

# 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

Experience is the key to better results on important matters. We have more experience with more hotel properties in more locations than any other law firm in the world. We have helped clients with **more than 4,600 hospitality properties** valued at **more than \$123 billion**.

We do not need offices around the globe to bring our international expertise to your hotel matter, because most of our work is done by virtual meetings, email and conference calls. We transparently work across all time zones, making our physical office location immaterial. This is nothing new for us; we have serviced clients worldwide for decades.

The *Representative Clients* listed below show how JMBM's Global Hospitality Group® have used their international hotel experience to help clients big and small all over the world.

Company	Transaction Description
<b>1440 Multiversity</b>	Represented the company in negotiating a hotel management agreement and lease of the Trailblazer Ranch which, is a 75-acre event facility in the Santa Cruz Mountains of California.
<b>2015 Market Center</b>	Represented the company in connection with a hotel management agreement and related liquor license structuring.
<b>205 E Houston Street</b>	Represented the company on the proposed sale of the Sheraton Gunter Hotel, San Antonio, Texas.
<b>35 NY Ave Holding, LLC</b>	Represented the owner of a to-be-developed hotel in Washington, D.C., in connection with the management agreement and negotiation of a franchise agreement for Marriott's Moxy brand.
<b>353 N. 4th Avenue LLC</b>	Hotel mixed use development.
<b>3650 REIT</b>	Represented the company in negotiating an SNDA and subsequently a loan modification for a 162-room boutique Thompson Hotel in San Antonio, Texas.
<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>444 Park Avenue Associates</b>	Represented the owner of the New York Mondrian Hotel regarding termination of a branding and management relationship.
<b>544 Pacific, LLC</b>	Represented the company in EB-5 and C-PACE financings for an 80-room, limited-service San Pedro Hotel, San Pedro, California.

*Jim Butler*

**5810 Scatterfield Road, LP**

Represented the company in litigation relating to a “first-class” condition requirement in the ground lease for a hotel in Anderson, Indiana.

**5959, LLC**

Represented the company in an F&B management agreement dispute and financing for a 400-room Hyatt Place/Hyatt House dual-branded, limited-service hotel at LAX international airport.

**9712 Oak Pass Road, LLC**

Represented the owner in negotiating a management agreement, residential management agreement and license arrangements for a Bulgari Hotel & Residences Resort in Bel Air, California.

**Aareal Bank**

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.

**ABA Development**

Introduced company to capital provider and advised on joint venture, acquisition, construction, construction loan and management agreements.

**Accor/Sofitel**

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.

**Adriatic Marinas**

Advised and coordinated all facets of the first phase of a vast mixed-use development known as Boka Place and Porto Montenegro Resort, Residences & Spa, in Tivat, Montenegro. The development has more than 150 hotel rooms, 295 residences, marina, spa and retail. After completion of the first phase, the development will ultimately include more than 300 guest rooms, 600 residences, extensive retail, sports, fitness and supporting facilities, as well as a world-renowned marina.

**Aimbridge Hospitality  
Evolution Hospitality**

Represented one of the largest independent hotel operators in the U.S. on various management agreement issues throughout the country, including disputes and related arbitration and litigation.

**Airbnb**

Provided advice for U.S. operations regarding guest services, food and beverage, and state law compliance.

**All Seasons Resort Lodging**

Represented the company in ADA compliance and defense matters at its 140-room Capri Hotel in San Diego.

**Aloft Chicago Mag Mile**

Represented various Chicago area hotels responding to a union organizing blitz by HERE Local 1 as hotels started to re-open after COVID-related closure. Advised on union-prevention and provided management training on how to respond to employees during union organizing.

**Amalgamated Bank**

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.

**Ambrose Hotel**

Assisted client in corporate structure, management policies and procedures, development of a master form of management agreement and acquisition matters.

**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

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	(buyer) in purchase and sale, site contamination, and environmental regulatory compliance and litigation matters throughout the United States.
<b>Amresco Management</b>	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.
<b>Amstar Group</b>	Represented affiliate of Amstar in connection with formation and multi-state registration of fractional interest project in Telluride, Colorado.
<b>Anaheim GW</b>	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.
<b>Andalex Group</b>	Represented the client on casino management agreement for the Veneto Hotel & Casino, Panama City, Panama.
<b>Andrina Hospitality</b>	Represented the company in corporate formation, structure of employment agreements and policies, negotiation of management agreements and analysis and evaluation of potential transactions.
<b>Anschutz Entertainment Group</b>	Special counsel on various hotel mixed-use and hotel management issues for Staples Center and LA Live!
<b>Aozora Bank</b>	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.
<b>ARC Wheeler Equities</b>	Represented client in connection with development of a W Hotel and Residences as part of a mixed-use development near Annapolis, Maryland.
<b>Arcade Capital</b>	Represented client on potential acquisition of the Silverado Resort and Spa, Napa, California and related matters.
<b>ARV Assisted Living</b>	Represented the then-largest senior living company in California in a variety of matters including financing, joint venture, labor and litigation issues.
<b>Ashford TRS Chicago/Braemar Hotels</b>	Retained as an expert consultant in arbitration and litigation resulting from the termination of a long-term branded management agreement relating to the failure of performance standard.
<b>Ashkenazy Acquisition Corporation</b>	Represented client on dispute regarding Fairmont's performance of Copley Plaza Hotel brand management agreement.
<b>Aspen-Murray Corporation</b>	Represented Aspen-Murray on management issues on a number of luxury hotels.
<b>Astoria Minot</b>	Represented owner of 7 limited-service hotels in the termination of its franchise and management agreements, and subsequent sale of the hotel portfolio.
<b>Axle Companies</b>	Represented the company in the sale of the 322-room Sheraton Gunter full-service hotel in San Antonio, Texas.
<b>Baltimore Convention Center</b>	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 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.

## **Bayview Asset Management**

Represented Bayview on a large Commercial PACE financing of \$42.5 million. Represented the company in various aspects of C-PACE financing including many individual C-PACE financings for a variety of commercial real estate projects, including individual hotels, senior living, multi-family properties, hospitals and the purchase of a \$50 million portfolio of C-PACE

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- loans. The subject properties are located in a number of states, including California, Connecticut, Pennsylvania and Nebraska. Hotels financed with C-PACE include the 223-room Le Méridien Arcadia, California.
- BDC, Anaheim & Broadway** Negotiated management agreements for the 326-room Radisson Blu in Anaheim, California and the 125-room Radisson Red in Portland, Oregon. Also represented client in the termination of a long-term management agreement.
- Becker and Becker Associates** Represented client on various matters involving development of a New Haven, Connecticut boutique hotel. Also represented client on termination of hotel management agreement.
- 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.
- Behringer Lodging** Assisted client with acquisition of Dallas, Texas hotel property, including negotiation of purchase and sale agreement, liquor license structuring, and acquisition financing.
- Bel Aire Capital  
CAAZ Hospitality  
Classic Motor Inn** Handled portfolio acquisitions and related ground lease matters for Motel 6 properties. Also represented client on franchise termination, rebranding and sale of a hotel property.
- Bel-Aire Hospitality** Represented the company in connection with the acquisition of the Holiday Inn located in Phoenix, Arizona. Separately, represented the company in connection with the acquisition of a portfolio of Motel 6 hotels located in Stanton, Corona and Chino, California.
- Belmont Hotel Investments** Advised the company on workout and restructuring for a 3-hotel portfolio.
- Belmont Village** Represented Belmont Village in opening active senior and assisted living facilities throughout Southern California, and on various licensing and permitting issues.
- Bentall GreenOak** Represented owner in connection with the negotiation of management and licensing agreements for the repositioning of a hotel in Japan.
- Berkadia Commercial Mortgage** 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.
- Beverly Enterprises** 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.

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**Beverly Terrace**

Represented the owner on hotel management agreement and ground lease matters.

**Bighorn Capital**

Represented the company in its development of mixed-use hotel projects in Chicago, Dallas, Washington DC. 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.”

**Black Sand Capital**

Represented developer on condo hotel and management agreement aspects of new, ground-up luxury hotel development in Waikiki, Honolulu, Hawaii.

**Blood Hound Real Estate  
Venture**

Represented client in repositioning hotel, negotiating franchise agreement and management agreement, and converting independent hotel to a Marriott Renaissance.

**Boardwalk Investment Group**

Represented proposed buyer on the \$300 million acquisition of the La Quinta Resort & Spa with 1,400 acres of land, 780 guest rooms, 20 casitas, 24 meeting rooms, 65,000 square feet of meeting space, 41 swimming pools, 21 tennis courts, 7 retail outlets, access agreements for 9 golf courses.

**Bolour Associates**

Represented the company in proposed loan sale. Represented the company for franchise and management agreement matters for select-service hotel in Dallas, Texas. Negotiated a hotel management agreement and assisted with the workout of a second priority loan secured by a Texas property.

**Boston West Hospitality**

Represented client on termination of IHG franchise agreement prior to sale of property.

**Boulders (The)**

Represented the resort and its brand in broad range of trademark matters and other operations issues.

**Boulevard Hospitality**

Represented client in connection with acquisitions of downtown Los Angeles properties for conversion to hotel, sale and joint venture agreements relating to same.

**Boulevard Nightlife Group**

Represented the company in EB-5 financing and the acquisition of a restaurant chain.

**Boykin Lodging Company**

Represented client in resisting a major unionization campaign by UNITE HERE, including public relations, management training, and strategic advice.

**Braemar Hotels & Resorts**

Represented client on condominium structure issues on Ritz-Carlton Hotel and related hotel condominium projects on luxury mixed-use project at Lake Tahoe, Nevada.

**BRE Hotels**

Represented client on management agreement issues with the independent operator affecting portfolio of 11 Hilton- and Marriott-branded limited-service hotels.

**Briad Wenco**

Represented this large owner of Wendy’s franchised restaurants on ADA compliance and defense matters, including 5 restaurants in the greater New York-Philadelphia area.

**Brixton Metro Plaza**

Represented client on franchise agreement matters.

**Broughton Hospitality**

Represented Broughton Hospitality in several acquisitions of hospitality properties in Santa Barbara, Palm Springs and Chicago. Revised management agreements and operating structures and policies.

**BSD Raleigh OPCO**

Represented client in management agreement dispute with Starwood Capital's LVMH Hotel in Miami, Florida.

**BSL Golf**

Represented buyer in the acquisition of two golf courses and related matters, including title and liquor license issues.

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## **Buffalo Thunder**

Represented client on terminating a management agreement and concurrently negotiating a franchise agreement.

## **Bullwhip Capital Partners**

Represented client on management agreement for a historic boutique hotel.

## **CAI Investments**

Represented client on negotiating a Quality Inn franchise agreement.

## **Caliber Hospitality**

Represented the company in loan, franchise and management agreement review for 70 hotels from various owners being contributed to a REIT in a proposed \$1 billion transaction. Properties are located in a number of states, including Alabama, Colorado, Florida, Georgia, Indiana, Kansas, Louisiana, Mississippi and Texas. Represented Caliber in connection with its acquisitions and re-branding of Arizona hotel properties.

## **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.

## **Canon Business Properties**

Represented the company in the potential sale of a development site for a luxury hotel on Wilshire Boulevard in Beverly Hills, California.

## **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,

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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**

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.

### **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.

### **Caribbean Property Group**

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

### **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.

### **Carson Transform, LLC**

Represented the company in development and operational issues for a 124-room wellness retreat with "glamping" units, meeting space, restaurant, bar/lounge, and spa.

### **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.

### **CDS Asset Management**

Represented client on various matters pertaining to the development of a JW Marriott Hotel & Residences in Reston, Virginia, including franchise agreement, management agreement and trademark license agreements.

### **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.

### **CGI+**

Represented the company in hotel management agreement and food and beverage management agreement RFPs for a Los Angeles property with 150-rooms of boutique hotel and 150 apartment units with 3 restaurants, rooftop lounge and ground floor retail.

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## **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 Méridien 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**

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.

## **Cherng Family Trust**

Represented client on negotiating management agreement and franchise agreement for Hawaii hotel.

## **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.

## **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.

## **Chloe Group**

Represented client in negotiating ground lease in West Hollywood for boutique restaurant.

## **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.

## **Cicero Hospitality Group**

Renewal and renegotiation of the 250-room Hilton Hotel in West Palm Beach, Florida.

## **Cicero Hospitality Group**

Negotiated franchise agreement renewal for Hilton Curio Collection hotel in Palm Beach, Florida.

## **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 client on many hotel matters nationwide, including management agreement, franchise agreement, food and beverage agreement, various hotel contracts, labor and employment involving multiple unions, litigation and ADA compliance and defense. Properties involved include The Redbury in Manhattan, Downtown Grand in Las Vegas and The Dominick Hotel in SoHo.

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.

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

Represented the company in vendor contracts for a 1,124-room, full-service Downtown Grand in Las Vegas, Nevada.

Represented the company in management agreement matters for a boutique hotel to be built in Atlanta, Georgia.

### **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.

### **CityCenter Luxury Residences**

Represented client in repositioning the 225-condo Mandarin Oriental Residences in Las Vegas to a Waldorf Astoria branded product, including management agreement matters.

### **Civitas**

Represented the company in the sale of a 125-room, limited-service Home2Suites in Austin, Texas.

### **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.

### **Cogac Group**

Represented this client on ADA compliance and defense matters.

### **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.

### **Com Howard I, LLC**

Represented the owner of the 396-room boutique Bae Hotel in San Francisco in securing a Wyndham Trademark Collection franchise agreement, negotiated management agreement, handled ADA compliance and defense matters, and ground lease financing issues.

### **Comcast Corporation Liberty Property Trust**

Represented the owner and development entity as hotel legal and business advisors for the Four Seasons Philadelphia, including the management agreement. 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**

JMBM's Global Hospitality Group® has represented Condor as hotel counsel since J. William Blackham became President and CEO in 2015. Known then as Supertel Hospitality Inc., owner of the Super 8 franchise and related economy hotels, the Firm assisted the company in the disposal of all of the company's then-existing \$100 million in economy hotels. Over the next few years, we represented the company in the subsequent purchase of the 15

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premium, upscale, extended stay and select-service hotels, as well as related management agreement and franchise matters.

In the second half of 2021, we represented the company as hotel counsel in the \$305 million all-cash sale of the entire portfolio to Blackstone Real Estate partners as publicly announced in September 2021. JMBM handled the initial bidding process, provided guidance on the due diligence process and disclosure requirements, coordinated shareholder approvals and voting agreements, and negotiated the definitive purchase contract for the sale. The deal is expected to close by the year's end.

### **Confluent Group**

Represented client in purchase of an ownership interest in the Virgin Las Vegas Hotel & Casino with 1,505 rooms, 6,000 square feet of casino, and 130,000 square feet of meeting and event space.

### **Cornerstone Realty Advisers**

Acted as national hotel counsel for Cornerstone for hotel acquisitions, management agreement and franchise agreement matters.

### **Corporex Companies**

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.

### **COS International**

Represented owner in acquisition and development throughout North America, Europe, Latin America, Africa, Australia, Asia and the Middle East in converting, adapting and repurposing existing buildings including design and construction contracts.

### **Country Villas**

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.

### **Crescent Hotels & Resorts**

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.

### **Crescent Real Estate Equities**

Represented Crescent in connection with the sale of a hotel and various management agreement matters, including management agreement disputes.

### **Criswell Radovan**

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).

### **Crocodile Cafes**

Represented the company nationwide on all aspects of its operations, including labor, tax, trademark, leasing and licensing matters.

### **Crow Holdings**

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.

### **CVOF/Canyon**

Represented the company on the sale of the 357-room Hotel 71 in Chicago, and in labor and employment issues.

### **CW Capital**

Served as special hotel counsel to CW Capital in its capacity as Special Servicer for troubled hotel loans in CMBS pools.

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*Jim Butler*

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<b>Dai-ichi Kangyo Bank</b>	Represented the San Francisco Agency on a workout of a hotel and office mixed-use project where the loan value exceeded \$200 million.
<b>Darden Restaurants</b>	Represented client on ADA issues, accessibility counseling and litigation defense for Olive Garden and Red Lobster restaurants located throughout California.
<b>Davenport Sun International</b>	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.
<b>Davidson Hotel Company</b>	Represented the management company in collective bargaining with hotel union at various properties in the Washington DC area.
<b>Decron Properties</b>	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.
<b>Del Mar Hotel</b>	Represented this client on ADA compliance and defense matters on the 130-room hotel in San Diego.
<b>DELFI Partners</b>	Represented this client on the acquisition of a 169-room Hawthorn Suites in Sacramento.
<b>Dellisart Wellspring</b>	Represented the company in refinancing its Hyatt Place Hotel in Bowling Green, Kentucky with Access Point Financial.
<b>Destination Hotels &amp; Resorts</b>	Represented the company in connection with ADA and accessibility counseling and litigation defense.
<b>Deutsche Bank</b>	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.
<b>Development Management Group</b>	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.
<b>Devlin Group</b>	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.
<b>Dimension Development Company</b>	Represented the company in the acquisition of the 314-room Courtyard by Marriott Pasadena hotel.
<b>Disney</b>	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.
<b>Disney Way Partners</b>	Represented client on workout and restructuring.

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*Jim Butler*

**DoubleTree Arctic Club (The)**

Provided client with labor and employment advice on the 120-room DoubleTree Arctic Circle Club in Seattle, including assistance on union issues and COVID closure, health and safety matters.

**Dovehill Acquisitions**

Represented client in purchasing a 236-room, full-service Renaissance Hotel in Fort Lauderdale.

**Drake Intertrade, LTD**

Represented client on termination of management agreement for this 124-room luxury Marigot Bay Resort and Marina, Saint Lucia.

**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.

**El Granada Lodging**

Represented this client on ADA compliance and defense matters.

**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 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 ESA on an enterprise-wide ADA compliance program for the company's 700 hotels across the U.S. and Canada. Our work consisted of ADA compliance and defense advice, proactive counseling to avoid lawsuits and enhance compliance on the full range of regulatory issues from physical accessibility, website and reservations compliance, to defense of local

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**ET Whitehall Partners  
ET Whitehall Seascape**

litigation and on to development of policies and procedures to meet ADA, California OSHA and local ordinance requirements.

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.

**Fertitta Entertainment, Inc. /  
Tilman J. Fertitta**

Represented many companies owned by Tilman J. Fertitta through his wholly owned Fertitta Entertainment, Inc. for almost 30 years, handling more than 80 matters for various restaurant and hospitality outlets. These include Mastro's (Steakhouse and Ocean Club), Catch, Morton's Steakhouse, Del Frisco's, The Palm, Chart House, Landry's Seafood, and McCormick & Schmick's.

Represented the company on iconic luxury hotel acquisition due diligence and bids for more than \$1.2 billion, for 3 hotels previously purchased by Anbang Insurance Group of China in 2016 as a part of a \$6.5 billion acquisition from Blackstone Real Estate of the Strategic Hotels & Resorts portfolio. These 3 hotels were offered for sale through Eastdil in 2022 by Dajia Insurance Group Co., the Chinese government entity that seized the assets of Anbang. The hotels in this offering included the Montage Resort & Spa Laguna Beach, Four Seasons Scottsdale and Four Seasons Jackson Hole. Fertitta was the successful bidder on the Montage Laguna Beach.

**Fifth and Columbia  
Investors**

Represented client on terminating management agreement.

**First Hawaiian Bank**

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

**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.

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*Jim Butler*

### **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.

### **Flyers Energy**

Represented company on acquisition of Hyatt Place Roseville.

### **FML Enterprises**

Represented the client in negotiating a ground lease for an approximately 250-room, full-service hotel in West Hollywood, California. Also represented the company regarding a property tax appeal for the hotel.

### **Fontis Development**

Represented client on restaurant lease for Sweet Rose Creamery restaurant in Los Angeles.

### **Forbright Bank**

Represented the company in various C-PACE financings, including several multifamily units in Whitehouse, Tennessee and Omaha, Nebraska.

### **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 client on many aspects of the 362-suite Renaissance Hotel at O'Hare in Chicago, including labor and employment matters, negotiating a new collective bargaining agreement, terminating the existing management agreement, and a loan workout with deed-in-lieu.

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.

Represented the company in connection with matters related to the operations and management agreement for a 508-room, full-service Marriott in Stamford, Connecticut.

### **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.

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<b>George Radanovich</b>	Represented client on joint venture structuring and acquisition of property for development into a full-service hotel and conference center in Yosemite.
<b>GH Hollywood Investors Artist Guild Hotels</b>	Represented client in developing master form of management agreement for boutique hotels.
<b>GlobiMex Paradise Village</b>	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.
<b>GMAC Commercial</b>	See Berkadia Commercial Mortgage.
<b>Golden Door Spa</b>	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.
<b>Goldman Sachs</b>	Represented Goldman Sachs as special hotel counsel in hotel portfolio financings for approximately \$580 million and \$325 million, respectively.
<b>GranCare</b>	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.
<b>Grand Bay Hotels</b>	Represented Grand Bay in the U.S. and Mexico on significant hotel resort development and joint venture matters, trademark and management issues.
<b>Grand Sierra Group</b>	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.
<b>Great Circle Family Foods</b>	Represented this franchisee of Krispy Kreme Doughnuts in California in connection with tremendous early growth, including site acquisition, leasing, and construction.
<b>Great Wolf Resorts</b>	Represented the company in financing resorts, including EB-5 financing for Great Wolf Lodges in Atlanta, Georgia and Scottsdale, Arizona.
<b>Griffin Group</b>	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.
<b>Grosvenor Airport Associates</b>	Advised on ADA compliance and defense matters for 160-room San Francisco airport hotel.
<b>Groupe Allard</b>	Represented client on development of the Rosewood São Paulo resort and residences in São 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

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*Jim Butler*

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.

**Groupo Mathiven SL**

Represented owner in the negotiation and programming of an 81-room luxury wellness hotel under the “Miraval” brand located in Malaga, Spain, with meeting, conference and banquet facilities, spa and other guest amenities.

**GSW Real Estate  
Golden State Warriors**

Negotiated branding and management agreement for a 1 Hotel at the Golden State Warriors Arena with 142 luxury rooms and 24 market rate apartments on top. This project is immediately adjoining the Chase Center basketball arena in San Francisco’s Mission Bay.

**Halifax Holdings**

Represented the company in negotiating an unsecured loan and management agreement.

**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.

**Harbor Bay Hospitality**

Negotiated management agreement for a proposed 1,000-room Hard Rock Hotel & Casino in Puerto Rico.

**Hardage Development**

Represented the company in a new loan/refinance for a 288-room, select-service Courtyard by Marriott and Residence Inn by Marriott in Marina del Rey, California.

**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.

**Harvest Capital**

Advised on acquisition of various hotels, including 99-room Best Western hotel and conference center near the Hoover Dam in Boulder City, Nevada and Comfort Inn Suites limited-service hotel in Sequoia Kings Canyon, California.

**Hawaii Polo Inn**

Represented client on franchise agreement and litigation involving The Equus Hotel in Waikiki, a boutique condo-hotel.

**Hazens Investment  
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

	<p>Hotel. Also represented the company in significant hotel land use and entitlement issues, including securing valuable signage approvals.</p>
<b>Helios AMC</b>	<p>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.</p>
<b>Hersha Hospitality Management</b>	<p>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.</p>
<b>Highgate Hotels</b>	<p>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.</p> <p>Sourced and worked on preferred EB-5 financing for an upscale, urban boutique hotel in DTLA.</p>
<b>Highline Hospitality</b>	<p>Represented client in negotiating a management agreement and franchise agreement for a 378-room Sheraton Hotel in Indianapolis.</p>
<b>Hillstone Properties Oram Hotels</b>	<p>Represented owner in negotiating a management agreement for a 162-room hotel in San Diego.</p>
<b>Hillwood Development (Ross Perot, Jr.)</b>	<p>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 &amp; 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.</p>
<b>Hines Development</b>	<p>Represented developer on hotel management agreement for public/private, bond-financed development of convention center hotel in Houston.</p> <p>Separately, represented Hines on development agreement and management agreement for the Conrad Hotel, City Center, Washington, D.C.</p> <p>Represented developer in connection with hotel management negotiations for a newly built boutique hotel in Dallas, Texas under the Ace Hotel brand.</p> <p>Assisted developer with joint venture and hotel matters.</p> <p>Separately, represented Hines in connection with negotiating a management agreement with Highgate Hotels for the La Quinta Inn &amp; Suites by Wyndham Austin, Texas</p>
<b>Hines-Georgetown Hotel LLC (Hines Corporation and the Novak Brothers)</b>	<p>Represented this Hines-led joint venture owner of a newly built 222-room Sheraton Hotel &amp; Conference center in terminating a Marriott management agreement, converting it to a franchise, and negotiating a new management agreement with an independent operator.</p>
<b>Hixon Properties</b>	<p>Represented developer in connection with negotiation of hotel management agreement and technical services agreement for San Antonio, Texas upscale hotel property.</p>
<b>Hodges Bay Resort &amp; Spa LTD &amp; JSN Development Group LTD</b>	<p>Represented the company in negotiating a franchise agreement for luxury hotel and resort in St. Johns, Antigua &amp; Barbuda, West Indies with 55 luxury hotel rooms and 25 branded residences.</p>

## **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.

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

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

## **Hoshino Resorts Inc., Hoshino Resorts USA, Inc.**

Represented a 100-year old Japan-based hospitality company with its expansion into the United States. Work included legal and business advice on US-Japan structure and cross-border tax issues, as well as several acquisition and development projects, particularly involving luxury hot springs hotel and resort developments. Handled, due diligence, JV structure and acquisition/buy-side advice. Developed master form of JV agreement and hotel management agreement.

## **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 to force the 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 Chico**

Represented client on sale of 91-room, limited-service hotel for homeless housing.

## **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.

## **Houston Hospitality**

Represented client on food and beverage management agreement for rooftop bar and restaurant on top of the 38-story, 744-room, dual-branded Marriott AC and Marriott Moxy hotels in DTLA, Los Angeles.

## **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.

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- 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 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.

### **IBF Holdings**

Represented client on acquisition of a 176-room Hampton Inn in Dallas, including financing and franchise agreement.

### **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.

### **Immobiliaria Vistamar, S.A.**

Represented client on negotiating management and technical services agreements for the 100-room Hotel Indigo Miraflores and the 150-room InterContinental Miraflores hotels in Lima, Peru.

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## **Improvement Network Development Partners**

Represented client on acquisition, franchise, management agreement and financing issues for several proposed development deals.

## **Income Property Investments**

Represented the company in the purchase of a 1,013-room portfolio of six Motel 6 properties.

Represented client on acquisition and operating lease issues for a portfolio of ten Motel 6 properties in Washington, Oregon and California.

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

Represented ICBC – which has been the largest bank in the world by assets and market capitalization for many years – in developing their hotel lending platform, including a \$40 million construction loan to Kimpton for a new boutique-lifestyle hotel in Southern California, \$21 million loan for Crowne Plaza, Los Angeles Harbor and \$30 million for combined acquisition financing of Fairfield and Delta hotels in Indianapolis.

## **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.)

## **Insite Lake Buena Vista**

Represented the client in franchise matters regarding the 394-room Renaissance Hotel (with fitness center, restaurant, bar and meeting rooms) in Lake Buena Vista, Florida.

## **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).

## **Irongate Capital Group**

Represented the company on condo hotel matters, including a condo hotel management agreement for a 200-room hotel in Baja California Sur, Mexico.

## **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.

## **ISM Management Company**

Assisted client with the conversion of property for hotel use, management of the hotel and use of the roof-top for food and beverage.

## **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.

## **Jack London Square Associates**

Represented client in connection with certain litigation involving its Waterfront Hotel Jack London Square in Oakland.

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## **Jackson Family Wines**

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

## **JBK Hotels**

Represented owner on hotel franchise termination for a Marriott-branded hotel.

## **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.

## **JEF Management**

Represented client on a broad range of issues concerning the Wylder Hope Valley Hotel in California and the Wylder Hotel Tilghman Island in Maryland. Engagements included acquisition, joint venture financing with private equity, branding, management agreement and protection of intellectual property.

## **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.

## **JL Real Estate**

Represented client on franchise agreement and management agreement for an Autograph hotel in Koreatown, Los Angeles.

## **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

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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.

## **Kalthia Group Hotels**

Represented client on acquisition and operating lease issues for a portfolio of 11 Motel 6 properties in the State of Washington.

## **Kampala 820 LLC, Kampala 780 LLC**

Represented the company in connection with the sale of the Holiday Inn Express and Suites, Fairfield Inn and Suites and Hampton Inn located in Oakhurst, California. Also represented the company in connection with the sale of the Comfort Inn in Yosemite, California.

Separately, represented the company in connection with the financing of the Best Western Hotel located in Mariposa, California.

## **Kanehoe Ranch**

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

## **Kennedy Wilson**

Represented the company on certain hotel management agreement and development agreement matters for the renovation and repositioning of Kona Village into the Kona Village, a Rosewood Resort.

## **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 client on sale of 5 hotels with value exceeding \$240 million. Properties included the 352-room Hilton San Diego Mission Valley, the 100-room Hotel De Anza in San Jose, the 230-room Crowne Plaza in Sacramento, the 376-room Marriott Delta in Garden Grove and the 376-room Wyndham in Garden Grove.

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.

## **Kila Tahoe**

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

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	(San Francisco), Palomar (San Francisco), Topaz Hotel (DC), and Beverly Renaissance (Los Angeles).
<b>Kings &amp; Queens Restaurant Tempo Universe</b>	Represented the company on a purchase of a portfolio of restaurants.
<b>Kintetsu Corporation (Kinki Nippon Railway)</b>	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.
<b>Kirkwood Collection</b>	Represented client on labor and employment matters on 3 California boutique hotels and on ADA compliance and defense on one.
<b>Koll Company (The)</b>	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.
<b>Kor Group (The)</b>	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.
<b>Kruger Development Group</b>	Represented client on franchise, management and joint venture issues for the Tru by Hilton, Inglewood, California.
<b>KS Development</b>	Represented client on a \$265 million sale of 9 Hilton- and Marriott-branded hotels with 1,122 rooms.
<b>Kushner Companies</b>	Represented the company in connection with its hotel and resort acquisition program, including Princeton Marriott Hotel, Princeton, New Jersey.
<b>LA Arena Company (Staples Arena Company)</b>	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.
<b>La Punta Costa Rica</b>	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.
<b>Laemmle Theatres</b>	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.
<b>Lai Sun Group</b>	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.
<b>LaPour Partners</b>	Represented the company in a hotel management agreement and hotel development services agreement with Hyatt for a Hyatt hotel in Tempe, Arizona.
<b>Larkspur Hospitality</b>	Represented Larkspur in terminating franchise arrangements on a portfolio of hotels, and in developing both master form and special situation management agreements.
<b>Larkspur Hotels</b>	Represented client in connection with ADA and accessibility counseling, including in website and reservations policies and procedures.

<b>Las Vegas Resorts Holding</b>	Negotiated branding and franchise agreement for 289-room W Hotel in Las Vegas.
<b>Laurel Inn Associates</b>	Represented client in connection with ADA issues and accessibility counseling in connection with San Francisco property.
<b>Laurus Corporation</b>	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.
<b>LBWTC Real Estate Partners</b>	Represented client in connection with ADA issues, accessibility counseling and litigation in connection with Long Beach, California property.
<b>LEAD Management</b>	Represented client on franchise termination and new franchise agreement issues on two Florida hotels.
<b>Ledler Corporation</b>	Represented the company on the sale of Le Royal Tahitien Hotel.
<b>Lehman Brothers</b>	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.
<b>Lend Lease Real Estate</b>	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.
<b>Leo Capital Management</b>	Represented this Chinese-owned investor on the proposed \$30 million acquisition of the Crowne Plaza Orlando Universal Blvd. Orlando, Florida. Work included proposed bid and purchase agreement, review of management agreement, franchise agreement, advice on 363 bankruptcy sale with stalking horse bid and subsequent auction, and related due diligence.
<b>LGI Pacific Guam Inc. Polaris Asian Real Estate Fund Polaris Capital Cayman Hldg.</b>	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.
<b>LH Ventures</b>	Represented the company in the sale of a 139-room, full-service Nautical Hotel in Lake Havasu, Arizona.
<b>Liberty Hospitality Associates</b>	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.
<b>Linyan Management</b>	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.
<b>Lionsgate Entertainment</b>	Represented the company on joint venture and licensing for development and operation of the 750-room, 4-star Lionsgate Hotel in Orlando, Florida which will be operated in conjunction with Lionsgate Entertainment World.
<b>LNR Partners</b>	Served as a preferred provider of legal and hotel advisory services for troubled individual hotels and portfolio of hotel loans.
<b>Lockwood Development Partners</b>	Represented the client on more than \$120 million of hotel construction financing on 5 limited-service hotels (branded by IHG, Choice and Radisson)

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*Jim Butler*

	located in Florida, Georgia, Ohio and Tennessee which are worth more than \$250 million.
<b>Lodgian, Inc.</b>	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.
<b>Long Beach Hotel Association</b>	Represented the association in its challenge to a labor-sponsored city ordinance.
<b>Long-Term Credit Bank of Japan, Ltd. (LTCB)</b>	<p>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.</p> <p>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.</p> <p>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.</p>
<b>Los Angeles National Bank</b>	Represented bank in connection with loan workout, receivership, hotel management agreement negotiations, and loan foreclosure.
<b>Lowe Enterprises</b>	Represented client in ADA issues, accessibility counseling and litigation defense.
<b>LSH Hotel</b>	Represented client on management agreement termination and conversion options regarding the 317-room Sheraton Stonebriar in North Dallas, and the 301-room Westin in Frisco, Texas.
<b>LTC Properties</b>	Represented this long-term care, senior living company on numerous acquisitions, securities, corporate and related matters throughout the country.
<b>Ludek Fabinger</b>	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, California, following the default and subsequent bankruptcy of the developer.
<b>M&amp;A Gabay</b>	Represented client on ground lease to developer for 170-room Marriott Hotel in Pasadena.
<b>M&amp;N Gabae</b>	Represented ground lessor to Welcome Group, Inc., in the ground leasing of property to hotel developer in Pasadena, California for a 112,000 square foot project hotel.
<b>Macerich Company</b>	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.
<b>Makar Properties/ Auric Road Hospitality</b>	Represented the client on various aspects concerning acquisition, repositioning, amenities agreements, financing and licensing for Rex Ranch, Amado, Arizona; Hotel Joaquin, Laguna Beach, California, Lone Mountain Ranch, Big Sky, Montana and Korakia Pensione Palm Springs.
<b>Malibu Institute</b>	Represented the Institute on the acquisition, joint venture structure, entitlement and development of a 200-room, luxury golf resort and conference center.

## **Mallick Family**

Represented family in connection with the repositioning and negotiation of a new management agreement for the historic Culver Hotel in Culver City, California.

Represented family in connection with the acquisition and rebranding of a hotel in Santa Barbara, California now operating as The Riviera Beach House.

Separately represented the family in connection with the leasing of The Beverly Terrace Hotel in West Hollywood, California.

## **Maltese Diplomat**

Represented the company in negotiating brand management agreement and residential agreements for a luxury hotel and resort in Florida for a 290-room luxury hotel with 50 condo-hotel units, 250 branded apartments, 2 signature restaurants, residences, private social club, tennis and a golf course,

## **Mammoth Lakes Hospitality**

Represented owner in franchise agreement dispute.

## **Mani NVR Napa (DE)**

Represented this client on ADA compliance and defense matters for its Holiday Inn in Napa, California.

## **Marcus Hotels**

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

## **Marina de Guacalito S.A.**

Represented the owner in negotiating branding and management agreement for this ultra-luxury, 5-star, intimate resort on Emerald Coast of Nicaragua.

## **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.

## **Mariners Companies**

Represented the company in franchise termination for a limited-service hotel in Palm Springs, California.

## **Marriott Vacation Worldwide Corporation**

Marriott Vacation Worldwide Corporation is the largest pure-play public timeshare company. Represented the company on ADA and compliance matters for 3 resort properties: the 200-room Marriott Pulse Club in San Francisco, the 250-room Marriott Vacation Resort in Palm Beach Gardens, Florida, and the 320-unit Marriott Vacation Club in Los Angeles.

## **Maruko Inc.**

Represented Maruko on approximately \$2.5 billion of hotels on acquisition, 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-U.S. 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.

## **Marx Development/ Endeavor Hospitality**

Represented the company in organizing a captive management company, obtained approval from Marriott to self-manage 3 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.

## **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.

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<b>May Wah International</b>	Represented Chinese owner on sale of downtown Los Angeles hotel, without a broker, working with a major national accounting firm.
<b>Mayfair Lofts</b>	Negotiated a food and beverage management agreement for this 294-room Mayfair Hotel in Los Angeles, and subsequently negotiated a Project Roomkey lease of the facility to the City of Los Angeles.
<b>Mayflower Hotel, Los Angeles</b>	Provided labor and employment advice related to policies and protocols for COVID-related closure of the 350-room Mayflower Hotel in Los Angeles, and bringing workforce back where hotel was leased out to the City of Los Angeles for COVID patients.
<b>Maypole Group LLC</b>	Represented owner in the acquisition, leasing and financing of a historic building in Savannah, Georgia in connection with the conversion to an upscale 50-room boutique hotel known as The Drayton Hotel.
<b>MBR Operating Co.</b>	Represented the company on ADA and compliance matters for a 90-room, full-service beach resort in Dana Point, California.
<b>McWhinney Real Estate Services</b>	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.
<b>Mercantile Investment Corporation (Bolivia) S.A.</b>	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.
<b>MeriStar Hotels</b>	<p>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.</p> <p>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.</p>
<b>MetWest Financial</b>	<p>Represented company in selling 4 boutique properties in separate transactions for just under \$100 million.</p> <p>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.</p>
<b>MGM Hospitality</b>	Negotiated management agreements for brand internationally.
<b>MGM Mirage/MGM Hospitality</b>	Acted as special 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.
<b>MGM Resorts International</b>	Represented company in connection with a management agreement for a proposed resort in Japan.
<b>Mid Detroit (The)</b>	Represented the client in development of a 225-room hotel mixed-use project with multi-family and co-living. Work included land use, entitlements, development, joint venture financing, senior debt financing, mezzanine financing, management agreement.

## Midland Loan Services

Represented one of the largest special servicers to the CMBS market on various distressed assets involving workouts, turnarounds, bankruptcies, receiverships, and sale of distressed assets involving hotels and retail for more than 10 years. Some of the significant representative engagements include the following:

- \$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).
- Troubled loan in connection with the 385-room JFK DoubleTree Hotel (Queens, New York), as well as franchise and management agreement negotiations.
- 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.
- \$400 million loan restructuring for a Hawaii hotel with complex debt and intercreditor issues.
- \$140 million workout, receivership, restructuring of 1,000+ room hotel worth more than \$140 million and secured by 3 notes.
- \$100 million workout, receivership, franchise, labor, management agreement, franchise agreement and related matters on large conference hotel in the NY Metropolitan area, with 10,000 square feet of meeting space, bar, restaurant and other amenities. Issues included reopening a virtually dormant hotel in the COVID-19 pandemic and related issues.
- \$204 million workout, receivership, bankruptcy and foreclosure on loan secured by 22 Marriott, Hilton, Hyatt and Choice-branded hotels in 9 states on 99-year ground leases with separate federal court receivers in each of the 9 states.

## MIG Real Estate

Represented the company on management and purchase agreement issues for a 208-room, full-service hotel in Breckenridge, Colorado.

## 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.

## Momentum Fort Worth

Represented the company in the termination of a franchise agreement and a management agreement for a hotel in Fort Worth, Texas.

## 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.

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*Jim Butler*

**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.

**Napa Industries**

Represented the company in land use, entitlement and redevelopment for a 171-room, mixed-use Lankershim Hotel in North Hollywood, California.

**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.

**NBT-ERI Ogden**

Represented owner in terminating membership agreement for a 284-room hotel in Ogden, Utah and in terminating a franchise agreement for a 73-room boutique hotel in Salt Lake City, Utah.

**NewcrestImage**

Represented the company in a franchise agreement, management agreement and technical services agreement for a 325-room luxury hotel in Dallas, Texas.

**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 Capital**

Represented the company in a partnership dispute for a 410-room, full-service Hyatt Regency in Newport Beach, California.

**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.

**Oliver Companies**

Represented Oliver Companies in the \$110 million portfolio purchase of 7 Hilton- and Marriott-branded hotels in Florida, Louisiana, North Carolina, Texas and Virginia. Work on this portfolio also included joint venture, management agreement, senior and preferred equity financing, loan restructuring.

In addition, represented company on ADA compliance and defense issues and a sale of a 170-room hotel in San Francisco.

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**OliverMcMillan  
(OM Guasti, LLC)**

Separately represented owner in connection with the franchising and management of a Hyatt Place in Cape Canaveral, Florida.

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.

**OLS Hotels & Resorts dba  
Springboard Hospitality**

Represented the company on various matters including developing a master form of hotel management agreement and joint venture agreement.

**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**

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

**Omninet Capital**

Represented owner on franchise agreement termination and related litigation in Evansville, Indiana.

**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.

Also represented the company in multiple transactions in branding, management, and financing for hotels, including, the Outrigger Hokolani, Outrigger French Polynesia (Tahiti 148 keys), Mara Bora Bora (59 keys), and Bora Bora Private Island (50 keys).

Separately, represented the company in connection with the rebranding of 3 ultra-luxury destination resorts and the negotiation of management agreements for the Outrigger Tahiti Beach Resort, Outrigger Bora Bora Beach Resort and the Outrigger Grand Bora Bora Beach Resort.

**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.

**Oxford Capital Group**

Represented the owner in branding, franchise or management agreements for various hotels over a number of years, including the 274-room Le Méridien Essex in Chicago, the 297-room Porter Hotel in Portland, the 453-room Westin Book Cadillac in Detroit, the 200-room Godfrey Corktown in Detroit, and the 247-room Thompson in Chicago.

**Pacific Golf**

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

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## **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.

## **Pacifica Hotel Management**

Assisted client in converting a portfolio of 5 hotels into Hilton Tapestry Collection properties, with portfolio franchise and management agreements.

Also represented the company in the sale of the 452-room beachfront Courtyard by Marriott (with 20,000 square feet of event space) in Kona, and handled labor and employment matters and management agreement for this property.

Represented the company on development of hotel management agreement forms and specific documentation for various hotels including the Bayshore Peninsula Hotel in Newport Beach, the Half Moon Bay Lodge in Half Moon Bay, and the San Pedro Tribute.

Represented the company in a dispute and management agreement for a 233-room, full-service Le Méridien in Arcadia, California.

Also represented company in transient occupancy and marketing taxes issues.

## **Pacpizza**

Represented this significant Pizza Hut franchisee on ADA compliance and defense matters for numerous locations in California, Nevada, Oregon and Washington. Defended the company in serial ADA lawsuits for minor alleged deviations from code requirements. Assisted the company in lease termination negotiations and agreements.

## **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, Mazatlán, 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.

## **Paligroup Management**

Assisted with management and technical service agreements for more than 10 brand-managed hotels, including the Palihotel and Palihouse brands, including those located in San Diego, Santa Barbara, Silverlake, Tampa, and West Hollywood.

Represented client in the termination of a hotel management agreement in Phoenix, Arizona.

Represented client on termination of hotel management agreement in Tampa, Florida.

## **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.

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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 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.

### **Pinnacle Group**

Advised owner on franchise agreement matters.

### **Plantation Bay Hotels**

Represented owner in construction litigation arising from new hotel development.

### **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.

### **Pointe Vista Hospitality**

Represented owner on the termination of 3 Wyndham hotel management and branding agreements.

### **Poppy Bank**

Represented Poppy Bank for a number of C-PACE financings on commercial real estate, including hotel, hospital and multifamily projects in Ohio and Michigan.

### **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.

### **Portview Inn & Suites**

Negotiated a Country Inns & Suites franchise agreement for the hotel in Cape Canaveral, Florida.

### **Powder Development**

Negotiated and advised ownership group in connection with the branding and management of a to-be-developed luxury hotel and residential mixed-use project including private mountain ski destination located in Powder Mountain, Utah.

### **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.

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### **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**

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.

Represented client in many aspects of developing its GardenWalk 466-room JW Marriott Hotel in Anaheim, including construction contracts, construction financing, senior debt, mezzanine and preferred equity financing as well as hotel management agreement.

### **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 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.

### **Red Robin International**

Represented client on ADA compliance and defense matters (including Glendale, CA; Irvine, CA; Meza, AZ; North Brentwood Village, CO). Advised on website ADA compliance nationwide.

### **Red Roof Inns**

Represented the company in acquisitions, litigation, and portfolio dispositions.

### **Redmellon Restoration & Development**

Assisted client in developing master form of management agreement for short stay suites and apartments.

### **Regent Hospitality Group**

Represented the buyer on the due diligence, acquisition and closing of Regent Hotels – including all hotel and management agreement assets and worldwide brand and trademark rights. Created new master form of management agreement and assisted in international hotel development work

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included negotiation and renegotiation of hotel management agreements. Performed similar work but also created hotel and condo hotel documents for hotels and branded residence projects in Abu Dhabi, UAE; Bali, Indonesia; Beijing, China; Doha, Qatar; Hainan, China; Kuala Lumpur, Malaysia; Papagayo, Costa Rica; Phuket, Thailand; San Juan, Puerto Rico; Turks & Caicos and Maldives.

## **Rehabilitation Center of Beverly Hills**

Represented the company and its skilled nursing facilities in various labor, employment and licensing issues, including the handling of compliance audits.

## **Related Group New York**

Represented developer on condo hotel and hotel mixed-use structure issues.

## **Related Group of Florida**

Represented developer on issues related to RFP for luxury operator and negotiation of terms for management of luxury condo hotel.

## **Relevant Group**

Assisted client throughout the acquisition, development and financing of the Dream Hotel in Hollywood, including land use and entitlements, negotiations with governmental authorities and local businesses, branding, management as well as signature food and beverage agreements.

Also assisted client in the development and opening of world's first Hyatt Caption brand including entitlements and equity, senior and mezzanine debt.

The Relevant Group engaged JMBM's Global Hospitality Group to assist in all legal aspects for the assembly, acquisition, development, entitlement, design, construction and management of their \$1 billion Relevant Group Hollywood Hospitality and Entertainment District portfolio – large mixed-use projects with boutique hotels, restaurants and entertainment concepts involving more than 40 entities and joint ventures, with a capital stack consisting of various senior and institutional mezzanine lenders, institutional and non-institutional private equity, EB-5 and individual investors. Major project elements currently include the Dream Hotel, Tao Restaurant, Avenue Nightclub, Beauty & Essex restaurant, Thompson Hotel, Tommie Hotel, and the Hollywood Citizen News building.

With the economic collapse in Los Angeles from the pandemic shutdown, JMBM assisted Relevant Group in realizing its vision by assisting in a significant restructuring of their contracts and senior and mezzanine financings affecting their projects, including a debt and equity restructuring, conversion of their Hyatt hotel management agreements to franchise agreements, and conversion of certain restaurant management agreements to leases. Relevant, together with a JMBM team led by Guy Maisnik, navigated this project to safer waters, requiring careful coordination among all levels of the project with their debt and equity providers, owners, investors, operators, brands, and landlords.

## **Remington**

Represented developer and operator on major luxury hotel mixed-use project with 265 condo units and spa.

## **ResidenSea**

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.

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.

## **Resolution Trust Corporation (RTC)**

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).

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**Resort Group (The)**

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).

**Resort Property Ventures**

Represented timeshare association in connection with multi-site timeshare workout and restructuring.

**Reynolds Resorts,  
Costanoa**

Represented this client on ADA compliance and defense matters for facility with 250 rooms, cabins, tents and RV campgrounds.

**Richfield Hospitality**

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.

**Rim Hospitality**

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.

**Ripplewood**

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.

**Robert D. Zimmer Group**

Represented the company on joint venture, loan and disposition strategies and structures for the high-profile Inn of the Anasazi resort.

**Robert Mayer Corporation**

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.

**Robles Del Rio Lodge**

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.

**Rochester Hotel Partners  
Napean Capital**

Represented the company in hotel development for a 116-room, dual-branded Even and Staybridge hotel in Rochester, Minnesota. Also represented the company in retail and restaurant lease negotiations for the hotel.

**Rockbridge Capital**

Represented client in connection with ADA issues and accessibility counseling.

**Rodin Group**

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.

**Royal Bank of Canada**

Represented client in foreclosure of real property in California.

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## **Royal Palm Companies**

Negotiated management agreement for the SLS Puerto Rico, a luxury hotel with 360 rooms, 231 branded residences, retail, food and beverage, and spa. Also negotiated the management agreement for the Rosewood, Coco Beach in Puerto Rico with its 100 rooms, 31 branded residences, and spa.

## **Rubicon Studios**

Represented this client in the negotiation and construction contracts for hotel and amusement park facilities in Aman, Jordan and Perth, Australia.

## **Sacramento Kings**

Represented the Sacramento Kings on ADA compliance and defense matters for their eponymous sports facility in Sacramento – the Sacramento Kings Golden 1 Center.

## **Saint Marc USA**

Represented restaurant owner in restaurant lease matters and also certain litigation matters.

## **Sakura Bank**

Represented Sakura as a participant in two separate major Hawaiian resort workouts with an aggregate loan value of approximately \$500 million.

## **Samchully America**

Represented this Korea-based company in the acquisition of the Courtyard by Marriott in Anaheim, California.

Assisted Samchully in acquiring the 131-room element Hotel in Ontario, California and in related financing and management agreements.

## **San Diego Padres**

Represented the Padres in connection with their hotel development issues related to the new San Diego Ballpark hotel, including “R-7.”

## **San Francisco Lodging**

Assisted on ADA compliance and defense matters.

## **San Juan Hills Golf Club**

Negotiated the golf management agreement for the 18-hole, 71-par San Juan Capistrano golf course.

## **Sandstone Properties**

Represented developer on management agreement for a proposed 175-room hotel and restaurant to go into a 5-story building in Culver City, California.

## **sbe Entertainment sbe Hotel Group sbe Restaurant Group**

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.

## **SCG America**

Represented SCG America on hotel joint venture matters for the JW Marriott in McKinney, Texas.

Represented the company in hotel purchase, management agreement, franchise agreement, lease assumption and loan assumption for a 89-room, limited-service hotel with a restaurant, indoor pool, and meeting space.

Represented the company in connection with franchise and management agreement negotiations for its large-scale, mixed-use development in Flushing, New York.

## **SDREI**

Represented the company in the acquisition of a 125-room hotel in Glendale, Arizona.

Represented the company in hotel purchase and labor union issues for a 335-room, full-service hotel in Chicago, Illinois.

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<b>Sea View Inn at the Beach</b>	Represented a boutique hotel in Carmel, California on ADA compliance and defense.
<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>Sensei Wellness Holdings (Larry Ellison)</b>	Represented this Larry Ellison-owned company on a portfolio of luxury wellness hotels with spas for cyber compliance and HIPAA issues, including the Antognolla Resort & Residences, Perugia PG, Italy, a luxury golf resort and spa with 71 hotel rooms and 79 branded residences.
<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>SH5, Ltd.</b>	Represented owner on Marriott franchise agreement dispute.
<b>Shamrock Capital Advisors</b>	Advised on hotel acquisitions, structuring and financing issues.
<b>Shanghai Construction Group SCG America 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.  Represented SCG America on \$180 million financing for a 656-room Hyatt Regency in Garden Grove, California.
<b>Sharks Sports &amp; Entertainment San Jose Arena Authority</b>	Represented the owner of 17,500-seat arena in San Jose, California on ADA compliance and defense matters. This facility is the home of the San Jose Sharks and is now called the SAP Center at San Jose. It was formerly known as the San Jose Arena.
<b>Sharma Group</b>	Represented this New York hotel owner in preparation of a master form of hotel management agreement.
<b>Shashi Group</b>	Represented the company on franchise agreement matters for two aloft Hotels in Sunnyvale and Cupertino, California.
<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>Shri Balaji</b>	Represented the buyer of a Motel 6 in San Ysidro, California.
<b>Shrinathji Enterprises</b>	Represented the buyer of a Motel 6 in Rowland Heights, California.
<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</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 with their potential conversion of hotel properties to timeshare or fractional product.
<b>Société Générale</b>	Represented the bank in luxury hotel lending.
<b>Sonder USA</b>	<p>Advised Sonder on matters affecting its properties in 35 cities and 7 countries. Advice related to long- and short-term leases, and many aspects of employment and labor. (Representative cities include: Atlanta, Austin, Boston, Chicago, Dallas, Denver, Detroit, Dubai, Dublin, Edinburgh, Houston, London, Mexico City, Miami, Minneapolis, Montreal, Nashville, New Orleans, New York City, Orlando, Palm Springs, Philadelphia, Phoenix, Rome, San Antonio, San Diego, San Francisco, Savannah, Seattle, Toronto, Vancouver, Washington DC).</p> <p>During the COVID pandemic, advice has included furlough and lay-off strategies, applying paid leave laws, negotiating with union on lay-off issues and contract modifications, COVID safety protocols for returning workforce, COVID-related workers' compensation issues, pension withdrawal liability issues and succession issues as hotels consider alternative uses, and workforce reductions of hours and wage and hour issues.</p>
<b>Sony Pictures Entertainment</b>	Represented the company on management agreement matters concerning a new hospitality concept.
<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>Springboard Hospitality OLS Hotels &amp; Resorts</b>	Represented the company in joint venture and management for a hotel in Maui, Hawaii. Represented the company on joint venture and management matters for two hotels in Ft. Myers, Florida.
<b>Springfield Hotels (Airport)</b>	Represented client in branded franchise agreement termination for 528-room hotel in Toronto, Canada.



**Squaw Valley Lodge Owners Association**

Advised client on ADA compliance and defense matters for its 150-room lodge at the world-famous ski resort.

**St. John of God**

Represented company on various licensing and permitting issues relating to its long-term care business expansion plan.

**Stabilis Capital**

Advised client on termination of management agreement and negotiation of new management agreement, labor and employment matters including union issues, hotel closure issues arising from COVID pandemic, PPP loan questions and management agreements for several of its portfolio hotels.

**Stadium Hotel (VIP Hotel Group)**

Represented the owner of a high-end 100-room hotel in Eugene, Oregon in converting to a Marriott Delta franchise.

**Standard International Management**

Represented the company on ADA compliance and defense matters for The Standard hotels in New York City and Los Angeles.

**Stanford Hotels**

Represented Stanford Hotels in a broad range of matters including acquisition and franchise for properties such as the Hilton Hotels in Santa Clara, Boca Raton, Rancho Cordova, and Charlotte, Hyatt Regency Oakbrook, and Marriott SoMa San Francisco. Also represented client in connection with ADA and accessibility counseling and litigation defense for hotel properties throughout the country.

**Starr Pass Holdings**

Represented owner in significant management agreement dispute with Marriott over management of a \$200 million residential mixed-use resort project.

**Sterling Real Estate Partners**

Represented owner in connection with a hotel purchase and sale agreement, and several other hotel matters.

**Stix Holdings**

Represented the company in connection with restaurant leasing matters for its Pick Up Stix casual Asian restaurants.

**Stockdale Capital**

Represented the investment company on many hotel matters, including hotel, membership club, and food and beverage management agreements, as well as franchise and license agreements relating to: the W hotel in Scottsdale, the Autograph Hotel in Scottsdale, a W hotel in Texas, an Edition hotel in Arizona, the JW Marriott Le Merigot in Santa Monica, the H Club in Los Angeles, the Doubletree Suites in Salt Lake City, and the LA Athletic Club in Los Angeles.

Represented the company in the termination of the SLS in Las Vegas, Nevada.

**Stone Eagle Golf**

Represented owner of golf course in connection with golf club formation and drafting of club membership agreements.

**Stonehill PACE**

Lender's counsel for PACE Financing provider, including due diligence and loan documentation drafting and negotiation for nearly 20 commercial projects with closed PACE Financings for this client totaling over \$150 million, including more than a dozen hotel projects, along with retail and multifamily projects. The hotels had a myriad of amenities and were branded as follows: CitizenM, Homewood Suites, Tapestry by Hilton, Springhill Suites, AC by Marriott, Autograph Collection, Courtyard by Marriott, aloft, Fairfield Inn & Suites, Kimpton, and an independent hotel. The aggregate value of these hotels, facilitated by PACE Financing totals more than \$700 million.

**Strategic Hotel Capital**

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.

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<b>Stratford Hospitality</b>	Handled hotel acquisitions, joint venture and corporate formation.
<b>Sugar Bowl Corporation</b>	Provided ADA compliance and defense advice to the owner of this ski resort in the historic Donner Pass area near Norden, California.
<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.
<b>Sunworld Dynasty US Holdings Sunrider International</b>	Represented owner of the SLS Beverly Hills in various matters relating to repositioning and optimizing value, including termination of SLS license, termination of a José Andrés Think Food Group food and beverage agreement, termination of restaurant lease with Landry's subsidiary for Morton's The Steakhouse. Also advised regarding Marriott Luxury Collection branded hotel management agreement and possible sale of the hotel. Represented client on various litigation related to the above work.
<b>Swedbank</b>	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.
<b>Synapse Development</b>	Represented client on lease termination relating to Yotel, San Francisco.
<b>T2 Development</b>	Represented the owner in the sale of dual branded Hilton Hampton and Homewood Suites hotel sale for \$50 million for conversion to office. Services included termination of franchise agreement so the buyer could close the hotel and convert to office and related matters of due diligence and title.
<b>Tamares Real Estate</b>	Represented client on conversion of the 1,003-room Plaza Hotel and Casino in downtown Las Vegas to a Four Points by Sheraton.
<b>Tarsadia Hotels</b>	Represented Tarsadia in its "white knight" effort to acquire a hotel in a complex bankruptcy with the debtor's support.
<b>TCH Altera AHCC</b>	When the newly built 300-room Marriott Delta Hotel in the Dallas area struggled with COVID pandemic issues, we provided bankruptcy and litigation advice, management agreement termination, concession agreement

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*Jim Butler*

termination. Negotiated new management agreement, and advised on certain aspects of loan modifications of senior, mezzanine and EB-5 debt.

### **Texas Global Equity Partners**

Represented the company in JV financing matters for a boutique hotel in Austin, Texas.

Also represented hotel investor in investment dispute.

### **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, Homewood 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.

### **Torgerson Properties**

Represented owner on a proposed Margaritaville Resort mixed used development with hotel, suites, retail and beach access in Fort Myers, Florida.

### **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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## **Tryperion RE Fund**

Represented the company, as lender, financing a hotel purchase and renovation in North Carolina. Subsequently assisted on loan workout for the same hotel.

## **Tsukada Global Holdings**

Represented this Japan-based global owner, developer and operator of hotels, and restaurants in new, ground-up, luxury condo hotel in Waikiki.

## **Turnberry Ltd.**

Representation on management agreement and major litigation matters. Prepared a new form of management agreement for company's hotels.

## **Twenty-Four Seven Hotels**

Assisted in development and negotiated management agreements for 3 California hotels: Cambria Suites, LAX, Hyatt House, Sacramento, and AC by Marriott in San Rafael.

## **UBS Warburg (formerly Paine Webber)**

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.

## **Union Bank of California**

Acted as one of the principal outside law firms on matters involving hotels, real estate, and workouts.

## **Unique Hotels & Restaurants**

Represented the company in certain acquisition matters.

## **Universal Paragon Corporation**

Represented the owner of the 483-room, 24-story Universal City Hilton in a land use issues related to an adjacent development.

## **University of Southern California (USC)**

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.

## **Urban Commons**

Assisted client with many legal aspects of its hotel portfolio, including acquisitions, dispositions, ground leases, financings, refinancings, mezzanine and investor financings, restructurings, hotel management agreements, joint ventures, development planning and structuring, condominium structuring and sales, leasing, ground leasing, hotel restaurant leasing, brokerage, ADA compliance and defense, intellectual property, litigation and investor disputes.

Typical properties included Hilton, DoubleTree, Embassy Suites, Crowne Plaza, Holiday Inn, Marriott, Four Points, Renaissance, Sheraton, Westin, Delta hotels.

Other notable projects include the purchase of the Queen Mary Ship & Hotel and related management agreement and management agreement restructure, and the Ritz Carlton, Battery Park, which is on multiple complex leases and subleases.

On the Wagner at Battery Park, (formerly Ritz Carlton Battery Park in New York City), we assisted on acquisition, ground leases, management agreement, management agreement restructure, and investor dispute issues.

## **US OCG**

Represented the company in management agreement matters for a 363-room, full-service hotel in Boston, Massachusetts on an initial agreement with an independent operator, and subsequently, the termination of the first operator and replacement with another management company.

## **USAA Real Estate Company**

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.

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**UVH Arlington**

Represented owner in connection with a franchise termination dispute.

**Vagabond Hotels**

Provided ADA compliance and defense advice on many system hotels.

**Valadon Hotel**

Represented the client on ADA compliance and defense matters involving the Petite Ermitage, Los Angeles.

**Vireo Capital**

Provided owner of the 68-room Las Alcobas luxury hotel in Napa, California with litigation and management agreement advice.

**Visiting Nurse Association of Los Angeles**

Represented the largest California home health provider on all labor and employment matters including related litigation and audit issues.

**Walt Disney Company (The)**

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.

Represented Disney in its ground lease at Paradise Pier Hotel.

**Washington Mutual Federal Savings Bank**

Represented WaMu on a wide range of hospitality issues, including receiverships and labor and employment issues.

**Waverider Surf Club**

Represented the company in connection with surf-oriented vacation club formation.

**WDC Development (Winn Development Company)**

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.

**Wells Fargo Bank**

Represented Wells Fargo in hotel loan originations, as well as workouts involving troubled real estate and hotel loans (both whole loans and CMBS), including large-scale (e.g., the Le Méridien 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. Assisted Wells Fargo in ADA compliance in defense programs and litigation. Represented the bank in connection with hotel matters involving a distressed loan on the DoubleTree Suites Galleria, Houston, Texas.

**Wellspring Investment**

Represented the owner on a CMBS refinancing with Deutsche Bank for Staybridge Suites hotel in Bowling Green, Kentucky.

**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 Group**

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

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	<p>hotels, including wage and hour claims in a federal court class action and in discrimination-retaliation claims.</p> <p>Advised on general labor and employment matters and government licensing. Also defended class action case on wage and hour claims, involving overtime, premium pay, shift differentials and rest and meal break issues.</p>
<b>Wheelock Street Capital</b>	<p>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.</p>
<b>White Lodging Services</b>	<p>Advised on management agreement disputes with ownership of 3 major branded hotels with more than 500 rooms in total. Also handled loan restructuring for the \$130 million syndicated loan with Bank of American on the 650-room Marriott convention hotel in downtown Indianapolis.</p>
<b>Whitebox Holdings and NFF Rosemont</b>	<p>Represented the owners of two adjoining hotels (the 369-room DoubleTree Chicago O'Hare Airport and the 296-room Embassy Suites Chicago Airport) on restructuring \$60 million of debt and \$22 million of common and preferred equity.</p>
<b>Wilshire Restaurant Group</b>	<p>Represented the company in connection with wage and hour class action litigation.</p>
<b>Windsor Health Care</b>	<p>Represented one of the significant principals of the company in dealing with complex proration and receivable litigation.</p>
<b>Winston Hotels</b>	<p>Advised on franchise agreement termination.</p>
<b>Winter Park Recreational Association</b>	<p>Represented Winter Park on issues related to the development, management, joint venture and financing of hotel and ski-related development matters.</p>
<b>Witkoff Companies</b>	<p>Represented the company in hotel management agreement and residential agreements for a luxury hotel in Miami Beach, Florida</p>
<b>WJ Newport</b>	<p>Represented owner in rebranding of a 444-room, brand-managed hotel.</p>
<b>Wolfgang Puck Food Company</b>	<p>Represented WPFC in connection with domestic airport and international licensing of express restaurant concept.</p>
<b>Wolfgang Puck Restaurants</b>	<p>Represented company nationwide on trademark and licensing matters for his restaurants and products such as Spago, Chinois on Main and Granita.</p>
<b>Woodlands Operating Company</b>	<p>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.</p>
<b>Woodridge Capital Partners</b>	<p>Represented the company in connection with several large EB-5 financing transactions, including:</p> <ul style="list-style-type: none"><li>• \$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.</li></ul>

- \$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.
- \$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 manager in negotiation of a hotel management agreement for an iconic boutique resort.

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.

### **WP Carey, Inc.**

Represented owner of the 220-room Shelborne South Beach hotel in \$125 million sale of the property.

Separately represented owner in connection with the leasing and franchising of twelve hotel Marriott portfolio with locations in Spokane, Washington; Orlando, Florida; San Diego, California and Newark, New Jersey.

### **WTI**

Handled acquisition of a boutique hotel in New York.

### **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.

### **Yolo Hospitality Group**

Represented client on management agreement termination.

### **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.

### **Zarco Hotels**

Represented the hotel owner for ADA compliance and defense work.

## Representative Properties in the Hospitality Industry

It doesn't matter where you and your hotel are located. We can handle it. We do not need offices around the globe to bring our international expertise to your hotel matter, because most of our work is done by virtual meetings, email and conference calls. We transparently work across all time zones, making our physical office location immaterial. This is nothing new for us; we have serviced clients worldwide for decades.

JMBM's Global Hospitality Group® has helped clients with **more than 4,600 hotels** and related hospitality properties all over the globe valued at **more than \$123 billion**. We can help on virtually any hospitality issue – acquisition, sale, financing, development, financing, structuring, restructuring, trademark, ADA, regulatory, business transactional, litigation or labor & employment.

Below you will find a partial list of the more than 4,600 *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, technical services agreement
<b>1 Hotel at Golden State Warriors Arena</b> , San Francisco, CA	Management 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>30-A Inn &amp; Suites</b> , Santa Rosa, FL	Acquisition/buy-side, financing and management agreement
<b>50 3rd Street</b> , Washington, DC	C-PACE financing
<b>9430 Wilshire</b> , Beverly Hills, CA	Acquisition/sell-side
<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

*Jim Butler*



<b>Property/Project</b>	<b>Engagement</b>
<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
<b>Accor – SLS Baha Mar</b> , Nassau, Bahamas	Management agreement
<b>Accor – SLS Beverly Hills</b> , Beverly Hills, CA	Management agreement, terminate license agreement, terminate consulting agreement and license, terminate restaurant lease, litigation, acquisition/sell-side
<b>Accor – SLS Las Vegas</b> , Las Vegas, NV	Management agreement
<b>Accor – SLS Puerto Rico</b> , Grand Reserve, Puerto Rico	Management agreement
<b>Accor – SLS Resort Residence &amp; Marina</b> , Hallandale Beach, FL	Brand management agreement, residences management agreement
<b>Accor – SLS South Beach</b> , Miami Beach, FL	Acquisition/buy-side, management agreement
<b>Accor – Sofitel Hotel</b> , Miami, FL	Management agreement, franchise agreement, financing
<b>Accor – Sofitel Hotel</b> , San Francisco, CA	Development, land use, entitlements
<b>Ace Hotel</b> , Los Angeles, CA	Joint venture, management agreement, broker agreement
<b>Acqua Hotel</b> , Mill Valley, CA	ADA compliance and defense
<b>Ala Moana Hotel</b> , Honolulu, HI	Condo hotel advice (conversion)
<b>Aladdin Hotel &amp; Casino</b> , Las Vegas, NV	Acquisition/buy-side, gaming license, bankruptcy
<b>Alana Hotel</b> , Waikiki, HI	Acquisition/buy-side through foreclosure/deed-in-lieu
<b>Alexandra Hotel</b> , Boston, MA	Acquisition/sell-side
<b>Alexis Park Hotel</b> , Las Vegas, NV	ADA compliance and defense, litigation
<b>Algeria Hotel</b> , Long Beach, NY	Management agreement termination
<b>Aliso Creek Inn</b> , Laguna Beach, CA	Construction financing
<b>Aloft Hotel</b>	See “Marriott – Aloft Hotel”
<b>Amalfi Hotel Chicago</b> , Chicago, IL	Condo hotel advice (conversion)
<b>Ambrose</b> , Santa Monica, CA	Management agreement
<b>America’s Best Value Inn</b> , Albuquerque, NM	Acquisition/buy-side, management agreement
<b>American Golf – National Golf</b> (250 properties worldwide)	Acquisition/buy-side, environmental
<b>AmeriSuites</b> , San Diego, CA	Development, franchise agreement
<b>Anaheim Arena</b> , Anaheim, CA	ADA compliance and defense
<b>Anaheim Garden Walk</b> , Anaheim, CA	Development, entitlement, financing, hotel mixed-use and timeshare for 3 hotels, waterpark, timeshare
<b>Anaheim Park Hotel</b> , Fullerton, CA	Note acquisition, bankruptcy, foreclosure, eviction, operations issues
<b>Andersen’s Bakery</b> , Sunnyvale, CA	ADA compliance and defense, lease dispute
<b>Antognolla Resort &amp; Residences</b> , Perugia PG, Italy	Acquisition/buy-side
<b>Anza Hotel</b> , Calabasas, CA	Financing
<b>Arctic Club Hotel</b> , Seattle, WA	Labor and employment
<b>Aria Hotel &amp; Casino</b> , Las Vegas, NV	Joint venture, management agreement
<b>Arrowhead Hotel</b> , Arrowhead, OK	Acquisition/buy-side
<b>Astoria Hotel &amp; Event Center</b> , Dickinson, ND	Management agreement, acquisition/sell-side, operations issues, restructuring
<b>Astoria Hotel &amp; Suites</b> , Glendive, MT	Management agreement, acquisition/sell-side, operations issues, restructuring
<b>Atlantic Times Square</b> , Inglewood, CA	Litigation

<b>Property/Project</b>	<b>Engagement</b>
<b>Auberge – Lodge at CordeValle</b> , San Martin, CA	Management agreement
<b>Auberge – Lodge at Skylonda</b> , Woodside, CA	Management agreement
<b>Auberge – Miami Beach</b> , Miami FL	Management agreement, residential agreements
<b>Auberge – San Ysidro Ranch</b> , Santa Barbara, CA	Management agreement, litigation
<b>Auberge – Santa Barbara</b> , Santa Barbara, CA	Management agreement
<b>Auberge – Shell Bay (Diplomat Country Club)</b> , Hallandale Beach, FL	Management agreement, residential agreements
<b>Auberge – Waikiki</b> , Kings Village, HI	Management agreement, condo hotel
<b>Auburn Valley Country Club</b> , Auburn, CA	Bankruptcy
<b>Austria Haus</b> , Vail, CO	Condo hotel advice (conversion), management agreement
<b>Autograph Collection</b>	See “Marriott – Autograph Collection”
<b>Autry Resort Hotel</b> , Palm Springs, CA	Labor and employment, acquisition/sell-side, litigation, ownership issues
<b>Avante Hotel</b> , Mountain View, CA	ADA compliance and defense
<b>Ayana Resort and Spa Bali</b> , Bali, Indonesia	Management agreement termination, negotiate new management agreement
<b>Ayur Hotel</b> , Los Angeles, CA	Management agreement, entity formation and structure
<b>Ayya Hotel</b> , New York, NY	Management agreement
<b>Bacara Resort</b> , Santa Barbara, CA	Labor and employment, litigation
<b>Bachmann Springs</b> , Tombstone, AZ	Development
<b>Bae Hotel</b> , San Francisco, CA	Management agreement
<b>Baha Mar Casino</b> , Nassau, Bahamas	Casino management agreement
<b>Baha Mar SLS</b> , Nassau, Bahamas	Management agreement
<b>Baltimore Convention Center Hotel</b> , Baltimore, MD	Development, management agreement
<b>Bamboo Eco Resort</b> , St. Mary, Jamaica	Management agreement, investment documents
<b>Banyan Tree Spa Phoenix Seagaia Resort</b> , Miyazaki, Japan	Management agreement
<b>Barbizon Hotel</b> , New York, NY	Financing, acquisition/buy-side
<b>Barley’s Casino &amp; Brewing Company</b> , Henderson, NV	Casino management agreement
<b>Bartlett Hotel</b> , San Francisco, CA	ADA compliance and defense
<b>Bayshore Peninsula Hotel</b> , Newport Beach, CA	Management agreement
<b>Bayside Hotel</b> , Santa Monica, CA	Acquisition/sell-side
<b>Beaches Restaurant</b> , Manhattan Beach, CA	Restaurant acquisition/buy-side, joint venture, restaurant lease, chef consulting agreement
<b>Beacon Hotel</b> , Miami Beach, FL	Labor and employment, acquisition/buy-side, tax, joint venture, operations issues
<b>Beacon Hotel</b> , Washington, DC	Acquisition/buy-side
<b>Bel Age Hotel</b> , West Hollywood, CA	Acquisition/buy-side, financing, UCC
<b>Bel Air L’Auberge Hotel</b> , Del Mar, CA	Foreclosure/deed-in-lieu, operations issues, management agreement, acquisition/buy-side
<b>Belamar Hotel (The)</b> , Manhattan Beach, CA	Portfolio franchise agreement and brand conversion, management agreement
<b>Belmont Hotel</b> , Dallas, TX	Acquisition/buy-side, joint venture, management agreement, financing, operating issues
<b>Belmont Village Senior Living</b> (10 throughout California)	Litigation, land use, regulatory
<b>Bernardus Lodge &amp; Spa</b> , Carmel, CA	Management agreement
<b>Best Western Plus</b> , Gilroy, CA	ADA compliance and defense

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*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>Best Western Plus</b> , Grosvenor Airport Hotel, San Francisco, CA	ADA compliance and defense
<b>Best Western</b> , Anaheim, CA	Acquisition/buy-side, joint venture, financing
<b>Best Western</b> , Corte Madera, CA	ADA compliance and defense
<b>Best Western</b> , Dickson, ND	Management agreement termination, acquisition/sell-side, operations issues, restructuring
<b>Best Western</b> , Hoover Dam, Boulder City, NV	Acquisition/buy-side, management agreement
<b>Best Western</b> , Laguna Brisas, Laguna, CA	Receivership and sale
<b>Best Western</b> , Pasadena, CA	ADA compliance and defense
<b>Best Western</b> , Santa Barbara, CA	ADA compliance and defense
<b>Best Western</b> , Seven Seas Hotel, San Diego, CA	Acquisition/buy-side
<b>Best Western</b> , South Coast Inn, Goleta, CA	ADA compliance and defense
<b>Best Western</b> , Valencia, CA	Loan workout, restructuring, tax advice
<b>Beverly Comstock Hotel</b> , Beverly Hills, CA	Acquisition/buy-side
<b>Beverly Heritage Hotel</b> , Costa Mesa, CA	Sale-leaseback, financing
<b>Beverly Hills Baccarat Hotel &amp; Residences</b> , Los Angeles, CA	Management agreement
<b>Beverly Hills Plaza Hotel</b> , Los Angeles, CA	Acquisition/buy-side
<b>Beverly Prescott Hotel</b> , Los Angeles, CA	Contracts
<b>Beverly Rodeo Hotel</b> , Beverly Hills, CA	Labor and employment, city permits, regulatory
<b>Beverly Sunset/Bel Air Luxe Hotel</b> , Los Angeles, CA	Foreclosure/deed-in-lieu, tenant issues, acquisition/sell-side
<b>Beverly Terrace Hotel</b> , Beverly Hills, CA	Management agreement and ground lease
<b>Bigelow Hotel &amp; Residences</b> , Ogden, UT	Termination of membership agreement
<b>Biltmore Hotel &amp; Suites</b> , Santa Clara, CA	ADA compliance and defense
<b>Biltmore Hotel Los Angeles</b> , Los Angeles, CA	Financing, loan workout
<b>Biltmore Resort &amp; Spa</b> , Phoenix, AZ	Financing
<b>Blackstone Hotel</b> , Chicago, IL	Acquisition/buy-side, labor & employment (union issues)
<b>Blood Hound Hotel</b> , Reno, NV	Management agreement, investment documents
<b>Blue Sea Beach Hotel</b> , Pacific Beach, CA	Management agreement
<b>Blue Sea Hotel</b> , San Diego, CA	Potential litigation
<b>Boca Raton Resort &amp; Club</b> , Boca Raton, FL	Acquisition/buy-side, management agreement
<b>Boka Place and Porto Montenegro Resort, Residences &amp; Spa</b> , Tivat, Montenegro	Management agreement, condominium and mixed-use structure, development
<b>Bougainvillea</b> , San Diego, CA	Acquisition/buy-side, development, joint venture, tax, financing, golf course, operations issues
<b>Boulder Station Hotel &amp; Casino</b> , Las Vegas, NV	Casino management agreement
<b>Boulders Resort (The)</b> , Carefree, AZ	Labor and employment, trademark
<b>Breckenridge Hilton</b> , Breckenridge, CO	Management agreement
<b>Brown Palace Hotel</b> , Denver, CO	Management agreement, franchise agreement, acquisition/buy-side, financing
<b>Buena Vista Café</b> , San Francisco, CA	ADA compliance and defense
<b>Buena Vista Palace Hotel</b> , Disney World, Orlando, FL	Management agreement, ownership issues
<b>Buffalo Thunder Hotel and Casino</b> , Santa Fe, NM	Termination of management agreement, franchise agreement
<b>Burger King</b> , Los Angeles	ADA compliance and defense
<b>Butterfly Grove Inn</b> , Pacific Grove, CA	Management agreement, franchise agreement, loan restructuring, acquisition/sell-side

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*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>Buttes Resort (The)</b> , Tempe, AZ	Management agreement, acquisition/buy-side, labor and employment, trademark
<b>Cal Neva Resort Spa &amp; Casino</b> , Crystal Bay, NV	Workout, restructuring, bankruptcy, joint venture, re-financing debt and equity, acquisition/sell-side, financing, licensing
<b>Cambria Beach Lodge</b> , Cambria, CA	ADA compliance and defense
<b>Cambria Landing Inn &amp; Suites</b> , Cambria, CA	Management agreement
<b>Cambria Suites</b>	See “Choice – Cambria Suites”
<b>Cambridgeside Hotel</b> , Cambridge, MA	Management agreement
<b>Candlewood Suites</b>	See “IHG – Candlewood Suites Hotel”
<b>Canggu Beach Resort</b> , Bali, Indonesia	Management agreement
<b>Canterbury Hotel</b> , Washington, DC	Management agreement
<b>Capella – Inn at Lost Creek</b> , Mountain Village, CO	Management agreement, management agreement termination
<b>Capella – Marigot Bay Resort &amp; Marina</b> , St. Lucia, West Indies	Management agreement
<b>Capella – San Diego</b> , San Diego, CA	Management agreement, management agreement termination
<b>Capella – Schloss Velden</b> , Velden, Austria	Management agreement termination
<b>Capella – Telluride</b> , Telluride, CO	Management agreement termination
<b>Capella – Washington DC/Georgetown</b> , Washington, DC	Management agreement termination
<b>Capri Hotel</b> , San Diego, CA	ADA compliance and defense
<b>Carefree Resorts</b> , Carefree, AZ	Corporate acquisition/buy-side, labor, trademark, securities
<b>Caribe Royal Suites</b> , Orlando, FL	Management agreement, general corporate advice
<b>Carillon Hotel</b> , Miami Beach, FL	Financing
<b>Carlson – Country Inn &amp; Suites</b> , Anaheim, CA	Management agreement, franchise agreement
<b>Carlson – Country Inn &amp; Suites</b> , Cape Canaveral, FL	Franchise agreement
<b>Carlson – Country Inn &amp; Suites</b> , Davenport, IA	Financing, securitization
<b>Carlson – Country Inn &amp; Suites</b> , Eau Claire, WI	Financing, securitization
<b>Carlson – Country Inn &amp; Suites</b> , Grand Rapids, MI	Financing, securitization
<b>Carlson – Country Inn &amp; Suites</b> , Lewisville, TX	Financing, securitization
<b>Carlson – Country Inn &amp; Suites</b> , Naperville, IL	Financing, securitization
<b>Carlson – Country Inn &amp; Suites</b> , Owatonna, MN	Financing, securitization
<b>Carlson – Country Inn &amp; Suites</b> , Rochester, MN	Financing, securitization
<b>Carlson – Country Inn &amp; Suites</b> , Toledo, OH	Financing, securitization
<b>Carlson – Park Inn Love Field</b> , Dallas, TX	Management agreement termination, litigation
<b>Carlson – Park Plaza Suites</b> , Seattle, WA	Acquisition/buy-side
<b>Carlson – Radisson Blu</b> , Anaheim, CA	Management agreement, lease
<b>Carlson – Radisson Hotel</b> , Agoura Hills, CA	Foreclosure and deed-in-lieu, loan participation issues, acquisition/sell-side
<b>Carlson – Radisson Hotel</b> , Atlanta Marietta, Marietta, GA	Refinancing
<b>Carlson – Radisson Hotel</b> , Bel Air Summit, Los Angeles, CA	Management agreement, franchise agreement, labor and employment
<b>Carlson – Radisson Hotel</b> , Berkeley, CA	Labor and employment
<b>Carlson – Radisson Hotel</b> , Danvers, MA	Acquisition/buy-side, management agreement, syndication
<b>Carlson – Radisson Hotel</b> , Dayton Convention Center, Dayton, OH	Construction financing
<b>Carlson – Radisson Hotel</b> , Empire, New York, NY	Franchise agreement, litigation

*Jim Butler*

Property/Project	Engagement
<b>Carlson – Radisson Hotel</b> , Hotel & Conference Center, Fresno, CA	Franchise termination, ADA compliance and defense, rebranding
<b>Carlson – Radisson Hotel</b> , Hotel & Country Club, Manhattan Beach, CA	Financing
<b>Carlson – Radisson Hotel</b> , Irvine, CA	Acquisition/buy-side, bankruptcy, labor and employment, tax, litigation, operations issues
<b>Carlson – Radisson Hotel</b> , Kenner, LA	Management agreement
<b>Carlson – Radisson Hotel</b> , LAX, Los Angeles, CA	Management agreement, litigation, entitlements, rebranding
<b>Carlson – Radisson Hotel</b> , Los Angeles, CA	Operations issues, litigation, management agreement, litigation, labor and employment
<b>Carlson – Radisson Hotel</b> , Memphis University, Memphis, TN	Refinancing
<b>Carlson – Radisson Hotel</b> , Mid-City, Phoenix, AZ	Franchise agreement
<b>Carlson – Radisson Hotel</b> , Newport Beach, CA	Franchise agreement
<b>Carlson – Radisson Hotel</b> , Phoenix, AZ	Management agreement
<b>Carlson – Radisson Hotel</b> , Reading, PA	Construction financing
<b>Carlson – Radisson Hotel</b> , Sacramento, CA	Restructuring
<b>Carlson – Radisson Hotel</b> , San Antonio, TX	Franchise agreement, litigation
<b>Carlson – Radisson Hotel</b> , Seattle-Tacoma, WA	Acquisition/sell-side
<b>Carlson – Radisson Hotel</b> , Sherman Oaks, CA	Acquisition/buy-side
<b>Carlson – Radisson Hotel</b> , Stockton, CA	Acquisition/buy-side
<b>Carlson – Radisson Hotel</b> , University of Minnesota, Minneapolis, MN	Acquisition/buy-side, ground lease, management agreement, franchise agreement, financing
<b>Carlson – Radisson Hotel</b> , Waikoloa, HI	Acquisition/buy-side, labor, tax
<b>Carlson – Radisson Hotel</b> , Woodlands, Flagstaff, AZ	Franchise termination, ADA compliance and defense, rebranding
<b>Carlson – Radisson Plaza Hotel</b> , San Jose, CA	Foreclosure/deed-in-lieu
<b>Carlson – Radisson Red</b> , Portland, OR	Management agreement, negotiate revisions to management agreement
<b>Carlson – Radisson Suites Hotel</b> , Boca Raton, FL	Franchise agreement
<b>Carlton Hotel</b> , San Francisco, CA	ADA compliance and defense
<b>Carlyle Hotel (The)</b> , New York, NY	Management agreement
<b>Carlyle Inn</b> , Los Angeles, CA	Management agreement
<b>Carlyle on Wilshire (The)</b> , Los Angeles, CA	Financing, development
<b>Carmel Valley Ranch</b> , Carmel Valley, CA	Restructuring, loan workout, foreclosure/deed-in-lieu, acquisition/sell-side, financing
<b>Casa Del Mar</b> , Santa Monica, CA	Construction financing, ADA compliance and defense
<b>Casa Laguna</b> , Laguna Beach, CA	ADA compliance and defense
<b>Casa Madrona</b> , Sausalito, CA	Receivership, foreclosure, acquisition/buy-side, management agreement, lease, restaurant
<b>Catalina Island</b> , Avalon, CA	Development, financing, condo hotel advice, joint venture, land use, management agreement
<b>Cavallo Point Lodge</b> , Sausalito, CA	ADA compliance and defense
<b>Cecile Hotel (The)</b> , New Orleans, LA	Management agreement
<b>Cecile Hotel (The)</b> , The Kislak Building, Newark, NJ	Management agreement
<b>Century Plaza Hotel (The)</b> , Los Angeles, CA	\$450 million EB-5 construction financing
<b>Cerrada Juan Sanchez Axcona</b> , Mexico	Conversion from hotel to office, construction and design contracts
<b>Chamberlain</b> , West Hollywood, CA	Condo hotel advice (conversion), land use, entitlements
<b>Chase on the Lake</b> , Walker, MN	Financing, development, operations issues

*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>Chase Park Plaza</b> , St. Louis, MO	Management agreement termination, litigation, hotel lease, new management agreement, acquisition/sell-side
<b>Château Élysée</b> , Hollywood, CA	Construction contracts, land use & entitlements
<b>Cheyenne Mountain Conference Resort</b> , Colorado Springs, CO	Acquisition/buy-side
<b>Chico/Mechoopda Hotel &amp; Casino Project</b> , Chico, CA	Casino management agreement
<b>Choice – Cambria Suites</b> , LAX, Los Angeles, CA	Management agreement, technical services agreement
<b>Choice – Cambria Suites</b> , Los Angeles, CA	Management agreement
<b>Choice – Cambria Suites</b> , Rockville, MD	Management agreement, franchise agreement, litigation
<b>Choice – Clarion Hotel &amp; Casino</b> , (fka Greek Isle Hotel & Casino), Las Vegas, NV	Franchise agreement, acquisition/sell-side
<b>Choice – Clarion Hotel</b> , Concord, San Francisco, CA	Acquisition/buy-side
<b>Choice – Clarion Hotel</b> , Hampshire House, Washington, DC	Management agreement
<b>Choice – Clarion Hotel</b> , Ontario, CA	Acquisition/buy-side
<b>Choice – Clarion Hotel</b> , Orlando Intl., Orlando, FL	Construction financing
<b>Choice – Clarion Hotel</b> , San Francisco Airport, San Francisco, CA	Acquisition/buy-side
<b>Choice – Clarion Hotel</b> , San Pedro, CA	Foreclosure/receivership, acquisition/sell-side
<b>Choice – Clarion Hotel</b> , Orlando International Airport, Orlando, FL	Refinancing
<b>Choice – Comfort Inn Suites</b> , Eau Claire, WI	Financing, securitization
<b>Choice – Comfort Inn Suites</b> , San Francisco, CA	Acquisition/sell-side, repurposing of property, ADA litigation
<b>Choice – Comfort Inn Suites</b> , Sequoia Kings Canyon, Three Rivers, CA	Acquisition/buy-side, management agreement
<b>Choice – Comfort Inn</b> , Alexandria, VA	Acquisition/sell-side
<b>Choice – Comfort Inn</b> , Ames, IA	Financing, securitization
<b>Choice – Comfort Inn</b> , Anaheim, CA	Terminate franchise agreement
<b>Choice – Comfort Inn</b> , Anderson, IN	Financing, securitization
<b>Choice – Comfort Inn</b> , Austin, TX	Financing, securitization
<b>Choice – Comfort Inn</b> , Beloit, WI	Financing, securitization
<b>Choice – Comfort Inn</b> , Billings, MT	Financing, securitization
<b>Choice – Comfort Inn</b> , Brooklyn Center, MN	Financing, securitization
<b>Choice – Comfort Inn</b> , Casper, WY	Financing, securitization
<b>Choice – Comfort Inn</b> , Cedar Rapids, IA	Financing, securitization
<b>Choice – Comfort Inn</b> , Champaign, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Coralville, IA	Financing, securitization
<b>Choice – Comfort Inn</b> , Danville, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Dayton, OH	Financing, securitization
<b>Choice – Comfort Inn</b> , Des Moines, IA	Financing, securitization
<b>Choice – Comfort Inn</b> , Dubuque, IA	Financing, securitization
<b>Choice – Comfort Inn</b> , Eau Claire, WI	Financing, securitization
<b>Choice – Comfort Inn</b> , Evansville, IN	Financing, securitization
<b>Choice – Comfort Inn</b> , Fargo, ND	Financing, securitization
<b>Choice – Comfort Inn</b> , Fayetteville, NC	Workout, receivership and bankruptcy with related foreclosure and sale

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*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>Choice – Comfort Inn</b> , Forsyth, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Fremont, NE	Financing, securitization
<b>Choice – Comfort Inn</b> , Galesburg, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Grand Forks, ND	Financing, securitization
<b>Choice – Comfort Inn</b> , Great Falls, MT	Financing, securitization
<b>Choice – Comfort Inn</b> , Green Bay, WI	Financing, securitization
<b>Choice – Comfort Inn</b> , Gurnee, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Helena, MT	Financing, securitization
<b>Choice – Comfort Inn</b> , Hollywood, CA	Ground lease, repositioning
<b>Choice – Comfort Inn</b> , Indianapolis, IN	Financing, securitization
<b>Choice – Comfort Inn</b> , Jamestown, ND	Financing, securitization
<b>Choice – Comfort Inn</b> , Joliet, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Jupiter, FL	Franchise agreement
<b>Choice – Comfort Inn</b> , Kirksville, MO	Financing, securitization
<b>Choice – Comfort Inn</b> , Kokomo, IN	Financing, securitization
<b>Choice – Comfort Inn</b> , Lee’s Summit, MO	Financing, securitization
<b>Choice – Comfort Inn</b> , Lincoln, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Lincoln, NE	Financing, securitization
<b>Choice – Comfort Inn</b> , Manitowoc, WI	Financing, securitization
<b>Choice – Comfort Inn</b> , Mankato, MN	Financing, securitization
<b>Choice – Comfort Inn</b> , Marion, OH	Financing, securitization
<b>Choice – Comfort Inn</b> , Minot, ND	Franchise agreement termination
<b>Choice – Comfort Inn</b> , Moline, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Morris, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Muncie, IN	Financing, securitization
<b>Choice – Comfort Inn</b> , Omaha, NE	Financing, securitization
<b>Choice – Comfort Inn</b> , Onalaska, WI	Financing, securitization
<b>Choice – Comfort Inn</b> , Quincy, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Richmond, IN	Financing, securitization
<b>Choice – Comfort Inn</b> , Rochester, New York	Franchise agreement
<b>Choice – Comfort Inn</b> , Rockford, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Saginaw, MI	Financing, securitization
<b>Choice – Comfort Inn</b> , San Diego, CA	Loan workout/receivership
<b>Choice – Comfort Inn</b> , Sioux Falls, SD	Financing, securitization
<b>Choice – Comfort Inn</b> , Springfield, IL	Financing, securitization
<b>Choice – Comfort Inn</b> , Tomah, WI	Financing, securitization
<b>Choice – Comfort Inn</b> , Topeka, KS	Financing, securitization
<b>Choice – Comfort Inn</b> , Urbandale, IA	Financing, securitization
<b>Choice – Comfort Inn</b> , Wahpeton, ND	Financing, securitization
<b>Choice – Comfort Inn</b> , Waterloo, IA	Financing, securitization
<b>Choice – Comfort Inn</b> , Wichita, KS	Financing, securitization
<b>Choice – Comfort Suites</b> , Mammoth Lakes, CA	Franchise agreement, litigation

<b>Property/Project</b>	<b>Engagement</b>
<b>Choice – Econo Lodge</b> , Fargo, ND	Financing, securitization
<b>Choice – Econo Lodge</b> , River Falls, WI	Management agreement termination, acquisition/sell-side, operations issues, restructuring
<b>Choice – MainStay Suites</b> , Bedford, TX	Financing, securitization
<b>Choice – MainStay Suites</b> , Houston, TX	Financing, securitization
<b>Choice – Quality Inn</b> , Encinitas, CA	ADA compliance and defense
<b>Choice – Quality Inn</b> , Henderson, NC	Franchise agreement
<b>Choice – Quality Inn</b> , Henderson, TN	Franchise agreement, litigation
<b>Choice – Quality Inn</b> , Lompoc, CA	Loan workout, bankruptcy, acquisition/sell-side, financing
<b>Choice – Quality Inn</b> , Palm Springs, CA	Franchise agreement termination
<b>Choice – Quality Inn</b> , Ripon, CA	Franchise agreement, litigation
<b>Choice – Quality Inn</b> , Seattle-Tacoma, WA	Acquisition/sell-side
<b>Choice – Quality Suites</b> , Addison, TX	Financing, securitization
<b>Choice – Quality Suites</b> , Dallas Love Field, Dallas, TX	Financing, securitization
<b>Choice – Quality Suites</b> , Dickinson, ND	Management agreement termination, litigation, acquisition/sell-side, operations issues
<b>Choice – Quality Suites</b> , Mission Valley, San Diego, CA	Franchise agreement, management agreement
<b>Choice – Rodeway Inn</b> , Grand Junction, CO	Construction financing
<b>Choice – Rodeway Inn</b> , Indio, CA	ADA compliance and defense
<b>Choice – Sleep Inn</b> , Fayetteville, AR	Financing, securitization
<b>Choice – Sleep Inn</b> , Missoula, MT	Financing, securitization
<b>Choice – Sleep Inn</b> , Springfield, IL	Financing, securitization
<b>Choice – Sleep Inn</b> , Thornton, CO	Management agreement, franchise agreement, financing
<b>Chula Vista Convention Center Hotel</b> , Chula Vista, CA	Ground lease for hotel development
<b>Citizen Hotel (The)</b> , Sacramento, CA	Acquisition/sell-side, labor and employment, management agreement, financing
<b>CitizenM</b> , DTLA, Los Angeles, CA	C-PACE financing
<b>Citronelle Restaurant</b> , Baltimore, MD	Licensing, joint venture, intellectual property
<b>Citronelle Restaurant</b> , Los Angeles, CA	Licensing, joint venture, intellectual property
<b>Citronelle Restaurant</b> , Philadelphia, PA	Licensing, joint venture, intellectual property
<b>Citronelle Restaurant</b> , San Francisco, CA	Licensing, joint venture, intellectual property
<b>Citronelle Restaurant</b> , Santa Barbara, CA	Licensing, joint venture, intellectual property
<b>Citronelle Restaurant</b> , Washington, DC	Licensing, joint venture, intellectual property
<b>Clarion</b>	See “Choice – Clarion”
<b>Clark Hotel</b> , Los Angeles, CA	Acquisition/sell-side, liquor license, entitlements, title
<b>Clift Hotel</b> , San Francisco, CA	Loan workout, receivership, bankruptcy, loan sale, ADA compliance and defense
<b>Club Quarters Midtown Manhattan</b> , New York, NY	Acquisition/buy-side, management agreement analysis
<b>Club Quarters Rockefeller Center</b> , New York, NY	Acquisition/buy-side, management agreement analysis
<b>Club Quarters Wall Street</b> , New York, NY	Acquisition/buy-side, management agreement analysis
<b>Club Quarters Washington DC</b> , Washington, DC	Acquisition/buy-side, management agreement analysis
<b>Coast Hotel</b> , Pomona, CA	Franchise agreement, liquor license
<b>Coastal Hotel Group</b> , Tucson, AZ	Acquisition/sell-side
<b>Coastal Hotel</b> , Mt. Hood, OR	Acquisition/sell-side
<b>Coastal Hotel</b> , Portland, OR	Acquisition/sell-side
<b>Colony Palms Hotel</b> , Palm Springs, CA	Acquisition/buy-side, note purchase and deed in lieu, management agreement

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*Jim Butler*



<b>Property/Project</b>	<b>Engagement</b>
<b>Columbus Center</b> , Boston, MA	Development, condo hotel advice, hotel and spa management agreements
<b>Comfort Inn / Comfort Suites</b>	See “Choice – Comfort Inn / Comfort Suites”
<b>Commerce Casino</b> , City of Commerce, CA	Management agreement, development, financing
<b>Commodore Hotel</b> , San Francisco, CA	ADA compliance and defense
<b>Commune</b>	See “Two Roads”
<b>Compri Hotel</b> , Rancho Bernardo, CA	Management agreement, franchise agreement, acquisition/buy-side, financing
<b>Concourse Hotel</b> , Los Angeles, CA	Construction contracts, litigation, franchise agreement, management agreement vendor contracts
<b>Conestoga Hotel</b> , Anaheim, CA	Bankruptcy, foreclosure
<b>Conrad</b>	See “Hilton – Conrad”
<b>Continental Plaza</b> , Los Angeles, CA	Acquisition/buy-side
<b>Corton Hollywood</b> , Hollywood, CA	Franchise agreement, management agreement, mixed-use project analysis
<b>Cosmopolitan Hotel &amp; Casino</b> , Las Vegas, NV	Management agreement, licensing agreement
<b>Costa Hollywood Hotel</b> , Hollywood, FL	Litigation, management agreement
<b>Costa Palmas Ribera</b> , Baja California Sur, MX	Management agreement
<b>Costanoa Lodge</b> , Half Moon Bay, CA	ADA compliance and defense
<b>Cottage Inn by the Sea</b> , Pismo Beach, CA	Management agreement
<b>Country Inn &amp; Suites</b>	See “Carlson – Country Inn & Suites”
<b>Courtyard by Marriott</b>	See “Marriott – Courtyard by Marriott”
<b>Crescent Beach Motel</b> , Crescent City, CA	ADA compliance and defense litigation
<b>Creston Manor Winery</b> , San Luis Obispo, CA	Acquisition/buy-side, licensing, franchise, trademark
<b>Crown Sterling Suites</b> , Anaheim, CA	Acquisition/buy-side
<b>Crown Sterling Suites</b> , Burlingame, CA	Acquisition/buy-side
<b>Crown Sterling Suites</b> , Los Angeles, CA	Acquisition/buy-side
<b>Crown Sterling Suites</b> , Mandalay Beach, CA	Acquisition/buy-side
<b>Crown Sterling Suites</b> , Milpitas, CA	Acquisition/buy-side
<b>Crown Sterling Suites</b> , Napa, CA	Acquisition/buy-side
<b>Crown Sterling Suites</b> , South San Francisco, CA	Acquisition/buy-side
<b>Crowne Plaza</b>	See “IHG – Crowne Plaza”
<b>Crozer-Chester Medical Center</b> , Upland, PA	C-PACE financing
<b>Curio</b>	See “Hilton – Curio Collection”
<b>Curve Hotel</b> , Palm Springs, CA	Management agreement
<b>Dallas Convention Center Hotel</b> , Dallas, TX	RFP for hotel operators, management agreement, and financing (tax exempt bonds)
<b>Davenport Sun Hotel</b> , Spokane, WA	Management agreement, joint venture, acquisition/sell-side
<b>David Duval Golf Academy</b> , Miyazaki, Japan	Management agreement
<b>Davio’s Restaurant</b> , Irvine, CA	Restaurant lease
<b>Days Inn</b>	See “Wyndham – Days Inn”
<b>Deauville Beach Resort</b> , Miami Beach, FL	Litigation
<b>Debbie Reynolds Hotel &amp; Casino</b> , Las Vegas, NV	Acquisition/buy-side
<b>Del Mar Hotel</b> , San Diego, CA	ADA compliance and defense
<b>Delaware County Memorial Hospital</b> , Drexel Hill, PA	Acquisition/buy-side (purchase portfolio of C-PACE loans)
<b>Delta Burlington Vermont Hotel</b> , Burlington, VT	Litigation, management agreement
<b>Desert Hot Springs Spa Hotel</b> , Palm Springs, CA	ADA compliance and defense

<b>Property/Project</b>	<b>Engagement</b>
<b>Desert Inn</b> , Las Vegas, NV	Acquisition/buy-side
<b>Desert Princess Country Club &amp; Resort</b> , Palm Springs, CA	Workout, bankruptcy, acquisition/buy-side, acquisition/sell-side, construction defect, homeowner, golf course use agreements, management agreement, litigation, trademark
<b>Dewey Apartments</b> , North Platte, NE	C-PACE financing
<b>DFW Airport Hotel &amp; Conference Center</b> , Dallas, TX	Acquisition/buy-side
<b>Diablo Mountain Inn</b> , Lafayette, CA	ADA compliance and defense
<b>Diamond at Lake Elsinore</b> , Lake Elsinore, CA	Development, land use, leasing, sports facility
<b>Diamond Bar Inn</b> , Pomona, CA	Acquisition/buy-side, management agreement, operations issues, liquor license
<b>Disney Paradise Pier Hotel</b> , Anaheim, CA	Labor and employment, restaurant lease, hotel closure
<b>Disneyland Resort</b> , Anaheim, CA	Condo hotel advice (new development)
<b>Dominick Hotel</b> (former Trump SoHo), New York, NY	Food and beverage agreement, management agreement, litigation advice, contracts
<b>Dominick SoHo</b> , New York, NY	ADA compliance and defense
<b>Donatello Hotel</b> , San Francisco, CA	Acquisition/buy-side
<b>Doral Desert Princess</b> , Palm Springs, CA	Acquisition/sell-side, management agreement termination
<b>Doral Hotel &amp; Country Club</b> , Miami Beach, FL	Financing
<b>Doral Hotel</b> , Chicago, IL	Financing
<b>Dos Pueblos</b> , Santa Barbara, CA	Acquisition/buy-side, development, joint venture, tax, financing, golf course and hotel operations
<b>DoubleTree</b>	See “Hilton – DoubleTree”
<b>Downtown Grand Hotel &amp; Casino</b> , Las Vegas, NV	Food and beverage agreement, labor and employment involving multiple unions, vendor contracts
<b>Drake Hotel Hollywood</b> , Los Angeles, CA	Acquisition/buy-side, construction agreements, land use & entitlements
<b>Dream Hotel</b> , Chicago, IL	Management agreement, financing, construction, development
<b>Dream Hotel</b> , Dallas, TX	Management agreement, financing, construction, development
<b>Dream Hotel</b> , Hollywood, CA	Acquisition /buy-side, development advisory, EB-5 financing, construction financing, management agreement, land use, entitlements, food & beverage agreement, joint venture, restructuring, refinancing senior debt, financing mezzanine debt, EB-5 restructuring, ADA compliance and defense
<b>Dream Hotel</b> , Houston, TX	Management agreement, financing, construction, development
<b>Dream Hotel</b> , Phoenix, AZ	Luxury hotel and residences mixed use development, entitlements, design and construction contracts, management agreement
<b>DT Westminster</b> , Westminster, CO	Management agreement, franchise agreement, financing
<b>DTLA Hotel</b> , Los Angeles, CA	EB-5 financing
<b>Dunes Club</b> , Bermuda Dunes, Palm Springs, CA	Timeshare, HOA issues
<b>Dylan Hotel</b> , New York, NY	Management agreement
<b>Eagle Vines Vineyards &amp; Gold Club</b> , Napa, CA	ADA compliance and defense
<b>Eastland Park Hotel</b> , Portland, ME	Acquisition/buy-side
<b>Econo Lodge</b>	See “Choice – Econo Lodge”
<b>Edgewater Inn</b> , Reedley, CA	Foreclosure and acquisition/sell-side
<b>Edition</b>	See “Marriott – Edition”
<b>Eilan Hotel Resort &amp; Spa</b> , San Antonio, TX	Management agreement
<b>El Colibri Hotel &amp; Spa</b> , Cambria, CA	Management agreement
<b>El Encanto</b> , Santa Barbara, CA	Financing
<b>El Prado Inn</b> , Santa Barbara, CA	ADA compliance and defense
<b>El Rey Court Hotel</b> , Santa Fe, NM	Acquisition/buy-side, joint venture, liquor license, management agreement, financing

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*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>element</b>	See “Marriott – element Hotel”
<b>Elk Mountain Resort</b> , Telluride, CO	Management agreement, financing, development, operation and ownership issues
<b>Elms Hotel &amp; Spa (The)</b> , Excelsior Springs, MO	Preferred equity investment
<b>Embassy Suites</b>	See “Hilton – Embassy Suites”
<b>Emerald Hotel</b> , Anaheim, CA	Labor and employment, litigation
<b>Emerald Plaza</b> , San Diego, CA	Acquisition/buy-side
<b>Emhurst Intl Hotel &amp; Spa</b> , Los Angeles, CA	Land use and entitlement
<b>Equinox Resort &amp; Spa</b> , Manchester, VT	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Equus Hotel in Waikiki (The)</b> , Waikiki, Honolulu, Hawaii	Franchise agreement, litigation
<b>ESA – Extended Stay America</b> , Columbus, OH	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , Denver, CO	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , El Segundo, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Fairfield, CA	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , Fresno, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Glen Burnie, MD	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Houston, TX	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , Lake Forest, CA	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , Long Beach, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Los Angeles, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Milpitas, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Monrovia, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Phoenix, Arizona	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Rancho Cordova, CA	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , Richmond, CA	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , Rochester, NY	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Rolling Meadows, IL	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Sacramento, CA	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , San Diego, CA	ADA compliance and defense, construction litigation
<b>ESA – Extended Stay America</b> , San Jose, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , San Ramon, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Santa Clara, CA	ADA compliance and defense of class action
<b>ESA – Extended Stay America</b> , Santa Rosa, CA	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Somerset, NJ	ADA compliance and defense
<b>ESA – Extended Stay America</b> , Syracuse, NY	ADA compliance and defense
<b>ESA – Homestead Studio Suites</b> , Irvine, CA	ADA compliance and defense, construction defect litigation
<b>ESA – Homestead Studio Suites</b> , Milpitas, CA	ADA compliance and defense, construction defect litigation
<b>ESA – Homestead Studio Suites</b> , Mission Valley, CA	ADA compliance and defense, construction defect litigation
<b>ESA – Homestead Studio Suites</b> , Sacramento, CA	ADA compliance and defense, construction defect litigation
<b>ESA</b> (700 hotels throughout the U.S. and Canada)	System-wide ADA compliance and defense, including Department of Justice ADA investigations, system-wide website ADA compliance
<b>Essex House by Marriott (The)</b> , New York, NY	ADA compliance and defense
<b>Estrella Del Mar Golf &amp; Beach Resort</b> , Mazatlán, Mexico	Management agreement, franchise agreement, condo hotel advice (new development)

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*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>eSuites</b> , Jacksonville, FL	Financing, pre-opening and operations issues
<b>eSuites</b> , Phoenix, AZ	Financing, pre-opening and operations issues
<b>eSuites</b> , Raleigh-Durham, NC	Financing, pre-opening and operations issues
<b>eSuites</b> , Tampa, FL	Financing, pre-opening and operations issues
<b>Extended Stay America</b>	See “ESA – Extended Stay America”
<b>Fairfield Inn by Marriott</b>	See “Marriott – Fairfield Inn by Marriott”
<b>Fairmont Acapulco Princess</b> , Acapulco, Guerrero, Mexico	Terminate Fairmont management agreement and advise on transition, litigation re HMA termination, new management agreement
<b>Fairmont Heritage Place</b> , Ghirardelli Square, San Francisco, CA	Acquisition/buy-side, fractional issues, management issues
<b>Fairmont Hotels</b>	See “Accor – Fairmont”
<b>Fairmont Pierre Marques</b> , Acapulco, Guerrero, Mexico	Terminate Fairmont management agreement and advise on transition, litigation re HMA termination, new management agreement
<b>Farmland</b> , Moorpark, CA	Advisory on retail-restaurant-brewery mixed-use development, management, development, licensing, liquor license, celebrity chef agreement, lease
<b>FelCor Suites</b> , Anaheim, CA	Labor and employment, acquisition/buy-side, due diligence, tax
<b>FelCor Suites</b> , Burlingame, CA	Labor and employment, acquisition/buy-side, due diligence, tax
<b>FelCor Suites</b> , LAX, Los Angeles, CA	Labor and employment, acquisition/buy-side, due diligence, tax
<b>FelCor Suites</b> , Mandalay Beach, CA	Labor and employment, acquisition/buy-side, due diligence, tax
<b>FelCor Suites</b> , Milpitas, CA	Labor and employment, acquisition/buy-side, due diligence, tax
<b>FelCor Suites</b> , Napa, CA	Labor and employment, acquisition/buy-side, due diligence, tax
<b>FelCor Suites</b> , South San Francisco, CA	Labor and employment, acquisition/buy-side, due diligence, tax
<b>Fiesta Henderson Casino Hotel</b> , Henderson, NV	Casino management agreement
<b>Fiesta Rancho Casino Hotel</b> , Las Vegas, NV	Casino management agreement
<b>Fireside Inn on Moonstone Beach</b> , Cambria, CA	Management agreement
<b>FogCatcher Inn on Moonstone Beach</b> , Cambria, CA	Management agreement
<b>Foothill Regional Medical Center</b> , Tustin, CA	Acquisition/buy-side (purchase portfolio of C-PACE loans)
<b>Forte Hotel</b> , San Diego, CA	Acquisition/buy-side and sell-side, ground lease, management agreement, franchise agreement
<b>Four Points by Sheraton</b>	See “Marriott – Four Points by Sheraton”
<b>Four Seasons Residences</b> , Calistoga, CA	Acquisition/buy-side
<b>Four Seasons</b> , Carlsbad, CA	Construction financing
<b>Four Seasons</b> , Hualalai, Kona, HI	ADA compliance and defense, labor and employment, wage and hour
<b>Four Seasons</b> , Ko Olina, Oahu, HI	Condo hotel advice
<b>Four Seasons</b> , Maui, HI	Acquisition/buy-side, ADA compliance and defense, labor and employment, wage and hour, insurance claim
<b>Four Seasons</b> , Mexico City, Mexico	Acquisition/buy-side
<b>Four Seasons</b> , New York, NY	Management agreement
<b>Four Seasons</b> , Newport Beach, CA	Management agreement, transition advice
<b>Four Seasons</b> , Philadelphia, PA	Management agreement, mixed-use advice
<b>Four Seasons</b> , San Francisco, CA	Financing, foreclosure/deed-in-lieu, bankruptcy, management agreement, acquisition/sell-side
<b>Four Seasons</b> , Scottsdale, AZ	Construction financing, refinancing
<b>Four Seasons</b> , Vail, CO	Condo hotel and management agreement, development, financing
<b>Four Sisters – 1906 A Lodge-A</b> , Coronado, CA	Acquisition/buy-side, financing, management agreement

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*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>Four Sisters – Blackbird Inn</b> , Napa, CA	ADA compliance and defense
<b>Four Sisters – Channel Road Inn</b> , Santa Monica, CA	ADA compliance and defense
<b>Four Sisters – Gaige House Inn</b> , Glen Ellen, CA	Acquisition/buy-side, management agreement
<b>Four Sisters – Gosby House Inn</b> , Pacific Grove, CA	ADA compliance and defense
<b>Four Sisters – Green Gables Inn</b> , Pacific Grove, CA	ADA compliance and defense
<b>Four Sisters – Healdsburg Inn</b> , Healdsburg, CA	ADA compliance and defense
<b>Four Sisters – Inn at Sonoma</b> , Sonoma, CA	ADA compliance and defense
<b>Four Sisters – Lavender Inn</b> , Yountville, CA	ADA compliance and defense
<b>Four Sisters – Maison Fleurie</b> , Yountville, CA	ADA compliance and defense
<b>Four Sisters – West Cliff Inn</b> , Santa Cruz, CA	ADA compliance and defense
<b>Franz Klammer Lodge</b> , Telluride, CO	Management agreement, acquisition/sell-side, fractional interest regime formation, sales training, multi-state sales registration
<b>Freemark Abbey Winery</b> , Napa, CA	Management agreement, development agreement
<b>Fruitvale</b> , Oakland, CA	ADA compliance and defense
<b>Furama Hotel</b> , Los Angeles, CA	Land use, entitlements
<b>G6 – Motel 6</b> (select properties throughout CA)	ADA compliance and defense, litigation
<b>G6 – Motel 6</b> , Anderson, IN	Lease litigation
<b>G6 – Motel 6</b> , Bellingham, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Buellton-Solvang, Solvang, CA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Campbell, CA	Acquisition/buy-side
<b>G6 – Motel 6</b> , Centralia, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Chino, CA	Acquisition/buy-side
<b>G6 – Motel 6</b> , Corona, CA	Acquisition/buy-side
<b>G6 – Motel 6</b> , East Issaquah, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Eugene South, Eugene, OR	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Everett North, Everett, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Hesperia, CA	Loan workout, foreclosure/deed-in-lieu
<b>G6 – Motel 6</b> , Jacksonville, FL	Franchise termination
<b>G6 – Motel 6</b> , Mountlake Terrace, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , North Hills, CA	Acquisition/buy-side, purchase of ground lease, motel, and related improvements
<b>G6 – Motel 6</b> , North Kirkland, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Palm Springs East, Palm Springs, CA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Pleasanton, CA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Portland Central, Portland, OR	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Portland South, Portland, OR	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Richland, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Rowland Heights, CA	Acquisition/buy-side
<b>G6 – Motel 6</b> , San Ysidro, CA	Acquisition/buy-side
<b>G6 – Motel 6</b> , Santa Ana-Irvine, Irvine, CA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , SeaTac, Seattle, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Seattle South, Seattle, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Stanton, CA	Acquisition/buy-side
<b>G6 – Motel 6</b> , Sunnyvale South, Sunnyvale, CA	Acquisition/buy-side, operating lease

<b>Property/Project</b>	<b>Engagement</b>
<b>G6 – Motel 6</b> , Tacoma Fife, Tacoma, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Tacoma South, Tacoma, WA	Acquisition/buy-side, operating lease
<b>G6 – Motel 6</b> , Tumwater, WA	Acquisition/buy-side, operating lease
<b>GameWorks</b> , Domestic and International	Franchise and license advice
<b>Gansett Green Manor</b> , Amagansett, NY	Acquisition/buy-side
<b>Gansevoort Hotel DTLA</b> , Los Angeles, CA	Management agreement
<b>General Growth</b> (17 hotels nationwide)	Redevelopment of shopping center hotels
<b>Georgian Hotel (The)</b> , Santa Monica, CA	Labor and employment, management agreement
<b>Givenchy Spa &amp; Resort</b> , Palm Springs, CA	Acquisition/sell-side, loan restructuring, operation issues, labor and employment
<b>Gold Rush Casino and Hotel</b> , Henderson, NV	Casino management agreement
<b>Golden Door Spa</b> , San Diego, CA	Acquisition/buy-side, trademark work
<b>Good Nite Inn</b> , Buttonwillow, CA	Restructuring
<b>Good Nite Inn</b> , Calabasas, CA	Restructuring
<b>Good Nite Inn</b> , Camarillo, CA	Restructuring
<b>Good Nite Inn</b> , Redlands, CA	Restructuring
<b>Good Nite Inn</b> , Sylmar, CA	Restructuring
<b>Graciela</b> , Burbank, CA	Acquisition/buy-side, acquisition/sell-side
<b>Grafton</b> , West Hollywood, CA	Acquisition/sell-side
<b>Grand Hotel</b> , Point Clear, AL	Management agreement, litigation, acquisition/sell-side
<b>Grand Hyatt</b>	See “Hyatt – Grand Hyatt”
<b>Grand Palazzo</b> , Charlotte Amalie, U.S. Virgin Islands	Acquisition/buy-side, financing
<b>Grand Sierra Hotel</b> , Reno, NV	Condo hotel advice
<b>Grand Vista Hotel</b> , Simi Valley, CA	ADA compliance and defense
<b>Grant Hotel (The)</b> , San Francisco, CA	ADA compliance and defense
<b>Grapevine El Monte</b> , El Monte, CA	EB-5 financing, franchise agreement, management agreement
<b>Great Wolf Lodge</b> , Atlanta/LaGrange, GA	EB-5 financing
<b>Great Wolf Lodge</b> , Scottsdale/Salt River, Arizona	EB-5 financing
<b>Great Wolf Resorts</b> , Garden Grove, CA	Development of resort and water park, management agreement
<b>Greek Isles Hotel</b> , Las Vegas, NV	Acquisition/sell-side
<b>Green Valley Ranch Hotel &amp; Casino</b> , Las Vegas, NV	Casino management agreement
<b>Greens Gaming and Dining (The)</b> , Henderson, NV	Casino management agreement
<b>Grupo Posadas</b> (110 hotels with 6 different brands throughout the U.S. and Mexico)	Acquisition/buy-side
<b>Guild Hotel (The)</b> , 500 West Broadway, San Diego, California	Management agreement
<b>Gun Lake Casino</b> , Wayland, MI	Casino management agreement
<b>h Club Hollywood</b> , Los Angeles, CA	Club formation and management agreement, private club documents (non-equity)
<b>Hacienda de Monterey</b> , Palm Desert, CA	Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement, bankruptcy, financing
<b>Half Moon Bay Lodge</b> , Half Moon Bay, CA	Management agreement
<b>Hampshire Hotel</b> , Washington, DC	Management agreement
<b>Hampton Inn</b>	See “Hilton – Hampton Inn”
<b>Hampton Inn &amp; Suites</b>	See “Hilton – Hampton Inn & Suites”
<b>Handlery Hotel</b> , San Francisco, CA	ADA compliance and defense

Property/Project	Engagement
<b>Hapuna Towers</b> , Kona, HI	ADA compliance and defense
<b>Harbor Court Hotel</b> , San Francisco, CA	ADA compliance and defense
<b>Harbor Motor Inn</b> , Anaheim, CA	Loan workout
<b>Harbor View Inn</b> , El Granada, CA	ADA compliance and defense
<b>Hard Rock Hotel &amp; Casino</b> , (Proposed) San Juan, Puerto Rico	Management agreement
<b>Hard Rock Hotel &amp; Casino</b> , Atlantic City, NJ	Management agreement
<b>Hard Rock Hotel &amp; Casino</b> , Lake Tahoe, CA	Franchise agreement
<b>Hard Rock Hotel &amp; Casino</b> , Las Vegas, NV	Management agreement, development, financing, ground lease
<b>Hard Rock Hotel &amp; Resort</b> , Papagayo, Costa Rica	Franchise agreement
<b>Hard Rock Hotel</b> , Curacao	Franchise agreement
<b>Hard Rock Hotel</b> , Hartford, CT	Management agreement, EB-5 financing
<b>Hard Rock Hotel</b> , Palm Springs, CA	ADA compliance and defense
<b>Hawaiian Monarch</b> , Honolulu, HI	Management agreement, financing, acquisition/sell-side
<b>Hawks Cay Resort</b> , Duck Key, FL	Acquisition/buy-side, management agreement, financing
<b>Hawthorn Suites</b>	See “Wyndham – Hawthorn Suites”
<b>Heathman Hotel</b> , Eugene, OR	Acquisition/buy-side
<b>Herbert Hotel</b> , San Francisco, CA	ADA compliance and defense
<b>Highland Springs Country Club &amp; Resort</b> , Springfield, MO	Development, real estate, financing, ownership, acquisition/sell-side
<b>Highlands Ski Resort at Northstar Central</b> , Truckee, CA	Acquisition/buy-side
<b>Hilltop Inn &amp; Suites</b> , Pomona, CA	Acquisition/buy-side, management agreement, operations issues, liquor license
<b>Hi-Lob</b> , Paradise Valley, AZ	Loan workout, timeshare
<b>Hilton – Conrad Hotel</b> , City Center, Washington DC	Management agreement, development agreement
<b>Hilton – Conrad Hotel</b> , New York, NY	Management agreement, franchise agreement
<b>Hilton – Conrad Hotel</b> , San Diego, CA	Management agreement
<b>Hilton – Conrad Hotel</b> , Shanghai, China	Management agreement, financing, development
<b>Hilton – Curio Collection</b> , Austin, TX	Joint venture
<b>Hilton – Curio Collection</b> , Godfrey Corktown, Detroit, MI	Franchise agreement
<b>Hilton – Curio Collection</b> , London House, Chicago, IL	Franchise agreement
<b>Hilton – Curio Collection</b> , Palm Beach, FL	Franchise agreement
<b>Hilton – Curio Collection</b> , Portland, Oregon	Franchise agreement
<b>Hilton – Curio Collection</b> , The Highland, Dallas, TX	Acquisition/sell-side, management agreement
<b>Hilton – DoubleTree Club</b> , Arctic Club Circle Hotel, Seattle, WA	Labor and employment, union issues, COVID closure issues
<b>Hilton – DoubleTree Club</b> , Miami Airport, Miami, FL	Management agreement, franchise agreement
<b>Hilton – DoubleTree Club</b> , Pleasanton, CA	Acquisition/buy-side
<b>Hilton – DoubleTree Dallas Market Center</b> , Dallas, TX	Management agreement
<b>Hilton – DoubleTree Hilton Times Square</b> , New York, NY	Broker agreement
<b>Hilton – DoubleTree Hotel</b> , Boston, MA	Management agreement
<b>Hilton – DoubleTree Resort</b> , La Posada Resort, Scottsdale, AZ	Management agreement, acquisition/buy-side
<b>Hilton – DoubleTree Resort</b> , Palm Springs, CA	Acquisition/buy-side, financing

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<b>Property/Project</b>	<b>Engagement</b>
<b>Hilton – DoubleTree Resort</b> , Sedona, AZ	Acquisition/buy-side
<b>Hilton – DoubleTree Suites</b> , Galleria, Atlanta, GA	Management agreement, franchise agreement, financing
<b>Hilton – DoubleTree Suites</b> , Galleria, Houston, TX	Franchise agreement
<b>Hilton – DoubleTree Suites</b> , Manhattan Beach, CA	Labor and employment, litigation, wage and hour class action defense
<b>Hilton – DoubleTree Suites</b> , Minneapolis, MN	Management agreement, franchise agreement
<b>Hilton – DoubleTree Suites</b> , Salt Lake City Downtown, Salt Lake City, UT	Acquisition/buy-side, financing, franchise agreement, management agreement
<b>Hilton – DoubleTree Suites</b> , Santa Monica, CA	Labor and employment, government licensing
<b>Hilton – DoubleTree</b> , Allen Center, Houston, TX	Management agreement, franchise agreement, acquisition/buy-side
<b>Hilton – DoubleTree</b> , Aurora, CO	Financing
<b>Hilton – DoubleTree</b> , Bakersfield, CA	Financing
<b>Hilton – DoubleTree</b> , Berkeley Marina, Berkeley, CA	Labor and employment, defend wage and hour class action
<b>Hilton – DoubleTree</b> , Bloomington, MN	Acquisition/buy-side, financing, management agreement
<b>Hilton – DoubleTree</b> , Boston North Shore, Boston, MA	Management agreement, management agreement termination, new management agreement
<b>Hilton – DoubleTree</b> , Chicago O’Hare Airport, Rosemont, IL	Workout and refinancing
<b>Hilton – DoubleTree</b> , Chicago, IL	Management agreement, franchise agreement
<b>Hilton – DoubleTree</b> , Cleveland Downtown-Lakeside, Cleveland, OH	ADA compliance and defense, litigation
<b>Hilton – DoubleTree</b> , Columbia, MD	Management agreement
<b>Hilton – DoubleTree</b> , Des Plains, IL	Management agreement, franchise agreement
<b>Hilton – DoubleTree</b> , Flagstaff, AZ	Franchise agreement
<b>Hilton – DoubleTree</b> , Fresno, CA	Franchise agreement
<b>Hilton – DoubleTree</b> , Glenview, IL	Management agreement, franchise agreement
<b>Hilton – DoubleTree</b> , Harrisonburg, VA	Management agreement, franchise agreement, financing
<b>Hilton – DoubleTree</b> , Irvine Spectrum, Irvine, CA	Labor and employment, litigation
<b>Hilton – DoubleTree</b> , Kenner, LA	RFP for operator, negotiate management agreement
<b>Hilton – DoubleTree</b> , Los Angeles, CA	ADA compliance and defense
<b>Hilton – DoubleTree</b> , Marina del Rey, CA	Receivership, bankruptcy
<b>Hilton – DoubleTree</b> , Minneapolis Park Place, Minneapolis, MN	Management agreement, franchise agreement
<b>Hilton – DoubleTree</b> , Modesto, CA	Financing
<b>Hilton – DoubleTree</b> , NY Financial District, New York, NY	ADA compliance and defense
<b>Hilton – DoubleTree</b> , NY JFK, New York, NY	Workout, management agreement, franchise termination, SNDA
<b>Hilton – DoubleTree</b> , NY Manhattan/Chelsea, New York, NY	ADA compliance and defense
<b>Hilton – DoubleTree</b> , Orange, CA	Management agreement, franchise agreement, acquisition/buy-side
<b>Hilton – DoubleTree</b> , Overland Corporate Woods, Overland, KS	Management agreement, franchise agreement, acquisition/buy-side
<b>Hilton – DoubleTree</b> , Phoenix North, Phoenix, AZ	Franchise agreement
<b>Hilton – DoubleTree</b> , Post Oak, Houston, TX	Management agreement, franchise agreement
<b>Hilton – DoubleTree</b> , Rancho Bernardo, CA	Acquisition/buy-side, loan workout, bankruptcy, acquisition/sell-side
<b>Hilton – DoubleTree</b> , Sacramento, CA	Labor and employment, defend wage and hour class action

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<b>Property/Project</b>	<b>Engagement</b>
<b>Hilton – DoubleTree</b> , Salt Lake City Airport, Salt Lake City, UT	Management agreement, management agreement restructure
<b>Hilton – DoubleTree</b> , Tallahassee, FL	Management agreement, franchise agreement
<b>Hilton – DoubleTree</b> , Tucson Reid Park, Tucson, AZ	Acquisition/buy-side
<b>Hilton – DoubleTree</b> , Tulsa, OK	Management agreement, franchise agreement, acquisition/buy-side
<b>Hilton – DoubleTree</b> , Westminster, CO	Management agreement, franchise agreement
<b>Hilton – Embassy Suites</b> , Anaheim, CA	Financing
<b>Hilton – Embassy Suites</b> , Arcadia, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Baltimore, MD	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Boca Raton, FL	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Boston, MA	Management agreement, franchise agreement
<b>Hilton – Embassy Suites</b> , Chicago O'Hare Airport, Rosemont, IL	Workout and refinancing
<b>Hilton – Embassy Suites</b> , Chicago, IL	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Cleveland/Rockside, Independence, OH	Franchise agreement
<b>Hilton – Embassy Suites</b> , Columbus/Dublin, Dublin, OH	Franchise agreement
<b>Hilton – Embassy Suites</b> , Dallas, TX	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Denver International Airport, Denver, CO	Franchise agreement
<b>Hilton – Embassy Suites</b> , Denver, CO	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Hunt Valley, MD	Management agreement, franchise agreement
<b>Hilton – Embassy Suites</b> , Indianapolis North, Indianapolis, IN	Management agreement, franchise agreement, financing
<b>Hilton – Embassy Suites</b> , Irvine, CA	Labor and employment
<b>Hilton – Embassy Suites</b> , La Quinta, CA	Management agreement, franchise agreement, loan workout
<b>Hilton – Embassy Suites</b> , Los Angeles, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , New Orleans, LA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , New York, NY	Franchise agreement
<b>Hilton – Embassy Suites</b> , Orlando, FL	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Overland Park, KS	Management agreement, franchise agreement, financing
<b>Hilton – Embassy Suites</b> , Palm Desert, CA	Management agreement, management agreement restructure, manage investor disputes
<b>Hilton – Embassy Suites</b> , Phoenix, AZ	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Pioneer Square, Seattle, WA	Refinancing
<b>Hilton – Embassy Suites</b> , Pleasant Hill, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Poipu, Kauai, HI	Timeshare formation and multi-state registration, franchise agreement, acquisition/buy-side

<b>Property/Project</b>	<b>Engagement</b>
<b>Hilton – Embassy Suites</b> , San Juan Hotel & Casino, San Juan, Puerto Rico	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Schaumburg, IL	Management agreement, franchise agreement
<b>Hilton – Embassy Suites</b> , Seattle, WA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , South Lake Tahoe, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture, financing, refinancing, development, time share formation and multi-state registration, land-use, entitlements
<b>Hilton – Embassy Suites</b> , Tampa Airport, Tampa, FL	Franchise agreement
<b>Hilton – Embassy Suites</b> , Torrance, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Embassy Suites</b> , Walnut Creek, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
<b>Hilton – Garden Inn</b>	See “Hilton – Hilton Garden Inn”
<b>Hilton – Garden Inn Atlanta North</b> , Alpharetta, GA	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Hampton Inn &amp; Suites</b> , Braintree, MA	Management agreement, franchise agreement, financing
<b>Hilton – Hampton Inn &amp; Suites</b> , Clermont, FL	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Hampton Inn &amp; Suites</b> , Fort Myers, Estero, FL	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Hampton Inn &amp; Suites</b> , Holly Springs, NC	Portfolio acquisition/buy-side, joint venture, management agreement, senior and preferred equity financing, loan restructuring
<b>Hilton – Hampton Inn &amp; Suites</b> , Honolulu, HI	Management agreement, franchise agreement
<b>Hilton – Hampton Inn &amp; Suites</b> , Lake Mary at Colonial Townpark, Lake Mary, FL	Acquisition/buy-side, acquisition/sell-side
<b>Hilton – Hampton Inn &amp; Suites</b> , Maui, HI	Management agreement, joint venture agreement
<b>Hilton – Hampton Inn &amp; Suites</b> , Moreno Valley, CA	Management agreement, labor and employment
<b>Hilton – Hampton Inn &amp; Suites</b> , Stuart, FL	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Hampton Inn &amp; Suites</b> , Tampa Int'l Airport, Tampa, FL	Management agreement, franchise agreement, financing
<b>Hilton – Hampton Inn &amp; Suites</b> , Thousand Oaks, CA	Management agreement, labor and employment
<b>Hilton – Hampton Inn &amp; Suites</b> , West Sacramento, CA	Acquisition/buy-side, litigation, management agreement, labor and employment
<b>Hilton – Hampton Inn</b> , Abilene, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Akron, OH	Financing, securitization
<b>Hilton – Hampton Inn</b> , Atlanta, GA	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Hampton Inn</b> , Battle Creek, MI	Financing, securitization
<b>Hilton – Hampton Inn</b> , Charlotte, NC	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Hampton Inn</b> , Cisco, TX	Franchise agreement
<b>Hilton – Hampton Inn</b> , Colton, CA	Financing, securitization
<b>Hilton – Hampton Inn</b> , Corpus Christi, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Dallas, TX	Acquisition/buy-side, financing, franchise agreement
<b>Hilton – Hampton Inn</b> , Fairborn, OH	Financing, securitization
<b>Hilton – Hampton Inn</b> , Fairview Heights, IL	Financing, securitization
<b>Hilton – Hampton Inn</b> , Findlay, OH	Financing, securitization
<b>Hilton – Hampton Inn</b> , Forsyth, IL	Financing, securitization
<b>Hilton – Hampton Inn</b> , Fort Wayne, IN	Financing, securitization
<b>Hilton – Hampton Inn</b> , Fort Worth, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Highland, CA	Franchise agreement for San Manuel Band of Indians for casino hotel project

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*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>Hilton – Hampton Inn</b> , Jackson, MI	Financing, securitization
<b>Hilton – Hampton Inn</b> , Johnson City, NY	Financing, securitization
<b>Hilton – Hampton Inn</b> , Kalamazoo, MI	Financing, securitization
<b>Hilton – Hampton Inn</b> , Lake Forest, CA	Management agreement, labor and employment
<b>Hilton – Hampton Inn</b> , Lake Mary, FL	Acquisition/buy-side
<b>Hilton – Hampton Inn</b> , Lexington, KY	Financing, securitization
<b>Hilton – Hampton Inn</b> , Los Angeles, CA	Construction financing
<b>Hilton – Hampton Inn</b> , Lubbock, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Mansfield, OH	Financing, securitization
<b>Hilton – Hampton Inn</b> , Morgan Hill, CA	Hotel operating lease, acquisition/sell-side
<b>Hilton – Hampton Inn</b> , New Haven, CT	Franchise agreement
<b>Hilton – Hampton Inn</b> , Newark, NJ	Acquisition/buy-side, franchise agreement, financing, labor and employment
<b>Hilton – Hampton Inn</b> , Phoenix, AZ	ADA compliance and defense
<b>Hilton – Hampton Inn</b> , Quail Springs, OK	Financing, securitization
<b>Hilton – Hampton Inn</b> , Raleigh, NC	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Hampton Inn</b> , Saint Joseph, MO	Financing, securitization
<b>Hilton – Hampton Inn</b> , San Angelo, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Santa Cruz, Bolivia	Franchise agreement
<b>Hilton – Hampton Inn</b> , Santa Monica, CA	Labor and employment, entitlement and development, management agreement
<b>Hilton – Hampton Inn</b> , Shawnee, OK	Financing, securitization
<b>Hilton – Hampton Inn</b> , Silver Spring, Washington D.C. (dual branded)	Acquisition/sell-side, franchise agreement termination
<b>Hilton – Hampton Inn</b> , South Bend, IN	Financing, securitization
<b>Hilton – Hampton Inn</b> , Stafford, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Temple, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Texas City, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Thornton, CO	Financing, securitization
<b>Hilton – Hampton Inn</b> , Thousand Oaks, CA	Acquisition/buy-side, litigation
<b>Hilton – Hampton Inn</b> , Tinley Park, IL	Financing, securitization
<b>Hilton – Hampton Inn</b> , Washington, DC	EB-5 financing, management agreement, construction agreement, lease
<b>Hilton – Hampton Inn</b> , Westminster, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Wichita, KS	Financing, securitization
<b>Hilton – Hampton Inn</b> , Willowbrook, TX	Financing, securitization
<b>Hilton – Hampton Inn</b> , Woodbury, MN	Financing, securitization
<b>Hilton – Hampton Inn</b> , Youngstown, OH	Financing, securitization
<b>Hilton – Hampton Inn</b> , Zanesville, OH	Financing, securitization
<b>Hilton – Hilton Garden Inn</b> , Addison, TX	Franchise agreement
<b>Hilton – Hilton Garden Inn</b> , Arcadia, Pasadena, CA	Management agreement, labor and employment
<b>Hilton – Hilton Garden Inn</b> , Atlanta, GA (dual branded)	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Hilton – Hilton Garden Inn</b> , Baltimore, MD	Acquisition/buy-side, development, management agreement, franchise agreement, construction
<b>Hilton – Hilton Garden Inn</b> , Boston, MA	Acquisition/buy-side, development, management agreement, franchise agreement, construction

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*Jim Butler*

Property/Project	Engagement
Hilton – Hilton Garden Inn, Carlsbad, CA	Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement
Hilton – Hilton Garden Inn, Chicago, IL	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Dallas/Duncanville, Duncanville, TX	Portfolio acquisition/buy-side, joint venture, management agreement, senior and preferred equity financing, loan restructuring
Hilton – Hilton Garden Inn, Denver, CO	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Downtown Bayside, San Diego, CA (dual branded)	Acquisition/sell-side, franchise agreement, management agreement
Hilton – Hilton Garden Inn, Farmington, CT	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Hartford, CT	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Irvine, CA	Management agreement, labor and employment
Hilton – Hilton Garden Inn, Napa, CA	Management agreement
Hilton – Hilton Garden Inn, Newport, NJ	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Orlando, FL	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Overland Park, KS	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Philadelphia, PA	Franchise agreement
Hilton – Hilton Garden Inn, Phoenix, AZ	Acquisition/buy-side
Hilton – Hilton Garden Inn, Pittsburgh, PA	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Port St Lucie, FL	Management agreement
Hilton – Hilton Garden Inn, Princeton, NJ	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Rancho Mirage, CA	Acquisition/buy-side
Hilton – Hilton Garden Inn, Rye, NY	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Salt Lake City, UT	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, San Antonio, TX	Workout, receivership and bankruptcy with related foreclosure and sale
Hilton – Hilton Garden Inn, San Francisco, CA	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Santa Rosa, CA	Acquisition/buy-side
Hilton – Hilton Garden Inn, Solomons, Lexington, KY	Acquisition/buy-side, acquisition/sell-side
Hilton – Hilton Garden Inn, Stonington, CT	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn, Tampa, FL	Acquisition/buy-side
Hilton – Hilton Garden Inn, Valencia, CA	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Suites, Anaheim, CA	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
Hilton – Hilton Suites, Auburn Hills, MI	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
Hilton – Hilton Suites, Boca Raton, FL	Management agreement, franchise agreement, acquisition/buy-side

<b>Property/Project</b>	<b>Engagement</b>
<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 – Home2Suites by Hilton</b> , Austin Round Rock, Austin, TX	Acquisition/buy-side, acquisition/sell-side
<b>Hilton – Home2Suites by Hilton</b> , Camarillo, CA	C-PACE financing
<b>Hilton – Home2Suites by Hilton</b> , Lexington University Medical Center, Lexington, KY	Acquisition/buy-side, acquisition/sell-side
<b>Hilton – Home2Suites by Hilton</b> , Memphis Southaven, Memphis, TN	Acquisition/buy-side, acquisition/sell-side
<b>Hilton – Home2Suites by Hilton</b> , Pensacola, FL	Management agreement, franchise agreement, financing
<b>Hilton – Home2Suites by Hilton</b> , Summerville, SC	Acquisition/buy-side, acquisition/sell-side
<b>Hilton – Home2Suites by Hilton</b> , Tallahassee State Capitol, Tallahassee, FL	Acquisition/buy-side, acquisition/sell-side
<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> , Downtown Bayside, San Diego, CA (dual branded)	Acquisition/sell-side, franchise agreement, management agreement
<b>Hilton – Homewood Suites</b> , Fresno, CA	Management agreement, labor and employment
<b>Hilton – Homewood Suites</b> , Grand Rapids, MI	Financing, securitization
<b>Hilton – Homewood Suites</b> , Houston, TX	Workout, receivership and bankruptcy with related foreclosure and sale
<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
<b>Hilton – Homewood Suites</b> , Phoenix, AZ	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Homewood Suites</b> , Raleigh, NC	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hilton – Homewood Suites</b> , San Diego, California	C-PACE financing
<b>Hilton – Homewood Suites</b> , San Francisco Airport-North, Brisbane, CA	Acquisition/buy-side, litigation
<b>Hilton – Homewood Suites</b> , Sarasota, FL	Portfolio acquisition/buy-side, joint venture, management agreement, senior and preferred equity financing, loan restructuring
<b>Hilton – Homewood Suites</b> , Silver Spring Washington D.C. (dual branded)	Acquisition/sell-side, franchise agreement termination
<b>Hilton – Homewood Suites</b> , Toledo, OH	Financing, securitization
<b>Hilton – Homewood Suites</b> , Washington, DC	EB-5 financing, management agreement, construction agreement, lease
<b>Hilton – Homewood Suites</b> , Westheimer, TX	Financing, securitization
<b>Hilton – Homewood Suites</b> , Willowbrook, TX	Financing, securitization
<b>Hilton – Tapestry Collection</b> , Anaheim, CA	Workout and restructuring
<b>Hilton – Tapestry Collection</b> , Jamaica Bay Inn, Marina del Rey, CA	Portfolio franchise agreement and brand conversion, management agreement
<b>Hilton – Tapestry Collection</b> , Redondo Beach Hotel, Redondo Beach, CA	Portfolio franchise agreement and brand conversion, management agreement

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*Jim Butler*

Property/Project	Engagement
<b>Hilton – Tapestry Collection</b> , Seacliff Inn, Aptos, CA	Portfolio franchise agreement and brand conversion, management agreement
<b>Hilton – Tapestry Collection</b> , SunCoast Hotel, Anaheim, CA	C-PACE financing
<b>Hilton – Tapestry Collection</b> , The Belamar Hotel, Manhattan Beach, CA	Portfolio franchise agreement and brand conversion, management agreement
<b>Hilton – Tapestry Collection</b> , The Kinney, San Luis Obispo, CA	Portfolio franchise agreement and brand conversion, management agreement
<b>Hilton – Tru by Hilton</b> , Inglewood, CA	Management agreement, franchise agreement, joint venture
<b>Hilton – Waldorf Astoria Residences</b> , Las Vegas, NV	Management agreement, repositioning
<b>Hilton – Waldorf Astoria</b> , Jerusalem, Israel	Management agreement
<b>Hilton – Waldorf Astoria, La Quinta Resort &amp; Club – a Waldorf Astoria Resort</b> , La Quinta, CA 92253	Acquisition/buy-side
<b>Hilton – Waldorf Astoria</b> , Philadelphia, PA	Management agreement
<b>Hilton Hotel</b> , Albany, NY	Management agreement
<b>Hilton Hotel</b> , Alexandria, VA	Acquisition/buy-side
<b>Hilton Hotel</b> , Anchorage, AK	Acquisition/buy-side
<b>Hilton Hotel</b> , Arlington, VA	Financing
<b>Hilton Hotel</b> , Atlanta Northeast, Atlanta, GA	Management agreement, management agreement restructure
<b>Hilton Hotel</b> , Bakersfield, CA	Financing
<b>Hilton Hotel</b> , Beverly Hilton, Beverly Hills, CA	Labor and employment
<b>Hilton Hotel</b> , Carson, CA	Joint venture, litigation, acquisition/sell-side
<b>Hilton Hotel</b> , Charlotte, NC	Acquisition/buy-side, franchise agreement
<b>Hilton Hotel</b> , Cincinnati Airport, Florence, KY	Franchise agreement
<b>Hilton Hotel</b> , Cleveland South, Cleveland, OH	Management agreement, franchise agreement
<b>Hilton Hotel</b> , Columbia, MD	RFP for operator, negotiate management agreement
<b>Hilton Hotel</b> , Columbus, GA	Management agreement, franchise agreement
<b>Hilton Hotel</b> , Conference Center, College Station, TX	Acquisition/buy-side
<b>Hilton Hotel</b> , Costa Mesa, CA	Labor and employment, acquisition/buy-side, tax, litigation
<b>Hilton Hotel</b> , Crystal City, Arlington, VA	Labor and employment, collective bargaining agreement
<b>Hilton Hotel</b> , Dallas Anatole, Dallas, TX	Management agreement
<b>Hilton Hotel</b> , Del Mar, CA	Management agreement, development, ownership issues, financing
<b>Hilton Hotel</b> , Denver Tech South, Greenwood Village, CO	Management agreement, franchise agreement
<b>Hilton Hotel</b> , Estrella Del Mar, Mazatlan, Mexico	Franchise agreement, joint venture, development
<b>Hilton Hotel</b> , Fort Lauderdale Airport, Dania, FL	Management agreement, franchise agreement
<b>Hilton Hotel</b> , Fort Lauderdale Hotel & Yacht Club, Ft. Lauderdale, FL	Acquisition/buy-side
<b>Hilton Hotel</b> , Fort Wayne, IN	Management agreement
<b>Hilton Hotel</b> , Fremont, CA	ADA compliance and defense, litigation
<b>Hilton Hotel</b> , Glendale, CA	Acquisition/buy-side, financing, management agreement, labor and employment
<b>Hilton Hotel</b> , Guam Resort & Spa, Guam, Micronesia	Financing
<b>Hilton Hotel</b> , Houston Convention Center, Houston, TX	Management agreement
<b>Hilton Hotel</b> , Houston Galleria, Houston, TX	Acquisition/buy-side, management agreement, management agreement restructure
<b>Hilton Hotel</b> , Houston, TX	Franchise agreement
<b>Hilton Hotel</b> , Huntington Beach, CA	Acquisition/buy-side, bankruptcy, litigation, franchise agreement

*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>Hilton Hotel</b> , Indianapolis, IN	Management agreement, franchise agreement, acquisition/buy-side, joint venture
<b>Hilton Hotel</b> , Lake Arrowhead, CA	Development
<b>Hilton Hotel</b> , Long Beach, CA	Refinancing, management agreement, restaurant lease, ADA compliance and defense
<b>Hilton Hotel</b> , Los Angeles Checkers, Los Angeles, CA	Acquisition/buy-side
<b>Hilton Hotel</b> , Los Angeles, CA	Multi-employer plan withdrawal
<b>Hilton Hotel</b> , Mazatlan, Mexico	Management agreement, franchise agreement, development, joint venture
<b>Hilton Hotel</b> , Melbourne Airport, Melbourne, Australia	Management agreement, franchise agreement
<b>Hilton Hotel</b> , Melville, NY	Management agreement, franchise agreement
<b>Hilton Hotel</b> , Modesto, CA	Financing
<b>Hilton Hotel</b> , Nashville Airport, Nashville, TN	Acquisition/buy-side, management agreement, financing, investor disputes
<b>Hilton Hotel</b> , Nassau Hotel & Marina, Nassau Bay, TX	Acquisition/buy-side
<b>Hilton Hotel</b> , New Orleans, St. Charles, LA	Management agreement
<b>Hilton Hotel</b> , Newark Gateway, Newark, NJ	Management agreement, franchise agreement
<b>Hilton Hotel</b> , Ontario, CA	Franchise agreement
<b>Hilton Hotel</b> , Orrington, Evanston, IL	ADA compliance and defense
<b>Hilton Hotel</b> , Palm Springs, CA	Franchise litigation
<b>Hilton Hotel</b> , Parsippany, NJ	Management agreement, franchise agreement
<b>Hilton Hotel</b> , Pasadena, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture, financing
<b>Hilton Hotel</b> , Prince Kuhio, Waikiki Beach, HI	Franchise agreement
<b>Hilton Hotel</b> , Raleigh-Durham Airport, Durham, NC	Acquisition/buy-side, financing, management agreement
<b>Hilton Hotel</b> , Reno Resort & Casino, Reno, NV	Condo hotel advice (conversion), financing, management agreement
<b>Hilton Hotel</b> , Rochester, MN	Franchise agreement
<b>Hilton Hotel</b> , Sacramento, CA	Labor and employment, defend wage and hour class action
<b>Hilton Hotel</b> , Saipan, Marianas Islands, Micronesia	Development, real estate, financing, ownership, acquisition/sell-side
<b>Hilton Hotel</b> , San Bernardino, CA	Financing, loan workout, litigation, labor and employment
<b>Hilton Hotel</b> , San Diego Airport, San Diego, CA	Labor and employment, defend wage and hour class action, discrimination and retaliation
<b>Hilton Hotel</b> , San Diego Mission Valley, San Diego, CA	Acquisition/buy-side
<b>Hilton Hotel</b> , San Francisco Financial District, San Francisco, CA	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
<b>Hilton Hotel</b> , San Salvador, El Salvador	Management agreement
<b>Hilton Hotel</b> , Santa Clara, CA	Acquisition/buy-side
<b>Hilton Hotel</b> , Seattle, WA	Acquisition/buy-side, franchise agreement, management agreement and financing
<b>Hilton Hotel</b> , Universal City, CA	Acquisition/buy-side, complex ground lease, entitlement and development issues
<b>Hilton Hotel</b> , Victorville, CA	Receivership
<b>Hilton Hotel</b> , Walt Disney World – Buena Vista Palace, Orlando, FL	Ground lease, financing
<b>Hilton Hotel</b> , Washington DC	Acquisition/buy-side, management agreement, acquisition/sell-side
<b>Hilton Hotel</b> , West Palm Beach, CA	Management agreement
<b>Hilton Hotel</b> , Whittier, CA	Foreclosure/deed-in-lieu
<b>Himuka Cottages</b> , Miyazaki, Japan	Management agreement

<b>Property/Project</b>	<b>Engagement</b>
<b>Hodges Bay Resort &amp; Spa Sandy Lane</b> , St. Johns, Antigua & Barbuda, West Indies	Franchise agreement
<b>Holiday Inn</b>	See “IHG – Holiday Inn”
<b>Holiday Inn Express</b>	See “IHG – Holiday Inn Express” and “IHG - Holiday Inn Express & Suites”
<b>Holiday Inn Select</b>	See “IHG – Holiday Inn Select”
<b>Hollywood Hotel</b> , Los Angeles, CA	ADA compliance and defense litigation
<b>Hollywood Inn</b> , Los Angeles, CA	Development, construction
<b>Hollywood Roosevelt</b> , Hollywood, CA	Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement, financing, tax, syndication, loan workout, bankruptcy, entitlements for supergraphics signage
<b>Homestead Studio Suites</b>	See “ESA – Homestead Studio Suites”
<b>Homewood Suites</b>	See “Hilton – Homewood Suites”
<b>Hooters Hotel &amp; Casino</b> , Las Vegas, NV	Acquisition/sell-side, labor and employment, management agreement, license agreement
<b>Hotel 71</b> , Chicago, IL	Acquisition/buy-side, management agreement, financing, labor and employment, acquisition/sell-side
<b>Hotel Abri</b> , San Francisco, CA	Acquisition/buy-side, financing, management agreement, lease termination
<b>Hotel Allegro</b> , Chicago, IL	ADA compliance and defense
<b>Hotel Ava</b> , Paso Robles, CA	C-PACE financing
<b>Hotel Cabo San Lucas</b> , Cabo San Lucas, Mexico	Acquisition/buy-side, development
<b>Hotel California</b> , San Francisco, CA	Acquisition/sell-side, acquisition/buy-side, loan workout, restructuring, foreclosure, litigation, operations issues
<b>Hotel California</b> , Santa Monica, CA	Refinancing, intellectual property, acquisition/buy-side
<b>Hotel De Anza</b> , San Jose, CA	Acquisition/buy-side
<b>Hotel del Sol</b> , San Francisco, CA	ADA compliance and defense
<b>Hotel Erwin</b> , Venice, CA	Management agreement termination, new management agreement, financing, labor and employment
<b>Hotel Figueroa</b> , Los Angeles, CA	Management agreement, licensing agreement, food and beverage management agreement, joint venture
<b>Hotel Glenn</b> , Atlanta, GA	Loan workout, restructuring
<b>Hotel Helix</b> , Washington, DC	Management agreement
<b>Hotel Hermosa</b> , Hermosa Beach, CA	Management agreement
<b>Hotel Huntington Beach</b> , Huntington Beach, CA	Management agreement
<b>Hotel Indigo</b>	See “IHG – Hotel Indigo”
<b>Hotel Joaquin</b> , Laguna Beach, CA	Acquisition/buy-side, management agreement, senior debt and preferred equity financing and loan restructuring
<b>Hotel Kitago Phoenix</b> , Miyazaki, Japan	Management agreement
<b>Hotel La Jolla</b> , La Jolla, CA	Management agreement, franchise agreement, food and beverage agreement
<b>Hotel La Peer</b> , West Hollywood, CA	Management agreement
<b>Hotel Madeline</b> , Telluride, CO	Management agreement termination, restructuring, loan workout, receivership, management agreement, franchise agreement, litigation
<b>Hotel Madera</b> , Washington, DC	Management agreement
<b>Hotel Majestic</b> , San Francisco, CA	Bankruptcy
<b>Hotel Oceana</b> , Santa Monica, CA	Land use, entitlements
<b>Hotel Pacific</b> , Monterey Bay, CA	Management agreement, acquisition/sell-side, loan workout, restructuring
<b>Hotel Park Tucson</b> , Tucson, AZ	Acquisition/buy-side



<b>Property/Project</b>	<b>Engagement</b>
<b>Hotel Parmani</b> , Palo Alto, CA	ADA compliance and defense
<b>Hotel Rouge</b> , Washington, DC	Management agreement
<b>Hotel Solaire</b> , Los Angeles, CA	Acquisition/sell-side for homeless housing
<b>Hotel Stratford</b> , San Francisco, CA	ADA compliance and defense
<b>Hotel Terra Jackson Hole</b> , Teton Village, WY	Acquisition/buy-side, management agreement
<b>Hotel Via</b> , San Francisco, CA	ADA compliance and defense
<b>Hotel Vintage Court</b> , San Francisco, CA	Financing
<b>Hotel Whitcomb</b> , San Francisco, CA	Acquisition/sell-side, collective bargaining
<b>Hotel Wilshire</b> , Los Angeles, CA	Liquor license, restructuring, management agreement
<b>Hotel Winters</b> , Winters, CA	Management agreement termination
<b>Hotel ZaZa</b> , Houston, TX	Management agreement
<b>Houston ICON</b> , Houston, TX	Acquisition/sell-side
<b>Howard Johnson</b>	See “Wyndham – Howard Johnson”
<b>Hudson Restaurant (The)</b> , Los Angeles, CA	ADA compliance and defense
<b>Hutton Hotel</b> , Nashville, TN	Acquisition/buy-side, management agreement, licensing agreement, financing
<b>Hyatt – Andaz West Hollywood</b> , West Hollywood, CA	Ground lease, property taxes
<b>Hyatt – Caption by Hyatt</b> , Los Angeles, CA	Entitlements and land use, management agreement restructure, construction loan restructure, mezzanine financing, restructured debt and equity capital stack, renegotiate management agreements, conversion of brand management to franchise
<b>Hyatt – Centric</b> , Tempe, AZ	Management agreement, development agreement
<b>Hyatt – Citizen News</b> , Los Angeles, CA	Restructured debt and equity capital stack, renegotiated management agreements, conversion of brand management to franchise
<b>Hyatt – Grand Champions Resort</b> , Indian Wells, CA	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
<b>Hyatt – Grand Hyatt Wailea Resort &amp; Spa</b> , Wailea, Maui, HI	Loan workout, management agreement termination
<b>Hyatt – Grand Hyatt</b> , Calgary Alberta, Canada	Management agreement, development, labor and employment
<b>Hyatt – Grand Hyatt</b> , New York, NY	Labor and employment, joint venture, financing
<b>Hyatt – Grand Hyatt</b> , San Diego, CA	Management agreement
<b>Hyatt – Grand Hyatt</b> , San Francisco, CA	Labor and employment, operations and regulatory issues, environmental
<b>Hyatt – JDV by Hyatt</b> , Dream Inn (a Joie de Vivre), Santa Cruz, CA	ADA compliance and defense, management agreement
<b>Hyatt – JDV by Hyatt</b> , Hotel Angeleno, Los Angeles, CA	Land use
<b>Hyatt – JDV by Hyatt</b> , Hotel Erwin, Santa Monica, CA	Management agreement
<b>Hyatt – JDV by Hyatt</b> , Hotel Maya, Long Beach, CA	Management agreement
<b>Hyatt – Park Hyatt</b> , Beaver Creek, CO	Loan workout, acquisition/sell-side
<b>Hyatt – Park Hyatt</b> , Los Angeles, CA	Joint venture, management agreement termination, litigation, ground lease, labor and employment, RFP for operator and new management agreement, land use, environmental
<b>Hyatt – Park Hyatt</b> , San Francisco Embarcadero, San Francisco, CA	Restructuring, labor and employment, environmental
<b>Hyatt – Park Hyatt</b> , Santa Monica, CA	Construction, litigation, bankruptcy
<b>Hyatt – Thompson Hotel</b> , Chicago, IL	Franchise agreement
<b>Hyatt – Thompson Hotel</b> , Detroit, MI	Land use, entitlements, development, joint venture financing, senior debt financing, mezzanine financing, management agreement

Property/Project	Engagement
<b>Hyatt – Thompson Hotel</b> , Hollywood, Los Angeles, CA	Entitlements and land use, construction loan restructure, restructure senior debt, mezzanine debt and equity capital stack, renegotiate management agreements, conversion of brand management to franchise
<b>Hyatt – Thompson Hotel</b> , Hollywood, CA	Acquisition/buy-side, management agreement, restaurant management agreement, equity and debt financing documents, restructuring, refinancing
<b>Hyatt – Thompson Hotel</b> , Montreal, Canada	Management agreement
<b>Hyatt – Thompson Hotel</b> , Portland, OR	Management agreement, residential management agreement, technical services agreement
<b>Hyatt – Thompson Hotel</b> , Salt Lake City, UT	Management agreement
<b>Hyatt – Thompson Hotel</b> , San Antonio, TX	SNDA agreement, loan modification
<b>Hyatt – tommie Hotel</b> , Hollywood, CA	Management agreement, restructuring, financing
<b>Hyatt Hotel</b> , Anaheim, CA	Litigation, acquisition/buy-side, bankruptcy, environmental
<b>Hyatt Hotel</b> , Arlington, VA	Management agreement, bankruptcy, labor and employment
<b>Hyatt Hotel</b> , Clearwater, FL	Condo hotel advice, asset management agreement
<b>Hyatt Hotel</b> , Columbus, OH	Loan workout, acquisition/sell-side
<b>Hyatt Hotel</b> , Grenada Island, West Indies	Management agreement, franchise agreement, acquisition/buy-side, operations, labor and employment
<b>Hyatt Hotel</b> , Hollywood, CA	Franchise agreement
<b>Hyatt Hotel</b> , Hyatt on Sunset, Los Angeles, CA	Management agreement, operations, trademark, labor and employment
<b>Hyatt Hotel</b> , King of Prussia, PA	Acquisition/buy-side, franchise agreement, management agreement, EB-5 financing, F&B management agreement
<b>Hyatt Hotel</b> , Palm Springs, CA	Management agreement
<b>Hyatt Hotel</b> , Penn’s Landing, Philadelphia, PA	Management agreement, franchise agreement
<b>Hyatt Hotel</b> , Sacramento, CA	Management agreement, joint venture, labor and employment, environmental
<b>Hyatt Hotel</b> , Saint Claire – San Jose, CA	Franchise agreement, labor and employment, environmental
<b>Hyatt Hotel</b> , San Diego Islandia, San Diego, CA	Restructuring, acquisition/sell-side, labor and employment, environmental
<b>Hyatt Hotel</b> , SF Fisherman’s Wharf – San Francisco, CA	Labor and employment, environmental
<b>Hyatt Hotel</b> , Sonoma Vineyard Creek, Santa Rosa, CA	Management agreement, acquisition/buy-side
<b>Hyatt Hotel</b> , Valencia, CA	Labor and employment, management agreement, environmental
<b>Hyatt Hotel</b> , Westlake Village, CA	Labor and employment, acquisition/sell-side, acquisition/buy-side, management agreement
<b>Hyatt House</b> , LAX, Los Angeles, CA (dual branded)	Acquisition/buy-side, ground lease, financing, management agreement, franchise agreement, EB-5 financing, F&B management agreement, litigation
<b>Hyatt House</b> , Pleasant Hill, CA	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hyatt House</b> , Pleasanton, CA	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hyatt House</b> , Sacramento, CA	Management agreement, technical services agreement
<b>Hyatt House</b> , Scottsdale, AZ	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Hyatt House</b> , Scottsdale, AZ (dual branded)	EB-5 financing
<b>Hyatt House</b> , USC, Los Angeles, CA	Ground lease, construction advisory, financing, management agreement, franchising agreement
<b>Hyatt Place</b> , Austin, TX	Acquisition/buy-side, management agreement, franchise agreement
<b>Hyatt Place</b> , Berkeley, CA	Construction contracts, acquisition/sell-side
<b>Hyatt Place</b> , Bowling Green, KY	Refinancing
<b>Hyatt Place</b> , Buena Park, CA	Management agreement, franchise agreement
<b>Hyatt Place</b> , Farmington, UT	Franchise agreement, management agreement
<b>Hyatt Place</b> , Flushing, NY	Management agreement

<b>Property/Project</b>	<b>Engagement</b>
<b>Hyatt Place</b> , LAX, Los Angeles, CA (dual branded)	Acquisition/buy-side, ground lease, financing, management agreement, franchise agreement, EB-5 financing, F&B management agreement, litigation
<b>Hyatt Place</b> , Oranjestad, Aruba	Joint venture, branding and management agreement
<b>Hyatt Place</b> , Philadelphia, PA	Franchise agreement
<b>Hyatt Place</b> , Pomona, CA	Franchise agreement
<b>Hyatt Place</b> , Riverside, CA	Financing of construction
<b>Hyatt Place</b> , Rochester, MN	Franchise agreement
<b>Hyatt Place</b> , Roseville, CA	Acquisition/buy-side, management agreement, construction, financing, acquisition/buy-side
<b>Hyatt Place</b> , Scottsdale, AZ (dual branded)	EB-5 financing, construction contracts, acquisition/sell-side
<b>Hyatt Place</b> , Vista, CA	Management agreement, acquisition/buy-side
<b>Hyatt Place</b> , Warner Center, Woodland Hills, CA	Franchise agreement
<b>Hyatt Regency</b> , Arlington, VA	Loan workout, bankruptcy, management agreement
<b>Hyatt Regency</b> , Austin, TX	Loan workout, acquisition/buy-side
<b>Hyatt Regency</b> , Baltimore, MD	Management agreement, development, joint venture, labor and employment
<b>Hyatt Regency</b> , Bethesda, MD	Management agreement, loan workout, joint venture
<b>Hyatt Regency</b> , Buffalo, NY	Franchise agreement, loan workout, joint venture, acquisition/sell-side
<b>Hyatt Regency</b> , Cambridge, MA	Loan workout, acquisition/sell-side, financing
<b>Hyatt Regency</b> , Century Plaza Hotel, Los Angeles, CA	Management agreement, EB-5 financing, acquisition/buy-side
<b>Hyatt Regency</b> , Chicago, IL	Labor and employment, financing
<b>Hyatt Regency</b> , Cincinnati, OH	Loan workout, bankruptcy, management agreement, financing
<b>Hyatt Regency</b> , Coral Gables, FL	Loan workout, bankruptcy, acquisition/sell-side, financing
<b>Hyatt Regency</b> , Curaçao Golf Resort, Spa and Marina, Porta Blancu, Nieuwpoort, Curaçao	Management agreement termination
<b>Hyatt Regency</b> , Dearborn, MI	Management agreement, labor and employment, acquisition/sell-side
<b>Hyatt Regency</b> , Denver, CO	Loan workout, management agreement
<b>Hyatt Regency</b> , Garden Grove, CA	Franchise agreement, financing
<b>Hyatt Regency</b> , Grand Cayman, West Indies	Loan workout, expansion
<b>Hyatt Regency</b> , Grand Cypress, Orlando, FL	Loan workout, acquisition/sell-side
<b>Hyatt Regency</b> , Hilton Head, SC	Bankruptcy
<b>Hyatt Regency</b> , Houston, TX	Loan workout, acquisition/sell-side, leasing, financing
<b>Hyatt Regency</b> , Huntington Beach, CA	Development, management, joint venture, financing, condo hotel advice
<b>Hyatt Regency</b> , Hyatt Suites, Atlanta NW, Marietta, GA	Acquisition/buy-side, management agreement, labor and employment
<b>Hyatt Regency</b> , Hyatt Suites, Palm Springs, CA	Labor and employment, environmental
<b>Hyatt Regency</b> , Irvine, CA	Labor and employment, environmental
<b>Hyatt Regency</b> , La Jolla, CA	Loan workout, acquisition/sell-side, land use, environmental
<b>Hyatt Regency</b> , LAX, Los Angeles, CA	Franchise agreement, management agreement, construction and vendor contracts, entitlements, litigation over easements and parking arrangements, acquisition/sell-side, litigation, labor
<b>Hyatt Regency</b> , Lima, Peru	Management agreement, ownership issues
<b>Hyatt Regency</b> , Los Angeles, CA	Labor and employment, operations and regulatory issues, environmental
<b>Hyatt Regency</b> , Maui, HI	Loan workout
<b>Hyatt Regency</b> , Miami, FL	Loan workout, bankruptcy, acquisition/sell-side, acquisition/buy-side
<b>Hyatt Regency</b> , Milwaukee, WI	Management agreement, loan workout, financing

Property/Project	Engagement
<b>Hyatt Regency</b> , New Orleans, LA	Loan workout, acquisition/sell-side
<b>Hyatt Regency</b> , Newport Beach, CA	Management agreement, acquisition/sell-side, litigation, labor and employment, franchise agreement, management agreement, environmental, partnership dispute
<b>Hyatt Regency</b> , North Dallas, Richardson, TX	Franchise agreement termination
<b>Hyatt Regency</b> , Oakbrook, IL	Acquisition/buy-side
<b>Hyatt Regency</b> , Orlando International Airport, Orlando, FL	Loan workout, recapitalization, acquisition/buy-side
<b>Hyatt Regency</b> , Palo Alto, CA	Labor and employment, environmental
<b>Hyatt Regency</b> , Phoenix, AZ	Loan workout, acquisition/sell-side, management agreement, financing, management agreement, operations, trademark, labor and employment
<b>Hyatt Regency</b> , Portland, OR	Acquisition/buy-side, labor and employment
<b>Hyatt Regency</b> , Printer's Row, Chicago, IL	Loan workout, bankruptcy
<b>Hyatt Regency</b> , Sacramento, CA	Loan workout, bankruptcy, acquisition/sell-side, financing, management agreement, labor and employment, environmental
<b>Hyatt Regency</b> , San Diego, CA	Development, financing, management agreement, labor and employment, environmental
<b>Hyatt Regency</b> , San Francisco, CA	Labor and employment, environmental
<b>Hyatt Regency</b> , Savannah, GA	Loan workout, acquisition/sell-side, financing
<b>Hyatt Regency</b> , Schaumburg, IL	Litigation, hotel management
<b>Hyatt Regency</b> , Scottsdale, AZ	Labor and employment, environmental
<b>Hyatt Regency</b> , Tampa, FL	Loan workout, acquisition/sell-side
<b>Hyatt Regency</b> , Tysons Corner Center, McLean, VA	Management agreement and advice on hotel, office, retail mixed-use
<b>Hyatt Regency</b> , Waikiki, Honolulu, HI	Loan workout and restructuring
<b>Hyatt Regency</b> , Waikoloa, HI	Management agreement
<b>Ibis Hotel</b>	See "Accor – Ibis Hotel"
<b>IHG – Candlewood Suites Hotel</b> , Bellevue, WA	Management agreement, franchise agreement, litigation
<b>IHG – Candlewood Suites Hotel</b> , Hillsboro, OR	Management agreement, franchise agreement, litigation
<b>IHG – Candlewood Suites Hotel</b> , Milpitas, CA	Management agreement, franchise agreement, litigation
<b>IHG – Candlewood Suites Hotel</b> , Pleasanton, CA	Management agreement, franchise agreement, litigation
<b>IHG – Candlewood Suites Hotel</b> , Sacramento, CA	Management agreement, franchise agreement, litigation
<b>IHG – Candlewood Suites Hotel</b> , Santa Ana, CA	Financing
<b>IHG – Crowne Plaza Tulsa</b> , Southern Hills, Tulsa, OK	Refinancing
<b>IHG – Crowne Plaza</b> , Albany, NY	RFP for operator, negotiate management agreement
<b>IHG – Crowne Plaza</b> , City of Commerce, CA	Management agreement, development
<b>IHG – Crowne Plaza</b> , Concord, CA	Franchise agreement
<b>IHG – Crowne Plaza</b> , Dallas, TX	Bankruptcy
<b>IHG – Crowne Plaza</b> , Danbury, CT	Management agreement, management agreement restructure
<b>IHG – Crowne Plaza</b> , Denver Galleria-Addison, Denver, CO	Management agreement, management agreement restructure
<b>IHG – Crowne Plaza</b> , East Memphis, TN	Construction financing
<b>IHG – Crowne Plaza</b> , Emeryville, CA	Loan modification
<b>IHG – Crowne Plaza</b> , Indialantic, FL	RFP for operator, negotiate management agreement
<b>IHG – Crowne Plaza</b> , LA Harbor, Los Angeles, CA	Acquisition/buy-side, labor and employment, ADA compliance and defense, litigation, financing
<b>IHG – Crowne Plaza</b> , LAX, Los Angeles, CA	License termination, acquisition/buy-side, new franchise agreement
<b>IHG – Crowne Plaza</b> , Los Angeles Harbor, San Pedro, CA	Acquisition/buy-side, financing

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<b>Property/Project</b>	<b>Engagement</b>
<b>IHG – Crowne Plaza</b> , Melbourne, FL	RFP for operator, negotiate management agreement
<b>IHG – Crowne Plaza</b> , Orlando, FL	Acquisition/buy-side, management agreement, franchise agreement, advice
<b>IHG – Crowne Plaza</b> , Phoenix Airport, Phoenix, AZ	Management agreement, financing, acquisition/buy-side
<b>IHG – Crowne Plaza</b> , Pittsburgh, PA	RFP for operator, negotiate management agreement
<b>IHG – Crowne Plaza</b> , Sacramento, CA	Acquisition/buy-side
<b>IHG – Crowne Plaza</b> , San Pedro, CA	Acquisition/buy-side, labor and employment, litigation
<b>IHG – Crowne Plaza</b> , Silver Spring, MD	Management agreement
<b>IHG – Crowne Plaza</b> , Syracuse, NY	Acquisition/sell-side
<b>IHG – Crowne Plaza</b> , Toronto Airport, Toronto, ON	Franchise agreement termination
<b>IHG – Crowne Plaza</b> , West Palm Beach, FL	RFP for operator, negotiate management agreement
<b>IHG – Even Hotel</b> , Rochester, MN	Hotel development
<b>IHG – Holiday Inn &amp; Suites Resort &amp; Waterpark</b> , Orlando, FL	Management agreement, management agreement restructure, lender dispute
<b>IHG – Holiday Inn &amp; Suites</b> , Anaheim, CA	Management agreement, management agreement restructure, investor dispute
<b>IHG – Holiday Inn &amp; Suites</b> , San Mateo, CA	Management agreement, management agreement restructure
<b>IHG – Holiday Inn Express &amp; Suites</b> , Laurel, MD	Acquisition/sell-side
<b>IHG – Holiday Inn Express &amp; Suites</b> , San Diego, CA	Comfort letter
<b>IHG – Holiday Inn Express</b> , American Canyon, CA	ADA compliance and defense
<b>IHG – Holiday Inn Express</b> , Brooklyn Park Slope, Brooklyn, NY	ADA compliance and defense
<b>IHG – Holiday Inn Express</b> , Meadow Lands, PA	RFP for operator, negotiate management agreement
<b>IHG – Holiday Inn Express</b> , Myrtle Beach, SC	Reposition hotel, RFP for operator, negotiate management agreement
<b>IHG – Holiday Inn Express</b> , Nellis, NV	Purchase agreement dispute
<b>IHG – Holiday Inn Express</b> , New York, NY	ADA compliance and defense
<b>IHG – Holiday Inn Express</b> , Old Town, San Diego, CA	Construction financing
<b>IHG – Holiday Inn Express</b> , Salinas, CA	ADA compliance and defense
<b>IHG – Holiday Inn Express</b> , San Francisco, CA	Acquisition/buy-side
<b>IHG – Holiday Inn Express</b> , San Luis Obispo, CA	Management agreement
<b>IHG – Holiday Inn Manhattan</b> , New York, NY	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>IHG – Holiday Inn Resort</b> , Bena, Bali, Indonesia	Management agreement
<b>IHG – Holiday Inn Resort</b> , Santa Fe, NM	Management agreement
<b>IHG – Holiday Inn</b> , 4th and Peabody, Nashville, TN	Franchise agreement termination
<b>IHG – Holiday Inn</b> , Altamonte Springs, FL	Management agreement, acquisition/sell-side
<b>IHG – Holiday Inn</b> , Anaheim Convention Center, Anaheim, CA	Franchise agreement, development, land use, entitlements
<b>IHG – Holiday Inn</b> , Anchorage, AK	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Bedford, TX	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Brooklyn, NY	ADA compliance and defense
<b>IHG – Holiday Inn</b> , Buena Park, CA	ADA compliance and defense
<b>IHG – Holiday Inn</b> , BWI Airport, Linthicum Heights, MD	Reposition hotel, RFP for operator, negotiate management agreement
<b>IHG – Holiday Inn</b> , Clinton, NJ	Franchise agreement
<b>IHG – Holiday Inn</b> , Commerce, CA	Franchise agreement negotiation
<b>IHG – Holiday Inn</b> , Dallas Market Center, Dallas, TX	Management agreement
<b>IHG – Holiday Inn</b> , Dallas, TX	Management agreement, franchise agreement, financing

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Property/Project	Engagement
<b>IHG – Holiday Inn</b> , Denver East Stapleton, Denver, CO	Management agreement, management agreement restructure, employment claims
<b>IHG – Holiday Inn</b> , Denver, CO	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Emeryville, CA	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Evansville, Indiana	Franchise agreement, litigation
<b>IHG – Holiday Inn</b> , Fort Worth, TX	Management agreement, franchise agreement termination
<b>IHG – Holiday Inn</b> , Fullerton, CA	Franchise agreement, operations issues, acquisition/sell-side
<b>IHG – Holiday Inn</b> , Glendale, CA	Franchise agreement
<b>IHG – Holiday Inn</b> , Hilton Head, SC	RFP for operator, negotiate management agreement
<b>IHG – Holiday Inn</b> , LA Convention Center, Los Angeles, CA	Management agreement, franchise agreement
<b>IHG – Holiday Inn</b> , La Guardia, NY	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Lakewood, CO	ADA compliance and defense
<b>IHG – Holiday Inn</b> , LAX, Los Angeles, CA	Acquisition/buy-side, franchise agreement, management agreement, financing, comfort letter
<b>IHG – Holiday Inn</b> , Long Beach, CA	Labor and employment, acquisition/sell-side
<b>IHG – Holiday Inn</b> , Monroeville, PA	Management agreement
<b>IHG – Holiday Inn</b> , Monrovia, CA	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Napa, California	ADA compliance and defense
<b>IHG – Holiday Inn</b> , North Phoenix, Phoenix, AZ	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , NY 6th Avenue, New York, NY	ADA compliance and defense
<b>IHG – Holiday Inn</b> , Orlando, FL	Franchise agreement negotiations, operations issues, acquisition/sell-side
<b>IHG – Holiday Inn</b> , Peoria, AZ	Acquisition/sell-side, franchise agreement
<b>IHG – Holiday Inn</b> , Phoenix, AZ	Management agreement
<b>IHG – Holiday Inn</b> , Pittsburgh Monroeville, PA	Reposition hotel, RFP for operator, negotiate management agreement
<b>IHG – Holiday Inn</b> , Poughkeepsie, NY	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Rancho Cordova, CA	ADA compliance and defense, franchise agreement
<b>IHG – Holiday Inn</b> , Reno, NV	Franchise agreement negotiation
<b>IHG – Holiday Inn</b> , Sacramento, CA	ADA compliance and defense, litigation
<b>IHG – Holiday Inn</b> , San Francisco Chinatown, San Francisco, CA	Litigation, management agreement, franchise agreement, labor and employment, land use, financing
<b>IHG – Holiday Inn</b> , San Francisco Convention Center, San Francisco, CA	Management agreement
<b>IHG – Holiday Inn</b> , San Francisco Fisherman’s Wharf, San Francisco, CA	Management agreement, joint venture, labor and employment, bankruptcy
<b>IHG – Holiday Inn</b> , Santa Fe, NM	Management agreement
<b>IHG – Holiday Inn</b> , Santa Maria, CA	Management agreement
<b>IHG – Holiday Inn</b> , Santa Monica, CA	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Staten Island, NY	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Strongsville, OH	Reposition hotel, RFP for operator, negotiate management agreement
<b>IHG – Holiday Inn</b> , Universal Studios, Studio City, CA	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Vallejo, CA	Acquisition/buy-side
<b>IHG – Holiday Inn</b> , Ventura, CA	Financing
<b>IHG – Holiday Inn</b> , Woodland Hills, CA	Acquisition/sell-side
<b>IHG – Hotel Indigo</b> , Atlanta Airport, Atlanta, GA	Acquisition/buy-side, acquisition/sell-side

Property/Project	Engagement
<b>IHG – Hotel Indigo</b> , College Park, TX	Acquisition/buy-side
<b>IHG – Hotel Indigo</b> , Hollywood, CA	Entitlements
<b>IHG – Hotel Indigo</b> , Lima Miraflores, Lima, Peru	Management agreement and technical services agreement
<b>IHG – Hotel Indigo</b> , Nashville, TN	Franchise agreement termination
<b>IHG – Hotel Indigo</b> , Sarasota, FL	Management agreement and franchise agreement
<b>IHG – Indigo Hotel</b> , Omaha, NE	C-PACE financing
<b>IHG – InterContinental Hotel</b> , Bali Cangu, Bali, Indonesia	Management agreement
<b>IHG – InterContinental Hotel</b> , California Plaza, Los Angeles, CA	Management agreement, financing, bankruptcy, loan workout, acquisition/sell-side
<b>IHG – InterContinental Hotel</b> , Century City, Los Angeles, CA	Management agreement, financing, land use, labor and employment
<b>IHG – InterContinental Hotel</b> , MidPlaza, Jakarta, Indonesia	Management agreement termination, litigation, new management agreement
<b>IHG – InterContinental Hotel</b> , Miraflores, Lima, Peru	Management agreement
<b>IHG – InterContinental Hotel</b> , Portland, OR	Management agreement
<b>IHG – InterContinental Hotel</b> , Seattle, WA	Management agreement
<b>IHG – Kimpton – Aspen Club Lodge</b> , Aspen, CO	Financing
<b>IHG – Kimpton – Beverly Renaissance</b> , Los Angeles, CA	Land use and entitlement
<b>IHG – Kimpton – Hotel Argyle</b> , Hollywood, CA	Acquisition/buy-side
<b>IHG – Kimpton – Hotel George</b> , Washington, DC	Management agreement
<b>IHG – Kimpton – Hotel Helix</b> , Washington, DC	Management agreement
<b>IHG – Kimpton – Hotel Madera</b> , Washington, DC	Management agreement
<b>IHG – Kimpton – Hotel Marlowe</b> , Cupertino, CA	Management agreement
<b>IHG – Kimpton – Hotel Monaco</b> , Alexandria, VA	ADA compliance and defense
<b>IHG – Kimpton – Hotel Monaco</b> , Cambridge, MA	Acquisition/buy-side, management agreement
<b>IHG – Kimpton – Hotel Monaco</b> , San Francisco, CA	Management agreement
<b>IHG – Kimpton – Hotel Monticello</b> , San Francisco, CA	Management agreement
<b>IHG – Kimpton – Hotel Palomar</b> , Dallas, TX	Acquisition/sell-side, management agreement, liquor license, operations issues
<b>IHG – Kimpton – Hotel Palomar</b> , San Francisco, CA	Management agreement
<b>IHG – Kimpton – Hotel Palomar</b> , Westwood, Los Angeles, CA	Acquisition/sell-side, management agreement, liquor license, operations issues
<b>IHG – Kimpton – Hotel Rouge</b> , Washington, DC	Management agreement
<b>IHG – Kimpton – Hotel Villa Florence</b> , San Francisco, CA	Management agreement
<b>IHG – Kimpton – Hotel Wilshire</b> , Los Angeles, CA	Lease termination, liquor license
<b>IHG – Kimpton – Prescott Hotel</b> , San Francisco, CA	Management agreement
<b>IHG – Kimpton – Tivoli Village</b> , Summerlin, Las Vegas, NV	Management agreement
<b>IHG – Kimpton – Topaz Hotel</b> , Washington, DC	Management agreement
<b>IHG – Kimpton Hotel &amp; Residences</b> , Papagayo, Costa Rica	Acquisition/buy-side, development, management agreement
<b>IHG – Kimpton Hotel Solamar</b> , San Diego, CA	Development
<b>IHG – Kimpton Hotel</b> , (Proposed) DTLA, Los Angeles, CA	Acquisition/buy-side, management agreement

<b>Property/Project</b>	<b>Engagement</b>
<b>IHG – Kimpton Hotel</b> , Koreatown, Los Angeles, CA	Management agreement
<b>IHG – Kimpton Hotel</b> , Las Vegas, NV	Management agreement
<b>IHG – Kimpton Hotel</b> , Mid-Wilshire, Los Angeles, CA (proposed)	Mixed-use project, management agreement, technical services agreement
<b>IHG – Kimpton La Peer</b> , West Hollywood, CA	Construction financing, C-PACE financing
<b>IHG – Staybridge Suites</b> , Bowling Green, KY	Refinancing
<b>IHG – Staybridge Suites</b> , Jacksonville, FL	Franchise agreement, conversion, litigation
<b>IHG – Staybridge Suites</b> , Midvale, Utah	Acquisition/buy-side
<b>IHG – Staybridge Suites</b> , Rochester, MN	Hotel development
<b>IHG – Staybridge Suites</b> , Savannah, GA	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Il Cielo Restaurant</b> , Beverly Hills, CA	Restaurant lease
<b>Ilikai Nikko Waikiki Hotel</b> , Honolulu, HI	Acquisition/sell-side
<b>Indian Springs Resort</b> , Calistoga, CA	Termination of management agreement, negotiate new management agreement
<b>Indian Wells Resort</b> , Indian Wells, CA	ADA compliance and defense
<b>Inn at Laguna Beach</b> , Laguna Beach, CA	Management agreement, acquisition/sell-side
<b>Inn at Lost Creek</b> , Mountain Village, CO	Management agreement termination, restructuring, loan workout, receivership, new management agreement, franchise agreement, litigation
<b>Inn at Schoolhouse Creek</b> , Mendocino, CA	ADA compliance and defense, litigation
<b>Inn at Spanish Bay</b> , Pebble Beach, CA	Trademark
<b>Inn at Venice Beach</b> , Venice Beach, CA	Management agreement
<b>Inn by the Sea</b> , Carmel, CA	Ground lease restructuring
<b>Inn of Chicago</b> , Chicago, IL	Labor and employment, union issues, hotel closure matters, PPP loan matters
<b>Inn of the Anasazi</b> , Santa Fe, NM	Financing, ownership, management agreement, acquisition/buy-side
<b>Inn on the Park</b> , Honolulu, HI	Management agreement
<b>InterContinental Hotel</b>	See “IHG – InterContinental Hotel”
<b>International Hotel</b> , LAX, Los Angeles, CA	Sandwich lease
<b>Isla Navidad</b> , Jalisco, Mexico	Management agreement
<b>Island Colony Hotel</b> , Honolulu, HI	Management agreement
<b>Island Hotel (The)</b> , Newport Beach, CA	Management agreement
<b>Jack in the Box</b> , El Paseo, CA	ADA compliance and defense
<b>Jack in the Box</b> , Los Angeles, CA	ADA compliance and defense
<b>Jack in the Box</b> , Mission Viejo, CA	ADA compliance and defense
<b>Jack London Square Development</b> , Oakland, CA	Labor and employment issues involving union agreements
<b>Jackson Family Winery Hotel</b> , Santa Rosa, CA	Management agreement
<b>Jade Hotel Greenwich Village</b> , New York, NY	ADA compliance and defense
<b>Jamaica Bay Inn</b> , Marina del Rey, CA	Portfolio franchise agreement and brand conversion, management agreement
<b>James Hotel (The)</b> , West Hollywood, CA	Management agreement, franchise agreement, labor and employment, collective bargaining agreement, management agreement termination
<b>Jefferson Boulevard Hotel</b> , Culver City, CA	Management agreement
<b>Jeremy (The)</b> , Los Angeles, CA	Management agreement, franchise agreement, management termination agreement
<b>Joie de Vivre Hotel</b>	See “Hyatt – Two Roads – Joie de Vivre Hotel”
<b>Jonathan Club</b> , Los Angeles, CA	Labor and employment, collective bargaining
<b>Jumby Bay Island Resort</b> , Jumby Bay Island, Antigua, West Indies	Terminate Rosewood management agreement, new management agreement



<b>Property/Project</b>	<b>Engagement</b>
<b>JW Marriott</b>	See “Marriott – JW Marriott Hotel”
<b>Kaanapali Beach Hotel</b> , Maui, HI	Acquisition/buy-side
<b>Kah Nee Ta Resort</b> , Warm Springs, OR	Timeshare formation
<b>Kapalua Bay Hotel &amp; Villas</b> , Maui, HI	Acquisition/buy-side, financing
<b>Kauai Resort Hotel</b> , Kauai, HI	Acquisition/buy-side, management agreement, franchise agreement, entitlement, bankruptcy and receivership, acquisition/sell-side
<b>Kempinski Plaza Jakarta Hotel</b> , Jakarta, Java, Indonesia	Management agreement, litigation
<b>Kensington Park Hotel</b> , San Francisco, CA	Leasing, operations issues
<b>Kenwood Inn &amp; Spa</b> , Sonoma Valley, CA	Acquisition/buy-side, financing, refinancing
<b>Kila Tahoe</b> , Lake Tahoe, CA	Condo hotel, financing
<b>Kimpton</b>	See “IHG – Kimpton”
<b>King George Hotel</b> , San Francisco, CA	Leasing, operations issues
<b>Kinney (The)</b> , San Luis Obispo, CA	Portfolio franchise agreement and brand conversion, management agreement
<b>Kinney Hotel</b> , Venice Beach, CA	Management agreement
<b>Kirkwood Collection – Blue Sands Inn</b> , Santa Barbara, CA,	Labor and employment, ADA compliance and defense
<b>Kirkwood Collection – Garden Street Inn</b> , San Luis Obispo, CA	Labor and employment
<b>Kirkwood Collection – Hideaway Inn</b> , Santa Barbara, CA	Labor and employment
<b>Knickerbocker Hotel</b> , New York, NY	EB-5 financing for major redevelopment
<b>Kona Kai Resort and Marina</b> , San Diego, CA	Restructuring, bankruptcy, management agreement, franchise agreement, acquisition/sell-side
<b>Korakia Pensione</b> , Palm Springs, CA	Repositioning, licensing agreements, entertainment agreements, loan modification
<b>Korea Town Hotel</b> , Los Angeles, CA	Land use and entitlements
<b>Kyalami Castle Resort</b> , Midrand, South Africa	Acquisition/buy-side
<b>L’Auberge Del Mar</b> , Del Mar, CA	Loan workout, litigation
<b>L’Enfant Plaza Hotel</b> , Washington, DC	Labor and employment, collective bargaining, plant closure
<b>La Concha Resort and Casino</b> , La Concha, San Juan, Puerto Rico	Management agreement, licensing agreement
<b>La Costa Resort &amp; Spa</b> , Carlsbad, CA	Acquisition/buy-side
<b>La Entrada Hotel</b> , Santa Barbara, CA	EB-5 financing
<b>La Jolla Cove Suites</b> , La Jolla, CA	Management agreement
<b>La Jolla de Mismaloya Resort</b> , Puerto Vallarta, Mexico	Labor and employment, acquisition/buy-side, tax, joint venture, operations issues
<b>La Posada de Sante Fe</b> , Santa Fe, NM	Litigation analysis and construction defect analysis
<b>La Quinta Resort &amp; Country Club</b> , La Quinta, CA	Restructuring, workout, financing
<b>Ladera Hotel &amp; Residences</b> , Ladera, Mangilao, Guam	Development advisory, condo hotel, EB-5 financing
<b>Laguna Beach Golf &amp; Bungalows</b> , Laguna Beach, CA	Financing
<b>Laguna Motor Inn</b> , Laguna Beach, CA	Acquisition/buy-side, repositioning
<b>Lake Arrowhead Resort &amp; Spa</b> , Lake Arrowhead, CA	Acquisition/buy-side, management agreement, financing, labor and employment, negotiate new collective bargaining agreement
<b>Lake Elsinore Development</b> , Lake Elsinore, CA	Development, management agreement, franchise agreement, ownership issues
<b>Lake Mead Casino and Hotel</b> , Las Vegas, NV	Casino management agreement
<b>Landry’s Restaurant</b> , Concord, CA	ADA compliance and defense
<b>Landry’s Restaurant</b> , Fremont, CA	ADA compliance and defense

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*Jim Butler*

Property/Project	Engagement
<b>Lankershim Hotel</b> , North Hollywood, CA	Land use, entitlement, redevelopment, labor and employment
<b>Larkspur Landing All Suite Hotel</b> , Bellevue, WA	Conversion
<b>Larkspur Landing All Suite Hotel</b> , Hillsboro, OR	Conversion
<b>Larkspur Landing All Suite Hotel</b> , Milpitas, CA	Conversion
<b>Larkspur Landing All Suite Hotel</b> , Pleasanton, CA	Conversion
<b>Larkspur Landing All Suite Hotel</b> , Sacramento, CA	Conversion
<b>Las Alcobas, a Luxury Collection Hotel, Napa Valley</b> , St. Helena, CA	Management agreement, litigation
<b>Las Cabezas Luxury Resort</b> , Punta Mita, Mexico	Management agreement
<b>Las Ramblas Resort</b> , Las Vegas, NV	Conducted RFP for operator, management agreement
<b>Las Ventanas al Paraiso</b> , Cabo San Lucas, Mexico	Management agreement, financing, condominium, vacation ownership
<b>Laurel Inn</b> , San Francisco, CA	ADA compliance and defense
<b>Le Méridien</b>	See “Marriott – Le Méridien”
<b>Le Royal Tahitien Hotel</b> , Papeete, French Polynesia	Acquisition/sell-side
<b>Lexington Inn</b> , San Luis Obispo, CA	ADA compliance and defense
<b>Lighthouse Lodge</b> , Pacific Grove, CA	Bankruptcy
<b>Living Desert (The)</b> , Palm Springs, CA	ADA compliance and defense
<b>Lodge &amp; Spa at Cordillera</b> , Avon, CO	Management agreement
<b>Lodge at CordeValle</b> , San Martin, CA	Management agreement
<b>Lodge at Pebble Beach</b> , Pebble Beach, CA	Trademark
<b>Lodge at Rancho Mirage</b> , Rancho Mirage, CA	Acquisition/buy-side, expansion, condo hotel advice
<b>Lodge at Skylonda</b> , Woodside, CA	Management agreement
<b>Lodge at Sonoma</b> , Sonoma, CA	Development, financing, joint venture, management agreement
<b>Lodge at Tiburon</b> , Tiburon, CA	Acquisition/buy-side, management agreement, franchise agreement, financing, acquisition/sell-side
<b>Lodge at Ventana Canyon</b> , Tucson, AZ	Acquisition/buy-side, financing, labor and employment, trademark
<b>Loews Coronado Bay Resort</b> , Coronado, CA	Financing
<b>Loews Santa Monica Beach Hotel</b> , Santa Monica, CA	Financing
<b>London (The)</b> , West Hollywood, CA	Acquisition/buy-side, entitlements, ADA compliance
<b>Lone Mountain Ranch</b> , Big Sky, MT	Acquisition/buy-side, amenities agreement
<b>Long Beach Sails Hotel</b> , Long Beach, CA	Management agreement, franchise agreement, trademark
<b>Long Point Resort (Marineland)</b> , Palos Verdes, CA	Acquisition/buy-side, restructuring, loan workout
<b>Los Angeles Community Hospital at Bellflower</b> , Bellflower, CA	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Los Angeles Community Hospital at Los Angeles</b> , Los Angeles, CA	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Los Angeles Community Hospital at Norwalk</b> , Norwalk, CA	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Los Cabos Vacation Rentals</b> , Los Cabos, Mexico	Management agreement, condo hotel advice
<b>Lovers Point Inn Monterey</b> , Pacific Grove, CA	Restructuring, management agreement, joint venture
<b>Luxe Hotel City Center Hotel</b> , Los Angeles, CA	Leasing, management agreement, franchise agreement, liquor license, labor and employment, collective bargaining agreement, trademark, operations issues, acquisition/buy-side, restaurant lease, land use & entitlements
<b>Luxe Hotel Rodeo</b> , Beverly Hills, CA	Franchise agreement, labor and employment, trademark, operations issues, financing
<b>Luxe Hotel Sunset</b> , Los Angeles, CA	Franchise agreement, labor and employment, trademark, operations issues

<b>Property/Project</b>	<b>Engagement</b>
<b>Luxe Hitotsuba</b> , Miyazaki, Japan	Management agreement
<b>Magnolia Hotel</b> , Dallas, TX	Franchise agreement, management agreement, technical services agreement
<b>Mahekal Beach Resort</b> , Playa del Carmen, Mexico	Joint venture, financing
<b>MainStay Suites</b>	See “Choice – MainStay Suites”
<b>Majestic Hotel</b> , San Francisco, CA	Financing, securities, tax
<b>Malibu Beach Inn &amp; Spa</b> , Malibu, CA	ADA compliance and defense
<b>Malibu Beach Inn</b> , Los Angeles, CA	ADA compliance and defense
<b>Malibu Hotel, Golf And Conference Center</b> , Malibu, CA	Joint venture structuring, entitlement, acquisition, development
<b>Malibu Inn</b> , Malibu, CA	Joint venture, loan restructuring
<b>Mammoth 8050</b> , Mammoth Lakes, CA	Condo hotel advice, land use, entitlements
<b>Manchester Memorial Hospital</b> , Manchester, CT	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Mandalay Beach Resort</b> , Oxnard, CA	Loan workout, bankruptcy, financing
<b>Mandarin Oriental Hotel &amp; Residences</b> , Chicago, IL	Acquisition/buy-side, development, financing, joint venture, hotel mixed-use, condo hotel advice, management agreement
<b>Mandarin Oriental Hotel &amp; Residences</b> , Dallas, TX	Condo hotel advice, management agreement
<b>Mandarin Oriental Hotel &amp; Residences</b> , Las Vegas, NV	Management agreement, repositioning
<b>Mandarin Oriental Hotel &amp; Residences</b> , Playa Manzanillo, Costa Rica	Management agreement, pre-opening and operations issues
<b>Mandarin Oriental Hotel</b> , Kahala, Honolulu, HI	Management agreement, financing
<b>Mandarin Oriental Hotel</b> , Los Angeles, CA	Management agreement
<b>Mandarin Oriental Hotel</b> , Miami, FL	Management agreement, operations issues
<b>Mandarin Oriental Hotel</b> , South Coast Plaza, Costa Mesa, CA	Management agreement
<b>Mandarin Oriental Hotel</b> , Tuscany, Italy	Management agreement
<b>Manteca Apartments</b> , Manteca, CA	C-PACE financing
<b>Maralisa Hotel</b> , Acapulco, Mexico	Acquisition/sell-side
<b>Marco Beach Ocean Resort</b> , Marco Island, FL	Financing, operations issues
<b>Margaritaville Beach Resort</b> , Fort Myers Beach, FL	Franchise agreement
<b>Marigot Bay Resort &amp; Marina</b> , St. Lucia, West Indies	Management agreement
<b>Marina del Rey Hotel</b> , Marina del Rey, CA	Management agreement
<b>Marina International Hotel</b> , Marina del Rey, CA	Receivership, bankruptcy
<b>Marina Pacific Hotel and Suites</b> , Venice, CA	Management agreement
<b>Mariposa Lodge</b> , Yosemite, CA	ADA compliance and defense, litigation
<b>Marriott – AC by Marriott</b> , DTLA, Los Angeles, CA	Food and beverage management agreement for rooftop bar and restaurant
<b>Marriott – AC by Marriott</b> , Los Angeles, CA	Joint venture, franchise agreement, management agreement, development agreement
<b>Marriott – AC by Marriott</b> , San Rafael, CA	Management agreement, technical services agreement
<b>Marriott – AC by Marriott</b> , Sunnyvale Cupertino, Sunnyvale CA (dual branded)	C-PACE financing
<b>Marriott – Aloft Hotel</b> , Block C, Atlanta, GA	Management agreement, franchise agreement, financing
<b>Marriott – Aloft Hotel</b> , Cupertino, CA	Franchise agreement
<b>Marriott – Aloft Hotel</b> , Downtown, Atlanta, GA	Acquisition/buy-side, acquisition/sell-side
<b>Marriott – Aloft Hotel</b> , El Paso, TX	Management agreement and franchise agreement
<b>Marriott – Aloft Hotel</b> , Fort Lauderdale, FL	Management agreement

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*Jim Butler*

Property/Project	Engagement
<b>Marriott – Aloft Hotel</b> , Las Vegas, NV	Management agreement
<b>Marriott – Aloft Hotel</b> , Leawood, Overland Park, KS	Acquisition/buy-side, acquisition/sell-side
<b>Marriott – Aloft Hotel</b> , Mag Mile, Chicago, IL	Labor and employment, union issues, management training
<b>Marriott – Aloft Hotel</b> , New York, NY	Franchise agreement
<b>Marriott – Aloft Hotel</b> , Sacramento North Natomas, Sacramento, CA	C-PACE financing
<b>Marriott – Aloft Hotel</b> , Sacramento, CA	C-PACE financing
<b>Marriott – Aloft Hotel</b> , San Diego, CA	Franchise agreement, management agreement, EB-5 financing
<b>Marriott – Aloft Hotel</b> , Sunnyvale, CA	Franchise agreement
<b>Marriott – Aloft Hotel</b> , Tempe, AZ	Acquisition/buy-side, financing
<b>Marriott – Autograph Collection</b> , Grand Bohemian, Asheville, NC	EB-5 financing, construction financing
<b>Marriott – Autograph Collection</b> , Houston, TX	Franchise agreement
<b>Marriott – Autograph Collection</b> , Koreatown, Los Angeles, CA	Franchise agreement, management agreement
<b>Marriott – Autograph Collection</b> , La Ribera, Baja California Sur, Mexico	Condo management agreement with Salt Hotels
<b>Marriott – Autograph Collection</b> , Maya Hotel, Scottsdale (Old Town), AZ	Franchise agreement, management agreement
<b>Marriott – Autograph Collection</b> , Scottsdale, AZ	Management agreement, franchise agreement
<b>Marriott – Autograph Collection</b> , Sunnyvale, CA (dual branded)	C-PACE financing for dual branded hotel
<b>Marriott – Autograph Collection</b> , The Elliott, Minneapolis, MN	Construction financing, EB-5 financing
<b>Marriott – Autograph Collection</b> , Vancouver, BC	Management agreement (dual branded JW Marriott and Autograph)
<b>Marriott – Bulgari Bel Air Hotel</b> , Los Angeles, CA	Management agreement, residential management agreement, and license agreements
<b>Marriott – Courtyard by Marriott</b> , Akron, OH	Financing, securitization
<b>Marriott – Courtyard by Marriott</b> , Alexandria, VA 22304	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Marriott – Courtyard by Marriott</b> , Atlanta, GA	Reposition hotel, RFP for operator, negotiate management agreement
<b>Marriott – Courtyard by Marriott</b> , Bloomington, IL	Financing, securitization
<b>Marriott – Courtyard by Marriott</b> , Bristol, VA	Portfolio acquisition/buy-side, joint venture, management agreement, senior and preferred equity financing, loan restructuring
<b>Marriott – Courtyard by Marriott</b> , Champaign, IL	Financing, securitization
<b>Marriott – Courtyard by Marriott</b> , Chicago, St. Charles, IL	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Marriott – Courtyard by Marriott</b> , D'Iberville, MS	Management agreement, franchise agreement, financing
<b>Marriott – Courtyard by Marriott</b> , Disneyland, Anaheim, CA	Acquisition/buy-side, franchise agreement, management agreement, liquor license, employment and labor
<b>Marriott – Courtyard by Marriott</b> , Fresno, CA	C-PACE financing
<b>Marriott – Courtyard by Marriott</b> , Harrisonburg, VA	Portfolio acquisition/buy-side, joint venture, management agreement, senior and preferred equity financing, loan restructuring
<b>Marriott – Courtyard by Marriott</b> , Houston North Loop West, Houston, TX	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Marriott – Courtyard by Marriott</b> , Hudson Yards, New York, NY	Franchise agreement
<b>Marriott – Courtyard by Marriott</b> , Jacksonville Flagler Center, Jacksonville, FL	Acquisition/buy-side, acquisition/sell-side

Property/Project	Engagement
<b>Marriott – Courtyard by Marriott</b> , King Kamehameha's Kona Beach, Kona, HI	Management agreement, franchise agreement, financing
<b>Marriott – Courtyard by Marriott</b> , Kingston, NY	Acquisition/buy-side, management agreement, franchise agreement, lease assumption, loan assumption
<b>Marriott – Courtyard by Marriott</b> , Kona Hawaii	Acquisition/sell-side, management agreement, labor and employment
<b>Marriott – Courtyard by Marriott</b> , L.A. Live!, Los Angeles, CA	Labor and employment
<b>Marriott – Courtyard by Marriott</b> , Lafayette, LA	Repositioning, operator RFP, management agreement
<b>Marriott – Courtyard by Marriott</b> , Lancaster, CA	Franchise agreement
<b>Marriott – Courtyard by Marriott</b> , Lubbock, TX	Financing, securitization
<b>Marriott – Courtyard by Marriott</b> , Marina del Rey, CA	Financing
<b>Marriott – Courtyard by Marriott</b> , Missoula MT	Acquisition/buy-side, financing
<b>Marriott – Courtyard by Marriott</b> , Mobile, AL	Management agreement, franchise agreement, financing
<b>Marriott – Courtyard by Marriott</b> , Monterey Park, CA	C-PACE financing
<b>Marriott – Courtyard by Marriott</b> , Oakland, CA	Management agreement, franchise agreement
<b>Marriott – Courtyard by Marriott</b> , Paducah, KY	Management agreement
<b>Marriott – Courtyard by Marriott</b> , Pasadena, CA	Acquisition/buy-side, due diligence, financing
<b>Marriott – Courtyard by Marriott</b> , Peoria, IL	Financing, securitization
<b>Marriott – Courtyard by Marriott</b> , Pittsburgh Shadyside, Pittsburgh, PA	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Marriott – Courtyard by Marriott</b> , Richmond, CA	Financing
<b>Marriott – Courtyard by Marriott</b> , San Diego, CA	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Marriott – Courtyard by Marriott</b> , San Luis Obispo, CA	Acquisition/buy-side, litigation
<b>Marriott – Courtyard by Marriott</b> , Santa Monica, CA	Labor and employment, entitlement and development, management agreement
<b>Marriott – Courtyard by Marriott</b> , Springfield, IL	Financing, securitization
<b>Marriott – Courtyard by Marriott</b> , Thousand Oaks/Ventura County, CA	Acquisition/buy-side, litigation
<b>Marriott – Courtyard by Marriott</b> , Times Square West, New York, NY	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Marriott – Courtyard by Marriott</b> , Tulsa, OK	Management agreement
<b>Marriott – Curacao Marriott Beach Resort</b>	Management agreement
<b>Marriott – Delta Even Hotel</b> , Eugene, OR	Franchise agreement
<b>Marriott – Edition</b> , Scottsdale, AZ	Management agreement
<b>Marriott – element Hotel</b> , Fort Lauderdale, FL (dual branded)	\$100 million EB-5 financing, franchise agreement, management agreement
<b>Marriott – element Hotel</b> , New York Times Square West, New York, NY	ADA compliance and defense
<b>Marriott – element Hotel</b> , Ontario, CA	Acquisition/buy-side, management agreement, financing
<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> , El Paso, TX	Acquisition/buy-side, acquisition/sell-side
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Midtown Savannah, Savannah, GA	Management agreement, franchise agreement, financing
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Naples, FL	Workout, receivership and bankruptcy with related foreclosure and sale

Property/Project	Engagement
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Bakersfield, CA	ADA compliance and defense
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Camarillo, CA	C-PACE financing
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Camarillo, CA	Construction dispute, litigation
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Hanford, CA	Franchise agreement
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Hollister, CA	C-PACE financing
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Indianapolis, IN	Acquisition/buy-side, financing
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Midvale, UT	Acquisition/buy-side
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Mobile Daphne/Eastern Shore, Mobile, AL	Management agreement, franchise agreement, financing
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Orlando, FL	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Marriott – Fairfield Inn &amp; Suites by Marriott</b> , Williamsburg, VA	Management agreement, franchise agreement, financing
<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, 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

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<b>Property/Project</b>	<b>Engagement</b>
<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
<b>Marriott – Fairfield Inn by Marriott</b> , Gurnee, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Holland, MI	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Houston, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Hudson, WI	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Humble, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Jackson, MI	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Joliet, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Kankakee, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Kokomo, IN	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Mesquite, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Mission Viejo, CA	Acquisition/buy-side
<b>Marriott – Fairfield Inn by Marriott</b> , New York, NY	Franchise agreement
<b>Marriott – Fairfield Inn by Marriott</b> , Oshkosh, WI	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Peru, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Plano, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Rancho Cordova, CA	ADA compliance and defense
<b>Marriott – Fairfield Inn by Marriott</b> , Sacramento, CA	ADA compliance and defense
<b>Marriott – Fairfield Inn by Marriott</b> , Saint Cloud, MN	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , San Marcos, CA	Franchise agreement
<b>Marriott – Fairfield Inn by Marriott</b> , Sioux Falls, SD	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , South Bend, IN	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Temple, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Terre Haute, IN	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Tinley Park, IL	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Tulsa, OK	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Tyler, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Victoria, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Waco, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Wichita Falls, TX	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Youngstown, OH	Financing, securitization
<b>Marriott – Fairfield Inn by Marriott</b> , Zanesville, OH	Financing, securitization
<b>Marriott – Four Points by Sheraton</b> , Emeryville, CA	Loan modification
<b>Marriott – Four Points by Sheraton</b> , Huntsville, NC	Financing

Property/Project	Engagement
<b>Marriott – Four Points by Sheraton</b> , LAX, Los Angeles, CA	Joint venture, labor and employment, collective bargaining
<b>Marriott – Four Points by Sheraton</b> , Manhattan Chelsea, New York, NY	Labor and employment
<b>Marriott – Four Points by Sheraton</b> , Minot, ND	Management agreement, acquisition/sell-side, operations issues, restructuring
<b>Marriott – Four Points by Sheraton</b> , NY Midtown, New York, NY	Management agreement
<b>Marriott – Four Points by Sheraton</b> , Philadelphia, PA	Management agreement
<b>Marriott – Four Points by Sheraton</b> , San Diego, CA	Management agreement, franchise agreement, joint venture, development, golf agreements
<b>Marriott – Four Points by Sheraton</b> , San Jose Airport, San Jose, CA	Management agreement, management agreement restructure
<b>Marriott – Four Points by Sheraton</b> , San Rafael, CA	Franchise agreement
<b>Marriott – Four Points by Sheraton</b> , St. Louis, MO	Franchise agreement, financing
<b>Marriott – Four Points by Sheraton</b> , Ventura Harbor Resort, Ventura, CA	Franchise agreement
<b>Marriott – Four Points Plaza Hotel and Casino</b> , Las Vegas, NV	Franchise agreement
<b>Marriott – JW Marriott Hotel &amp; Residences</b> , Reston, VA	Franchise agreement, management agreement, trademark license agreements
<b>Marriott – JW Marriott Hotel</b> , Anaheim, CA	Management agreement, construction contracts, construction financing, senior debt, mezzanine and preferred equity financing
<b>Marriott – JW Marriott Hotel</b> , Century City, Los Angeles, CA	Management agreement termination, acquisition/buy-side, partnership restructuring, labor and employment, ground lease issues
<b>Marriott – JW Marriott Hotel</b> , LA Downtown, Los Angeles, CA	Asset management agreement
<b>Marriott – JW Marriott Hotel</b> , Le Merigot, Santa Monica, CA	Management agreement, franchise agreement, restaurant agreement
<b>Marriott – JW Marriott Hotel</b> , McKinney TX	Joint venture
<b>Marriott – JW Marriott Hotel</b> , Starr Pass Resort, Tucson, AZ	Financing, development, loan workout, management agreement
<b>Marriott – JW Marriott Hotel</b> , Vancouver, BC, Canada	Management agreement (dual branded JW Marriott and Autograph)
<b>Marriott – Le Méridien Dallas</b> , The Stoneleigh, Dallas, TX	Acquisition/buy-side, financing, management agreement, franchise agreement
<b>Marriott – Le Méridien</b> , Abuja, Nigeria	Management agreement
<b>Marriott – Le Méridien</b> , Arcadia, CA	C-PACE financing, litigation, management agreement
<b>Marriott – Le Méridien</b> , Cancun Resort & Spa, Cancun, Mexico	Loan workout, restructuring, acquisition/sell-side
<b>Marriott – Le Méridien</b> , Cleveland, OH	Management agreement
<b>Marriott – Le Méridien</b> , Hotel Essex, Chicago, IL	Franchise agreement
<b>Marriott – Le Méridien</b> , Pasadena, CA	Development, financing, franchise agreement, management agreement, joint venture
<b>Marriott – Le Méridien</b> , San Diego, CA	Management agreement, franchise agreement, development, joint venture, financing
<b>Marriott – Le Méridien</b> , San Francisco, CA	Loan workout, restructuring
<b>Marriott – Moxy Hotel</b> , Downtown Los Angeles, Los Angeles, CA (dual branded)	Food and beverage management agreement for rooftop bar and restaurant
<b>Marriott – Renaissance Hotel</b> , Agoura Hills, CA	Acquisition/buy-side, management agreement
<b>Marriott – Renaissance Hotel</b> , Chicago Downtown, Chicago, IL	Acquisition/buy-side, management agreement, franchise agreement, financing

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Property/Project	Engagement
<b>Marriott – Renaissance Hotel</b> , Chicago O’Hare, Chicago, IL	Labor and employment, new collective bargaining agreement
<b>Marriott – Renaissance Hotel</b> , Cleveland, OH	Franchise agreement, management agreement
<b>Marriott – Renaissance Hotel</b> , Denver Stapleton, Denver, CO	Management agreement, management agreement restructure
<b>Marriott – Renaissance Hotel</b> , Flushing NY	Franchise agreement, management agreement
<b>Marriott – Renaissance Hotel</b> , Fort Lauderdale, FL	Acquisition/buy-side
<b>Marriott – Renaissance Hotel</b> , Hollywood, CA	Labor and employment, development, joint venture, management agreement
<b>Marriott – Renaissance Hotel</b> , Houston, TX	Management agreement
<b>Marriott – Renaissance Hotel</b> , Insite, Lake Buena Vista, Florida	Franchise agreement
<b>Marriott – Renaissance Hotel</b> , Las Vegas, NV	Financing
<b>Marriott – Renaissance Hotel</b> , Newport Beach, CA	Management agreement
<b>Marriott – Renaissance Hotel</b> , O’Hare Suites Hotel, Chicago, IL	Labor and employment, new collective bargaining agreement, terminate management agreement, workout including deed-in-lieu agreement
<b>Marriott – Renaissance Hotel</b> , Pittsburgh, PA	Financing
<b>Marriott – Renaissance Hotel</b> , Reno, NV	Franchise agreement, management agreement
<b>Marriott – Renaissance Hotel</b> , Scottsdale, AZ	Acquisition/buy-side
<b>Marriott – Renaissance Hotel</b> , Syracuse, NY	Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement, joint venture
<b>Marriott – Renaissance Hotel</b> , Woodbridge, NJ	Management agreement, management agreement restructure
<b>Marriott – Renaissance Resort &amp; Casino</b> , La Concha, San Juan, Puerto Rico	Management agreement, licensing agreement
<b>Marriott – Renaissance Resort &amp; Spa</b> , Jackson Hole, WY	Acquisition/sell-side
<b>Marriott – Residence Inn</b> , Amarillo, TX	Financing, securitization
<b>Marriott – Residence Inn</b> , Appleton, WI	Financing, securitization
<b>Marriott – Residence Inn</b> , Austin Airport, Austin, TX	Acquisition/buy-side, acquisition/sell-side
<b>Marriott – Residence Inn</b> , Bakersfield, CA	Acquisition/buy-side, litigation
<b>Marriott – Residence Inn</b> , Canton, OH	Financing, securitization
<b>Marriott – Residence Inn</b> , Cedar Rapids, IA	Financing, securitization
<b>Marriott – Residence Inn</b> , Chesapeake, VA	Management agreement, franchise agreement, financing
<b>Marriott – Residence Inn</b> , Corpus Christi, TX	Financing, securitization
<b>Marriott – Residence Inn</b> , Davenport, IA	Financing, securitization
<b>Marriott – Residence Inn</b> , Dedham, MA	RFP for operator, negotiate management agreement
<b>Marriott – Residence Inn</b> , Eastlake, OH	Franchise agreement
<b>Marriott – Residence Inn</b> , El Segundo, CA	Financing
<b>Marriott – Residence Inn</b> , Greenbelt Golden Triangle, Greenbelt, MD	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Marriott – Residence Inn</b> , Houston, TX	Franchise agreement
<b>Marriott – Residence Inn</b> , Kauai, HI	Management agreement
<b>Marriott – Residence Inn</b> , LA Live, Los Angeles, CA	Labor and employment
<b>Marriott – Residence Inn</b> , Lansing, MI	Financing, securitization
<b>Marriott – Residence Inn</b> , LAX, Los Angeles, CA	Franchise agreement, management agreement, construction contracts
<b>Marriott – Residence Inn</b> , Lewisville, TX	Financing, securitization

<b>Property/Project</b>	<b>Engagement</b>
<b>Marriott – Residence Inn</b> , Little Rock, AR	Management agreement
<b>Marriott – Residence Inn</b> , Long Beach, CA	Management agreement
<b>Marriott – Residence Inn</b> , Long Island, NY	Management agreement
<b>Marriott – Residence Inn</b> , Madison, WI	Financing, securitization
<b>Marriott – Residence Inn</b> , Marina del Rey, CA	Financing
<b>Marriott – Residence Inn</b> , McAllen, TX	Management agreement, franchise agreement, financing
<b>Marriott – Residence Inn</b> , NY World Trade Center, New York, NY	Management agreement and franchise agreement
<b>Marriott – Residence Inn</b> , Peoria, IL	Financing, securitization
<b>Marriott – Residence Inn</b> , Rockville, IL	Financing, securitization
<b>Marriott – Residence Inn</b> , Salt Lake City, UT	Restructuring
<b>Marriott – Residence Inn</b> , San Diego North/San Marcos, San Marcos, CA	Acquisition/buy-side, litigation
<b>Marriott – Residence Inn</b> , San Marcos, CA	Franchise agreement, management agreement, labor and employment
<b>Marriott – Residence Inn</b> , Sioux Falls, SD	Financing, securitization
<b>Marriott – Residence Inn</b> , Topeka, KS	Financing, securitization
<b>Marriott – Residence Inn</b> , Torrance, CA	Restructuring, loan participation issues
<b>Marriott – Residence Inn</b> , Waco, TX	Financing, securitization
<b>Marriott – Residence Inn</b> , Westminster, TX	Financing, securitization
<b>Marriott – Residence Inn</b> , Woodlands, TX	Financing, securitization
<b>Marriott – Residence Inn</b> , Youngstown, OH	Financing, securitization
<b>Marriott – Ritz-Carlton Reserve</b> , San Diego, CA	Management agreement
<b>Marriott – Ritz-Carlton Residences</b> , Lake Tahoe, CA	Litigation, hotel condominium structure for 11 luxury residences adjoining 170-room hotel
<b>Marriott – Ritz-Carlton</b> , Bali Resort & Spa, Jimbaran, Bali, Indonesia	Management agreement, litigation, project expansion
<b>Marriott – Ritz-Carlton</b> , Barcelona, Spain	Management agreement, joint venture, acquisition/sell-side
<b>Marriott – Ritz-Carlton</b> , Boston, MA	Financing, acquisition/buy-side, tax, financing
<b>Marriott – Ritz-Carlton</b> , Dana Point, CA	Acquisition/buy-side, financing, joint venture, management agreement, franchise agreement
<b>Marriott – Ritz-Carlton</b> , Ft. Lauderdale, FL	Acquisition/buy-side, management agreement, franchise agreement, negotiation of joint venture, financing
<b>Marriott – Ritz-Carlton</b> , Houston, TX	Management agreement, development
<b>Marriott – Ritz-Carlton</b> , Huntington, Pasadena, CA	Acquisition/buy-side
<b>Marriott – Ritz-Carlton</b> , Kapalua, Maui, HI	Management agreement, foreclosure/deed-in-lieu, acquisition/sell-side, condo hotel advice
<b>Marriott – Ritz-Carlton</b> , Key Biscayne, FL	Acquisition/buy-side, management agreement, franchise, financing, joint venture
<b>Marriott – Ritz-Carlton</b> , LA Live Hotel and Residences, Los Angeles, CA	Asset management agreement
<b>Marriott – Ritz-Carlton</b> , Napa Valley, CA	Financing, acquisition/buy-side, management agreement
<b>Marriott – Ritz-Carlton</b> , New Orleans, LA	Management agreement
<b>Marriott – Ritz-Carlton</b> , New York, NY	Condo hotel advice and condominium documentation
<b>Marriott – Ritz-Carlton</b> , Newport Beach, CA	Management agreement, development
<b>Marriott – Ritz-Carlton</b> , Northstar, Lake Tahoe, CA	Loan workout, restructuring, litigation
<b>Marriott – Ritz-Carlton</b> , Portland, OR	Management agreement for Hotel and Residences

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<b>Property/Project</b>	<b>Engagement</b>
<b>Marriott – Ritz-Carlton</b> , Rancho Mirage, CA	Financing, condo hotel advice
<b>Marriott – Ritz-Carlton</b> , Reynolds Plantation, Greensboro, GA	Acquisition/buy-side, joint venture, bond financing, management agreement
<b>Marriott – Ritz-Carlton</b> , San Diego, CA	Acquisition/buy-side, joint venture, management agreement, franchise agreement, litigation, entitlement, ground lease
<b>Marriott – Ritz-Carlton</b> , San Francisco, CA	Management agreement, acquisition/sell-side, financing, acquisition/buy-side
<b>Marriott – Ritz-Carlton</b> , Vancouver, BC, Canada	Management agreement
<b>Marriott – Sheraton Grande Ocean Resort</b> , Miyazaki, Japan	Management agreement
<b>Marriott – Sheraton Gunter Hotel</b> , San Antonio, TX	Acquisition/sell-side
<b>Marriott – Sheraton Hotel &amp; Conference Center</b> , Austin-Georgetown, Georgetown, TX	Litigation, bankruptcy advice, breach of contract dispute, terminate branded management agreement and conversion to franchise, independent management agreement
<b>Marriott – Sheraton Hotel</b> , Albuquerque, NM	Acquisition/buy-side, franchise agreement
<b>Marriott – Sheraton Hotel</b> , Anaheim, CA	Bankruptcy, refinance, acquisition/sell-side
<b>Marriott – Sheraton Hotel</b> , Austin, TX	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Marriott – Sheraton Hotel</b> , Bradenton, FL	Management agreement, franchise agreement, financing
<b>Marriott – Sheraton Hotel</b> , Chapel Hill, NC	Acquisition/buy-side, management agreement, franchise agreement, financing, joint venture
<b>Marriott – Sheraton Hotel</b> , Chicago O'Hare, Chicago, IL	Franchise agreement
<b>Marriott – Sheraton Hotel</b> , Colony Square, Atlanta, GA	Financing, management agreement
<b>Marriott – Sheraton Hotel</b> , Denver Tech Center, Denver, CO	Management agreement, management agreement restructure
<b>Marriott – Sheraton Hotel</b> , Denver, CO	Loan workout
<b>Marriott – Sheraton Hotel</b> , Indianapolis, IN	Management agreement, franchise agreement
<b>Marriott – Sheraton Hotel</b> , Lake Buena Vista, FL	Management agreement
<b>Marriott – Sheraton Hotel</b> , LAX, Los Angeles, CA	Acquisition/buy-side, management agreement, franchise agreement, labor and employment
<b>Marriott – Sheraton Hotel</b> , Legacy Stonebriar North Dallas, Dallas, TX	Management agreement termination
<b>Marriott – Sheraton Hotel</b> , Lincoln Harbor, Weehawken, NJ	Workout and receivership, management agreement, franchise agreement, related litigation, sale of property after judicial foreclosure
<b>Marriott – Sheraton Hotel</b> , Long Beach, CA	Acquisition/buy-side
<b>Marriott – Sheraton Hotel</b> , Los Angeles, CA	Financing, operations, litigation
<b>Marriott – Sheraton Hotel</b> , Mexico City, Mexico	Financing
<b>Marriott – Sheraton Hotel</b> , Minneapolis, MN	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Marriott – Sheraton Hotel</b> , Needham, NH	Financing, management agreement
<b>Marriott – Sheraton Hotel</b> , Norwalk, CA	Restructuring
<b>Marriott – Sheraton Hotel</b> , NY Tribeca, New York, NY	ADA compliance and defense
<b>Marriott – Sheraton Hotel</b> , Ontario, CA	Transactional
<b>Marriott – Sheraton Hotel</b> , Parsippany, NJ	Financing, management agreement
<b>Marriott – Sheraton Hotel</b> , Pasadena, CA	Acquisition/sell-side, management agreement, management agreement restructure, land use, entitlements, financing, loan modification, acquisition/buy-side, ADA compliance and defense
<b>Marriott – Sheraton Hotel</b> , Philadelphia, PA	Management agreement, franchise agreement, acquisition/buy-side, financing
<b>Marriott – Sheraton Hotel</b> , Phoenix Airport, Phoenix, AZ	Acquisition/buy-side, financing
<b>Marriott – Sheraton Hotel</b> , San Antonio, TX	Acquisition/buy-side, acquisition/sell-side

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Property/Project	Engagement
<b>Marriott – Sheraton Hotel</b> , San Diego, CA	Financing, management agreement
<b>Marriott – Sheraton Hotel</b> , San Juan, Puerto Rico	Management agreement, development, financing
<b>Marriott – Sheraton Hotel</b> , SF Fisherman’s Wharf, San Francisco, CA	Management agreement, operations issues
<b>Marriott – Sheraton Hotel</b> , St. Louis, MO	Foreclosure/receivership, workout, acquisition/sell-side
<b>Marriott – Sheraton Hotel</b> , Syracuse, NY	Acquisition/sell-side
<b>Marriott – Sheraton Hotel</b> , Tacoma, WA	Management agreement, franchise agreement
<b>Marriott – Sheraton Hotel</b> , Tysons Corner, VA	Labor and employment, collective bargaining
<b>Marriott – Sheraton Hotel</b> , Universal City, CA	Foreclosure/receivership, acquisition/sell-side, ADA compliance and defense, insurance claim
<b>Marriott – Sheraton Luxury Collection, Las Alcobas Napa Valley</b> , St. Helena, CA	Management agreement, litigation
<b>Marriott – Sheraton Luxury Collection, SLS Beverly Hills</b> , Beverly Hills, CA	Management agreement, terminate license agreement, terminate consulting agreement and license, terminate restaurant lease, litigation, acquisition/sell-side
<b>Marriott – Sheraton Luxury Collection, The Ocean Club, Residence &amp; Spa</b> , Costa Norte, Sosua, Dominican Republic	Management agreement, financing
<b>Marriott – Sheraton Phoenix Seagaia Golf Resort</b> , Miyazaki, Japan	Management agreement
<b>Marriott – Sheraton Suites</b> , Kansas City, MO	Management agreement
<b>Marriott – Sheraton Suites</b> , Milwaukee, WI	Management agreement, litigation
<b>Marriott – Springhill Suites</b> , Arcadia Pasadena, CA	Management agreement, labor and employment
<b>Marriott – Springhill Suites</b> , Baton Rouge, LA	Portfolio acquisition/buy-side, joint venture, management agreement, senior and preferred equity financing, loan restructuring
<b>Marriott – Springhill Suites</b> , Carlsbad, CA	C-PACE financing
<b>Marriott – Springhill Suites</b> , Chula Vista, CA	C-PACE financing
<b>Marriott – SpringHill Suites</b> , Downtown Riverwalk, San Antonio, TX	Acquisition/buy-side, acquisition/sell-side
<b>Marriott – Springhill Suites</b> , Fresno, CA	Management agreement, labor and employment
<b>Marriott – Springhill Suites</b> , Irvine John Wayne Airport/Orange County, Irvine, CA	Acquisition/buy-side, litigation
<b>Marriott – Springhill Suites</b> , Irvine, CA	Management agreement, labor and employment
<b>Marriott – SpringHill Suites</b> , Naples, FL	Workout, receivership and bankruptcy with related foreclosure and sale
<b>Marriott – Springhill Suites</b> , Pinehurst, NC	Management agreement
<b>Marriott – Springhill Suites</b> , San Antonio, TX	Acquisition/buy-side
<b>Marriott – St. Regis Aspen</b> , Aspen, CO	Acquisition/buy-side
<b>Marriott – St. Regis New York</b> , New York, NY	Condo hotel advice
<b>Marriott – St. Regis Vanderbilt Club</b> , San Juan, PR	Management agreement, development, financing
<b>Marriott – TownePlace Suites by Marriott</b> , Glendale, AZ	Acquisition/buy-side
<b>Marriott – TownePlace Suites by Marriott</b> , Austin Parmer/Tech Ridge, Austin, TX	Acquisition/buy-side, acquisition/sell-side
<b>Marriott – TownePlace Suites by Marriott</b> , Tampa, FL	Portfolio acquisition/buy-side, joint venture, management agreement, senior and preferred equity financing, loan restructuring
<b>Marriott – TownePlace Suites by Marriott</b> , Thousand Oaks/Ventura County, Thousand Oaks, CA	Acquisition/buy-side, litigation
<b>Marriott – TownePlace Suites by Marriott</b> , West Valley City, Utah	Acquisition/buy-side, financing

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Property/Project	Engagement
<b>Marriott – TownPlace Suites by Marriott</b> , Houston, TX	Financing, securitization
<b>Marriott – Tribute Hotel</b> , Denver, CO	Franchise agreement, management agreement
<b>Marriott – Tribute Hotel</b> , Fort Lauderdale, FL (dual branded)	\$100 million EB-5 financing, franchise agreement, management agreement
<b>Marriott – Tribute Hotel</b> , Glenmark, Glendale, CA	C-PACE financing
<b>Marriott – Tribute Hotel</b> , San Pedro, CA	Management agreement, franchise agreement, construction financing, C-PACE financing
<b>Marriott – Tribute Hotel</b> , Sunnyvale, CA (dual branded)	C-PACE financing on dual branded hotel
<b>Marriott – W Hotel &amp; Residences</b> , Baltimore, MD	Management agreement, development, financing
<b>Marriott – W Hotel &amp; Residences</b> , Boston, MA	Financing
<b>Marriott – W Hotel &amp; Residences</b> , Dallas, TX	Condo hotel advice (new development), management agreement
<b>Marriott – W Hotel &amp; Residences</b> , Hollywood, CA	Financing, EB-5 financing, land use, litigation, loan workout, restructuring
<b>Marriott – W Hotel</b> , (Proposed) Downtown Houston, Houston, TX	Management Agreement
<b>Marriott – W Hotel</b> , (Proposed) Las Vegas, NV	Franchise agreement
<b>Marriott – W Hotel</b> , Austin, TX	Acquisition/sell-side
<b>Marriott – W Hotel</b> , Houston, TX	Management agreement, EB-5 financing
<b>Marriott – W Hotel</b> , Las Vegas, NV	Management agreement, condo hotel advice, acquisition/buy-side, joint venture
<b>Marriott – W Hotel</b> , Philadelphia, PA	Management agreement, EB-5 financing (first ever dual branded W and element with 755 rooms)
<b>Marriott – W Hotel</b> , San Francisco, CA	Development, construction, financing, joint venture, management agreement, franchise agreement
<b>Marriott – W Hotel</b> , San Mateo, CA	Management agreement, development, joint venture, financing
<b>Marriott – W Hotel</b> , Scottsdale, CA	Management agreement, financing, loan modification
<b>Marriott – Westin Book Cadillac</b> , Detroit, MI	Management agreement
<b>Marriott – Westin Century Plaza Hotel</b> , Los Angeles, CA	Management agreement termination, financing, acquisition/buy-side
<b>Marriott – Westin Hotel</b> , Anaheim, CA	Franchise agreement
<b>Marriott – Westin Hotel</b> , Annapolis, MD	Management agreement, development, financing
<b>Marriott – Westin Hotel</b> , Atlanta North Perimeter, Atlanta, GA	Financing
<b>Marriott – Westin Hotel</b> , Bermuda Dunes, CA	Management agreement, development, joint venture
<b>Marriott – Westin Hotel</b> , Cincinnati, OH	Financing
<b>Marriott – Westin Hotel</b> , Denver Tabor Center, Denver, CO	Management agreement, labor and employment
<b>Marriott – Westin Hotel</b> , Downtown Milwaukee, Milwaukee, WI	Management agreement, litigation
<b>Marriott – Westin Hotel</b> , Hilton Head Island Resort & Spa, Hilton Head Island, SC	Loan workout, receivership, restructuring
<b>Marriott – Westin Hotel</b> , Kauai, HI	Restructuring, foreclosure/deed-in-lieu, insurance issues, tax, labor and employment, acquisition/sell-side, acquisition/buy-side, litigation, management agreement, timeshare
<b>Marriott – Westin Hotel</b> , Legacy Stonebriar, Frisco, Texas	Management agreement termination
<b>Marriott – Westin Hotel</b> , Los Angeles Bonaventure, Los Angeles, CA	Bankruptcy, foreclosure
<b>Marriott – Westin Hotel</b> , Minneapolis, MN	Acquisition/buy-side, management agreement, financing
<b>Marriott – Westin Hotel</b> , New Orleans, LA	Acquisition/buy-side

Property/Project	Engagement
<b>Marriott – Westin Hotel</b> , Orlando Resort & Spa, Orlando, FL	Management agreement, joint venture, development, financing
<b>Marriott – Westin Hotel</b> , Pasadena, CA	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Marriott – Westin Hotel</b> , Portland, OR	Management agreement
<b>Marriott – Westin Hotel</b> , Rancho Mirage, CA	Acquisition/buy-side, land use, amenity agreements, financing
<b>Marriott – Westin Hotel</b> , Sacramento, CA	Acquisition, management agreement, management restructure, ADA compliance and defense, employment claims, managed investor disputes
<b>Marriott – Westin Hotel</b> , Sainte Claire, San Jose, CA	Management agreement, development, joint venture
<b>Marriott – Westin Hotel</b> , Saipan, Ojbian Beach, Saipan, Marianas	Management agreement, development, financing, joint venture
<b>Marriott – Westin Hotel</b> , San Diego Ballpark Hotel, San Diego, CA	Management agreement
<b>Marriott – Westin Hotel</b> , San Diego Horton Plaza, San Diego, CA	Financing, development
<b>Marriott – Westin Hotel</b> , San Jose, CA	Acquisition/buy-side, labor and employment, collective bargaining agreement
<b>Marriott – Westin Hotel</b> , San Sebastian Hotel, Saint Augustine, FL	Management agreement, technical services agreement, ancillary arrangements
<b>Marriott – Westin Hotel</b> , Tucson La Paloma Resort & Spa, Tucson, AZ	Loan workout, receivership, restructuring
<b>Marriott – Westin Hotel</b> , Waltham, MA	Financing
<b>Marriott – Westin Hotel</b> , Washington, DC	Financing
<b>Marriott – Westin</b> , Seattle, WA	Management agreement
<b>Marriott Delta Hotel</b> , Anaheim Garden Grove, Garden Grove, CA	Acquisition/buy-side
<b>Marriott Delta Hotel</b> , Dallas-Allen, Allen, TX	Bankruptcy advice, management agreement termination, concession agreement termination, litigation, new management agreement, loan modification of senior, mezzanine and EB-5 debt
<b>Marriott Delta Hotel</b> , Indianapolis, IN	Financing
<b>Marriott Delta Hotel</b> , Woodbridge, New Jersey	Management agreement, management agreement restructure
<b>Marriott Hotel – Sawgrass Marriott Resort and Spa</b> , Ponte Verde Beach, FL	Acquisition/sell-side, acquisition/buy-side, financing
<b>Marriott Hotel</b> , Anaheim, CA	Leasing, condemnation, litigation
<b>Marriott Hotel</b> , Atlanta, GA	Acquisition/buy-side, management agreement
<b>Marriott Hotel</b> , Bellevue, WA	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Marriott Hotel</b> , Biscayne Bay, Miami, FL	Ground lease restructure
<b>Marriott Hotel</b> , Buckhead, GA	Management agreement
<b>Marriott Hotel</b> , BWI Airport, Baltimore, MD	Financing
<b>Marriott Hotel</b> , Cancun, Mexico	Management agreement
<b>Marriott Hotel</b> , Charlotte Executive Park, Charlotte, NC	Acquisition/buy-side
<b>Marriott Hotel</b> , Charlotte, NC	Refinancing, franchise agreement termination
<b>Marriott Hotel</b> , Coronado, CA	Management agreement
<b>Marriott Hotel</b> , Curaçao Beach Resort & Emerald Casino, Willemstad, Curaçao	Management agreement
<b>Marriott Hotel</b> , Del Mar, CA	Management agreement, development, joint venture
<b>Marriott Hotel</b> , Denver, CO	Management agreement
<b>Marriott Hotel</b> , Detroit, MI	Management agreement
<b>Marriott Hotel</b> , Fort Collins, CO	Financing

Property/Project	Engagement
<b>Marriott Hotel</b> , Indianapolis Downtown, Indianapolis, IN	Workout and restructure
<b>Marriott Hotel</b> , Irvine, CA	Acquisition/buy-side, due diligence, financing
<b>Marriott Hotel</b> , Kansas City, MO	Acquisition/buy-side, financing, management agreement, franchise agreement
<b>Marriott Hotel</b> , Kauai, HI	Acquisition/sell-side
<b>Marriott Hotel</b> , LAX, Los Angeles, CA	Workout, receivership and restructuring for \$130 million loan comprised of 3 notes
<b>Marriott Hotel</b> , Long Beach, CA	Management agreement
<b>Marriott Hotel</b> , Mexico City, Mexico	Management agreement
<b>Marriott Hotel</b> , Milwaukee, WI	Management agreement, litigation
<b>Marriott Hotel</b> , Nashville Airport, Nashville, TN	Acquisition, management agreement, franchise agreement, acquisition loan
<b>Marriott Hotel</b> , Oakland Hotel & Convention Center, Oakland, CA	Restructuring, financing, corporate, real estate, tax
<b>Marriott Hotel</b> , Omaha Capitol District, Omaha, NE	EB-5 financing, litigation, restructuring
<b>Marriott Hotel</b> , Palm Beach Gardens, FL	ADA compliance and defense
<b>Marriott Hotel</b> , Pasadena, CA	Ground lease to hotel developer
<b>Marriott Hotel</b> , Portland, OR	Management agreement, operations, leasing
<b>Marriott Hotel</b> , Puerto Vallarta, Mexico	Management agreement
<b>Marriott Hotel</b> , Raleigh City Center, Raleigh, NC	Acquisition/buy-side, management agreement, franchise agreement, financing
<b>Marriott Hotel</b> , Rancho Cordova, CA	Acquisition buy-side, franchise agreement
<b>Marriott Hotel</b> , Rancho Las Palmas, Palm Desert, CA	Management agreement, lease, litigation
<b>Marriott Hotel</b> , San Antonio, TX	Acquisition/buy-side, development, joint venture, management agreement, financing
<b>Marriott Hotel</b> , San Diego Gas Lamp, San Diego, CA	Franchise agreement
<b>Marriott Hotel</b> , San Diego Symphony Towers, San Diego, CA	Financing
<b>Marriott Hotel</b> , San Diego, CA	Franchise agreement
<b>Marriott Hotel</b> , Scottsdale Safari Riverwalk, Scottsdale, AZ	Management agreement, development
<b>Marriott Hotel</b> , Seaview, Galloway, NJ	Acquisition/buy-side
<b>Marriott Hotel</b> , SoMa, San Francisco, CA	Franchise agreement
<b>Marriott Hotel</b> , Stamford, CT	Acquisition/sell-side, management agreement
<b>Marriott Hotel</b> , Torrance, CA	Restructuring
<b>Marriott Hotel</b> , Tulsa, OK	Acquisition/buy-side
<b>Marriott Hotel</b> , Visalia Convention Center, Visalia, CA	Acquisition/buy-side
<b>Marriott Hotel</b> , Walnut Creek, CA	Management agreement
<b>Marriott Hotel</b> , Wardman Park – Washington, DC	Management agreement, litigation, labor and employment
<b>Marriott Hotel</b> , Warner Center, Woodland Hills, CA	Foreclosure/deed-in-lieu
<b>Marriott Hotel</b> , Wind Watch, Hauppauge, NY	Management agreement
<b>Marriott Hotel</b> , Woodlands Hotel & Conference Center, The Woodlands, TX	Development, joint venture, hotel mixed-use, management agreement, financing
<b>Marriott Suites</b> , Long Beach, CA	Management agreement, development, land use
<b>Marriott Vacation Club</b> , Los Angeles, CA	ADA compliance and defense
<b>Marriott Vacation Pulse Club</b> , San Francisco, CA	ADA compliance and defense
<b>Mars World Amusement Park &amp; Hotel</b> , Las Vegas, NV	Financing, management agreement
<b>Maruko Lexton</b> , LAX, Los Angeles, CA	Acquisition/buy-side, development, construction, financing, bankruptcy, acquisition/sell-side
<b>Maxim Hotel &amp; Casino</b> , Las Vegas, NV	Acquisition/sell-side

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Property/Project	Engagement
<b>Maya Hotel</b> , Scottsdale (Old Town), AZ	Franchise agreement, management agreement
<b>Mayfair Hotel (The)</b> , Los Angeles, CA	Management agreement, food and beverage management agreement, (Project Roomkey lease with City of Los Angeles), acquisition/buy-side, labor and employment related to policies and protocols for returning workforce where hotel leased out to city for COVID patients
<b>Meritage Resort &amp; Spa</b> , Napa, CA	Labor and employment
<b>Metodo Hotel</b> , Rosemead, CA	Land use and entitlements
<b>MGM Hotel</b> , Arlington, TX	Management agreement
<b>MGM Hotel</b> , Cabo San Lucas, Mexico	Management agreement
<b>MGM Hotels</b> (nationwide)	Management agreements
<b>MGM Mirage</b> , Las Vegas, NV	Condo hotel advice
<b>MGM Resort</b> , (Proposed) Japan	Management agreement and technical services agreement
<b>Milliken Creek Inn &amp; Spa</b> , Napa, CA	ADA compliance and defense, acquisition/buy-side
<b>Milner Hotel DTLA (The)</b> , Los Angeles, CA	Management agreement
<b>Miramar Hotel</b> , Santa Barbara, CA	Financing
<b>Miraval Resort</b> , Star Tannery, VA	Development, operational issues
<b>Mission Hills Country Club</b> , Rancho Mirage, CA	Restructuring
<b>Mission Plaza</b> , Mission Valley, CA	Receivership
<b>Miyako Hotel</b> , Los Angeles, CA	Management agreement, franchise agreement
<b>Miyako Hotel</b> , San Francisco, CA	Management agreement, franchise agreement
<b>Miyako Hotel</b> , Tokyo, Japan	Management agreement, franchise agreement
<b>Miyako Hotels</b> , (21 hotels worldwide, including 19 in Japan)	Reposition hotels, management agreement, franchise agreement, operating issues
<b>Monarch Beach Resort</b> , Dana Point, CA	ADA compliance and defense
<b>Monarch Beach</b> , Laguna Niguel, CA	Acquisition/buy-side, development, joint venture, tax, financing, golf course operations, hotel operations
<b>Mondrian Hotel</b> , Los Angeles, CA	Acquisition/buy-side, management agreement, technical services, franchise agreement negotiations
<b>Montage Hotel Beverly Hills</b> , Beverly Hills, CA	ADA compliance and defense
<b>Montage Hotel Deer Valley</b> , Park City, UT	ADA compliance and defense
<b>Montage Hotel Tokyo</b> , Tokyo, Japan	Management agreement
<b>Montage Royal Island</b> , Royal Island, Bahamas	Management agreement
<b>Monterey Bay Inn</b> , Monterey Bay, CA	Management agreement, acquisition/sell-side
<b>Monterey Bay Shores Resort</b> , Sand City, CA	Development, joint venture, financing, loan workout, restructuring, litigation, financing
<b>Monterey Hotel</b> , Monterey, CA	Restructuring, acquisition/buy-side, financing, loan workout, restructuring, receivership, construction completion
<b>Monterey Motor Lodge</b> , Monterey, CA	Management agreement, acquisition/sell-side
<b>Monticello Inn</b> , San Francisco, CA	Management agreement
<b>Morgans Hotel Group</b> , Playa del Carmen, Mexico	Management agreement, technical services agreement, license agreement negotiation
<b>Morningside Country Club</b> , Rancho Mirage, CA	Acquisition/buy-side, management agreement
<b>Morrison Hotel &amp; Residences</b> , Los Angeles, CA	Acquisition/buy-side, development agreement, restructure debt and equity capital stack
<b>Motel 6</b>	See "G6 – Motel 6"
<b>Mukul Resort, Golf &amp; Spa</b> , Playa Manzanillo, Nicaragua	Management agreement



Property/Project	Engagement
<b>Mukul, Auberge Resorts Collection</b> , Tola-Las Salinas, Tola, Nicaragua	Management agreement
<b>Muse Hotel</b> , New York, NY	ADA compliance and defense
<b>Nautical Hotel</b> , Lake Havasu, AZ	Acquisition/sell-side
<b>Neptune Resort</b> , Fort Myers Beach, FL	Joint venture, management agreement
<b>Newport Beach Hotel</b> , Newport Beach, CA	ADA compliance and defense
<b>Nikki Beach Clubs</b> (throughout U.S.)	Management agreement
<b>Norfolk Apartments</b> , Norfolk, Nebraska	C-PACE financing
<b>North Fork/Mono Hotel &amp; Casino Project</b> , North Fork, CA	Casino management agreement
<b>North Star Club</b> , Steamboat Springs, CA	ADA compliance and defense
<b>NorthStar Club</b> , Truckee, CA	ADA compliance and defense
<b>Norwalk Inn</b> , Norwalk, CA	Receivership, restructuring
<b>NW Apartments</b> , North Platte, NE	C-PACE financing
<b>NYLO Hotel</b> , Chicago, IL	Franchise agreement
<b>Oak Motel</b> , Mountain View, CA	ADA compliance and defense
<b>Oakland Portal</b> , Oakland, CA	ADA compliance and defense
<b>Ocean Club, Residence &amp; Spa (The)</b> , Costa Norte, Sosua, Dominican Republic	Management agreement, financing
<b>Ocean Dome (The)</b> , Miyazaki, Japan	Management agreement
<b>Oceanpoint Ranch</b> , (formerly San Simeon Pines), Cambria, CA	Management agreement
<b>Olive Garden Restaurants</b> (throughout CA)	ADA compliance and defense, litigation
<b>Omni Hotel &amp; Convention Center</b> , Boston, MA	Management agreement
<b>Omni Hotel &amp; Convention Center</b> , Dallas, TX	Management RFP, management agreement
<b>Omni Hotel</b> , Indianapolis, IN	Acquisition/buy-side
<b>Omni Hotel</b> , Orrington-Evanston, IL	Acquisition/buy-side
<b>Omni Hotel</b> , Richardson, TX	Loan workout, franchise agreement, acquisition/sell-side
<b>Omni Hotel</b> , San Diego, CA	Development, management agreement
<b>One&amp;Only Palmilla</b> , San Jose del Cabo, Los Cabos, Mexico	Acquisition/buy-side, joint venture
<b>One&amp;Only Resort</b> , Syracuse, Sicily, Italy	Management agreement, financing, condo hotel
<b>Onsen at Shosenkyu</b> , Miyazaki, Japan	Management agreement
<b>Orchard Tree Inn</b> , Palm Springs, CA	Note acquisition/buy-side
<b>Orient Express</b> , (Proposed) DTLA, Los Angeles, CA	Management agreement
<b>Ormsby House Hotel &amp; Casino</b> , Carson City, NV	Acquisition/buy-side
<b>Oxford Suites</b> , Chico, CA	ADA compliance and defense
<b>Oxford Suites</b> , Lancaster, CA	ADA compliance and defense
<b>Oxford Suites</b> , Pismo Beach, CA	ADA compliance and defense
<b>Oxford Suites</b> , Redding, CA	ADA compliance and defense
<b>Oxford Suites</b> , Silverdale, WA	ADA compliance and defense
<b>Pacific Grove Plaza</b> , Pacific Grove, CA	Timeshare condominium foreclosure
<b>Pacific Shores Hotel</b> , Santa Monica, CA	Bankruptcy, lease
<b>Pacifica Hotels</b> (all hotels)	Management agreement (master form)

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Property/Project	Engagement
<b>Pacifica Suites</b> , Santa Barbara, CA	Management agreement
<b>Pala Mesa Resort</b> , Fallbrook, CA	Management agreement
<b>Palace Station Hotel &amp; Casino</b> , Las Vegas, NV	Casino management agreement
<b>Palihotel</b> , Culver City, CA	Management agreement, development agreement
<b>Palihotel</b> , San Diego, CA	Management agreement
<b>Palihouse Hotel &amp; Residences</b> , Tampa, FL	Management agreement
<b>Palihouse</b> , San Diego, CA	SNDA
<b>Palihouse</b> , Santa Barbara, CA	SNDA
<b>Palihouse</b> , Santa Monica, CA	Financing
<b>Palihouse</b> , Silverlake, CA	SNDA
<b>Palihouse</b> , Tampa, FL	SNDA
<b>Palihouse</b> , West Hollywood, CA	SNDA
<b>Palmer (The)</b> , Los Angeles, CA	Management agreement
<b>Palms</b> , Palm Springs, CA	Acquisition/buy-side, renovation, repositioning
<b>Palomino Euro Bistro</b> , Los Angeles, CA	Restaurant lease
<b>Paradise Atrium Suites</b> , Las Vegas, NV	Loan workout
<b>Paradise Pier Hotel</b> , Anaheim, CA	Operations issues, leasing, labor and employment
<b>Paradise Village</b> , Puerto Vallarta, Mexico	Acquisition/sell-side, condo hotel advice, timeshare, retail, golf, hotel, yacht club, country club, other real estate uses
<b>Park Hyatt</b>	See “Hyatt – Park Hyatt”
<b>Park Inn</b>	See “Carlson – Park Inn”
<b>Park Lane Hotel</b> , New York, NY	Management agreement
<b>Park Plaza</b>	See “Carlson – Park Plaza Suites”
<b>Park Shore</b> , Honolulu, HI	Acquisition/buy-side, financing
<b>Pasadera Country Club</b> , Monterey, CA	Bankruptcy, loan workout, restructuring, financing
<b>Paws Up Dude Ranch</b> , Greenough, MT	Structure liability containment program
<b>Peaks at Telluride</b> , Telluride, CO	Acquisition/buy-side, financing, labor and employment, trademark
<b>Peery Hotel – Hilton Tapestry</b> , Salt Lake City, UT	Termination of franchise agreement
<b>Pelican Inn &amp; Suites</b> , Cambria, CA	Management agreement
<b>Peninsula Beverly Hills</b> , Beverly Hills, CA	Labor and employment, operating and regulatory issues
<b>Petite Ermitage</b> , West Hollywood, CA	ADA compliance and defense
<b>PGA Plum Creek Tournament Players Club Course</b> , Carmel, IN	Development, restructuring, foreclosure, acquisition/sell-side
<b>PGA Starpass Tournament Players Club Course</b> , Tucson, AZ	Golf course and residential development, lending, restructuring, acquisition/sell-side
<b>PGA West Hotel site</b> , La Quinta, CA	Restructuring
<b>Phoenician</b> , Phoenix, AZ	Financing
<b>Phoenix Kogen Country Club</b> , Miyazaki, Japan	Management agreement
<b>Piccadilly Inn</b> , Fresno, CA	Loan workout, restructuring
<b>Pickwick</b> , San Francisco, CA	Labor and employment, acquisition/buy-side, due diligence
<b>Pierre Marques</b> , Acapulco, Mexico	Management agreement, litigation, operations issues
<b>Pines RV Resort</b> , Yosemite, CA	Management agreement
<b>Pizza Hut</b> , (numerous locations in California, Nevada, Oregon and Washington)	ADA compliance and defense

Property/Project	Engagement
<b>Planet Hollywood Resort &amp; Casino</b> , Las Vegas, NV	Management agreement, licensing agreement
<b>Plaza Hotel &amp; Casino Downtown Las Vegas</b> , Las Vegas, NV	Franchise agreement, repositioning
<b>Plaza Hotel (The)</b> , New York, NY	Acquisition/buy-side, management agreement, tax, labor and employment
<b>Plaza La Reina Westwood</b> , Los Angeles, CA	Restaurant joint venture, lease
<b>Plaza Suites</b> , Seattle, WA	Acquisition/buy-side
<b>Pointe Anaheim</b> , Anaheim, CA	Development, land use
<b>Poipu Beach Villas</b> , Poipu Beach, Kauai, HI	Franchise agreement
<b>Portofino Hotel</b> , Redondo Beach, CA	Acquisition/buy-side
<b>Post Ranch Inn</b> , Big Sur, CA	Construction lending, EB-5 financing, ADA compliance and defense
<b>Prescott Hotel</b> , San Francisco, CA	Management agreement, franchise agreement, financing, acquisition/buy-side
<b>Preserve (Bel Air) (The)</b> , Los Angeles, CA	Development advisory
<b>Princess Hotel &amp; Resort</b> , San Diego, CA	Acquisition/sell-side
<b>Princess Hotel</b> , Acapulco, Mexico	Management agreement, litigation, operations issues
<b>Princess Hotel</b> , Hamilton, Bermuda	Management agreement, operations issues
<b>Province (The)</b> , San Gabriel, CA	C-PACE financing for retail, multi-family, parking development
<b>PruneYard Inn</b> , Campbell, CA	Management agreement
<b>Ptarmigan Inn</b> , Banff, Canada	Acquisition/buy-side, management agreement, franchise agreement, bankruptcy, acquisition/sell-side
<b>Puerto Vallarta</b> , Puerto Vallarta, Mexico	Acquisition/buy-side
<b>Pullman Hotel</b>	See “Accor – Pullman”
<b>Quality Inn / Quality Suites</b>	See “Choice – Quality Inn” and “Choice – Quality Suites”
<b>Queen and Crescent</b> , New Orleans, LA	Management agreement, franchise agreement, financing
<b>Queen Mary (Ship and Hotel)</b> , Long Beach, CA	Bankruptcy, loan workout, management agreement, land use, entitlements, ground lease acquisition, leases for entertainment center and hotel, acquisition/buy-side, new management agreement, management agreement restructure
<b>Radisson</b>	See “Carlson – Radisson Hotel”
<b>Raffles Hotels</b>	See “Accor – Raffles”
<b>Ramada Hotel</b>	See “Wyndham – Ramada Hotel”
<b>Red Lion – Hotel RL</b> , Baltimore, MD	Acquisition/buy-side, financing
<b>Red Lion Hotel</b> , Anaheim, CA	Lease analysis
<b>Red Lion Hotel</b> , Aurora, CO	Management agreement termination, new management agreement, litigation
<b>Red Lion Hotel</b> , Baltimore, MD	Acquisition/buy-side, financing
<b>Red Lion Hotel</b> , San Francisco, CA	Acquisition/buy-side
<b>Red Lobster Restaurants</b> (throughout CA)	ADA compliance and defense, litigation
<b>Red Robin Restaurants</b> , nationwide	ADA compliance and defense, website ADA compliance
<b>Red Rock Casino</b> , Resort & Spa, Las Vegas, NV	Casino management agreement
<b>Red Roof Inn</b> , Buena Park, CA	Franchise agreement termination
<b>Red Roof Inns</b> (138 hotels nationwide)	Litigation
<b>Redbury (The)</b> , Hollywood, CA	Management agreement, joint venture
<b>Redbury (The)</b> , New York, NY	Management agreement, ADA compliance and defense
<b>Redondo Beach Hotel (The)</b> , Redondo Beach, CA	Management agreement portfolio franchise agreement and brand conversion, new management agreement
<b>Regal Alaskan</b> , Anchorage, AK	Acquisition/buy-side

Property/Project	Engagement
<b>Regal Aurora Inn</b> , Aurora, OH	Acquisition/buy-side
<b>Regal Biltmore</b> , Los Angeles, CA	Acquisition/buy-side
<b>Regal Boston</b> , Boston, MA	Acquisition/buy-side
<b>Regal Cincinnati</b> , Cincinnati, OH	Acquisition/buy-side
<b>Regal Clarion Fourwinds</b> , Bloomington, IN	Acquisition/buy-side
<b>Regal Clarion Inn</b> , Sacramento, CA	Acquisition/buy-side
<b>Regal Comfort Inn Atlanta Airport</b> , Atlanta, GA	Acquisition/buy-side
<b>Regal Comfort Inn SLC Airport</b> , Salt Lake City, UT	Acquisition/buy-side
<b>Regal Comfort Inn Vail/Beaver Creek</b> , Avon, CO	Acquisition/buy-side
<b>Regal Constellation</b> , Ontario, Canada	Acquisition/buy-side
<b>Regal Harvest House</b> , Boulder, CO	Acquisition/buy-side
<b>Regal Knickerbocker</b> , Chicago, IL	Acquisition/buy-side
<b>Regal McCormick</b> , Scottsdale, AZ	Acquisition/buy-side
<b>Regal Minneapolis</b> , Minneapolis, MN	Acquisition/buy-side
<b>Regal Nashville</b> , Nashville, TN	Acquisition/buy-side
<b>Regal Park Inn Club</b> , Bradenton, FL	Acquisition/buy-side
<b>Regal Quality Inn South Mountain</b> , Phoenix, AZ	Acquisition/buy-side
<b>Regal Riverfront</b> , St. Louis, MO	Acquisition/buy-side
<b>Regal Sheraton Inn Buffalo Airport</b> , Buffalo, NY	Acquisition/buy-side
<b>Regal Sheraton Inn Saleside</b> , Kissimmee, FL	Acquisition/buy-side
<b>Regal UN Plaza</b> , New York, NY	Acquisition/buy-side
<b>Regal University</b> , Durham, NC	Acquisition/buy-side
<b>Regal Wynfield Inn Main Gate</b> , Kissimmee, FL	Acquisition/buy-side
<b>Regal Wynfield Inn</b> , Westwood, Orlando, FL	Acquisition/buy-side
<b>Regal/Richfield Portfolio</b> (25-hotel portfolio)	Acquisition/buy-side
<b>Regent Beverly Wilshire Hotel</b> , Beverly Hills, CA	Acquisition/sell-side, ownership issues, management agreement
<b>Regent Hotel &amp; Residences</b> , Papagayo, Costa Rica	Acquisition/buy-side, development, management agreement
<b>Regent Hotel Portfolio</b>	Acquisition/buy-side of Regent brand worldwide and all hotel and management agreement assets, including brand and trademark
<b>Regent Hotel</b> , Abu Dhabi, UAE	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Bali, Indonesia	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Beijing, China	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Berlin, Germany	Acquisition/buy-side, management agreement, trademark
<b>Regent Hotel</b> , Bordeaux, France	Acquisition/buy-side, management agreement, trademark
<b>Regent Hotel</b> , Doha, Qatar	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Hainan, China	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Kuala Lumpur, Malaysia	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Phuket Cape Panwa, Thailand	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Regent Grand-Providenciales, Turks & Caicos	Acquisition/buy-side, management agreement, trademark
<b>Regent Hotel</b> , Regent Palmas del Mar, San Juan, Puerto Rico	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Regent Palms Grace Bay, Turks & Caicos	Management agreement, condo hotel, international business advice
<b>Regent Hotel</b> , Zagreb, Croatia	Acquisition/buy-side, management agreement, trademark

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<b>Property/Project</b>	<b>Engagement</b>
<b>Remington Las Montanas Resort Hotel</b> , Indian Wells, CA	Management agreement, development, condo hotel
<b>Renaissance Hotel</b>	See “Marriott – Renaissance Hotel”
<b>Residence Inn by Marriott</b>	See “Marriott – Residence Inn”
<b>ResidenSea – The World of ResidenSea</b>	Management agreement for condo ship
<b>Resort at Squaw Creek</b> , Lake Tahoe, CA	Management agreement, condo hotel advice, litigation, ADA compliance and defense
<b>Retreat at Laguna (The)</b> , Laguna Beach, CA	Acquisition/buy-side, joint venture, management agreement
<b>Rex Ranch</b> , Amado, AZ	Acquisition/buy-side, repositioning
<b>Richelieu Hotel</b> , San Francisco, CA	Foreclosure, acquisition/sell-side
<b>Rimba Jimbaran Hotel</b> , Bali, Indonesia	Management agreement
<b>Ritz Plaza South Beach</b> , South Beach, Miami, FL	Management agreement, joint venture, financing
<b>Ritz-Carlton</b>	See “Marriott – Ritz-Carlton”
<b>River Gate Town Homes</b> , Montebello, CA	C-PACE financing
<b>Riverdale Resort</b> , Sacramento, CA	Transactional
<b>Riverfront Hotel</b> , Spokane, WA	Acquisition/buy-side, joint venture, tax, management agreement, operations
<b>Riverhouse Hotel &amp; Convention Center</b> , Bend, OR	Management agreement
<b>Riviera Golf and Tennis Resort</b> , Palm Springs, CA	Acquisition/buy-side
<b>Robles Del Rio Lodge</b> , Carmel Valley, CA	Joint venture
<b>Rockridge Resort</b> , Keystone, CO	Management agreement
<b>Rockville General Hospital</b> , Vernon, CT	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Rodeway Inn</b>	See “Choice – Rodeway Inn”
<b>Roosevelt Hotel</b> , Seattle, WA	Acquisition/buy-side
<b>Roseville Hotel &amp; Conference Center</b> , Roseville, CA	Management agreement, RFP
<b>Rosewood</b> , Coco Beach, Puerto Rico	Management agreement
<b>Rosewood</b> , Punta Mita, Mexico	Development, management agreement
<b>Rosewood</b> , São Paulo, Brazil	Management agreement, development agreement
<b>Rosewood</b> , Viti Levi, Fiji	Development, management agreement
<b>Rowland Heights Project</b> , Rowland Heights, CA	Acquisition/buy-side, development advisory, hotel mixed-use, condo hotel
<b>Royal Bahamas Island</b> , Grand Bahama Island, Bahamas	Management agreement
<b>Royal Coach Hotel</b> , Anaheim, CA	Ownership structure, tax
<b>Royal Plaza Hotel</b> , Disney World, Orlando, FL	Acquisition/buy-side
<b>Runaway Bay Marina</b> , Gold Coast, Australia	Acquisition/buy-side
<b>Sacramento Kings Golden 1 Center</b> , Sacramento, CA	ADA compliance and defense
<b>Safari Riverwalk Hotel</b> , Scottsdale, AZ	Management agreement
<b>Saint Marc Restaurant</b> , Los Angeles, CA	Lease, litigation
<b>Saipan Hotel</b> , Saipan, Marianas	Acquisition/buy-side
<b>San Bernardino Hotel &amp; Convention Center</b> , San Bernardino, CA	Acquisition/buy-side, development, construction, financing, franchise agreement, bankruptcy, acquisition/sell-side
<b>San Bruno Inn</b> , San Bruno, CA	ADA compliance and defense, litigation
<b>San Juan Hills Golf Course</b> , San Juan Capistrano, CA	Management agreement
<b>San Mateo Park Hotel</b> , San Mateo, CA	Management agreement, joint venture
<b>San Pedro Hotel</b> , San Pedro, CA	EB-5 financing, C-PACE financing
<b>San Pedro Marina Hotel</b> , San Pedro, CA	Acquisition/buy-side, land use, regulatory

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*Jim Butler*

<b>Property/Project</b>	<b>Engagement</b>
<b>San Vicente Bungalows</b> , West Hollywood, CA	ADA compliance and defense
<b>San Ysidro Ranch</b> , San Ysidro, CA	Management agreement, litigation, operations issues
<b>Sandcastle Inn</b> , Pismo Beach, CA	Management agreement
<b>Sanderling Resort</b> , Kitty Hawk, NC	Acquisition/buy-side, management agreement, financing
<b>Sandman Inn</b> , Santa Barbara, CA	ADA compliance and defense, redevelopment
<b>Santa Barbara Beach &amp; Golf Resort Curaçao</b> , Porta Blancu, Nieuwpoort, Curaçao	Management agreement termination, litigation
<b>Santa Barbara Beach Hotel</b> , Santa Barbara, CA	Acquisition/buy-side
<b>Santa Catalina Hotel, Resort &amp; Residences</b> , Catalina, CA	Condo hotel advice, development, acquisition/buy-side, ground lease, infrastructure, financing, management agreement
<b>Santa Catalina Island Company</b> , Santa Catalina, CA	ADA compliance and defense (island-wide)
<b>Santa Fe Station Hotel &amp; Casino</b> , Las Vegas, NV	Casino management agreement
<b>Santa Maria Inn</b> , Santa Maria, CA	Acquisition/buy-side, management agreement, franchise agreement, acquisition/sell-side
<b>SAP Center at San Jose</b> , (formerly the San Jose Arena), San Jose, CA	ADA compliance and defense
<b>Savannah Inn</b> , Savannah, GA	Management agreement, acquisition/sell-side
<b>Savoy Hotel</b> , San Francisco, CA	Acquisition/buy-side
<b>Sawgrass Marriott Resort and Beach Club</b> , Pointe Verde Beach, FL	Management agreement, operations issues, development, acquisition/sell-side
<b>sbe Supper Club</b> , Alto Palato, Los Angeles, CA	Lease
<b>sbe Supper Club</b> , Bedford, West Hollywood, CA	Lease
<b>sbe Supper Club</b> , Chrone, Los Angeles, CA	Lease
<b>sbe Supper Club</b> , Katsuya, Brentwood, CA	Licensing Issues, lease
<b>sbe Supper Club</b> , Prey, Los Angeles, CA	Lease
<b>Schloss Hotel</b> , Schloss Velden, Austria	Management agreement termination, litigation
<b>Sea View Inn</b> , Carmel, CA	ADA compliance and defense
<b>Seabird Lodge</b> , Mendocino, CA	ADA compliance and defense
<b>Seacliff Inn</b> , Aptos, CA	Portfolio franchise agreement and brand conversion, management agreement
<b>Seal Rock Inn</b> , San Francisco, CA	ADA compliance and defense, litigation
<b>Seattle Convention Center Hotel</b> , Seattle, WA	Management agreement, brand and operator RFP
<b>Seattle Hotel</b> , 801 Fifth Avenue, Seattle, WA	Management agreement termination
<b>Setai Resort Puerto Vallarta</b> , Puerto Vallarta, Mexico	Management agreement
<b>Shadowridge Golf Course</b> , Vista, CA	Restructuring, loan workout
<b>Shadowrock Hotel &amp; Resort</b> , Palm Springs, CA	Management agreement, mixed-use structuring, condo hotel advice, land use, litigation
<b>Shangri-La Boston Hotel &amp; Residences</b> , Boston, MA	Management agreement, condo hotel advice (new development)
<b>Shattuck Hotel</b> , Berkeley, CA	Transactional
<b>Shelborne South Beach</b> , Miami, FL	Acquisition/sell-side, franchise agreement
<b>Shelbourne Hotel</b> , Dublin, Ireland	Management agreement termination, litigation
<b>Sheraton Hotel</b>	See “Marriott – Sheraton Hotel”
<b>Shilo Inn</b> , Pomona, CA	Bankruptcy, workout
<b>Shilo Inn</b> , Portland, OR	ADA compliance and defense, litigation
<b>Shores Resort &amp; Spa (The)</b> , Daytona Beach, FL	Management agreement
<b>Shutters on the Beach</b> , Santa Monica, CA	ADA compliance and defense

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<b>Property/Project</b>	<b>Engagement</b>
<b>Siddhu Hotel</b> , Goa, India	Management agreement
<b>Siena Hotel</b> , Reno, NV	Management agreement, franchise agreement, repositioning conversion to Renaissance brand
<b>Sierra Suites</b> , Sierra Vista, AZ	ADA compliance and defense
<b>Silverado Country Club &amp; Resort</b> , Napa, CA	Management agreement, litigation, acquisition/buy-side
<b>Silverton Resort &amp; Casino</b> , Las Vegas, NV	Condo hotel advice, land use, entitlements
<b>Six Senses Hotel and Spa</b> , Papagayo Peninsula, Costa Rica	Management agreement, development agreement, licensing agreement
<b>Six Senses Resort</b> , Battlecreek, MI	Management agreement, condo hotel
<b>Sixty Hotel</b> , Montreal, Canada	Management agreement
<b>Sizzler</b> , Los Angeles, CA	ADA compliance and defense
<b>Sleep Inn</b>	See “Choice – Sleep Inn”
<b>SLS Beverly Hills</b> , Beverly Hills, CA	Management agreement, terminate license agreement, terminate consulting agreement and license, terminate restaurant lease, litigation, acquisition/sell-side
<b>Snake River Lodge &amp; Spa</b> , Jackson Hole, WY	Acquisition/sell-side
<b>Sofitel Hotels</b>	See “Accor – Sofitel”
<b>Solage Hotel</b> , Scottsdale, AZ	Management agreement, ground lease, reciprocal easements
<b>Solaire Resort &amp; Casino</b> , Manila, Philippines	Casino management agreement
<b>Sommerset Suites Hotel</b> , San Diego, CA	Management agreement
<b>Sonder USA next-gen hospitality</b> , (35 cities and 7 countries worldwide, including Atlanta, Austin, Boston, Chicago, Dallas, Denver, Detroit, Dubai, Dublin, Edinburgh, Houston, London, Mexico City, Miami, Minneapolis, Montreal, Nashville, New Orleans, New York City, Orlando, Palm Springs, Philadelphia, Phoenix, Rome, San Antonio, San Diego, San Francisco, Savannah, Seattle, Toronto, Vancouver, Washington DC)	Leases for long- and short-term stays, labor and employment, wage and hour, COVID-related workforce and safety, union matters
<b>Sonoma Coast Villa Resort &amp; Spa</b> , Bodega, CA	Acquisition/buy-side, management agreement, financing and loan restructuring
<b>Sonoma Mission Inn</b> , Sonoma, CA	Financing, acquisition/sell-side
<b>Sonoma Valley Inn</b> , Sonoma, CA	Restructuring, loan workout
<b>Sonoma/Graton Hotel &amp; Casino Project</b> , Rohnert Park, CA	Casino management agreement
<b>Sorensen’s Resort</b> , Hope Valley, CA	Acquisition/buy-side, joint venture financing with private equity, branding intellectual property protection
<b>Southern CA Hospital at Culver City</b> , Culver City, CA	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Southern CA Hospital at Hollywood</b> , Los Angeles, CA	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Southern CA Hospital at Van Nuys</b> , Van Nuys, CA	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Spindrift Inn</b> , Monterey Bay, CA	Management agreement, acquisition/sell-side
<b>Sports Arena Travelodge</b> , San Diego, CA	Acquisition/buy-side, franchise agreement, management agreement, bankruptcy, acquisition/sell-side
<b>Spring Resort &amp; Spa (The)</b> , Palm Springs, CA	ADA compliance and defense
<b>Springfield Hospital</b> , Springfield, PA	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Springhill Suites</b>	See “Marriott – Springhill Suites”
<b>Springs of Palm Springs</b> , Palm Springs, CA	Financing, acquisition/buy-side
<b>Spyglass Inn</b> , Pismo Beach, CA	Management agreement
<b>Squaw Valley Lodge</b> , Lake Tahoe, CA	ADA compliance and defense
<b>St. Regis</b>	See “Marriott – St Regis”

<b>Property/Project</b>	<b>Engagement</b>
<b>Stags Leap Winery</b> , Napa, CA	Acquisition/buy-side, licensing, franchise agreement, trademark
<b>Standard (The)</b> , DTLA, Los Angeles, CA	ADA compliance and defense
<b>Standard (The)</b> , Hollywood, CA	ADA compliance and defense
<b>Standard (The)</b> , Kings Cross, London, UK	Management agreement
<b>Standard (The)</b> , Miami, FL	ADA compliance and defense
<b>Standard (The)</b> , New York, NY	ADA compliance and defense
<b>Stanford Inn</b> , Anaheim, CA	Management agreement
<b>Stanley (The)</b> , Estes Park, CO	Litigation
<b>Staples Los Angeles Sports Arena</b> , Los Angeles, CA	Development, construction, leasing, management agreement
<b>Starbucks Cafe</b> , San Francisco, CA	ADA compliance and defense
<b>Staybridge</b>	See “IHG – Staybridge”
<b>Stone Eagle Golf Club</b> , Palm Desert, CA	Golf club formation and membership agreements
<b>Stouffer Esmeralda</b> , Indian Wells, CA	Golf and amenity use agreements, financing
<b>Strand House</b> , Manhattan Beach, CA	Acquisition/buy-side, leasing, JV, liquor license, entitlements
<b>Sugar Bowl Ski Resort</b> , Donner Pass, Norden, CA	ADA compliance and defense
<b>Summit Hotel Rodeo Drive</b> , Beverly Hills, CA	Labor and employment
<b>SunCoast Park Hotel</b> , Anaheim, CA	C-PACE financing
<b>Sunrise Suites and Casino</b> , Las Vegas, NV	Bankruptcy
<b>Sunset &amp; La Brea Hotel</b> , Los Angeles, CA	Hotel operating lease
<b>Sunset Station Hotel &amp; Casino</b> , Henderson, NV	Casino management agreement
<b>Sunset Tower Hotel</b> , West Hollywood, CA	ADA compliance and defense
<b>Sunterra Resorts Harbour Lights</b> , Gaslamp District, San Diego, CA	Acquisition/sell-side, timeshare formation, multi-state registration
<b>Sunterra San Luis Bay Inn</b> , San Luis Obispo, CA	Timeshare, acquisition/sell-side
<b>Super 8 Motel</b>	See “Wyndham – Super 8 Motel”
<b>Sweet Rose Creamery</b> Los Angeles, CA	Restaurant lease
<b>T.G.I. Fridays</b> , Brea, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Carlsbad, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Compton, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Corona, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Costa Mesa, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Fresno, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , La Jolla, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Laguna Niguel, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Long Beach, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Los Angeles, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Ontario, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Orange, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Oxnard, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Porter Ranch, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Rancho Cucamonga, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Rancho Santa Margarita, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Riverside, CA	ADA compliance and defense (against class action involving 38 restaurants)

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<b>Property/Project</b>	<b>Engagement</b>
<b>T.G.I. Fridays</b> , Rosemead, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Rowland Heights, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , San Bernardino, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , San Diego, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , San Diego, CA (Jamacha Rd.)	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , San Diego, CA, (5th Ave)	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , San Diego, CA, (Camino del Rio S)	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Santa Clarita, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Simi Valley, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Temecula, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Thousand Oaks, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Torrance, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Union City, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , West Covina, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Westminster, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Woodland Hills, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>T.G.I. Fridays</b> , Yorba Linda, CA	ADA compliance and defense (against class action involving 38 restaurants)
<b>Taco Bell, Inc.</b> (corporate)	Consumer litigation and business advisory
<b>Tao Restaurant</b> , Hollywood, CA	Termination of restaurant management agreement and lease negotiation, restructuring, refinancing
<b>Tarrytown House Estate</b> , Tarrytown, NY	ADA compliance and defense
<b>Taylor Hospital</b> , Ridley Park, PA	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Temecula Senior Living</b> , Temecula, CA	C-PACE financing
<b>Tempe Diablo Stadium</b> , Tempe, AZ	Acquisition/buy-side, development, financing, operations issues
<b>Teton Mountain Lodge &amp; Spa</b> , Teton Village, WY	Financing, securitization
<b>Texas Station Gambling Hall &amp; Hotel</b> , Las Vegas, NV	Casino management agreement
<b>Tharaldson Inn</b> , Toledo, OH	Financing, securitization
<b>Thompson Hotel</b>	See “Hyatt – Thompson Hotel”
<b>Thunder Valley Casino Resort Project</b> , Whitney, CA	Casino management agreement
<b>Tides Oceanview Inn &amp; Cottages (The)</b> , Pismo Beach, CA	Management agreement
<b>Toll House Hotel</b> , Los Gatos, CA	Acquisition/buy-side, financing, management agreement, IP issues, acquisition/sell-side
<b>Tom Watson Golf</b> , Miyazaki, Japan	Management agreement
<b>tommie Hotel</b>	See “Hyatt – Two Roads – tommie Hotel”
<b>Topaz Hotel</b> , Washington, DC	Management agreement
<b>Topnotch Resort &amp; Spa</b> , Stowe, VT	Acquisition/buy-side, financing, management agreement, intellectual property issues, acquisition/sell-side
<b>TownPlace Suites</b>	See “Marriott – TownPlace Suites”
<b>Trailblazer Ranch</b> , Santa Cruz Mountains, CA	Management agreement, lease
<b>Travelodge</b>	See “Wyndham – Travelodge”
<b>Tribute</b>	See “Marriott – Tribute Hotel”
<b>Triton Hotel</b> , San Francisco, CA	ADA compliance and defense
<b>Trountrun</b> , Frederick City, NJ	Acquisition/buy-side, rezoning

<b>Property/Project</b>	<b>Engagement</b>
<b>Tru by Hilton</b>	See "Hilton – Tru by Hilton"
<b>Trump Castle</b> , Atlantic City, NJ	Acquisition/buy-side
<b>Trump Condominium Hotel</b> , Amman, Jordan	Management agreement
<b>Trump Farallon at Cap Cana</b> , Cap Cana, Dominican Republic	Management agreement
<b>Trump Hotel</b> , Giza, Egypt	Management agreement
<b>Trump International Hotel &amp; Tower Chicago</b> , Chicago, IL	Condo hotel advice
<b>Trump International Hotel &amp; Tower Las Vegas</b> , Las Vegas, NV	Condo hotel advice
<b>Trump International Hotel Waikiki Beach Walk</b> , Honolulu, HI	Condo hotel advice, acquisition/buy-side, financing
<b>Trump Ocean Club</b> , International Hotel & Tower, Panama City, Panama	Management agreement, condo hotel advice
<b>Trump Plaza Hotel &amp; Casino</b> , Atlantic City, NJ	Acquisition/buy-side, development
<b>Trump SoHo Hotel Condominium New York</b> , New York, NY	Condo hotel advice, litigation
<b>Trusthouse Forte Viscount Hotel</b> , Los Angeles, CA	Acquisition/buy-side
<b>Tryp Hotel</b>	See "Wyndham – Tryp Hotel"
<b>Turnberry Isle Resort &amp; Club</b> , Aventura, FL	Management agreement, acquisition/sell-side, franchise agreement
<b>Tustin Legacy</b> , Tustin, CA	Management agreement, development, joint venture, financing
<b>Twin Towers Motel</b> , El Segundo, CA	ADA compliance and defense
<b>Two Bunch Palms</b> , Desert Hot Springs, CA	Acquisition/buy-side, joint venture, management agreement, restructuring, liquor license
<b>Two Roads – Joie di Vivre Hotel</b>	See "Hyatt – JDV by Hyatt"
<b>Two Roads – Thompson Hotel</b>	See "Hyatt – Thompson Hotel"
<b>Two Roads – tommie Hotel</b>	See "Hyatt – tommie Hotel"
<b>Union Square Plaza Hotel</b> , San Francisco, CA	Labor and employment, ADA compliance and defense
<b>University Club</b> , San Francisco, CA	Refinancing
<b>Urban Commons Master</b> , Norwalk, CA	Acquisition/buy-side, development advisory, land use and master plan covenants
<b>Vagabond Inn</b> , Carmel, CA	ADA compliance and defense
<b>Vagabond Inn</b> , Glendale, CA	ADA compliance and defense
<b>Vagabond Inn</b> , Palm Springs, CA	ADA compliance and defense
<b>Vagabond Inn</b> , Solvang, CA	ADA compliance and defense
<b>Vail Plaza Hotel</b> , Vail, CO	Loan workout, restructure, bankruptcy
<b>Valencia Hotel</b> , Loveland, CO	Management agreement
<b>Valley River Inn</b> , Eugene, OR	Acquisition/sell-side, land use, litigation
<b>Value Place</b> , Alexandria, LA	Multi-state receivership and sale by receivership
<b>Value Place</b> , Kansas City, MO	Multi-state receivership and sale by receivership
<b>Value Place</b> , Omaha, NE	Multi-state receivership and sale by receivership
<b>Vdara Hotel &amp; Spa</b> , Las Vegas, NV	Management agreement, joint venture
<b>Venetian Hotel</b> , Las Vegas, NV	Labor and employment, operations and regulatory issues
<b>Veneto Hotel &amp; Casino Panama City</b> , Panama City, Panama	Casino management agreement
<b>Venice Suites</b> , Venice, CA	Litigation
<b>Viceroy</b> , Palm Springs, CA	Condo hotel advice (conversion), land use, entitlements

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<b>Property/Project</b>	<b>Engagement</b>
<b>Viceroy</b> , Santa Monica, CA	Condo hotel advice (conversion), land use, entitlements
<b>Victorian Inn</b> , Monterey Bay, CA	Management agreement, acquisition/sell-side
<b>Villa Carlotta</b> , Laguna Beach, CA	ADA compliance and defense
<b>Villa Florence Hotel</b> , San Francisco, CA	Management agreement
<b>Villa Vera</b> , Acapulco, Guerrero, Mexico	Management agreement, franchise agreement, acquisition/sell-side
<b>Vintage Court Hotel</b> , San Francisco, CA	Financing
<b>Virgin Las Vegas Hotel</b> , Las Vegas, NV	Acquisition/buy-side
<b>Vista Collina Resort</b> , Napa, CA	C-PACE financing
<b>W Hotel</b>	See “Marriott – W Hotel”
<b>W Hotel &amp; Residences</b>	See “Marriott – W Hotel and Residences”
<b>Wagner at Battery Park (The)</b> , (formerly Ritz Carlton Battery Park), New York, NY	Acquisition, ground leases, management agreement, management agreement restructure, investor dispute
<b>Waikiki Gateway Hotel</b> , Honolulu, HI	Acquisition/buy-side
<b>Waikiki Grand</b> , Honolulu, HI	Management agreement
<b>Waldorf Astoria</b>	See “Hilton – Waldorf Astoria”
<b>Walt Disney World</b> , Orlando, FL	Development advisory, ground lease
<b>Warner Springs Resort</b> , Warner Springs, CA	Restructuring
<b>Waterbury Hospital</b> , Waterbury, CT	Acquisition/buy-side (purchase of portfolio of C-PACE loans)
<b>Waterfront Hotel Jack London Square</b> , Oakland, CA	Litigation
<b>Waterloo Park Hotel</b> , Austin, TX	Joint venture
<b>Wayfarer Hotel (The)</b> , Santa Barbara, CA	Management agreement
<b>Wayfarer Hotel</b> , Los Angeles, CA	Management agreement
<b>Weligama Bay Resort</b> , Southern Province, Sri Lanka	Mixed-use development
<b>Wendy's Restaurant</b> , Brooklyn, NY (3)	ADA compliance and defense
<b>Wendy's Restaurant</b> , Jamaica, NY	ADA compliance and defense
<b>Wendy's Restaurant</b> , Long Island City, NY	ADA compliance and defense
<b>Wendy's Restaurant</b> , New York, NY (4)	ADA compliance and defense
<b>Wendy's Restaurant</b> , Philadelphia, PA	ADA compliance and defense
<b>West Elm Hotel</b> , Savannah, GA	Management agreement
<b>West Hollywood Boutique</b> , West Hollywood, CA	Hotel ground lease
<b>West Paces</b>	See “Capella”
<b>Westcoast Gateway Hotel</b> , Seattle, WA	Acquisition/buy-side
<b>Westcoast Long Beach Hotel</b> , Long Beach, CA	Acquisition/buy-side
<b>Westcoast Wenatchee Hotel</b> , Wenatchee, WA	Acquisition/buy-side
<b>Western Lodging</b> , Bodega Bay, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
<b>Western Lodging</b> , Half Moon Bay, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
<b>Western Lodging</b> , Lafayette Park Hotel, Lafayette, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
<b>Western Lodging</b> , Monterey, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
<b>Western Lodging</b> , Napa Valley Lodge, Yountville, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues

<b>Property/Project</b>	<b>Engagement</b>
<b>Western Lodging</b> , Stanford Park Hotel, Menlo Park, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
<b>Westin</b>	See “Marriott – Westin Hotel”
<b>Westminster Hotel</b> , Livingston, NJ	Asset management agreement
<b>Westwind Motor Inn</b> , Monterey, CA	Restructuring, bankruptcy
<b>Westwood Extended Stay Apartments</b> , Los Angeles, CA	Management agreement
<b>White Oaks Hotel</b> , Lompoc, CA	Acquisition/buy-side, management agreement, franchise agreement, acquisition/sell-side
<b>Whitehouse Apartments</b> , Whitehouse, TN	C-PACE financing
<b>Wildfire Casino and Lanes</b> , Henderson, NV	Casino management agreement
<b>Wildfire Casino</b> , Boulder, Henderson, NV	Casino management agreement
<b>Wildfire Casino</b> , Rancho, Henderson, NV	Casino management agreement
<b>Wilshire Grand Hotel</b> , Los Angeles, CA	Management agreement
<b>Wolfgang Puck Cafes</b> , Domestic and International	Franchise and license advice, franchise agreement
<b>Wonderverse</b> , Chicago, IL	Management agreement
<b>Woodfin Suites</b> , Brea, CA	Restructuring
<b>Woodfin Suites</b> , Cypress, CA	Restructuring
<b>Woodfin Suites</b> , Dublin, OH	Restructuring
<b>Woodfin Suites</b> , Rockland, MD	Restructuring
<b>Woodfin Suites</b> , Sunnyvale, CA	Restructuring
<b>Woolley’s Classic Suites Denver Airport</b> , Aurora, CO	Financing
<b>Wylder Hope Valley Hotel</b> (formerly, Sorensen Resort), Hope Valley, CA	Acquisition/buy-side, joint venture financing with private equity, branding, intellectual property
<b>Wylder Hotel Tilghman Island</b> , Tilghman Island, MD	Acquisition/buy-side, management agreement, development, loan workout, financing, intellectual property
<b>Wyndham – Days Inn</b> , Alexandria, VA	Acquisition/sell-side
<b>Wyndham – Days Inn</b> , Bloomington, IL	Financing, securitization
<b>Wyndham – Days Inn</b> , Cedar Rapids, IA	Financing, securitization
<b>Wyndham – Days Inn</b> , Chula Vista, CA	Acquisition/buy-side
<b>Wyndham – Days Inn</b> , College Park, GA	Acquisition/sell-side
<b>Wyndham – Days Inn</b> , Davenport, IA	Financing, securitization
<b>Wyndham – Days Inn</b> , Fairfield, CA	Acquisition/buy-side, receivership, restructuring
<b>Wyndham – Days Inn</b> , Grand Forks, ND	Financing, securitization
<b>Wyndham – Days Inn</b> , Hollywood, CA	ADA compliance and defense
<b>Wyndham – Days Inn</b> , Mankato, MN	Financing, securitization
<b>Wyndham – Days Inn</b> , Mission Bay, CA	Management agreement, franchise agreement, acquisition/sell-side, operations, financing
<b>Wyndham – Days Inn</b> , Peoria, AZ	Acquisition/sell-side, termination of franchise agreement
<b>Wyndham – Days Inn</b> , Portland, OR	Management agreement, franchise agreement, acquisition/sell-side, operations, financing
<b>Wyndham – Days Inn</b> , San Diego, CA	Management agreement, franchise agreement, acquisition/sell-side, operations, financing
<b>Wyndham – Days Inn</b> , Santa Ana, CA	Loan workout, foreclosure, franchise agreement, acquisition/sell-side
<b>Wyndham – Days Inn</b> , Topeka, KS	Financing, securitization
<b>Wyndham – Hawthorn Suites</b> , Hollywood, CA	Entitlement

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Property/Project	Engagement
<b>Wyndham – Hawthorn Suites</b> , Naperville, IL	Financing, securitization
<b>Wyndham – Hawthorn Suites</b> , Sacramento, CA	Acquisition/buy-side, franchise agreement
<b>Wyndham – Howard Johnson Hotel</b> , Anaheim, CA	Construction financing
<b>Wyndham – Howard Johnson</b> , Pickwick, San Francisco, CA	Franchise agreement negotiation, acquisition/buy-side
<b>Wyndham – Howard Johnson</b> , Yuma, AZ	Receivership
<b>Wyndham – La Quinta</b> , Atlanta, GA	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – La Quinta</b> , Bellevue, WA	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – La Quinta</b> , Orlando, FL	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – La Quinta</b> , Richmond, VA	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – La Quinta</b> , San Diego, CA	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – La Quinta</b> , San Francisco, CA	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – La Quinta</b> , Santa Fe, NM	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – La Quinta</b> , Seattle, WA	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – La Quinta</b> , St. Petersburg, FL	Management agreement, joint venture, acquisition/sell-side
<b>Wyndham – Ramada</b> , Agoura Hills, CA	Restructuring
<b>Wyndham – Ramada</b> , Commerce, CA	Franchise agreement, operations issues, reservation agreement, satellite communication agreement
<b>Wyndham – Ramada</b> , Las Vegas, NV	Acquisition/buy-side, management agreement, franchise agreement, bankruptcy, acquisition/sell-side
<b>Wyndham – Ramada</b> , San Diego, CA	Management agreement
<b>Wyndham – Ramada</b> , San Francisco, CA	Acquisition/buy-side
<b>Wyndham – Ramada</b> , San Jose, CA	Acquisition/buy-side, ADA compliance and defense
<b>Wyndham – Ramada</b> , Santa Barbara, CA	ADA compliance and defense, labor and employment
<b>Wyndham – Ramada</b> , Santa Maria, CA	Acquisition/sell-side, bankruptcy
<b>Wyndham – Ramada</b> , South San Francisco, CA	Acquisition/buy-side, labor and employment
<b>Wyndham – Ramada</b> , West Hollywood, CA	Condo hotel advice, joint venture, land use, entitlements
<b>Wyndham – Super 8 Motel</b> , Anaheim, CA	Acquisition/sell-side
<b>Wyndham – Super 8 Motel</b> , Austin, TX	Franchise dispute
<b>Wyndham – Super 8 Motel</b> , Bloomington, IN	Financing, securitization
<b>Wyndham – Super 8 Motel</b> , Danville, IL	Financing, securitization
<b>Wyndham – Super 8 Motel</b> , Evansville, IN	Financing, securitization
<b>Wyndham – Super 8 Motel</b> , Fond du Lac, WI	Financing, securitization
<b>Wyndham – Super 8 Motel</b> , Monticello, MN	Management agreement, operations issues, restructuring, repositioning, litigation, acquisition/sell-side
<b>Wyndham – Super 8 Motel</b> , Mountain View, CA	ADA compliance and defense
<b>Wyndham – Super 8 Motel</b> , Owensboro, KY	Financing, securitization
<b>Wyndham – Super 8 Motel</b> , Racine, WI	Financing, securitization
<b>Wyndham – Super 8 Motel</b> , Washington, IL	Financing, securitization
<b>Wyndham – Super 8 Motel</b> , Waterloo, IA	Financing, securitization
<b>Wyndham – Trademark Collection</b> , San Francisco, CA	Franchise agreement, ground lease, ADA compliance and defense
<b>Wyndham – Travelodge</b> , Carmel, CA	ADA compliance and defense
<b>Wyndham – Travelodge</b> , Hermosa Beach, CA	Acquisition/sell-side
<b>Wyndham – Travelodge</b> , Kissimmee, FL	Review and analysis of franchise agreement

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Property/Project	Engagement
<b>Wyndham – Travelodge</b> , Monterey, CA	ADA compliance and defense
<b>Wyndham – Tryp Hotel Times Square</b> , New York, NY	Franchise agreement, management agreement
<b>Wyndham Garden</b> , Brookfield, WI	Acquisition/buy-side
<b>Wyndham Garden</b> , Charlotte, NC	Acquisition/buy-side
<b>Wyndham Garden</b> , Chelsea West, New York, NY	Franchise agreement
<b>Wyndham Garden</b> , Dallas Park Central, Dallas, TX	Acquisition/buy-side
<b>Wyndham Garden</b> , LaGuardia Airport, New York, NY	Acquisition/buy-side
<b>Wyndham Garden</b> , Las Colinas, TX	Acquisition/buy-side
<b>Wyndham Garden</b> , Newark Airport, Newark, NJ	Acquisition, franchise agreement, financing, labor and employment
<b>Wyndham Garden</b> , Novi, Detroit, MI	Acquisition/buy-side
<b>Wyndham Garden</b> , Overland Park, KS	Acquisition/buy-side
<b>Wyndham Garden</b> , Pleasanton, CA	Acquisition/buy-side
<b>Wyndham Garden</b> , Schaumburg, IL	Acquisition/buy-side
<b>Wyndham Garden</b> , Wood Dale, IL	Acquisition/buy-side
<b>Wyndham Hotel</b> , Anaheim Garden Grove, Anaheim, CA	Acquisition/buy-side
<b>Wyndham Hotel</b> , Newark, NJ	Financing
<b>Wyndham</b> , Anaheim Garden Grove, Garden Grove, CA	Acquisition/buy-side
<b>Wyndham</b> , Anatole Hotel, Dallas, TX	Management agreement
<b>Wyndham</b> , Bel Age, West Hollywood, CA	Acquisition/buy-side
<b>Wyndham</b> , DFW Airport North, Dallas, TX	Reposition hotel, RFP for operator, negotiate management agreement
<b>Wyndham</b> , LAX, Los Angeles, CA	Acquisition/buy-side, financing, strategic advice, condemnation, labor and employment
<b>Wyndham</b> , San Diego, CA	Acquisition/buy-side, land use, financing, operations
<b>Wynn Encore</b> , Las Vegas, NV	Construction and design documents
<b>Wynn Las Vegas</b> , Las Vegas, NV	ADA compliance and defense
<b>Yamashiro Restaurant</b> , Hollywood, CA	Land use, EB-5 financing
<b>Yarramalong Resort and Golf Course</b> , Yarramalong, Australia	Acquisition/buy-side
<b>YMCA Hotel</b> , San Francisco, CA	ADA compliance and defense
<b>Yosemite Ranch</b> , Yosemite, CA	Joint venture structuring, acquisition and development structure
<b>Yotel San Francisco</b> , San Francisco, CA	Management agreement, restaurant lease, operations issues, liquor license, lease termination
<b>Yountville Inn</b> , Yountville, CA	Management agreement
<b>ZinBurger</b> , Boca Raton, FL	ADA compliance and defense
<b>ZinBurger</b> , Sunrise, FL	ADA compliance and defense

## GHG CREDENTIALS

JMBM's Global Hospitality Group® **Unequaled hotel experience**



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