and legal concepts pertinent to consulting and expert witness assignments. He carries expert knowledge on the topic of industry standard of care. He founded and is the key principal of this firm which focuses on providing advisory services for hotel real estate development and operational issues. He and the firm have been engaged for hundreds of advisory and expert assignments over the years in the majority of states in the United States as well as in eighteen foreign nations. Clients are typically developers who seek to better understand the financial, operational, or market underpinnings of this multiform business or attorneys who have hotel disputes under adjudication. *[For additional detail see [www.hotelexpertwitnesses.com](http://www.hotelexpertwitnesses.com) and [www.straightline-advisors.com](http://www.straightline-advisors.com).]*

1995-1997                BRISTLECONE HOTEL PARTNERS, LLC  
Beverly Hills, California  
*Managing Director*

Co-executive in charge of asset management for hotel and resort portfolio, including two Ritz Carltons (Palm Beach and Pentagon City), nine Embassy Suites, the Vista (Hilton International) in Minneapolis, and the Arrowwood Resort in Westchester, New York. Clients were institutional investors and lenders-insurance companies, banks, and a Japanese department store company. Responsibility was oversight of and guidance to the property managers.

- 1986 - 1993 HILTON HOTELS CORPORATION  
World Headquarters  
Beverly Hills, California  
*Director of Real Estate Administration*
- Mr. Free headed the department which provided operational and administrative support to the corporation's subdivisions with responsibility for Asset Management, Real Estate Development & Acquisitions, Architecture & Planning, Interior Design, Project Management, and Construction. Additionally, he structured and negotiated selected high profile transactions, including founding Hilton Grand Vacations Company, the corporation's timeshare subsidiary. He maintained direct responsibility for final review of all real estate projects worldwide as to their financial and economic viability. On a special projects basis he was charged with managing operational overviews of four key owned properties: The Waldorf Astoria, the New York Hilton & Towers, the Washington Hilton, and the Capital Hilton. *[At the time, Hilton was the world's largest operator of large hotels and the world's largest casino gaming company.]*
- 1983 - 1986 CONECT HOSPITALITY SYSTEMS, INC.  
Walnut Creek, California  
*Vice President of Finance & Chief Financial Officer*  
*Vice President of Operations*
- Responsible for sources and uses of funds, financial planning and reporting, accounting, internal controls, and corporate administration for this technology company. Earlier, he was responsible for customer support and training for the Company's suite of software applications designed to operate full-service hotels.
- 1979 - 1983 AMFAC HOTELS & RESORTS, INC.  
San Francisco, California  
*Manager of Systems Planning (Corporate)*  
*Director of Management Services (Silverado Resort)*  
*Financial Analyst (Corporate)*
- Held various progressively more responsible positions at this largest operator of resorts in the State of Hawaii and the largest resort concessionaire in United States National Parks.
- 1973 - 1979 WESTIN HOTELS & RESORTS, INC.  
CROWN CENTER HOTEL  
Kansas City, Missouri  
*Chief Accountant*  
*Assistant Hotel Manager*  
*F&B Cost Controller*  
*Credit Manager*  
*Staff Planner (Operations)*  
*Projects Coordinator (Operating Manuals, PERT, FF&E Coordination)*
- Held various progressively more responsible positions at this 4-Star, 724-room hotel developed by Hallmark Cards Company at its World Headquarters.
- Education**
- ◇ *M.B.A., Finance*, Henry W. Bloch School of Management, University of Missouri, Kansas City, 1979.
  - ◇ *B.S., Hotel Administration*, William F. Harrah College of Hospitality, University of Nevada, Las Vegas, 1973.
    - Interned at The Frontier Hotel (986-rooms) in Front-of-the-House Operations.
    - Interned at The Landmark Hotel (503-rooms) in Back-of-the-House Operations.

## Professional

- ◇ Forensic Expert Witness Association
- ◇ Urban Land Institute
- ◇ American Resort Development Association
  - Community Development Committee
  - Finance Committee
  - *Registered Resort Professional* (RRP) certification
- ◇ American Hotel & Lodging Association
  - Technology Committee
  - Research Committee
  - *Certified Master Hotel Supplier* (CMHS) certification
- ◇ International Association of Hospitality Accountants (past)
- ◇ California DRE Real Estate Brokers License #01164691 (1993-2018)
- ◇ Adjunct Professor (Graduate Finance & Strategic Planning), University of Phoenix (past)

## Publications/ Citations

- ◇ The Wrap. “Beverly Hills Hotel Could Lose Millions If Sultan Controversy Drags On”. May 6, 2014.
- ◇ Lawyer Monthly Magazine, “Expert Witness Profile of Kenneth C. Free”. July, 2013.
- ◇ The Denver Post, “Gaylord Conference Hotel Finds Developer for 1,500-Room Aurora Site”, May 10, 2013.
- ◇ The Denver Post, “Marriott in Negotiations to Build the Aurora Gaylord Hotel”, February 15, 2013.
- ◇ The Tennessean, “Gaylord Takes on Hotel Giants”, June 24, 2012.
- ◇ The Denver Post, “Savior for Aurora’s Gaylord Project Unlikely, Hotel Experts Say”, May 6, 2012.
- ◇ Las Vegas Strip Magazine, “Betting on Wall Street: The Growing Corporate and Private Equity Influence in Las Vegas & the Gaming Industry”, January, 2007.
- ◇ California Real Estate Journal. “Nickelodeon Hotel Isn’t Playing Around With Rates”. December 4, 2006.
- ◇ Hotel & Motel Management, “The Future of Timeshare Industry Expected to be Bright”, April 3, 2006.
- ◇ Developments, “The Community Development Side of ARDA”, October, 1995. [co-authored with Steven S. Miner]
- ◇ Developments, “Training with Commitment”, February, 1994.
- ◇ American Resort Development Association, “Financial Performance 1993: A Survey of Timeshare Developers”, April, 1994. [Co-Author]
- ◇ American Resort Development Association, “Financial Performance in the Timeshare Industry: A Survey of Financial Data From Resort Developers”, May, 1994. [Co-Author]

## Expert Witness Engagements

*[Kenneth Free has never been disqualified as an expert witness by any trial judge or arbitrator.]*

### 89. Wood, Smith, Henning & Berman LLP.

Superior Court of the State of Arizona in and for the County of Pima. 2018. [Defense]

88. Baker Botts, LLP. United States District Court, Southern District of California. 2018. [Defense]

87. Miller Law Associates. Superior Court of California - Palm Springs Courthouse. 2018 [Plaintiff]

86. Dynan & Associates, P.S. Superior Court of the State of Washington for King County. 2018. [Defense]

85. Albright, Stoddard, Warnick & Albright. Arbitrator John Bongiovi, as governed by the Nevada Rules of Civil Procedure. 2018 [Plaintiff]

84. Lewis Brisbois Bisgaard & Smith LLP. Circuit Court of Cook County, State of Illinois. 2018. [Defense]

**83. Dynan & Associates, P.S.** Superior Court of the State of Washington for King County. 2018. [Defense]

**82. Wood, Smith, Henning & Berman LLP.** Superior Court of the State of California, County of San Francisco. 2018. [Defense]

**81. Dynan & Associates, P.S.** Superior Court of the State of Washington for Kitsap County. 2018. [Defense]

**80. Robert Waller Law.** Federal Court, San Diego. 2018. [Plaintiff]

**79. Hammer Law Firm, PLC,** Iowa District Court in and for Dubuque County. 2018. [Plaintiff]

**78. Jenkins & Kling, P.C.** Circuit Court for the City of Saint Louis, State of Missouri. 2017-18. [Defense]

**77. Gibson Dunn & Crutcher; Sidley Austin LLP; Munger Tolles & Olson LLP; Pisanelli Bice.** Multiple Federal and State courts in Nevada and California. 2017-18. [Defense]

**76. The Cox Pradia Law Firm.** Superior Court of Harris County, Texas, 269<sup>th</sup> District Court. 2017. [Plaintiff]

**75. Dynan & Associates, P.S.** Superior Court of the State of Washington in and for Pierce County (Case 17-2-03596-3). 2017. [Defense]

**74. Dynan & Associates, P.S.** Superior Court of the State of Washington in and for Pierce County (Case 17-2-05359-2). 2017. [Defense]

**73. Wilson, Elser, Moskowitz, Edelman & Dicker LLP.** United States District Court of Connecticut. 2017. [Defense]

**72. Schmitt Mulhern, LLC.** Circuit Court of Clay County Missouri. 2017. [Plaintiff]

**71. Decof, Decof & Barry, P.C.** State of Rhode Island, Providence/Bristol County Superior Court. 2017. [Plaintiff].

**70. Law Offices of Jeffrey R. Lamb.** Superior Court of the State of California, County of Orange, Central Justice Center. 2017. [Plaintiff]

**69. The Gill Law Firm.** Circuit Court of Cook County, Illinois. 2017. [Plaintiff]

**68. Lieff Cabraser Heimann & Bernstein.** United States District Court of California- San Francisco Division. 2017. [Plaintiff]

**67. The Phillips Firm.** Superior Court of the State of California, County of San Diego. 2017. [Defense]

**66. Slaughter & Slaughter.** Superior Court of the State of California, County of San Diego. 2017. [Plaintiff]

**65. Rizio Law Firm.** Superior Court of the State of California, County of Riverside. 2017. [Plaintiff]

**64. Stinson Leonard Street; Bick & Kistner, PC.** St. Louis City Circuit Court. 2017. [Defense]

**63. Van de Poel, Levy, Allen & Arneal, LLP.** Superior Court of the State of California in and for the County of Placer. 2016. [Defense]

**62. Law Offices of Santana Vierra & Symonds.** Superior Court of the State of California, County of Monterey. 2016. [Defense]

**61. Vance & Larson Law Firm.** District Court, County of Denver, State of Colorado. 2016. [Plaintiff]

**60. The Medrala Law Firm.** United States District Court for the District of Nevada. 2016. [Plaintiff]

**59. Law Offices of Arnold T. Phillips II.** First Circuit Court of the State of Hawaii. 2016. [Plaintiff]

**58. Tanner Law Firm.** District Court, Clark County, Nevada. 2016. [Plaintiff]

**57. The Cottle Firm.** Second Judicial District Court of the State of Nevada in and for the County of Washoe. 2016. [Plaintiff]

**56. FieldsLaw.** United States District Court for Hawaii. 2016. [Plaintiff]

**55. Gusrae Kaplan Nusbaum.** United States District Court for the Southern District of New York. 2016. [Plaintiff]

**54. Grant Luna, APLC.** Superior Court of the State of California, County of San Diego. 2016. [Plaintiff]

**53. Santana Tchong Vierra & Symonds.** Superior Court of the State of California, County of Alameda, Northern Division. 2015-16. [Defense]

**52. Van de Poel, Levy, Allen & Arneal, LLP.** Blue Lake Rancheria Tribal Court, Blue Lake CA. 2015-16. [Defense]

**51. Dorsey & Whitney LLP.** American Arbitration Association, Madison WI. 2015-16. [Defense]

**50. Law Offices of Jeffrey Fleitman.** Superior Court of the State of California, County of Santa Barbara. 2015. [Plaintiff]

**49. Murchison & Cumming LLP.** Superior Court of the State of California, San Bernardino. 2015. [Defense]

**48. Callahan & Blaine.** Superior Court of the State of California, County of Kern. Bakersfield. 2015. [Plaintiff]

**47. Marshall Dennehey Warner Coleman & Goggin.** Court of Common Pleas. Philadelphia. 2015. [Defense]

**46. Madia Law.** Minnesota State Court. Minneapolis. 2015. [Plaintiff]

**45. Austin, Brownwood, Cannon & Santa Cruz.** Superior Court of the State of California, County of San Diego- Central Division. 2014-15. [Defense]

**44. Renaud Cook Drury Mesaros, PA.** Superior Court of the State of Arizona in and for the County of Maricopa. 2014-15. [Defense]

**43. Murchison & Cumming LLP.** Superior Court of the State of California, County of Los Angeles-Central District. Los Angeles. 2014. [Defense]

**42. Bragg & Kuluva.** Superior Court of the State of California, County of San Diego. San Diego. 2014. [Defense]

**41. Dimarco, Araulo, Montevideo Law Offices.** Superior Court of the State of California, County of Orange- Central Justice Center. Santa Ana. 2014. [Plaintiff]

**40. Herman Law.** Circuit Court of the 11<sup>th</sup> Judicial Circuit in and for Miami-Dade County, Florida. Miami. 2014. [Plaintiff]

**39. Scott R. Larson PC.** Superior Court of the State of California, County of San Diego. San Diego. 2014. [Plaintiff]

**38. Law Offices of Manuel San Juan.** United States District Court for the District of Puerto Rico. San Juan. 2014. [Plaintiff]

**37. Pierce, Hems, Sloan & Wilson, LLC.** United States District Court, District of South Carolina, Beaufort Division. Beaufort. 2014. [Plaintiff]

**36. Bragg & Kuluva.** Superior Court of the State of California, County of San Diego. San Diego. 2014. [Defense]

**35. Tanner Law Firm.** Nevada Eighth Judicial District. Las Vegas. 2014. [Plaintiff]

**34. Kaiser, Swindells & Eiler.** Superior Court of the State of California, County of Riverside. Palm Springs. 2014. [Defense]

**33. Marks, O'Neill, O'Brien, Doherty & Kelly, P.C.** Superior Court of the State of Delaware in and for New Castle County. Wilmington. 2013. [Defense]

**32. Law Offices of John A. Biard,** Superior Court of the State of California, County of Santa Clara. Santa Clara. 2013. [Defense]

**31. Cox, Castle & Nicholson LLP,** Superior Court of the State of California, County of San Diego. San Diego. 2013. [Defense]

**30. Glenn J. Niemela, Barrister & Solicitor.** Supreme Court of British Columbia. 2013. Vancouver. [Defense]

**29. Bullivant Houser Baily PC.** Superior Court of the State of California (Pre-filing), 2013. [Defense]

**28. Morris Sperry Law.** Third District Court, Summit County, State of Utah. ParkCity. 2013. [Plaintiff]

**27. McNamara, Ney, Beatty, Slattery, Borges & Ambacher LLP.** Superior Court of the State of California, County of Alameda- Fremont Hall of Justice. 2012. [Defense]

**26. Akerman Senterfitt LLP.** Circuit Court of the Seventh Judicial Court in and for Volusia County, Florida. 2012. [Defense]

**25. Law Offices of Guy R. Bayley.** U.S. Bankruptcy Court, Central District of California- San Fernando Valley Division. Van Nuys. 2012. [Defense]

**24. Wolfenzon Rolle.** Superior Court of the State of California, County of Santa Barbara- Anacapa Division. Santa Barbara. 2012. [Defense]

**23. McBrayer, McGinnis, Leslie & Kirkland PLLC.** Commonwealth of Kentucky, Warren Circuit Court. 2012. [Defense]

**22. Wagner & Pelayes, LLP.** Superior Court of the State of California, County of San Bernardino-Victorville District. 2012. [Plaintiff]

**21. Law Firm of Leisawitz Heller.** U.S. District Court for the Eastern District of Pennsylvania. 2012. [Defense]

**20. Robbins, Kaplan, Miller & Ciresi LLP.** Superior Court of the State of California for the County of Los Angeles- Central District. 2012. [Plaintiff]

**19. Harris, Green & Dennison.** U.S. District Court, Eastern District of California- Sacramento Division. 2011-2012. [Defense]

**18. Koskoff Koskoff & Bieder, PC.** Superior Court J.D. of Fairfield CT at Bridgeport CT. 2011-2012. [Plaintiff]

**17. Law Offices of Belofsky & Hanker LLP.** Superior Court of the State of California, County of Riverside, Palm Springs. 2011. [Defense]

**16. Van de Poel, Levy and Allen LLP & Lombardi, Loper and Conant.** Superior Court of the State of California, County of Monterey. Monterey. 2011-2012. [Defense]

**15. Wartelle, Weaver & Schreiber.** San Francisco Superior Court, San Francisco. 2010. [Plaintiff]

**14. Baker & Hostetler LLP.** Supreme Court of the State of New York, New York County. New York City. 2010. [Defense]

**13. Lewis Brisbois Bisgaard & Smith LLP.** Superior Court of the State of California, Los Angeles. 2009. [Defense]

**12. Murray & Murray Co., LPA.** U.S. District Court, Northern District of Ohio, Western Division, Toledo. 2008-2009. [Plaintiff]

**11. Judge Patricia Hurst-Willard.** Eastern Caribbean Supreme Court in the High Court of Justice, Anguilla, BWI. 2008. [Plaintiff]

**10. Cheong Denove Rowell & Bennett.** Superior Court of the State of California, Los Angeles. 2007-2008. [Plaintiff]

**9. Baker & McKenzie, LLP.** International Centre for Settlement of Investment Disputes (World Bank), Paris. 2007-2008. [Defense]

**8. Bulkley, Richardson and Gelinas, LLP.** U.S. District Court, District of Massachusetts, Western Section, Springfield. 2007. [Plaintiff]

**7. Klinedinst PC.** Superior Court of the State of California/Orange County, Santa Ana. 2006-2007. [Defense]

**6. DLA Piper Rudnick Gray Cary US LLP.** JAMS, Washington DC and U.S. District Courts for the Eastern District of Virginia and the District of New Jersey. 2006. [Defense]

**5. Rankin, Sproat, Mires, Beaty & Reynolds.** Superior Court of the State of California in and for the County of Sacramento. 2006. [Defense]

**4. Lynn, Tillotson & Pinker LLP.** 191<sup>st</sup> Judicial District Court of Dallas County, Texas. 2004-2005. [Plaintiff]

**3. Jones Vargas.** Nevada Eighth Judicial District, Las Vegas. 2002-2003. [Defense]

**2. Pinto & Dubia LLP.** California Superior Court-Orange County, Santa Ana. 2002. [Defense]

**1. Sheinfeld, Maley, & Kay PC.** U.S. Bankruptcy Court, Northern District of Texas (Dallas). 1994-1995. [Plaintiff]

## List of Clients (Partial)

### A

- ABC Corporate Services, *Rosemont, IL*
- ABRY Partners LLC, *Boston, MA*
- Accor North America, *Philadelphia, PA*
- Albright, Stoddard, Warnick & Albright, *Las Vegas, NV*
- Alliance Roofing Co., Inc., *San Jose, CA*
- American International Group, *Amarillo, TX*
- Arab Republic of Egypt, *Cairo, Egypt*
- Associates for Truth, *Helendale, CA*
- Austin, Brownwood, Cannon and Santa Cruz, *San Diego, CA*
- Avenue Capital Group, *New York, NY*

### B

- Bacassa Developments (Barbados) Ltd., *St. Peter, Barbados*
- Baker Botts, LLP, *New York, NY*
- Baker & Hostetler LLP, *New York NY & Washington DC*
- Baker & McKenzie LLP, *Cairo, Egypt*
- Bank of America, *San Francisco, CA*
- Bain & Company, *San Francisco, CA*
- Bain & Company, *Seoul, Korea*
- Barclays Bank, *New York, NY*
- Beach Point Capital Management, LP, *New York, NY*
- Bear Creek Management Company, *Macungie, PA*
- Beijing Hua Qing Da Economics & Trade Development Co., LTD., *Yanqing, China*
- Beijing International Tour of Peace Investment Consultant Co., LTD, *Beijing, China*
- Beijing Mashushita Color CRT Co., Ltd., *Beijing, China*
- Belofsky & Hanker LLP, Law Offices of, *Torrance, CA*
- Bick & Kistner, P.C., *St. Louis, MO*
- Blue Island Company, *Lagos, Nigeria*
- Booz Allen Hamilton, *Vienna, Austria*
- Bragg & Kuluva, *San Diego, CA*
- Brahman Capital Corporation, *New York, NY*
- Brentwood Associates, *Los Angeles, CA*
- Bulkley, Richardson and Gelinas, LLP, *Springfield, MA*
- Bull Path Capital Management, *New York, NY*
- Bullivant Houser Bailly PC, *San Francisco, CA*
- Burke, Williams & Sorenson LLP, *Los Angeles, CA*

### C

- Callahan & Blaine, *Santa Ana, CA*
- The Canyons Grand Summit Resort Hotel Owners Association, Inc., *Park City, UT*
- Capital Group Research, *New York, NY*

- Cardinal Investment Company, *New York, NY*
- Carpenters Pension Fund, *Los Angeles, CA*
- Channel Islands Harbor, *County of Ventura, CA*
- Chardon Management, LTD, *New York, NY*
- Chartis Specialty Insurance Co., *Amarillo, TX*
- Cheong Denove Rowell & Bennett, *Los Angeles, CA*
- Chequers Investment Partners, *Houston, TX*
- City of El Segundo, *El Segundo, CA*
- Civic Partners, *Huntington Beach, CA*
- Clovis Capital Management, *New York, NY*
- Coatue Investments, *New York, NY*
- Collins, Collins, Muir, & Stewart, *Oakland, CA*
- Consolidated Consultants Co., *Chula Vista, CA*
- The Cottle Firm, *Las Vegas, NV*
- Cox, Castle & Nicholson LLP, *Irvine, CA*
- The Cox Pradia Law Firm, PLLC, *Houston, TX*
- Credit Suisse Proprietary, *New York, NY*

### D

- Decof, Decof & Barry, *Providence, RI*
- Deloitte Services LP, *New York, NY*
- Department of Aviation, *County of Clark, Las Vegas, NV*
- C. Diaz, *Oak Park, CA*
- Dorsey & Whitney LLP, *Minneapolis, MN*
- Dimarco, Araulo, Montevideo Law Offices, *Santa Ana, CA*
- DLA Piper Rudnick Gray Carey, *Los Angeles, CA*
- Don the Beachcomber Enterprises, *Las Vegas, NV & Los Angeles, CA*
- Dynan & Associates, P.S., *Tacoma, WA*

### E

- Eastdil Realty, Inc., *Dallas, TX*
- Eastdil Realty, Inc., *New York, NY*
- Economics Research Associates, *Los Angeles, CA*
- Eminence Capital, *New York, NY*
- Entrust Capital, Inc., *New York, NY*
- Equity Group Investments LLC, *Chicago, IL*
- Entertainment Properties Trust, *Kansas City, MO*
- Ericksen Arbuthnot, *San Jose CA*

### F

- Fairfield Capital, *New York, NY*
- Federal Advisory Services Company, *Pittsburgh, PA*
- FieldsLaw, *Long Beach, CA*
- City of Findley, *Ohio*
- First Gregory Ltd., *Abuja, Nigeria*
- Five Rivers Investments, LLC, *West Bend, WI*
- Law Offices of Jeffrey Fleitman, *Beverly Hills, CA*
- Folio, LLC, *Williamsburg, VA*

- Forensis Group, *Pasadena, CA*
- Fred Alger Management, *New York, NY*
- FTI Consulting, Inc., *Los Angeles, CA*

## G

- Galaxy Southbrook Holdings LLC, *Beverly Hills, CA*
- The Galleon Group, *New York, NY*
- Gary, Williams, Parenti, Watson & Gary, PLLC, *Stuart, FL*
- Gerson Lehrman Group, *New York, NY*
- Gibson, Dunn & Crutcher, *Los Angeles, CA*
- The Gill Law Firm, *Homewood, IL*
- GLG Partners LP, *New York, NY*
- The Goldman Sachs Group, Inc., *New York, NY*
- Gracie Capital LP, *New York, NY*
- Grand Central Holdings, LLC, *Los Angeles, CA*
- Grant Luna APLC, *San Diego, CA*
- Groupe GMF, *Paris, France*
- Gusrae Kaplan Nusbaum PLLC, *New York, NY*

## H

- Hammer Law, *Dubuque, IA*
- Harris, Green & Dennison, *Los Angeles, CA*
- Headlands Reserve LLC, *Dana Point, CA*
- The Heritage Organization, *Dallas, TX*
- Herman Law, *Boca Raton, FL*
- Heritage Communities, *Fort Mill, SC*
- Judge P. Hurst-Willard, *Providence, RI*
- Hyatt Hotels Corporation, *Chicago, IL*

## I

- International Bay Clubs, Inc., *Newport Beach, CA*
- Inversiones Cono, S.A., *San Salvador, El Salvador*
- ITT Sheraton Corporation, *Boston, MA*

## J

- Jenkins & Kling, P.C., *St. Louis, MO*
- Jervis Inlet Resort & Spa Ltd., *Vancouver, BC*
- Jones Vargas Law Firm, *Las Vegas, NV*

## K

- Kaiser, Swindells & Eiler, *Long Beach, CA*
- Kicap Management, *New York, NY*
- Kimpton Hotel & Restaurant Group, Inc., *San Francisco, CA*
- Kingdon Capital Management LLC, *New York, NY*
- Klinedinst PC, *Santa Ana, CA*
- Kookmin Best Insurance Co., Ltd., *Fort Lee, NJ*
- Koskoff Koskoff & Bieder, PC, *Bridgeport, CT*
- KPMG LLP, *Los Angeles, CA*

## L

- Lakewood Capital Management, LP, *New York, NY*
- Jeffrey R. Lamb, Law Offices of, *Los Angeles, CA*
- Laronocco Properties Company, *Westlake Village, CA*

- Scott R. Larson PC, *Denver, CO*
- Leisawitz Heller Law Firm, *Wyomissing, PA*
- L.E.K. Consulting, *New York, NY*
- Lewis & Roca Law Firm, *Phoenix, AZ*
- Lewis Brisbois Bisgaard & Smith LLP, *Los Angeles, CA and Chicago, IL*
- Lexington Insurance Co., *Jersey City, NJ*
- Lido Equities, *Beverly Hills, CA*
- Lief Cabraser Heimann & Bernstein, *San Francisco, CA*
- Lifestyle Center of America, *Sulfur, OK*
- Lincoln Consulting Group LLC, *Newport Beach, CA*
- Lincoln General Insurance Company, *York, PA*
- Lombardi, Loper & Conant, *Oakland, CA*
- Lowe Enterprises, Inc., *Los Angeles, CA*
- Lloyds of London, *London, United Kingdom*
- The Lusk Company, *Irvine, CA*
- Lynn Tillotson & Pinker, L.L.P., *Dallas, TX*

## M

- M&G Investment Management, *London, United Kingdom*
- Madia Law, *Minneapolis, MN*
- Manchester Resorts, *San Diego, CA*
- Marks, O'Neill, O'Brien, Doherty & Kelly, PC, *Wilmington, DE*
- Marshall Dennehey Warner Coleman & Goggin, *Philadelphia, PA*
- Master Plan Developments, Inc., *Dana Point, CA*
- McBrayer, McGinnis, Leslie & Kirkland PLLC, *Lexington, KY*
- McNamara, Ney, Beatty, Slattery, Borges & Ambacher LLP, *Walnut Creek, CA*
- McKinsey & Co., Inc., *Delhi, India*
- McKinsey & Co., Inc., *New York, NY*
- The Medralla Law Firm, *Las Vegas, NV*
- Merrill Lynch Corporate Principal Investments, *New York, NY*
- Mido Resorts, *Tokyo, Japan*
- Miller Law Associates, APC, *Los Angeles, CA*
- JP Morgan Chase Proprietary Positioning UK, *London, United Kingdom*
- Morgan Stanley Investment Management, *New York, NY*
- Morris Sperry, *Midvale, UT*
- MPTV, Inc., *Newport Beach, CA*
- MSD Capital, *New York, NY*
- Munger Tolles & Olson, *Los Angeles, CA*
- Murchison & Cumming LLP, *Los Angeles, CA*
- Murray & Murray LLP, *Sandusky, OH*

## N

- National Union Fire Insurance Co., *Pittsburgh, PA*
- Nitron Advisors, *New York, NY*
- National Golf Corporation, *Santa Monica, CA*
- Nationwide Insurance, *Columbus, OH*
- Scott Nelson Law, *Dubuque, IA*



- Glenn J. Niemela Barrister & Solicitor, *Vancouver, BC*

## O

- Oaktree Capital Management, LP, *Los Angeles, CA*
- Och-Ziff Management Europe, LTD, *London, United Kingdom*
- Odebrecht S.A., *Salvador, Brazil*
- Olympic Holding Corporation, *Beverly Hills, CA*
- One East Partners, *New York, NY*
- Otto Hotel Group, *Phoenix, AZ*
- Outside Sales Support Network, *Brandenton, FL*

## P

- Panama Dreams Investment Corp., *Miami, FL & Panama City, Panama*
- Paradigm Hospitality LLC, *Los Angeles, CA*
- Partner Fund Management, *San Francisco, CA*
- People's Daily Publishing, *Beijing, China*
- Law Offices of Arnold T. Phillips II, *Honolulu, HI*
- The Phillips Firm, *Los Angeles, CA*
- Pierce, Hens, Sloan & Wilson, LLC, *Charleston, SC*
- Pisanelli Bice, *Las Vegas, NV*
- Pinto & Dubia LLP, *Irvine, CA*
- Polygon Investment Partners, LLC, *New York, NY*
- PricewaterhouseCoopers LLP, *Los Angeles, CA & San Francisco, CA*
- PrimeLodge LLC, *West Yellowstone, MT*
- Pyramis Global Advisors (Fidelity Investments), *Boston, MA*

## Q

- Quadrangle Group, *New York, NY*

## R

- Raintree Resorts International, Inc., *Houston, TX*
- Ramada Worldwide, Inc., *Parsippany, NJ*
- Ramsey Asset Management, *New York, NY*
- Randall Currey, *Vancouver, BC*
- Rankin, Sproat, Mires, Beaty & Reynolds, *Oakland, CA*
- RBC Global Arbitrage & Trading, *Toronto*
- Renaud Cook Drury Mesaros, PA, *Phoenix, AZ*
- Residential Cruise Line, *Phoenix, AZ*
- ResortQuest, *Parsippany, NJ*
- Rizio Law Firm, *Riverside, CA*
- Robins, Kaplan, Miller & Ciresi LLP, *Los Angeles, CA*
- Rome McGuigan, P.C., *Hartford, CT*
- Rosewood Hotels & Resorts, Inc., *Dallas, TX*
- Rubinson Law, *Houston, TX*

## S

- SAC Capital Advisors, LLC, *Stamford, CT*
- Sageview Capital, *Greenwich, CT*

- Law Offices of Manuel San Juan, *Old San Juan, PR*
- Santana Tchong Vierra & Symonds, *San Francisco, CA*
- Schmitt Mulhern, LLC, *Kansas City, MO*
- Scott Capital Management, *New York, NY*
- Seaport Group, S.A. de CV, *Puerto Penasco, Mexico*
- Serent Capital, *San Francisco, CA*
- Sheinfeld, Maley & Kay, P.C., *Dallas, TX*
- Sidley Austin LLP, *Chicago, IL*
- Silverleaf Resorts, Inc., *Dallas, TX*
- Silver Point Capital, LLC, *Greenwich, CT*
- Sirius America Insurance Company, *New York, NY*
- S. K. Hart Management, LLC, *Salt Lake City, UT*
- Slaughter & Slaughter, *La Jolla, CA*
- Soder Real Estate Equities LLC, *Montclair, NJ*
- Southern California Pipe Trades Administration Corporation, *Los Angeles, CA*
- Springbok Capital Management LLC, *New York, NY*
- Standard Pacific Consulting, Ltd., *Sydney, Australia*
- Stinson Leonard Street, *St. Louis, MO*
- Summit Partners, *Boston, MA*
- Swinerton Builders, Inc., *San Francisco, CA*

## T

- Tanner Law Firm, *Las Vegas, NV*
- Tarra Land Company, *Gaithersburg, MD*
- Thomson Reuters, *Rockville, MD*
- Tokyu Corporation, *Tokyo, Japan*
- Tracer Capital Management, *New York, NY*
- Travel Show Marketing Group LLC, *Charlestown, MA*
- Travelers Indemnity Company, *Hartford CT*
- Trust Company of the West, *Los Angeles, CA*

## U

- UBS Global Asset Management, *Chicago, IL*
- United States Fire Insurance Company, *Morristown, NJ*

## V

- Van de Poel, Levy & Allen LLP, *Walnut Creek, CA*
- Vance & Larson Law Firm, *Alamosa, CO*
- Victory Development Group, *Houston, TX*
- V Haligan, Inc., *Ogden, UT*
- Valinor Investments, *New York, NY*
- Vance & Larson Law Firm, *Alamosa, CO*
- VIP Development Group, *Edmonton, AB*
- Vision Quest, Inc., *Los Angeles, CA*
- Vista Research (Standard & Poor's), *New York, NY*

## W

- Wagner & Pelayes, *Riverside, CA*
- Wait & Colfer, *Claremont, CA*
- Robert Waller Law, *Cardiff, CA*
- Wartelle, Weaver & Schreiber, *San Francisco, CA*
- Westchester Fire Insurance Company, *Philadelphia, PA*
- Weston Entertainment, *San Antonio, TX*

- Wild, Carey & Fif, *San Francisco, CA*
- Willoughby, Stuart & Bening, *San Jose, CA*
- Wilson Elser, *Stamford, CT*
- Wolfenzon Rolle, *San Diego, CA*
- Wood, Smith, Henning & Berman, LLP, *Los Angeles and Concord, CA; Phoenix, AZ*
- Wyndham Worldwide, *Parsippany, NJ*

## Projects Consulted Upon (Partial)

### U. S. A.

#### **National or Portfolio**

- Bedrock Hotel Portfolio
- Cendant Corporation
- Diamond Resorts International
- Embassy Suites Portfolio
- Entertainment Properties Trust Portfolio
- Fairfield Resorts
- Great Wolf Lodge Resorts
- Harrah's Entertainment
- Helmsley and Harley Hotel Portfolios
- Innkeepers Trust
- ITT Sheraton Corporation
- Kimpton Hotels & Restaurants
- Lowe Enterprises Portfolio
- Marriott International
- Marriott Ownership Resorts
- MGM Mirage Resorts
- Proposed National System of Fitness, Spa & Entertainment Membership Clubs
- Proposed National System of Hunting and Fishing Lodges and Guest Ranches
- Raintree Resorts
- Rosewood Hotels
- Summerfield Suites
- Sunterra Resorts
- Thayer Lodging Group
- Westin Hotels & Resorts
- Woodfin Suite Hotels

#### **Arizona**

- Best Western Hotel, *Phoenix*
- Fairmont Scottsdale Princess, *Scottsdale*
- Proposed Golf Resort, *Prescott*
- Ramada Inn, *Phoenix*
- Westin La Paloma, *Tucson*

#### **California**

- Balboa Bay Club, *Newport Beach*
- Blue Lake Casino & Hotel, *Blue Lake*
- BW Carpinteria Inn, *Carpinteria*
- Candlewood Suites, *Anaheim*
- Casa Sirena Resort, *Channel Islands Harbor*
- Cathedral City Boys Club, *Cathedral City*
- Coachman's Inn, *Carmel*

- Conestoga Resort, *Anaheim*
- Destino Paso Resort, *Paso Robles*
- Doubletree Hotel at The Club, *Pleasanton*
- Embassy Suites, *Sacramento*
- Estancia La Jolla Hotel & Spa, *La Jolla*
- Four Seasons Resort- The Biltmore, *Santa Barbara*
- Good Nite Inn, *Fremont*
- Granada Hotel, *San Francisco*
- Hampton Inn, *Ridgecrest*
- Hard Rock Hotel, *San Diego*
- Hilton Waterfront Beach Resort, *Huntington Beach*
- Holiday Inn Express, *Corona*
- Holiday Inn Express, *Lebec*
- Holiday Inn Express, *Temecula*
- Holiday Inn Express, *Woodland Hills*
- Hyatt Regency La Jolla at Aventine, *La Jolla*
- Hyatt Regency Suites, *Palm Springs*
- Indian Wells Resort, *Indian Wells*
- Lake Tahoe Vacation Ownership Resort, *South Lake Tahoe*
- La Quinta Inn, *Inglewood*
- Laronocco Inn, *San Luis Obispo*
- Lawrence Welk's Desert Oasis Resort, *Cathedral City*
- Los Gatos Lodge, *Los Gatos*
- The Marker, *San Francisco*
- Mandarin Oriental Hotel, *San Francisco*
- Marriott Desert Springs Resort, *Palm Desert*
- Mission Valley Resort, *San Diego*
- Motel 6, *Carpinteria*
- Monterey Hotel, *Monterey*
- Park Central Hotel, *San Francisco*
- Paradise Point Resort, *San Diego*
- Proposed 5-Star Hotel, *Beverly Hills*
- Proposed Commercial Hotel, *Oxnard*
- Proposed 4-Star Hotel, *Marblehead Development, San Clemente*
- Proposed 5-Star inn, *Dana Point Headlands, Dana Point*
- Proposed Convention Hotel, *San Diego*
- Proposed Small Commercial Hotel, *Hollister*
- Proposed Commercial Parking Garage, *LAX*
- Quality Inn, *San Bernardino*
- Ramada Inn, *Newport Beach*

- Ritz Carlton, *Pasadena*
- Ritz Carlton, *San Francisco*
- Silky Sullivan's, *Fountain Valley*
- Silver Lakes Resort, *Helendale*
- Summerfield Suites, *El Segundo*
- Super 8, *North Hollywood*
- Thunder Valley Casino Resort, *Lincoln*
- Warner Springs Ranch, *San Diego County*
- Welk Resort San Diego, *Escondido*

#### **Colorado**

- Hyatt Place Denver South, *Denver*

#### **Delaware**

- ResortQuest Residences, *Bethany Beach*

#### **Florida**

- Harbor Club, *Palm Coast*
- Marriott Courtyard, *Coral Gables*
- Ocean Walk Resort, *Daytona Beach*
- Orange Lake Country Club & Resort, *Orlando*
- Ritz Carlton, *Palm Beach*
- Vistana Resorts, *Orlando*

#### **Hawaii**

- Coco Palms Resort, *Kauai*
- Don the Beachcomber Restaurants, *Waikiki and Maui*
- Marriott Maui Ocean Club, *Kaanapali Beach, Maui*
- Ritz Carlton, *Kapalua, Maui*
- Sheraton Maui, *Kaanapali Beach, Maui*
- Waikiki Beachcomber Hotel, *Waikiki, Oahu*
- Waikiki Gateway Hotel, *Waikiki, Oahu*
- Waikiki Grand Hotel, *Waikiki, Oahu*
- Westin Kauai Resort & Lagoons, *Lihue, Kauai*
- Westin Maui Kaanapali Ocean Resort Villas, *Kaanapali Beach, Maui*

#### **Idaho**

- Homewood Suites, *Boise*

#### **Illinois**

- Marriott Schaumburg, *Schaumburg*
- The Peninsula, *Chicago*

#### **Iowa**

- Hilton Garden Inn at the Q, *Dubuque*

#### **Kentucky**

- Ramada Inn, *Bowling Green*

#### **Louisiana**

- Grand Casino Coshatta, *Coshatta*

#### **Massachusetts**

- Snowy Owl Resort, *New Ashford*

#### **Minnesota**

- Holiday Inn Express, *Minneapolis*
- Fairfield by Marriott, *Minneapolis*
- Vista (Hilton International) Hotel, *Minneapolis*

#### **Missouri**

- French Quarter Resort, *Branson*
- Holiday Inn Express, *Liberty*
- St. Louis City Center Hotel & Residences, *St. Louis*

#### **Nevada**

- Cal-Neva Hotel & Casino, *Incline Village*
- The Cosmopolitan, *Las Vegas*
- Flamingo Hotel & Casino, *Las Vegas*
- Mandalay Bay Resort, *Las Vegas*
- Maxim Hotel & Casino, *Las Vegas*
- MGM Signature Towers, *Las Vegas*
- Montego Bay Casino Resort, *West Wendover*
- Proposed Grand Central Hotel, *Las Vegas*
- Proposed Sisolak Timeshare Resort, *Las Vegas*
- Rio Hotel & Casino, *Las Vegas*

#### **New York**

- Arrowwood Resort & Conference Center, *Rye Brook Village*
- Flatotel, *New York City*
- Proposed 5-Star Destination Spa, Hotel & Residential, *New Castle*
- The New York Palace Hotel, *New York City*

#### **Ohio**

- Citywide Transient Occupancy Tax, *Findley*

#### **Oklahoma**

- Lifestyle Center of America, *Sulfur*

#### **Oregon**

- Proposed 4-Star Destination Resort, *Bend*

#### **Pennsylvania**

- Bear Creek Mountain Resort, *Macungie*
- Sofitel, *Philadelphia*

#### **Rhode Island**

- Whispering Pines Conference Center, *West Greenwich*

#### **South Carolina**

- Heritage Grand Hotel, *Fort Mill*

#### **Texas**

- Big Texan Steak Ranch, *Amarillo*
- Hyatt Regency Houston, *Houston*
- Proposed 800-room convention hotel, *San Antonio*

#### **Utah**

- Ben Lomond Hotel, *Ogden*
- Canyons Grant Summit Hotel, *Park City*
- The Homestead, *Midway*

#### **Virginia**

- Ritz Carlton, *Pentagon City*

#### **Washington**

- Baymont Inn, *Bremerton*
- Quality Inn, *Seatac*

- Radisson Hotel, *Seatac*
- Red Lion Inn & Suites, *Kent*
- Rothem Inn, *Tacoma*
- Skamania Lodge, *Stevenson*
- WorldMark Resort, *Deer Harbor*

#### **West Virginia**

- West Virginia Timeshare Resort, *Union*

#### **Wisconsin**

- The Edgewater, *Madison*
- Proposed 312-unit condo hotel, *Oshkosh*

### **INTERNATIONAL**

#### **Anguilla, BWI**

- Turtle's Nest Resort, *Meads Bay*
- The Viceroy, *Barnes Bay*

#### **Bahamas**

- Kerzner International, *Paradise Island*

#### **Barbados**

- Black Bess Banyan Plantation, *St. Peter*

#### **Brazil**

- Proposed Porto Sauipe Master Resort Development, *Bahia Province*

#### **Canada**

- Four Seasons Hotels, *Toronto*
- Jervis Inlet Resort, *British Columbia*
- Multiple Residential Lot Developments, *Edmonton and Calgary, Alberta*

#### **China**

- Proposed Destination Resort, *Yanqing County*
- Proposed Factory Redevelopment into an Art-Oriented Mixed Use Project, *Beijing*

#### **Costa Rica**

- Proposed Descanso Condo Resort, *Samara Beach, Guanacaste*

#### **Dominican Republic**

- Abercrombie & Kent Private Residence Club, *Casa de Campo*

#### **Egypt**

- Proposed 1,370-room Siag Resort, *Taba*

#### **El Salvador**

- Proposed New Volcanic Crater Eco-resort, *Illopango Lago*

#### **Japan**

- Tokyu Hotels, *Tokyo*

#### **Korea**

- Proposed system of Membership Resorts

#### **Mexico**

- Corona del Sol, *Puerto Penasco*
- Club Regina, *Cancun, Los Cabos & Puerto Vallarta*
- Resort Growth Trends in the Mexican Riviera
- Ritz Carlton, *Los Cabos*
- Sheraton Grand Los Cabos Hacienda del Mar, *Cabo del Sol*
- Westin Regina, *Cancun*
- Westin Regina, *Los Cabos*
- Westin Regina, *Puerto Vallarta*

#### **Netherlands Antilles**

- Port de Plaisance Resort, *Sint Maarten*

#### **Nigeria**

- Proposed Resort/Commercial Hotel, *Abuja Federal District*
- Blue Island Resort, *Lagos*

#### **Puerto Rico**

- W Retreat & Spa, *Vieques Island*

#### **Tunisia**

- Proposed Island Destination, *Zembra Island*

#### **United Kingdom**

- Intercontinental Hotels, *London*

#### **U.S. Virgin Islands**

- Proposed Pond Bay Private Residence Club, *St. John*

#### **Other**

- The Magellan (World's Largest Residential Cruise Ship)
- The Queen Mary (Operating as a moored hotel)