

FRED SCHUSTER, C.P.A.
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2004 – present

Owner, Del Mar, CA
FGS Realty Advisors, Inc.

- Resort Real Estate brokerage and consulting firm with an emphasis in Shared Ownership developments.
- Areas of focus include: Accounting & finance, litigation support, **Expert Witness**, strategic planning, brokerage services, capital raising & development advisory services.
- Partial client list and engagements include:
 - Four Seasons Hotels & Resorts - Various financial consulting services including construction and consumer receivables loan support.
 - The Blake Hotel – repurposed this iconic Chicago Hotel property to timeshare, resulting in an exit play for Lender/Owner at 4 times the current Hotel valuation.
 - Engagements include: The Club at Big Bear Village, The Innsbruck Aspen, Blue Seas Puerto Vallarta, Split Rock Lodge – Poconos.
 - Bluegreen Vacation Club – consultant & advisor for several acquisition opportunities, including outright purchases, fee for service contracts and just in time acquisitions.
 - Vail Plaza Resort & Club – Provided valuation/acquisition analysis for a \$50m mixed-use Resort (Hotel and Fractional Ownership) project in bankruptcy.
 - **Recent Expert witness cases include:**
 - Construction defect/business interruption loss claim - mixed use Luxury Resort project located in Santa Barbara, CA.
 - Class action case involving Luxury Resort Hotel/Condo project in Las Vegas - Owners versus Property Management Company and dispute over contract terms, account billings and allocation of revenues and expenses.

2013 – 2015

CFO, San Diego, CA
Windermere Real Estate

- Launched Residential Real Estate Brokerage franchisee
- Managed and directly responsible for entire back of house operation
 - Finance and accounting, Operations, Administration, Risk management, Human resources, I.T., Office expansion/leasing activities, Escrow operations, and Broker compliance matters
- Instrumental in growing company to 300 agents - generating over \$1B in annual sales volume, opened 8 branch office locations, established in-house Escrow operation, and entered in affiliation agreements with mortgage, title, and property management.
- Selected and implemented centralized systems
 - Broker Wolf (real estate agent productivity reporting and compliance), Skyslope (transaction management system including broker compliance), Quickbooks (accounting and financial reporting), FPS (escrow processing & trust accounting system), and Payroll system.

1996 - 2004

CORPORATE DIRECTOR of FINANCE, Carlsbad, CA
Four Seasons Hotels and Resorts, Residence Clubs

- Key member of start-up management team of the Residence Clubs division.
- Division exceeded over \$100m/annually in revenues and included four properties in sales and over ten projects in various stages of development.
- Functioned as CFO for division and coordinated efforts of accounting, finance, operations, development and legal.
- Coordinated efforts with the Hotel team and Corporate office to ensure consistent and uniform accounting policies and procedures were followed

- Sourced, developed and managed relationships with lenders while successfully closing construction & hypothecation loans in excess of \$300m.
- Established consumer finance guidelines, contributing to increased volume, increased finance profits and very low delinquency rates.
- Provided oversight and coordination on all aspects of legal issues including; multi-state BRE sales registrations, entitlement work, financings, and development & management agreements.
- Direct reports included the Project Directors of Finance, and worked closely with Hotel Directors of Finance.
- Member of the Board of Directors and Officer for 3 Residence Club Home Owner Association's.

1988 - 1995

CORPORATE CONTROLLER, San Diego, CA

The Naiman Company/Sporting Clubs of America

- Large commercial real estate & health club development & management company.
- Managed accounting staff and provided technical guidance for department of 20 at corporate and 10 controllers at properties in the U.S. and Canada.
- Responsible for over 3 million square feet of real estate under management and development. Projects included:
 - Naiman Tech Center – a 700,000sf commercial office park
 - The Sporting Clubs of America – 10 mega health clubs (in excess of 100,000sf each), located throughout North America.
 - The Aventine, La Jolla CA – an 11 acre mixed use development including a 419 room Hyatt Regency, 210,000sf class “A” office space, a 33,000sf state of the art athletic and spa facility – The Sporting Club, and a restaurant row consisting of 4 top quality restaurants.
- Provided treasury function on projects totaling in excess of \$200 million including review of loan draws, job cost reporting, development cash flows and partner/lender interaction.
- Coordinated the preparation and filing of over 50 annual tax returns.
- Monitored all external reporting and coordinated outside audits. Performed corporate risk management function. Point person during bankruptcy proceedings.

1984 - 1987

SENIOR AUDITOR, San Diego, CA

Kenneth Leventhal & Company, Certified Public Accountants

- International CPA firm specializing in the Real Estate industry. Provided auditing, consulting and tax services for many well-known and established real estate clients.

EDUCATION:

San Diego State University, San Diego, CA

Bachelors of Science - Business Administration, Accounting

PROFESSIONAL LICENSE/AFFILIATIONS:

- Certified Public Accountant (Awarded 1987)
- Licensed Real Estate Broker - California BRE