

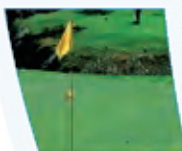
# GHG CREDENTIALS

The 3 most important factors for your hospitality project...

Experience



Experience



Experience





# JEFFER MANGELS BUTLER & MITCHELL LLP

The premier hospitality practice in a full-service law firm™

## Global Hospitality Group®

### Representative Clients

We owe these Credentials to our clients, who have provided us with challenging and interesting work throughout the years. We are grateful for the many opportunities that we have been given to participate in the dynamic hospitality industry. The *Representative Clients* list below will give you an idea of how JMBM's Global Hospitality Group® attorneys have helped clients big and small accomplish their goals. Our history of representing clients – such as those named below – with virtually every legal and business aspect of the hospitality industry, has resulted in our significant experience working on more than \$87 billion of hospitality transactions involving more than 3,900 properties in the United States and abroad.

Company	Transaction Description
<b>3Wall Development</b>	Represented the company in a broad range of hospitality matters involving acquisition, financing, management, joint venture structuring and labor for the Sheraton Gunter Hotel in San Antonio, the Hilton Garden Inns in Rancho Mirage and Tampa, the Doubletree Tucson at Reid Park, and the Sheraton Four Points LAX in Los Angeles. Work also included NLRB arbitrations regarding neutrality agreement, collective bargaining with UNITE HERE and class action litigation involving the application of a service charge ordinance to the hotel.
<b>5810 Scatterfield Road, LP</b>	Represented the company in litigation relating to a “first-class” condition requirement in the ground lease for a hotel in Anderson, Indiana.
<b>Aareal Bank</b>	Represented Aareal as lender in structuring and documenting hotel loans, including for an Embassy Suites in Anaheim, California and for two Doubletree Hotels (cross-collateralized and cross-defaulted) located in Bakersfield and Modesto, California.
<b>ABA Development</b>	Introduced company to capital provider and advised on joint venture, acquisition, construction, construction loan and management agreements.
<b>Accor/Sofitel</b>	Represented Accor in evaluating and obtaining various entitlements and other land use rights for the development of a 4-star urban hotel in a major California urban center. Assisted company with its analysis and potential joint venture structuring in connection with the potential development of the hotel project. Also handled ADA, accessibility counseling and litigation defense.
<b>Airbnb</b>	Provided advice for US operations regarding guest services, food and beverage, and state law compliance.
<b>Amalgamated Bank</b>	Represented bank in connection with airport hotel property, including complete repositioning with termination of existing franchise and management agreements and negotiation of new ones, major litigation over easements and title and receivership issues. Also worked on various design and construction contracts, vendor contracts, and parking agreements.
<b>Ambrose Hotel</b>	Assisted client in corporate structure, management policies and procedures, development of a master form of management agreement and acquisition matters.

*Jim Butler*

**Andalex Group**

Represented the client on casino management agreement for the Veneto Hotel & Casino, Panama City, Panama.

**American Golf and National Golf**

Represented American Golf and National Golf as special counsel in connection with the \$1.1 billion sale of approximately 250 golf courses located around the world to a joint venture comprised of Goldman Sachs and Starwood Capital Group. The representation included complex real estate, environmental and lease issues. After the sale, represented the successor (buyer) in purchase and sale, site contamination, and environmental regulatory compliance and litigation matters throughout the United States.

**Amresco Management**

Represented Amresco in connection with 5 related bankruptcies for senior living properties located throughout California involving securitized debt in excess of \$30 million in a complex bankruptcy proceeding.

**Amstar Group**

Represented affiliate of Amstar in connection with formation and multi-state registration of fractional interest project in Telluride, Colorado.

**Anaheim GW**

Advised on broad range of development, entitlement, financing, hotel mixed-use and timeshare structure matters (including master CC&Rs and construction loan) on large mixed-use development project in Anaheim, California. Project included three hotels, waterpark, timeshare and more than 1 million square feet of themed entertainment retail.

**Andrina Hospitality**

Represented the company in corporate formation, structure of employment agreements and policies, negotiation of management agreements and analysis and evaluation of potential transactions.

**Anschutz Entertainment Group**

Special counsel on various hotel mixed-use and hotel management issues for Staples Center and LA Live!

**Aozora Bank**

Represented the bank in structuring and documenting a \$25 million loan for the acquisition and renovation of the Guam Hilton Resort & Spa. The loan involved complex cash management arrangements involving multiple cash collateral accounts and multiple cash management banks in 4 countries.

**ARC Wheeler Equities**

Represented client in connection with development of a W Hotel and Residences as part of a mixed-use development near Annapolis, Maryland.

**ARV Assisted Living**

Represented the then-largest senior living company in California in a variety of matters including financing, joint venture, labor and litigation issues.

**Aspen-Murray Corporation**

Represented Aspen-Murray on management issues on a number of luxury hotels.

**Astoria Minot, LLC**

Represented owner of 7 limited service hotels in the termination of its franchise and management agreements, and subsequent sale of the hotel portfolio.

**Baha Mar**

Represented client in negotiating casino management agreement for the Baha Mar Casino & Hotel Resort in Nassau (largest casino in the Bahamas with over 1,100 slot machines and 120 tables), and also negotiating the hotel management agreement for SLS Hotel and Club.

**Baltimore Convention Center**

Represented the developer of the 850-room hotel known as the Grand Hyatt Baltimore and the purchase by the joint venture of the existing 486-room Hyatt Regency Baltimore, including 100-year ground lease for a new hotel. Also worked on renegotiating the existing 35-year ground lease, city subsidies in the form of a nominal cost ground lease and abatement of property taxes. Provided advice on all aspects of development, joint venture and management agreement matters.

**Bank of America**

Represented Bank in the acquisition of a note secured by a 4-star urban hotel, as well as in a take-out and working capital loan secured by a refurbished 5-star luxury hotel. Represented the bank as lead lender for more

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than a dozen banks, including many Japanese lenders, on the Westin Kauai. This was the largest credit in the bank at the time and the project called on JMBM's hotel expertise in workouts, bankruptcies, insurance claims, litigation, taxation, joint venture and partnership structures, banking (including regulatory, participation, agency and MOF issues), labor, construction contracts, vacation ownership, and disposition. We also represented the bank in connection with its re-entry into the hotel market and acted as counsel to the bank in connection with its efforts to make substantial hotel loans nationwide.

### **Bank of Hawaii**

Advised the bank on various lending issues, including advice on condo hotel lending and hotel mixed-use financing. Represented Bank of Hawaii and HSBC in structuring and documenting a bridge loan to a joint venture (comprised of Marriott International, Exclusive Resorts, and Maui Land & Pineapple) for the purchase of Kapalua Bay Hotels & Villas. The bridge loan contemplated a future construction and mini-perm loan for an extensive renovation, repositioning and expansion of the resort facilities.

### **Bank of Nova Scotia**

Represented the bank on loan participation matters and major hotel and destination resort construction loans, and advised the bank on a broad range of hotel lending matters. Representative transactions:

- Structured and documented original financing for Starr Pass Tucson development, and then structured and documented construction and mini-perm senior loan on J.W. Marriott Starr Pass Resort with complex intercreditor agreement and guaranties with Marriott as mezzanine lender and operator.
- Structured and documented construction and mini-perm loan on the Four Seasons Aviara development of a 350-room luxury destination resort and conference center with 18-hole Arnold Palmer golf course.
- Structured and documented for syndication a construction loan on Casa Del Mar Hotel luxury California beach-front hotel, conference and business center.
- Structured and documented syndicated construction and mini-perm loan with integrated interest rate protection on the Four Seasons Scottsdale 210-room, 5-star luxury destination resort with amenity and golf course use agreements.
- Structured and documented Marriott Renaissance-flagged 300-room hotel construction loan involving program enhancements and historic tax credits.
- Structured and documented a construction and mini-perm loan on the Kimpton hotel in Cupertino, California.

### **Bank United**

Represented the bank on numerous senior living financings nationwide.

### **Baron Real Estate**

Represented this investor in the acquisition and leasing of a Southern California beachfront restaurant.

### **Barrow Street Capital**

Represented developer of major planned community with condo hotel and hotel mixed-use structuring, including entitlements and land use matters.

### **Behringer Harvard Opportunity**

Assisted this REIT with hostile seizure of and related litigation concerning the management and related leases for the Chase Park Plaza Hotel in St. Louis involving a defalcating operator. Then assisted owner in negotiating a new management agreement for the property with 251 hotel rooms, 82 private residences and a penthouse. Separately negotiated a management agreement for The Lodge & Spa at Cordillera in Avon, Colorado, a 56-room property with entitlements for additional development.

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*Jim Butler*

<b>Behringer Lodging</b>	Assisted client with acquisition of Dallas, Texas hotel property, including negotiation of purchase and sale agreement, liquor license structuring, and acquisition financing.
<b>Belmont Hotel Investments</b>	Advised the company on workout and restructuring for a 3-hotel portfolio.
<b>Belmont Village</b>	Represented Belmont Village in opening active senior and assisted living facilities throughout Southern California, and on various licensing and permitting issues.
<b>Berkadia Commercial Mortgage</b>	Served as special hotel counsel to Berkadia Commercial Mortgage LLC (and its predecessors, Capmark Financial and GMAC) in its capacity as special loan servicer on troubled hotel loans in CMBS pools. Also served as a preferred provider of legal and hotel advisory services to Capmark Financial Group in its capacity as special loan servicer, including for the Vail Plaza luxury mixed-use project and the Piccadilly Inn in Fresno, California. Represented predecessor GMAC in numerous CMBS special servicing matters, including enforcing a \$60 million note secured by The Clift Hotel (Ian Schrager Hotels) in San Francisco, including foreclosure, workout, bankruptcy, and B note sale.
<b>Beverly Enterprises</b>	Advised Beverly Enterprises on strategy against SEIU (Service Employees International Union) unionization campaign regarding the company's national health chain of skilled nursing facilities. Trained corporate executives and organized internal and external communications and public relations campaigns. Supported successful elections rejecting unionization at targeted facilities and obtained injunctions against the union to prevent or limit disruptive activities against the facilities. Also worked on mutually agreeable neutrality agreement between the company and SEIU.
<b>Bighorn Capital</b>	Represented the company in its development of mixed-use hotel projects in Chicago, Dallas, Washington D.C. Handled the acquisition of Grupo Posadas for 110 hotels and resorts with a total of 18,943 rooms in 45 cities in Mexico and the United States and 6 different hotel brands. Represented the client to license the Mexican hotel brand "Blue Aqua."
<b>Black Sand Capital</b>	Represented developer on condo hotel and management agreement aspects of new, ground-up luxury hotel development in Waikiki, Honolulu, Hawaii.
<b>Boulders (The)</b>	Represented the resort and its brand in broad range of trademark matters and other operations issues.
<b>Boulevard Hospitality</b>	Represented client in connection with acquisitions of downtown Los Angeles properties for conversion to hotel, sale and joint venture agreements relating to same.
<b>Boykin Lodging Company</b>	Represented client in resisting a major unionization campaign by UNITE HERE, including public relations, management training, and strategic advice.
<b>Briad Wenco</b>	Represented this large owner of Wendy's franchised restaurants on ADA compliance and defense matters, including 5 restaurants in the greater New York City-Philadelphia area.
<b>Broughton Hospitality</b>	Represented Broughton Hospitality in several acquisitions of hospitality properties in Santa Barbara, Palm Springs and Chicago. Revised management agreements and operating structures and policies.
<b>BSL Golf</b>	Represented buyer in the acquisition of two golf courses and related matters, including title and liquor license issues.
<b>Caliber Hospitality</b>	Represented Caliber in connection with its acquisition and re-branding of New Mexico and Arizona hotel properties.

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*Jim Butler*

## California Angels

Acted as general counsel to the team and represented it on all matters, including stadium construction, maintenance and operation matters (for the “Big A” Stadium and Tempe Diablo Stadium), leasing, sale to Disney and player arbitrations.

## California Federal Bank

Acted as the principal outside law firm for major hotel and real estate projects, including workouts, bankruptcies, receiverships and related litigation.

## California Hotel & Lodging Association

Represented the CH&LA and approximately 250 CH&LA members to obtain court approval of a settlement favorably resolving outstanding allegations that the hotel owners and operators violated California’s Proposition 65. The unique approach adopted involved obtaining participation of the California Attorney General for a court-approved settlement to ratify a definitive means of compliance and preclusion of future bounty hunter suits. Also worked with the CH&LA on providing effective defense to many ADA and accessibility plaintiffs’ suits.

## Canggu International

Represented the developer of three new hotels being developed in Bali, Indonesia, including RFP for hotel operators and management agreement negotiations with IHG for one InterContinental Hotel and two Holiday Inn hotels at different locations.

## Canyon Capital Realty/ Canyon Johnson Urban Fund

Represented the company in numerous hospitality matters, including:

- sale of the 696-room Hooters Casino Hotel with a 35,000 square foot casino
- acquisition and financing of the 1,070-room Washington DC Hilton and potential sale of the property
- sale of the 1,119-room Houston ICON
- negotiation of a franchise agreement for the 202-room Clarion Hotel & Casino in Las Vegas
- sale of the Cal Neva Resort in Crystal Bay, Nevada
- financing of the W Hotel Austin in Austin, Texas and the Capri Hotel in Ft. Lauderdale, Florida
- analysis of many management agreements in connection with new hotel investment and construction financing to be provided by Canyon Capital.

We also represented the company as the CMBS B Tranche Holder in its acquisition of an REO hotel property known as Hotel 71, in Chicago, from a national lender/master servicer. By way of example, that representation included due diligence, purchase documentation, assignment of litigation, resolution of outstanding mechanic’s liens claims, renegotiation of existing management agreement and financing documentation.

We also supported the company in its analysis and formulation of a strategy regarding hotel, fractional, and residential management agreements in connection with the repositioning of a luxury mountain resort foreclosed upon by Barclays Capital.

## Canyon Equity

Represented client on luxury hotel and residential mixed-use project in Papagayo, Costa Rica, including development agreement, management agreement and licensing with Six Senses.

## Capitol District Hotel Manager, LLC

Represented owner-developer on numerous aspects of \$160 million project in Omaha, Nebraska, including a 333-room, full-service Marriott hotel, 150 apartment units, and 125,000 square feet of office space. Sourced and closed \$36 million of EB-5 financing, assisted client in acquisition and then sale of Nebraska Regional Center, and related litigation and transactional matters.

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### **Carefree Resorts**

Represented the company in the acquisition, financing and development of a 5-star luxury resort, 18-hole golf course and residential development. Assisted the company in the formation of a complex joint venture to consummate the transaction, as well as in the financing of the project. Also represented the company on various labor matters and all of its trademark and copyright work worldwide. Handled acquisition of the company and all its premier resort properties in \$200 million-plus acquisition. Assisted with ongoing trademark, licensing, management and other operations issues.

### **Carey Watermark Investors**

Represented the hotel REIT over a 4-year period in individual buy-side transactions to acquire 26 hotels located all over the United States with an estimated value in excess of \$2.2 billion. In virtually all transactions, representation also included related management agreements, franchise agreements and financing.

### **Carlson Hospitality Worldwide**

Represented the company in structuring a joint venture and advised on all aspects of a large portfolio purchase of hotels located in North America.

### **Caribbean Property Group**

Represented client on negotiating management and license agreement for La Concha Renaissance Resort on Condado Beach in San Juan, Puerto Rico.

### **Castleton Hotel Partners**

Represented the company in connection with negotiating favorable termination rights for its long-term hotel management agreement for the Capella Washington, DC.

### **Celestino Drago**

Represented this celebrity chef on a wide range of matters, including operations issues, leasing and licensing of his various upscale restaurants, and acquisition of assets out of bankruptcy.

### **CenterCal Properties**

Represented this retail development company in connection with an upscale select service hotel development to be the focal point of its Farmington, Utah lifestyle-retail center.

### **Centerplan**

Represented developer of luxury mixed-use (hotel-retail-residential) project, including management agreement and hotel regime structure issues.

Represented developer in sourcing EB-5 financing for two major projects in New Haven, Connecticut area.

Handled management and franchise agreements for new hotel developments, including Hard Rock Hotel and Hilton.

### **Champion Development**

Represented the client on various development and management issues with respect to significant mixed-use projects in Pasadena and San Diego in connection with the development of substantial luxury hotel and retail projects involving Westin and Le Meridien hotels.

### **Charmondel Properties (Nigeria) Ltd**

Negotiated a hotel management agreement for a new, ground-up development of a 350-room Le Méridien hotel mixed-use project in Abuja, Nigeria.

### **Chelsea Grand LLC**

Represented owner of 8 New York City hotels in multi-state federal court litigation against the union to vacate several decisions that resulted in the unlawful unionization of a hotel in Manhattan. The case involved complex issues including the imposition of a union neutrality agreement on a non-signatory, the right to due process, free speech, and fraud. The outcome stopped union organizing at all of the company's New York hotels.

### **Chestlen Development**

Represented the company in EB-5 financing. Negotiated its management agreement and technical services agreement for the first ever dual-branded 295-room W Philadelphia and the 460-room element Philadelphia that can be operated jointly as a 755-room headquarters hotel for conventions. The hotels are part of a \$786 million mixed-use expansion with extensive retail and parking components.

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**Chicago Pizza**

Acted as General Counsel to client, including preparation and handling of IPO, private debt and equity financings, and defense of a hostile takeover.

**CIC Group**

Represented developer in obtaining approvals for 22-story mixed-use condo-hotel, office retail, and health club and restaurant project in Koreatown, Los Angeles.

**CIGNA Companies**

Represented the companies in a broad range of hotel matters, including the sale of joint venture interests in a large chain of hotels, management issues, liquor license matters, workouts, foreclosures and deeds-in-lieu.

**CIM Group**

Represented the fund in management agreement analysis, termination, and litigation for the Renaissance Hollywood.

Advised client in connection with proposed joint venture and licensing agreements with sbe, regarding Redberry branding and other matters.

Represented client as owner of the Trump SoHo in Manhattan, including litigation, general business advice, and repositioning as the Dominick SoHo.

Handled franchise and management agreement negotiations such as the Marriott Oakland City Center Convention Center Hotel, Courtyard Oakland, Quality Suites Mission Valley and Holiday Inn LAX.

Provided labor and employment advice on various matters including union contract issues.

**Circa Capital**

Represented developer of luxury resort hotel in Playa del Carmen on joint venture, financing and condo hotel structure issues, and with its joint venture for the 121-room Mahekal Beach Resort in Playa del Carmen, Mexico.

**City of Dallas**

Assisted the City in conducting request for proposal for hotel brand to operate Dallas Convention Center Hotel, followed by negotiation of qualified hotel management agreement with hotel brand meeting requirements of Internal Revenue Code for project financed with tax-exempt bonds.

**City of Napa**

Condo hotel advice on municipal condo hotel ordinance (provided with agreement that we could represent developers in matters involving the City and the ordinance).

**City of Riverside**

Represented the City's Redevelopment Agency regarding a loan made by the City to a private developer of a Hyatt Place Hotel in downtown area.

**Coast Hotels & Resorts**

Assisted with franchise agreement modifications and liquor license-related issues.

**Coastal Hotel Group**

Sale of hotel management company with 12 boutique hotels and related issues concerning management agreements and strategic advice.

**Colony Advisors**

Represented Colony on various matters pertaining to large (distressed) hotel and real estate portfolio property matters, including due diligence, operational, management, franchise, and disposition.

**Comcast Corporation  
Liberty Property Trust**

Represented the owner and development entity as hotel advisors for the Four Seasons Philadelphia. The 200-room hotel is part of a \$1.2 billion, 59-story, 1,121-foot tower of office, retail, residential and hotel mixed-use.

**Commerce Casino**

Represented the casino in the new development of a hotel in connection with casino expansion and advised on various management and franchise matters. Represented casino in negotiation of a construction contract for the hotel development, as well as construction litigation and arbitration matters with general and subcontractors.

**Condor Hospitality Trust, Inc.**

Assisted this REIT in the repositioning of the company from Supertel Hospitality to Condor Hospitality Trust, including the individual and portfolio sales of approximately 55 hotels located throughout the United

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*Jim Butler*



	<p>States and the reinvestment of this capital (and substantial additional equity) in a billion dollar acquisition program of more upscale hotels in secondary and tertiary markets.</p>
<b>Cornerstone Realty Advisers</b>	<p>Acted as national hotel counsel for Cornerstone for hotel acquisitions, management agreement and franchise agreement matters.</p>
<b>Corporex Companies</b>	<p>Represented the company in hospitality matters including hotel acquisition and management agreements, including for transactions involving the 170-room Holiday Inn Vallejo-Napa Valley Gateway, the 280-room Hilton Santa Clara, 198-room Radisson Stockton, and the Hilton Garden Inn Santa Rosa.</p>
<b>Country Villas</b>	<p>Represented this senior living company for more than ten years on various compliance audits and surveys by the U.S. and California Department of Health Services, as well as labor matters concerning the company's senior living facilities.</p>
<b>Crescent Hotels &amp; Resorts</b>	<p>Represented the company in the successful negotiation of a new collective bargaining agreement with the union for a 386-room hotel in Virginia and in other unrelated labor and employment matters, including the resolution of a claim for unpaid wages filed by a former employee.</p>
<b>Crescent Real Estate Equities</b>	<p>Represented Crescent in connection with the sale of a hotel and various management agreement matters, including management agreement disputes.</p>
<b>Criswell Radovan</b>	<p>Represented company in connection with the redevelopment of the Cal Neva Resort in Lake Tahoe, California, including in connection with franchising, management, leasing, restaurant management and financing (permanent, bridge and mezzanine).</p>
<b>Crocodile Cafes</b>	<p>Represented the company nationwide on all aspects of its operations, including labor, tax, trademark, leasing and licensing matters.</p>
<b>Crow Holdings</b>	<p>Represented client in connection with the termination of an existing long-term management agreement, the oversight of an RFP for new management, the negotiation of a new Hilton management agreement, and the reflagging-repositioning of the 1,600-room Dallas Anatole Hotel. Also represented the client in a broad range of hotel issues in connection with its investment involving the development and ownership of a portfolio of 9 Kimpton hotels and signature restaurants. Advised Crow Holdings regarding investment options with stock warrants and various strategic alternatives.</p>
<b>CVOF/Canyon</b>	<p>Represented the company on the sale of the 357-room Hotel 71 in Chicago, and in labor and employment issues.</p>
<b>CW Capital</b>	<p>Served as special hotel counsel to CW Capital in its capacity as Special Servicer for troubled hotel loans in CMBS pools.</p>
<b>Dai-Ichi Kangyo Bank</b>	<p>Represented the San Francisco Agency on a workout of a hotel and office mixed-use project where the loan value exceeded \$200 million.</p>
<b>Darden Restaurants</b>	<p>Represented client on ADA issues, accessibility counseling and litigation defense for Olive Garden and Red Lobster restaurants located throughout California.</p>
<b>Davenport Sun International</b>	<p>Represented the company in selecting management company and joint venture partner for redevelopment of a historic grand hotel with office and retail in mixed-use project, financing and acquisition/sell-side issues.</p>
<b>Davidson Hotel Company</b>	<p>Represented the management company in collective bargaining with hotel union at various properties in the Washington D.C. area.</p>
<b>Decron Properties</b>	<p>Represented property owner in connection with entitlements for the first approved mixed-used in Los Angeles under the new RAS zone, surrounding the Furama Hotel.</p>

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## **Destination Hotels & Resorts**

Represented the company in connection with ADA and accessibility counseling and litigation defense.

## **Deutsche Bank**

Represented the bank in negotiating management and license arrangements on the Cosmopolitan Hotel & Casino, one of the largest hotel, casino and residential mixed-use projects in Las Vegas, Nevada (with a construction cost of more than \$4 billion). Also represented the Bank in negotiating hotel and casino management agreements for the Green Valley Ranch in Las Vegas, Nevada and 21 other hotel and casino properties in Nevada, California and Michigan.

## **Development Management Group**

Represented developer client in connection with the development of a major mixed-use project in the Condado Beach area of San Juan, Puerto Rico. The development included a 400-room 4-star hotel and a 90-room 5-star hotel, together with 18,000 square feet of meeting space, 4 restaurants and bars, a large casino, a business center, spa, tennis courts, and sports center, as well as a 115-unit vacation ownership component, urban entertainment and retail center, 75-unit primary and second home condominium units, and 1,500 parking spaces – all located on 9.6 acres of land with approximately one quarter of a mile of ocean frontage.

## **Devlin Group**

Represented client and its affiliates in various matters concerning hotel-enhanced mixed-use, including the negotiation of management agreements, technical services agreements and ancillary arrangements for the Westin San Sebastian Hotel in Saint Augustine, Florida, and the Westin Resort – Bermuda Dunes.

## **Dimension Development Company**

Represented the company in the acquisition of the 314-room Courtyard by Marriott Pasadena hotel.

## **Disney**

Represented the company on California timeshare and vacation club properties, the negotiation of the management and franchise agreements for the County Inn & Suites Anaheim, and work relating to the Paradise Pier Hotel in Anaheim, with issues including restaurant leasing, labor and employment and hotel closure.

## **Eagle Hospitality Properties Trust**

Represented the company in the acquisition, financing and/or franchise matters for the acquisition of the 351-room Hilton Glendale Hotel, and the acquisition of the 270-room Embassy Suites Hotel Phoenix-Scottsdale. Handled franchise matters in connection with the acquisition of the 299-suite Embassy Suites Hotel & Casino-San Juan Puerto Rico. Represented hotel ownership in a national corporate campaign waged by UNITE HERE, Local 11 against the company in an effort to obtain a neutrality agreement at the Glendale Hilton property, which would permit the union to avoid a secret ballot election and obtain unionization through signed employee cards.

## **East West Bank**

Represented lender in connection with deed-in-lieu of foreclosure and sale of Motel 6 property in San Bernardino County, California.

## **Eastopen Inc**

Represented the Chinese-ownership of this historic hotel with 460 rooms and 12 suites in a \$200 million sale to Yang Capital.

## **EB-5 Capital**

Represented the firm in EB-5 financing structured as a senior, secured construction loan and due diligence for two hotels in Washington, D.C.

## **Elpizo RI Ltd. Phileo Island LLC**

Represented developers on negotiating Hyatt Place franchise agreement and management agreement on new hotel development in Philadelphia. Represented owners in EB-5 financing for project.

## **Emerik Properties**

Represented Emerik Properties and its affiliates in the rebranding and re-positioning of the Holiday Inn Hotel in downtown Los Angeles, and the sale of the Holiday Inn Hotel in Woodland Hills, California. Work included

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leasing, management, labor matters, franchise issues, chef consulting, liquor license advice and intellectual property protection.

### **Engels Development Company**

Represented developer of Las Cabezas luxury resort hotel and spa with private villas and residences at Punta de Mita, Mexico, including negotiation of Rosewood management contract for hotel component and management of residences.

### **Ensemble Hotel Partners**

Represented Ensemble in the joint venture, development, and financing of several hotel properties and in hotel management and franchise agreement negotiations.

### **Equitable Life Equitable Real Estate**

Represented the Equitable companies on a number of their most significant hotel projects with issues including management, disposition, lease, litigation, financing and condemnation.

### **ESA Extended Stay America**

Represented ESA in all aspects of resolving disputes with general contractors, subcontractors, and design professionals involved in construction of projects, including negotiated workouts with structured completion and payout schedules, construction defect claims, construction lien and related claims in California, and on select labor issues.

Also represented client in connection with ADA and accessibility counseling, including in connection with website and reservations compliance, as well as development of policies and procedures, and ADA and accessibility, California OSHA and local ordinance litigation defense for its hotel properties nationwide. Implemented an enterprise-wide ADA compliance program for the company's 700 hotels across the U.S. and Canada.

### **ET Whitehall Partners ET Whitehall Seascape**

Represented the company in ADA compliance litigation, performed an ADA compliance survey inspection, and provided ADA counsel for 198-room Shutters on the Beach and for the 112-room Casa Del Mar hotels in Santa Monica, California.

### **Fairmont Hotel Management**

Represented the company on its nationwide acquisition efforts to acquire major hotels in 20 gateway cities, developed its master form of management agreement and negotiated individual management agreements, including its management contract for the Plaza in New York City. Also advised the company on certain of its tax, corporate, employee, and employee benefits matters.

### **Far East National Bank**

Represented the bank in hotel and real estate loans, including a hotel construction and mini-perm loan to finance construction of a 150-room Residence Inn by Marriott in El Segundo, California; a construction loan to develop a retail shopping center in La Quinta, California; and a construction and mini-perm loan to finance construction of a 122-room Candlewood Suites located in Santa Ana, California.

### **Farallon Capital**

Represented the company in negotiating the management arrangement with Rosewood Hotels & Resorts for Las Ventanas al Paraíso in Cabo San Lucas, Mexico. Also represented Farallon on terminating luxury hotel management agreements for the Lodge at CordeValle in San Martin, California and the Lodge at Skylonda in Woodside, California.

### **FelCor Lodging Trust**

Represented FelCor on the acquisition of seven all-suite properties. Coordinated environmental review under the California Environmental Quality Act (CEQA) in connection with entitlements and approvals for proposed state-of-the-art spa and hotel room addition. Assisted on EB-5 financing for the Knickerbocker Hotel in Manhattan.

### **First Hawaiian Bank**

Represented lender in enforcing defaulted loans and guaranties. Also represented lender in various loan originations and restructures.

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**First Interstate Bank of California**

Served as bank's primary hotel counsel on workouts, deeds-in-lieu and dispositions of hotels and some of its largest and most sensitive real estate workouts and bankruptcies (including the largest real estate bankruptcy in the history of Southern California). Developed master documentation for major hotel and real estate loans.

**First Nationwide Bank**

Represented the bank on numerous hotel workouts, deeds-in-lieu and sales, including a multistate, chain-wide workout of an all-suites company.

**Fletcher Development**

Represented the company in connection with land use and entitlements for proposed retail and entertainment development surrounding the Queen Mary ship and hotel in Long Beach, California.

**Formosa International Hotel Corporation**

Represented publicly traded Taiwan hotel and restaurant company in the acquisition of the Regent international luxury hotel brand from Carlson Hospitality Group, including extensive due diligence relating to the transfer of existing management agreements and intellectual property rights relating to hotels throughout the world.

**Fuji Bank**

Represented the bank on restructuring a hotel loan on property in Sacramento, California and a loan secured by a marina. Also represented the bank as a participant in a Hawaiian resort workout of almost \$200 million with a workout and deed-in-lieu.

**Garrison Investment Group**

Represented Garrison in connection with hotel management agreement negotiations, litigation and land-use issues relating to the Queen Mary (ship and hotel), in Long Beach, California. Also represented client in connection with franchise agreement and management agreement review and negotiations and liquor license structuring issues for multiple hotel properties nationwide.

**Garvey**

Represented Garvey in connection with the development, construction and operation of Dream Hotels in Chicago, Dallas, and Houston. Work included the negotiation of management agreements, structuring easement agreements, negotiation of design and construction contracts, procuring EB-5 financing, and the negotiation of senior and mezzanine loan documents.

**Gemstone Hospitality**

Represented Gemstone on hotel management issues related to the Hotel ZaZa in Texas and in connection with acquisition and development of luxury resorts.

**Gencom Group**

Represented Gencom on matters related to the acquisition, expansion and condominium conversion of The Lodge at Rancho Mirage and The Ritz-Carlton, Kapalua. Representation included extensive land use and entitlement work. Also handled various matters in connection with other Santa Barbara and Napa hotel projects.

**General Growth Properties**

Provided business and legal counsel to largest shopping center owners in the United States on development and conversion of existing centers to mixed-use projects with hotel, residential, timeshare and entertainment projects.

**GlobiMex Paradise Village**

Represented owner of large planned community near Puerto Vallarta, Mexico on preparing property for sale, including complex issues regarding condominiums, timeshare, retail, golf, hotel, yacht club, country club and other real estate uses.

**GMAC Commercial**

See Berkadia Commercial Mortgage.

**Golden Door Spa**

Represented the company in trademark matters, including registration and prosecuting trademark rights. Also handled land use issues relating to a North San Diego County, California development project.

**Goldman Sachs**

Represented Goldman Sachs as special hotel counsel in hotel portfolio financings for approximately \$580 million and \$325 million, respectively.

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### **GranCare**

For more than 10 years, served as lead counsel nationwide to this high-profile, long-term care, senior living provider on labor and employment matters, including representation of the company in a massive nationwide union campaign led by SEIU to organize all of their facilities.

### **Grand Bay Hotels**

Represented Grand Bay in the U.S. and Mexico on significant hotel resort development and joint venture matters, trademark and management issues.

### **Grand Sierra Group**

Represented the company on a broad range of issues related to the Grand Sierra Resort & Casino, Reno, Nevada, a 2,000-room hotel with the largest casino in Northern Nevada, 200,000 square feet of meeting space, 9 restaurants and lounges, fitness and business centers, swimming pool, sauna, driving range and bowling alley. Representation included advice on the development and structure of a condo hotel regime and program, acquisition of the hotel from Caesars and conversion of the 2,000 rooms and facilities to a condo hotel, financing for the acquisition and conversion, management arrangements, and operations issues.

### **Great Circle Family Foods**

Represented this franchisee of Krispy Kreme Doughnuts in California in connection with tremendous early growth, including site acquisition, leasing, and construction.

### **Great Wolf Resorts**

Represented the company in financing resorts, including EB-5 financing for Great Wolf Lodges in Atlanta, Georgia and Scottsdale, Arizona.

### **Griffin Group**

Represented and advised the company in all areas of labor and employment for the Beverly Hilton Hotel in Beverly Hills and The Givenchy Spa and Resort in Palm Springs. Representation included collective bargaining with the multiple unions that represented the employees. In addition, we handled all grievances and arbitrations brought by union employees. We also counseled the hotel with respect to employment matters such as policies and procedures, wage and hour issues, discrimination and sexual harassment investigation and represented the hotel in administrative, as well as civil actions involving employment issues.

### **Groupe Allard**

Represented client on development of the Rosewood Sao Paulo resort and residences in Sao Paulo, Brazil, including development agreement and hotel management agreement. This project is the largest heritage site renovation in Brazil, and it includes 274 hotel rooms and luxurious suites by Rosewood, a luxury congress center with 7 ballrooms, event places, a chapel, a cultural center with theater, an exhibition hall, a music studio and cinema, 34 restaurants, a campus for creative technology ventures, a 20,000 square meter poetic garden with 15 terraces, a retail village gathering more than 200 brands and artisans, and 1,500 parking spaces.

### **Hana Financial Inc**

Represented client in the negotiation and procurement of an SBA-approved \$40 million warehouse credit facility from East West Bank.

### **Handlery Hotels**

Represented client in connection with ADA issues and accessibility issues.

### **Hanjin International Korean Air Lines**

Represented owner on RFP and management agreement for brand and operator on the \$1.1 billion development of the hotel, office and retail mixed-use project that included the 900-room Wilshire Grand Hotel in the 1,100-foot tall tower, which will be the tallest skyscraper west of the Mississippi.

### **Harrah's**

Represented client on licensing and management agreement for the 2,600-room Planet Hollywood Resort & Casino in Las Vegas, which has more than 1,200 slot machines.

### **Harvard Private Capital Realty**

Represented the client in connection with management and franchise issues relating to the acquisition of a hotel portfolio, including multiple east coast hotels.

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**Hazens Investment, LLC  
Shenzhen Hazens Real Estate**

Represented client in connection with the acquisition of the Sheraton Gateway LAX Hotel and the Luxe City Center Hotel, each in Los Angeles, including the negotiation of design, construction, management and franchise agreements, and assistance with various labor, employment and entitlement issues.

**HEI Hospitality**

Represented HEI on a broad range of management and franchise issues, including development of master management agreement form to use with capital partners on portfolio, as well as individual property acquisitions. Transactions included portfolio purchases and financing relating to Marriott and Hilton product and individual transactions including the Hilton Indianapolis, W Hotel & Condos, Hilton Mission Valley, and Metropolitan Hotel. Also represented the company in significant hotel land use and entitlement issues, including securing valuable signage approvals.

**Helios AMC**

Served as a preferred provider of legal and hotel advisory services on troubled loans, including in connection with the successful disposition of the Ontario Marriott in sale by the receiver that involved franchise agreement, management agreement, liquor license, unique title insurance and employment-related transition issues.

**Hersha Hospitality Management**

Represented the ownership and management companies on due diligence and acquisition negotiations in connection with multiple proposed hotel acquisitions. Also represented the company in connection with drafting their form of hotel management agreement, and their litigation involving two hotels in Miami.

**Highgate Hotels**

Advised on franchise termination issues for a major urban hotel and acquisition of a gateway city airport hotel. Advised the company on various condemnation and labor issues.

Sourced and worked on preferred EB-5 financing for an upscale, urban boutique hotel in DTLA.

**Hillwood Development  
(Ross Perot, Jr.)**

Represented the company in the structure of condo hotel regime, program, management and financing on ground-up development of a Mandarin Oriental Hotel and Residences in Dallas with approximately 100 luxury condominiums, 130 condominium hotel rooms, 15,000 square feet of spa and fitness areas, a fine dining restaurant with an upscale lobby bar, and 6,000 square feet of meeting space. Also represented the company on management arrangements for the W Dallas Victory Hotel & Residences featuring approximately 251 hotel rooms, 144 condominium units, a signature restaurant, Ghostbar nightclub, 5,000 square-foot Bliss spa and a 16th floor infinity pool and fitness facility overlooking Dallas.

**Hines Development**

Represented developer on hotel management agreement for public/private, bond-financed development of convention center hotel in Houston. Separately, represented Hines on development agreement and management agreement for the Conrad Hotel, City Center, Washington, D.C.

**Hixon Properties**

Represented developer in connection with negotiation of hotel management agreement and technical services agreement for San Antonio, Texas upscale hotel property.

**Hollywood International  
Regional Center**

Represented developer in the acquisition and development of mixed-use boutique hotels in Hollywood with a 200-room Thompson and 200-room Tommie brands and Hampshire's 182-room Dream Hotel and Restaurants Avenue, Beauty & Essex, and Tao. Also represented the company on purchase of the Morrison Hotel, Los Angeles, and related development matters.

**Homestead Village, Inc.**

Advised on strategic business and matters affecting its extended stay business.

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*Jim Butler*

**Hong Kong & Shanghai Hotels,  
Limited (Peninsula Hotels)**

Represented the company on certain strategic, financing, joint venture and management issues.

**Hostmark Hospitality Group**

Defended this company in unfair labor practice charges by UNITE-HERE for its Irvine, California hotel. Advised this management company on a prolonged campaign by UNITE-HERE to organize its hotel employees and force management company to accept a card-check neutrality agreement.

**Hostmark Hospitality  
Shamrock Holdings  
(Roy Disney)**

Provided condo hotel advice for condo hotel conversions. Projects involved included representation of Hostmark-Shamrock as owner of 215-room Amalfi Hotel in Chicago, including purchase of the fee interest and structuring and documenting the condo hotel regime and program, as well as all condo documents and management.

**Hotel and Resort Investors**

Represented the company in connection with management agreement and franchise agreement negotiations for the Hotel Indigo in Sarasota, Florida.

**Hotel Group (The)**

Represented the company on hotel acquisition, franchise, management, workout and labor issues, including collective bargaining and various NLRB proceedings.

We successfully defeated NLRB charges filed against the company by UNITE-HERE based on termination of employees and ousting of the union following acquisition and closure of the hotel properties for renovation in Connecticut.

**Hotel Managers Group**

Represented client in connection with ADA issues and accessibility counseling for San Diego and Fremont, California hotel properties.

**Hotel Nash**

Represented client in the restructuring of the Lords Hotel, Miami.

**HSBC Bank**

Represented lender in connection with numerous loan originations, workouts, and modifications. Representative transactions:

- Structured a bridge loan from HSBC and Bank of Hawaii in a joint venture comprised of Marriott International, Exclusive Resorts and Maui Land & Pineapple for the acquisition of Kapalua Bay Hotels & Villas anticipating a large construction and mini-perm loan for an extensive renovation of the resort.
- Negotiated and drafted construction loan for the W Scottsdale Hotel & Residences with short time frame for closing for borrower to enjoy certain benefits relating to the prompt payoff of its construction lender.
- Structured, documented, and later handled the workout of a loan secured by the Four Seasons Troon North, Scottsdale.
- Structured, documented, and later handled the workout of a loan secured by the W Scottsdale.
- Structured and documented a loan secured by the Tempe Aloft in Arizona, as well as a tax-related sale-leaseback structure involving the property.
- Negotiated and drafted loan modifications for a portfolio of California hotels owned by a high net worth family.
- Negotiated and drafted a loan modification for a large scale mixed-use project under construction.
- Negotiated and drafted loan documents in connection with financing secured by the Carmel Valley Ranch.

**HSH Nordbank**

Represented lender on loan origination and (subsequently) restructuring for W Hollywood Hotel & Residences, one of the largest public-private partnership projects in the country. Representation included construction and

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*Jim Butler*

mezzanine loans, as well as modifications, negotiations with the MTA and other stakeholders. Dealt with complex mixed-use issues of hotel, retail, condominium and apartment uses demised through condominium parcels. Also represented HSH Nordbank in support of both the origination and the workout of a construction loan for the W Hotel Scottsdale.

### **Hudson (The)**

Assisted client with ADA compliance and defense for The Hudson, Los Angeles.

### **Hyatt Hotels Corporation**

Represented Hyatt and dozens of Hyatt hotels in a broad range of matters and issues involving litigation, bankruptcy, trademark, management, lease, and labor, regulatory, environmental and operational matters.

### **Hypo Alpe-Adria-Bank International AG**

Represented the owner/lender of a luxury hotel in Austria in terminating a long-term, no-cut hotel management agreement.

### **Hyundai Property Management**

Represented investor in connection with complex workout involving a distressed Las Vegas hotel and casino property.

### **Illinois Center Development Group**

Represented developer in all aspects of the acquisition, development, financing, and structuring of the condo hotel regime and program, as well as the marketing program for a proposed Mandarin Oriental Hotel & Residences in Chicago.

Acted as outside general counsel, hotel consultant, and development advisor on the project. Work included design and negotiation of all condo documents, the purchase of the real estate, management arrangements and construction financing.

Also negotiated a hotel management agreement with Mandarin Oriental for a proposed hotel in Tuscany.

### **Industrial and Commercial Bank of China Limited (ICBC)**

ICBC has been the largest bank in the world by assets and market capitalization for many years, with assets of more than \$3 trillion. It is ranked number 1 in The Banker's Top 1000 world banks and also number 1 in the Forbes Global 2000 list of biggest public companies.

Represented the bank in developing their hotel lending platform, including a \$40 million construction loan to Kimpton for a new boutique-lifestyle hotel in Southern California.

### **Industrial Bank of Japan, Ltd.**

Advised the bank on various strategies and operations issues for some of its largest and most sensitive assets, including large destination resorts with residential and golf components and luxury hotels in locations including Hawaii, California and Spain. Represented the bank in connection with troubled credit facility in excess of \$1 billion secured by a complex of hotel, resort, condominium, marina and related facilities, as well as a number of other hotel-related troubled projects where the credits each exceeded \$100 million.

Also represented the bank's wholly owned subsidiary in certain major hotel transactions. (See below under JOWA Hawaii Co.)

### **InterBank Brener**

Represented various InterBank Brener companies in connection with certain luxury hotel developments in England and in San Antonio, Texas.

### **International House of Pancakes**

Represented the chain nationally in prosecuting and defending its intellectual property (trademarks and copyrights).

### **Island Estates Realty N.V.**

Represented client on various joint venture, branding and management issues for new hotel development with a 130-room, 4-star Hyatt Place Hotel located within a high-end, mixed-use development in the city of Oranjestad on the island of Aruba in the Netherlands Antilles.

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### **iStar Financial**

Represented lender in connection with pre-foreclosure and post-foreclosure land use and entitlements analysis on a proposed 1,461-unit single family residential master-planned community in Riverside County. Evaluated existing entitlements, expiration of permits and approvals and provided counsel regarding assignment of contracts and approvals. Also represented lender as post-foreclosure owner of timeshare project in securing entitlements and processing building permits for residential condominium and hotel developments in Mammoth Lakes, California.

### **Ivanhoe Cambridge**

Represented the company in litigation relating to a “luxury hotel standard” in the ground lease for the 450-room Fairmont Olympic Hotel in Seattle, Washington.

### **Jackson Family Wines**

Represented this Sonoma, California-based wine producer in connection with exploring its hotel development and branding options.

### **JE Robert Company**

Represented the company in its capacity as a special servicer for securitized loans to foreclose upon and appoint receivers on defaulted hotel loans.

### **JER Partners**

Represented the company in individual hotel and hotel portfolio acquisitions, providing a variety of acquisition services on matters including due diligence, acquisition, ownership structure, financing, management, employment, and franchise issues. Also represented the company as a preferred provider of legal services on troubled loans, including a high-profile foreclosure and receivership involving a Southern California property providing security for a loan in excess of \$100 million.

### **Jerry’s Famous Deli**

Acted as outside general counsel to the company, including IPO and securities matters, private debt and equity offerings, acquisitions and dispositions of outlets.

### **JMI Realty**

Represented this developer affiliated with the owner of the San Diego Padres in the development of a \$112 million ballpark and convention center, 511-room, 4-star Omni San Diego Hotel with 37 high-end residential units and 20,000 square feet of meeting space. Advised on development of a 235-room Kimpton Hotel Solamar and on structural matters pertaining to integration of the product into the San Diego Baseball Park project.

Also represented the company in the development and management agreement of a new \$50 million full-service Marriott Del Mar Hotel with 284 guest rooms, restaurants, lounge, bar, health club, swimming pool, 12,000 square feet of ballroom and other meeting space, retail components, administrative offices, and certain other amenities on 1.8 acres near Del Mar racetrack.

### **Joie de Vivre Hotels**

Represented the company in litigation defense and counseling relating to Prop 65, as well as ADA and other accessibility laws. Properties involved included Muse Hotel (New York), Hotel Allegro (Chicago), and Hotel Monaco Alexandria (Alexandria).

### **Jonathan Club**

Represented this exclusive Los Angeles private club in all aspects of labor and employment matters, including those unique to private clubs.

## **JOWA Hawaii Co., Ltd.**

Represented the company in all matters related to the sale of 782-room Ilikai Hotel in Honolulu with 5 restaurants and lounges, 2 outdoor swimming pools, business and fitness centers, two tennis courts, a wedding chapel, 60,000 square feet of retail shopping space and parking for 1,137 automobiles, and 21,000 square feet of function and meeting space. Work included labor, environmental, and post-closing dispute.

Also represented the company in matters related to the sale of the 508-room Sawgrass Marriott Resort and Beach Club in Ponte Vedra Beach, Florida that included two championship golf courses, 46,000 square feet of meeting space, access to 99 holes of golf, 8 food and beverage outlets and numerous recreational amenities including 3 pools, 6 tennis courts and a beachfront Cabana Club.

## **Justice Investors**

Represented the company as outside general counsel in a broad range of hospitality issues concerning its landmark 565-room Hilton Hotel in the San Francisco financial district.

Matters include termination of long-term leasehold and management agreements, handling multi-million leasehold claims and settlement, RFP for brand and operator, negotiation of new franchise and management, assistance in major repositioning and renovation, including labor and employment issues, construction contracts, refinancing arrangements involving a combination construction/permanent loan from a major life insurance company, a subordinate loan, line of credit facilities, and shareholder relations issues.

Also assisted the company with land use issues, allowing them to successfully secure hard-fought signage rights. In the representation of management-labor relations we negotiated labor contracts with various hotel unions. Represented the company in corporate matters including shareholder disputes, redemptions, and refinancing.

## **Kahala Royal Corporation**

Represented this owner of the Kahala Mandarin Oriental Hotel on various management, joint venture, arbitration and strategic issues.

## **Kanehoe Ranch**

Represented resort owner in connection with a ground lease restructure for a Marriott in Key Biscayne, Florida.

## **Kila Tahoe LLC**

Provided condo hotel and hotel branding advice for new, ground-up 120-unit condo hotel in Tahoe City, California.

## **Kennedy Wilson**

Represented the company on certain hotel management agreement and development agreement matters.

## **Kerzner Palmilla Hotel Partners**

Represented the client in structuring a joint venture for the acquisition, ownership and management of the luxury One&Only Resort in Palmilla, Los Cabos, Mexico.

## **Khanna Enterprises**

Represented the company on various hotel acquisitions including the Wyndham Anaheim Garden Grove Hotel, Anaheim, California, Hotel De Anza, San Jose, California, and Crowne Plaza, Sacramento, California.

## **Kimpton Hotel & Restaurant Group**

Represented Kimpton on management agreements, acquisition, ADA and accessibility and certain operations issues. Properties involved included Aspen Club Lodge (Aspen), Hotel George (DC), Hotel Helix (DC), Hotel Madera (DC), Hotel Marlowe (Cambridge), Hotel Monaco (San Francisco and DC), Hotel Rouge (DC), Hotel Madera (Connecticut), Hotel Villa Florence (San Francisco), Monticello Inn (San Francisco), Prescott Hotel (San Francisco), Palomar (San Francisco), Topaz Hotel (DC), and Beverly Renaissance (Los Angeles).

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**Kintetsu Corporation  
(Kinki Nippon Railway Co.)**

Represented client in connection with strategic planning and ultimately repositioning U.S.-based and Japan-based hotels. Also represented client in connection with ADA and accessibility counseling and litigation defense.

**Koll Company (The)**

Condo hotel and resort development. Represented a joint venture led by The Koll Company in a broad range of matters relating to the approximately \$300 million development project of a 5-star hotel with fractional, condominium and other residential components, as well as a signature golf course. Work included land use and entitlement, ground lease, development agreement, and management arrangements.

**Kor Group (The)**

Represented Kor on condo hotel regime structure and entitlements on the Viceroy Hotels in Santa Monica and Palm Springs, and The Chamberlain Hotel in West Hollywood.

**Kruger Development Group**

Represented client on franchise, management and joint venture issues for the Tru by Hilton, Inglewood, California,

**Kushner Companies**

Represented the company in connection with its hotel and resort acquisition program, including Princeton Marriott Hotel, Princeton, New Jersey.

**LA Arena Company  
(Staples Arena Company)**

Represented developer on numerous aspects in the development of the \$400 million arena complex that serves as home to the Kings, Lakers, Clippers, and concerts, and Phase II of the project with its 1,200-room hotel, and 400,000 square feet of restaurants, retail and entertainment complex in the 16 acres immediately North of Staples Center and adjoining the new Convention Center.

**La Punta Costa Rica**

Represented developer of 155-room luxury hotel-residential project with spa in Papagayo, Costa Rica, including negotiation of concession agreement with government, management agreement for resort, condo hotel structure and other development and financing matters.

**Laemmle Theatres**

Served as outside general counsel for more than 10 years on the complete range of legal issues from acquisition and leasing of properties to labor and employment matters.

**Lai Sun Group**

Represented foreign owner of significant hotel assets in the U.S. (including the Regent Beverly Wilshire in Beverly Hills and The Four Seasons in New York City) on management agreement-related issues and provided strategic advice regarding litigation and settlement options.

**Larkspur Hospitality**

Represented Larkspur in terminating franchise arrangements on a portfolio of hotels, and in developing both master form and special situation management agreements.

**Larkspur Hotels**

Represented client in connection with ADA and accessibility counseling, including in website and reservations policies and procedures.

**Laurel Inn Associates**

Represented client in connection with ADA issues and accessibility counseling in connection with San Francisco property.

**Laurus Corporation**

Represented the company in its claims against Accor Business and Leisure Management for the breach of a long-term hotel management agreement on a 254 room hotel in Miami.

Represented client in connection with the termination of an existing management agreement, the negotiation of new branding and management agreements, and multiple loans.

Also represented client in connection with the refinancing of the Sofitel Miami Hotel.

**LBWTC Real Estate Partners**

Represented client in connection with ADA issues, accessibility counseling and litigation in connection with Long Beach, California property.

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**Ledler Corporation**

Represented the company on the sale of Le Royal Tahitien Hotel.

**Lehman Brothers**

Represented Lehman in more than 40 loan restructurings for multi-use developer and related litigation. Also represented Lehman as special hotel counsel in two hotel portfolio financings for \$580 million and \$325 million, respectively.

**Lend Lease Real Estate**

Represented the company on broad range of hotel and real estate issues including due diligence, acquisition, management, lease, litigation and operations issues in the U.S. and Mexico.

**LGI Pacific Guam Inc.  
Polaris Asian Real Estate Fund  
Polaris Capital Cayman Hldg.**

Assisted with Taiwan-based real estate company with condo hotel advice and EB-5 financing for two major hotel projects in Guam, one of which involved a \$70 million renovation of a 22-story high-rise condominium building to convert it to a 5-star luxury condo hotel with 218 units.

**Liberty Hospitality Associates**

Represented client on hotel acquisition, franchise agreement, labor and employment matters, and senior debt term loan with Chang Hwa Commercial Bank, Bank of Taiwan, Land Bank of Taiwan Co.

**Linyan Management**

Represented Chinese owner-developer on San Gabriel Valley twin tower hotels with more than 500 rooms in Rowland Heights, California. Work included condo hotel and entitlement issues.

**LNR Partners**

Served as a preferred provider of legal and hotel advisory services for troubled individual hotels and portfolio of hotel loans.

**Lodgian, Inc.**

Served as counsel in the transition of 27 hotels throughout the United States from management by Lodgian to management by 6 management companies. Prepared master form LOI, guided RFP process for independent operators, negotiated LOIs, prepared master form of hotel management agreement and negotiated hotel management agreements for all 27 hotels.

**Long Beach Hotel Association**

Represented the association in its challenge to a labor-sponsored city ordinance.

**Long-Term Credit Bank of  
Japan, Ltd. (LTCB)**

Served as special counsel to the bank as lead lender for a syndicate of Japanese banks on a \$125 million loan for a hotel and mixed-use project in California. Served as special counsel on all hotel and Hawaii-related issues to the bank and another syndicate of Japanese banks on a major Hawaiian destination resort on a \$200 million loan.

Served as counsel to the bank in connection with restructuring bank syndicate, repurchase of loans and sale of \$80 million notes secured by luxury resort.

Also represented the bank in connection with the sale of an \$80 million senior debt position on a luxury coastal resort in California, as well as repurchasing a significant participation interest in the junior and senior debt from other participants.

**Los Angeles National Bank**

Represented bank in connection with loan workout, receivership, hotel management agreement negotiations, and loan foreclosure.

**Lowe Enterprises**

Represented client in ADA issues, accessibility counseling and litigation defense.

**LTC Properties**

Represented this long-term care, senior living company on numerous acquisitions, securities, corporate and related matters throughout the country.

**Ludek Fabinger**

Represented client in connection with his litigation against surety companies for the return of his \$3 million deposit for his purchase of a residential condominium unit at the Ritz Carlton Hotel in South Lake Tahoe,

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California, following the default and subsequent bankruptcy of the developer.

### **Macerich Company**

Represented the company on various aspects of its 1.3 million square foot mixed-use project in Tysons Corner Center, Virginia with a 300-room Hyatt, a 400-unit apartment tower, and extensive office, retail and parking.

### **Makar Properties/ Auric Road Hospitality**

Represented the client on various aspects concerning acquisition, repositioning, amenities agreements and licensing for Rex Ranch, Amado, Arizona, Laguna Motor Inn, Laguna Beach, California, Lone Mountain Ranch Big Sky, Montana and Korakia Pensione Palm Springs.

### **Marx Development/ Endeavor Hospitality**

Represented the company in organizing a captive management company, obtained approval from Marriott to self-manage three hotels in Manhattan, and assisted on various franchise and management agreement matters concerning hotels being developed in Manhattan, including a 400-room Marriott Courtyard at 34th and 10th Ave in Manhattan, a 440-room Aloft at 37th and 11th Ave near Hudson Yards, and a 126-room AC by Marriott at LaGuardia Airport, New York.

### **Marcus Hotels**

Represented Marcus Hotels on certain acquisition, labor, environmental, franchise and management matters.

### **Mariner Chestnut Partners**

Represented client in the negotiation of a hotel management agreement, technical services agreement, and condominium marketing agreement for the proposed Waldorf Astoria Hotel in downtown Philadelphia, to be constructed as a mixed-use luxury hotel and residential project.

### **Maruko Inc.**

Represented Maruko on approximately \$2.5 billion on acquisition and development and all related matters (including financing, syndication, labor, management, franchise, contract, litigation, tax, and general business) on hotel properties throughout the world.

Represented Maruko in the first and largest concurrent Japan-US bankruptcy reorganization case with international holdings of more than \$2 billion. This effort involved virtually every area of expertise in the Global Hospitality Group's® capacity, including bankruptcy, litigation, contract negotiations, due diligence, disposition, domestic and international tax, and securities.

### **Matrix Capital Corporation**

Represented the company in its hotel and lending efforts nationwide, including its efforts to provide construction, mezzanine and permanent financing to hotel owners.

### **May Wah International Enterprises**

Represented Chinese owner on sale of downtown Los Angeles hotel, without a broker, working with a major national accounting firm.

### **McWhinney Real Estate Services**

Represented McWhinney in the acquisition and development of hotel properties in Loveland, Colorado, and a public-private resort and water park development in Garden Grove, California.

### **Mercantile Investment Corporation (Bolivia) S.A.**

Represented client in bringing the first-ever Hilton-branded hotel (Hampton Inn by Hilton) to Bolivia with the franchise and management of an existing hotel in Santa Cruz, Bolivia.

### **MeriStar Hotels**

Represented MeriStar in certain major hotel acquisitions (both on individual hotel properties and management company acquisitions), joint venture, financing, litigation and certain operational matters including labor and employment issues.

Transactions included the approximately \$100 million acquisition of the 484-room Marriott Irvine Hotel with its 30,000 square feet of meeting space and 5 food and beverage outlets.

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### **MetWest Financial**

Represented the company in individual and portfolio acquisitions and acquisition financings. Also handled due diligence regarding the purchase of a boutique hotel and spa in Napa Valley, negotiating a management agreement and lease for the Casa Madrona Hotel in Sausalito, California, representing company in construction disputes, and management restructure for 3 hotels in Wyoming.

### **MGM Hospitality**

Negotiated management agreements for brand internationally.

### **MGM Mirage/MGM Hospitality**

Acted as special advisory counsel on certain condo hotel aspects of 9 condo hotels in Las Vegas, which are part of the \$4.8 billion CityCenter mega-development that also has a 4,000 room casino hotel, retail, and other mixed-use components. Represented client in connection with preparation and negotiation of branded hotel and residences management agreements, including for international properties to be operated under the MGM and Bellagio trade names.

### **Midland Loan Services**

Represented client in connection with claims in \$300 million bankruptcy of national chain. Also represented client in many troubled hotel loans across the United States and Mexico (including the successful sale of the Le Méridien Cancun Resort & Spa).

Also represented this lender on troubled loan in connection with the 385-room JFK Doubletree Hotel (Queens, New York), as well as franchise and management agreement negotiations.

Advised and handled a 9-hotel portfolio and a 13-hotel portfolio of troubled hotels. Work included cash management, management, franchise, workout (including one portfolio involving a complex tenancy-in-common ownership structure), receivership, fiduciary duty, and disposition advice.

### **Millennium Partners**

Prepared condominium project documents for mixed-use Ritz-Carlton hotels and condominiums in New York City.

### **Mitsubishi Trust and Banking Corporation**

Represented and advised the bank on a \$122 million loan secured by a 5-star hotel located in a major gateway city.

### **Miyako Hotels**

Represented Miyako on various franchise and operational matters, as well as its global repositioning efforts, including 19 hotels in Japan and 2 hotels in the U.S.

### **Mobedshahi Hotels**

Negotiated and drafted hotel management agreement in connection with upscale Northern California hotel property.

### **Morgans Hotel Group**

Negotiated hotel management agreements in connection with the acquisition and development of many hotel properties throughout the United States and Mexico.

### **Motels of San Francisco**

Advised on ADA issues and accessibility for San Francisco area hotel properties.

### **MRNY LLC**

Represented owner on management agreement and franchise agreement for the Residence Inn New York Manhattan/World Trade Center in New York City.

### **MSD Capital (Michael Dell)**

Represented MSD in the \$280 million acquisition of the 377-room Four Seasons Resort Maui, at Wailea, including due diligence, environmental, land use and entitlements, and certain fire and insurance issues.

Also represented MSD in connection with hotel mixed-use issues on luxury resort development in San Jose del Cabo, Mexico.

Provided ADA compliance advice for Four Seasons hotels in Maui and Kona.

Provided labor and employment advice on Hawaiian hotel.

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### **Napean Capital**

Represented the company on hotel acquisition and financing for a number of Marriott-branded hotels, including Courtyard by Marriott Missoula Montana, TownePlace Suites, West Valley City, Utah, Staybridge Suites, Midvale, Utah, and Fairfield Inn and Suites, Midvale, Utah.

### **Newhall Land & Farming**

Represented the company in selecting the operator and negotiating a management agreement with major chain for a newly developed hotel and worked on various management and joint venture structure matters for the Hyatt Valencia.

### **Newport Hotel Holdings**

Represented the company in the negotiation of a franchise agreement for the rebranding of the Radisson Hotel, in Newport Beach, California.

### **Nippon Total Finance**

Represented the company in significant matters regarding ownership and management of a luxury hotel.

### **Nomura Capital**

Represented Nomura in connection with various hotel lending, workout, receivership and foreclosure matters.

### **Oaktree/Landmark (RTC)**

Served as lead counsel to the RTC on hotel and major real estate assets, working on due diligence, entitlements, mortgage financing, workouts, litigation, construction issues, bond financing, auction contracts and procedures, management, golf and amenity issues, homeowner disputes, construction defect litigation, Indian lease issues with BIA and members of various Indian tribes, and sale. Handled a full spectrum of issues involving PGA West, La Quinta Golf & Tennis Resort, Carmel Valley Ranch, and Mission Hills Country Club.

### **OliverMcMillan (OM Guasti, LLC)**

Represented the developer of a Kimpton-managed hotel in Ontario, California and advised on issues regarding meeting space, restaurant, spa and other facilities. Project was part of a multi-phase mixed-use project and included issues relating to multiple hotels, retail, entertainment and residential facilities.

### **Olympic & Georgia Partners**

Represented the company in connection with the negotiation and documentation of a long-term asset management agreement for the Ritz Carlton Hotel and Residences at LA Live, a premier mixed-use development including hotels, residences, live and movie theaters, entertainment venues and Staples Arena, the home of the Lakers, Clippers, Kings and Sparks.

### **Olympus Real Estate Corporation**

Represented the company and certain affiliates in connection with acquisitions, financings, environmental and REIT-related issues.

### **ORIX Capital Markets**

Represented ORIX in a number of matters, including the Chapter 11 case for the Lighthouse Lodge in Pacific Grove and two separate collection actions on loans guaranties. Handled the documentation of construction and mini-perm loans secured by the Renaissance Las Vegas Hotel and underlying ground lease.

### **OTO Development**

Represented this developer of limited service hotels on various labor and employment matters in connection with entitlements for two new select service hotels being developed in Santa Monica, California, including living wage and neutrality card-check agreement issues and negotiations with various unions including UNITE HERE. Also handled management agreement negotiations.

### **Outrigger Lodging Services**

Represented the company in two transactions involving the purchase and sale of a hotel management company.

### **Oxford Capital**

Represented buyer of landmark urban office building for conversion to luxury condo hotel, including negotiation of terms of management agreement with luxury operator.

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**Pacpizza**

Represented this significant Pizza Hut franchisee on ADA compliance and defense matters for numerous locations in California, Nevada, Oregon and Washington.

**Pacific Golf**

Represented this golf course owner and operator in connection with negotiation and drafting of golf course purchase and management agreements.

**Pacific Hospitality Group**

Represented client on labor and employment matters regarding the 354-room Bacara Resort in Santa Barbara and the 150-room DoubleTree Irvine Spectrum in Irvine, California.

**Palace Entertainment**

Represented owner and operator in connection with nationwide acquisition of miniature golf courses, batting cages, and water parks.

**Paladin Realty Partners**

Represented William E. Simon & Sons, and its successor Paladin, in structuring the acquisition of a large destination resort in Estrella del Mar, Mazatlan, Mexico, and advised the company on tax and structural matters involving foreign investments in Mexico and the repatriation of income from the operation of the resort. Also represented the company in the purchase of an art deco hotel in South Beach, Florida.

Represented the company on management agreement issues for a resort hotel in La Jolla, California and with the sale of The Grafton Hotel in Los Angeles.

**Pandey Hotels**

Represented the company in connection with the termination of two of its hotel management agreements for its hotels in Dallas, Texas and Denver, Colorado.

**Passport Resorts**

Represented the 40-room Post Ranch Inn, Big Sur, California on ADA compliance and EB-5 financing. Negotiated CMBS loan with Deutsche Bank.

**Patriot American Hospitality**

Acted as one of Patriot American's primary counsel on a broad spectrum of operational, financing, acquisition, joint venture and REIT-related matters, including many single hotel and portfolio acquisitions throughout the country and the acquisition of the Carefree Resorts and management company.

Also represented Patriot American in several complex, joint venture acquisition and developments of high-profile luxury resorts, golf and residential communities located along the California coastline.

Representation included analyzing, procuring and maintaining various land use permits, entitlements and coastal condition approvals. Advised on labor and employment issues.

**Penrod Management**

Developed model form of management agreement for Nikki Beach Clubs.

**Perry Capital Real Estate**

Represented this real estate hedge fund on B-piece note secured by major hotel and for general representation in connection with ownership and operations issues, and represented the fund in negotiation of a series of operating agreements with an operating partner for various hotel acquisitions.

**Personality Hotels**

Represented the company in the preparation of a form hotel management agreement, to be used in connection with the Hotel Union Square, Hotel Diva, Kensington Park Hotel, Hotel Metropolis, The Steinhart, Hotel Vertigo, and Hotel Frank, all in San Francisco.

**PFG Real Estate Services**

Represented the developer of a ski resort near Ski Tip in Keystone, Colorado, including a 100-key condominium hotel, an 8,000 square foot spa, food and beverage space, condominiums, townhomes and a ski lift, We negotiated on behalf of the developer with RockResorts International, LLC

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to create management agreements, marketing agreements, ski lift agreements and related documentation.

### **Pink's Hot Dogs**

Negotiated and drafted Branded Product Outlet Agreement in connection with sale of Pink's Hot Dogs at a movie theatre chain.

### **Platinum Equity**

Represented this fund with multiple hotel acquisitions, land use matters, joint ventures, hotel management agreements, franchise agreements, ground lease negotiations and financing, including in connection with the Bloomington Sheraton Hotel in Minneapolis, Minnesota and the DoubleTree Carson Hotel in Carson, California.

Represented the company in management agreement negotiations relating to the company's 564-room Sheraton Bloomington hotel in Minneapolis.

### **Port of San Diego**

Represented the Port of San Diego on its ground lease structure and negotiations for a 1,600-room hotel next to the convention center in Chula Vista, California.

### **Premier Commercial Bank**

Advised bank on loan workout, foreclosure and guaranty recovery on loans secured by hotels in California and Arizona.

### **Presidio Hotel Group**

Handled the purchase and sale of the Visalia Marriott Convention Center.

### **Prism Hotels & Resorts**

Represented the company as receiver for hotels, and on various litigation, labor and employment and management agreement matters. Work included labor policies and manuals, collective bargaining agreements and wage and hour claims. Advised on certain investment and hotel mixed-use matters.

### **Proficient Hotel LP**

Represented client in the acquisition of the 244-room Crowne Plaza Los Angeles Harbor Hotel, and in litigation, ADA compliance and defense, and labor and employment matters.

### **Prospera Hotels**

Represented the client in the negotiation of the management agreement and ancillary agreements for the 1,000+-room Marriott-branded luxury hotel being developed in Anaheim, California.

### **Provident Management**

Assisted client in structuring hotel management, asset management and related agreements for condominium hotels and hotel mixed-use developments.

### **PT Prima Adhita Ma**

Represented the company on a broad range of hotel issues related to management agreement negotiation, termination, and litigation. Represented the company in the conversion of the Kempinski Jakarta Hotel to the Intercontinental Hotel Jakarta, and the renegotiation of the management agreement for the Ritz Carlton Bali Resort and Spa. Subsequently represented the company in successful litigation against Ritz Carlton, the termination of the management agreement for the Ritz Carlton Bali, and the negotiation of a new management agreement and new villa expansion of Bali resort, resulting in its rebranding as the Ayana Resort and Spa, Bali, managed by West Paces Hotel Group. Represented the company in negotiating its management agreement for a 282-room hotel in Bali.

### **Rabobank**

Represented the bank on hotel construction and permanent loans, bankruptcy, restructurings, and foreclosures, including hotel loan.

### **Radisson Hospitality Worldwide**

Represented the company on the acquisition of a significant resort hotel located on the Big Island of Hawaii, as well as on certain franchise and major litigation matters.

### **Ramsfield Real Estate**

Represented investor on hotel condo project acquisition in Florida.

### **Red Lion Hotels Corporation**

Represented Red Lion in structuring joint venture and partnership entities for hotel acquisitions and ownership, and developed its master form of management agreement. Also represented the company in connection with

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	hotel acquisitions (including its flagship RL property in Baltimore, Maryland) and rendered advice on corporate, tax, environmental, labor, lending and financing, management, franchise, and other related matters.
<b>Red Roof Inns</b>	Represented the company in acquisitions, litigation, and portfolio dispositions.
<b>Regent Hospitality Group</b>	Represented the company in connection with hotel development and hotel management agreements for hotels and branded residences in Bali, Phuket and Maldives.
<b>Rehabilitation Center of Beverly Hills</b>	Represented the company and its skilled nursing facilities in various labor, employment and licensing issues, including the handling of compliance audits.
<b>Related Group New York</b>	Represented developer on condo hotel and hotel mixed-use structure issues.
<b>Related Group of Florida</b>	Represented developer on issues related to RFP for luxury operator and negotiation of terms for management of luxury condo hotel.
<b>Remington</b>	Represented developer and operator on major luxury hotel mixed-use project with 265 condo units and spa.
<b>ResidenSea</b>	<p>Represented owner of an ultra-luxury cruise ship, The World of ResidenSea, in management issues with SilverSea for its 631-foot long, 40,000 ton, \$262 million, 5-star luxury cruise ship with 110 elegant residences.</p> <p>This is the first ship to sell long-term leaseholds (50-year exclusive right to use) for apartments. Oversaw subdivision and rental program issues for conformance with maritime laws.</p>
<b>Resolution Trust Corporation (RTC)</b>	Acted as one of the RTC's principal outside counsel for troubled hotel and real estate assets of seized institutions. Represented the RTC in connection with many high-profile properties, including the Desert Princess, the Hyatt Newporter, and the Landmark Land portfolio of luxury hotels and resorts (PGA West, La Quinta Golf & Tennis Resort, Carmel Valley Ranch, and Mission Hills Country Club).
<b>Resort Group (The)</b>	Advised one of the largest developers of luxury resort properties in Hawaii on condo hotel issues for the 400-room Four Seasons Resort Ko Olina at Lanikuhonua, Kapolei, Oahu, Hawaii (formerly, The Ihilani, and then the JW Marriott Ihilani).
<b>Resort Property Ventures</b>	Represented timeshare association in connection with multi-site timeshare workout and restructuring.
<b>Richfield Hospitality</b>	Represented this hotel owner and management company with multiple hotel acquisitions, joint ventures, hotel management agreements, and financing, including its acquisition of non-performing notes secured by the Renaissance Syracuse Hotel and by the Sheraton Chapel Hill in Chapel Hill, North Carolina, each of which included a concurrent deed-in-lieu of foreclosure (i.e., an "Enhanced Note Sale"). Also assisted the company with the negotiation and drafting of its software licensing agreements.
<b>Rim Hospitality</b>	Represented Rim Hospitality on a broad range of issues as receiver for several hotels, including the Sheraton Universal Hotel, Universal City, California, a portfolio of 3 hotels with multi-state receivership and sale, and another portfolio of Best Western hotels.
<b>Ripplewood</b>	Represented this equity investor with more than \$10 billion under management in a broad range of work involving its investment in a complete convention and leisure resort complex commonly referred to as the Phoenix Seagaia in Miyazaki City, Miyazaki Prefecture on the southern island of Kyushu, Japan. Work involved negotiating separate management

	arrangements for each of the hotel, golf and spa components of the resort comprising 5 hotels, 4 golf courses and one destination spa.
<b>Robert D. Zimmer Group</b>	Represented the company on joint venture, loan and disposition strategies and structures for the high-profile Inn of the Anasazi resort.
<b>Robert Mayer Corporation</b>	Represented client in various issues on the development, joint venture, management, financing and related issues for development and construction of a new \$165 million Hyatt Grand Hotel in Huntington Beach, California, with approximately 520 rooms with beach access, “signature” restaurants, spa, 10,000 square feet of retail and an 80,000 square foot conference center on 15 acres next to the existing Hilton Waterfront Beach. Also worked on management agreement for a 242-room hotel to be acquired out of bankruptcy in Ventura County, California. Advised client on condo hotel issues and handled management agreement RFP and negotiations.
<b>Robles Del Rio Lodge</b>	Represented the company in matters including various issues relating to a contract dispute with broker, advised in connection with a development project on high-end spa and joint venture structure.
<b>Rockbridge Capital</b>	Represented client in connection with ADA issues and accessibility counseling.
<b>Rodin Group</b>	Represented investor group on proposed \$350 million acquisition of 4 Club Quarters Hotels with a total of 850 rooms and 9,500 square feet of meeting space. Three of the hotels are in Midtown Manhattan, Wall Street and Rockefeller Center in New York, and one in Washington, DC.
<b>Royal Bank of Canada</b>	Represented client in foreclosure of real property in California.
<b>Rubicon Studios</b>	Represented this client in the negotiation and construction contracts for hotel and amusement park facilities in Aman, Jordan and Perth, Australia.
<b>Sakura Bank</b>	Represented Sakura as a participant in two separate major Hawaiian resort workouts with an aggregate loan value of approximately \$500 million.
<b>Samchully America</b>	Represented this Korea-based company in the acquisition of the Courtyard by Marriott in Anaheim, California.
<b>San Diego Padres</b>	Represented the Padres in connection with their hotel development issues related to the new San Diego Ballpark hotel, including “R-7.”
<b>sbe Entertainment sbe Hotel Group sbe Restaurant Group</b>	Represented the companies and affiliates in a broad range of hospitality matters involving hotels and supper clubs, including acquisition, financing, joint venture, management and formation of a fund for the acquisition, development, operation and ownership of restaurant and nightlife properties in Southern California and select domestic and international locations. Joint ventures involved parties such as Makar Properties, American Property Management, Philippe Starck, and celebrity chefs.  Properties involved include hotels such as the SLS Las Vegas, SLS South Beach, Redbury Hollywood, Ritz Plaza in South Beach, Miami, the Sheraton Gunter Hotel, San Antonio, the Hilton Garden Inns in Rancho Mirage and Tampa, and the DoubleTree Tucson at Reid Park. Restaurants and Supper Clubs involved include high profile properties such as Yu, Katsu-ya, The Slab, Chrome, The Lounge, Shelter and Prey.
<b>Seaside Resort Development</b>	Represented developer of luxury hotel mixed-use development on hotel management agreement, timeshare and condo hotel issues for Fairmont Resort, Seaside, California.
<b>Seaview Investors</b>	Represented the company in connection with the conversion of an LAX Airport-adjacent office building to a Residence Inn by Marriott hotel property, including franchise, management and financing issues. Also

	represented the company in connection with a ground lease relating to its Beverly Hills hotel property.
<b>Security Capital</b>	Represented the company in various matters concerning hotel investment.
<b>Security National Guaranty</b>	Represented company in joint venture and debt financings for the development of a \$350 million luxury mixed-use project with more than 40 acres on the California coast near Monterey. Work included litigation and workout with a resulting discounted payoff to a secured lender.
<b>Sega GameWorks</b>	Represented arcade and restaurant owner and operator in connection with nationwide rollout of corporate owned locations, as well as international licensing of concept.
<b>Seven Signatures</b>	Assisted client on a range of international hotel matters, including the structure of a resort trust on a condo hotel project in Hawaii, working with Hawaii time-share requirements, investment in New York City luxury condo hotel, and management agreement for a new luxury Tokyo hotel development.
<b>Shamrock Capital Advisors</b>	Advised on hotel acquisitions, structuring and financing issues.
<b>Shanghai Construction Group</b>	Represented one of the largest construction companies in China in its initial hotel acquisition program in Southern California with the purchase of two hotels and attempted purchase of a large development project (approximately \$500 million). Also represented the company on management, franchise and lease issues for the Renaissance Hotel and the Hyatt Place in Flushing, New York.
<b>Sharma Group</b>	Represented this New York hotel owner in preparation of a master form of hotel management agreement.
<b>Shea Properties</b>	Represented owner-developer on broad range of issues related to development of 500 hotel rooms in three hotels as part of the Tustin Legacy project, combining luxury, boutique and extended stay with retail, office and residential. Also, assisted developer with acquisition of a hotel site in a master-planned community to consist of a 400-room themed resort hotel, an indoor water park, and a conference center.
<b>Shilo Management Corporation</b>	Represented client in connection with ADA issues, accessibility counseling and litigation defense.
<b>Shindler Group</b>	Represented the company in matters including management agreement issues and related litigation relating to Pasadena Hilton, 291-room hotel and office tower containing approximately 140,200 rentable square feet.
<b>Sierra Land</b>	Represented Sierra Land in reorganization and restructuring of management company, ownership structure and management arrangements for 3 hotels with more than 1,800 rooms in the Orlando, Florida area.
<b>Siracusa Sun LLC</b>	Represented the developer of a major 5-star luxury resort and villas project in Torre Ognina, Sicily, including RFP for brand and operator, condo hotel and financing issues.
<b>Sisung Securities Corporation</b>	Represented Sisung in connection with Crowne Plaza management agreement negotiations, joint venture and partnership structuring and convertible participating mortgage and construction loan documentation.
<b>Sizzler Restaurants</b>	Represented Sizzler for ADA compliance and defense work and also in the protection of its trademarks and copyrights nationwide.
<b>Slattery Companies</b>	Represented the companies in connection their potential conversion of hotel properties to timeshare or fractional product.
<b>Société Générale</b>	Represented the bank in luxury hotel lending.

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<b>Space Source</b>	Represented developer of condominium and hotel condo project in Costa Rica with hotel branding and management agreements, condo hotel regime structure, compliance with U.S. Federal and State securities laws and subdivision acts.
<b>St. John of God</b>	Represented company on various licensing and permitting issues relating to its long-term care business expansion plan.
<b>Standard International Management</b>	Represented the company on ADA compliance and defense matters for The Standard hotels in New York City and Los Angeles.
<b>Stanford Hotels</b>	Represented Stanford Hotels in a broad range of matters including acquisition and franchise for properties such as the Hilton Santa Clara, Hilton Boca Raton, and Rancho Cordova, Hyatt Regency Oakbrook, and Hilton Hotel Charlotte. Also represented client in connection with ADA and accessibility counseling and litigation defense for hotel properties throughout the country.
<b>Starr Pass Holdings</b>	Represented owner in significant management agreement dispute with Marriott over management of a \$200 million residential mixed-use resort project.
<b>Stix Holdings, LLC</b>	Represented the company in connection with restaurant leasing matters for its Pick Up Stix casual Asian restaurants.
<b>Stone Eagle Golf</b>	Represented owner of golf course in connection with golf club formation and drafting of club membership agreements.
<b>Strategic Hotel Capital</b>	Represented company in the acquisition of the Four Seasons, Mexico City, as well as a purchase of a note secured by a 5-star hotel on the East Coast, including complex tax and securities consequences to the lender, the borrower and Strategic.
<b>Stratford Hospitality</b>	Handled hotel acquisitions, joint venture and corporate formation.
<b>Sumitomo Realty &amp; Development</b>	Represented Sumitomo in connection with management and rebranding issues and for the negotiation and documentation of a new long-term management contract on its 350-room Park Hyatt Los Angeles hotel in Century City. Also represented the company in major litigation with Marriott, land use and entitlement matters, condo hotel advice and ground lease issues.
<b>Summit Health Care</b>	Represented Summit Health Care with its residential and long-term care senior living facilities throughout the western U.S. in all labor and employment issues.
<b>Sun Alliance Health Care</b>	Represented Sun Alliance that owns and manages residential and long-term senior living facilities, clinical laboratories and other types of health care providers throughout the U.S. Representation has focused on routine and critically important labor and employment matters, investigations and litigations, as well as U.S. Department of Labor wage audit.
<b>SunAmerica</b>	Represented SunAmerica in development and management issues on 5-star hotels.
<b>Sunstone Hotels</b>	Represented Sunstone on the proposed acquisition of a high-profile full-service hotel in Virginia, and Sunstone's sale of Marriott hotel in Southern California.
<b>Sunterra Corporation</b>	Represented Sunterra, the nation's largest independent timeshare owner and operator, on property acquisition, timeshare formation, and multi-state registration.

## **Swedbank**

Represented Swedbank in connection with loan workouts, receivership, restructuring of hotel management agreements, litigation analysis and construction defect analysis involving the La Posada de Santa Fe Hotel & Spa in Santa Fe, New Mexico, and the Hotel Madeline in Telluride, Colorado.

## **Tamares Real Estate T-UPR, LLC**

Represented client on conversion of the 1,003-room Plaza Hotel and Casino in downtown Las Vegas to a Four Points by Sheraton.

## **Tarsadia Hotels**

Represented Tarsadia in its “white knight” effort to acquire a hotel in a complex bankruptcy with the debtor’s support.

## **Texas Rock**

Represented the developer in pursuit of entitlements for a boutique luxury hotel with ground level restaurant and adjacent retail and parking in Hollywood, California.

## **Theraldson Lodging**

Represented the company in structuring first hotel mortgage REIT in \$400 million refinancing, \$100 million line of credit and additional \$400 million follow-up financing on 260 hotel properties with 16,000 rooms in more than 20 states generating annual gross revenues of more than \$150 million. Brands operated include Comfort Inns & Suites, Country Inns & Suites, Courtyard by Marriott, Days Inns, Econo Lodges, Fairfield Inns by Marriott, Hampton Inns, Hawthorn Suites, Holiday Inns, Holiday Express, Home-wood Suites, MainStay Suites, Quality Suites, Residence Inns by Marriott, Sleep Inns, Super 8, and Town & Place Suites.

## **Tishman Realty Corporation**

Represented the company in the successful negotiation of a new collective bargaining agreement with the union for its 362-room hotel near Chicago’s O’Hare airport.

## **TMC Communities**

Represented TMC on a major multi-use, themed entertainment development that includes hotels, golf, residential, and a professional baseball stadium.

## **Tokai Bank**

Represented Tokai in numerous senior living facilities loans; represented the Los Angeles Agency on a workout of a mixed-use office, retail and hotel project where the loan value exceeds \$200 million.

Represented the bank on a Hawaiian destination resort with a \$200 million troubled loan, and in the restructure of major loans secured by senior living facilities.

## **Trigild Corporation**

Represented Trigild on general employment related matters, financing and select litigation issues.

## **Tristate Partners**

Represented the client on management and branding of Hard Rock Hotel (formerly the Taj Mahal), Atlantic City, New Jersey.

## **TrizecHahn Development**

Represented TrizecHahn on joint venture development, management and labor and employment matters concerning the \$540 million, 500,000 square foot Hollywood & Highland. This involved the redevelopment of an existing 471-room Holiday Inn into a 640-room Renaissance Hotel as part of a mixed-use entertainment/retail development. Representation included RFP for hotel operators, joint venture, technical services and management agreements with Marriott, neutrality agreement with HERE, and general union advice.

## **Trump Organization**

Represented the Trump Organization on hotel and condo hotel matters relating to management agreement, condominium hotel structure and documentation, and other formation, structuring and sale issues for properties including Amman, Jordan, Baja, Mexico, Cap Cana, Dominican Republic, Chicago, Ft. Lauderdale, Giza, Egypt, Las Vegas, Panama City, SoHo in New York, and Waikiki.

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<b>Tsukada Global Holdings, Inc.</b>	Represented this Japan-based global owner, developer and operator of hotels, and restaurants in new, ground-up, luxury condo hotel in Waikiki.
<b>Turnberry Ltd.</b>	Representation on management agreement and major litigation matters. Prepared a new form of management agreement for company's hotels.
<b>UBS Warburg (formerly Paine Webber)</b>	Represented UBS in a broad range of its most significant hospitality matters including strategic advice on its controlling interest in an independent hotel operator and its portfolio of hotels; litigation involving breach of contract by operator of a destination resort property; handling the sale of its independent hotel operator; sale of its portfolio of wholly-owned hotels; management and franchise issues; development of a \$400 million, 1,500-room Westin hotel in Orlando; and an \$80 million, 300-room W Hotel development in the San Francisco Bay Area.
<b>Union Bank of California</b>	Acted as one of the principal outside law firms on matters involving hotels, real estate, and workouts.
<b>Unique Hotels &amp; Restaurants</b>	Represented the company in certain acquisition matters.
<b>Universal Paragon Corporation</b>	Represented the owner of the 483-room, 24-story Universal City Hilton in a land use issues related to an adjacent development.
<b>University of Southern California (USC)</b>	Represented the University in connection with guiding the development of a premium-branded select service hotel property on USC's Health Sciences Campus, including the negotiation and drafting of a ground lease and related agreements.
<b>Urban Commons</b>	Advised the company on its ground lease acquisition of the 333-room Sheraton, South Pasadena, California, and lease of the Queen Mary (Ship and Hotel), Long Beach, California.
<b>USAA Real Estate Company</b>	Represented the company in connection with its \$129 million portfolio buyout of six DoubleTree branded hotels with 2,249 rooms in 5 states including California, Texas, Kansas, Oklahoma and Missouri.
<b>Valadon Hotel LLC</b>	Represented the client on ADA compliance and defense matters involving the Petite Ermitage, Los Angeles.
<b>Visiting Nurse Association of Los Angeles</b>	Represented the largest California home health provider on all labor and employment matters including related litigation and audit issues.
<b>Walt Disney Company (The)</b>	Represented Disney in connection with evaluating condo hotel regime structures, and the structuring of Disney hotel management agreements and policies. Represented Disney in the acquisition of its site at National Harbor, Virginia. Also provided general representation in connection with California timeshare and vacation club properties.
<b>Washington Mutual Federal Savings Bank</b>	Represented WaMu on a wide range of hospitality issues, including receiverships and labor and employment issues.
<b>Waverider Surf Club</b>	Represented the company in connection with surf-oriented vacation club formation.
<b>WDC Development (Winn Development Company)</b>	Represented the developer of Columbus Center, Boston on a \$550 million condo hotel, condo residential, retail, commercial and parking development on 6.97 acres predominantly comprised of 4 parcels of air rights over a portion of the Massachusetts Turnpike owned by the MTA and the adjacent railroad tracks owned by the Massachusetts Bay Transportation Authority. Work included condo hotel regime and program, hotel and spa management agreement and related issues.
<b>Wells Fargo Bank</b>	Represented Wells Fargo in hotel loan originations, as well as workouts involving troubled real estate and hotel loans (both whole loans and CMBS),

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including large-scale (e.g., the Le Meridien Hotel, San Francisco) and smaller limited service hotels. Assisted with preparation of hotel provisions for Bank's hospitality loan documents. Assisted Wells Fargo in transitioning franchise agreements for hotel properties in receivership, then foreclosure and subsequent sale of those assets.

### **Westbrook Real Estate Fund IV**

Represented the fund in a \$31 million acquisition of 9 Marriott-branded hotels with 732 rooms in 5 states – Louisiana, Mississippi, Georgia, Arkansas, and Tennessee.

### **Westfield Group**

Represented major shopping center owner and developer in analysis of opportunities, issues and strategies for converting and developing some of its most important shopping centers and regional malls to hotel-retail-residential mixed-use projects.

### **Westmont Hospitality**

Represented the company on a union representation petition. We successfully challenged various issues with the NLRB, postponed the union election and allowed management to ultimately avoid unionization of the hotel. Defended the company in labor and employment matters concerning 4 California hotels, including wage and hour claims in a federal court class action and in discrimination-retaliation claims.

### **Wheelock Street Capital**

Represented this equity investor in connection with due diligence, joint venture documentation, bond financing and management agreement analysis involving a capital stack restructuring for a Ritz-Carlton resort property. Also represented the company in connection with its acquisition of the Westlake Hyatt Hotel, and the Agoura Hills Renaissance Hotel. Also assisted client with the negotiation and drafting of a Ritz-Carlton hotel management agreement and joint venture, land use and other matters involving several Southern California hotel properties.

### **Wilshire Restaurant Group**

Represented the company in connection with wage and hour class action litigation.

### **Windsor Health Care**

Represented one of the significant principals of the company in dealing with complex proration and receivable litigation.

### **Winter Park Recreational Association**

Represented Winter Park on issues related to the development, management, joint venture and financing of hotel and ski-related development matters.

### **Wolfgang Puck Food Company**

Represented WPFC in connection with domestic airport and international licensing of express restaurant concept.

### **Wolfgang Puck Restaurants**

Represented company nationwide on trademark and licensing matters for his restaurants and products such as Spago, Chinois on Main and Granita.

### **Woodlands Operating Company (The)**

Represented the company on management, financing, and joint venture issues related to a 27,000-acre mixed-use residential and commercial community near Houston with several hotel and conference center components.

### **Woodridge Capital Partners**

Represented the company in connection with several large EB-5 financing transactions, including:

- \$350 million EB-5 loan for the redevelopment of the Century Plaza hotel, including 1.5 million square feet of mixed-use development with a completely redesigned hotel with 394 rooms and 64 condominium residences, two new 46-story high-rise buildings with up to 290 condominium residences and 94,200 square feet of new street and plaza level retail and restaurants.
- \$70 million EB-5 loan for the development of a master planned community consisting of 1,926 residential lots and supporting infrastructure in Prince Georges County, Maryland.

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*Jim Butler*

JEFFER MANGELS BUTLER & MITCHELL LLP

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- \$22 million EB-5 loan for the development of a mixed-use residential and retail community containing 81 residential units with 512 boat slips and a new specialty grocery store in San Rafael, California.

### **Woodside Hotels & Resorts**

Represented Woodside Hotels on labor and collective bargaining negotiations with unions. Also represented this client on many management agreement negotiations, including the Bernardus Lodge & Spa. Represented the company on joint venture and management issues regarding the development of a new hotel and spa.

### **Wyndham International**

Represented Wyndham International on certain major hotel acquisitions, including purchase and loan documentation, personal property, environmental, liquor license, tax, and labor issues. Also represented the company on significant operations issues, including management agreement matters, trademark, and labor and employment issues such as negotiation of neutrality agreement, handling successor liability issues, advising on union issues, and collective bargaining. Represented the company in major multi-state litigation against major branded hotel operator.

### **Yasuda Trust & Banking**

Represented Yasuda on a loan workout involving six cross-collateralized hotel properties that were owned and operated by a branded chain. Also represented the bank on a major Hawaii resort workout of approximately \$200 million, as well as on a workout and disposition of a major urban hotel.

### **YTL Hotels & Resorts**

Represented YTL in connection with its due diligence and bid for a proposed acquisition of a luxury hotel in the Greater Los Angeles metropolitan area.

## Representative Properties in the Hospitality Industry

The Global Hospitality Group® was formed at JMBM in 1987 to serve more effectively the specialized needs of hospitality property owners, developers, investors, lenders, independent operators, and capital sources. Our work involves all aspects of the hospitality industry, including hotels & resorts, vacation ownership properties, restaurants, golf courses, tennis facilities, country clubs, sports clubs & spas, development projects, assisted living facilities, themed properties, sports complexes, and stadiums & arenas.

JMBM has extensive experience and capabilities in the financing, acquisition and sale of these hospitality properties and operating companies. The Global Hospitality Group® has been involved in more than 3,900 hotel properties representing more than \$87 billion in total sales, financings, acquisitions, and workouts involving hospitality projects and companies.

Below you will find a partial list of the more than 3,900 *Representative Properties* that have been the subject of our client representation over the years. You will find a list of our *Representative Clients* in the preceding section.

### Property/Project

### Engagement

<b>1 Hotel &amp; Homes</b> , Salt Lake City, UT	Franchise agreement, management agreement, TSA agreement
<b>1095 Market Street Hotel</b> , San Francisco, CA	Management agreement, lease
<b>1800 Argyle</b> , Hollywood, CA	Entitlements
<b>24 Hour Fitness</b> , Los Angeles, CA	ADA compliance and defense
<b>24 Hour Fitness</b> , Sacramento, CA	ADA compliance and defense
<b>24 Hour Fitness</b> , San Francisco, CA	ADA compliance and defense
<b>24 Hour Fitness</b> , Stockton, CA	ADA compliance and defense
<b>AC by Marriott</b>	See “Marriott – AC by Marriott”
<b>Accor – Fairmont Hotel – Acapulco Princess</b> , Acapulco, Mexico	Management agreement
<b>Accor – Fairmont Hotel – Pierre Marques</b> , Acapulco, Mexico	Management agreement
<b>Accor – Fairmont Hotel – The Plaza</b> , New York, NY	Management agreement, acquisition/buy-side
<b>Accor – Fairmont Hotel – Turnberry Isle Resort &amp; Spa</b> , Aventura, FL	Management agreement termination
<b>Accor – Fairmont Hotel</b> , Copley Plaza, Boston, MA	Acquisition/buy-side
<b>Accor – Fairmont Hotel</b> , Palm Desert, CA	Financing
<b>Accor – Fairmont Hotel</b> , San Francisco, CA	Labor, tax, operations issues
<b>Accor – Fairmont Hotel</b> , San Jose, CA	Management agreement
<b>Accor – Fairmont Hotel</b> , Seaside, CA	Management agreement
<b>Accor – Fairmont Hotel</b> , Seattle, WA	Lease litigation over hotel standard
<b>Accor – Fairmont Hotel</b> , Sonoma Mission Inn, Sonoma, CA	Acquisition/buy-side, management agreement, restructuring
<b>Accor – Fairmont Sonoma Mission Inn &amp; Spa</b> , Sonoma, CA	Franchise agreement, financing
<b>Accor – Ibis Hotel</b> , Anaheim, CA	Acquisition/buy-side
<b>Accor – Ibis Hotel</b> , Carson, CA	Acquisition/buy-side
<b>Accor – Ibis Hotel</b> , San Francisco, CA	Acquisition/buy-side
<b>Accor – Pullman Hotel</b> , Miami, FL	Franchise agreement, management agreement, litigation, financing
<b>Accor – Raffles L’Ermitage</b> , Beverly Hills, CA	Restructuring, foreclosure/deed-in-lieu, financing, due diligence, acquisition/buy-side, management agreement

*Jim Butler*

## Property/Project

**Accor – Sofitel Hotel**, Miami, FL  
**Accor – Sofitel Hotel**, San Francisco, CA  
**Ace Hotel**, Los Angeles, CA  
**Acqua Hotel**, Mill Valley, CA  
**Ala Moana Hotel**, Honolulu, HI  
**Aladdin Hotel & Casino**, Las Vegas, NV  
**Alana Hotel**, Waikiki, HI  
**Alexandra Hotel**, Boston, MA  
**Alexis Park Hotel**, Las Vegas, NV  
**Aliso Creek Inn**, Laguna Beach, CA  
**Aloft Hotel**  
**Amalfi Hotel Chicago**, Chicago, IL  
**Ambrose**, Santa Monica, CA  
**America's Best Value Inn**, Albuquerque, NM  
**American Golf – National Golf**  
(250 properties worldwide)  
**AmeriSuites**, San Diego, CA  
**Anaheim Arena**, Anaheim, CA  
**Anaheim Garden Walk**, Anaheim, CA  
  
**Anaheim Park Hotel**, Fullerton, CA  
**Andersen's Bakery**, Sunnyvale, CA  
**Anza Hotel**, Calabasas, CA  
**Arctic Club Hotel**, Seattle, WA  
**Aria Hotel & Casino**, Las Vegas, NV  
**Arrowhead Hotel**, Arrowhead, OK  
**Astoria Hotel & Event Center**, Dickinson, ND  
**Astoria Hotel & Suites**, Glendive, MT  
**Atlantic Times Square**, Inglewood, CA  
**Auberge Hotel Santa Barbara**, Santa Barbara, CA  
**Auberge Lodge at CordeValle**, San Martin, CA  
**Auberge Lodge at Skylonda**, Woodside, CA  
**Auberge Resort Waikiki**, Kings Village, HI  
**Auberge San Ysidro Ranch**, Santa Barbara, CA  
**Auburn Valley Country Club**, Auburn, CA  
**Austria Haus**, Vail, CO  
**Autograph Collection**  
**Autry Resort Hotel**, Palm Springs, CA  
**Avante Hotel**, Mountain View, CA  
**Ayana Resort and Spa Bali**, Bali, Indonesia  
**Ayur Hotel**, Los Angeles, CA  
**Ayya Hotel**, New York, NY  
**Bacara Resort**, Santa Barbara, CA

## Engagement

Management agreement, franchise agreement, financing  
Development, land use, entitlements  
Joint venture, management agreement, broker agreement  
ADA compliance and defense  
Condo hotel advice (conversion)  
Acquisition/buy-side, gaming license, bankruptcy  
Acquisition/buy-side through foreclosure/deed-in-lieu  
Acquisition/sell-side  
ADA compliance and defense, litigation  
Construction financing  
See "Marriott – Aloft Hotel"  
Condo hotel advice (conversion)  
Management agreement  
Acquisition/buy-side, management agreement  
Acquisition/buy-side, environmental  
  
Development, franchise agreement  
ADA compliance and defense  
Development, entitlement, financing, hotel mixed-use and timeshare for 3 hotels, waterpark, timeshare  
Note acquisition, bankruptcy, foreclosure, eviction, operations issues  
ADA compliance and defense, lease dispute  
Financing  
Labor and employment  
Joint venture, management agreement  
Acquisition/buy-side  
Management agreement, acquisition/sell-side, operations issues, restructuring  
Management agreement, acquisition/sell-side, operations issues, restructuring  
Litigation  
Management agreement  
Management agreement  
Management agreement  
Management agreement, condo hotel  
Management agreement, litigation  
Bankruptcy  
Condo hotel advice (conversion), management agreement  
See "Marriott – Autograph Collection"  
Labor and employment, acquisition/sell-side, litigation, ownership issues  
ADA compliance and defense  
Management agreement termination, negotiate new management agreement  
Management agreement, entity formation and structure  
Management agreement  
Labor and employment, litigation

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*Jim Butler*

## Property/Project

**Bachmann Springs**, Tombstone, AZ  
**Baha Mar Casino**, Nassau, Bahamas  
**Baha Mar SLS**, Nassau, Bahamas  
**Baltimore Convention Center Hotel**, Baltimore, MD  
**Bamboo Eco Resort**, St. Mary, Jamaica  
**Banyan Tree Spa Phoenix Seagaia Resort**, Miyazaki, Japan  
**Barbizon Hotel**, New York, NY  
**Barley's Casino & Brewing Company**, Henderson, NV  
**Bartlett Hotel**, San Francisco, CA  
**Bayside Hotel**, Santa Monica, CA  
**Beaches Restaurant**, Manhattan Beach, CA  
  
**Beacon Hotel**, Miami Beach, FL  
**Beacon Hotel**, Washington, DC  
**Bel Age Hotel**, West Hollywood, CA  
**Bel Air L'Auberge Hotel**, Del Mar, CA  
  
**Belamar Hotel (The)**, Manhattan Beach, CA  
**Belmont Hotel**, Dallas, TX  
  
**Belmont Village Senior Living** (10 throughout California)  
**Bernardus Lodge & Spa**, Carmel, CA  
**Best Western Plus**, Gilroy, CA  
**Best Western**, Anaheim, CA  
**Best Western**, Corte Madera, CA  
**Best Western**, Dickson, ND  
  
**Best Western**, Laguna Brisas, Laguna, CA  
**Best Western**, Pasadena, CA  
**Best Western**, Santa Barbara, CA  
**Best Western**, Seven Seas Hotel, San Diego, CA  
**Best Western**, South Coast Inn, Goleta, CA  
**Best Western**, Valencia, CA  
**Beverly Comstock Hotel**, Beverly Hills, CA  
**Beverly Heritage Hotel**, Costa Mesa, CA  
**Beverly Hills Baccarat Hotel & Residences**, Los Angeles, CA  
**Beverly Hills Plaza Hotel**, Los Angeles, CA  
**Beverly Prescott Hotel**, Los Angeles, CA  
**Beverly Rodeo Hotel**, Beverly Hills, CA  
**Beverly Sunset/Bel Air Luxe Hotel**, Los Angeles, CA  
**Biltmore Hotel & Suites**, Santa Clara, CA  
**Biltmore Hotel Los Angeles**, Los Angeles, CA

## Engagement

Development  
Casino management agreement  
Management agreement  
Development, management agreement  
Management agreement, investment documents  
Management agreement  
Financing, acquisition/buy-side  
Casino management agreement  
ADA compliance and defense  
Acquisition/sell-side  
Restaurant acquisition/buy-side, joint venture, restaurant lease, chef consulting agreement  
Labor and employment, acquisition/buy-side, tax, joint venture, operations issues  
Acquisition/buy-side  
Acquisition/buy-side, financing, UCC  
Foreclosure/deed-in-lieu, operations issues, management agreement, acquisition/buy-side  
Management agreement  
Acquisition/buy-side, joint venture, management agreement, financing, operating issues  
Litigation, land use, regulatory  
Management agreement  
ADA compliance and defense  
Acquisition/buy-side, joint venture, financing  
ADA compliance and defense  
Management agreement termination, acquisition/sell-side, operations issues, restructuring  
Receivership and sale  
ADA compliance and defense  
ADA compliance and defense  
Acquisition/buy-side  
ADA compliance and defense  
Loan workout, restructuring, tax advice  
Acquisition/buy-side  
Sale-leaseback, financing  
Management agreement  
Acquisition/buy-side  
Contracts  
Labor and employment, city permits, regulatory  
Foreclosure/deed-in-lieu, tenant issues, acquisition/sell-side  
ADA compliance and defense  
Financing, loan workout

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*Jim Butler*

## Property/Project

**Biltmore Resort & Spa**, Phoenix, AZ  
**Blood Hound Hotel**, Reno, NV  
**Blue Sea Beach Hotel**, Pacific Beach, CA  
**Boca Raton Resort & Club**, Boca Raton, FL  
**Bougainvillea**, San Diego, CA  
  
**Boulder Station Hotel & Casino**, Las Vegas, NV  
**Boulders Resort (The)**, Carefree, AZ  
**Brown Palace Hotel**, Denver, CO  
**Buena Vista Café**, San Francisco, CA  
**Buena Vista Palace Hotel**, Disney World, Orlando, FL  
**Burger King**, Los Angeles  
**Butterfly Grove Inn**, Pacific Grove, CA  
**Buttes Resort (The)**, Tempe, AZ  
**Cal Neva Resort Spa & Casino**, Crystal Bay, NV  
  
**Cambria Beach Lodge**, Los Angeles, CA  
**Cambria Landing Inn & Suites**, Cambria, CA  
**Cambria Suites**  
**Cambridgeside Hotel**, Cambridge, MA  
**Candlewood Suites**  
**Canggu Beach Resort**, Bali, Indonesia  
**Canterbury Hotel**, Washington, DC  
**Capella – Inn at Lost Creek**, Mountain Village, CO  
**Capella – San Diego**, San Diego, CA  
**Capella – Schloss Velden**, Velden, Austria  
**Capella – Telluride**, Telluride, CO  
**Capella – Washington D.C./Georgetown**, Washington, DC  
**Carefree Resorts**, Carefree, AZ  
**Caribe Royal Suites**, Orlando, FL  
**Carillon Hotel**, Miami Beach, FL  
**Carlson – Country Inn & Suites**, Anaheim, CA  
**Carlson – Country Inn & Suites**, Davenport, IA  
**Carlson – Country Inn & Suites**, Eau Claire, WI  
**Carlson – Country Inn & Suites**, Grand Rapids, MI  
**Carlson – Country Inn & Suites**, Lewisville, TX  
**Carlson – Country Inn & Suites**, Naperville, IL  
**Carlson – Country Inn & Suites**, Owatonna, MN  
**Carlson – Country Inn & Suites**, Rochester, MN  
**Carlson – Country Inn & Suites**, Toledo, OH  
**Carlson – Park Inn Love Field**, Dallas, TX  
**Carlson – Park Plaza Suites**, Seattle, WA  
**Carlson – Radisson Hotel**, Agoura Hills, CA

## Engagement

Financing  
Management agreement, investment documents  
Management agreement  
Acquisition/buy-side, management agreement  
Acquisition/buy-side, development, joint venture, tax, financing, golf course, operations issues  
Casino management agreement  
Labor and employment, trademark  
Management agreement, franchise agreement, acquisition/buy-side, financing  
ADA compliance and defense  
Management agreement, ownership issues  
ADA compliance and defense  
Management agreement, franchise agreement, loan restructuring, acquisition/sell-side  
Management agreement, acquisition/buy-side, labor and employment, trademark  
Workout, restructuring, bankruptcy, joint venture, re-financing debt and equity, acquisition/sell-side, financing, licensing  
ADA compliance and defense  
Management agreement  
See “Choice – Cambria Suites”  
Management agreement  
See “IHG – Candlewood Suites Hotel”  
Management agreement  
Management agreement  
Management agreement, management agreement termination  
Management agreement, management agreement termination  
Management agreement termination  
Management agreement termination  
Management agreement termination  
Corporate acquisition/buy-side, labor, trademark, securities  
Management agreement, general corporate advice  
Financing  
Management agreement, franchise agreement  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Management agreement termination, litigation  
Acquisition/buy-side  
Foreclosure and deed-in-lieu, loan participation issues, acquisition/sell-side

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*Jim Butler*

## Property/Project

**Carlson – Radisson Hotel**, Bel Air Summit, Los Angeles, CA  
**Carlson – Radisson Hotel**, Berkeley, CA  
**Carlson – Radisson Hotel**, Danvers, MA  
**Carlson – Radisson Hotel**, Empire, New York, NY  
**Carlson – Radisson Hotel**, Hotel & Conference Center, Fresno, CA  
**Carlson – Radisson Hotel**, Hotel & Country Club, Manhattan Beach, CA  
**Carlson – Radisson Hotel**, Irvine, CA  
**Carlson – Radisson Hotel**, Kenner, LA  
**Carlson – Radisson Hotel**, LAX, Los Angeles, CA  
**Carlson – Radisson Hotel**, Los Angeles, CA  
**Carlson – Radisson Hotel**, Mid-City, Phoenix, AZ  
**Carlson – Radisson Hotel**, Newport Beach, CA  
**Carlson – Radisson Hotel**, Phoenix, AZ  
**Carlson – Radisson Hotel**, Sacramento, CA  
**Carlson – Radisson Hotel**, San Antonio, TX  
**Carlson – Radisson Hotel**, Seattle-Tacoma, WA  
**Carlson – Radisson Hotel**, Sherman Oaks, CA  
**Carlson – Radisson Hotel**, Stockton, CA  
**Carlson – Radisson Hotel**, University of Minnesota, Minneapolis, MN  
**Carlson – Radisson Hotel**, Waikoloa, HI  
**Carlson – Radisson Hotel**, Woodlands, Flagstaff, AZ  
**Carlson – Radisson Plaza Hotel**, San Jose, CA  
**Carlson – Radisson Suites Hotel**, Boca Raton, FL  
**Carlton Hotel**, San Francisco, CA  
**Carlyle Hotel (The)**, New York, NY  
**Carlyle Inn**, Los Angeles, CA  
**Carlyle on Wilshire (The)**, Los Angeles, CA  
**Carmel Valley Ranch**, Carmel Valley, CA  
**Casa Del Mar**, Santa Monica, CA  
**Casa Laguna**, Laguna Beach, CA  
**Casa Madrona**, Sausalito, CA  
**Catalina Island**, Avalon, CA  
**Cavallo Point Lodge**, Sausalito, CA  
**Century Plaza Hotel**, Los Angeles, CA  
**Century Plaza Hotel**, Los Angeles, CA  
**Chamberlain**, West Hollywood, CA  
**Chase on the Lake**, Walker, MN

## Engagement

Management agreement, franchise agreement, labor and employment  
Labor and employment  
Acquisition/buy-side, management agreement, syndication  
Franchise agreement, litigation  
Franchise termination, ADA compliance and defense, rebranding  
Financing  
Acquisition/buy-side, bankruptcy, labor and employment, tax, litigation, operations issues  
Management agreement  
Management agreement, litigation, entitlements, rebranding  
Operations issues, litigation, management agreement, litigation, labor and employment  
Franchise agreement  
Franchise agreement  
Management agreement  
Restructuring  
Franchise agreement, litigation  
Acquisition/sell-side  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side, ground lease, management agreement, franchise agreement, financing  
Acquisition/buy-side, labor, tax  
Franchise termination, ADA compliance and defense, rebranding  
Foreclosure/deed-in-lieu  
Franchise agreement  
ADA compliance and defense  
Management agreement  
Management agreement  
Financing, development  
Restructuring, loan workout, foreclosure/deed-in-lieu, acquisition/sell-side, financing  
Construction financing, ADA compliance and defense  
ADA compliance and defense  
Receivership, foreclosure, acquisition/buy-side, management agreement, lease, restaurant  
Development, financing, condo hotel advice, joint venture, land use, management agreement  
ADA compliance and defense  
\$450 million EB-5 construction financing  
See “Hyatt Regency Century Plaza”  
Condo hotel advice (conversion), land use, entitlements  
Financing, development, operations issues

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*Jim Butler*

## Property/Project

**Chase Park Plaza**, St. Louis, MO

**Château Élysée**, Hollywood, CA

**Cheyenne Mountain Conference Resort**,  
Colorado Springs, CO

**Chico/Mechoopda Hotel & Casino Project**,  
Chico, CA

**Choice – Cambria Suites**, Los Angeles, CA

**Choice – Cambria Suites**, Rockville, MD

**Choice – Clarion Hotel & Casino**, (fka Greek Isle Hotel  
& Casino), Las Vegas, NV

**Choice – Clarion Hotel**, Concord, San Francisco, CA

**Choice – Clarion Hotel**, Ontario, CA

**Choice – Clarion Hotel**, San Francisco Airport,  
San Francisco, CA

**Choice – Clarion Hotel**, San Pedro, CA

**Choice – Comfort Inn Suites**, Eau Claire, WI

**Choice – Comfort Inn**, Alexandria, VA

**Choice – Comfort Inn**, Ames, IA

**Choice – Comfort Inn**, Anaheim, CA

**Choice – Comfort Inn**, Anderson, IN

**Choice – Comfort Inn**, Austin, TX

**Choice – Comfort Inn**, Beloit, WI

**Choice – Comfort Inn**, Billings, MT

**Choice – Comfort Inn**, Brooklyn Center, MN

**Choice – Comfort Inn**, Casper, WY

**Choice – Comfort Inn**, Cedar Rapids, IA

**Choice – Comfort Inn**, Champaign, IL

**Choice – Comfort Inn**, Coralville, IA

**Choice – Comfort Inn**, Danville, IL

**Choice – Comfort Inn**, Dayton, OH

**Choice – Comfort Inn**, Des Moines, IA

**Choice – Comfort Inn**, Dubuque, IA

**Choice – Comfort Inn**, Eau Claire, WI

**Choice – Comfort Inn**, Evansville, IN

**Choice – Comfort Inn**, Fargo, ND

**Choice – Comfort Inn**, Forsyth, IL

**Choice – Comfort Inn**, Fremont, NE

**Choice – Comfort Inn**, Galesburg, IL

**Choice – Comfort Inn**, Grand Forks, ND

**Choice – Comfort Inn**, Great Falls, MT

**Choice – Comfort Inn**, Green Bay, WI

**Choice – Comfort Inn**, Gurnee, IL

**Choice – Comfort Inn**, Helena, MT

## Engagement

Management agreement termination, litigation, hotel lease, new management agreement, acquisition/sell-side

Construction contracts, land use & entitlements

Acquisition/buy-side

Casino management agreement

Management agreement

Management agreement, franchise agreement

Franchise agreement, acquisition/sell-side

Acquisition/buy-side

Acquisition/buy-side

Acquisition/buy-side

Foreclosure/receivership, acquisition/sell-side

Financing, securitization

Acquisition/sell side

Financing, securitization

Terminate franchise agreement

Financing, securitization

Financing, securitization

Financing, securitization

Financing, securitization

Financing, securitization

Financing, securitization

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Financing, securitization

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*Jim Butler*





## Property/Project

**Choice – Quality Suites**, Dallas Love Field, Dallas, TX  
**Choice – Quality Suites**, Dickinson, ND  
**Choice – Quality Suites**, Mission Valley, CA  
**Choice – Rodeway Inn**, Grand Junction, CO  
**Choice – Rodeway Inn**, Indio, CA  
**Choice – Sleep Inn**, Fayetteville, AR  
**Choice – Sleep Inn**, Missoula, MT  
**Choice – Sleep Inn**, Springfield, IL  
**Choice – Sleep Inn**, Thornton, CO  
**Chula Vista Convention Center Hotel**,  
Chula Vista, CA  
**Citizen Hotel (The)**, Sacramento, CA  
**Citronelle Restaurant**, Baltimore, MD  
**Citronelle Restaurant**, Los Angeles, CA  
**Citronelle Restaurant**, Philadelphia, PA  
**Citronelle Restaurant**, San Francisco, CA  
**Citronelle Restaurant**, Santa Barbara, CA  
**Citronelle Restaurant**, Washington, DC  
**Clarion**  
**Clarion Hampshire House Hotel**, Washington, DC  
**Clark Hotel**, Los Angeles, CA  
**Clift Hotel**, San Francisco, CA  
**Club Quarters Midtown Manhattan**, New York, NY  
**Club Quarters Rockefeller Center**, New York, NY  
**Club Quarters Wall Street**, New York, NY  
**Club Quarters Washington DC**, Washington, DC  
**Coast Hotel**, Pomona, CA  
**Coastal Hotel Group**, Tucson, AZ  
**Coastal Hotel**, Mt. Hood, OR  
**Coastal Hotel**, Portland, OR  
**Columbus Center**, Boston, MA  
**Comfort Inn / Comfort Suites**  
**Commerce Casino**, City of Commerce, CA  
**Commodore Hotel**, San Francisco, CA  
**Commune**  
**Compri Hotel**, Rancho Bernardo, CA  
**Concourse Hotel**, Los Angeles, CA  
  
**Conestoga Hotel**, Anaheim, CA  
**Conrad**  
**Continental Plaza**, Los Angeles, CA  
**Corton Hollywood**, Hollywood, CA  
**Cosmopolitan Hotel & Casino**, Las Vegas, NV

## Engagement

Financing, securitization  
Management agreement termination, litigation, acquisition/sell-side, operations issues  
Franchise agreement, management agreement  
Construction financing  
ADA compliance and defense  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Management agreement, franchise agreement, financing  
Ground lease for hotel development  
  
Acquisition/sell-side, labor and employment, management agreement, financing  
Licensing, joint venture, intellectual property  
Licensing, joint venture, intellectual property  
Licensing, joint venture, intellectual property  
Licensing, joint venture, intellectual property  
Licensing, joint venture, intellectual property  
Licensing, joint venture, intellectual property  
Licensing, joint venture, intellectual property  
See “Choice – Clarion”  
Management agreement  
Acquisition/sell-side, liquor license, entitlements, title  
Loan workout, receivership, bankruptcy, loan sale, ADA compliance and defense  
Acquisition/buy-side, management agreement analysis  
Acquisition/buy-side, management agreement analysis  
Acquisition/buy-side, management agreement analysis  
Acquisition/buy-side, management agreement analysis  
Franchise agreement, liquor license  
Acquisition/sell-side  
Acquisition/sell-side  
Acquisition/sell-side  
Development, condo hotel advice, hotel and spa management agreements  
See “Choice – Comfort Inn / Comfort Suites”  
Management agreement, development, financing  
ADA compliance and defense  
See “Two Roads”  
Management agreement, franchise agreement, acquisition/buy-side, financing  
Construction contracts, litigation, franchise agreement, management agreement  
vendor contracts  
Bankruptcy, foreclosure  
See “Hilton – Conrad”  
Acquisition/buy-side  
Franchise agreement, management agreement, mixed-use project analysis  
Management agreement, licensing agreement

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*Jim Butler*

## Property/Project

**Cottage Inn by the Sea**, Pismo Beach, CA  
**Country Inn & Suites**  
**Courtyard by Marriott**  
**Crescent Beach Motel**, Crescent City, CA  
**Creston Manor Winery**, San Luis Obispo, CA  
**Crown Sterling Suites**, Anaheim, CA  
**Crown Sterling Suites**, Burlingame, CA  
**Crown Sterling Suites**, Los Angeles, CA  
**Crown Sterling Suites**, Mandalay Beach, CA  
**Crown Sterling Suites**, Milpitas, CA  
**Crown Sterling Suites**, Napa, CA  
**Crown Sterling Suites**, South San Francisco, CA  
**Crowne Plaza**  
**Curio**  
**Curve Hotel**, Palm Springs, CA  
**Dallas Convention Center Hotel**, Dallas, TX  
**Davenport Sun Hotel**, Spokane, WA  
**David Duval Golf Academy**, Miyazaki, Japan  
**Davio's Restaurant**, Irvine, CA  
**Days Inn**  
**Deauville Beach Resort**, Miami Beach, FL  
**Debbie Reynolds Hotel & Casino**, Las Vegas, NV  
**Desert Hot Springs Spa Hotel**, Palm Springs, CA  
**Desert Inn**, Las Vegas, NV  
**Desert Princess Country Club & Resort**,  
Palm Springs, CA  
**DFW Airport Hotel & Conference Center**, Dallas, TX  
**Diablo Mountain Inn**, Lafayette, CA  
**Diamond at Lake Elsinore**, Lake Elsinore, CA  
**Diamond Bar Inn**, Pomona, CA  
**Disney Paradise Pier Hotel**, Anaheim, CA  
**Disneyland Resort**, Anaheim, CA  
**Dominick SoHo**, New York, NY  
**Donatello Hotel**, San Francisco, CA  
**Doral Desert Princess**, Palm Springs, CA  
**Doral Hotel & Country Club**, Miami Beach, FL  
**Doral Hotel**, Chicago, IL  
**Dos Pueblos**, Santa Barbara, CA  
**DoubleTree**  
**Downtown Grand Hotel & Casino**, Las Vegas, NV  
**Drake Hotel Hollywood**, Los Angeles, CA  
**Dream Hotel**

## Engagement

Management agreement  
See "Carlson – Country Inn & Suites"  
See "Marriott – Courtyard by Marriott"  
ADA compliance and defense,, litigation  
Acquisition/buy-side, licensing, franchise, trademark  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
See "IHG – Crowne Plaza"  
See "Hilton –Curio Collection"  
Management agreement  
RFP for hotel operators, management agreement, and financing (tax exempt bonds)  
Management agreement, joint venture, acquisition/sell-side  
Management agreement  
Restaurant lease  
See "Wyndham – Days Inn"  
Litigation  
Acquisition/buy-side  
ADA compliance and defense  
Acquisition/buy-side  
Workout, bankruptcy, acquisition/buy-side, acquisition/sell-side, construction defect, homeowner, golf course use agreements, management agreement, litigation, trademark  
Acquisition/buy-side  
ADA compliance and defense  
Development, land use, leasing, sports facility  
Acquisition/buy-side, management agreement, operations issues, liquor license  
Labor and employment, restaurant lease, hotel closure  
Condo hotel advice (new development)  
ADA compliance and defense  
Acquisition/buy-side  
Acquisition/sell-side, management agreement termination  
Financing  
Financing  
Acquisition/buy-side, development, joint venture, tax, financing, golf course and hotel operations  
See "Hilton – DoubleTree"  
Labor and employment  
Acquisition/buy-side, construction agreements, land use & entitlements  
See "Hyatt – Two Roads – Dream Hotel"

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*Jim Butler*

## Property/Project

**DTLA Hotel**, Los Angeles, CA  
**Dunes Club**, Bermuda Dunes, Palm Springs, CA  
**Dylan Hotel**, New York, NY  
**Eagle Vines Vineyards & Gold Club**, Napa, CA  
**Eastland Park Hotel**, Portland, ME  
**Econo Lodge**  
**Edgewater Inn**, Reedley, CA  
**Edition**  
**Eilan Hotel Resort & Spa**, San Antonio, TX  
**El Colibri Hotel & Spa**, Cambria, CA  
**El Encanto**, Santa Barbara, CA  
**El Prado Inn**, Santa Barbara, CA  
**El Rey Hotel**, Santa Fe, NM  
**element**  
**Elk Mountain Resort**, Telluride, CO  
**Embassy Suites**  
**Emerald Hotel**, Anaheim, CA  
**Emerald Plaza**, San Diego, CA  
**Emhurst Intl Hotel & Spa**, Los Angeles, CA  
**Equinox Resort & Spa**, Manchester, VT  
**ESA – Extended Stay America**, Columbus, OH  
**ESA – Extended Stay America**, Denver, CO  
**ESA – Extended Stay America**, Fairfield, CA  
**ESA – Extended Stay America**, Fresno, CA  
**ESA – Extended Stay America**, Houston, TX  
**ESA – Extended Stay America**, Lake Forest, CA  
**ESA – Extended Stay America**, Los Angeles, CA  
**ESA – Extended Stay America**, Milpitas, CA  
**ESA – Extended Stay America**, Phoenix, Arizona  
**ESA – Extended Stay America**, Rancho Cordova, CA  
**ESA – Extended Stay America**, Richmond, CA  
**ESA – Extended Stay America**, Sacramento, CA  
**ESA – Extended Stay America**, San Diego, CA  
**ESA – Extended Stay America**, San Jose, CA  
**ESA – Extended Stay America**, San Ramon, CA  
**ESA – Extended Stay America**, Santa Rosa, CA  
**ESA – Homestead Studio Suites**, Irvine, CA  
**ESA – Homestead Studio Suites**, Milpitas, CA  
**ESA – Homestead Studio Suites**, Mission Valley, CA  
**ESA – Homestead Studio Suites**, Sacramento, CA  
**ESA** (700 hotels throughout the U.S. and Canada)  
**Essex House by Marriott (The)**, New York, NY

## Engagement

EB-5 financing  
Timeshare, HOA issues  
Management agreement  
ADA compliance and defense  
Acquisition/buy-side  
See “Choice – Econo Lodge”  
Foreclosure and acquisition/sell-side  
See “Marriott – Edition”  
Management agreement  
Management agreement  
Financing  
ADA compliance and defense  
Acquisition/buy-side, joint venture, liquor license, management agreement. financing  
See “Marriott – element Hotel”  
Management agreement, financing, development, operation and ownership issues  
See “Hilton – Embassy Suites”  
Labor and employment, litigation  
Acquisition/buy-side  
Land use and entitlement  
Acquisition/buy-side, management agreement, franchise agreement, financing  
ADA compliance and defense. construction litigation  
ADA compliance and defense, construction litigation  
ADA compliance and defense, construction litigation  
ADA defense and compliance  
ADA compliance and defense, construction litigation  
ADA compliance and defense, construction litigation  
ADA defense and compliance  
ADA compliance and defense  
ADA defense and compliance  
ADA compliance and defense, construction litigation  
ADA compliance and defense, construction litigation  
ADA compliance and defense, construction litigation  
ADA compliance and defense, construction litigation  
ADA defense and compliance  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense, construction defect litigation  
ADA compliance and defense, construction defect litigation  
ADA compliance and defense, construction defect litigation  
ADA compliance and defense, construction defect litigation  
System-wide ADA compliance and defense, including Department of Justice ADA investigations, system-wide website ADA compliance  
ADA compliance and defense

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*Jim Butler*

## Property/Project

**Estrella Del Mar Golf & Beach Resort,**  
Mazatlan, Mexico

**eSuites,** Jacksonville, FL

**eSuites,** Phoenix, AZ

**eSuites,** Raleigh-Durham, NC

**eSuites,** Tampa, FL

**Extended Stay America**

**Fairfield Inn by Marriott**

**Fairmont Acapulco Princess,** Acapulco, Guerrero,  
Mexico

**Fairmont Heritage Place,** Ghirardelli Square,  
San Francisco, CA

**Fairmont Hotels**

**Fairmont Pierre Marques,** Acapulco, Guerrero, Mexico

**Farmland,** Moorpark, CA

**FelCor Suites,** Anaheim, CA

**FelCor Suites,** Burlingame, CA

**FelCor Suites,** LAX, Los Angeles, CA

**FelCor Suites,** Mandalay Beach, CA

**FelCor Suites,** Milpitas, CA

**FelCor Suites,** Napa, CA

**FelCor Suites,** South San Francisco, CA

**Fiesta Henderson Casino Hotel,** Henderson, NV

**Fiesta Rancho Casino Hotel,** Las Vegas, NV

**Fireside Inn on Moonstone Beach,** Cambria, CA

**FogCatcher Inn on Moonstone Beach,** Cambria, CA

**Forte Hotel,** San Diego, CA

**Four Points by Sheraton**

**Four Seasons Residences,** Calistoga, CA

**Four Seasons,** Carlsbad, CA

**Four Seasons,** Hualalai, Kona, HI

**Four Seasons,** Ko Olina, Oahu, HI

**Four Seasons,** Maui, HI

**Four Seasons,** Mexico City, Mexico

**Four Seasons,** New York, NY

**Four Seasons,** Newport Beach, CA

**Four Seasons,** Philadelphia, PA

**Four Seasons,** San Francisco, CA

**Four Seasons,** Scottsdale, AZ

**Four Seasons,** Vail, CO

**Four Sisters – 1906 A Lodge-A,** Coronado, CA

## Engagement

Management agreement, franchise agreement, condo hotel advice (new development)

Financing, pre-opening and operations issues

Financing, pre-opening and operations issues

Financing, pre-opening and operations issues

Financing, pre-opening and operations issues

See “ESA – Extended Stay America”

See “Marriott – Fairfield Inn by Marriott”

Terminate Fairmont management agreement and advise on transition, litigation re  
HMA termination, new management agreement

Acquisition/buy-side, fractional issues, management issues

See “Accor – Fairmont”

Terminate Fairmont management agreement and advise on transition, litigation re  
HMA termination, new management agreement

Advisory on retail-restaurant-brewery mixed-use development, management,  
development, licensing, liquor, celebrity chef agreement, lease

Labor and employment, acquisition/buy-side, due diligence, tax

Labor and employment, acquisition/buy-side, due diligence, tax

Labor and employment, acquisition/buy-side, due diligence, tax

Labor and employment, acquisition/buy-side, due diligence, tax

Labor and employment, acquisition/buy-side, due diligence, tax

Labor and employment, acquisition/buy-side, due diligence, tax

Labor and employment, acquisition/buy-side, due diligence, tax

Casino management agreement

Casino management agreement

Management agreement

Management agreement

Acquisition/buy-side and sell-side, ground lease, management agreement, franchise  
agreement

See “Marriott – Four Points by Sheraton”

Acquisition/buy-side

Construction financing

ADA compliance & defense, labor and employment, wage and hour

Condo hotel advice

Acquisition/buy-side, ADA compliance and defense, labor and employment, wage  
and hour, insurance claim

Acquisition/buy-side

Management agreement

Management agreement, transition advice

Management agreement, mixed-use advice

Financing, foreclosure/deed-in-lieu, bankruptcy, management agreement,  
acquisition/sell-side

Construction financing, refinancing

Condo hotel and hotel management agreement, development, financing

Acquisition/buy-side, financing, management agreement

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*Jim Butler*

## Property/Project

**Four Sisters – Blackbird Inn**, Napa, CA  
**Four Sisters – Channel Road Inn**, Santa Monica, CA  
**Four Sisters – Gaige House Inn**, Glen Ellen, CA  
**Four Sisters – Gosby House Inn**, Pacific Grove, CA  
**Four Sisters – Green Gables Inn**, Pacific Grove, CA  
**Four Sisters – Healdsburg Inn**, Healdsburg, CA  
**Four Sisters – Inn at Sonoma**, Sonoma, CA  
**Four Sisters – Lavender Inn**, Yountville, CA  
**Four Sisters – Maison Fleurie**, Yountville, CA  
**Four Sisters – West Cliff Inn**, Santa Cruz, CA  
**Franz Klammer Lodge**, Telluride, CO  
  
**Fruitvale**, Oakland, CA  
**Furama Hotel**, Los Angeles, CA  
**GameWorks**, Domestic and International  
**Gansevoort Hotel DTLA**, Los Angeles, CA  
**General Growth** (17 hotels nationwide)  
**Givenchy Spa & Resort**, Palm Springs, CA  
**Gold Rush Casino and Hotel**, Henderson, NV  
**Golden Door Spa**, San Diego, CA  
**Good Nite Inn**, Buttonwillow, CA  
**Good Nite Inn**, Calabasas, CA  
**Good Nite Inn**, Camarillo, CA  
**Good Nite Inn**, Redlands, CA  
**Good Nite Inn**, Sylmar, CA  
**Graciela**, Burbank, CA  
**Grafton**, West Hollywood, CA  
**Grand Hotel**, Point Clear, AL  
**Grand Hyatt**  
**Grand Palazzo**, Charlotte Amalie, U.S. Virgin Islands  
**Grand Sierra Hotel**, Reno, NV  
**Grand Vista Hotel**, Simi Valley, CA  
**Grant Hotel (The)**, San Francisco, CA  
**Grapevine El Monte**, El Monte, CA  
**Great Wolf Lodge**, Atlanta/LaGrange, GA  
**Great Wolf Lodge**, Scottsdale/Salt River, Arizona  
**Great Wolf Resorts**, Garden Grove, CA  
**Greek Isles Hotel**, Las Vegas, NV  
**Green Valley Ranch Hotel & Casino**, Las Vegas, NV  
**Greens Gaming and Dining (The)**, Henderson, NV  
**Grupo Posadas** (110 hotels with 6 different brands throughout the US and Mexico)  
**Gun Lake Casino**, Wayland, MI

## Engagement

ADA compliance and defense  
ADA compliance and defense  
Acquisition/buy-side, management agreement  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
Management agreement, acquisition/sell-side, fractional interest regime formation, sales training, multi-state sales registration  
ADA compliance and defense  
Land use, entitlements  
Franchise and license advice  
Management agreement  
Redevelopment of shopping center hotels  
Acquisition/sell-side, loan restructuring, operation issues, labor and employment  
Casino management agreement  
Acquisition/buy-side, trademark work  
Restructuring  
Restructuring  
Restructuring  
Restructuring  
Restructuring  
Acquisition/buy-side, acquisition/sell-side  
Acquisition/sell-side  
Management agreement, litigation, acquisition/sell-side  
See “Hyatt – Grand Hyatt”  
Acquisition/buy-side, financing  
Condo hotel advice  
ADA compliance and defense  
ADA compliance and defense  
EB-5 financing, franchise agreement, management agreement  
EB-5 financing  
EB-5 financing  
Development of resort and water park, management agreement  
Acquisition/sell-side  
Casino management agreement  
Casino management agreement  
Acquisition/buy-side  
Casino management agreement

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*Jim Butler*

## Property/Project

**Hacienda de Monterey**, Palm Desert, CA  
**Half Moon Bay Lodge**, Half Moon Bay, CA  
**Hampshire Hotel**, Washington, DC  
**Hampton Inn**  
**Hampton Inn & Suites**  
**Handlery Hotel**, San Francisco, CA  
**Hapuna Towers**, Kona, HI  
**Harbor Court Hotel**, San Francisco, CA  
**Harbor Motor Inn**, Anaheim, CA  
**Hard Rock Hotel & Casino**, Atlantic City, NJ  
**Hard Rock Hotel & Casino**, Lake Tahoe, CA  
**Hard Rock Hotel & Casino**, Las Vegas, NV  
**Hard Rock Hotel and Resort**, Guanacoste, Costa Rica  
**Hard Rock Hotel**, Curacao  
**Hard Rock Hotel**, Hartford, CT  
**Hard Rock Hotel**, Palm Springs, CA  
**Hawaiian Monarch**, Honolulu, HI  
**Hawks Cay Resort**, Duck Key, FL  
**Hawthorn Suites**  
**Heathman Hotel**, Eugene, OR  
**Herbert Hotel**, San Francisco, CA  
**Highland Springs Country Club & Resort**,  
Springfield, MO  
**Hilltop Inn & Suites**, Pomona, CA  
**Hi-Lob**, Paradise Valley, AZ  
**Hilton – Conrad Hotel**, City Center, Washington D.C.  
**Hilton – Conrad Hotel**, New York, NY  
**Hilton – Conrad Hotel**, San Diego, CA  
**Hilton – Conrad Hotel**, Shanghai, China  
**Hilton – Curio Collection**, LondonHouse, Chicago, IL  
**Hilton – Curio Collection**, The Highland, Dallas, TX  
**Hilton – DoubleTree Club**, Miami Airport, Miami, FL  
**Hilton – DoubleTree Club**, Pleasanton, CA  
**Hilton – DoubleTree Resort**, La Posada Resort,  
Scottsdale, AZ  
**Hilton – DoubleTree Resort**, Palm Springs, CA  
**Hilton – DoubleTree Resort**, Sedona, AZ  
**Hilton – DoubleTree Suites**, Minneapolis, MN  
**Hilton – DoubleTree**, Allen Center, Houston, TX  
**Hilton – DoubleTree**, Aurora, CO  
**Hilton – DoubleTree**, Bakersfield, CA  
**Hilton – DoubleTree**, Berkeley Marina, Berkeley, CA  
**Hilton – DoubleTree**, Bloomington, MN

## Engagement

Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement, bankruptcy, financing  
Management agreement  
Management agreement  
See “Hilton – Hampton Inn”  
See “Hilton – Hampton Inn & Suites”  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
Loan workout  
Management agreement  
Franchise agreement.  
Management agreement, development, financing, ground lease  
Franchise agreement  
Franchise agreement  
Management agreement, EB-5 financing  
ADA compliance and defense  
Management agreement, financing, acquisition/sell-side  
Acquisition/buy-side, management agreement, financing  
See “Wyndham – Hawthorn Suites”  
Acquisition/buy-side  
ADA compliance and defense  
Development, real estate, financing, ownership, acquisition/sell-side  
Acquisition/buy-side, management agreement, operations issues, liquor license  
Loan workout, timeshare  
Management agreement, development agreement,  
Management agreement, franchise agreement,  
Management agreement  
Management agreement, financing, development  
Franchise agreement  
Acquisition/sell-side, management agreement  
Management agreement, franchise agreement  
Acquisition/buy-side  
Management agreement, acquisition/buy-side  
Acquisition/buy-side, financing  
Acquisition/buy-side  
Management agreement, franchise agreement  
Management agreement, franchise agreement, acquisition/buy-side  
Financing  
Financing  
Labor and employment - defend wage and hour class action  
Acquisition/buy-side, financing, management agreement

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*Jim Butler*

## Property/Project

**Hilton – DoubleTree**, Chicago, IL  
**Hilton – DoubleTree**, Cleveland Downtown-Lakeside, Cleveland, OH  
**Hilton – DoubleTree**, Columbia, MD  
**Hilton – DoubleTree**, Des Plains, IL  
**Hilton – DoubleTree**, Flagstaff, AZ  
**Hilton – DoubleTree**, Fresno, CA  
**Hilton – DoubleTree**, Glenview, IL  
**Hilton – DoubleTree**, Irvine Spectrum, Irvine, CA  
**Hilton – DoubleTree**, Kenner, LA  
**Hilton – DoubleTree**, Los Angeles, CA  
**Hilton – DoubleTree**, Marina del Rey, CA  
**Hilton – DoubleTree**, Minneapolis Park Place, Minneapolis, MN  
**Hilton – DoubleTree**, Modesto, CA  
**Hilton – DoubleTree**, NY Financial District, New York, NY  
**Hilton – DoubleTree**, NY JFK, New York, NY  
**Hilton – DoubleTree**, NY Manhattan/Chelsea, New York, NY  
**Hilton – DoubleTree**, Orange, CA  
**Hilton – DoubleTree**, Overland Corporate Woods, Overland, KS  
**Hilton – DoubleTree**, Post Oak, Houston, TX  
**Hilton – DoubleTree**, Rancho Bernardo, CA  
**Hilton – DoubleTree**, Sacramento, CA  
**Hilton – DoubleTree**, Tallahassee, FL  
**Hilton – DoubleTree**, Tucson Reid Park, Tucson, AZ  
**Hilton – DoubleTree**, Tulsa, OK  
**Hilton – DoubleTree**, Westminster, CO  
**Hilton – Embassy Suites**, Anaheim, CA  
**Hilton – Embassy Suites**, Arcadia, CA  
**Hilton – Embassy Suites**, Baltimore, MD  
**Hilton – Embassy Suites**, Boca Raton, FL  
**Hilton – Embassy Suites**, Boston, MA  
**Hilton – Embassy Suites**, Chicago, IL  
**Hilton – Embassy Suites**, Cleveland/Rockside, Independence, OH  
**Hilton – Embassy Suites**, Columbus/Dublin, Dublin, OH  
**Hilton – Embassy Suites**, Dallas, TX

## Engagement

Management agreement, franchise agreement  
ADA compliance and defense, litigation  
Management agreement  
Management agreement, franchise agreement  
Franchise agreement  
Franchise agreement  
Management agreement, franchise agreement  
Labor and employment, litigation  
RFP for operator, negotiate management agreement  
ADA compliance and defense  
Receivership, bankruptcy  
Management agreement, franchise agreement  
Financing  
ADA compliance and defense  
Workout, management agreement, franchise termination, SNDA  
ADA compliance and defense  
Management agreement, franchise agreement, acquisition/buy-side  
Management agreement, franchise agreement, acquisition/buy-side  
Management agreement, franchise agreement  
Acquisition/buy-side, loan workout, bankruptcy, acquisition/sell-side  
Labor and employment - defend wage and hour class action  
Management agreement, franchise agreement  
Acquisition/buy-side  
Management agreement, franchise agreement, acquisition/buy-side  
Management agreement, franchise agreement  
Financing  
Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development  
Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development  
Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development  
Management agreement, franchise agreement  
Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development  
Franchise agreement  
Franchise agreement  
Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

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*Jim Butler*

## Property/Project

**Hilton – Embassy Suites**, Denver International Airport, Denver, CO

**Hilton – Embassy Suites**, Denver, CO

**Hilton – Embassy Suites**, Hunt Valley, MD

**Hilton – Embassy Suites**, Irvine, CA

**Hilton – Embassy Suites**, La Quinta, CA

**Hilton – Embassy Suites**, Los Angeles, CA

**Hilton – Embassy Suites**, New Orleans, LA

**Hilton – Embassy Suites**, New York, NY

**Hilton – Embassy Suites**, Orlando, FL

**Hilton – Embassy Suites**, Phoenix, AZ

**Hilton – Embassy Suites**, Pleasant Hill, CA

**Hilton – Embassy Suites**, Poipu, Kauai, HI

**Hilton – Embassy Suites**, San Juan Hotel & Casino, San Juan, Puerto Rico

**Hilton – Embassy Suites**, Schaumburg, IL

**Hilton – Embassy Suites**, Seattle, WA

**Hilton – Embassy Suites**, South Lake Tahoe, CA

**Hilton – Embassy Suites**, Tampa Airport, Tampa, FL

**Hilton – Embassy Suites**, Torrance, CA

**Hilton – Embassy Suites**, Walnut Creek, CA

**Hilton – Garden Inn**

**Hilton – Hampton Inn**, Abilene, TX

**Hilton – Hampton Inn**, Akron, OH

**Hilton – Hampton Inn**, Battle Creek, MI

**Hilton – Hampton Inn**, Cisco, TX

**Hilton – Hampton Inn**, Colton, CA

**Hilton – Hampton Inn**, Corpus Christi, TX

**Hilton – Hampton Inn**, Fairborn, OH

**Hilton – Hampton Inn**, Fairview Heights, IL

**Hilton – Hampton Inn**, Findlay, OH

**Hilton – Hampton Inn**, Forsyth, IL

**Hilton – Hampton Inn**, Fort Wayne, IN

**Hilton – Hampton Inn**, Fort Worth, TX

**Hilton – Hampton Inn**, Highland, CA

**Hilton – Hampton Inn**, Jackson, MI

## Engagement

Franchise agreement

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Management agreement, franchise agreement

Labor and employment

Management agreement, franchise agreement, loan workout

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Franchise agreement

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Timeshare formation and multi-state registration, franchise agreement, acquisition/buy-side

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Management agreement, franchise agreement

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Management agreement, franchise agreement, acquisition/buy-side, joint venture, financing, refinancing, development, time share formation and multi-state registration, land-use, entitlements

Franchise agreement

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development

See “Hilton – Hilton Garden Inn”

Financing, securitization

Financing, securitization

Financing, securitization

Franchise agreement.

Financing, securitization

Financing, securitization

Financing, securitization

Financing, securitization

Financing, securitization

Financing, securitization

Financing, securitization

Financing, securitization

Franchise agreement for San Manuel Band of Indians for casino hotel project

Financing, securitization

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*Jim Butler*

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## Property/Project

**Hilton – Hampton Inn**, Johnson City, NY  
**Hilton – Hampton Inn**, Kalamazoo, MI  
**Hilton – Hampton Inn**, Lake Mary, FL  
**Hilton – Hampton Inn**, Lexington, KY  
**Hilton – Hampton Inn**, Los Angeles, CA  
**Hilton – Hampton Inn**, Lubbock, TX  
**Hilton – Hampton Inn**, Mansfield, OH  
**Hilton – Hampton Inn**, Morgan Hill, CA  
**Hilton – Hampton Inn**, New Haven, CT  
**Hilton – Hampton Inn**, Newark, NJ  
**Hilton – Hampton Inn**, Phoenix, AZ  
**Hilton – Hampton Inn**, Quail Springs, OK  
**Hilton – Hampton Inn**, Saint Joseph, MO  
**Hilton – Hampton Inn**, San Angelo, TX  
**Hilton – Hampton Inn**, Santa Cruz, Bolivia  
**Hilton – Hampton Inn**, Santa Monica, CA  
**Hilton – Hampton Inn**, Shawnee, OK  
**Hilton – Hampton Inn**, South Bend, IN  
**Hilton – Hampton Inn**, Stafford, TX  
**Hilton – Hampton Inn**, Temple, TX  
**Hilton – Hampton Inn**, Texas City, TX  
**Hilton – Hampton Inn**, Thornton, CO  
**Hilton – Hampton Inn**, Tinley Park, IL  
**Hilton – Hampton Inn**, Washington, DC  
**Hilton – Hampton Inn**, Westminster, TX  
**Hilton – Hampton Inn**, Wichita, KS  
**Hilton – Hampton Inn**, Willowbrook, TX  
**Hilton – Hampton Inn**, Woodbury, MN  
**Hilton – Hampton Inn**, Youngstown, OH  
**Hilton – Hampton Inn**, Zanesville, OH  
**Hilton – Hilton Garden Inn**, Addison, TX  
**Hilton – Hilton Garden Inn**, Atlanta, GA (dual branded)  
**Hilton – Hilton Garden Inn**, Baltimore, MD  
**Hilton – Hilton Garden Inn**, Boston, MA  
**Hilton – Hilton Garden Inn**, Carlsbad, CA  
**Hilton – Hilton Garden Inn**, Chicago, IL  
**Hilton – Hilton Garden Inn**, Denver, CO  
**Hilton – Hilton Garden Inn**, Farmington, CT

## Engagement

Financing, securitization  
Financing, securitization  
Acquisition/buy-side  
Financing, securitization  
Construction financing  
Financing, securitization  
Financing, securitization  
Hotel operating lease, acquisition/sell-side  
Franchise agreement  
Acquisition/buy-side, franchise agreement, financing, labor and employment  
ADA compliance and defense  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Franchise agreement  
Labor and employment, entitlement and development, management agreement  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
EB-5 financing, management agreement, construction agreement, lease  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Franchise agreement  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Acquisition/buy-side, development, management agreement, franchise agreement, construction  
Acquisition/buy-side, development, management agreement, franchise agreement, construction  
Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement  
Acquisition/buy-side, development, management agreement, franchise agreement, construction  
Acquisition/buy-side, development, management agreement, franchise agreement, construction

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*Jim Butler*

## Property/Project

## Engagement

<b>Hilton – Hilton Garden Inn</b> , Hartford, CT	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Napa, CA	Management agreement
<b>Hilton – Hilton Garden Inn</b> , Newport, NJ	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Orlando, FL	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Overland Park, KS	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Philadelphia, PA	Franchise agreement
<b>Hilton – Hilton Garden Inn</b> , Phoenix, AZ	Acquisition/buy-side
<b>Hilton – Hilton Garden Inn</b> , Pittsburgh, PA	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Port St Lucie, FL	Management agreement
<b>Hilton – Hilton Garden Inn</b> , Princeton, NJ	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Rancho Mirage, CA	Acquisition/buy-side
<b>Hilton – Hilton Garden Inn</b> , Rye, NY	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Salt Lake City, UT	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , San Francisco, CA	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Santa Rosa, CA	Acquisition/buy-side
<b>Hilton – Hilton Garden Inn</b> , Stonington, CT	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Tampa, FL	Acquisition/buy-side
<b>Hilton – Hilton Garden Inn</b> , Valencia, CA	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Suites</b> , Anaheim, CA	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
<b>Hilton – Hilton Suites</b> , Auburn Hills, MI	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
<b>Hilton – Hilton Suites</b> , Boca Raton, FL	Management agreement, franchise agreement, acquisition/buy-side
<b>Hilton – Hilton Suites</b> , Brentwood, TN	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
<b>Hilton – Hilton Suites</b> , Lexington, KY	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing, ADA compliance and defense
<b>Hilton – Hilton Suites</b> , Oakbrook, IL	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
<b>Hilton – Hilton Suites</b> , Phoenix, AZ	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
<b>Hilton – Homewood Suites</b> , Atlanta, GA (dual-branded)	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Hilton – Homewood Suites</b> , Columbus, OH	Financing, securitization
<b>Hilton – Homewood Suites</b> , Grand Rapids, MI	Financing, securitization
<b>Hilton – Homewood Suites</b> , Jacksonville, FL	Franchise, conversion, litigation
<b>Hilton – Homewood Suites</b> , La Quinta, CA	Management agreement, franchise agreement, condo hotel advice, financing
<b>Hilton – Homewood Suites</b> , Newark, CA	Loan modification

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*Jim Butler*

## Property/Project

**Hilton – Homewood Suites**, Toledo, OH  
**Hilton – Homewood Suites**, Washington, DC  
**Hilton – Homewood Suites**, Westheimer, TX  
**Hilton – Homewood Suites**, Willowbrook, TX  
**Hilton – Tru by Hilton**, Inglewood, CA  
**Hilton – Waldorf Astoria – Jerusalem**,  
Jerusalem, Israel  
**Hilton – Waldorf Astoria**, Philadelphia, PA  
**Hilton Hotel**, Albany, NY  
**Hilton Hotel**, Alexandria, VA  
**Hilton Hotel**, Anchorage, AK  
**Hilton Hotel**, Arlington, VA  
**Hilton Hotel**, Bakersfield, CA  
**Hilton Hotel**, Beverly Hilton, Beverly Hills, CA  
**Hilton Hotel**, Carson, CA  
**Hilton Hotel**, Charlotte, NC  
**Hilton Hotel**, Cincinnati Airport, Florence, KY  
**Hilton Hotel**, Cleveland South, Cleveland, OH  
**Hilton Hotel**, Columbia, MD  
**Hilton Hotel**, Columbus, GA  
**Hilton Hotel**, Conference Center, College Station, TX  
**Hilton Hotel**, Costa Mesa, CA  
**Hilton Hotel**, Crystal City, Arlington, VA  
**Hilton Hotel**, Dallas Anatole, Dallas, TX  
**Hilton Hotel**, Del Mar, CA  
**Hilton Hotel**, Denver Tech South, Greenwood Village, CO  
**Hilton Hotel**, Estrella Del Mar, Mazatlan, Mexico  
**Hilton Hotel**, Fort Lauderdale Airport, Dania, FL  
**Hilton Hotel**, Fort Lauderdale Hotel & Yacht Club,  
Ft. Lauderdale, FL  
**Hilton Hotel**, Fort Wayne, IN  
**Hilton Hotel**, Fremont, CA  
**Hilton Hotel**, Glendale, CA  
**Hilton Hotel**, Guam Resort & Spa, Guam, Micronesia  
**Hilton Hotel**, Houston Convention Center, Houston, TX  
**Hilton Hotel**, Houston, TX  
**Hilton Hotel**, Huntington Beach, CA  
**Hilton Hotel**, Indianapolis, IN  
**Hilton Hotel**, Lake Arrowhead, CA  
**Hilton Hotel**, Long Beach, CA  
**Hilton Hotel**, Los Angeles Checkers, Los Angeles, CA  
**Hilton Hotel**, Los Angeles, CA  
**Hilton Hotel**, Mazatlan, Mexico

## Engagement

Financing, securitization  
EB-5 financing, management agreement, construction agreement, lease  
Financing, securitization  
Financing, securitization  
Management agreement, franchise agreement, joint venture  
Management agreement  
Management agreement  
Management agreement  
Acquisition/buy-side  
Acquisition/buy-side  
Financing  
Financing  
Labor and employment  
Joint venture, litigation, acquisition/sell-side  
Acquisition/buy-side, franchise agreement  
Franchise agreement  
Management agreement, franchise agreement  
RFP for operator, negotiate management agreement  
Management agreement, franchise agreement  
Acquisition/buy-side  
Labor and employment, acquisition/buy-side, tax, litigation  
Labor and employment, collective bargaining agreement  
Management agreement  
Management agreement, development, ownership issues, financing  
Management agreement, franchise agreement  
Franchise agreement, joint venture, development  
Management agreement, franchise agreement  
Acquisition/buy-side  
Management agreement  
ADA compliance and defense, litigation  
Acquisition/buy-side, financing, management agreement, labor and employment  
Financing  
Management agreement  
Franchise agreement  
Acquisition/buy-side, bankruptcy, litigation, franchise agreement  
Management agreement, franchise agreement, acquisition/buy-side, joint venture  
Development  
Refinancing, management agreement, restaurant lease, ADA compliance and defense  
Acquisition/buy-side  
Multi-employer plan withdrawal  
Management agreement, franchise agreement, development, joint venture

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*Jim Butler*

## Property/Project

**Hilton Hotel**, Melbourne Airport, Melbourne, Australia  
**Hilton Hotel**, Melville, NY  
**Hilton Hotel**, Modesto, CA  
**Hilton Hotel**, Nassau Hotel & Marina, Nassau Bay, TX  
**Hilton Hotel**, New Orleans/ St. Charles, LA  
**Hilton Hotel**, Newark Gateway, Newark, NJ  
**Hilton Hotel**, Ontario, CA  
**Hilton Hotel**, Orrington, Evanston, IL  
**Hilton Hotel**, Palm Springs, CA  
**Hilton Hotel**, Parsippany, NJ  
**Hilton Hotel**, Pasadena, CA  
  
**Hilton Hotel**, Prince Kuhio, Waikiki Beach, HI  
**Hilton Hotel**, Raleigh-Durham Airport, Durham, NC  
**Hilton Hotel**, Reno Resort & Casino, Reno, NV  
**Hilton Hotel**, Rochester, MN  
**Hilton Hotel**, Sacramento, CA  
**Hilton Hotel**, Saipan, Marianas Islands, Micronesia  
**Hilton Hotel**, San Bernardino, CA  
**Hilton Hotel**, San Diego Airport, San Diego, CA  
  
**Hilton Hotel**, San Francisco Financial District,  
San Francisco, CA  
  
**Hilton Hotel**, San Salvador, El Salvador  
**Hilton Hotel**, Santa Clara, CA  
**Hilton Hotel**, Universal City, CA  
**Hilton Hotel**, Victorville, CA  
**Hilton Hotel**, Walt Disney World – Buena Vista Palace,  
Orlando, FL  
**Hilton Hotel**, Washington DC  
**Hilton Hotel**, Whittier, CA  
**Himuka Cottages**, Miyazaki, Japan  
**Holiday Inn**  
**Holiday Inn Express**  
**Holiday Inn Select**  
**Hollywood Inn**, Los Angeles, CA  
**Hollywood Roosevelt**, Hollywood, CA  
  
**Homestead Studio Suites**  
**Homewood Suites**  
**Hooters Hotel & Casino**, Las Vegas, NV

## Engagement

Management agreement, franchise agreement  
Management agreement, franchise agreement  
Financing  
Acquisition/buy-side  
Management agreement  
Management agreement, franchise agreement  
Franchise agreement  
ADA compliance and defense  
Franchise litigation  
Management agreement, franchise agreement  
Management agreement, franchise agreement, acquisition/buy-side, joint venture,  
financing  
Franchise agreement  
Acquisition/buy-side, financing, management agreement  
Condo hotel advice (conversion), financing, management agreement  
Franchise agreement  
Labor and employment - defend wage and hour class action  
Development, real estate, financing, ownership, acquisition/sell-side  
Financing, loan workout, litigation, labor and employment  
Labor and employment - defend wage and hour class action, discrimination and  
retaliation  
Outside general counsel: litigation, management agreement, franchise agreement,  
financing, labor and employment (including collective bargaining negotiations),  
construction, land use, entitlements, minority shareholder freeze-out litigation,  
franchise litigation  
Management agreement  
Acquisition/buy-side  
Acquisition/buy-side, complex ground lease, entitlement and development issues  
Receivership  
Ground lease, financing  
Acquisition/buy-side, management agreement, acquisition/sell-side  
Foreclosure/deed-in-lieu  
Management agreement  
See “IHG – Holiday Inn”  
See “IHG – Holiday Inn Express” and “IHG - Holiday Inn Express & Suites”  
See “IHG – Holiday Inn Select”  
Development, construction  
Acquisition/buy-side, acquisition/sell-side, management agreement, franchise  
agreement, financing, tax, syndication, loan workout, bankruptcy, entitlements for  
supergraphics signage  
See “ESA – Homestead Studio Suites”  
See “Hilton – Homewood Suites”  
Acquisition/sell-side, labor and employment, management agreement, license  
agreement

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*Jim Butler*

## Property/Project

**Hotel 71**, Chicago, IL

**Hotel Abri**, San Francisco, CA

**Hotel Allegro**, Chicago, IL

**Hotel Cabo San Lucas**, Cabo San Lucas, Mexico

**Hotel California**, San Francisco, CA

**Hotel California**, Santa Monica, CA

**Hotel De Anza**, San Jose, CA

**Hotel del Sol**, San Francisco, CA

**Hotel Erwin**, Venice, CA

**Hotel Figueroa**, Los Angeles, CA

**Hotel Glenn**, Atlanta, GA

**Hotel Helix**, Washington, DC

**Hotel Hermosa**, Hermosa Beach, CA

**Hotel Huntington Beach**, Huntington Beach, CA

**Hotel Indigo**

**Hotel Kitago Phoenix**, Miyazaki, Japan

**Hotel La Jolla**, La Jolla, CA

**Hotel La Peer**, West Hollywood, CA

**Hotel Madeline**, Telluride, CO

**Hotel Madera**, Washington, DC

**Hotel Majestic**, San Francisco, CA

**Hotel Oceana**, Santa Monica, CA

**Hotel Pacific**, Monterey Bay, CA

**Hotel Park Tucson**, Tucson, AZ

**Hotel Parmani**, Palo Alto, CA

**Hotel Rouge**, Washington, DC

**Hotel Stratford**, San Francisco, CA

**Hotel Terra Jackson Hole**, Teton Village, WY

**Hotel Vintage Court**, San Francisco, CA

**Hotel Whitcomb**, San Francisco, CA

**Hotel Wilshire**, Los Angeles, CA

**Hotel ZaZa**, Houston, TX

**Houston ICON**, Houston, TX

**Howard Johnson**

**Hudson Restaurant (The)**, Los Angeles, CA

**Hutton Hotel**, Nashville, TN

**Hyatt – Grand Champions Resort**, Indian Wells, CA

**Hyatt – Grand Hyatt Wailea Resort & Spa**, Wailea, Maui, HI

## Engagement

Acquisition/buy-side, management agreement, financing, labor and employment, acquisition/sell-side

Acquisition/buy-side, financing, management agreement

ADA compliance and defense

Acquisition/buy-side, development

Acquisition/sell-side, acquisition/buy-side, loan workout, restructuring, foreclosure, litigation, operations issues

Refinancing, intellectual property, acquisition/buy-side

Acquisition/buy-side

ADA compliance and defense

Management agreement termination, new management agreement, financing, labor and employment

Management agreement, licensing agreement, food and beverage management agreement, joint venture

Loan workout, restructuring

Management agreement

Management agreement

Management agreement

See “IHG – Hotel Indigo”

Management agreement

Management agreement, franchise agreement, food and beverage agreement

Management agreement

Management agreement termination, restructuring, loan workout, receivership, management agreement, franchise agreement, litigation

Management agreement

Bankruptcy

Land use, entitlements

Management agreement, acquisition/sell-side, loan workout, restructuring

Acquisition/buy-side

ADA compliance and defense

Management agreement

ADA compliance and defense

Acquisition/buy-side, management agreement

Financing

Acquisition/sell-side, collective bargaining

Liquor license, restructuring, management agreement

Management agreement

Acquisition/sell-side

See “Wyndham – Howard Johnson”

ADA compliance and defense

Acquisition/buy-side, management agreement, licensing agreement, financing

Acquisition/buy-side, project documents and development, club formation, golf, tennis, financing, sale of tennis rights, licensing of stadium, management agreement, tax, bankruptcy, acquisition/sell-side, labor and employment, environmental

Loan workout, management agreement termination

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*Jim Butler*

## Property/Project

**Hyatt – Grand Hyatt**, Calgary Alberta, Canada  
**Hyatt – Grand Hyatt**, New York, NY  
**Hyatt – Grand Hyatt**, San Diego, CA  
**Hyatt – Grand Hyatt**, San Francisco, CA  
**Hyatt – Park Hyatt**, Beaver Creek, CO  
**Hyatt – Park Hyatt**, Los Angeles, CA  
  
**Hyatt – Park Hyatt**, San Francisco Embarcadero, San Francisco, CA  
  
**Hyatt – Park Hyatt**, Santa Monica, CA  
**Hyatt – Two Roads – Dream Hotel**, Chicago, IL  
**Hyatt – Two Roads – Dream Hotel**, Dallas, TX  
**Hyatt – Two Roads – Dream Hotel**, Hollywood, CA  
  
**Hyatt – Two Roads – Dream Hotel**, Houston, TX  
**Hyatt – Two Roads – Dream Inn (a Joie de Vivre)**, Santa Cruz, CA  
**Hyatt – Two Roads – Joie de Vivre Dream Inn**, Santa Cruz, CA  
**Hyatt – Two Roads – Joie de Vivre Hotel Angeleno**, Los Angeles, CA  
**Hyatt – Two Roads – Joie de Vivre Hotel Erwin**, Santa Monica, CA  
**Hyatt – Two Roads – Joie de Vivre Hotel Maya**, Long Beach, CA  
**Hyatt – Two Roads – Thompson Hotel**, Hollywood, CA  
**Hyatt – Two Roads – Thompson Hotel**, Montreal, Canada  
**Hyatt – Two Roads – Thompson Hotel**, Portland, OR  
  
**Hyatt – Two Roads – Thompson Hotel**, Salt Lake City, UT  
**Hyatt – Two Roads – tommie Hotel**, Hollywood, CA  
**Hyatt Hotel**, Anaheim, CA  
**Hyatt Hotel**, Arlington, VA  
**Hyatt Hotel**, Clearwater, FL  
**Hyatt Hotel**, Columbus, OH  
**Hyatt Hotel**, Grenada Island, West Indies  
  
**Hyatt Hotel**, Hollywood, CA  
**Hyatt Hotel**, Hyatt on Sunset, Los Angeles, CA  
**Hyatt Hotel**, King of Prussia, PA  
  
**Hyatt Hotel**, Palm Springs, CA  
**Hyatt Hotel**, Penn’s Landing, Philadelphia, PA  
**Hyatt Hotel**, Sacramento, CA  
**Hyatt Hotel**, Saint Claire – San Jose, CA

## Engagement

Management agreement, development, labor and employment  
Labor and employment, joint venture, financing  
Management agreement  
Labor and employment, operations and regulatory issues, environmental  
Loan workout, acquisition/sell-side  
Joint venture, management agreement termination, litigation, ground lease, labor and employment, RFP for operator and new management agreement, land use, environmental  
Restructuring, labor and employment, environmental  
  
Construction, litigation, bankruptcy  
Management agreement, financing, construction, development  
Management agreement, financing, construction, development  
Acquisition /buy-side, development advisory, EB-5 financing, construction financing, management agreement  
Management agreement, financing, construction, development  
ADA compliance and defense  
  
Management agreement  
Land use  
  
Management agreement  
Management agreement  
  
Acquisition/buy-side, management agreement, restaurant management agreement, equity and debt financing documents  
Management agreement  
  
Management agreement, residential management agreement, technical services agreement.  
Management agreement  
  
Management agreement  
Litigation, acquisition/buy-side, bankruptcy, environmental  
Management agreement, bankruptcy, labor and employment  
Condo hotel advice, asset management agreement  
Loan workout, acquisition/sell-side  
Management agreement, franchise agreement, acquisition/buy-side, operations, labor and employment  
Franchise agreement  
Management agreement, operations, trademark, labor and employment  
Acquisition/buy-side, franchise agreement, management agreement, EB-5 financing, F&B management agreement  
Management agreement  
Management agreement, franchise agreement  
Management agreement, joint venture, labor and employment, environmental  
Franchise agreement, labor and employment, environmental

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*Jim Butler*

## Property/Project

**Hyatt Hotel**, San Diego Islandia, San Diego, CA  
**Hyatt Hotel**, SF Fisherman's Wharf – San Francisco, CA  
**Hyatt Hotel**, Sonoma Vineyard Creek, Santa Rosa, CA  
**Hyatt Hotel**, Valencia, CA  
**Hyatt Hotel**, Westlake Village, CA  
  
**Hyatt House**, LAX, Los Angeles, CA (dual branded)  
  
**Hyatt House**, Scottsdale, AZ (dual branded)  
**Hyatt House**, USC, Los Angeles, CA  
  
**Hyatt Place**, Austin, TX  
**Hyatt Place**, Berkeley, CA  
**Hyatt Place**, Buena Park, CA  
**Hyatt Place**, Farmington, UT  
**Hyatt Place**, Flushing, NY  
**Hyatt Place**, LAX, Los Angeles, CA (dual branded)  
  
**Hyatt Place**, Oranjestad, Aruba  
**Hyatt Place**, Philadelphia, PA  
**Hyatt Place**, Pomona, CA  
**Hyatt Place**, Riverside, CA  
**Hyatt Place**, Rochester, MN  
**Hyatt Place**, Roseville, CA  
**Hyatt Place**, Scottsdale, AZ (dual branded)  
**Hyatt Place**, Vista, CA  
**Hyatt Place**, Warner Center, Woodland Hills, CA  
**Hyatt Regency**, Arlington, VA  
**Hyatt Regency**, Austin, TX  
**Hyatt Regency**, Baltimore, MD  
**Hyatt Regency**, Bethesda, MD  
**Hyatt Regency**, Buffalo, NY  
**Hyatt Regency**, Cambridge, MA  
**Hyatt Regency**, Century Plaza Hotel, Los Angeles, CA  
**Hyatt Regency**, Chicago, IL  
**Hyatt Regency**, Cincinnati, OH  
**Hyatt Regency**, Coral Gables, FL  
**Hyatt Regency**, Curaçao Golf Resort, Spa and Marina, Porta Blancu, Nieuwpoort, Curaçao  
**Hyatt Regency**, Dearborn, MI  
**Hyatt Regency**, Denver, CO  
**Hyatt Regency**, Garden Grove, CA  
**Hyatt Regency**, Grand Cayman, West Indies  
**Hyatt Regency**, Grand Cypress, Orlando, FL

## Engagement

Restructuring, acquisition/sell-side, labor and employment, environmental  
Labor and employment, environmental  
Management agreement, acquisition/buy-side  
Labor and employment, management agreement, environmental  
Labor and employment, acquisition/sell-side, acquisition/buy-side, management agreement  
Acquisition/buy-side, ground lease, financing, management agreement, franchise agreement, EB-5 financing  
EB-5 financing  
Ground lease, construction advisory, financing, management agreement, franchising agreement  
Acquisition/buy-side, management agreement, franchise agreement  
Construction contracts, acquisition/sell-side  
Management agreement, franchise agreement  
Franchise agreement, management agreement  
Management agreement  
Acquisition/buy-side, ground lease, financing, management agreement, franchise agreement, EB-5 financing  
Joint venture, branding and management agreement  
Franchise agreement  
Franchise agreement  
Financing of construction  
Franchise agreement  
Management agreement, construction, financing, acquisition/buy-side  
EB-5 financing, construction contracts, acquisition/sell-side  
Management agreement, acquisition/buy-side  
Franchise agreement  
Loan workout, bankruptcy, management agreement  
Loan workout, acquisition/buy-side  
Management agreement, development, joint venture, labor and employment  
Management agreement, loan workout, joint venture  
Franchise agreement, loan workout, joint venture, acquisition/sell-side  
Loan workout, acquisition/sell-side, financing  
Management agreement, EB-5 financing, acquisition/buy-side  
Labor and employment, financing  
Loan workout, bankruptcy, management agreement, financing  
Loan workout, bankruptcy, acquisition/sell-side, financing  
Management agreement termination  
Management agreement, labor and employment, acquisition/sell-side  
Loan workout, management agreement  
Franchise agreement  
Loan workout, expansion  
Loan workout, acquisition/sell-side

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*Jim Butler*

## Property/Project

**Hyatt Regency**, Hilton Head, SC  
**Hyatt Regency**, Houston, TX  
**Hyatt Regency**, Huntington Beach, CA  
**Hyatt Regency**, Hyatt Suites, Atlanta NW, Marietta, GA  
**Hyatt Regency**, Hyatt Suites, Palm Springs, CA  
**Hyatt Regency**, Irvine, CA  
**Hyatt Regency**, La Jolla, CA  
**Hyatt Regency**, LAX, Los Angeles, CA  
  
**Hyatt Regency**, Lima, Peru  
**Hyatt Regency**, Los Angeles, CA  
**Hyatt Regency**, Maui, HI  
**Hyatt Regency**, Miami, FL  
**Hyatt Regency**, Milwaukee, WI  
**Hyatt Regency**, New Orleans, LA  
**Hyatt Regency**, Newport Beach, CA  
  
**Hyatt Regency**, Oakbrook, IL  
**Hyatt Regency**, Orlando International Airport, Orlando, FL  
**Hyatt Regency**, Palo Alto, CA  
**Hyatt Regency**, Phoenix, AZ  
  
**Hyatt Regency**, Portland, OR  
**Hyatt Regency**, Printer's Row, Chicago, IL  
**Hyatt Regency**, Sacramento, CA  
  
**Hyatt Regency**, San Diego, CA  
  
**Hyatt Regency**, San Francisco, CA  
**Hyatt Regency**, Savannah, GA  
**Hyatt Regency**, Scottsdale, AZ  
**Hyatt Regency**, Tampa, FL  
**Hyatt Regency**, Tysons Corner Center, McLean, VA  
**Hyatt Regency**, Waikiki, Honolulu, HI  
**Hyatt Regency**, Waikoloa, HI  
**Ibis Hotel**  
**IHG – Candlewood Suites Hotel**, Bellevue, WA  
**IHG – Candlewood Suites Hotel**, Hillsboro, OR  
**IHG – Candlewood Suites Hotel**, Milpitas, CA  
**IHG – Candlewood Suites Hotel**, Pleasanton, CA  
**IHG – Candlewood Suites Hotel**, Sacramento, CA  
**IHG – Candlewood Suites Hotel**, Santa Ana, CA  
**IHG – Crowne Plaza**, Albany, NY  
**IHG – Crowne Plaza**, City of Commerce, CA

## Engagement

Bankruptcy  
Loan workout, acquisition/sell-side, leasing, financing  
Development, management, joint venture, financing, condo hotel advice  
Acquisition/buy-side, management agreement, labor and employment  
Labor and employment, environmental  
Labor and employment, environmental  
Loan workout, acquisition/sell-side, land use, environmental  
Franchise agreement, management agreement, construction and vendor contracts, entitlements, litigation over easements and parking arrangements  
Management agreement, ownership issues  
Labor and employment, operations and regulatory issues, environmental  
Loan workout  
Loan workout, bankruptcy, acquisition/sell-side, acquisition/buy-side  
Management agreement, loan workout, financing  
Loan workout, acquisition/sell-side  
Management agreement, acquisition/sell-side, litigation, labor and employment, franchise agreement, management agreement, environmental  
Acquisition/buy-side  
Loan workout, recapitalization, acquisition/buy-side  
  
Labor and employment, environmental  
Loan workout, acquisition/sell-side, management agreement, financing, management agreement, operations, trademark, labor and employment  
Acquisition/buy-side, labor and employment  
Loan workout, bankruptcy  
Loan workout, bankruptcy, acquisition/sell-side, financing, management agreement, labor and employment, environmental  
Development, financing, management agreement, labor and employment, environmental  
Labor and employment, environmental  
Loan workout, acquisition/sell-out, financing  
Labor and employment, environmental  
Loan workout, acquisition/sell-side  
Management agreement and advice on hotel, office, retail mixed-use  
Loan workout  
Management agreement  
See "Accor – Ibis Hotel"  
Management agreement, franchise agreement, litigation  
Management agreement, franchise agreement, litigation  
Management agreement, franchise agreement, litigation  
Management agreement, franchise agreement, litigation  
Management agreement, franchise agreement, litigation  
Financing  
RFP for operator, negotiate management agreement  
Management agreement, development

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*Jim Butler*



## Property/Project

**IHG – Crowne Plaza**, Concord, CA  
**IHG – Crowne Plaza**, Dallas, TX  
**IHG – Crowne Plaza**, Emeryville, CA  
**IHG – Crowne Plaza**, Indialantic, FL  
**IHG – Crowne Plaza**, LA Harbor, Los Angeles, CA  
  
**IHG – Crowne Plaza**, LAX, Los Angeles, CA  
**IHG – Crowne Plaza**, Melbourne, FL  
**IHG – Crowne Plaza**, Phoenix Airport, Phoenix, AZ  
**IHG – Crowne Plaza**, Pittsburgh, PA  
**IHG – Crowne Plaza**, Sacramento, CA  
**IHG – Crowne Plaza**, San Pedro, CA  
**IHG – Crowne Plaza**, Silver Spring, MD  
**IHG – Crowne Plaza**, Syracuse, NY  
**IHG – Crowne Plaza**, West Palm Beach, FL  
**IHG – Holiday Inn Express & Suites**, Laurel, MD  
**IHG – Holiday Inn Express & Suites**, San Diego, CA  
**IHG – Holiday Inn Express**, American Canyon, CA  
**IHG – Holiday Inn Express**, Brooklyn Park Slope, Brooklyn, NY  
**IHG – Holiday Inn Express**, Meadow Lands, PA  
**IHG – Holiday Inn Express**, Myrtle Beach, SC  
**IHG – Holiday Inn Express**, New York, NY  
**IHG – Holiday Inn Express**, Old Town, San Diego, CA  
**IHG – Holiday Inn Express**, Salinas, CA  
**IHG – Holiday Inn Express**, San Francisco, CA  
**IHG – Holiday Inn Express**, San Luis Obispo, CA  
**IHG – Holiday Inn Manhattan**, New York, NY  
**IHG – Holiday Inn Resort**, Benoa, Bali, Indonesia  
**IHG – Holiday Inn Resort**, Santa Fe, NM  
**IHG – Holiday Inn**, Altamonte Springs, FL  
**IHG – Holiday Inn**, Anaheim Convention Center, Anaheim, CA  
**IHG – Holiday Inn**, Anchorage, AK  
**IHG – Holiday Inn**, Bedford, TX  
**IHG – Holiday Inn**, Brooklyn, NY  
**IHG – Holiday Inn**, Buena Park, CA  
**IHG – Holiday Inn**, BWI Airport, Linthicum Heights, MD  
**IHG – Holiday Inn**, Clinton, NJ  
**IHG – Holiday Inn**, Commerce, CA  
**IHG – Holiday Inn**, Denver, CO  
**IHG – Holiday Inn**, Emeryville, CA  
**IHG – Holiday Inn**, Fullerton, CA  
**IHG – Holiday Inn**, Glendale, CA

## Engagement

Franchise agreement  
Bankruptcy  
Loan modification  
RFP for operator, negotiate management agreement  
Acquisition/buy-side, labor and employment, ADA compliance and defense. litigation, financing  
License termination, acquisition/buy-side, new franchise agreement  
RFP for operator, negotiate management agreement  
Management agreement, financing, acquisition/buy-side  
RFP for operator, negotiate management agreement  
Acquisition/buy-side  
Acquisition/buy-side, labor and employment, litigation  
Management agreement  
Acquisition/sell-side  
RFP for operator, negotiate management agreement  
Acquisition/sell-side  
Comfort letter  
ADA compliance and defense  
ADA compliance and defense  
RFP for operator, negotiate management agreement  
Reposition hotel, RFP for operator, negotiate management agreement  
ADA compliance and defense  
Construction financing  
ADA compliance and defense  
Acquisition/buy-side  
Management agreement  
Acquisition/buy-side, management agreement, franchise agreement, financing,  
Management agreement  
Management agreement  
Management agreement, acquisition/sell-side  
Franchise agreement, development, land use, entitlements  
Acquisition/buy-side  
Acquisition/buy-side  
ADA compliance and defense  
ADA compliance and defense  
Reposition hotel, RFP for operator, negotiate management agreement  
Franchise agreement  
Franchise agreement negotiation  
Acquisition/buy-side  
Acquisition/buy-side  
Franchise agreement, operations issues, acquisition/sell-side  
Franchise agreement

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*Jim Butler*

## Property/Project

**IHG – Holiday Inn**, Hilton Head, SC  
**IHG – Holiday Inn**, LA Convention Center, Los Angeles, CA  
**IHG – Holiday Inn**, La Guardia, NY  
**IHG – Holiday Inn**, Lakewood, CO  
**IHG – Holiday Inn**, LAX, Los Angeles, CA  
  
**IHG – Holiday Inn**, Long Beach, CA  
**IHG – Holiday Inn**, Monroeville, PA  
**IHG – Holiday Inn**, Monrovia, CA  
**IHG – Holiday Inn**, NY 6th Avenue, New York, NY  
**IHG – Holiday Inn**, Orlando, FL  
**IHG – Holiday Inn**, Phoenix, AZ  
**IHG – Holiday Inn**, Pittsburgh Monroeville, PA  
**IHG – Holiday Inn**, Poughkeepsie, NY  
**IHG – Holiday Inn**, Rancho Cordova, CA  
**IHG – Holiday Inn**, Reno, NV  
**IHG – Holiday Inn**, Sacramento, CA  
**IHG – Holiday Inn**, San Francisco Chinatown, San Francisco, CA  
**IHG – Holiday Inn**, San Francisco Convention Center, San Francisco, CA  
**IHG – Holiday Inn**, San Francisco Fisherman’s Wharf, San Francisco, CA  
**IHG – Holiday Inn**, Santa Fe, NM  
**IHG – Holiday Inn**, Santa Maria, CA  
**IHG – Holiday Inn**, Santa Monica, CA  
**IHG – Holiday Inn**, Staten Island, NY  
**IHG – Holiday Inn**, Strongsville, OH  
**IHG – Holiday Inn**, Universal Studios, Studio City, CA  
**IHG – Holiday Inn**, Vallejo, CA  
**IHG – Holiday Inn**, Ventura, CA  
**IHG – Holiday Inn**, Woodland Hills, CA  
**IHG – Hotel Indigo**, College Park, TX  
**IHG – Hotel Indigo**, Hollywood, CA  
**IHG – Hotel Indigo**, Sarasota, FL  
**IHG – InterContinental Hotel**, Bali Cangu, Bali, Indonesia  
**IHG – InterContinental Hotel**, California Plaza, Los Angeles, CA  
**IHG – InterContinental Hotel**, Century City, Los Angeles, CA  
**IHG – InterContinental Hotel**, MidPlaza, Jakarta, Indonesia  
**IHG – InterContinental Hotel**, Miraflores, Lima, Peru  
**IHG – InterContinental Hotel**, Portland, OR

## Engagement

RFP for operator, negotiate management agreement  
Management agreement, franchise agreement  
  
Acquisition/buy-side  
ADA compliance and defense  
Acquisition/buy-side, franchise agreement, management agreement, financing, comfort letter  
Labor and employment, acquisition/sell-side  
Management agreement  
Acquisition/buy-side  
ADA compliance and defense  
Franchise agreement negotiations, operations issues, acquisition/sell-side  
Management agreement  
Reposition hotel, RFP for operator, negotiate management agreement  
Acquisition/buy-side  
ADA compliance and defense, franchise agreement  
Franchise agreement negotiation  
ADA compliance and defense, litigation  
Litigation, management agreement, franchise agreement, labor and employment, land use, financing  
Management agreement  
Management agreement, joint venture, labor and employment, bankruptcy  
  
Management agreement  
Management agreement  
Acquisition/buy-side  
Acquisition/buy-side  
Reposition hotel, RFP for operator, negotiate management agreement  
Acquisition/buy-side  
Acquisition/buy-side  
Financing  
Acquisition/sell-side  
Acquisition/buy-side  
Entitlements  
Management agreement and franchise agreement  
Management agreement  
Management agreement, financing, bankruptcy, loan workout, acquisition/sell-side  
Management agreement, financing, land use, labor and employment  
Management agreement termination, litigation, new management agreement  
Management Agreement  
Management agreement

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*Jim Butler*

## Property/Project

**IHG – InterContinental Hotel**, Seattle, WA  
**IHG – Kimpton – Aspen Club Lodge**, Aspen, CO  
**IHG – Kimpton – Beverly Renaissance**,  
Los Angeles, CA  
**IHG – Kimpton – Hotel Argyle**, Hollywood, CA  
**IHG – Kimpton – Hotel George**, Washington, DC  
**IHG – Kimpton – Hotel Helix**, Washington, DC  
**IHG – Kimpton – Hotel Madera**, Washington, DC  
**IHG – Kimpton – Hotel Marlowe**, Cupertino, CA  
**IHG – Kimpton – Hotel Monaco**, Alexandria, VA  
**IHG – Kimpton – Hotel Monaco**, Cambridge, MA  
**IHG – Kimpton – Hotel Monaco**, San Francisco, CA  
**IHG – Kimpton – Hotel Monticello**, San Francisco, CA  
**IHG – Kimpton – Hotel Palomar**, Dallas, TX  
**IHG – Kimpton – Hotel Palomar**, San Francisco, CA  
**IHG – Kimpton – Hotel Palomar**, Westwood,  
Los Angeles, CA  
**IHG – Kimpton – Hotel Rouge**, Washington, DC  
**IHG – Kimpton – Hotel Villa Florence**,  
San Francisco, CA  
**IHG – Kimpton – Prescott Hotel**, San Francisco, CA  
**IHG – Kimpton – Tivoli Village**, Summerlin,  
Las Vegas, NV  
**IHG – Kimpton – Topaz Hotel**, Washington, DC  
**IHG – Kimpton Hotel & Residences**, Papagayo,  
Costa Rica  
**IHG – Kimpton Hotel Solamar**, San Diego, CA  
**IHG – Kimpton Hotel**, Koreatown, Los Angeles, CA  
**IHG – Kimpton Hotel**, Las Vegas, NV  
**IHG – Kimpton La Peer**, West Hollywood, CA  
**IHG – Staybridge Suites**, Jacksonville, FL  
**IHG – Staybridge Suites**, Midvale, Utah  
**IHG – Staybridge Suites**, Savannah, GA  
**Il Cielo Restaurant**, Beverly Hills, CA  
**Ilikai Nikko Waikiki Hotel**, Honolulu, HI  
**Indian Springs Resort**, Calistoga, CA  
**Indian Wells Resort**, Indian Wells, CA  
**Inn at Laguna Beach**, Laguna Beach, CA  
**Inn at Lost Creek**, Mountain Village, CO  
  
**Inn at Schoolhouse Creek**, Mendocino, CA  
**Inn at Spanish Bay**, Pebble Beach, CA  
**Inn at Venice Beach**, Venice Beach, CA  
**Inn by the Sea**, Carmel, CA  
**Inn of the Anasazi**, Santa Fe, NM

## Engagement

Management agreement  
Financing  
Land use and entitlement  
  
Acquisition/buy-side  
Management agreement  
Management agreement  
Management agreement  
Management agreement  
ADA compliance and defense  
Acquisition/buy-side, management agreement  
Management agreement  
Management agreement  
Acquisition/sell-side, management agreement, liquor license, operations issues  
Management agreement  
Acquisition/sell-side, management agreement, liquor license, operations issues  
  
Management agreement  
Management agreement  
  
Management agreement  
Management agreement  
  
Acquisition/buy-side, development, management agreement  
  
Development  
Management agreement  
Management agreement  
Construction financing  
Franchise agreement, conversion, litigation  
Acquisition/buy-side  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Restaurant lease  
Acquisition/sell-side  
Management agreement  
ADA compliance and defense  
Management agreement, acquisition/sell-side  
Management agreement termination, restructuring, loan workout, receivership, new  
management agreement, franchise agreement, litigation  
  
ADA compliance and defense, litigation  
Trademark  
Management agreement  
Ground lease restructuring  
Financing, ownership, management agreement, acquisition/buy-side

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*Jim Butler*

## Property/Project

**Inn on the Park**, Honolulu, HI  
**InterContinental Hotel**  
**International Hotel – LAX**, Los Angeles, CA  
**Isla Navidad**, Jalisco, Mexico  
**Island Colony Hotel**, Honolulu, HI  
**Island Hotel (The)**, Newport Beach, CA  
**Jack in the Box**, El Paseo, CA  
**Jack in the Box**, Los Angeles, CA  
**Jack in the Box**, Mission Viejo, CA  
**Jackson Family Winery Hotel**, Santa Rosa, CA  
**Jade Hotel Greenwich Village**, New York, NY  
**Jamaica Bay Inn**, Marina del Rey, CA  
**James Hotel (The)**, West Hollywood, CA  
  
**Jeremy (The)**, Los Angeles, CA  
**Joie de Vivre Hotel**  
**Jonathan Club**, Los Angeles, CA  
**Jumby Bay Island Resort**, Jumby Bay Island, Antigua, West Indies  
**JW Marriott**  
**Kaanapali Beach Hotel**, Maui, HI  
**Kah Nee Ta Resort**, Warm Springs, OR  
**Kapalua Bay Hotel & Villas**, Maui, HI  
**Kauai Resort Hotel**, Kauai, HI  
  
**Kempinski Plaza Jakarta Hotel**, Jakarta, Java, Indonesia  
**Kensington Park Hotel**, San Francisco, CA  
**Kenwood Inn & Spa**, Sonoma Valley, CA  
**Kila Tahoe**, Lake Tahoe, CA  
**Kimpton**  
**King George Hotel**, San Francisco, CA  
**Kinney Hotel**, Venice Beach, CA  
**Knickerbocker Hotel**, New York, NY  
**Kona Kai Resort and Marina**, San Diego, CA  
  
**Korakia Pensione**, Palm Springs, CA  
**Korea Town Hotel**, Los Angeles, CA  
**Kyalami Castle Resort**, Midrand, South Africa  
**L'Auberge Del Mar**, Del Mar, CA  
**L'Enfant Plaza Hotel**, Washington, DC  
**La Concha Resort and Casino**, La Concha, San Juan, Puerto Rico  
**La Costa Resort & Spa**, Carlsbad, CA  
**La Entrada Hotel**, Santa Barbara, CA

## Engagement

Management agreement  
See "IHG – InterContinental Hotel"  
Sandwich lease  
Management agreement  
Management agreement  
Management agreement  
ADA compliance and defense  
ADA defense and compliance  
ADA compliance and defense  
Management agreement  
ADA compliance and defense  
Management agreement  
Management agreement, franchise agreement, labor and employment, collective bargaining agreement, management agreement termination  
Management agreement, franchise agreement, management termination agreement  
See "Hyatt – Two Roads – Joie de Vivre Hotel"  
Labor and employment, collective bargaining  
Terminate Rosewood management agreement, new management agreement with Oetker  
See "Marriott – JW Marriott Hotel"  
Acquisition/buy-side  
Timeshare formation  
Acquisition/buy-side, financing  
Acquisition/buy-side, management agreement, franchise agreement, entitlement, bankruptcy and receivership, acquisition/sell-side  
Management agreement, litigation  
Leasing, operations issues  
Acquisition/buy-side, financing, refinancing  
Condo hotel, financing  
See "IHG – Kimpton"  
Leasing, operations issues  
Management agreement  
EB-5 financing for major redevelopment  
Restructuring, bankruptcy, management agreement, franchise agreement, acquisition/sell-side  
Repositioning, licensing agreements, entertainment agreements  
Land use and entitlements  
Acquisition/buy-side  
Loan workout, litigation  
Labor and employment, collective bargaining, plant closure  
Management agreement, licensing agreement  
Acquisition/buy-side  
EB-5 financing

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*Jim Butler*

## Property/Project

**La Jolla Cove Suites**, La Jolla, CA  
**La Jolla de Mismaloya Resort**, Puerto Vallarta, Mexico  
**La Posada de Sante Fe**, Santa Fe, NM  
**La Quinta Resort & Country Club**, La Quinta, CA  
**La Quinta**, Atlanta, GA  
**La Quinta**, Bellevue, WA  
**La Quinta**, Orlando, FL  
**La Quinta**, Richmond, VA  
**La Quinta**, San Diego, CA  
**La Quinta**, San Francisco, CA  
**La Quinta**, Santa Fe, NM  
**La Quinta**, Seattle, WA  
**La Quinta**, St. Petersburg, FL  
**Ladera Hotel & Residences**, Ladera, Mangilao, Guam  
**Laguna Beach Golf & Bungalows**, Laguna Beach, CA  
**Laguna Motor Inn**, Laguna Beach, CA  
**Lake Arrowhead Resort & Spa**, Lake Arrowhead, CA  
**Lake Arrowhead Resort & Spa**, Lake Arrowhead, CA  
**Lake Elsinore Development**, Lake Elsinore, CA  
**Lake Mead Casino and Hotel**, Las Vegas, NV  
**Landry's Restaurant**, Concord, CA  
**Landry's Restaurant**, Fremont, CA  
**Larkspur Landing All Suite Hotel**, Bellevue, WA  
**Larkspur Landing All Suite Hotel**, Hillsboro, OR  
**Larkspur Landing All Suite Hotel**, Milpitas, CA  
**Larkspur Landing All Suite Hotel**, Pleasanton, CA  
**Larkspur Landing All Suite Hotel**, Sacramento, CA  
**Las Cabezas Luxury Resort**, Punta Mita, Mexico  
**Las Ramblas Resort**, Las Vegas, NV  
**Las Ventanas al Paraiso**, Cabo San Lucas, Mexico  
**Laurel Inn**, San Francisco, CA  
**Le Méridien**  
**Le Royal Tahitien Hotel**, Papeete, French Polynesia  
**Lexington Inn**, San Luis Obispo, CA  
**Lighthouse Lodge**, Pacific Grove, CA  
**Living Desert (The)**, Palm Springs, CA  
**Lodge & Spa at Cordillera**, Avon, CO  
**Lodge at CordeValle**, San Martin, CA  
**Lodge at Pebble Beach**, Pebble Beach, CA  
**Lodge at Rancho Mirage**, Rancho Mirage, CA  
**Lodge at Skylonda**, Woodside, CA  
**Lodge at Sonoma**, Sonoma, CA

## Engagement

Management agreement  
Labor and employment, acquisition/buy-side, tax, joint venture, operations issues  
Litigation analysis and construction defect analysis  
Restructuring, workout, financing  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Management agreement, joint venture, acquisition/sell-side  
Development advisory, condo hotel, EB-5 financing  
Financing  
Acquisition/buy-side, repositioning  
Acquisition/buy-side, management agreement, financing  
Labor and employment, negotiate new collective bargaining agreement  
Development, management agreement, franchise agreement, ownership issues  
Casino management agreement  
ADA compliance and defense  
ADA compliance and defense  
Conversion  
Conversion  
Conversion  
Conversion  
Conversion  
Management agreement  
Conducted RFP for operator, management agreement  
Management agreement, financing, condominium, vacation ownership  
ADA compliance and defense  
See "Marriott – Le Méridien"  
Acquisition/sell-side  
ADA compliance and defense  
Bankruptcy  
ADA compliance and defense  
Management agreement  
Management agreement  
Trademark  
Acquisition/buy-side, expansion, condo hotel advice  
Management agreement  
Development, financing, joint venture, management agreement

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*Jim Butler*

## Property/Project

**Lodge at Tiburon**, Tiburon, CA  
**Lodge at Ventana Canyon**, Tucson, AZ  
**Loews Coronado Bay Resort**, Coronado, CA  
**Loews Santa Monica Beach Hotel**, Santa Monica, CA  
**London (The)**, West Hollywood, CA  
**Lone Mountain Ranch**, Big Sky, MT  
**Long Beach Sails Hotel**, Long Beach, CA  
**Long Point Resort (Marineland)**, Palos Verdes, CA  
**Los Cabos Vacation Rentals**, Los Cabos, Mexico  
**Lovers Point Inn Monterey**, Pacific Grove, CA  
**Luxe Hotel Beverly Hills**, Beverly Hills, CA  
**Luxe Hotel City Center Hotel**, Los Angeles, CA  
  
**Luxe Hotel Sunset**, Los Angeles, CA  
**Luxze Hitotsuba**, Miyazaki, Japan  
**Mahekal Beach Resort**, Playa del Carmen, Mexico  
**MainStay Suites**  
**Majestic Hotel**, San Francisco, CA  
**Malibu Beach Inn**, Los Angeles, CA  
**Malibu Inn**, Malibu, CA  
**Mammoth 8050**, Mammoth Lakes, CA  
**Mandalay Beach Resort**, Oxnard, CA  
**Mandarin Oriental Hotel & Residences**, Chicago, IL  
  
**Mandarin Oriental Hotel & Residences**, Dallas, TX  
**Mandarin Oriental Hotel & Residences**,  
Playa Manzanillo, Costa Rica  
**Mandarin Oriental Hotel**, Kahala, Honolulu, HI  
**Mandarin Oriental**, Las Vegas, NV  
**Mandarin Oriental Hotel**, Los Angeles, CA  
**Mandarin Oriental Hotel**, Miami, FL  
**Mandarin Oriental Hotel**, South Coast Plaza,  
Costa Mesa, CA  
**Mandarin Oriental Hotel**, Tuscany, Italy  
**Maralisa Hotel**, Acapulco, Mexico  
**Marco Beach Ocean Resort**, Marco Island, FL  
**Marina del Rey Hotel**, Marina del Rey, CA  
**Marina International Hotel**, Marina del Rey, CA  
**Marina Pacific Hotel and Suites**, Venice, CA  
**Mariposa Lodge**, Yosemite, CA  
**Marriott – AC by Marriott**, Los Angeles, CA  
**Marriott – Aloft Hotel**, El Paso, TX  
**Marriott – Aloft Hotel**, Fort Lauderdale, FL

## Engagement

Acquisition/buy-side, management agreement, franchise agreement, financing  
Acquisition/buy-side, financing, labor and employment, trademark  
Financing  
Financing  
Acquisition/buy-side, entitlements, ADA compliance  
Acquisition/buy-side, amenities agreement  
Management agreement, franchise agreement, trademark  
Acquisition/buy-side, restructuring, loan workout  
Management agreement, condo hotel advice  
Restructuring, management agreement, joint venture  
Franchise agreement, labor and employment, trademark, operations issues, financing  
Leasing, management agreement, franchise agreement, liquor license, labor and employment, collective bargaining agreement, trademark, operations issues, acquisition/buy-side, restaurant lease, land use & entitlements  
Franchise agreement, labor and employment, trademark, operations issues  
Management agreement  
Joint venture, financing  
See “Choice – MainStay Suites”  
Financing, securities, tax  
ADA compliance and defense  
Joint venture, loan restructuring  
Condo hotel advice, land use, entitlements  
Loan workout, bankruptcy, financing  
Acquisition/buy-side, development, financing, joint venture, hotel mixed-use, condo hotel advice, management agreement  
Condo hotel advice, management agreement  
Management agreement, pre-opening and operations issues  
Management agreement, financing  
Management agreement, joint venture  
Management agreement  
Management agreement, operations issues  
Management agreement  
Management agreement  
Acquisition/sell-side  
Financing, operations issues  
Management agreement  
Receivership, bankruptcy  
Management agreement  
ADA compliance and defense, litigation  
Joint venture, franchise agreement, management agreement, development agreement  
Management agreement and franchise agreement  
Management agreement

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*Jim Butler*

## Property/Project

**Marriott – Aloft Hotel**, Las Vegas, NV  
**Marriott – Aloft Hotel**, Leawood, KS  
**Marriott – Aloft Hotel**, New York, NY  
**Marriott – Aloft Hotel**, San Diego, CA  
**Marriott – Aloft Hotel**, Tempe, AZ  
**Marriott – Autograph Collection (Grand Bohemian)**, Asheville, NC  
**Marriott – Autograph Collection (The Elliott)**, Minneapolis, MN  
**Marriott – Autograph Collection**, Houston, TX  
**Marriott – Autograph Collection**, Vancouver, BC  
**Marriott – Courtyard by Marriott Disneyland**, Anaheim, CA  
**Marriott – Courtyard by Marriott L.A. Live!**, Los Angeles, CA  
**Marriott – Courtyard by Marriott**, Akron, OH  
**Marriott – Courtyard by Marriott**, Atlanta, GA  
**Marriott – Courtyard by Marriott**, Bloomington, IL  
**Marriott – Courtyard by Marriott**, Champaign, IL  
**Marriott – Courtyard by Marriott**, Jacksonville, FL  
**Marriott – Courtyard by Marriott**, King Kamehameha's Kona Beach, Kona, HI  
**Marriott – Courtyard by Marriott**, Lafayette, LA  
**Marriott – Courtyard by Marriott**, Lancaster, CA  
**Marriott – Courtyard by Marriott**, Lubbock, TX  
**Marriott – Courtyard by Marriott**, Missoula MT  
**Marriott – Courtyard by Marriott**, New York (Hudson Yards), NY  
**Marriott – Courtyard by Marriott**, New York (Times Square West), NY  
**Marriott – Courtyard by Marriott**, Oakland, CA  
**Marriott – Courtyard by Marriott**, Paducah, KY  
**Marriott – Courtyard by Marriott**, Pasadena, CA  
**Marriott – Courtyard by Marriott**, Peoria, IL  
**Marriott – Courtyard by Marriott**, Pittsburgh (Pittsburgh Shadyside), PA  
**Marriott – Courtyard by Marriott**, Richmond, CA  
**Marriott – Courtyard by Marriott**, San Diego, CA  
**Marriott – Courtyard by Marriott**, Santa Monica, CA  
**Marriott – Courtyard by Marriott**, Springfield, IL  
**Marriott – Courtyard by Marriott**, Tulsa, OK  
**Marriott – Curacao Marriott Beach Resort**  
**Marriott – Edition**, Scottsdale, AZ  
**Marriott – element Hotel**, Fort Lauderdale, FL (dual branded)

## Engagement

Management agreement  
Acquisition/buy-side  
Franchise agreement  
Franchise agreement, management agreement, EB-5 financing  
Acquisition/buy-side, financing  
EB-5 financing; construction financing  
Construction financing, EB-5 financing  
Franchise agreement  
Management agreement (dual branded JW Marriott and Autograph)  
Acquisition/buy-side, franchise agreement, management agreement, liquor license, employment and labor  
Labor and employment  
Financing, securitization  
Reposition hotel, RFP for operator, negotiate management agreement  
Financing, securitization  
Financing, securitization  
Acquisition/buy-side  
Management agreement, franchise agreement, financing  
Repositioning, operator RFP, management agreement  
Franchise agreement  
Financing, securitization  
Acquisition/buy-side, financing  
Franchise agreement  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Management agreement, franchise agreement  
Management agreement  
Acquisition/buy-side, due diligence, financing  
Financing, securitization  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Financing  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Labor and employment, entitlement and development, management agreement  
Financing, securitization  
Management agreement  
Management agreement  
Management agreement; EB-5 financing  
\$100 million EB-5 financing, franchise agreement, management agreement

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*Jim Butler*

## Property/Project

## Engagement

<b>Marriott – element Hotel</b> , New York Times Square West, New York, NY	ADA compliance and defense
<b>Marriott – element Hotel</b> , Philadelphia, PA	Management agreement, EB-5 financing (first ever dual branded W and element with 755 rooms)
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Hanford, CA	Franchise agreement
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Indianapolis, IN	Acquisition/buy-side
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Midvale, UT	Acquisition/buy-side
<b>Marriott – Fairfield Inn by Marriott</b> , Abilene, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Amarillo, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Appleton, WI	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Ashland, KY	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Bay City, MI	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Bismarck, ND	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Bozeman, MT	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Branson, MO	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Bryan/ College Station, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Canton, OH	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Champaign, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Cheyenne, WY	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Colorado Springs, CO	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Coon Rapids, MN	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Coralville, IA	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Corpus Christi, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Council Bluffs, IA	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Danville, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Davenport, IA	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Dubuque, IA	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Duluth, MN	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Eden Prairie, MN	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Fairborn, OH	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Fairview Heights, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Fargo, ND	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Fayetteville, AR	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Findlay, OH	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Forsyth, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Fort Worth, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Galesburg, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Grand Forks, ND	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Great Falls, MT	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Greeley, CO	Financing, securitization

*Jim Butler*





## Property/Project

**Marriott – Four Points by Sheraton**, St. Louis, MO  
**Marriott – Four Points by Sheraton**, Ventura Harbor Resort, Ventura, CA  
**Marriott – Four Points Plaza Hotel and Casino**, Las Vegas, NV  
**Marriott – JW Marriott Hotel**, Anaheim, CA  
**Marriott – JW Marriott Hotel**, Century City, Los Angeles, CA  
**Marriott – JW Marriott Hotel**, LA Downtown, Los Angeles, CA  
**Marriott – JW Marriott Hotel**, Starr Pass Resort, Tucson, AZ  
**Marriott – JW Marriott Hotel**, Vancouver, BC, Canada  
**Marriott – Le Méridien Dallas**, The Stoneleigh, Dallas, TX  
**Marriott – Le Méridien**, Abuja, Nigeria  
**Marriott – Le Méridien**, Cancun Resort & Spa, Cancun, Mexico  
**Marriott – Le Méridien**, Cleveland, OH  
**Marriott – Le Méridien**, Pasadena, CA  
**Marriott – Le Méridien**, San Diego, CA  
**Marriott – Le Méridien**, San Francisco, CA  
**Marriott – Renaissance Hotel**, Agoura Hills, CA  
**Marriott – Renaissance Hotel**, Chicago Downtown, Chicago, IL  
**Marriott – Renaissance Hotel**, Chicago O’Hare, Chicago, IL  
**Marriott – Renaissance Hotel**, Cleveland, OH  
**Marriott – Renaissance Hotel**, Flushing NY  
**Marriott – Renaissance Hotel**, Hollywood, CA  
**Marriott – Renaissance Hotel**, Houston, TX  
**Marriott – Renaissance Hotel**, Las Vegas, NV  
**Marriott – Renaissance Hotel**, Pittsburgh, PA  
**Marriott – Renaissance Hotel**, Reno, NV  
**Marriott – Renaissance Hotel**, Scottsdale, AZ  
**Marriott – Renaissance Hotel**, Syracuse, NY  
  
**Marriott – Renaissance Resort & Spa**, Jackson Hole, WY  
**Marriott – Renaissance Resort and Casino**, La Concha, San Juan, Puerto Rico  
**Marriott – Residence Inn**, Amarillo, TX  
**Marriott – Residence Inn**, Appleton, WI  
**Marriott – Residence Inn**, Canton, OH  
**Marriott – Residence Inn**, Cedar Rapids, IA  
**Marriott – Residence Inn**, Corpus Christi, TX  
**Marriott – Residence Inn**, Davenport, IA

## Engagement

Franchise agreement, financing  
Franchise agreement  
Franchise agreement  
Management agreement, construction financing  
Management agreement termination, acquisition/buy-side, partnership restructuring, labor and employment, ground lease issues  
Asset management agreement  
Financing, development, loan workout, management agreement  
Management agreement (dual branded JW Marriott and Autograph)  
Acquisition/buy-side, financing, management agreement, franchise agreement  
Management agreement  
Loan workout, restructuring, acquisition/sell-side  
Management agreement  
Development, financing, franchise agreement, management agreement, joint venture  
Management agreement, franchise agreement, development, joint venture, financing  
Loan workout, restructuring  
Acquisition/buy-side, management agreement  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Labor and employment, new collective bargaining agreement  
Franchise agreement, management agreement  
Franchise agreement, management agreement  
Labor and employment, development, joint venture, management agreement  
Management agreement  
Financing  
Financing  
Franchise agreement, management agreement  
Acquisition/buy-side  
Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement, joint venture  
Acquisition/sell-side  
Management agreement, licensing agreement  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization

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*Jim Butler*

## Property/Project

**Marriott – Residence Inn**, Dedham, MA  
**Marriott – Residence Inn**, Eastlake, OH  
**Marriott – Residence Inn**, El Segundo, CA  
**Marriott – Residence Inn**, Houston, TX  
**Marriott – Residence Inn**, Kauai, HI  
**Marriott – Residence Inn**, LA Live, Los Angeles, CA  
**Marriott – Residence Inn**, Lansing, MI  
**Marriott – Residence Inn**, LAX, Los Angeles, CA  
**Marriott – Residence Inn**, Lewisville, TX  
**Marriott – Residence Inn**, Little Rock, AR  
**Marriott – Residence Inn**, Long Beach, CA  
**Marriott – Residence Inn**, Long Island, NY  
**Marriott – Residence Inn**, Madison, WI  
**Marriott – Residence Inn**, NY World Trade Center, New York, NY  
**Marriott – Residence Inn**, Peoria, IL  
**Marriott – Residence Inn**, Rockville, IL  
**Marriott – Residence Inn**, Salt Lake City, UT  
**Marriott – Residence Inn**, San Marcos, CA  
**Marriott – Residence Inn**, Sioux Falls, SD  
**Marriott – Residence Inn**, Topeka, KS  
**Marriott – Residence Inn**, Torrance, CA  
**Marriott – Residence Inn**, Waco, TX  
**Marriott – Residence Inn**, Westminster, TX  
**Marriott – Residence Inn**, Woodlands, TX  
**Marriott – Residence Inn**, Youngstown, OH  
**Marriott – Ritz-Carlton Reserve**, San Diego, CA  
**Marriott – Ritz-Carlton Residences**, Lake Tahoe, CA  
**Marriott – Ritz-Carlton**, Bali Resort & Spa, Jimbaran, Bali, Indonesia  
**Marriott – Ritz-Carlton**, Barcelona, Spain  
**Marriott – Ritz-Carlton**, Boston, MA  
**Marriott – Ritz-Carlton**, Dana Point, CA  
**Marriott – Ritz-Carlton**, Ft. Lauderdale, FL  
**Marriott – Ritz-Carlton**, Houston, TX  
**Marriott – Ritz-Carlton**, Huntington, Pasadena, CA  
**Marriott – Ritz-Carlton**, Kapalua, Maui, HI  
**Marriott – Ritz-Carlton**, Key Biscayne, FL  
**Marriott – Ritz-Carlton**, LA Live Hotel and Residences, Los Angeles, CA  
**Marriott – Ritz-Carlton**, Napa Valley, CA  
**Marriott – Ritz-Carlton**, New Orleans, LA

## Engagement

RFP for operator, negotiate management agreement  
Franchise agreement  
Financing  
Franchise agreement  
Management agreement  
Labor and employment  
Financing, securitization  
Franchise agreement, management agreement, construction contracts  
Financing, securitization  
Management agreement  
Management agreement  
Management agreement  
Financing, securitization  
Management agreement and franchise agreement  
Financing, securitization  
Financing, securitization  
Restructuring  
Franchise agreement  
Financing, securitization  
Financing, securitization  
Restructuring, loan participation issues  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Management agreement  
Litigation  
Management agreement, litigation, project expansion  
Management agreement, joint venture, acquisition/sell-side  
Financing, acquisition/buy-side, tax, financing  
Acquisition/buy-side, financing, joint venture, management agreement, franchise agreement  
Acquisition/buy-side, management agreement, franchise agreement, negotiation of joint venture, financing  
Management agreement, development  
Acquisition/buy-side  
Management agreement, foreclosure/deed-in-lieu, acquisition/sell-side, condo hotel advice  
Acquisition/buy-side, management agreement, franchise, financing, joint venture  
Asset management agreement  
Financing, acquisition/buy-side, management agreement  
Management agreement

*Jim Butler*

## Property/Project

**Marriott – Ritz-Carlton**, New York, NY  
**Marriott – Ritz-Carlton**, Newport Beach, CA  
**Marriott – Ritz-Carlton**, Northstar, Lake Tahoe, CA  
**Marriott – Ritz-Carlton**, Portland, OR  
**Marriott – Ritz-Carlton**, Rancho Mirage, CA  
**Marriott – Ritz-Carlton**, Reynolds Plantation, Greensboro, GA  
**Marriott – Ritz-Carlton**, San Diego, CA  
  
**Marriott – Ritz-Carlton**, San Francisco, CA  
**Marriott – Ritz-Carlton**, Vancouver, BC, Canada  
**Marriott – Sheraton Grande Ocean Resort**, Miyazaki, Japan  
**Marriott – Sheraton Hotel**, Albuquerque, NM  
**Marriott – Sheraton Hotel**, Anaheim, CA  
**Marriott – Sheraton Hotel**, Austin, TX  
**Marriott – Sheraton Hotel**, Chapel Hill, NC  
  
**Marriott – Sheraton Hotel**, Chicago O'Hare, Chicago, IL  
**Marriott – Sheraton Hotel**, Colony Square, Atlanta, GA  
**Marriott – Sheraton Hotel**, Denver, CO  
**Marriott – Sheraton Hotel**, Lake Buena Vista, FL  
**Marriott – Sheraton Hotel**, LAX, Los Angeles, CA  
  
**Marriott – Sheraton Hotel**, Long Beach, CA  
**Marriott – Sheraton Hotel**, Los Angeles, CA  
**Marriott – Sheraton Hotel**, Mexico City, Mexico  
**Marriott – Sheraton Hotel**, Minneapolis, MN  
**Marriott – Sheraton Hotel**, Needham, NH  
**Marriott – Sheraton Hotel**, Norwalk, CA  
**Marriott – Sheraton Hotel**, NY Tribeca, New York, NY  
**Marriott – Sheraton Hotel**, Ontario, CA  
**Marriott – Sheraton Hotel**, Parsippany, NJ  
**Marriott – Sheraton Hotel**, Pasadena, CA  
**Marriott – Sheraton Hotel**, Philadelphia, PA  
**Marriott – Sheraton Hotel**, Phoenix Airport, Phoenix, AZ  
**Marriott – Sheraton Hotel**, San Antonio, TX  
**Marriott – Sheraton Hotel**, San Diego, CA  
**Marriott – Sheraton Hotel**, San Juan, Puerto Rico  
**Marriott – Sheraton Hotel**, SF Fisherman's Wharf, San Francisco, CA  
  
**Marriott – Sheraton Hotel**, St. Louis, MO  
**Marriott – Sheraton Hotel**, Syracuse, NY  
**Marriott – Sheraton Hotel**, Tacoma, WA

## Engagement

Condo hotel advice and condominium documentation  
Management agreement, development  
Loan workout, restructuring, litigation  
Management agreement for Hotel and Residences  
Financing, condo hotel advice  
Acquisition/buy-side, joint venture, bond financing, management agreement  
  
Acquisition/buy-side, joint venture, management agreement, franchise agreement, litigation, entitlement, ground lease  
Management agreement, acquisition/sell-side, financing, acquisition/buy-side  
Management agreement  
Management agreement  
  
Acquisition/buy-side, franchise agreement  
Bankruptcy, refinance, acquisition/sell-side  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Acquisition/buy-side, management agreement, franchise agreement, financing, joint venture  
Franchise agreement  
Financing, management agreement  
Loan workout  
Management agreement  
Acquisition/buy-side, management agreement, franchise agreement, labor and employment  
Acquisition/buy-side  
Financing, operations, litigation  
Financing  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Financing, management agreement  
Restructuring  
ADA compliance and defense  
Transactional  
Financing, management agreement  
Financing, loan modification  
Management agreement, franchise agreement, acquisition/buy-side, financing  
Acquisition/buy-side, financing  
  
Acquisition/buy-side  
Financing, management agreement  
Management agreement, development, financing  
Management agreement, operations issues  
  
Foreclosure/receivership, workout, acquisition/sell-side  
Acquisition/sell-side  
Management agreement, franchise agreement

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*Jim Butler*

## Property/Project

**Marriott – Sheraton Hotel**, Tysons Corner, VA  
**Marriott – Sheraton Hotel**, Universal City, CA  
**Marriott – Sheraton Phoenix Seagaia Golf Resort**, Miyazaki, Japan  
**Marriott – Sheraton Suites**, Kansas City, MO  
**Marriott – Springhill Suites**, Pinehurst, NC  
**Marriott – Springhill Suites**, San Antonio, TX  
**Marriott – St. Regis Aspen**, Aspen, CO  
**Marriott – St. Regis New York**, New York, NY  
**Marriott – St. Regis Vanderbilt Club**, San Juan, PR  
**Marriott – TownePlace Suites**, West Valley City, Utah  
**Marriott – TownPlace Suites**, Houston, TX  
**Marriott – Tribute Hotel**, Denver, CO  
**Marriott – Tribute Hotel**, Fort Lauderdale, FL (dual branded)  
**Marriott – Tribute Hotel**, San Diego, CA  
**Marriott – W Hotel & Residences**, Baltimore, MD  
**Marriott – W Hotel & Residences**, Boston, MA  
**Marriott – W Hotel & Residences**, Dallas, TX  
**Marriott – W Hotel & Residences**, Hollywood, CA  
**Marriott – W Hotel**, Austin, TX  
**Marriott – W Hotel**, Houston, TX  
**Marriott – W Hotel**, Las Vegas, NV  
**Marriott – W Hotel**, Philadelphia, PA  
**Marriott – W Hotel**, San Francisco, CA  
**Marriott – W Hotel**, San Mateo, CA  
**Marriott – W Hotel**, Scottsdale, CA  
**Marriott – Westin Century Plaza Hotel**, Los Angeles, CA  
**Marriott – Westin Hotel**, Anaheim, CA  
**Marriott – Westin Hotel**, Annapolis, MD  
**Marriott – Westin Hotel**, Atlanta North Perimeter, Atlanta, GA  
**Marriott – Westin Hotel**, Bermuda Dunes, CA  
**Marriott – Westin Hotel**, Cincinnati, OH  
**Marriott – Westin Hotel**, Denver Tabor Center, Denver, CO  
**Marriott – Westin Hotel**, Hilton Head Island Resort & Spa, Hilton Head Island, SC  
**Marriott – Westin Hotel**, Kauai, HI  
**Marriott – Westin Hotel**, Los Angeles Bonaventure, Los Angeles, CA

## Engagement

Labor and employment, collective bargaining  
Foreclosure/receivership, acquisition/sell-side, ADA compliance and defense, insurance claim  
Management agreement  
Management agreement  
Management agreement  
Acquisition/buy-side  
Acquisition/buy-side  
Condo hotel advice  
Management agreement, development, financing  
Acquisition/buy-side, financing  
Financing, securitization  
Franchise agreement, management agreement  
\$100 million EB-5 financing, franchise agreement, management agreement  
Franchise agreement, management agreement  
Management agreement, development, financing  
Financing  
Condo hotel advice (new development), management agreement  
Financing, EB-5 financing, land use, litigation, loan workout, restructuring, Acquisition/sell-side  
Management agreement; EB-5 financing  
Management agreement, condo hotel advice, acquisition/buy-side, joint venture  
Management agreement, EB-5 financing (first ever dual branded W and element with 755 rooms)  
Development, construction, financing, joint venture, management agreement, franchise agreement  
Management agreement, development, joint venture, financing  
Management agreement; financing, loan modification  
Management agreement termination, financing, acquisition/buy-side  
Franchise agreement  
Management agreement, development, financing  
Financing  
Management agreement, development, joint venture  
Financing  
Management agreement, labor and employment  
Loan workout, receivership, restructuring  
Restructuring, foreclosure/deed-in-lieu, insurance issues, tax, labor and employment, acquisition/sell-side, acquisition/buy-side, litigation, management agreement, timeshare  
Bankruptcy, foreclosure

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*Jim Butler*

## Property/Project

**Marriott – Westin Hotel**, Minneapolis, MN  
**Marriott – Westin Hotel**, New Orleans, LA  
**Marriott – Westin Hotel**, Orlando Resort & Spa, Orlando, FL  
**Marriott – Westin Hotel**, Pasadena, CA  
**Marriott – Westin Hotel**, Portland, OR  
**Marriott – Westin Hotel**, Rancho Mirage, CA  
**Marriott – Westin Hotel**, Sainte Claire, San Jose, CA  
**Marriott – Westin Hotel**, Saipan, Ojbian Beach, Saipan, Marianas  
**Marriott – Westin Hotel**, San Diego Ballpark Hotel, San Diego, CA  
**Marriott – Westin Hotel**, San Diego Horton Plaza, San Diego, CA  
**Marriott – Westin Hotel**, San Jose, CA  
**Marriott – Westin Hotel**, San Sebastian Hotel, Saint Augustine, FL  
**Marriott – Westin Hotel**, Tucson La Paloma Resort & Spa, Tucson, AZ  
**Marriott – Westin Hotel**, Waltham, MA  
**Marriott – Westin Hotel**, Washington, DC  
**Marriott – Westin**, Seattle, WA  
**Marriott Hotel – Sawgrass Marriott Resort and Spa**, Ponte Verde Beach, FL  
**Marriott Hotel**, Anaheim, CA  
**Marriott Hotel**, Atlanta, GA  
**Marriott Hotel**, Bellevue, WA  
**Marriott Hotel**, Biscayne Bay, Miami, FL  
**Marriott Hotel**, Buckhead, GA  
**Marriott Hotel**, BWI Airport, Baltimore, MD  
**Marriott Hotel**, Cancun, Mexico  
**Marriott Hotel**, Charlotte Executive Park, Charlotte, NC  
**Marriott Hotel**, Charlotte, NC  
**Marriott Hotel**, Coronado, CA  
**Marriott Hotel**, Curaçao Beach Resort & Emerald Casino, Willemstad, Curaçao  
**Marriott Hotel**, Del Mar, CA  
**Marriott Hotel**, Denver, CO  
**Marriott Hotel**, Detroit, MI  
**Marriott Hotel**, Fort Collins, CO  
**Marriott Hotel**, Irvine, CA  
**Marriott Hotel**, Kansas City, MO  
**Marriott Hotel**, Kauai, HI  
**Marriott Hotel**, Long Beach, CA  
**Marriott Hotel**, Mexico City, Mexico

## Engagement

Acquisition/buy-side, management agreement, financing  
Acquisition/buy-side  
Management agreement, joint venture, development, financing  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Management agreement  
Acquisition/buy-side, land use, amenity agreements, financing  
Management agreement, development, joint venture  
Management agreement, development, financing, joint venture  
Management agreement  
Financing, development  
Acquisition/buy-side, labor and employment, collective bargaining agreement  
Management agreement, technical services agreement, ancillary arrangements  
Loan workout, receivership, restructuring  
Financing  
Financing  
Management agreement  
Acquisition/sell-side, acquisition/buy-side, financing  
Leasing, condemnation, litigation  
Acquisition/buy-side, management agreement  
Acquisition/buy-side, management agreement, franchise agreement, financing  
Ground lease restructure  
Management agreement  
Financing  
Management agreement  
Acquisition/buy-side  
Refinancing, franchise agreement termination  
Management agreement  
Management agreement  
Management agreement, development, joint venture  
Management agreement  
Management agreement  
Financing  
Acquisition/buy-side, due diligence, financing  
Acquisition/buy-side, financing, management agreement, franchise agreement  
Acquisition/sell-side  
Management agreement  
Management agreement

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*Jim Butler*

## Property/Project

**Marriott Hotel**, Oakland Hotel & Convention Center, Oakland, CA  
**Marriott Hotel**, Omaha Capitol District, Omaha, NE  
**Marriott Hotel**, Portland, OR  
**Marriott Hotel**, Puerto Vallarta, Mexico  
**Marriott Hotel**, Raleigh City Center, Raleigh, NC  
**Marriott Hotel**, Rancho Cordova, CA  
**Marriott Hotel**, Rancho Las Palmas, Palm Desert, CA  
**Marriott Hotel**, San Antonio, TX  
**Marriott Hotel**, San Diego Gas Lamp, San Diego, CA  
**Marriott Hotel**, San Diego Symphony Towers, San Diego, CA  
**Marriott Hotel**, San Diego, CA  
**Marriott Hotel**, Scottsdale Safari Riverwalk, Scottsdale, AZ  
**Marriott Hotel**, Seaview, Galloway, NJ  
**Marriott Hotel**, Torrance, CA  
**Marriott Hotel**, Tulsa, OK  
**Marriott Hotel**, Visalia Convention Center, Visalia, CA  
**Marriott Hotel**, Walnut Creek, CA  
**Marriott Hotel**, Wardman Park – Washington, DC  
**Marriott Hotel**, Warner Center, Woodland Hills, CA  
**Marriott Hotel**, Wind Watch, Hauppauge, NY  
**Marriott Hotel**, Woodlands Hotel & Conference Center, The Woodlands, TX  
**Marriott Suites**, Long Beach, CA  
**Mars World Amusement Park & Hotel**, Las Vegas, NV  
**Maruko Lexton**, LAX, Los Angeles, CA  
**Maxim Hotel & Casino**, Las Vegas, NV  
**Mayfair Hotel DTLA**, Los Angeles, CA  
**Mayfair Hotel**, Los Angeles, CA  
**Meritage Resort & Spa**, Napa, CA  
**Metodo Hotel**, Rosemead, CA  
**MGM Hotel**, Arlington, TX  
**MGM Hotel**, Cabo San Lucas, Mexico  
**MGM Hotels** (nationwide)  
**MGM Mirage**, Las Vegas, NV  
**Milliken Creek Inn & Spa**, Napa, CA  
**Milliken Creek Inn Napa Valley**, Napa, CA  
**Milner Hotel DTLA (The)**, Los Angeles, CA  
**Miramar Hotel**, Santa Barbara, CA  
**Mission Hills Country Club**, Rancho Mirage, CA  
**Mission Plaza**, Mission Valley, CA

## Engagement

Restructuring, financing, corporate, real estate, tax  
EB-5 financing, litigation, restructuring  
Management agreement, operations, leasing  
Management agreement  
Acquisition/buy-side, management agreement, franchise agreement, financing,  
Acquisition buy-side, franchise agreement  
Management agreement, lease, litigation  
Acquisition/buy-side, development, joint venture, management agreement, financing  
Franchise agreement  
Financing  
Franchise agreement  
Management agreement, development  
Acquisition/buy-side  
Restructuring  
Acquisition/buy-side  
Acquisition/buy-side  
Management agreement  
Management agreement, litigation, labor and employment  
Foreclosure/deed-in-lieu  
Management agreement  
Development, joint venture, hotel mixed-use, management agreement, financing  
Management agreement, development, land use  
Financing, management agreement  
Acquisition/buy-side, development, construction, financing, bankruptcy, acquisition/sell-side  
Acquisition/sell-side  
Management agreement, restaurant management agreement  
Acquisition/buy-side, management agreement, food and beverage management agreement  
Labor and employment  
Land use and entitlements  
Management agreement  
Management agreement  
Management agreements  
Condo hotel advice  
ADA defense and compliance  
Acquisition/buy-side  
Management agreement  
Financing  
Restructuring  
Receivership

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*Jim Butler*

## Property/Project

**Miyako Hotel**, Los Angeles, CA  
**Miyako Hotel**, San Francisco, CA  
**Miyako Hotel**, Tokyo, Japan  
**Miyako Hotels**, (21 hotels worldwide, including 19 in Japan)  
**Monarch Beach**, Laguna Niguel, CA  
  
**Mondrian Hotel**, Los Angeles, CA  
  
**Montage Hotel Beverly Hills**, Beverly Hills, CA  
**Montage Hotel Deer Valley**, Park City, UT  
**Montage Hotel Tokyo**, Tokyo, Japan  
**Montage Royal Island**, Royal Island, Bahamas  
**Monterey Bay Inn**, Monterey Bay, CA  
**Monterey Bay Shores Resort**, Sand City, CA  
  
**Monterey Hotel**, Monterey, CA  
  
**Monterey Motor Lodge**, Monterey, CA  
**Monticello Inn**, San Francisco, CA  
**Morgans Hotel Group**, Playa del Carmen, Mexico  
**Morningside Country Club**, Rancho Mirage, CA  
**Morrison Hotel**, Los Angeles, CA  
**Motel 6** (select properties throughout CA)  
**Motel 6**, Anderson, IN  
**Motel 6**, Hesperia, CA  
**Mukul Resort, Golf & Spa**, Playa Manzanillo, Nicaragua  
**Muse Hotel**, New York, NY  
**Newport Beach Hotel**, Newport Beach, CA  
**Nikki Beach Clubs** (throughout US)  
**North Fork/Mono Hotel & Casino Project**, North Fork, CA  
**North Star Club**, Steamboat Springs, CA  
**NorthStar Club**, Truckee, CA  
**Norwalk Inn**, Norwalk, CA  
**NYLO Hotel**, Chicago, IL  
**Oak Motel**, Mountain View, CA  
**Oakland Portal**, Oakland, CA  
**Ocean Dome (The)**, Miyazaki, Japan  
**Oceanpoint Ranch**, (formerly San Simeon Pines), Cambria, CA  
**Olive Garden Restaurants** (throughout CA)  
**Omni Hotel & Convention Center**, Boston, MA  
**Omni Hotel & Convention Center**, Dallas, TX  
**Omni Hotel**, Indianapolis, IN

## Engagement

Management agreement, franchise agreement  
Management agreement, franchise agreement  
Management agreement, franchise agreement  
Reposition hotels, management agreement, franchise agreement, operating issues  
  
Acquisition/buy-side, development, joint venture, tax, financing, golf course operations, hotel operations  
Acquisition/buy-side, management agreement, technical services, franchise agreement negotiations  
ADA compliance and defense  
ADA compliance and defense  
Management agreement  
Management agreement  
Management agreement, acquisition/sell-side  
Development, joint venture, financing, loan workout, restructuring, litigation, financing  
Restructuring, acquisition/buy-side, financing, loan workout, restructuring, receivership, construction completion  
Management agreement, acquisition/sell-side  
Management agreement  
Management agreement, technical services agreement, license agreement negotiation  
Acquisition/buy-side, management agreement  
Acquisition/buy-side, development agreement  
ADA compliance and defense, litigation  
Lease litigation  
Loan workout, foreclosure/deed-in-lieu  
Management agreement  
ADA compliance and defense  
ADA compliance and defense  
Management agreement  
Casino management agreement  
ADA compliance and defense  
ADA compliance and defense  
Receivership, restructuring  
Franchise agreement  
ADA compliance and defense  
ADA compliance and defense  
Management agreement  
Management agreement  
ADA compliance and defense, litigation  
Management agreement  
Management RFP, management agreement  
Acquisition/buy-side

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*Jim Butler*



## Property/Project

**Omni Hotel**, Orrington-Evanston, IL  
**Omni Hotel**, Richardson, TX  
**Omni Hotel**, San Diego, CA  
**One&Only Resort**, Syracuse, Sicily, Italy  
**One&Only Palmilla**, San Jose del Cabo, Los Cabos, Mexico  
**Onsen at Shosenkyu**, Miyazaki, Japan  
**Orchard Tree Inn**, Palm Springs, CA  
**Ormsby House Hotel & Casino**, Carson City, NV  
**Oxford Suites**, Chico, CA  
**Oxford Suites**, Lancaster, CA  
**Oxford Suites**, Pismo Beach, CA  
**Oxford Suites**, Redding, CA  
**Oxford Suites**, Silverdale, WA  
**Pacific Grove Plaza**, Pacific Grove, CA  
**Pacific Shores Hotel**, Santa Monica, CA  
**Pacifica Hotels** (all hotels)  
**Pacifica Suites**, Santa Barbara, CA  
**Pala Mesa Resort**, Fallbrook, CA  
**Palace Station Hotel & Casino**, Las Vegas, NV  
**Palihotel**, Culver City, CA  
**Palihouse**, Santa Monica, CA  
**Palms**, Palm Springs, CA  
**Palomino Euro Bistro**, Los Angeles, CA  
**Paradise Atrium Suites**, Las Vegas, NV  
**Paradise Pier Hotel**, Anaheim, CA  
**Paradise Village**, Puerto Vallarta, Mexico  
**Park Hyatt**  
**Park Inn**  
**Park Lane Hotel**, New York, NY  
**Park Plaza**  
**Park Shore**, Honolulu, HI  
**Pasadera Country Club**, Monterey, CA  
**Paws Up Dude Ranch**, Greenough, MT  
**Peaks at Telluride**, Telluride, CO  
**Pelican Inn & Suites**, Cambria, CA  
**Peninsula Beverly Hills**, Beverly Hills, CA  
**Petite Ermitage**, West Hollywood, CA  
**PGA Plum Creek Tournament Players Club Course**, Carmel, IN  
**PGA Starpass Tournament Players Club Course**, Tucson, AZ  
**PGA West Hotel site**, La Quinta, CA

## Engagement

Acquisition/buy-side  
Loan workout, franchise agreement, acquisition/sell-side  
Development, management agreement  
Management agreement, financing, condo hotel  
Acquisition/buy-side, joint venture  
Management agreement  
Note acquisition/buy-side  
Acquisition/buy-side  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
Timeshare condominium foreclosure  
Bankruptcy, lease  
Management agreement (master form)  
Management agreement  
Management agreement  
Casino management agreement  
Management agreement, development agreement  
Financing  
Acquisition/buy-side, renovation, repositioning  
Restaurant lease  
Loan workout  
Operations issues, leasing, labor and employment  
Acquisition/sell-side, condo hotel advice, timeshare, retail, golf, hotel, yacht club, country club, other real estate uses  
See “Hyatt – Park Hyatt”  
See “Carlson – Park Inn”  
Management agreement  
See “Carlson – Park Plaza Suites”  
Acquisition/buy-side, financing  
Bankruptcy, loan workout, restructuring, financing  
Structure liability containment program  
Acquisition/buy-side, financing, labor and employment, trademark  
Management agreement  
Labor and employment, operating and regulatory issues  
ADA compliance and defense  
Development, restructuring, foreclosure, acquisition/sell-side  
Golf course and residential development, lending, restructuring, acquisition/sell-side  
Restructuring

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*Jim Butler*

## Property/Project

**Phoenician**, Phoenix, AZ  
**Phoenix Kogen Country Club**, Miyazaki, Japan  
**Piccadilly Inn**, Fresno, CA  
**Pickwick**, San Francisco, CA  
**Pierre Marques**, Acapulco, Mexico  
**Pines RV Resort**, Yosemite, CA  
**Pizza Hut**, (numerous locations in California, Nevada, Oregon and Washington)  
**Pizza Hut**, Cathedral City, CA  
**Pizza Hut**, Palms, CA  
**Pizza Hut**, Reno, NV  
**Pizza Hut**, Riverside, CA  
**Pizza Hut**, San Jose, CA  
**Pizza Hut**, Santa Clara, CA  
**Planet Hollywood Resort & Casino**, Las Vegas, NV  
**Plaza Hotel & Casino Downtown Las Vegas**, Las Vegas, NV  
**Plaza Hotel (The)**, New York, NY  
**Plaza La Reina Westwood**, Los Angeles, CA  
**Plaza Suites**, Seattle, WA  
**Pointe Anaheim**, Anaheim, CA  
**Poipu Beach Villas**, Poipu Beach, Kauai, HI  
**Portofino Hotel**, Redondo Beach, CA  
**Post Ranch Inn**, Big Sur, CA  
**Prescott Hotel**, San Francisco, CA  
**Preserve (Bel Air) (The)**, Los Angeles, CA  
**Princess Hotel & Resort**, San Diego, CA  
**Princess Hotel**, Acapulco, Mexico  
**Princess Hotel**, Hamilton, Bermuda  
**Princess Hotel**, South Hampton, Bermuda  
**PruneYard Inn**, Campbell, CA  
**Ptarmigan Inn**, Banff, Canada  
**Puerto Vallarta**, Puerto Vallarta, Mexico  
**Pullman Hotel**  
**Quality Inn / Quality Suites**  
**Queen Mary (Ship and Hotel)**, Long Beach, CA  
**Radisson**  
**Raffles Hotels**  
**Ramada Hotel**  
**Red Lion – Hotel RL**, Baltimore, MD  
**Red Lion Hotel**, Anaheim, CA  
**Red Lion Hotel**, Aurora, CO

## Engagement

Financing  
Management agreement  
Loan workout, restructuring  
Labor and employment, acquisition/buy-side, due diligence  
Management agreement, litigation, operations issues  
Management agreement  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
Management agreement, licensing agreement,  
Franchise agreement, repositioning  
Acquisition/buy-side, management agreement, tax, labor and employment  
Restaurant joint venture, lease  
Acquisition/buy-side  
Development, land use  
Franchise agreement  
Acquisition/buy-side  
Construction lending, EB-5 financing, ADA compliance and defense  
Management agreement, franchise agreement, financing, acquisition/buy-side  
Development advisory  
Acquisition/sell-side  
Management agreement, litigation, operations issues  
Management agreement, operations issues  
Management agreement, operations issues  
Management agreement  
Acquisition/buy-side, management agreement, franchise agreement, bankruptcy, acquisition/sell-side  
Acquisition/buy-side  
See “Accor – Pullman”  
See “Choice – Quality Inn” and “Choice – Quality Suites”  
Bankruptcy, loan workout, management agreement, land use, entitlements, ground lease acquisition, leases for entertainment center and hotel  
See “Carlson – Radisson Hotel”  
See “Accor – Raffles”  
See “Wyndham – Ramada Hotel”  
Acquisition/buy-side, financing  
Lease analysis  
Management agreement termination, new management agreement, litigation

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*Jim Butler*



## Property/Project

**Regent Hotel**, Abu Dhabi, UAE  
**Regent Hotel**, Bali, Indonesia  
**Regent Hotel**, Beijing, China  
**Regent Hotel**, Berlin, Germany  
**Regent Hotel**, Bordeaux, France  
**Regent Hotel**, Doha, Qatar  
**Regent Hotel**, Hainan, China  
**Regent Hotel**, Kuala Lumpur, Malaysia  
**Regent Hotel**, Phuket Cape Panwa, Thailand  
**Regent Hotel**, Regent Grand-Providenciales, Turks & Caicos  
**Regent Hotel**, Regent Palmas del Mar, San Juan, Puerto Rico  
**Regent Hotel**, Regent Palms Grace Bay, Turks & Caicos  
**Regent Hotel**, Zagreb, Croatia  
**Remington Las Montanas Resort Hotel**, Indian Wells, CA  
**Renaissance Hotel**  
**Residence Inn by Marriott**  
**ResidenSea – The World of ResidenSea**  
**Resort at Squaw Creek**, Lake Tahoe, CA  
**Retreat at Laguna (The)**, Laguna Beach, CA  
**Rex Ranch**, Amado, AZ  
**Richelieu Hotel**, San Francisco, CA  
**Rimba Jimbaran Hotel**, Bali, Indonesia  
**Ritz Plaza South Beach**, South Beach, Miami, FL  
**Ritz-Carlton**  
**Riverdale Resort**, Sacramento, CA  
**Riverfront Hotel**, Spokane, WA  
**Riverhouse Hotel & Convention Center**, Bend, OR  
**Riviera Golf and Tennis Resort**, Palm Springs, CA  
**Robles Del Rio Lodge**, Carmel Valley, CA  
**Rockridge Resort**, Keystone, CO  
**Rodeway Inn**  
**Roosevelt Hotel**, Seattle, WA  
**Roseville Hotel & Conference Center**, Roseville, CA  
**Rosewood Sao Paulo**, Sao Paulo, Brazil  
**Rowland Heights Project**, Rowland Heights, CA  
**Royal Bahamas Island**, Grand Bahama Island, Bahamas  
**Royal Coach Hotel**, Anaheim, CA  
**Royal Plaza Hotel**, Disney World, Orlando, FL  
**Runaway Bay Marina**, Gold Coast, Australia  
**Safari Riverwalk Hotel**, Scottsdale, AZ  
**Saipan Hotel**, Saipan, Marianas

## Engagement

Management agreement, condo hotel, international business advice  
Management agreement, condo hotel, international business advice  
Management agreement, condo hotel, international business advice  
Acquisition/buy-side, management agreement, trademark  
Acquisition/buy-side, management agreement, trademark  
Management agreement, condo hotel, international business advice  
Management agreement, condo hotel, international business advice  
Management agreement, condo hotel, international business advice  
Management agreement, condo hotel, international business advice  
Acquisition/buy-side, management agreement, trademark  
Management agreement, condo hotel, international business advice  
Management agreement, condo hotel, international business advice  
Acquisition/buy-side, management agreement, trademark  
Management agreement, development, condo hotel  
See “Marriott – Renaissance Hotel”  
See “Marriott – Residence Inn”  
Management agreement for condo ship  
Management agreement, condo hotel advice, litigation, ADA compliance and defense  
Acquisition/buy-side, joint venture, management agreement  
Acquisition/buy-side, repositioning  
Foreclosure, acquisition/sell-side  
Management agreement  
Management agreement, joint venture, financing  
See “Marriott – Ritz-Carlton”  
Transactional  
Acquisition/buy-side, joint venture, tax, management agreement, operations  
Management agreement  
Acquisition/buy-side  
Joint venture  
Management agreement  
See “Choice – Rodeway Inn”  
Acquisition/buy-side  
Management agreement, RFP  
Management agreement, development agreement  
Acquisition/buy-side, development advisory, hotel mixed-use, condo hotel  
Management agreement  
Ownership structure, tax  
Acquisition/buy-side  
Acquisition/buy-side  
Management agreement  
Acquisition/buy-side

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*Jim Butler*

## Property/Project

**San Bernardino Hotel & Convention Center**, San Bernardino, CA  
**San Bruno Inn**, San Bruno, CA  
**San Mateo Park Hotel**, San Mateo, CA  
**San Pedro Marina Hotel**, San Pedro, CA  
**San Vicente Bungalows**, West Hollywood, CA  
**San Ysidro Ranch**, San Ysidro, CA  
**Sandcastle Inn**, Pismo Beach, CA  
**Sanderling Resort**, Kitty Hawk, NC  
**Sandman Inn**, Santa Barbara, CA  
**Santa Barbara Beach & Golf Resort Curaçao**, Porta Blancu, Nieuwpoort, Curaçao  
**Santa Barbara Beach Hotel**, Santa Barbara, CA  
**Santa Catalina Hotel, Resort & Residences**, Catalina, CA  
**Santa Catalina Island Company**, Santa Catalina, CA  
**Santa Fe Station Hotel & Casino**, Las Vegas, NV  
**Santa Maria Inn**, Santa Maria, CA  
  
**Savannah Inn**, Savannah, GA  
**Savoy Hotel**, San Francisco, CA  
**Sawgrass Marriott Resort and Beach Club**, Pointe Verde Beach, FL  
**sbe Supper Club**, Alto Palato, Los Angeles, CA  
**sbe Supper Club**, Bedford, West Hollywood, CA  
**sbe Supper Club**, Chrone, Los Angeles, CA  
**sbe Supper Club**, Katsuya, Brentwood, CA  
**sbe Supper Club**, Prey, Los Angeles, CA  
**Schloss Hotel**, Schloss Velden, Austria  
**Seabird Lodge**, Mendocino, CA  
**Seal Rock Inn**, San Francisco, CA  
**Seattle Convention Center Hotel**, Seattle, WA  
**Setai Resort Puerto Vallarta**, Puerto Vallarta, Mexico  
**Shadowridge Golf Course**, Vista, CA  
**Shadowrock Hotel & Resort**, Palm Springs, CA  
  
**Shangri-La Boston Hotel & Residences**, Boston, MA  
**Shattuck Hotel**, Berkeley, CA  
**Shelbourne Hotel**, Dublin, Ireland  
**Sheraton Hotel**  
**Shilo Inn**, Pomona, CA  
**Shilo Inn**, Portland, OR  
**Shores Resort & Spa (The)**, Daytona Beach, FL  
**Shutters on the Beach**, Santa Monica, CA  
**Siddhu Hotel**, Goa, India

## Engagement

Acquisition/buy-side, development, construction, financing, franchise agreement, bankruptcy, acquisition/sell-side  
ADA compliance and defense, litigation  
Management agreement, joint venture  
Acquisition/buy-side, land use, regulatory  
ADA compliance and defense  
Management agreement, litigation, operations issues  
Management agreement  
Acquisition/buy-side, management agreement, financing,  
ADA compliance and defense, redevelopment  
Management agreement termination, litigation  
  
Acquisition/buy-side  
Condo hotel advice, development, acquisition/buy-side, ground lease, infrastructure, financing, management agreement  
ADA compliance and defense (island-wide)  
Casino management agreement  
Acquisition/buy-side, management agreement, franchise agreement, acquisition/sell-side  
Management agreement, acquisition/sell-side  
Acquisition/buy-side  
Management agreement, operations issues, development, acquisition/sell-side  
Lease  
Lease  
Lease  
Licensing Issues, lease  
Lease  
Management agreement termination, litigation  
ADA compliance and defense  
ADA compliance and defense, litigation  
Hotel management agreement, brand and operator RFP  
Management agreement  
Restructuring, loan workout  
Management agreement, mixed-use structuring, condo hotel advice, land use, litigation  
Management agreement, condo hotel advice (new development)  
Transactional  
Management agreement termination, litigation  
See "Marriott – Sheraton Hotel"  
Bankruptcy, workout  
ADA compliance and defense, litigation  
Management agreement  
ADA compliance and defense  
Management agreement

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*Jim Butler*

## Property/Project

**Sierra Suites**, Sierra Vista, AZ  
**Silverado Country Club & Resort**, Napa, CA  
**Silverton Resort & Casino**, Las Vegas, NV  
**Six Senses Hotel and Spa**, Papagayo Peninsula, Costa Rica  
**Six Senses Resort**, Battlecreek, MI  
**Sixty Hotel**, Montreal, Canada  
**Sizzler**, Los Angeles, CA  
**Sleep Inn**  
**SLS Baha Mar**, Nassau, Bahamas  
**SLS Beverly Hills**, Los Angeles, CA  
**SLS Las Vegas**, Las Vegas, NV  
**SLS South Beach**, Miami Beach, FL  
**Snake River Lodge & Spa**, Jackson Hole, WY  
**Sofitel Hotels**  
**Solage Hotel**, Scottsdale, AZ  
**Solaire Resort & Casino**, Manila, Philippines  
**Sommerset Suites Hotel**, San Diego, CA  
**Sonoma Mission Inn**, Sonoma, CA  
**Sonoma Valley Inn**, Sonoma, CA  
**Sonoma/Graton Hotel & Casino Project**, Rohnert Park, CA  
**Spindrift Inn**, Monterey Bay, CA  
**Sports Arena Travelodge**, San Diego, CA  
  
**Spring Resort & Spa (The)**, Palm Springs, CA  
**Springhill Suites**  
**Springs of Palm Springs**, Palm Springs, CA  
**Spyglass Inn**, Pismo Beach, CA  
**St. Regis**  
**Stags Leap Winery**, Napa, CA  
**Standard (The)**, DTLA, Los Angeles, CA  
**Standard (The)**, Hollywood, CA  
**Standard (The)**, Kings Cross, London, UK  
**Standard (The)**, New York, NY  
**Stanford Inn**, Anaheim, CA  
**Staples Los Angeles Sports Arena**, Los Angeles, CA  
**Starbucks Cafe**, San Francisco, CA  
**Staybridge**  
**Stone Eagle Golf Club**, Palm Desert, CA  
**Stouffer Esmeralda**, Indian Wells, CA  
**Strand House**, Manhattan Beach, CA  
**Summit Hotel Rodeo Drive**, Beverly Hills, CA  
**Sunrise Suites and Casino**, Las Vegas, NV

## Engagement

ADA compliance and defense  
Management agreement, litigation  
Condo hotel advice, land use, entitlements  
Management agreement, development agreement, licensing agreement  
  
Management agreement, condo hotel  
Management agreement  
ADA compliance and defense  
See “Choice – Sleep Inn”  
Management agreement  
Management agreement, financing,  
Management agreement  
Acquisition/buy-side, management agreement  
Acquisition/sell-side  
See “Accor – Sofitel”  
Management agreement, ground lease, reciprocal easements  
Casino management agreement  
Management agreement  
Financing, acquisition/sell-side  
Restructuring, loan workout  
Casino management agreement  
  
Management agreement, acquisition/sell-side  
Acquisition/buy-side, franchise agreement, management agreement, bankruptcy, acquisition/sell-side  
ADA compliance and defense  
See “Marriott – Springhill Suites”  
Financing, acquisition/buy-side  
Management agreement  
See “Marriott – St. Regis”  
Acquisition/buy-side, licensing, franchise agreement, trademark  
ADA compliance and defense  
ADA compliance and defense  
Management agreement  
ADA compliance and defense  
Management agreement  
Development, construction, leasing, management agreement  
ADA compliance and defense  
See “IHG – Staybridge”  
Golf club formation and membership agreements  
Golf and amenity use agreements, financing  
Acquisition/buy-side, leasing, JV, liquor license, entitlements  
Labor and employment  
Bankruptcy

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*Jim Butler*



## Property/Project

**Teton Mountain Lodge & Spa**, Teton Village, WY  
**Texas Station Gambling Hall & Hotel**, Las Vegas, NV  
**Tharaldson Inn**, Toledo, OH  
**Thompson Hotel**  
**Thunder Valley Casino Resort Project**, Whitney, CA  
**Tides Oceanview Inn & Cottages (The)**,  
Pismo Beach, CA  
**Toll House Hotel**, Los Gatos, CA  
**Tom Watson Golf**, Miyazaki, Japan  
**tommie Hotel**  
**Topaz Hotel**, Washington, DC  
**Topnotch Resort & Spa**, Stowe, VT  
**TownPlace Suites**  
**Travelodge**  
**Tribute**  
**Triton Hotel**, San Francisco, CA  
**Trountrun**, Frederick City, NJ  
**Tru by Hilton**  
**Trump Castle**, Atlantic City, NJ  
**Trump Condominium Hotel**, Amman, Jordan  
**Trump Farallon at Cap Cana**, Cap Cana,  
Dominican Republic  
**Trump Hotel**, Giza, Egypt  
**Trump International Hotel & Tower Chicago**,  
Chicago, IL  
**Trump International Hotel & Tower Las Vegas**,  
Las Vegas, NV  
**Trump International Hotel Waikiki Beach Walk**,  
Honolulu, HI  
**Trump Ocean Club**, International Hotel & Tower,  
Panama City, Panama  
**Trump Plaza Hotel & Casino**, Atlantic City, NJ  
**Trump SoHo Hotel Condominium New York**,  
New York, NY  
**Trusthouse Forte Viscount Hotel**, Los Angeles, CA  
**Tryp Hotel**  
**Turnberry Isle Resort & Club**, Aventura, FL  
**Tustin Legacy**, Tustin, CA  
**Twin Towers Motel**, El Segundo, CA  
**Two Bunch Palms**, Desert Hot Springs, CA  
  
**Two Roads – Dream Hotel**  
**Two Roads – Joie di Vivre Hotel**  
**Two Roads – Thompson Hotel**  
**Two Roads – tommie Hotel**  
**Union Square Plaza Hotel**, San Francisco, CA

## Engagement

Financing, securitization  
Casino management agreement  
Financing, securitization  
See “Hyatt – Two Roads – Thompson Hotel”  
Casino management agreement  
Management agreement  
  
Acquisition/buy-side, financing, management agreement, IP issues  
Management agreement  
See “Hyatt – Two Roads – tommie Hotel”  
Management agreement  
Acquisition/buy-side, financing, management agreement, IP issues  
See “Marriott – TownPlace Suites”  
See “Wyndham – Travelodge”  
See “Marriott – Tribute Hotel”  
ADA compliance and defense  
Acquisition/buy-side, rezoning  
See “Hilton - Tru by Hilton”  
Acquisition/buy-side  
Management agreement  
Management agreement  
Management agreement  
Condo hotel advice  
Condo hotel advice  
Condo hotel advice, acquisition/buy-side, financing  
Management agreement, condo hotel advice  
Acquisition/buy-side, development  
Condo hotel advice, litigation  
Acquisition/buy-side  
See “Wyndham – Tryp Hotel”  
Management agreement, acquisition/sell-side, franchise agreement  
Management agreement, development, joint venture, financing  
ADA compliance and defense  
Acquisition/buy-side, joint venture, management agreement, restructuring, liquor  
license  
See “Hyatt – Two Roads – Dream Hotel”  
See “Hyatt – Two Roads – Joie di Vivre Hotel”  
See “Hyatt -- Two Roads – Thompson Hotel”  
See “Hyatt -- Two Roads – tommie Hotel”  
Labor and employment

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*Jim Butler*



## Property/Project

**University Club**, San Francisco, CA  
**Urban Commons Master**, Norwalk, CA  
**Vagabond Inn**, Carmel, CA  
**Vagabond Inn**, Glendale, CA  
**Vagabond Inn**, Solvang, CA  
**Vail Plaza Hotel**, Vail, CO  
**Valencia Hotel**, Loveland, CO  
**Valley River Inn**, Eugene, OR  
**Value Place**, Alexandria, LA  
**Value Place**, Kansas City, MO  
**Value Place**, Omaha, NE  
**Vdara Hotel & Spa**, Las Vegas, NV  
**Venetian Hotel**, Las Vegas, NV  
**Veneto Hotel & Casino Panama City**, Panama City, Panama  
**Venice Suites**, Venice, CA  
**Viceroy**, Palm Springs, CA  
**Viceroy**, Santa Monica, CA  
**Victorian Inn**, Monterey Bay, CA  
**Villa Carlotta**, Laguna Beach, CA  
**Villa Florence Hotel**, San Francisco, CA  
**Villa Vera**, Acapulco, Guerrero, Mexico  
**Vintage Court Hotel**, San Francisco, CA  
**W Hotel**  
**W Hotel & Residences**  
**Waikiki Gateway Hotel**, Honolulu, HI  
**Waikiki Grand**, Honolulu, HI  
**Waldorf Astoria**  
**Walt Disney World**, Orlando, FL  
**Warner Springs Resort**, Warner Springs, CA  
**Wayfarer Hotel (The)**, Santa Barbara, CA  
**Wayfarer Hotel**, Los Angeles, CA  
**Weligama Bay Resort**, Southern Province, Sri Lanka  
**Wendy's Restaurant**, Brooklyn, NY (3)  
**Wendy's Restaurant**, Jamaica, NY  
**Wendy's Restaurant**, Long Island City, NY  
**Wendy's Restaurant**, New York, NY (4)  
**Wendy's Restaurant**, Philadelphia, PA  
**West Elm Hotel**, Savannah, GA  
**West Paces**  
**Westcoast Gateway Hotel**, Seattle, WA  
**Westcoast Long Beach Hotel**, Long Beach, CA  
**Westcoast Wenatchee Hotel**, Wenatchee, WA

## Engagement

Refinancing  
Acquisition/buy-side, development advisory, land use and master plan covenants  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
Loan workout, restructure; bankruptcy  
Management agreement  
Acquisition/sell-side, land use, litigation  
Multi-state receivership and sale by receivership  
Multi-state receivership and sale by receivership  
Multi-state receivership and sale by receivership  
Management agreement, joint venture  
Labor and employment, operations and regulatory issues  
Casino management agreement  
Litigation  
Condo hotel advice (conversion), land use, entitlements  
Condo hotel advice (conversion), land use, entitlements  
Management agreement, acquisition/sell-side  
ADA compliance and defense  
Management agreement  
Management agreement, franchise agreement, acquisition/sell-side  
Financing  
See "Marriott – W Hotel"  
See "Marriott – W Hotel and Residences"  
Acquisition/buy-side  
Management agreement  
See "Hilton – Waldorf Astoria"  
Development advisory, ground lease  
Restructuring  
Management agreement  
Management agreement  
Mixed-use development  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
ADA compliance and defense  
Management agreement  
See "Capella"  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side

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*Jim Butler*

## Property/Project

**Western Lodging**, Bodega Bay, CA

**Western Lodging**, Half Moon Bay, CA

**Western Lodging**, Lafayette Park Hotel, Lafayette, CA

**Western Lodging**, Monterey, CA

**Western Lodging**, Napa Valley Lodge, Yountville, CA

**Western Lodging**, Stanford Park Hotel, Menlo Park, CA

**Westin**

**Westminster Hotel**, Livingston, NJ

**Westwind Motor Inn**, Monterey, CA

**Westwood Extended Stay Apartments**,  
Los Angeles, CA

**White Oaks Hotel**, Lompoc, CA

**Wildfire Casino and Lanes**, Henderson, NV

**Wildfire Casino**, Boulder, Henderson, NV

**Wildfire Casino**, Rancho, Henderson, NV

**Wilshire Grand Hotel**, Los Angeles, CA

**Wolfgang Puck Cafes**, Domestic and International

**Woodfin Suites**, Brea, CA

**Woodfin Suites**, Cypress, CA

**Woodfin Suites**, Dublin, OH

**Woodfin Suites**, Rockland, MD

**Woodfin Suites**, Sunnyvale, CA

**Woolley's Classic Suites Denver Airport**, Aurora, CO

**Wylde Hotel**, Tigham Island, MD

**Wyndham – Days Inn**, Alexandria, VA

**Wyndham – Days Inn**, Bloomington, IL

**Wyndham – Days Inn**, Cedar Rapids, IA

**Wyndham – Days Inn**, College Park, GA

**Wyndham – Days Inn**, Davenport, IA

**Wyndham – Days Inn**, Fairfield, CA

**Wyndham – Days Inn**, Grand Forks, ND

**Wyndham – Days Inn**, Hollywood, CA

**Wyndham – Days Inn**, Mankato, MN

**Wyndham – Days Inn**, Mission Bay, CA

**Wyndham – Days Inn**, Portland, OR

**Wyndham – Days Inn**, San Diego, CA

**Wyndham – Days Inn**, Santa Ana, CA

## Engagement

Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues

Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues

Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues

Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues

Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues

Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues

See “Marriott – Westin Hotel”

Asset management agreement

Restructuring, bankruptcy

Management agreement

Acquisition/buy-side, management agreement, franchise agreement, acquisition/sell-side

Casino management agreement

Casino management agreement

Casino management agreement

Management agreement

Franchise and license advice, franchise agreement

Restructuring

Restructuring

Restructuring

Restructuring

Restructuring

Financing

Acquisition/buy-side, loan workout, financing

Acquisition/sell-side

Financing, securitization

Financing, securitization

Acquisition/sell-side

Financing, securitization

Acquisition/buy-side, receivership, restructuring

Financing, securitization

ADA compliance and defense

Financing, securitization

Management agreement, franchise agreement, acquisition/sell-side, operations, financing

Management agreement, franchise agreement, acquisition/sell-side, operations, financing

Management agreement, franchise agreement, acquisition/sell-side, operations, financing

Loan workout, foreclosure, franchise agreement, acquisition/sell-side

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*Jim Butler*

## Property/Project

**Wyndham – Days Inn**, Topeka, KS  
**Wyndham – Hawthorn Suites**, Hollywood, CA  
**Wyndham – Hawthorn Suites**, Naperville, IL  
**Wyndham – Howard Johnson Hotel**, Anaheim, CA  
**Wyndham – Howard Johnson**, Pickwick, San Francisco, CA  
**Wyndham – Howard Johnson**, Yuma, AZ  
**Wyndham – Ramada**, Agoura Hills, CA  
**Wyndham – Ramada**, Commerce, CA  
**Wyndham – Ramada**, Las Vegas, NV  
**Wyndham – Ramada**, San Diego, CA  
**Wyndham – Ramada**, San Francisco, CA  
**Wyndham – Ramada**, San Jose, CA  
**Wyndham – Ramada**, Santa Barbara, CA  
**Wyndham – Ramada**, Santa Maria, CA  
**Wyndham – Ramada**, South San Francisco, CA  
**Wyndham – Ramada**, West Hollywood, CA  
**Wyndham – Super 8 Motel**, Anaheim, CA  
**Wyndham – Super 8 Motel**, Austin, TX  
**Wyndham – Super 8 Motel**, Bloomington, IN  
**Wyndham – Super 8 Motel**, Danville, IL  
**Wyndham – Super 8 Motel**, Evansville, IN  
**Wyndham – Super 8 Motel**, Fond du Lac, WI  
**Wyndham – Super 8 Motel**, Monticello, MN  
**Wyndham – Super 8 Motel**, Mountainview, CA  
**Wyndham – Super 8 Motel**, Owensboro, KY  
**Wyndham – Super 8 Motel**, Racine, WI  
**Wyndham – Super 8 Motel**, Washington, IL  
**Wyndham – Super 8 Motel**, Waterloo, IA  
**Wyndham – Travelodge**, Carmel, CA  
**Wyndham – Travelodge**, Hermosa Beach, CA  
**Wyndham – Travelodge**, Monterey, CA  
**Wyndham – Tryp Hotel Times Square**, New York, NY  
**Wyndham Garden**, Brookfield, WI  
**Wyndham Garden**, Charlotte, NC  
**Wyndham Garden**, Chelsea West, New York, NY  
**Wyndham Garden**, Dallas Park Central, Dallas, TX  
**Wyndham Garden**, LaGuardia Airport, New York, NY  
**Wyndham Garden**, Las Colinas, TX  
**Wyndham Garden**, Newark Airport, Newark, NJ  
**Wyndham Garden**, Novi, Detroit, MI

## Engagement

Financing, securitization  
Entitlement  
Financing, securitization  
Construction financing  
Franchise agreement negotiation, acquisition/buy-side  
Receivership  
Restructuring  
Franchise agreement, operations issues, reservation agreement, satellite communication agreement  
Acquisition/buy-side, management agreement, franchise agreement, bankruptcy, acquisition/sell-side  
Management agreement  
Acquisition/buy-side  
Acquisition/buy-side, ADA compliance and defense  
ADA compliance and defense, labor and employment  
Acquisition/sell-side, bankruptcy  
Acquisition/buy-side, labor and employment  
Condo hotel advice, joint venture, land use, entitlements  
Acquisition/sell-side  
Franchise dispute  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Management agreement, operations issues, restructuring, repositioning, litigation, acquisition/sell-side  
ADA compliance and defense  
Financing, securitization  
Financing, securitization  
Financing, securitization  
Financing, securitization  
ADA compliance and defense  
Acquisition/sell-side  
ADA compliance and defense  
Franchise agreement, management agreement  
Acquisition/buy-side  
Acquisition/buy-side  
Franchise agreement  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition, franchise agreement, financing, labor and employment  
Acquisition/buy-side

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*Jim Butler*

## Property/Project

**Wyndham Garden**, Overland Park, KS  
**Wyndham Garden**, Pleasanton, CA  
**Wyndham Garden**, Schaumburg, IL  
**Wyndham Garden**, Wood Dale, IL  
**Wyndham Hotel**, Anaheim Garden Grove, Anaheim, CA  
**Wyndham Hotel**, Newark, NJ  
**Wyndham**, Anatole Hotel, Dallas, TX  
**Wyndham**, Bel Age, West Hollywood, CA  
**Wyndham**, DFW Airport North, Dallas, TX  
**Wyndham**, LAX, Los Angeles, CA  
  
**Wyndham**, San Diego, CA  
**Wynn Encore**, Las Vegas, NV  
**Wynn Las Vegas**, Las Vegas, NV  
**Yamashiro Restaurant**, Los Angeles, CA  
**Yarramalong Resort and Golf Course**,  
Yarramalong, Australia  
**YMCA Hotel**, San Francisco, CA  
**Yotel San Francisco**, San Francisco, CA  
**Yountville Inn**, Yountville, CA  
**ZinBurger**, Boca Raton, FL  
**ZinBurger**, Sunrise, FL

## Engagement

Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
Acquisition/buy-side  
Financing  
Management agreement  
Acquisition/buy-side  
Reposition hotel, RFP for operator, negotiate management agreement  
Acquisition/buy-side, financing, strategic advice, condemnation, labor and employment  
Acquisition/buy-side, land use, financing, operations  
Construction and design documents  
ADA compliance and defense  
Land use  
Acquisition/buy-side  
ADA compliance and defense  
Management agreement, restaurant lease, operations issues, liquor license  
Management agreement  
ADA compliance and defense  
ADA compliance and defense

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*Jim Butler*

## GHG CREDENTIALS

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**Jim Butler**

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