

MCA Financial Group, Ltd.

Hospitality & Real Estate Services

Hospitality Services – Asset Management

- Owner or Lender Representation
- Asset Strategy & Repositioning
- Annual Planning, Staffing and Operations Management
- Capital Expenditure Analysis and Management
- Revenue Management and Profit Improvement

Hospitality Services – Advisory

- Business and Brand Strategy
- Investment Analysis
- Transaction Structuring & Negotiation
- Facility Operations Assessment
- Profit Improvement Plans
- Litigation Support

Hospitality Engagements - Summary

- Sheraton Wild Horse Pass Resort and Spa, Chandler, AZ
- Montelucia Resort and Spa, Paradise Valley, AZ
- Moon Valley Country Club, Phoenix, AZ
- The Club at Seven Canyons, Sedona, AZ
- lumière Resort, Telluride, CO
- Plaza de Retiro, Taos, NM
- Superstition Mountain Golf Club
- Royal Dunes Golf Club

Hospitality Engagements - Summary

- Flagstaff Ranch
- Lexington Hotel, Phoenix, AZ
- Motel 6, Holiday Inn and Best Western properties, AZ and CA
- Comfort Inn, Winslow, AZ
- Super 8 Motel, Goodyear, AZ
- Americana Hotel, Nogales, AZ
- Desert Rose Inn, Benson, AZ
- Silverbell Inn, Tucson, AZ
- Pine Canyon Country Club and Development, Flagstaff, AZ
- Papago Golf Course, Phoenix, AZ

Hospitality Engagements - Summary

- Fractional Ownership / Time Share
 - San Luis Resort – Galveston, TX
 - Villas at the Arizona Biltmore Resort & Spa, Phoenix, AZ
 - Tortuga Club – Barclays Bank, Cayman Islands
 - ILX Resorts, Phoenix, AZ
 - The Villas at Seven Canyons, Sedona, AZ

Hospitality Management

- MCA provides complete management services for hospitality assets. Properties managed by and through MCA and its professionals include:
 - Marriott
 - Wyndham
 - InterContinental
 - Sheraton
 - Holiday Inn
 - Super 8
 - Motel 6
 - Best Western

Real Estate Services

- Currently and over the last 10 years, MCA has served as an Asset Manager or Receiver on approximately \$800 million of distressed real estate projects and is currently Receiver on over 20 real estate matters.
- Many of the Real Estate projects include hospitality assets.

Real Estate Services

- MCA assists lenders in the development of innovative asset strategies that maximize recovery and reduce exposure
- Zoning, planning and permitting process
- Construction and construction management
- Accounting and Financial Management
- HOA and Golf Operations management
- MCA Brokerage Services: MCA owns its own licensed brokerage firm in AZ and NV

Relevant Project Experience

- Resort and Spa—Asset Management
 - Represent Ownership in dealings with incumbent management company to ensure cost containment and revenue maximization.
 - Review and recommend to Owners the approval or disapproval of capital expenditure budget, operating budget and operating plan.
 - Advise the Owner regarding methods to preserve and promote the value of the Asset.
 - Provide certain consents, approvals, and other directions to the management company to the extent delegated by the owner under the Hotel Operating Agreement.
 - Prepare RFP for management services and assist Owner in evaluating management companies as potential operators.

Relevant Project Experience

- Luxury Spa & Resort -- Receivership
 - Luxury Spa and Resort opened in November 2008 in Paradise Valley, AZ.
 - Secured Lender: \$180 million Secured lender bank group.
 - Oversaw completion of construction and developer punch list of this 300 room property.
 - Oversaw resort, spa and restaurant operations.
 - Oversaw and manage 34 private luxury villa community located on property including HOA and sales operations.

Relevant Project Experience

- Private Country Club-- Asset Management
 - Oversaw 750 member private country club with championship golf, Olympic size pool, restaurants and banquet facilities
 - Improved cash flow by \$400,000 in first 4 months by eliminating third party management, modifications to leases and bank debt, reduction in staffing and improvement in operational efficiencies
 - Worked with management to restructure membership programs and improve revenues in both Golf and Banquets
 - Negotiated Property and liability insurance packages, food purchasing program and employee benefits
 - Cash management oversight
 - Assisted with development of both temporary and permanent water solutions
 - Provided consulting services to secure a long-term financial solution for the club

Relevant Project Experience

- Senior Living Facility (Taos, NM) – Bankruptcy Trustee
 - \$5 million Secured Lenders.
 - Manage Senior Living facility with 60 independent & assisted living units and 19 skilled nursing beds.
 - Identified buyer, negotiated sale and have sale hearing pending in Bankruptcy Court for February 2010.
 - Acting in role of DIP.
 - Arranged for DIP financing for operations.

Relevant Project Experience

- Championship Private Golf Club -- Receivership
 - 2 championship courses and club house surrounded by finished residential lots.
 - Secured Lender: \$26 million.
 - Operated courses and clubhouse and reduced cash burn.
 - Restructured membership program through Superior Court Action.
 - Control person on Liquor License.
 - Sold in December 2009.

Relevant Project Experience

- Championship Golf Club & Development -- Receivership
 - Championship course with club house and undeveloped residential real estate.
 - Secured Lender(s): \$10 million from private lenders.
 - Operated course and entered in agreement with national golf management company.
 - Restructured membership and opened for public play to improve cash flow.
 - Obtained Receiver Financing in a first deed position with court approval.
 - Operated for secured lender until foreclosure.

Relevant Project Experience

- Housing Development with Golf Course Operations – Receivership
 - Private golf course community in Northern, AZ.
 - Secured Lenders: \$40 million with various lenders.
 - Approximately 100 finished lots and various town house developments.
 - Managed club house, course and HOA.
 - Triggered performance bonds with Yavapai County Council to fund completion of the club house.
 - Negotiated settlement with lenders.
 - Solicited buyers for the asset and submitted two qualified bids to Superior Court for approval.

Relevant Project Experience

- Luxury Residential Condominium Tower – Receiver / State Court / Bankruptcy Court
 - 145 unit high-rise luxury condo building in central Phoenix with secured debt of \$42 million.
 - Oversaw completion of construction and completed permitting process with City of Phoenix.
 - Managed HOA and building operations.
 - Assisted in the asset disposition.
 - Owner filed for Chapter 11 and MCA remained in place effectively as the DIP.

Asset Sale / Disposition Services

- MCA Brokerage Services – a wholly owned subsidiary of MCA Financial Group, Ltd.
- Have sold significant real estate assets including home builder, commercial, office and multifamily assets in AZ, TX, NV, OR, CA and CO.
- Maintain a national buyer / investor database.
- Experience in selling distressed assets and addressing the related issues of fraudulent transfers, preference actions and solvency.

Hospitality Professionals

- **Morrie Aaron**
- President /Senior Managing Director
- Morrie Aaron is the founder and president of MCA Financial Group, Ltd. He is nationally recognized and highly regarded as an expert in the business advisory industry with over 20 years of experience in restructuring, interim crisis management, mergers and acquisitions, and capital formation. Morrie has consulted to companies with revenues ranging from \$5 million to \$1 billion across a broad range of industries, including real estate (residential and commercial builders and developers), manufacturing, retail, and distribution. Morrie has successfully negotiated business and asset sale transactions, debt restructuring transactions, and reorganizations.
- Prior to founding MCA Financial Group Morrie served as an executive officer of two public companies in the roles of chief financial officer, treasurer, and operations manager. He spent 10 years with Arthur Andersen in New York and Phoenix, where he specialized in turnaround consulting, corporate finance, and accounting.
- *Morrie graduated from The Pennsylvania State University with a B.S. in Accounting and received an M.B.A. in Management and Finance from Columbia University. He lectured at the Wharton School and The Pennsylvania State University on business turnarounds, and he was an adjunct faculty member in the Graduate School of Business at Arizona State University, where he taught a course on business turnarounds.*

Hospitality Professionals

- **Jim Ball**
- Senior Managing Director
- Jim Ball is a Senior Managing Director with MCA Financial Group. Jim has over 30 years of experience in the Hospitality Industry. His focus is on the turnaround, operations, strategic planning and asset management of hotels, resorts, country clubs and golf courses. He has managed new construction, renovation and expansion projects as well as the acquisition and disposition of hotel assets.
- Jim represents the Wild Horse Pass Development authority as its Asset Manager over the Sheraton Wild Horse Pass Resort and Spa.
- Prior to joining MCA Financial Group, Jim served as Vice President and Managing Director of the Arizona Biltmore Resort and Spa; Vice President of The Woodlands Hospitality Group and Managing Director of The Woodlands Resort and Country Club; and General Manager for both Marriott and Wyndham Hotels. He has served as President of the local hotel association in both Austin, Texas and Phoenix, Arizona and has served on the Board of Directors of the Arizona Hotel and Lodging Association and the International Association of Conference Centers.
- Jim graduated from the University of Notre Dame with a BA in Economics. He is a Certified Hotel Administrator.

Hospitality Professionals

- **Karrilyn Krahe**
- Managing Director
- Karrilyn specializes in corporate accounting, financial management and restructuring solutions for clients. She has advised both debtors and creditors in the reorganization process by providing management oversight, creditor negotiation expertise, collateral security and strategic business planning. She has assisted in the successful sale and financing transition of several operating entities, resulting in repayment of both secured and unsecured interests. She has also been involved in several asset liquidation strategies to facilitate investor capital returns. Karrilyn has provided services to clients through various receiverships and bankruptcy proceedings, litigation support, and financial consulting engagements in numerous industries including real estate development and acquisition, mortgage, agricultural, healthcare, automotive and retail distribution.
- Karrilyn worked with a National public accounting firm in Phoenix, Arizona for five years then with a regional consulting firm for one year prior to joining MCA. Karrilyn has provided professional audit and accounting services to various entities including hotels, resorts, golf courses, financial services, retail, manufacturing and distribution, real estate, healthcare and construction. Karrilyn has been trained and designated as an Internal Control Specialist while in public accounting.
- Karrilyn graduated Magna Cum Laude from Northern Arizona University in 1999 with a B.S. degree in accounting. Karrilyn is a Certified Public Accountant in the State of Arizona.