MESSAGE FROM THE PRESIDENT
Paul R. Hage

It's hard to believe that my year as President of the TMA Michigan Chapter is nearly over. It's been a great year for our Chapter. Perhaps the highlight of this year was the Michigan Chapter's recent selection by TMA Global as its 2013 Chapter of the Year. It was my privilege to travel to Chicago in early May to accept this award on behalf of the Chapter at the TMA Senate Conference.

We have much to be proud of. Thanks are due to our many sponsors and to the members of our leadership teams including the members of the board of directors in both Detroit and Grand Rapids and the programming, membership and NextGen committees. From a programming perspective, we held over twenty educational and networking events in 2013-14, highlighted by the 2013 Mid-America Regional Conference at Greektown Casino and our Annual Spring Conference in March at the Detroit Athletic Club.

We have a number of great events in the works for the summer and fall. First, please join us on June 23rd for our 17th annual golf outing, which will be held at Forest Lake Country Club. For those of you who are interested in obtaining

Upcoming Events

June 23, 2014
Golf Outing
Forest Lake Country Club, Bloomfield Hills

July 18-20, 2014
Body of Knowledge Course
Conway MacKenzie, Birmingham

July 31, 2014
NextGen Summer Soiree with ACG
NextGen & RMA YP
certification as a Certified Turnaround Professional, I'm pleased to announce that for the first time in a few years, the Michigan Chapter will be hosting the Body of Knowledge courses and examination at the offices of Conway MacKenzie in Birmingham on July 18th through the 20th. On August 21st, we will be bringing back our 101 breakfast series with a panel entitled "Bankruptcy 101." at the Birmingham Community House. Finally, in early September we will once again host our free fall-kick off event at Big Rock Chophouse in Birmingham. I hope you can join us at these events.

From a membership perspective, our Chapter has continued to grow. We surpassed the 400 member threshold for the first time ever in January of this year. We continue to be both one of the largest and fastest growing TMA chapters globally. Much of this growth is attributable to the creation of our NextGen program, which is now a year old and planning tremendous educational and networking events each month. Regardless of your age or level of experience, I strongly encourage you to attend one of our NextGen events. They are a lot of fun. I am amazed by the hard work and dedication of our NextGen board members. Clearly, our Chapter is well positioned for strong leadership from these individuals and others for years to come.

In this Newsletter, we will once again recognize and honor two long-time supporters of our Chapter, Patrick O'Keefe from O'Keefe, LLC and Pat Mears from Barnes & Thornburg, LLP. Pat O'Keefe is a past-president of our Chapter and remains an active member both locally and at the TMA Global level. Pat Mears, who is retiring from the practice of law and moving abroad this summer, is a past-president of the West Michigan board. Pat was instrumental in getting West Michigan off the ground in the first place. He will be missed by all who have had the pleasure of working with him. In any event, it is appropriate that we honor these two individuals, who have done so much to grow the TMA in our state.

To me, what separates the TMA from many other professional organizations is the diversity of its membership and the number of educational and networking opportunities that the TMA affords on a local level. I think there is great value in having breakfast or a beer and developing relationships with the people who we see and work with in engagement after engagement. TMA provides this value better than any other organization. It has been my privilege to serve as the President of the TMA Michigan Chapter this past year. With Meagan Hardcastle set to take over as President on July 1st, I know our Chapter will continue to thrive in 2014-15.

Again, thank you for your continued support of, and participation with, our Chapter.

Paul R. Hage
TMA Michigan Chapter President

MEMBER SPOTLIGHT

Written by John Klehm

Patrick M. O’Keefe
O’Keefe, LLC

Pat O'Keefe is a recognized leader and expert on corporate restructurings, due diligence, valuation, and litigation support. He has been active in the consulting industry for over 25 years, including founding his own firm in 2001. Pat was the CFO for a large real estate development company and started his career in public
accounting. Pat has been an active member, proponent and board member of the TMA both locally and internationally.

Pat was a partner with Deloitte in public accounting managing the firm's Middle Market practice. He was recognized as a national industry specialist in high technology and real estate. In the mid 80's he took several high tech companies through public offerings. Pat was the only manager serving on Deloitte's national industry committee for real estate setting firm policy on the firm's delivery of accounting, tax, and consulting services. Pat was responsible for developing complex structures for tax sheltered investments for the firm's high net worth client executives (Bendix, Cross/Trucker, General Motors, etc.) With the merger with competing CPA firm Touche Ross, Pat took the opportunity to join a client's team, the Slavik Organization, as it beefed up management and grew to a $1 billion portfolio of residential, retail and other classes of commercial real estate. Timing was good or not good, depending on the point of view. Shortly after joining, the savings and loan crisis hit, drying up liquidity for real estate investments.

Instead of using his background to help Slavik grow, he used his experience in debt restructuring and capital raising to keep the company going through this tough time and was able to negotiate restructurings of many Slavik properties. None filed bankruptcy.

With his wealth of experience from the Slavik companies, Pat was recruited to join ConwayMacKenzie as it sought to expand its consulting capabilities in real estate and related industries. After eight years, however, he was ready to form his own firm and had a very positive parting with ConwayMacKenzie.

With the forming of O'Keefe & Associates Consulting, LLC, Pat became active in the TMA. He remembers that Janice Murray and Ray Green were board members and past presidents. They were aggressive in seeking funds from TMA National to expand the Michigan Chapter. The connections he made through the TMA were instrumental in building momentum at his new firm. He would frequently work around the country, referred in by other consulting firms which had conflicts and were unable to take an engagement. Pat participated with senior representatives of TMA hosting workshops in New Orleans for business owners impacted by Hurricane Katrina.

As his firm grew, so did its participation in the TMA. With the hiring of David Distel in West Michigan, David was instrumental in forming the West Michigan sub-chapter.

The financial crisis of 2008 and 2009 was important to the growth of O'Keefe, LLC. The firm was brought in as an operating trustee of a bankrupt homebuilder. Instead of liquidating, the firm built out three subdivisions and repaid 80% of the pre-petition debt. This was innovative and, as Pat pointed out, at that time there really wasn't ANY market for partially developed lots and homes "as-is." The best chance for recovery was to complete the projects. This success gave the firm a strong platform to build its receivership practice operating in numerous industries.

Pat O'Keefe is a prominent member of the Michigan TMA and the TMA nationally. He was recognized in 2009 at the National TMA conference as an outstanding individual for his contributions to TMA. As Chapter President he received the national award for most improved chapter of the year. We are proud to honor him as one of the long time leaders of our Chapter.
MEMBER SPOTLIGHT

Written by John Klehm

Patrick Mears
Barnes Thornburg, LLP

Pat Mears has been a fixture in the legal services aspect of corporate restructuring in West Michigan for over 30 years. A Michigan native who started his career in New York, Pat later came home to build what became a career as a leading restructuring attorney, speaker, and publisher of legal thought.

Pat was born and raised in Flint, Michigan. Pat attended the University of Michigan for both his undergraduate studies and law school. Pat had a strong desire to work in New York City after graduating and only interviewed with New York firms.

His professional career started with Milbank, Tweed, Hadley & McCloy LLP. Pat found restructuring practice by accident. As a new associate, he worked in different legal specialties in rotation and found that he really liked bankruptcy. His timing was fortuitous, as bankruptcy law was changing at this same time. Historically, corporate bankruptcy frequently meant liquidation, but the Bankruptcy Reform Act of 1978 revamped bankruptcy practices, including the creation of a robust reorganization chapter, Chapter 11. Milbank Tweed’s client, Robert Morris Associates (RMA), a professional association representing the banking industry, was involved in crafting the legislation. Pat and others in the restructuring group contributed to the legislative suggestions from RMA.

In 1980, Pat decided that he wanted to return to Michigan. He liked the economic vitality of Grand Rapids and West Michigan and joined Warner Norcross & Judd, LLP. During this time, he raised a family and later worked for Dykema Gossett, Dickenson Wright, and his current firm, Barnes and Thornburg.

As the TMA Michigan was looking to establish a West Michigan sub-Chapter, Pat became an active leader and board member.

During the ‘08–’09 financial and auto industry crisis, Pat was involved in a number of large corporate bankruptcies and became an expert in receiverships. He later applied this knowledge in a book on receiverships that he published along with his law partner John Gregg in 2013 titled, "Receiverships in Michigan." In addition to publishing, Pat is regularly engaged as a speaker on insolvency topics.

Pat has been an important member of the restructuring community in Michigan for over 30 years as well as an active member of the TMA. Looking forward, Pat is wrapping up his professional legal career on June 30. He expects to continue to publish and speak, albeit from Germany, where he is moving. We’re proud to honor Pat as a significant contributor to the strength of the TMA Michigan Chapter.
The TMA Michigan Chapter's new Nextgen group, made up of 65 members and ranked third in size in the country, is continuing its successful program of fun events, drawing large crowds and giving younger TMA members a chance to meet their peers and colleagues in the turnaround industry in relaxed and casual venues. In addition to great social events, Nextgen is also planning an educational "Bankruptcy 101" seminar to be held in August at the Community House in Birmingham. In June, John Dimovski (Harmon Partners) steps down from his role as President after a year of tremendous work establishing and growing the Nextgen at a phenomenal pace. Thank you John! Also in June, Brendan Best (Schafer and Weiner PLLC) steps in as President, and Meredith Taunt (Strobl & Sharp PC) steps in as President pro tem. The Nextgen board also welcomes new board members Amanda Vintevoghel (Harrington Dragich PLLC) and Jason Weiner (Schafer and Weiner, PLLC).

EVENT RECAP

TMA Michigan Spring Conference Recap

Written by:
John L. Klehm, SPECTRUM Commercial Services
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The 2014 TMA Michigan Spring Conference was, once again, a tremendous success. The theme was "Made in Michigan." We had a strong turnout, outstanding panels, and a very interesting keynote address giving everyone a "sneak peek" at the Detroit Future City!

The keynote speaker was former Mayor Ken Cockrel, who now serves as President of Detroit Future City. Mr. Cockrel re-capped much of the positive happenings in the City over the past few years. Mr. Cockrel stated that the bankruptcy filing, while painful near-term, will be a long-term positive for the City and the region. Some of the large real estate investments making headlines, Cockrel explained, are not just about money being put into properties but rather the bringing of commercial tenants with them, which is a catalyst for increased energy and vitality downtown.

Dan Kinkead, the Director of Detroit Future City, followed with some of the "nuts and bolts" of solving long-term population, real estate and work-life issues. Two remarkable insights were the need to fix the mismatch Detroit has with jobs and housing, and outlining the magnitude of abandoned properties. Whereas most of the service jobs that Detroit residents fill are located in the suburbs, Kinkead explained, the jobs that are located downtown are professional in nature. The city needs more service jobs for current residents and attractive residential units for professionals. Longer-term, Kinkead stated, blight elimination is key. Vacant lots combined equal a 20 square mile area, equal to an area the size of Manhattan. This doesn't include abandoned homes that will be razed, adding more vacant lots. Optimistically, as Detroit develops plans for its future, Kinkead stated, leaders are focused on what the City's needs will be years out in terms of housing, transportation, green space, and education.

In the panel discussions, the Spring Conference featured discussions on Michigan's Growing Microbrewery Industry, Access to Capital, Business in Detroit and the City's island park, Belle Isle.

Michigan's Growing Microbrewery Industry
Among the Michigan craft brewers, panelists included fast growing Founders Brewing Company and Atwater Brewing Company, as well as long time Detroit...
brewer Motor City Brewing Works. Interestingly, Founders noted that it struggled to survive for many years, and even considered bankruptcy, before achieving the tremendous success that it has received in the last five years. In retrospect, CEO Mike Stevens said their struggles were a blessing, helping them focus on only brewing beers that they personally wanted to drink, and customers have responded favorably.

Access to Capital
In the capital markets discussion, a few highlights were that Debt/EBITDA multiples are very close to the last peak seen in 2007, and the percentage of financings getting done with covenant-light structures has exceeded 2007 levels. ABL lenders are stretching collateral eligibility rules to get deals done. Broadly speaking, the panel felt "it is a good time to be a borrower."

Business in Detroit
The panel consisted of companies that chose to locate in Detroit. Reasons for doing so varied but revolved around the great manufacturing heritage, creative community, and growth. This panel included Jacques Panis, CEO of Shinola, which has an exciting story and has demonstrated substantial growth.

Belle Isle-The Future of Detroit's Island Gem
Michelle Hodges, the President of the Belle Isle Conservancy spoke about the redevelopment plans for Belle Isle, the City's island park, which recently became a state park as a result of a transaction between the City and the State of Michigan. The State of Michigan will be investing $10-20 million in the next three years that will improve amenities while preserving its history. Ms. Hodges stated that she is optimistic that Belle Isle will return to its former glory and thrive under the oversight of the State.

Overall, it was another fantastic TMA Michigan Spring Conference! Speakers and panelists shared many reasons why Made in Michigan is, and should be, a source of pride and excitement for all of us!

MEMBERS IN THE NEWS
Jason W. Bank, member and chair of the Kerr Russell bankruptcy and restructuring practice, wrote an article for the June edition of the ABI Journal entitled "Navigating Financial Turbulence; Preserving Air Carrier Certificates in Chapter 11."

Van Conway, CEO, Conway MacKenzie, was quoted in the May 2, 2014 issue of The Detroit News / Fields ready to hit ground running as Ford's chief "All he can do is continue to strengthen the balance sheet," said Van Conway, CEO of Birmingham-based advisory firm Conway MacKenzie. "It's only a matter of time before the economic storm comes."

Van Conway, CEO, Conway MacKenzie, was a panelist at the 2014 TMA Senate on the, "Leverage - You Have It or You Don't" Panel.

Brad Coulter, Managing Director, O'Keefe, discussed the Detroit bankruptcy on My TV20 April 29.

John Dimovski, President of the Michigan TMA NextGen chapter, and Managing Partner of Harmon Partners, was named among the top accounting and finance professionals in the country by the National Association of Certified Valuators and Analysts (NACVA) at
its inaugural 40 Under Forty event.

Paul Hage, President of Michigan TMA and Partner at Jaffe Raitt Heuer & Weiss, was appointed as the Education Director for the American Bankruptcy Institute's Unsecured Trade Creditors Committee.

Paul Hage, President of Michigan TMA and Partner at Jaffe Raitt Heuer & Weiss, spoke on a panel at the TMA Senate Conference in Chicago, Illinois on May 8th entitled: "The Art of Negotiation: Live to Negotiate Another Day."

Meagan Hardcastle, incoming President of the Michigan TMA chapter, and Managing Partner of Harmon Partners, moderated the Risk Management Association's annual "Banking Industry Update" panel event on May 6th.

Jeff Miller has joined the Detroit office of Maynards Industries as Director of Valuation Services. Jeff has more than 20 years of appraisal experience in the valuation of machinery & equipment and has a deep understanding of auction, appraisals and liquidations.

Pat O'Keefe, Founder & CEO, O'Keefe, LLC was quoted in the Detroit Free Press in an article titled, "Need for Speed in Chapter 9 butts up against Detroit Slow-Walk Labor talks Tradition.

PAST EVENT PHOTOS

Spring Conference

![PAST EVENT PHOTOS](image-url)
Paul Hage presents a Shinola watch to raffle winner Meagan Hardcastle

Casino Night and Charity Event
A group enjoying the poker table.

L to R, Chapter president Paul Hage and Blight Busters founder John George
Casino Night winner, Matt Bellanca

Please send us your submissions for our next newsletter - Michigan@turnaround.org

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