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Mediator-Arbitrator-Discovery Referee
Settlement Advisor-Arbitration Consultant

Case Summaries – Combined – All Subject Matters

Ms. Callahan has had a rich career handling primarily business / financial / real property disputes in state and federal courts around the country. This experience has covered a broad spectrum of industries and subject matters – including business/commercial contracts, commercial lending, commercial leasing, equipment leasing, intellectual property, purchase and sale of businesses, partnership dissolution, financial elder abuse, employer / employee relations, franchisor-franchisee relations, real property development, and wills and trusts. The following are a sampling of some of the more notable cases Ms. Callahan has handled as an arbitrator, mediator, or attorney advocate.

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Banking-Advocate

When Ms. Callahan started practicing law, she was assigned to a case where the client was a bank seeking to recover over \$10 million from a “con” artist who had created “straw borrowers” to purchase numerous residential properties in Southern California using the bank’s money, who of course did not service the loans and thus resulted in foreclosures and a dramatic increase in the bank’s REO portfolio.

While she was an associate at Buchalter Nemer, Ms. Callahan represented large institutional banks in large-dollar / mixed collateral loan default matters. These representations included prosecuting actions to recover against the borrowers (on the loan agreement) and guarantors (on their guarantees), and initiating proceedings to foreclose and/or take possession of real and personal property collateral through both judicial and nonjudicial means. It also included prosecuting nondischargeability and objection to discharge claims against the bank’s borrowers and guarantors.

From 1986 through the mid-2000’s, Ms. Callahan’s practice was focused on Chapter 11 reorganizations and out-of-court workouts, and related litigation. Ms. Callahan represented debtors, creditors and purchasers of assets. While Ms. Callahan never represented “the bank,” there almost always was at least one bank and/or bonding company to be dealt with and included in the restructuring plan and negotiations. The following is a notable case example:

Ms. Callahan represented a Japan-based manufacturer of Lasik equipment and its U.S.-based distributor subsidiary. The U.S. subsidiary entered into a master agreement with a Japanese bank pursuant to which the bank would provide lease financing to eye surgeons and physician groups who purchased Lasik equipment. The U.S. subsidiary and its Japanese parent were obligated to guaranty all lease financing transactions funded by the Japanese bank, for which the bank handled all of the credit review and underwriting pursuant to a general power of attorney provision in the master agreement. Shortly after the lease financing program was put into place, the bank was sold to Rabobank, which used a less stringent set of criteria to evaluate credit worthiness than what had been used by the Japanese bank. Over the course of two years, the bank underwrote over 100 equipment lease financing transactions, many of them involving sales of multiple machines to the same buyer / borrower. Over 60 percent of the portfolio of loans failed and the bank filed suit in numerous jurisdictions to enforce the guaranty given by the U.S. subsidiary and Japanese parent. The U.S. subsidiary and Japanese parent counter-sued for breach of fiduciary duty concerning the minimal level of credit-worthiness required by the bank in making the loans. Rather than spend millions of dollars litigating the guaranty dispute around the country, Ms. Callahan persuaded the bank to participate in a three-day mediation with representatives of the U.S. subsidiary and Japanese parent. A negotiated resolution was reached due in part to the reality that any U.S. judgments the bank might obtain would be difficult to enforce in Japan. Ms. Callahan’s client paid \$2 million and received an assignment of the defaulted lease portfolio in return. Ms. Callahan’s

client then pursued enforcement actions against some of the equipment lessees and recovered between \$5 and \$6 million.

As a follow-on to the above case, one of the “recoveries” Ms. Callahan’s client received in the settlement with Rabobank were the 5 or 6 defaulted equipment leases of a laser eye clinic in Los Angeles that was a debtor in a Chapter 11 bankruptcy proceeding. At the time Ms. Callahan’s client received the assignment of the leases, the bankruptcy case had been pending for over a year. The owners of the laser eye clinic were from the Middle East and were believed by the attorney for the Creditor’s Committee to have transferred millions of dollars into off-shore accounts. Ms. Callahan’s client was the single largest creditor in the estate and she successfully petitioned to have her client appointed to the committee based on that status. Once on the Creditor’s Committee, Ms. Callahan persuaded the attorneys representing the other committee members – two of whom were banks - that before pursuing expensive cross-border litigation, an examiner should be appointed to do an evaluation of the operating business. The examiner’s report showed that the company was making money and was generating sufficient revenues to fund a plan that, over a 5 year period, could pay creditors 50 to 60 percent of the allowed amount of their claims, depending upon how many filed claims were eliminated through the claims review and objection process. All committee members preferred that result and, with Ms. Callahan in the lead, worked with the debtor’s attorney to draft a joint debtor / creditor’s committee plan. That plan was confirmed, and ended up paying creditors about 60% of the allowed amount of their claims.

Bankruptcy/Chapter 11 Insolvency - Advocate

For a 20-year period (1986-2007), the emphasis of Ms. Callahan’s practice was representing debtors and creditors in Chapter 11 bankruptcy reorganization proceedings and related litigation in numerous federal court jurisdiction around the country. This experience covered a broad spectrum of industries and subject matters. For a detailed description of the cases she handled, please visit her website at www.callahanADR.com and download the Case Summaries located under the Specialties / Bankruptcy Disputes section on the home page. Since 2007, Ms. Callahan has worked in a co-counsel capacity on several matters involving litigation with a Chapter 11 estate or debtor. The following are some of the more interesting cases she handled:

In *In re Finton Construction, Inc. (Ch. 11)* and *In re John Finton (Ch. 11)* (U.S. Bankruptcy Court, Southern District, Florida). Ms. Callahan was co-counsel in prosecuting a nondischargeability action against the individual debt with respect to a state court fraud judgment in excess of \$3.9 million. The bankruptcy was filed after the jury verdict, but before completion of the punitive damages phase or the entry of judgment. Ms. Callahan assisted the plaintiff/creditor in obtaining ex parte relief from stay to complete the state court action. Ms. Callahan also represented the plaintiff/creditor in defendant an avoidance action filed by the corporate debtor seeking to recover an alleged fraudulent transfer and insider preference.

In *International Art Galleries, Inc. (Ch. 11)* (U.S. Bankruptcy Court, Central District, Santa Ana), Ms. Callahan represented the largest creditor, a child prodigy artist, in collecting unpaid royalties totaling over \$2.0 Million and in preserving and asserting the child artist's ownership and intellectual property rights in the limited edition works of art, which the debtor claimed was property of its estate. The parties' disputes were resolved after less than 4 months of litigation, helped along by Ms. Callahan filing a "first strike" motion for partial summary judgment challenging the debtor's asserted rights in the artwork based upon a written publishing agreement which was never signed by the artist or approved by a guardianship court. At the conclusion of a mediation effort, the debtor and its principals relinquished and disavowed all rights, title and interest in the artist's artwork and returned possession of all artwork to the artist.

In *In re High Net Worth Individual Debtor (Ch. 11)* (U.S. Bankruptcy Court, Central District, Santa Ana), Ms. Callahan entered the case as counsel to the debtor-in-possession's family trust two years after debtor's case was filed and on the verge of conversion to Chapter 7. Within three months, Ms. Callahan obtained abandonment of the bankruptcy estate's interest in the debtor's residence and formulated a plan of reorganization proposed on behalf of the debtor and the debtor's family trust. The primary asset of the debtor was his limited partnership interests in several real estate limited partnerships with a major California real estate developer, which had been converted by his former employer when his employment was terminated. His damages claim for conversion and breach of fiduciary duty against the company and was estimated to be worth in excess of \$20 Million. Ms. Callahan worked with the debtor's state court counsel in drafting the amended complaint to state these causes of action, in filing parallel litigation in the Bankruptcy Court, in promulgating discovery and in preparing the state court case for trial which ultimately returned a nine-figure multi-million dollar verdict in favor of the debtor. Ms. Callahan succeeded in having the debtor's plan of reorganization confirmed before the state court litigation was concluded, thereby assuring the debtor of his discharge as to his former employer's asserted seven-figure breach of contract claim should the debtor not be the prevailing party in the state court litigation. Ultimately, the debtor prevailed in the litigation and the bankruptcy case was dismissed.

In *In re Whistleblower Individual Debtor (Ch. 11)* (U.S. Bankruptcy Court, Central District, Santa Ana), Post-Arbitration, Ms. Callahan was engaged to represent an individual debtor who blew the whistle on her partners and later found herself defending her former partners claims of conversion, breach of fiduciary duty, fraud, unjust enrichment and breach of contract. Those claims were referred to arbitration where an interim, million dollar award was issued against the debtor, with a motion for over \$800,000 in fees and costs pending at the time Ms. Callahan entered the case. The debtor had real property and other assets that were available to satisfy the award, but through her investigation, Ms. Callahan discovered that the arbitrator had not made a required disclosure: namely, that he and his law firm were correspondent counsel for maritime entities who procured reinsurance from the Lloyds of London insurance market association that the claimants' insurer belonged to. That disclosure obligation was triggered

when an attorney represented “Lloyds of London” appeared during the proceedings to observe. Ms. Callahan entered the case for the purpose of making the case to the arbitrator that he should recuse himself. When he did not and indicated that he intended to proceed to decide the attorney’s fees motion and issue a final award, Ms. Callahan initiated proceedings in the state court to have the arbitrator disqualified. The Chapter 11 bankruptcy case was filed to stay the arbitration proceedings and set the stage for a debt restructuring plan should the disqualification motion not be successful. Ultimately, the arbitrator was disqualified, that ruling was upheld on appeal, and the dispute was then settled privately and the bankruptcy case dismissed. See, *Advantage Medical Services, LLC v. Hoffman* (2008) 160 Cal. App. 4th 806.

In *In re Hiuka America Corporation (Ch.11)* (U. S. Bankruptcy Court, Central District, San Bernardino), Ms. Callahan represented the buyer in acquiring stock and equipment from a bankruptcy estate, which included the negotiation and documentation of a \$1.0 Million+ purchase and sale agreement, an environmental indemnity agreement, bills of sale, inter-company debt releases, and appropriate corporate certifications and resolutions.

In *In re High Net Worth Individual Debtor (Ch. 11)* (U.S. Bankruptcy Court, Central District, Santa Ana), Ms. Callahan represented the debtor and his wife in what began as an involuntary Chapter 7 bankruptcy filed to freeze and take control of the debtor’s considerable assets. Ms. Callahan succeeded in having the involuntary petition filed against the debtor’s spouse dismissed and also succeeded in opposing the appointment of an interim trustee in the involuntary proceedings initiated against the debtor. Ms. Callahan thereafter devised a strategy for the debtor to file a voluntary Chapter 11 bankruptcy and assisted the Chapter 11 debtor in negotiating and confirming a consensual plan of reorganization in which approximately \$4 million in claims were compromised 4 months after the petition was filed. After confirmation, Ms. Callahan shepherded the debtor through the successful implementation of his plan over a 6-year period.

In *In re California Valley Associates (Ch. 11)* (U.S. Bankruptcy Court, Central District, San Bernardino), Ms. Callahan represented the Chapter 11 debtor-in-possession. Ms. Callahan’s client was a real estate syndicate that developed a shopping center with two anchor tenants. Half of the center was destroyed and the anchor tenant’s building was lost in an earthquake. The secured debt against the property was in excess of \$18 million, and after the earthquake, it was worth less than \$10 million. A dispute soon arose between the debtor and the bank that had financed the acquisition and building of the center concerning entitlement to the \$3 million in insurance proceeds. The insurer inter-pleaded the earthquake insurance funds. Ms. Callahan’s client sought relief under Chapter 11 of the Bankruptcy Code. In this case, Ms. Callahan facilitated the restructuring of over \$18,000,000 in secured debt held by a Savings & Loan Association; coordinated the abatement of the earthquake damage which had been sustained by the Shopping Center in 1992 (the debtor’s primary asset); negotiated a resolution of the litigation between the debtor and its primary secured creditor; concerning the utilization and disbursement of approximately \$3,000,000 in earthquake insurance proceeds; and created

and implemented a plan for pursuing the design/construction defect claims associated with some of the structures located at the shopping center and for allocating the potential recovery among the various parties claiming to be interested in that recovery.

In *In re Mom & Pop Individual Chapter 7 Bankruptcy / Defense of Nondischargeability Action* (U.S. Bankruptcy Court, Central District, Santa Ana), Ms. Callahan became involved in the case after the debtors' right to discharge was challenged by their former partners who claimed that the debtors had fraudulently concealed material information (the loss of their largest customer) so as to induce them to close escrow on their purchase of a 50% interest in a kiosk manufacturing business. Coincidentally, the notice letter from the customer was faxed the same day as the close of escrow. The debtors claimed that they did not become aware of the fax until the day after the close of escrow, that they immediately shared the information with their new partners and that their new partners were not concerned. To the contrary, the evidence showed that the new partners took over the lead in discussions with the customer aimed at salvaging the relationship and actively participated in the day-to-day operation of the business. This was a close-call case, but ultimately the 523 nondischargeability against Ms. Callahan's clients was denied and Ms. Callahan's clients received their debt discharge.

Bankruptcy/Chapter 11 Insolvency - Mediator

Ms. Callahan was on the original mediation panel created in 1995 by the U.S. Bankruptcy Court for the Central District of California, and served on that panel until 2012. As part of her service to the court, Ms. Callahan mediated over 200 cases. Most of those cases fell into one of two categories: 1. nondischargeability claims being asserted by a creditor against a debtor under 11 U.S.C. § 523, and 2. preference avoidance claims being asserted by a bankruptcy trustee against a creditor under 11 U.S.C. § 547. The vast majority of these cases were settled at mediation. Additionally, from time-to-time, Ms. Callahan was called upon to mediate Chapter 11 plan design disputes. She was successful in all of those cases, helping the debtor and its primary creditor(s) develop a plan framework and terms for a consensual plan. The following are some of the more interesting cases she has been involved with:

Vendor Recoupment Rights. The Chapter 7 debtor was in the business of selling aluminum billet/logs. Pre-bankruptcy, the debtor had a contract relationship with a third-party to convert clean aluminum scrap delivered to the third-party by the debtor. When scrap was received by the third party, the weight would be added to the debtor's scrap bank account. When the third party sold billet to the debtor, the weight of that billet would be deducted from the debtor's scrap bank account. Substantially all of the debtor's assets were sold through bankruptcy. A dispute then arose between the buyer and the third-party vendor over whether the vendor had a right of recoupment (versus offset) with regard to the scrap in the debtor's "bank account" because of language in the contract providing that the vendor "has the right to use the value of the scrap bank as an offset to monies owed." There was no dispute between the buyer and the third-party vendor that as of the petition date and the date of sale, there were 237,000 pounds of scrap in the debtor scrap bank account. The issue was whether the provision in the sale

order providing for the sale of the debtor's assets free and clear of all liens, rights, encumbrances affected/released the vendor's recoupment rights. The buyer and the vendor had a business relationship independent of the one created by the debtor's contract, so there were a number of things to talk about in crafting a negotiated resolution.

Shareholder Ownership & Management Impasse Dispute. "TBC" was a closely-held corporation that was interested in raising capital to finance growth through plant improvements and acquisitions. Party A and B represented to TBC that they held significant assets, including real property worth \$30 million, and could raise or directly invest \$5 million into TBC. Party A and B then introduced TBC to Party C and D as prospective, "legitimate" investors who had a "good track record of investing in companies to promote long term growth and success." Party C and D became shareholders in TBC and assumed management positions in the company. Plans were then made to take TBC public and proposals were made by Party C and D that involved passing money through TBC. Party C and D then began demanding that additional cash and stock shares in advanced to them in anticipation of commissions they would be owed for the equity investment deals they had coming in. At some point, TBC learned that Party C and D were selling their stock in violation of their promises that they were long-term investors and would not do so, and that Party C had a criminal record involving fraud and money laundering. TBC filed a state court lawsuit against Parties A, B, C and D alleging civil conspiracy, unfair business practices, defamation, libel per se, fraudulent nondisclosure, breach of fiduciary duty, constructive fraud, etc. Party C filed an involuntary bankruptcy petition against TBC in an effort to gain control over the company. These are the disputes that came to mediation and was resolved through a complicated agreement that included converting the TBC bankruptcy to a Chapter 11 proceeding and proposing a plan of reorganization agreed to by and among the disputing parties.

Debt Discharge Dispute. Pre-petition, an individual debtor purchased a brand new Lamborghini for a total cost of about \$270,000, financed over three years. The debtor's credit app stated that he was the President of a company that paid him a monthly gross salary of \$75,000. The car was totaled, and the insurance proceeds were insufficient to cover the cost of the car. When the President and his company filed for Chapter 7 (debt discharge) relief in bankruptcy, the lender and the car purchase transaction sued to have the remaining balance due under the finance contract excepted from the individual debtor's discharge under Section 523, contending that the representation about the gross monthly salary was false and a misrepresentation of a material fact on which the lender had relied. The debtor defended on the grounds that the lender's loss was not caused by the alleged misrepresentation, but by the loss of value occasioned by the accident; that before the accident, the Lamborghini had a value in excess of what was owed.

Liquidation, Division and Restructuring of Marital/Community Property Estate. After 45 years of marriage, “Bob” and “Jane” decided to divorce. What came next was a “War of the Roses” set of disputes over how to divide the community estate and pay community debts. Along the way, Jane filed a Chapter 11 bankruptcy case, the result of which brought all community property into her bankruptcy estate to be used in proposing and consummating a plan of reorganization. Bob filed a motion to dismiss the bankruptcy as a bad faith filing because the value of the couple’s assets far exceeded their debts. This is the dispute that came to mediation, at the end of which, the couple had agreed on how to divide and liquidate their estate and each go their separate ways.

Business/Commercial Disputes – Mediator/Arbitrator

As a neutral, Ms. Callahan has mediated hundreds and arbitrated dozens of business/commercial disputes. The following are a few of the more interesting cases she has been involved with:

Ownership of Class Action Recovery (Mediator). The dispute arose out of an assignment for benefit of creditors proceeding in which the assets of the assigning entity (“Old Co”) were sold to “New Co.” New Co had different ownership, but the same management team, as Old Co. Several years prior to the assignment, Old Co had filed a claim in a major class action. That claim / chose in action was not specified in the asset sale and was not valued for purposes of setting the sales price. After the sale of assets, New Co (still operating at Old Co’s address) received notification that there was going to be a payout in the class action. A dispute then arose between the Assignee of Old Co and New Co over whether the class action recovery was included in the assets sold to New Co or whether it belonged to the Old Co “estate” to be used to pay Old Co’s creditors. The potential class action recovery was potentially worth in excess of \$10 million, but no one knew for sure because the pool of competing claimants was unknown.

Aeronautical Component Parts Case (Arbitrator). Sole arbitrator in a commercial dispute between a customer and supplier / manufacturer of component parts used in the production of aeronautical equipment the customer supplied to the government per government contracts. By submission of the parties, Ms. Callahan was asked to conduct an evidentiary hearing on the “threshold” issue of whether the pre-dispute arbitration clause included in the “Terms and Conditions for Purchase Orders” posted on Claimant’s website was part of the agreement governing the commercial transactions whereby Claimant purchased and Respondent sold certain custom made goods – i.e., whether the dispute was subject to arbitration. This matter involved a very technical, developing area of the law concerning what will qualify as the manifestation of agreement between parties to a sales contract in the digital age where parties frequently exchange offers and acceptances via electronic means (e.g., email, website browsing, internet shopping). Basically, when will a click qualify as assent to the terms offered or posted on an internet site?

Reversion Rights in Patented Formula (Mediator). Inventor patented a process that was licensed to Party A for commercialization in a very narrowly defined field of application. For consideration paid, Party A and Inventor entered into an agreement to terminate the license so that Inventor could enter into a license agreement with Party B. That agreement included an express provision that should Party B's license terminate, Party A would have the right to enter into a new license agreement with the Inventor on the same terms as its original license agreement. Over the years, Party B and Inventor entered into various amendments of their license agreement adding fields of application and changing the royalty formula. Party B went out of business and wound up its affairs through an assignment for benefit of creditors. The assigned assets included Party B's license agreement with the Inventor. The assignee then sold the license (with the Inventor's written consent), along with Party B's trade name and goodwill, to Party C. Party A then sued Party C, Party B, the assignee of Party B and several principals of Parties B and C, claiming that it – not Party C – had the right to the patented process pursuant to its reversion agreement with the Inventor. Party A also sought monetary damages for the profits Party C had earned through use of the patented process. A negotiated resolution was achieved in this case through the sharing of information that was possible within the confidential confines of the mediation concerning the gross revenue attributable to the original field of application as compared to the later fields licensed by Party B directly with the Inventor.

Auto Industry Dealership Reinstatement Cases (Arbitrator). In connection with the General Motors and Chrysler bankruptcies (a repercussion of the 2008 financial sector meltdown), the manufacturers terminated thousands of dealer franchise agreements. This caused quite an uproar across America. In response, the U.S. Congress passed emergency legislation – Section 747 of the Consolidated Appropriations Act of 2010 – which created the Automobile Industry Special Binding Arbitration Program. Under this program, terminated dealers could petition for reinstatement by filing such a petition with the American Arbitration Association by a set deadline. If such a petition was filed, then it was required that the evidentiary hearing be conducted and an award be issued no later than July 2010. The legislation specified that factors to be considered and allocated burdens or proof between the two sides concerning those matters. Ms. Callahan was the sole arbitrator appointed to three such cases and conducted three separate, multi-day proceedings followed by three reasoned awards within the specified time frames. These matters involved the presentation and management of hundreds of exhibits provided in both electronic and hard-copy format, as well as expert witness testimony and reports in such areas as forensic accounting, demographics and auto dealerships.

Law Partnership Dissolution (Mediator). Party A and Party B were best friends when they began their law firm. Party A handled mostly contingent fee, personal injury work. Party B handled mostly hourly pay transactional and business litigation work. Initially, the revenues and expenses associated with their respective practices were about equal, and the two partners took equal draws. Over the years, Party A's contingent fee work started producing several large fee awards. At first, the two partners shared equally in those fees because Party's B's hourly pay work had paid the firm's expenses and advanced the costs for Party A's matters. As the years rolled on, however, Party A started writing himself draw checks and paying personal bills

with law firm checks without telling Party B. When Party B discovered what Party A had been doing with the law firm account, he told Party A he wanted to dissolve their partnership and divide their assets. A dispute then arose over entitlement to the fees generated by the unfinished contingent fee work that was in the office at the time, and over how to divide the parties' joint real estate investments (e.g., two commercial office buildings).

Breach of Contract (Arbitrator). Sole arbitrator in a dispute between technology company and customer re consulting services. Customer complained that technology company did not provide the services promised and thus sustained damages in the mid six-figures. Technology company counterclaimed for nonpayment of its invoices.

Lender Liability Dispute (Mediator). Bank provided a revolving credit line to Party A. Party A was a manufacturing business that was in its tenth year of operations and was growing in response to recent orders received from several "big box" stores. Party A suffered an unanticipated reversal of fortune when its largest "big box" customer pulled its business, went elsewhere, rejected the last set shipments and refused to pay the invoices for those shipments. The lending facility provided by the Bank was a "borrowing base" revolver where availability on the line of credit was a function of the value of equipment, inventory and accounts receivables on the books. When "big box" store refused to pay the invoices that the Bank had previously lent against and pulled its future business to boot, the borrowing base was diminished considerably and Party A found itself with no availability on the line of credit. Unbeknownst to Party A's key vendors, the goods and services they continued to provide were going to try to salvage a sinking ship. When Party A closed its doors a few weeks later, unpaid payables were in excess of \$4 million. One of Party A's key vendors sued the Bank for lender liability, seeking to recover the value of the goods and services it had provided after the Bank and Party A knew that the "big box" customer had pulled its business and gone elsewhere.

Breach of Warranty / Breach of Contract (Arbitrator). Sole arbitrator in a dispute between a machine manufacturer and its customer. Customer complained that the machine supplied by the manufacturer did not conform to the customer's specifications and needs, and did not work. The manufacturer defended that the customer received exactly the equipment it had ordered and expressly chose not to include the component features and capabilities it was complaining about.

Partnership Dispute (Arbitrator). Sole arbitrator in a dispute between a withdrawing partner and the partnership concerning the alleged "buyout" payment due him, and the partnership's counterclaims that the withdrawing partner allegedly mismanaged the partnership's affairs and wrongfully interfered with the partnership's contracts with others resulting in millions of dollars of lost revenue.

Business/Commercial Disputes – Advocate

For her entire litigation career, Ms. Callahan represented clients in “business” disputes, meaning disputes based on contract relations, disputes between or among owners and/or managers, disputes regarding competitive conduct, disputes regarding defalcation in duties owed, disputes about ownership of real, personal, and intellectual property, disputes about money owed or to be accounted for, etc. The following are a few of the more noteworthy:

Misappropriation of Corporate Assets. Ms. Callahan represented the owners of a closely-held company that designed and manufactured aisle displays and signage for a “big box” store. The orders, designs, invoices and payments were all conducted through an internet portal sponsored by the store. The owners hired a “friend” to act as President of the company and to manage its day-to-day affairs while they focused their attention on other businesses, some of which were located in a shared commercial complex. One day, the owners came to work and discovered that everything – computers, files, laptops, etc. for the signage business were all gone and no one, including their “friend” showed up to work. The “friend” was the only one who knew the passcode information to log into the “big store’s” internet portal. It turns out that the “friend” set up shop in a separate location using a similar business name and continued the business with the “big box” store to the tune of almost \$1 million. Ms. Callahan successfully represented the business in prosecuting a misappropriation / unfair business practice case against the former President and his new company, obtaining a judgment of approximately \$900,000. The key to the case were the emails between the President and the “big box” store, concerning the company’s relocation and his purported purchase of the business.

Partnership Interest Forfeiture Dispute. Ms. Callahan represented the syndicator and general partner in a partnership that owned and operated a horse racing track. The limited partners filed suit in an attempt to declare of forfeiture of the general partner’s interest based upon the allegation that he had not funded his capital contribution. After a three-week bench trial, Ms. Callahan’s client prevailed on all counts and was awarded all of his attorney’s fees and costs. Preparation for trial involved dozens of depositions of all of the partners and working with a forensic accountant to do as 20-year tracing to show that the capital contributions over the years matched the partners’ respective partnership interests – in particular, the 33% interest held by Ms. Callahan’s client.

Healthcare Payor-Provider Accounting Dispute. For about five years Ms. Callahan represented several hospitals in payor-provider disputes. The most notable was that involving *MedPartners* after it sought relief under Chapter 11 of the Bankruptcy Code. *MedPartners* claimed that the hospital had been overpaid by \$10 million. The hospital provider claimed that it had been underpaid by \$8 million for unreimbursed “in network” and “outside of network” services. Ms. Callahan hired an economist who was an expert in medical billing and contracting. With his aid and analysis, Ms. Callahan was able to achieve a negotiated resolution with *MedPartners* in the \$2 million range – which was delta Ms. Callahan’s client believed was the true discrepancy between payments and services provided.

Master Agreement for Equipment Lease Financing. Ms. Callahan represented a Japanese manufacturer of Lasik equipment and its U.S. subsidiary that acted as its distributor in North America. The U.S. subsidiary entered into a master agreement with a Japanese bank pursuant to which the bank would provide lease financing to eye surgeons and physician groups who purchased Lasik equipment. The U.S. subsidiary and its Japanese parent were obligated to guaranty all lease financing transactions funded by the Japanese bank, for which the bank handled all of the credit review and underwriting pursuant to a general power of attorney provision in the master agreement. Shortly after the lease financing program was put into place, the bank was sold to Rabobank, which used a different set of criteria to evaluate credit worthiness than what had been used by the Japanese bank. Over the course of two years, the bank underwrote over 100 equipment lease financing transactions, many of them involving sales of multiple machines to the same buyer / borrower. Over 60 percent of the portfolio of loans failed and the bank filed suit in numerous jurisdictions to enforce the guaranty. The U.S. subsidiary and Japanese parent counter-sued for breach of fiduciary duty concerning the minimal level of credit-worthiness required by the bank in making the loans. Rather than spend millions of dollars litigating the guaranty dispute around the country, Ms. Callahan persuaded the bank to participate in a three-day mediation with representatives of the U.S. subsidiary and Japanese parent. A negotiated resolution was reached due in part to the reality that any U.S. judgments the bank might obtain would be difficult to enforce in Japan. Ms. Callahan's client paid \$2 million and received an assignment of the defaulted lease portfolio in return. Ms. Callahan's client then pursued enforcement actions against some of the equipment lessees and recovered between \$5 and \$6 million.

Child Artist's Ownership and Intellectual Property Rights in Limited Edition Works of Art. Ms. Callahan represented a child prodigy artist in preserving and asserting the child artist's ownership and intellectual property rights in the limited edition works of art which her publisher claimed belonged to it. The contract the publisher relied upon for its ownership claim was signed by the child when she was 7 years old, and was legally unenforceable. Ms. Callahan took the steps necessary to have the child's mother appointed as her guardian ad litem and then filed suit to declare the publishing contract void and to recover the warehouse of limited edition works of art estimated to be worth in excess of \$10 million. Both objectives were accomplished via summary judgment motion.

Construction / Development / Land Use Disputes

Early in her litigation career, Ms. Callahan spent about two years representing civil engineers and soils engineers in disputes concerning construction/design defects (completed projects) and scope of work (projects in progress) involving several residential development projects in Southern California. As a mediator, Ms. Callahan has been involved in cases where the project has failed and disputes then develop between the lender, on the one hand, and the guarantors and developer, on the other, concerning such things as proper utilization of sums drawn upon the construction line, the lender's obligation to fund, the guarantors' liability for any deficiency

and the amount of that deficiency. A few of the more interesting cases Ms. Callahan has mediated are described below:

Failed Hotel Project. Corporate entity borrowed over \$7 million from bank to construct a hotel property. The loan was secured by the subject property. Additionally, the principals of the developer entity personally guaranteed the loan. While the principals had extensive real estate holdings, their guarantees were unsecured. The developer was unable to complete the project and the loan went into default. Litigation then ensued to enforce the loan agreement and personal guarantees. An agreement was reached whereby the defendants agreed to entry of judgment in a state court action and agreed not to contest the bank's right to foreclose on the property. As part of the stipulated judgment, the guarantors agreed to waive their right to a "fair market value hearing" unless the amount bid at the foreclosure sale was less than \$6 million. At the foreclosure sale, the bank purchased the property at the Trustee's sale by a credit bid in the amount of \$5 million. A dispute then ensued in which the guarantor's initiated proceedings to determine the fair market value of the project at the time of sale and the bank initiated proceedings to enforce the remaining amounts due under the stipulated judgment against the guarantors.

Land Use / Zoning Dispute. A not-for-profit hospital entity purchased land and operated an acute care hospital facility for many years under one set of zoning ordinances. As healthcare practices and the demographics of the community changed, the not-for-profit entity desired to build a new medical center facility that would focus on providing more general healthcare services. A dispute then arose with the city, and an action for inverse condemnation was commenced. Ms. Callahan assisted the parties in planning a multi-session, early mediation.

Premises Liability / Catastrophic Injury Dispute. The owner of a property being developed as a family-fun theme party hired an artist to make large-scale pieces for display in the park. Due to the size of the art work, the pieces were created on site. While working on one of the pieces of art work, the artist was seriously injured, requiring hospitalization and several surgeries. The artist's rehabilitation was only partial and she was unable to return to making large-scale pieces of art. When the artist's claims against the property owner's worker's compensation policy were denied, the artist sued the property / project owner for negligence.

Mechanic's Lien Dispute. Subcontractor on a large residential project brought suit against the general contractor, the former owner, the lender and the surety for payment of the amounts owed for goods and services supplied to the project. Subcontractor also sued the current owner for foreclosure on mechanic's lien, action on payment bond, quantum meruit and account stated. The current owner then sued for declaratory relief disputing the subcontractor's mechanic's lien because it had acquired title to the property through a judicial foreclosure.

Lien Dispute. Investor bought an incomplete residential construction project and then started investing monies to complete the project when it learned that the property was encumbered by a first priority bank lien as a result of the bank initiated nonjudicial foreclosure proceedings. The investor's title search showed the lien as having been reconveyed, but that turned out to be a "false reconveyance." The investor sued to enjoin the foreclosure sale, complaining that the bank was aware that a "false reconveyance" had been recorded, but had unjustly sat back while the investor purchased and improved the property.

Failed Residential Development Project. Bonding company brought suit against principal/indemnitor of developer for completion expenses associated with a failed residential development project. Before the lawsuit was filed, the bonding company and indemnitor had worked together to obtain refunds from various parties who had received deposits that would no longer be utilized because the final phase of the project was not going to be built. When the lawsuit was commenced, the indemnitor claimed that he had worked out an understanding with the lead representative from the bonding company that he would be excused from performance under the indemnification agreement in exchange for his assistance and cooperation in obtaining the deposit refunds and negotiating compromise agreements with vendors and contractors who had worked on the completed phases of the project, but had not been paid.

Employment

Between 2010 and 2016, concurrent with her legal career, Ms. Callahan has served as the Chief Executive Officer and General Counsel for a family-owned manufacturing company. In that capacity, Ms. Callahan was the person responsible for setting, announcing and enforcing company policies; handling hiring, firing, review, reprimand and employment termination; and overseeing workplace safety and employee conduct. As a mediator, she has been called upon numerous times to mediate employer-employee disputes. The following are a few of the more interesting cases she has mediated:

Gender Discrimination / Passed Over Promotion Dispute. Plaintiff was a long-tenured law enforcement officer with a municipality who put her had in the ring for promotion to sergeant. The process for all promotional opportunities is a step process: First, a posted notice to all employees about the job opening(s), Second, a multiple choice / true false exam open to all candidates, and Third, an oral exam/interview and written essay in which only the top ten exam takers are considered. Plaintiff received the third highest score on the written exam. Three other candidates received the same score. Of the candidates who advanced, plaintiff was the only woman. Plaintiff did not receive the promotion and a candidate who did not score as high as plaintiff on the written exam received the promotion. Plaintiff sued for gender discrimination, claiming that while the promotion/selection process was facially neutral, the deck was stacked against her because the interviewers were both male captains who had made remarks in the past about women being weak and not belonging in law enforcement. By the time the mediation occurred, there was a new captain in charge, new promotion-selection

procedures in place, and a new set of job openings at the sergeant level. So, there was a lot for the parties to talk about.

Gender Discrimination / Passed Over Promotion Dispute. Plaintiff worked as a law enforcement officer worked for a well-known brand as an independent contractor / sales representative. When plaintiff voluntarily terminated his relationship to go to work for a competitor, a dispute arose concerning whether commissions were owed for shipped sales and backorder sales. Over a two to three month period, plaintiff and defendant negotiated and ultimately reached agreement on an amount to be paid to plaintiff in exchange for a complete release of all claims against the employer and its related entities. After this settlement was consummated, plaintiff sued for damages for pay, wages and penalties allegedly due for improper classification as an independent contractor. Plaintiff's claim was that despite having voluntarily signed the release and accepted the money paid to settle the dispute, the release was unenforceable under Labor Code Section 206.5; that he could still file suit as a class action representative for improper classification, seeking damages for wage and hour violations, plus attorney's fees.

Outside Sales Rep / Improper Classification Dispute. Plaintiff worked for a well-known brand as an independent contractor / sales representative. When plaintiff voluntarily terminated his relationship to go to work for a competitor, a dispute arose concerning whether commissions were owed for shipped sales and backorder sales. Over a two to three month period, plaintiff and defendant negotiated and ultimately reached agreement on an amount to be paid to plaintiff in exchange for a complete release of all claims against the employer and its related entities. After this settlement was consummated, plaintiff sued for damages for pay, wages and penalties allegedly due for improper classification as an independent contractor. Plaintiff's claim was that despite having voluntarily signed the release and accepted the money paid to settle the dispute, the release was unenforceable under Labor Code Section 206.5; that he could still file suit as a class action representative for improper classification, seeking damages for wage and hour violations, plus attorney's fees.

"Shared Employee / Joint Employer" Liability Dispute. Plaintiff was one of many employees of a building service, maintenance and supply company ("BSMSC"). BSMSC contracted with a large retail operation ("Big Co.") to provide both light housekeeping and heavy duty janitors, as well as cleaning supplies and building maintenance and repair for a monthly fee of \$X. Plaintiff sued Big Co. alleging that one of Big Co.'s employees had sexually stalked and harassed her on a repeated basis, and that "everyone" – including management personnel at BSMSC and Big. Co. – knew about it. Plaintiff sued for harassment, discrimination and retaliation on the theory that she was Big Co.'s employee on a "shared employee / joint employer" theory. This mediation centered around this issue on which there have been a number of recent court decisions.

FEHA Attorney's Fees Award Dispute. Plaintiff was a bus operator. After sustaining industrial injuries, plaintiff was released to work with modified duties. The MTA engaged in an interactive process in an effort to find an open position for which plaintiff was qualified and not medically precluded. No such positions were available, so plaintiff was released. Plaintiff sued for

disability discrimination, failure to provide reasonable accommodations and retaliation. The matter was tried to a jury, who found for plaintiff on the first three causes of action and awarded damages of about \$450,000. Plaintiff's counsel then filed a motion for attorney's fees under FEHA claiming actual fees equal to about \$900,000, multiplied by a "multiplier" of 2 based on complexity of the issues, risk in pursuing a contingency case, loss of other business, delay in receiving payment and the result obtained for a total award of approximately \$1.6 million. This is the dispute that went to mediation.

Retaliatory Termination / Successor-Entity Liability. Plaintiff worked for "ABC Company" for ten years. Due to the 2008 financial crisis, ABC Company fell on hard times and by 2009 was unable to meet its basic obligations (e.g., rent, utilities, payroll). "Giant Corp." purchased substantially all of ABC Company's assets and assumed responsibility for paying the bulk of its liabilities owed to secured and unsecured creditors. Plaintiff applied but did not get hired to work at Giant Corp. and Giant Corp. did not assume and pay a small liability ABC Company had on its books as a liability owed to plaintiff. Plaintiff filed suit against Giant Corp. on the theory that it had successor entity liability for ABC Company's alleged Labor Code violations. In this regard, plaintiff complained that the reason Giant Corp. did not hire him was because the owners of ABC Company had recommended against it because he had complained about their disposal methods, which he said violated EPA and OSHA standards.

Race and Gender Discrimination / Hostile Workplace v. Honest Mistake / Mismatch. Plaintiff was a single mother who moved across country to California for a "fresh start." She was also African American. Defendant employer was a very large company with hundreds of locations. Plaintiff was hired to fill a mid-management position in Southern California. Her supervisor was also a new hire, and was an older, Caucasian male. Problems arose during the first week that both were on the job and a litany of workplace problems ensued involving the plaintiff and her supervisor. At some point in time, plaintiff was demoted and then quit. She then sued for damages resulting from alleged discrimination and promotion / tolerance of a hostile workplace environment.

Age Discrimination v. Plant Consolidation / Downsizing. Plaintiff was a foreman responsible for overseeing and directing all outgoing shipments at a metal working plant. He had been with the company for over 25 years when the company was acquired by a very large U.S. conglomerate. Shortly after the acquisition, the plant where plaintiff worked was closed and the operations were consolidated with another plant already owned by the conglomerate. After consolidation, there was a progression of "downsizing" layoffs. Plaintiff was one of the "Old Co" employees who lost his job. Plaintiff sued for wrongful termination and age discrimination.

Wrongful Termination for Taking FMLA Leave v. Termination for Cause. Plaintiff was a licensed respiratory therapist. Defendant was a post-acute care provider with care facilities across the U.S. specializing in care for the elderly for which respiratory treatments are key. Plaintiff worked for defendant for four years, during which time she requested and was granted several inter-company transfers. Shortly after her last transfer, plaintiff requested FMLA leave so that

she could take care of her ailing father. Prior to requesting FMLA leave, plaintiff had had absenteeism and late-to-work problems and had been counseled and warned on several occasions with formal write-ups that were put in her personnel file. Within days of returning to work after the FMLA leave, plaintiff was given a final warning in response to her being late to work on the second day of work. Plaintiff then had two additional absences, and was fired. Five months later, plaintiff filed suit for wrongful termination.

Wrongful Termination for Discrimination Based on Disability (ADHD) v. Misconduct Justifying Termination and Denial of Benefits. Plaintiff worked for municipal agency for over 20 years. At the time of his termination, plaintiff was an inspector and was responsible for inspecting 30 to 40 industrial locations with respect to their wastewater discharge. After a “Skelly Hearing,” plaintiff was terminated for not performing all of his required inspection tasks, lying about the time spent doing various tasks, lying on his timecard entries, and running personal errands on company time and using the agency vehicle. Plaintiff sued for wrongful termination alleging that it was a well-known fact that he had ADHD and that his problems all started when his workstation was moved from a quiet building to a more highly populated building, which resulted in him requesting (and being granted) permission to work from his truck “in the field.” Defendant countered that plaintiff was not terminated for working in this truck, but for not doing his work, and that “accommodation” does not include allowing plaintiff to use agency vehicles to run personal errands while on the job or using the agency laptop to surf the internet and watch movies.

Workplace “Distress” for Failure to Accommodate Medical Condition (MS) v. Termination for Negative Performance after Making Requested Accommodations. Plaintiff sued for damages for wrongful termination and alleged workplace “distress” for failure to accommodate her medical condition (MS). Defendant claimed that it had no notice / knowledge of any medical condition until after plaintiff’s supervisor gave her a negative performance review; that once defendant became aware, it made all requested accommodations and still plaintiff’s performance was sub-par and she had a high incidence of absenteeism.

Finance

Throughout her career Ms. Callahan has been involved with cases requiring accountings, valuations, tracings and consideration of tax consequences. Some of these cases have involved fraud, conversion, misappropriation or fraudulent transfers. Some have been the result of a failed business or disagreement among owners – no tort – and a simple need to dissolve and windup a business. The following are a few interesting cases:

Auto Dealership Profitability and Supporting Demographics (Arbitrator). In connection with the General Motors and Chrysler bankruptcies (a repercussion of the 2008 financial sector meltdown), the manufacturers terminated thousands of dealer franchise agreements. This caused quite an uproar across America. In response, the U.S. Congress passed emergency legislation – Section 747 of the Consolidated Appropriations Act of 2010 – which created the

Automobile Industry Special Binding Arbitration Program. Under this program, terminated dealers could petition for reinstatement by filing such a petition with the American Arbitration Association by a set deadline. If such a petition was filed, then it was required that the evidentiary hearing be conducted and an award be issued no later than July 2010. The legislation specified that factors to be considered and allocated burdens or proof between the two sides concerning those matters. Those factors included evaluating the profitability of the dealership and the demographics of the area where the dealership was located in terms of projected profitability. Ms. Callahan presided as sole arbitrator in three such matters through evidentiary hearing and award.

Tracing 50 Year's Worth of Real Estate Acquisition and Sale Transactions to Show Equitable Ownership (Advocate). Ms. Callahan represented an elderly woman (93 years young) in litigation against her eldest son to recover title to a \$20 million real estate portfolio she had amassed over a 50-year period of time and, at the son's advice, request and urging, had gradually transferred into the son's name between her 70's and 90's so that she would have no estate to be taxed upon her death. The son paid the elder nothing for the property and, once the entire portfolio was in his name, reneged on his agreement to provide for her support and allow her to sell property as she desired to pay her living expenses. Preparation for trial involved conducting a 50-year tracing with a forensic accountant to show that the source of the current portfolio properties were historical properties that the elder had acquired and improved. It also involved working with an accountant to prepare a tax analysis of the ramifications of the alleged gifting in terms of gift tax liability that would be owed by the elder – who had literally no assets in her name - if in fact the transfers were deemed to be gifts.

Valuation of Converted Partnership Interests (Advocate). Ms. Callahan's client was a wealthy business man who, as part of his compensation, was given small limited partnership interests in projects that his employer developed. Over time, the Ms. Callahan's client held interests in three dozen such investment ventures that produced considerable annual income distributions. When the client was fired from his job, the company "took back" his limited partnership interests. Ms. Callahan's client filed for relief in bankruptcy to protect his home from foreclosure while he looked for another job. The debtor's former employer then filed a claim in his bankruptcy claiming to be owed millions of dollars under various theories. Ms. Callahan initiated claim objection proceedings and was co-counsel in a separate state court lawsuit that sought over \$100 million in damages for the converted partnership interests. That lawsuit was the "working asset" that Ms. Callahan then used to confirm a plan of reorganization that allowed the debtor to exit bankruptcy and obtain a discharge. The debtor ultimately won the conversion lawsuit after a three-week jury trial, and that victory then led to a settlement where the partnership interests were returned to Ms. Callahan's client. The "driver" in all of this was the tax impact of the "take-back" / transfer – a tax bill to the IRS of about \$12 million.

Partnership Interest Forfeiture Dispute (Advocate). Ms Callahan represented the syndicator and general partner in a partnership that owned and operated a horse racing track. The limited partners filed suit in an attempt to declare of forfeiture of the general partner's interest based upon the allegation that he had not funded his capital contribution. This matter required a forensic accounting analysis of the partnership's records going back 20 years, tracing all partner monies in and distributions out. After a three-week bench trial, Ms. Callahan's client prevailed on all counts and was awarded all of his attorney's fees and costs. Preparation for trial involved dozens of depositions of all of the partners and working with a forensic accountant to do a 20-year tracing to show that the capital contributions over the years matched the partners' respective partnership interests – in particular, the 33% interest held by Ms. Callahan's client.

Healthcare

For a five-year period, Ms. Callahan represented several hospitals in payor-provider disputes. For example, in one engagement, Ms. Callahan represented a hospital provider in liquidating its multi-million dollar claim for unreimbursed "in network" and "out of network" services as part of the third-party administrator's Chapter 11 reorganization. For another example, Ms. Callahan represented several hospital providers under common management in asserting their pre-petition claims, working with the Creditors Committee and Examiner to implement processes and procedures for payment of post-petition claims, monitoring the debtor's liquidating reorganization, and evaluating sources of reimbursement for pre- and post-petition emergency room claims outside the debtor's bankruptcy estate. For a final example, Ms. Callahan represented a hospital provider in conducting an audit review of unreimbursed services provided under a capitated care arrangement with a major health insurer. She then handled the hospital's negotiations with the insurer.

Landlord / Tenant

As a mediator, arbitrator and advocate, Ms. Callahan has dealt with landlord-tenant disputes – involving both commercial and residential properties – in a variety of contexts. Some of the more interesting cases are described below:

Restoration & Non-Monetary Default Dispute (Mediator). Landlord owned a large commercial property in which it occupied half of the property and rented out the other half to a beverage bottling business. Both the nature and growth of the business caused problems to the point that the landlord was unwilling to agree to terms for an extension of the lease and claimed that the tenant was in breach of numerous non-monetary provisions of the lease, including making changes to the leased premises that penetrated the roof without the landlord's permission, conducting operations in such a way as to create a mold problem, and using the parking lot as outside storage. The dispute that came to mediation was how to negotiate a termination of the lease that would 1. allow the tenant sufficient time to find and relocate to another facility, and 2. provide the landlord with sufficient assurance and security that the leased premises would be restored and the roof and mold damage remediated.

Lease Validity & Enforceability Dispute (Arbitrator). Landlord owned a shopping center located on what had been designated as a Super Fund Clean-Up site because a portion of the property had once housed dry cleaning operations. By the time the landlord acquired the center, it had been fully remediated, but was still subject to monitoring by the local environmental quality control agency. The tenant in this case refused to take possession and claimed that no contract had been formed due to lack of consent or, in the alternative, claimed that rescission was in order based upon alleged negligent misrepresentation, constructive fraud or intentional misrepresentation concerning the nature and scope of the environmental quality control agency's continued monitoring, its right to access of the leased premises and its right to install monitoring stations inside the leased premises, all of which was discovered when the tenant submitted its proposed plans of improvement to the landlord and was told that they would need to be approved by the environmental control agency who, in turn, informed the tenant of its plans to install monitoring stations in various locations of the tenant's whole foods grocery store. A number of issues were raised for discussion in this arbitration, including the legal effect of the landlord's reletting of the subject premises for a term less than that provided in the tenant's lease (if the lease survived the tenant's attacks on validity and enforceability).

Restoration, Repair & Replacement Dispute (Mediator). Landlord was an international business man who owned a second, luxury home in a gate guarded community in Southern California, which he intended to one day make his primary residence after he retired. Due to projects that would require the business man's attention in other parts of the world for at least two years, he decided to lease the second home. The lease required an advance security deposit of \$25,000, plus advance funding of half of the rent due under the lease, which amounted to \$180,000, for a total up-front deposit of \$205,000. The lease then required that the other half of the rent due under the lease be paid in monthly installments of \$7,500. The financial aspects of the lease were fully performed, with two exceptions: 1. the tenant did not pay the last month's rent, and 2. during the course of the lease, the tenant had deducted approximately \$10,000 from her rent for repairs. The dispute at mediation concerned the tenant's demand for return of her deposit, less the last month's rent, on the one hand, and the landlord's demand for damages in excess of the deposit for repair, restoration and replacement of lost personal property items that were in the house. In this regard, it was undisputed that the tenant had replaced all of the carpeting in the house, made structural changes to the house, and thrown away several built-in cabinets.

Sale & Assignment of Restaurant Lease and Liquor License (Advocate). In a Chapter 11 bankruptcy proceeding, Ms. Callahan represented the original lessor of a leasehold involving prime, waterfront property located in Newport Beach with respect to the preservation of its rights against the debtor and the debtor's bankruptcy estate under a pre-petition sublease which had been assumed by the Chapter 11 debtor-in-possession prior to the case being converted to a proceeding under Chapter 7. Through Ms. Callahan's efforts the leasehold was secured and the locks were changed immediately after the conversion so as to protect the leasehold and its contents from vandalism and looting. A buyer was located and a

purchase/sale/assumption agreement was negotiated under the terms of which the original lessor was made financially whole and the value of the leasehold as an established restaurant location preserved.

Deposit Refund Dispute (Mediator). Landlord owned several duplexes, which she operated as rentals. Tenant was a good tenant for several years. However, problems arose when he moved out and demanded the return of his deposit. The landlord denied that request and claimed that the tenant owed her money for water-damage repairs due to a leak in the plumbing in the master bathroom. The landlord claimed that the damage was so extensive, the leak had obviously been present for quite some time and that the tenant had a duty to report same to the landlord.

Neighbor-to-Neighbor / HOA

From time to time, Ms. Callahan has been called upon to mediate neighbor disputes involving such things as lot-line, view, tree and fence disputes. A few of the more interesting cases she has mediated are described below:

Ejectment Dispute (Mediator). The defendant was an organization where the members each own one share of stock in the corporation that entitled them to exclusive occupancy of a specific apartment unit located in a complex of apartments that comprise a retirement community. The retirement community did not include any assisted-care facilities. The CC&R's expressly required that members be able to live independently. Plaintiff in this matter was the downstairs neighbor of a member who progressively had problems with memory, depression and dementia, which caused problems in their living arrangement due to such things as repeated flooding incidents due to the upstairs member forgetting to turn the bath water off, walking around the premises naked and throwing objects out of the upstairs window. Plaintiff sued the mutual corporation for damages and the mutual corporation sued the downstairs member for ejectment when he refused to sell his share of stock back to the mutual and find other living accommodations.

Lot Line Dispute (Mediator). The defendants were new neighbors who purchased a home next door to plaintiff. Unbeknownst to defendants, there had been a long-running feud between plaintiff and their seller about a whole host of things, including tree trimming, compliance with community guidelines, and both sides claiming that the other's fence deviated from the lot line and encroached on their lot. Both homes were located on a slope where the bottom portion was mostly unusable brush area. After the defendants moved in, plaintiff demanded that they remove and relocate the entire fence that separated their two properties. At the upper end/street level of the properties, that would mean removing a concrete pad and built-in storage unit for trash bins and tools so that plaintiff could extend the garden next to her carport. At the lower end of the properties, that would mean plaintiff losing the corner of her paddle tennis court that encroached upon the defendants' property, and a new fence being built through dense brush in an area neither used.

View Dispute (Mediator). In a hillside community, one neighbor proposed improvements to an existing home and sought approval from the homeowners association. The across-the-street neighbors objected, complaining that the proposed construction would unreasonably interfere with view rights for which they had paid a premium. In accordance with the CC&R's the neighbors were required to mediate the dispute before the association would act on the proposed improvement request.

Partition & Equitable Ownership

As both an advocate and mediator, Ms. Callahan has been involved in cases where title and/or disposition of real property is involved. The following are a few of the more interesting cases:

Tracing Title to Establish Equitable Ownership (Advocate). Callahan represented an elderly woman in a financial elder abuse action filed against her eldest son. The object of the lawsuit was to recover title to a \$20 million real estate portfolio the elder had amassed over a 50-year period of time. When the elder was in her 70's, the elder gradually fell off title to her portfolio of properties and put title in the name of her two sons. She did this as an estate planning strategy directed at avoiding estate taxes. The elder did this pursuant to an oral agreement with her two sons that the properties still belonged to her in terms of any rents or sale proceeds and her ability to improve, sell, encumber, or trade any of the properties in her sole discretion. Over time, the elder traded out of rental properties into raw land and other non-income producing properties (e.g., a ranch and a vacation home that the family used). In order to keep the portfolio in place, the two sons contributed to their mother's support. When a dispute later arose between the eldest son and his mother, he stopped contributing to her support and would not allow her to sell one of the properties so that she could have a "nest egg" to live on. The other son did not dispute his mother's ownership of the portfolio and advanced her the monies needed to file a lawsuit to return title of the portfolio to the elder. The lawsuit included a claim for financial elder abuse and involved tracing the source of monies and/or the disposition of "historical" properties to the current portfolio to show that it was the elder's money that had been used to acquire the properties. The lawsuit was settled on terms favorable to the elder on the first day of a two-week jury trial.

Disposition of Co-Owned Property Through Partition (Advocate). As a follow-on to the above case, further disputes and lawsuits arose between the elder's two sons concerning the division and disposition of properties they received under the terms of the aforementioned settlement. One such dispute concerned the division of a ranch which was owned with a third party, which was resolved through an action for partition by sale. For the properties co-owned by just the two brothers, division was accomplished through an action for partition in which some of the properties were divided in kind and others were partitioned by court-supervised sale.

Real Property / Lien Dispute (Mediator). Lender made a \$520,000 loan to Jane Doe in 2006. The loan fell into default shortly after the financial crisis of 2008 and the value of the property

plummeted to less than half of what it was worth at the time the 2006 loan was made. Jane Doe proposed a short sale transaction for the property to be sold to Joe Smith in 2010. Before close of escrow, Jane Doe executed a grant deed in favor of Joe Smith and Joe Smith then executed a grant deed in favor of Sally Doe (purported mother of Jane Doe). The short sale transaction never closed and Sally Doe remained on title until 2014 when she sold the property to Bob Brown for \$350,000. Nothing was paid to the Lender from that sale. All cash was pocketed by Sally Doe. The Lender was unaware of the Sally Doe / Bob Brown transaction until 2016 when it decided to pursue nonjudicial foreclosure since the property value had almost doubled since 2008. The title insurer for Bob Brown then brought suit to quiet title in Bob Brown's favor and to enjoin the foreclosure sale on the grounds that the Lender was bound by the 2010 short sale agreement even though it did not receive the funds. When contacted about the 2010 short sale, Jane Doe disclaimed ever having any type of interest in the subject property and disavowed any knowledge or involvement in the 2006 loan and 2010 short sale. Needless to say, there was a lot to talk about in this matter.

Personal Injury

While not a personal injury attorney, Ms. Callahan has been asked from time-to-time to act as an advocate or neutral in personal injury matters. The following two interesting examples:

Asbestos-Related Injury Claims / Asbestos Bankruptcy Trust (Mediator). A company and its affiliated entities filed for voluntary reorganization under Chapter 11 of the Bankruptcy Code in order to find a mechanism to address its exposure for asbestos-related personal injury and wrongful death claims. Through their proposed plan of reorganization, the debtors established an asbestos trust funded with various assets, including most significantly, the debtors' rights to recovery under their liability insurance policies. Creditors of the debtors whose claims derive from asbestos-related injury or death are required to look to the trust for payment. The trust provides a process for submitting, adjudicating and paying "allowed" claims. Included in that process is a requirement that disputed claims be submitted to mediation before proceeding to binding arbitration. Ms. Callahan was appointed as mediator in over two dozen claim dispute matters.

Emotional Distress / Wrongful Foreclosure. Plaintiff was a widow with two young children, having lost her husband in a tragic hit-and-run accident that left one of her children paralyzed and with serious, irreversible brain injuries. Due to a prior bankruptcy, the home plaintiff shared with her husband before his death was purchased and financed in his name alone. Plaintiff sued the county and several city agencies. While that litigation was pending, plaintiff subsisted on the proceeds of a small life insurance policy and litigation loan. Two years later, plaintiff entered into a multi-million dollar settlement with all defendants, but the process of obtaining the requisite approvals would take another year. Prior to the settlement, plaintiff had stopped making monthly payments due under the note secured by a first trust deed against the home, and the bank had started nonjudicial foreclosure proceedings. After the settlement was achieved, plaintiff open dialogue with the bank to seek forbearance on the foreclosure pending

her receipt of the settlement proceeds. No agreement was reached and the bank foreclosed. Plaintiff then sued for wrongful foreclosure based upon a recorded telephone conversation in which she was told that her loan was in monitoring, which plaintiff understood to mean that the foreclosure sale would not go forward as noticed. This mediation involved the third-party who purchased at the foreclosure sale, plaintiff and the bank, with the third-party purchaser agreeing to a standstill of the unlawful detainer / eviction proceedings.

Personal Injury / Insured's Exposure Due to Under Insurance of Serious Personal Injuries Caused by Driving While Drunk (Advocate). The defendant spent the day on the golf course, playing in a company tournament, and drank several beers during the course of the day. He then got in his car and was driving over the speed limit in a residential area and T-boned the father of two young children. The father sustained very serious injuries that required hospitalization and several surgeries. While he was not paralyzed, he sustained permanent disabilities that would forever limit him and never allow him to return to his "normal" activities. Plaintiff sued to recover millions of dollars. Defendant only had a \$100,000 policy and no significant assets or earning capacity. Bankruptcy offered him no relief because DUI-related liabilities are excepted from discharge. Over the course of several months, Ms. Callahan assisted the defendant in negotiating a settlement with the plaintiff whereby, over the course of a ten-year period, defendant committed to fund an agreed upon amount in quarterly installments which the defendant demonstrated to the plaintiff could create a sizeable return if invested in an annuity. This was the best defendant could do under the circumstances. Plaintiff accepted the deal and defendant fully performed his end of the bargain.

Probate / Wills & Trusts

Much of Ms. Callahan's experience as a mediator, arbitrator, and attorney advocate has involved the resolution of 1. competing interests in real and personal property as a matter of law or contract, 2. accounting for how assets have been administered, utilized or disposed of, and 3. valuing assets for purposes of division and distribution. Some of those disputes have involved probate estates and trusts, disputes concerning the validity or interpretation of wills and trusts instruments, inheritance rights and alleged financial elder abuse. The following are a few examples:

Breach of Fiduciary Duty / Wrongful Distribution / Trustee Misconduct Claims (Arbitrator). Ms. Callahan was the sole arbitrator in a trust dispute in which the surviving spouse asserted claims against the decedent's children from a prior marriage, serving as successor co-trustees of the decedent's trust, alleging breach of fiduciary duty, wrongful distribution and trustee misconduct with regard to the administration and distribution of trust assets.

Trustee Accounting & Competing Instruments (Arbitrator). Ms. Callahan was a co-Arbitrator in a wills and trust dispute requiring the interpretation of the trust instrument and the legal effect and validity of a later will executed by the decedent on the eve of his death. The trust instrument (a living will and trust) had been put in place 20 years prior by decedent and Wife

No. 2, and provided for the half of the estate to go to Wife No. 2 upon Husband's death, with the other half going into an irrevocable decedent's trust. While the assets in the decedent's trust would pass to his children (from marriage to Wife No. 1), the trust required that the assets remain in trust until the death of Wife No. 2 and provided that she would receive all of the income during her lifetime. The later will was drafted by decedent's children and executed by decedent shortly before his death. It provided for specific gifts to decedent's children upon his death. In addition to the competing instruments dispute, this case also required the resolution of numerous disputes in which the parties had engaged in various means of "self-help." For example, exercising her powers as successor trustee, Wife No. 2 liquidated a number of trust assets worth several million dollars and transferred them into a new trust in which she and her daughter were co-trustees.

Undue Influence / Enforceability of Amended Will & Trust (Mediator). "Mom" had two children. Her original estate plan of many years treated her children equally. About 3 years before her death, Mom changed her estate plan so that her son was preferred over her daughter by making a specific gift to her son of a high-value residential property located in Orange County (valued about \$2 million with a basis of about \$250,000) and inheritance from a Family Trust that paid an annual distribution based upon stocks and other investment holdings. The new will provided that what was left (a small rental property worth about \$200,000 and Mom's personal possessions) was to be divided equally between brother and sister. Sister sued, challenging the validity of the new will, which she alleged was the product of undue influence by her brother. This matter was resolved at mediation.

Breach of Trust / Undue Influence / Enforceability of Will & Trust Amended Numerous Times (Mediator). "Dad" had two children with "Wife No. 1." Early on in their marriage, Dad and Wife No. 1 executed standard "living trust" documents that provided for community assets to be divided into an A (Survivor's) and B (Decedent's) trust upon death of the first spouse. The surviving spouse was free to do what he/she wanted with his/her share of the community estate, but was only entitled to income from the assets held in the decedent's trust, unless invasion of principal was necessary to maintain his/her accustomed standard of living. Wife No. 1 died of a sudden illness when she was in her mid-40's. The community assets in existence at the time of Wife No. 1's death consisted of a mixture of assets worth about \$2 million. After Wife No. 1 died, Dad did not divide the community assets into an A and B trust, and continued to treat them as his own. He did this for 35 years. His "treatment" of community assets included liquidating various assets – including the "family home." Ten years after the death of Wife No. 1, Dad met and married Wife No. 2. She was a working professional and had her own income, savings and retirement. Five years into the marriage, they bought a new home together, which they titled as joint tenants. Twenty years later, Dad was diagnosed with cancer and given less than a year to live. After his diagnosis, at the request of his children, Dad executed a series of estate planning documents that made specific gifts of real and personal property, as well as bank accounts, that theretofore had been held jointly in the name of Dad and Wife No. 2 or in the name of Wife No. 2 alone. After Dad died, the children demanded that Wife No. 2 relinquish assets per the new will and trust. A dispute then arose between Wife No.

2 and Dad's children concerning disposition of Dad's estate, as well as various "tort" claims asserted between the two sides for elder abuse and undue influence. This matter is still in progress.

Financial Elder Abuse (Advocate). Ms. Callahan represented an elderly woman in a financial elder abuse action filed against her eldest son. The object of the lawsuit was to recover title to a \$20 million real estate portfolio the elder had amassed over a 50-year period of time. When the elder was in her 70's, the elder gradually fell off title to her portfolio of properties and put title in the name of her two sons. She did this as an estate planning strategy directed at avoiding estate taxes. The elder did this pursuant to an oral agreement with her two sons that the properties still belonged to her in terms of any rents or sale proceeds and her ability to improve, sell, encumber, or trade any of the properties in her sole discretion. Over time, the elder traded out of rental properties into raw land and other non-income producing properties (e.g., a ranch and a vacation home that the family used). In order to keep the portfolio in place, the two sons contributed to their mother's support. When a dispute later arose between the eldest son and his mother, he stopped contributing to her support and would not allow her to sell one of the properties so that she could have a "nest egg" to live on. The other son did not dispute his mother's ownership of the portfolio and advanced her the monies needed to file a lawsuit to return title of the portfolio to the elder. The lawsuit included a claim for financial elder abuse. The lawsuit was settled on terms favorable to the elder on the first day of a two-week jury trial.

Agreement to Make a Will / Challenge to Enforceability of Will & Trust (Advocate). As a follow-on to the Case Example No. 5, Ms. Callahan represented the elder's youngest son who was the sole beneficiary under a will and trust the elder created after the disputes arose between her and her eldest son (but before the lawsuit or the settlement). The disinherited son filed a lawsuit challenging the will and trust on numerous grounds, including capacity, undue influence and an alleged agreement to make a will. He was unsuccessful on all counts.

Wrongful Foreclosure/Loan Modification Disputes

Since the financial crisis of 2008, Ms. Callahan has mediated about two dozen wrongful foreclosure / loan modification cases. Three of the more interesting cases are described below:

Unique Property with Tons of Equity. In the 1980's, Plaintiff purchased a unique residential property (for about \$200,000) in what is currently the chic part of Los Feliz in Los Angeles. By 2006, the property was owned free and clear and was worth over \$2 million. Plaintiff borrowed \$500,000, using the home as collateral, to make needed repairs, improvements and upgrades to the home. Plaintiff then borrowed \$350,000, using the home as collateral, to invest in a speculative real estate venture with one of his sons that eventually failed. Concurrent with the failure of that investment in 2009-2009, the country experienced a financial crisis of historical dimensions and Plaintiff's income-earning ability was affected because he was a consultant in the financial services business, and he defaulted on the \$500,000 loan. Plaintiff applied for and

was denied a loan modification. The bank then proceeded to initiate nonjudicial foreclosure proceedings. The issue in this case was whether the bank violated the pre-foreclosure “reach out” requirements of the Homeowner Bill of Rights Act (“HBOR”) before commencing foreclosure proceedings. Due to the Plaintiff’s significant equity in the property (almost \$3 million at the time of the mediation), coupled with his income-to-expense ratio (largely pulled out of proportion by the debt service on the \$350,000 loan), none of the loan modification scenarios were available to him. The resolution was facilitated by an old-fashioned “workout discussion” with the bank concerning payment terms for reinstatement of the original loan (about \$80,000), with contributions to be made by Plaintiff’s children (who were stakeholders that stood to benefit if the home could be saved because they were going to be left the home at dad’s death and would receive the stepped up basis).

Debt Discharged Through Bankruptcy Without Reaffirmation Before Loan Modification Request.

The plaintiff in this case was a single mother of one who purchased a modest home in Riverside in 2006 at a time when she had a good-paying job. Plaintiff’s mother lived with her and contributed to the household expenses. In 2009, Plaintiff lost her job as part of the “collateral damage” visited upon numerous businesses after the 2008 financial crisis. Plaintiff went into default on the loan and the lender commenced nonjudicial foreclosure proceedings. Plaintiff obtained a stay of those proceedings by submitting several loan modification applications, all of which were denied. When the foreclosure sale was put back on calendar, plaintiff filed for bankruptcy protection under Chapter 13 of the Bankruptcy Code. That case was dismissed and the foreclosure sale was put back on calendar. Plaintiff then petitioned to reopen her Chapter 13 case and requested that it instead be converted to a Chapter 7 case. That request was granted, which meant that Plaintiff received a debt discharge in terms of any personal liability to any of her pre-petition creditors, including the bank. However, the bank’s lien remained against the property and the bank still had the right to look to the property for repayment. A discharge order was entered in Plaintiff’s bankruptcy case and the case was closed. The bank then lifted the bankruptcy hold and put the foreclosure sale back on calendar. Plaintiff submitted another loan modification application, which the bank denied and Plaintiff then filed a lawsuit to enjoin the sale and seeking damages under various theories, including wrongful foreclosure for failure to give her a loan modification. The resolution in this case was facilitated by focusing on the legal significance of the debt discharge of the loan obligation without reaffirmation before the bankruptcy case was closed. Was there even a loan obligation eligible for modification given the strong wording of the discharge injunction provided by the Bankruptcy Code? Rather than test the issue, the parties settled.

Wild Deed Case. The bank loaned over \$500,000 to “Jane Doe” in 2006 to fund the purchase of a home in Orange County. For a variety of reasons, the loan went into default in 2010 and Jane decided to sell the home and negotiated a “short sale” agreement with the bank to sell the home to Bob Brown for \$250,000. The short sale requirements were not satisfied because the bank was never given a HUD-1 showing the actual closing costs and expenses. Nevertheless, escrow closed and title was put in the name of Bob Brown, who then deeded title to Sally Doe (Jane’s mother). The funds used by Bob to purchase the house were sent to the bank, but the

bank returned the funds to escrow, where they were lost and never returned to the short sale lender and eventually escheated to the State. In 2014, Sally Doe sold the house to Jack Jones for \$400,000. By 2016, the value of the house had rebounded to the point that it was worth almost what the bank was owed on the \$500,000 loan it made in 2006. So, the bank initiated nonjudicial foreclosure proceedings. Jack's title insurer initiated a lawsuit to enjoin the sale on the grounds that the bank had an obligation to reconvey pursuant to the short sale agreement it had agreed to. The resolution in this case was facilitated by focusing in on some of the unusual events that surrounded the 2010 short sale escrow and, ultimately, making a mediator's proposal that both sides accepted.

Emotional Distress / Wrongful Foreclosure. Plaintiff was a widow with two young children, having lost her husband in a tragic hit-and-run accident that left one of her children paralyzed and with serious, irreversible brain injuries. Due to a prior bankruptcy, the home plaintiff shared with her husband before his death was purchased and financed in his name alone. Plaintiff sued the county and several city agencies. While that litigation was pending, plaintiff subsisted on the proceeds of a small life insurance policy and litigation loan. Two years later, plaintiff entered into a multi-million dollar settlement with all defendants, but the process of obtaining the requisite approvals would take another year. Prior to the settlement, plaintiff had stopped making monthly payments due under the note secured by a first trust deed against the home, and the bank had started nonjudicial foreclosure proceedings. After the settlement was achieved, plaintiff opened dialogue with the bank to seek forbearance on the foreclosure pending her receipt of the settlement proceeds. No agreement was reached and the bank foreclosed. Plaintiff then sued for wrongful foreclosure based upon a recorded telephone conversation in which she was told that her loan was in monitoring, which plaintiff understood to mean that the foreclosure sale would not go forward as noticed. This mediation involved the third-party who purchased at the foreclosure sale, plaintiff and the bank, with the third-party purchaser agreeing to a standstill of the unlawful detainer / eviction proceedings.