

STACIE GOEDEL

WORK ADDRESS:

Holland & Knight LLP, 560 Mission Street, 19th Floor,
San Francisco, California 94105

HOME ADDRESS:

510 Avila Road, San Mateo, California 94402

**DESCRIPTION OF CURRENT
PRACTICE:**

Stacie is a California real estate and hospitality attorney. Stacie represents hotel companies, owners and lenders in commercial real estate transactions and has deep experience and knowledge in complex resort and hospitality development projects. Her clients' projects are within urban and resort locations, throughout the United States and in foreign jurisdictions, with specific emphasis on North America, Latin America, the Caribbean, the Mid-East and Asia.

Stacie has 20+ years' experience representing clients in all types and all phases of real estate projects, including acquisition and disposition; finance; development, including creation and implementation of mixed-use legal structures preparation of project governing documents, residential sale documents and project registrations; negotiation of management and related agreements; and post-completion operations. In addition, Stacie has specific experience in the purchase and sale of hotels and resorts and representing owners and lenders in connection with distressed hotels and residential projects.

In addition, Stacie is an expert in branded residential developments and condominium hotels and has extensive experience counseling hotel operators on mixed-use projects, and provides her clients with creative solutions in structuring, managing and operating complex developments. In connection with branded developments, Stacie negotiates hotel, resort and residential management agreements and residential licensing agreements and oversees brand compliance. Stacie provides training for owners and operators on branded mixed-use developments and hotel rental programs, and provides counsel on the preparation of related form agreements. She also counsels on compliance with state and federal regulatory requirements in the registration, sale and marketing of

residential projects, including compliance with federal securities laws. Stacie also assists with structuring and implementing cost-allocation methodologies for mixed-use projects. Upon completion, Stacie guides owner and operator clients on their ongoing operation and management.

Allocation of Practice Time:

Stacie's practice is largely comprised of representing hotel operators and owners in connection with the development and implementation of branded mixed-use developments (approximately 75%), in the acquisition or disposition of hotels and/or mixed-use developments (approximately 15%) and representing owners, developer or lenders in connection with California residential and mixed-use projects (approximately 10%).

Representative Transactions:

Urban Vertical Subdivision with Luxury Hotel and Condominiums. Represented a luxury hotel company in a Chicago urban mixed-use vertical subdivision within a single building comprised of hotel, retail and branded luxury residential condominiums. Negotiated and prepared hotel management agreement, branded residential licensing agreement and residential management agreement; negotiated master reciprocal easement agreement, residential condominium project documents and residential sale and disclosure documents.

Desert Resort with Shared Facilities and Rental Program. Represented a luxury hotel company in the development of a mixed-use project with a hotel and separate condominium and whole-ownership villas subdivisions in the Palm Desert, California. Negotiated and prepared a shared facilities structure for the master resort covering the hotel facilities and multiple subdivisions, including complicated cost-sharing arrangements. Negotiated residential condominium project governing documents and residential sales documents for registration in California. Prepared and implemented hotel owner rental program.

Non-Contiguous, Multi-Building Boutique Hotel Project. Represented a boutique hotel operator in management of a unique hotel property in Key West, Florida. Negotiated the management agreement, technical services agreement and related agreements for a hotel with unique challenges related to the hotel being comprised of multiple buildings located throughout the Key West market

to be operated as a single hotel and operation under a "white-label" during renovations.

Mountain Resort with Hotel and Fractionalshare Project and Rental Program. Represented a luxury hotel company in the implementation of a hotel and fractionalshare project in Aspen, Colorado. Negotiated master condominium and fractionalshare project documents, fractionalshare policies and procedures, and a complicated unit maintenance program and rental program for the fractionalshare residences.

Disposition of Texas Resort and Future Development Parcels and New Management Agreement. Represented hotel owner in the disposition of a Texas resort with multiple F&B outlets, golf course, water amenities, future development parcels dedicated to residential development, its own sewer and water systems, and cattle. Represented the hotel operator in the negotiation of a new management agreement and golf course management agreement.

Firm Activities:

At Holland & Knight, Stacie is Co-Lead of Holland & Knight's Hotel Team and serves as the Associate Hiring Partner / Summer Program Partner for the San Francisco office. As Co-Lead of the Hotel Team, Stacie has developed a strategic plan for the Hotel Team, to elevate the Hotel Team attorneys, enhance the Hotel Team reputation and foster associate growth.

EDUCATIONAL BACKGROUND:

J.D., 2000, University of California College of the Law San Francisco (formerly UC Hastings College of the Law)
San Francisco, CA
Editor-in-Chief, *Hastings West-Northwest Journal of Environmental Law & Policy*

B.A., 1992, Tulane University
New Orleans, LA
double major in Cultural Anthropology and Mass Media Communication
Research Intern, Tulane National Primate Research Center, Covington, LA, Summer 1991

BAR MEMBERSHIPS AND DATES:

California Bar; admitted 2000

EMPLOYMENT HISTORY:

Holland & Knight LLP
San Francisco, CA

Partner, January 2009 to present
Associate, October 2000 to December 2008

Legal Services for Entrepreneurs (LSE) of Lawyers
Committee for Civil Rights
San Francisco, CA
Summer Associate
Summer 1999

Advanced Fibre Communications, Inc. (AFC)
Petaluma, CA
Summer Legal Intern
Summer 1998

Montgomery Securities
San Francisco, CA
Statistician
1996 – 1997

Park Lane Group
Menlo Park, CA
Administrator: part of my duties included legal-related tasks, such as creating a key-terms lease database, helping write the employee handbook and radio station contest rules, which is where I knew that I wanted to be a transactional lawyer.
1994 - 1996

SPEAKING ENGAGEMENTS:

Upcoming:

Panelist, *Owners/Brands/Operators – Interface: Is There A Disconnect?*, January 28, 2025

ALIS Law, at the Americas Lodging Investment Summit, Los Angeles, CA

Stacie will participate in a discussion on the competing interests of hotel owners, operators and brand companies and how such parties can be adaptable to changing market dynamics and economic conditions to achieve success.

Approximately 12 hours

Past:

Panelist, *Legal Challenges in Branded Residences and Condominium Hotels*, September 27, 2024

12th Annual Hotel & Lodging Legal Summit sponsored by Georgetown Law, Washington, D.C.
Stacie brought her deep knowledge of branded residential projects to the panel which focused on the laws, regulations

and legal concerns in the development, offer and sale, and management of branded residences and condominium hotels.

Approximately 8 hours.

Co-Presenter, *Branded Residential Projects: Navigating Complex Structuring Requirements; Key Negotiation and Drafting Strategies*, July 11, 2024

Strafford, a BARBRI Company, Webinar

Stacie led a webinar providing a comprehensive overview of planning and structuring branded residential projects that combine residential development with a well-known hotel or non-hotel brand name. Stacie also provided an overview of applicable law and recent changes in law, regulatory concerns and best practices for negotiating and drafting the documents and agreements in a branded residential project to minimize risk and protect the interests of developers and hotel operators. Stacie prepared the powerpoint presentation for the webinar with limited input from the co-presented (attached).

Approximately 12 hours.

Co-Presenter, *Negotiating Hotel Purchase and Sale Transactions: Key Legal Issues for Buyers and Sellers*, June 27, 2024

Strafford, a BARBRI Company, Webinar

Stacie guiding attendees on the legal issues that arise when buying and selling hotels, and the challenges related to buying or selling a real estate asset with an operating business. Stacie provided additional insight on seller reps and warranties and additional considerations when buying and selling hotel located in a mixed-use development. Stacie prepared the powerpoint presentation for the webinar with limited input from the co-presenters (attached).

Approximately 12 hours.

Moderator, *Future of Hotels in the City by the Bay: Anchor Tenants or Restaurants? What Are Hotels Hoping Will Attract Clients?*, September 20, 2018

Bisnow Bay Area Hospitality & Lodging Event, San Francisco, CA

Stacie led her panel of hotel architects, owners and operators through a discussion on trends in hotel offerings, including unique experiences in F&B, such as food halls, and integration into the locale.

Approximately 6 hours.

Panelist, *Mentor and Sponsorship: Creating Growth in Your Organization and Network*, April 19, 2018

The Women in Law & Leadership Summit: Silicon Valley, Palo Alto, CA

Stacie was a member of the "Mentor and Sponsorship" roundtable at this Silicon Valley conference focused on women leaders, discussing the value and benefits and differences between mentorship and sponsorship.

Panelist, *Real Property Law Practice: 2017 Year in Review*, January 19, 2018 (Sacramento, CA) and January 26, 2018 (San Francisco, CA)

California Continuing Education of the Bar

Stacie and her fellow panelists summarized the most significant changes in law during 2017 that affect the real property practice in California and important trends in the real property practice.

Keynote Speaker, in her role as President of Commercial Real Estate Women, San Francisco (CREW), January 10, 2018

State of the Market Lunch and Learn, Bisnow San Francisco, San Francisco, CA

Stacie provided an overview of Commercial Real Estate Women, San Francisco (CREWSF) and its plans for 2018, and the 2017 CREW national white paper on diversity and the importance of diversity to the success of the real estate industry.

Approximately 10 hours.

Moderator, *Hospitality Operator Outlook*, July 18, 2017

Bisnow Hospitality Investment & Development Series, San Francisco, CA

Stacie led her panel of hotel operators through a discussion new innovations and matters affecting hotel operations.

Approximately 6 hours.

Panelist, *Real Property Law Practice: 2016 Year in Review*, January 2017 (in Sacramento, CA and San Francisco, CA)

California Continuing Education of the Bar

Stacie and her fellow panelists summarized the most significant changes in law during 2016 that affect the real property practice in California and important trends in the real property practice.

LEGAL PUBLICATIONS:

Article, *5 Key Questions for a Buyer of a Hotel in a Mixed-Use Project* (attached)

Westlaw Today

published August 21, 2024

The article discusses the anticipated rise in hotel and resort transactions and the complexities involved in purchasing properties that form part of mixed-use developments and the intricate due diligence to ensure a profitable and unencumbered operation. The article condenses these considerations into five key questions for prospective buyers to ask when evaluating a potential acquisition. Approximately 8 hours.

Interview, *Holland & Knight Hospitality Leader Sees Mixed-Use Boom* (attached)

Law360

published May 15, 2024

Stacie was interviewed by *Law360* in her role as Co-Lead of the H&K Hotel Team, discussing the current boom in demand for mixed-use residential and hotel projects, and the global nature of this trend, having worked on projects in various markets around the world. She also highlighted the importance of regulatory compliance and disclosures, particularly in relation to new environmental, social and governance (ESG) and sustainability requirements, as a key focus for hospitality companies in the coming months. Approximately 3 hours.

HK Alerts, Stacie prepares clients alerts distributed through the Holland & Knight platform on legal developments affecting the hotel industry from time to time.

Each, approximately 3 hours.

Most recently, Stacie and associate Samara Harris authored an HK Alert issued on June 20, 2024, entitled *California's Hotel and Private Residence Rental Reservation Refunds Law Is Effective July 1*. This HK Alert was published in the Fall 2024 issue of the Real Estate Finance Journal, retitled as *California's Hotel and Private Residence Rental Reservation Refunds Law Is Now in Effect*.

BAR ACTIVITIES:

Contributing Editor, *CEB Practice Guide Real Property Sales, California Continuing Education of the Bar*, 2021-2024. Each year Stacie updates and revises the chapter entitled *Specialty Commercial Purchase and Sale Agreement Provisions: Hotels*.

Approximately 20 hours the first year to revise entire chapter, and 5 hours per year thereafter for annual update.

PROFESSIONAL RATINGS: Recommended Real Estate Attorney, Legal 500 U.S. Guide, 2016, 2019

COMMUNITY SERVICE

AND PRO BONO ACTIVITIES: Board of Trustees, Drew School, San Francisco, CA, 2023 – Present. Stacie serves as a trustee for the San Francisco high school. Stacie also chairs the Audit Committee and is a member of Facilities Committee, which oversees the school-owned real estate, including possible acquisition and expansion.
Approximately 10 hours per month.

President, Odyssey Middle School Parent Association, San Mateo, CA, 2019-2020. Stacie chaired the Parent Association and oversaw its committees, with an emphasis on parent engagement.
Approximately 8 hours per month.

Board of Governors, University of California Hastings College of the Law, San Francisco, CA, 2011 – 2014. Stacie served as an advisor for the law school, including hosting events for the school at Holland & Knight.
Approximately 8 hours per quarter.

OTHER MEMBERSHIPS: **Commercial Real Estate Women**, San Francisco Chapter (**CREW SF**): 2010-2022.
Stacie was a member of CREW SF for over ten years, dedicated to its mission to develop and advance women as leaders in the commercial real estate industry. Stacie held leadership positions in CREW SF for over 8 years, including:

- Board Member, 2014-2019
- President, 2018
- President-Elect, 2017
- Secretary, 2014-2016
- Chair, Membership Committee, 2013

HONORS: Hospitality MVP, Law360, 2018, 2020. In each year, Stacie was one of only three hospitality lawyers in the country to be selected for this honor.

Finalist, Industry Impact Award, The Registry, 2020. Nominated for positive impact for women in the commercial real estate industry.

Honoree, Northern California Real Estate Women of Influence Awards, 2019. Honored as a woman professional who has made an outstanding contribution to the Northern California commercial real estate industry.

Honoree, Most Influential Women in Bay Area Business, San Francisco Business Times, 2019. To recognize and celebrate female Bay Area business leaders in all industries.

ATTACHMENTS:

Biography: from Holland & Knight website

PERSONAL:

Personal Statement: Stacie was born on November 27, 1969, in St. Louis, Illinois. She and her husband, Mike Etheridge, a tech executive, met at Tulane University and were married in the chapel on Tulane's campus. After living in New Orleans for a few years after graduation, Stacie and Mike moved to the Bay Area, where Stacie attended law school and they have made their home. Stacie and Mike have two children, Maddie who is finishing her senior year at Haverford College in Pennsylvania, and Griffin, a high school senior at Drew School in San Francisco. Stacie is looking forward to more travel with Mike and friends in the near future when they are "freebirds".

WRITTEN MATERIALS:

Submitted concurrently:

Westlaw Today Article, 5 Key Questions for a Buyer of a Hotel in a Mixed-Use Project, published August 21, 2024

Presentation Powerpoint: for webinar entitled *Branded Residential Projects: Navigating Complex Structuring Requirements; Key Negotiation and Drafting Strategies*, July 11, 2024. Prepared by Stacie with limited input from co-presenters.

Presentation Powerpoint: for webinar entitled *Negotiating Hotel Purchase and Sale Transactions: Key Legal Issues for Buyers and Sellers*, June 27, 2024. Prepared by Stacie with limited input from co-presenters.

Law 360 Interview: Holland & Knight Hospitality Leader Sees Mixed-Use Boom, published May 15, 2024



Stacie Andra Goeddel

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PRACTICES

Real Estate | Hospitality, Resort and Timeshare |
Condominium Development, Financing and Conversion | Real Estate Finance
| Residential Real Estate |
Hotel Conversion and Alternate Use During COVID-19 |
Real Estate Development

INDUSTRIES

Hospitality | Financial Services

Stacie Goeddel is a California real estate and hospitality attorney. Ms. Goeddel represents owners, lenders and hotel companies in commercial real estate transactions and has deep experience and knowledge in complex resort and hospitality development projects. Her clients' projects are within urban and resort locations, throughout the United States and in foreign jurisdictions, with specific emphasis on North America, Latin America, the Caribbean and Asia.

Ms. Goeddel has 20 years' experience representing clients in all types and all phases of real estate projects, including acquisition and disposition; finance; development, including creation and implementation of mixed-use legal structures preparation of project governing documents, residential sale documents and project registrations; negotiation of management and related agreements; and post-completion operations. In addition, Ms. Goeddel has specific experience in the purchase and sale of hotels and resorts and representing owners and lenders in connection with distressed hotels and residential projects.

She has extensive experience counseling hotel operators and owners on mixed-use projects, and provides her clients with creative solutions in structuring, managing and operating complex developments. In connection with branded developments, Ms. Goeddel negotiates hotel, resort and residential management agreements and residential licensing agreements and oversees brand compliance. Ms. Goeddel provides training for owners and operators on branded mixed-use developments and hotel rental programs, and provides counsel on the preparation of related form agreements. She also counsels on compliance with state and federal regulatory requirements in the registration, sale and marketing of residential projects, including compliance with federal securities laws. Ms. Goeddel also assists with structuring and implementing cost-allocation methodologies for mixed-use projects. Upon completion, Ms. Goeddel guides owner and operator clients on their ongoing operation and management.

At Holland & Knight, Ms. Goeddel serves on the Hiring Committee for the San Francisco office and is an active member of the firm's Pro Bono Committee.

Ms. Goeddel's representative experience includes:

Domestic Experience

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- **Urban Vertical Subdivision with Luxury Condominiums.** Represented a luxury hotel company in a Chicago urban mixed-use vertical subdivision within a single building comprised of office, retail and branded luxury residential condominiums. Negotiated and prepared branded residential licensing agreement and residential management agreement; negotiated master reciprocal easement agreement, residential condominium project documents and residential sale and disclosure documents.
- **Desert Resort with Shared Facilities and Rental Program.** Represented a luxury hotel company in the development of a mixed-use project with a hotel and separate condominium and whole-ownership villas subdivisions in the Palm Desert, California. Negotiated and prepared a shared facilities structure for the master resort covering the hotel facilities and multiple subdivisions, including complicated cost-sharing arrangements. Negotiated residential condominium project governing documents and residential sales documents for registration in California. Prepared and implemented hotel owner rental program.
- **Urban Master Condominium with Hotel and Branded Residences.** Represented a luxury hotel company in a West Hollywood, California development, comprised of a single-building hotel with branded residences and shared amenities. Negotiated and prepared residential sales and marketing license agreement, management agreements, master and condominium governing documents and California-compliant residential sales documents.
- **Non-Contiguous, Multi-Building Boutique Hotel Project.** Represented a boutique hotel operator in management of a unique hotel property in Key West, Florida. Negotiated the management agreement, technical services agreement and related agreements for a hotel with unique challenges related to the hotel being comprised of multiple buildings located throughout the Key West market to be operated as a single hotel and operation under a "white-label" during renovations.
- **Mountain Resort with Hotel and Fractionalshare Project and Rental Program.** Represented a luxury hotel company in the implementation of a hotel and fractionalshare project in Aspen, Colorado. Negotiated master condominium and fractionalshare project documents, fractionalshare policies and procedures, and a complicated unit maintenance program and rental program for the fractionalshare residences.
- **Hawaii Timeshare Fee-for-Services Project.** Represented a developer in a fee-for-services branded timeshare project in Maui, Hawaii, which involved negotiating fee-for-services agreements, including hotel, condominium and timeshare management agreements, and advising in the sale and registration of the project in multiple states.
- **Sale of Hawaii Resort Project.** Represented land owner in stock purchase sale of fully-entitled Hawaiian resort project, including transfer of all related assets including entitlements and residential sale registrations.
- **Multiple Franchise Mixed-Use Developments with Branded Residences.** Represented a boutique hotel company in the negotiation of a franchise agreement, residential purchase documents and a rental program for multiple franchised condominium hotel projects located in Kauai, Hawaii, Beaver Creek, Colorado and Quebec, Canada.
- **Urban Mixed-Use EB-5 Loan.** Represented an EB-5 lender in a loan for construction of a mixed-use project in Los Angeles, which involves residential, hotel and commercial components.

International Experience

- **Luxury Branded Hotel and Residences Resort with a Rental Program.** Represented a hotel company in the development of a resort mixed-used development in Riviera Maya, Mexico, comprised of a luxury hotel and branded villas with a rental program; negotiated hotel management agreement, sales and marketing license agreement and rental program agreement.
- **Conversion of Canadian Condominium Hotel Development with Complicated Rental Program.** Represented a hotel company in the conversion of a partially sold mixed-use project comprised of whole-ownership residences, a

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condominium hotel and shared facilities located in Toronto, Canada; negotiated and drafted numerous, unique agreements, including several hotel management agreements, marketing license agreement, and shared facilities agreements, to capture the conversion structure and implement a "white-label" period during an extensive property improvement plan (PIP) renovation; counseled client in revamping the condo hotel unit maintenance and rental program structure, terms and payment process; prepared documentation and agreements to transition existing condominium hotel and residential owners to revised residential program structure

- **Conversion of Central American Condominium Hotel.** Represented a luxury hotel company in the conversion of a complicated condominium hotel project located in a master resort development in Panama City, Panama, under new ownership; negotiated hotel management agreements; counseled client in the formation and implementation of a simpler condominium hotel structure, applicable to existing residential owners and new hotel owner, and prepared documentation and agreements to transition existing condominium hotel and residential owners to revised residential program structure
- **Boutique Resort with Rental Program.** Represented a boutique hotel operator in the conversion and on-going operation of a luxury hotel and residential resort in Los Cabos, California; negotiated extensive revisions to project governing documents to capture requirements for a branded project and rental program, including shared facilities and costs sharing arrangements; negotiated and prepared condominium management agreement and rental program agreement
- **Luxury Residence Club with Rental and Resale Program.** Represented a luxury hotel developer in the structure, implementation and operation of a residence club/fractional share project in Punta Mita, Mexico, including the creation of, and preparation of documentation for a rental program and a resale program
- **Luxury Branded Hotel and Residences Resort, Anguilla.** Represented a luxury hotel developer in the implementation of a mixed-use development comprised of a hotel, villas and condominiums in Anguilla, including the creation of legal structure and preparation of master and condominium project documents, shared facilities documents, residential purchase documents and a rental program, as well as counsel on condominium hotel and ongoing operational matters

Credentials

Education

- University of California College of the Law, San Francisco, J.D.
- Tulane University, B.A.

Bar Admissions/Licenses

- California

Memberships

- *Real Property Sales*, California Continuing Education of the Bar (CEB), Contributing Editor, 2021-2023
- CREW San Francisco, Board Member 2014-2019, Secretary, 2014-2016; President Elect, 2017; President 2018
- American Resort Development Association
- CREW Network, National Nominating Committee, 2017
- National Charity League, Board of Directors, 2016, 2017
- University of California Hastings College of the Law, Board of Governors, 2011-2014

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- *Hastings West-Northwest Journal of Environmental Law & Policy*, Editor-in-Chief, 1999, 2000

Honors & Awards

- Industry Impact Award, The Registry, Nominee, 2020
- Northern California Real Estate Women of Influence Awards, Honoree, 2019
- *San Francisco Business Times*, Most Influential Women in Business, Honoree, 2019
- *Law360* MVP Awards, Hospitality, 2018, 2020
- *The Legal 500 USA*, Real Estate and Construction: Real Estate, 2016, 2019
- Movers & Shakers, *San Francisco Chronicle*, 2011
- Rising Stars, Holland & Knight, Class of 2009

Publications

- 5 Key Questions for a Buyer of a Hotel in a Mixed-Use Project, *Westlaw Today*, August 21, 2024
- California's Hotel and Private Residence Rental Reservation Refunds Law Is Effective July 1, *Holland & Knight Alert*, June 20, 2024
- California Residential Associations: Continued Operation Under Stay-at-Home Orders, *Holland & Knight West Coast Real Estate and Land Use Blog*, May 6, 2020
- San Francisco Expands Use of Hotels for Vulnerable Populations During Pandemic, *Holland & Knight Alert*, April 16, 2020
- Government Agencies Work to Flatten the Curve by Taking Over Hotels, *Holland & Knight Alert*, April 7, 2020
- New and Improved Law to Govern Commercial Common Interest Developments in California, *Holland & Knight Alert*, January 2, 2014

Speaking Engagements

- Branded Residential Projects: Navigating Complex Structuring Requirements; Key Negotiation and Drafting Strategies, Strafford Webinar, July 11, 2024
- Negotiating Hotel Purchase and Sale Transactions: Key Legal Issues for Buyers and Sellers, Strafford Webinar, June 27, 2024
- Mixed Use Developments with Hotels Bring a Mix of Legal Challenges, 11th Annual Hotel & Lodging Legal Summit, Georgetown Law, October 26, 2023
- Future of Hotels in the City by the Bay, Bisnow Bay Area Hospitality & Lodging, September 20, 2018
- Mentor and Sponsorship: Creating Growth in Your Organization and Network, The Women in Law & Leadership Summit: Silicon Valley, April 19, 2018
- Real Property Law Practice: 2017 Year in Review, California Continuing Education of the Bar, Sacramento, January 26, 2018
- Real Property Law Practice: 2017 Year in Review, California Continuing Education of the Bar, San Francisco, January 19, 2018

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- San Francisco State of the Market Lunch and Learn, Bisnow, January 10, 2018
- Hospitality Operator Outlook, Bisnow Hospitality Investment & Development Series, July 18, 2017
- Real Property Law Practice: 2016 Year in Review, California Continuing Education of the Bar, San Francisco and Sacramento, January 2017
- 2014 CREW Network Convention & Marketplace, September 30 - October 3, 2014
- Risky Business: Legal Issues in Professional Services Agreements, NEWH, the Hospitality Industry Network, August 2011
- Prime Time Q&A: Ask Your Final Questions to the Experts, Ragatz Associates Fractional Interest Conference, March 2011
- Critical Legal Issues in the Fractional Interest Industry, Ragatz Fractional Interest Conference, March 2008
Latin American Panel, IMN Third Annual Symposium on Financing, Developing and Operating Condo Hotel and
- Branded Residences, December 2007