

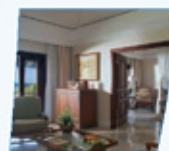
GHG CREDENTIALS

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

Experience



Experience



Experience





JEFFER MANGELS BUTLER & MITCHELL LLP

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

Global Hospitality Group®

Representative Clients

We owe these Credentials to our clients, who have provided us with challenging and interesting work throughout the years. We are grateful for the many opportunities that we have been given to participate in the dynamic hospitality industry. The *Representative Clients* list below will give you an idea of how JMBM's Global Hospitality Group® attorneys have helped clients big and small accomplish their goals. Our history of representing clients, such as those named below with virtually every legal and business aspect of the hospitality industry, has resulted in our significant experience working on more than \$71 billion of hospitality transactions involving more than 3,800 properties in the United States and abroad.

Company	Transaction Description
3Wall Development	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.
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.
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.
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.

Jim Butler

American Golf and National Golf

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

Amresco Management

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

Amstar Group

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

Anaheim GW

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

Andrina Hospitality

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

Anschutz Entertainment Group

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

Aozora Bank

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

ARC Wheeler Equities

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

ARV Assisted Living

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

Aspen-Murray Corporation

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

Astoria Minot, LLC

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

Baltimore Convention Center

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

Bank of America

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

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acted as counsel to the bank in connection with its efforts to make substantial hotel loans nationwide.

Bank of Hawaii

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

Bank of Nova Scotia

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

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

Bank United

Represented the bank on numerous senior living financings nationwide.

Baron Real Estate

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

Barrow Street Capital

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

Behringer Harvard Opportunity

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

Behringer Lodging

Assisted client with acquisition of Dallas, Texas hotel property, including negotiation of purchase and sale agreement, liquor license structuring, and acquisition financing.

Belmont Hotel Investments

Advised the company on workout and restructuring for a 3-hotel portfolio.

Jim Butler

Belmont Village	Represented Belmont Village in opening active senior and assisted living facilities throughout Southern California, and on various licensing and permitting issues.
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, California, 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.
Bighorn Capital	Represented the company in its development of mixed-use hotel projects in Chicago, Dallas, Washington D.C. Handled the acquisition of Grupo Posadas for 110 hotels and resorts with a total of 18,943 rooms in 45 cities in Mexico and the United States and 6 different hotel brands. Represented the client to license the Mexican hotel brand "Blue Aqua."
Black Sand Capital	Represented developer on condo hotel and management agreement aspects of new, ground-up luxury hotel development in Waikiki, Honolulu, Hawaii.
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.
Boykin Lodging Company	Represented client in resisting a major unionization campaign by UNITE HERE, including public relations, management training, and strategic advice.
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.
BSL Golf	Represented buyer in the acquisition of two golf courses and related matters, including title and liquor license issues.
Caliber Hospitality	Represented Caliber in connection with its acquisition and re-branding of New Mexico and 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.

Jim Butler

California Hotel & Lodging Association

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

Canggu International

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

Canyon Capital Realty/ Canyon Johnson Urban Fund

Represented the company in numerous hospitality matters, including:

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

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

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

Capitol District Hotel Manager, LLC

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

Carefree Resorts

Represented the company in the acquisition, financing and development of 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.

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.

Jim Butler

Castleton Hotel Partners

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

Celestino Drago

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

CenterCal Properties

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

Centerplan

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

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

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

Champion Development

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

Charmondel Properties (Nigeria) Ltd

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

Chelsea Grand LLC

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

Chestlen Development

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

Chicago Pizza

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

CIC Group

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

CIGNA Companies

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

CIM Group

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

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

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

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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Circa Capital	Represented developer of luxury resort hotel in Playa del Carmen on joint venture, financing and condo hotel structure issues, and with its joint venture for the 121-room Mahekal Beach Resort in Playa del Carmen, Mexico.
City of Dallas	Assisted the City in conducting request for proposal for hotel brand to operate Dallas Convention Center Hotel, followed by negotiation of qualified hotel management agreement with hotel brand meeting requirements of Internal Revenue Code for project financed with tax-exempt bonds.
City of Napa	Condo hotel advice on municipal condo hotel ordinance (provided with agreement that we could represent developers in matters involving the City and the ordinance).
City of Riverside	Represented the City's Redevelopment Agency regarding a loan made by the City to a private developer of a Hyatt Place Hotel in downtown area.
Coast Hotels & Resorts	Assisted with franchise agreement modifications and liquor license-related issues.
Coastal Hotel Group	Sale of hotel management company with 12 boutique hotels and related issues concerning management agreements and strategic advice.
Colony Advisors	Represented Colony on various matters pertaining to large (distressed) hotel and real estate portfolio property matters, including due diligence, operational, management, franchise, and disposition.
Comcast Corporation Liberty Property Trust	Represented the owner and development entity as hotel advisors for the Four Seasons Philadelphia. The 200-room hotel is part of a \$1.2 billion, 59-story, 1,121-foot tower of office, retail, residential and hotel mixed-use.
Commerce Casino	Represented the casino in the new development of a hotel in connection with casino expansion and advised on various management and franchise matters. Represented casino in negotiation of a construction contract for the hotel development, as well as construction litigation and arbitration matters with general and subcontractors.
Condor Hospitality Trust, Inc.	Assisted this REIT in the repositioning of the company from Supertel Hospitality to Condor Hospitality Trust, including the individual and portfolio sales of approximately 55 hotels located throughout the United States and the reinvestment of this capital (and substantial additional equity) in a billion dollar acquisition program of more upscale hotels in secondary and tertiary markets.
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.
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.

Jim Butler

Criswell Radovan

Represented company in connection with the redevelopment of the Cal Neva Resort in Lake Tahoe, CA, 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.

Dai-Ichi Kangyo Bank

Represented the San Francisco Agency on a workout of a hotel and office mixed-use project where the loan value exceeded \$200 million.

Darden Restaurants

Represented client on ADA issues, accessibility counseling and litigation defense for Olive Garden and Red Lobster restaurants located throughout California.

Davenport Sun International

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.

Davidson Hotel Company

Represented the management company in collective bargaining with hotel union at various properties in the Washington D.C. area.

Decron Properties

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.

Destination Hotels & Resorts

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

Development Management Group

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

Devlin Group

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

Dimension Development Company

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

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Disney

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

Eagle Hospitality Properties Trust

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

East West Bank

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

Eastopen Inc

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

EB-5 Capital

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

Elpizo RI Ltd. Phileo Island LLC

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

Emerik Properties

Represented Emerik Properties and its affiliates in the rebranding and re-positioning of the Holiday Inn Hotel in downtown Los Angeles, and the sale of the Holiday Inn Hotel in Woodland Hills, California. Work included leasing, management, labor matters, franchise issues, chef consulting, liquor license advice and intellectual property protection.

Engels Development Company

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

Ensemble Hotel Partners

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

Equitable Life Equitable Real Estate

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

ESA Extended Stay America

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

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

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**ET Whitehall Partners
ET Whitehall Seascope**

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

Fairmont Hotel Management

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

Far East National Bank

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

Farallon Capital

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

FelCor Lodging Trust

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

First Hawaiian Bank

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

**First Interstate Bank of
California**

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

First Nationwide Bank

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

Fletcher Development

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

**Formosa International Hotel
Corporation**

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

Fuji Bank

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

Garrison Investment Group

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

Garvey

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

Gemstone Hospitality

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

Gencom Group

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

General Growth Properties

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

GlobiMex Paradise Village

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

GMAC Commercial

See Berkadia Commercial Mortgage.

Golden Door Spa

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

Goldman Sachs

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

GranCare

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

Grand Bay Hotels

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

Grand Sierra Group

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

Great Circle Family Foods

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

Jim Butler

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Griffin Group

Represented and advised the company in all areas of labor and employment for the Beverly Hilton Hotel in Beverly Hills and The Givenchy Spa and Resort in Palm Springs, California. 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.

Hana Financial Inc

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

Handlery Hotels

Represented client in connection with ADA issues and accessibility issues.

Hanjin International Korean Air Lines

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

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.

Hazens Investment, LLC Shenzhen Hazens Real Estate

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

HEI Hospitality

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

Helios AMC

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

Hersha Hospitality Management

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

Highgate Hotels

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

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

Jim Butler

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

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

Hines Development

Represented developer on hotel management agreement for public/private, bond-financed development of convention center hotel in Houston, Texas.

Hixon Properties

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

**Hollywood International
Regional Center**

Represented developer in the acquisition and development of mixed-use boutique hotels in Hollywood with a 200-room Thompson and 200-room Tommie brands and Hampshire's 182-room Dream Hotel and Restaurants Avenue, Beauty & Essex, and Tao.

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.

Hostmark Hospitality Group

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

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

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

Hotel and Resort Investors

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

Hotel Group (The)

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

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

Hotel Managers Group

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

Hotel Nash

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

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

HSH Nordbank

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

Hyatt Hotels Corporation

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

Hypo Alpe-Adria-Bank International AG

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

Hyundai Property Management

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

Illinois Center Development Group

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

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

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

Jim Butler

Industrial and Commercial Bank of China Limited (ICBC)

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

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

Industrial Bank of Japan, Ltd.

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

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

InterBank Brener

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

International House of Pancakes

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

Island Estates Realty N.V.

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

iStar Financial

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

Ivanhoe Cambridge

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

Jackson Family Wines

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

JE Robert Company

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

JER Partners

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

Jerry's Famous Deli

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

Jim Butler

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JMI Realty

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

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

Joie de Vivre Hotels

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

Jonathan Club

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

JOWA Hawaii Co., Ltd.

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

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

Justice Investors

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

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

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

Kahala Royal Corporation

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

Kanehoe Ranch

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

Kila Tahoe LLC

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

Jim Butler

Kimpton Hotel & Restaurant Group

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

Kintetsu Corporation (Kinki Nippon Railway Co.)

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

Koll Company (The)

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

Kor Group (The)

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

LA Arena Company (Staples Arena Company)

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

La Punta Costa Rica

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

Laemmle Theatres

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

Lai Sun Group

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

Larkspur Hospitality

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

Larkspur Hotels

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

Laurel Inn Associates

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

Laurus Corporation

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

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

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

LBWTC Real Estate Partners

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

Ledler Corporation

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

Lehman Brothers

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

Lend Lease Real Estate

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

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

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

Liberty Hospitality Associates

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

Linyan Management

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

LNR Partners

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

Lodgian, Inc.

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

Long Beach Hotel Association

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

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

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

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

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

Jim Butler

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Los Angeles National Bank

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

Lowe Enterprises

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

LTC Properties

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

Ludek Fabinger

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

Macerich Company

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

Marcus Hotels

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

Mariner Chestnut Partners

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

Maruko Inc.

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

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

Matrix Capital Corporation

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

May Wah International Enterprises

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

McWhinney Real Estate Services

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

Mercantile Investment Corporation (Bolivia) S.A.

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

MeriStar Hotels

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

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

MetWest Financial

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

MGM Hospitality

Negotiated management agreements for brand internationally.

MGM Mirage/MGM Hospitality

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

Midland Loan Services

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

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

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

Millennium Partners

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

Mitsubishi Trust and Banking Corporation

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

Miyako Hotels

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

Mobedshahi Hotels

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

Morgans Hotel Group

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

Motels of San Francisco

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

MRNY LLC

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

MSD Capital (Michael Dell)

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

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

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

Provided labor and employment advice on Hawaiian hotel.

Jim Butler

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Newhall Land & Farming

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

Newport Hotel Holdings

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

Nippon Total Finance

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

Nomura Capital

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

Oaktree/Landmark (RTC)

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

**OliverMcMillan
(OM Guasti, LLC)**

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

Olympic & Georgia Partners

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

**Olympus Real Estate
Corporation**

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

ORIX Capital Markets

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

OTO Development

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

Outrigger Lodging Services

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

Oxford Capital

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

Pacific Golf

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

Jim Butler

Pacific Hospitality Group

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

Palace Entertainment

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

Paladin Realty Partners

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

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

Pandey Hotels

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

Passport Resorts

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

Patriot American Hospitality

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

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

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

Penrod Management

Developed model form of management agreement for Nikki Beach Clubs.

Perry Capital Real Estate

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

Personality Hotels

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

PFG Real Estate Services

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

Jim Butler

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Platinum Equity

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

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

Port of San Diego

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

Premier Commercial Bank

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

Presidio Hotel Group

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

Prism Hotels & Resorts

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

Proficient Hotel LP

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

Prospera Hotels

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

Provident Management

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

PT Prima Adhita Ma

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

Rabobank

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

Radisson Hospitality Worldwide

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

Ramsfield Real Estate

Represented investor on hotel condo project acquisition in Florida.

Red Lion Hotels Corporation

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

Jim Butler

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Red Roof Inns	Represented the company in acquisitions, litigation, and portfolio dispositions.
Regent Hospitality Group	Represented the company in connection with hotel development and hotel management agreements for hotels and branded residences in Bali, Phuket 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.
Remington	Represented developer and operator on major luxury hotel mixed-use project with 265 condo units and spa.
ResidenSea	<p>Represented owner of an ultra-luxury cruise ship, The World of ResidenSea, in management issues with SilverSea for its 631-foot long, 40,000 ton, \$262 million, 5-star luxury cruise ship with 110 elegant residences.</p> <p>This is the first ship to sell long-term leaseholds (50-year exclusive right to use) for apartments. Oversaw subdivision and rental program issues for conformance with maritime laws.</p>
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).
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.
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 on condo hotel issues. 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.

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.

Rubicon Studios

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

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.

San Diego Padres

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

**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 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.

Seaside Resort Development

Represented developer of luxury hotel mixed-use development on hotel management agreement, timeshare and condo hotel issues for Fairmont Resort, Seaside, California.

Seaview Investors

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.

Security Capital

Represented the company in various matters concerning hotel investment.

Jim Butler

Security National Guaranty

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.

Sega GameWorks

Represented arcade and restaurant owner and operator in connection with nationwide rollout of corporate owned locations, as well as international licensing of concept.

Seven Signatures

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.

Shamrock Capital Advisors

Advised on hotel acquisitions, structuring and financing issues.

Shanghai Construction Group

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).

Sharma Group

Represented this New York hotel owner in preparation of a master form of hotel management agreement.

Shea Properties

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.

Shilo Management Corporation

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

Shindler Group

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.

Sierra Land

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.

Siracusa Sun LLC

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.

Sisung Securities Corporation

Represented Sisung in connection with Crowne Plaza management agreement negotiations, joint venture and partnership structuring and convertible participating mortgage and construction loan documentation.

Sizzler Restaurants

Represented Sizzler in the protection of its trademarks and copyrights nationwide.

Slattery Companies

Represented the companies in connection their potential conversion of hotel properties to timeshare or fractional product.

Société Générale

Represented the bank in luxury hotel lending.

Space Source

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.

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St. John of God	Represented company on various licensing and permitting issues relating to its long-term care business expansion plan.
Stanford Hotels	Represented Stanford Hotels in a broad range of matters including acquisition and franchise for properties such as the Hilton Santa Clara, Hilton Boca Raton, and Rancho Cordova, Hyatt Regency Oakbrook, and Hilton Hotel Charlotte. Also represented client in connection with ADA and accessibility counseling and litigation defense for hotel properties throughout the country.
Starr Pass Holdings	Represented owner in significant management agreement dispute with Marriott over management of a \$200 million residential mixed-use resort project.
Stix Holdings, LLC	Represented the company in connection with restaurant leasing matters for its Pick Up Stix fast casual Asian.
Stone Eagle Golf	Represented owner of golf course in connection with golf club formation and drafting of club membership agreements
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.
Stratford Hospitality	Handled hotel acquisitions, joint venture and corporate formation.
Sumitomo Realty & Development	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 on major litigation involving complex facts and law with Marriott, land use and entitlement matters, condo hotel advice and ground lease issues.
Summit Health Care	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.
Sun Alliance Health Care	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.
SunAmerica	Represented SunAmerica in development and management issues on 5-star hotels.
Sunstone Hotels	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.
Sunterra Corporation	Represented Sunterra, the nation's largest independent timeshare owner and operator, on with property acquisition, timeshare formation, and multi-state registration.
Swedbank	Represented Swedbank in connection with loan workouts, receivership, restructuring of hotel management agreements, litigation analysis and construction defect analysis involving the La Posada de Santa Fe Hotel & Spa in Santa Fe, New Mexico, and the Hotel Madeline in Telluride, Colorado.
Tameres Real Estate T-UPR, LLC	Represented client on conversion of the 1,003-room Plaza Hotel and Casino in downtown Las Vegas to a Four Points by Sheraton.

Jim Butler

Tarsadia Hotels

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

Texas Rock

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

Theraldson Lodging

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

Trigild Corporation

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

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.

Tsukada Global Holdings, Inc.

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

Turnberry Ltd.

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

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

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	<p>Orlando; and an \$80 million, 300-room W Hotel development in the San Francisco Bay Area.</p>
Union Bank of California	<p>Acted as one of the principal outside law firms on matters involving hotels, real estate, and workouts.</p>
Unique Hotels & Restaurants	<p>Represented the company in certain acquisition matters.</p>
Universal Paragon Corporation	<p>Represented the owner of the 483-room, 24-story Universal City Hilton in a land use issues related to an adjacent development.</p>
University of Southern California (USC)	<p>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.</p>
Urban Commons	<p>Advised the company in its ground lease acquisition of the 333 room Sheraton, South Pasadena, California.</p>
USAA Real Estate Company	<p>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.</p>
Visiting Nurse Association of Los Angeles	<p>Represented the largest California home health provider on all labor and employment matters including related litigation and audit issues.</p>
Walt Disney Company (The)	<p>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, general representation in connection with California timeshare and vacation club properties.</p>
Washington Mutual Federal Savings Bank	<p>Represented WaMu on a wide range of hospitality issues, including receiverships and labor and employment issues.</p>
Waverider Surf Club	<p>Represented the company in connection with surf-oriented vacation club formation.</p>
WDC Development (Winn Development Company)	<p>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.</p>
Wells Fargo Bank	<p>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 Meridién 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.</p>
Westbrook Real Estate Fund IV	<p>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.</p>
Westfield Group	<p>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.</p>

Westmont Hospitality

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

Wheelock Street Capital

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

Wilshire Restaurant Group

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

Windsor Health Care

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

Winter Park Recreational Association

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

Wolfgang Puck Food Company

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

Wolfgang Puck Restaurants

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

Woodlands Operating Company (The)

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

Woodridge Capital Partners

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

- \$350 million EB-5 loan for the redevelopment of the Century Plaza hotel, including 1.5 million square feet of mixed-use development with a completely redesigned hotel with 394 rooms and 64 condominium residences, two new 46-story high-rise buildings with up to 290 condominium residences and 94,200 square feet of new street and plaza level retail and restaurants.
- \$70 million EB-5 loan for the development of a master planned community consisting of 1,926 residential lots and supporting infrastructure in Prince Georges County, Maryland.
- \$22 million EB-5 loan for the development of a mixed-use residential and retail community containing 81 residential units with 512 boat slips and a new specialty grocery store in San Rafael, California.

Woodside Hotels & Resorts

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

Jim Butler

Wyndham International

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

Yasuda Trust & Banking

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

YTL Hotels & Resorts

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

Representative Properties in the Hospitality Industry

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

JMBM has extensive experience and capabilities in the financing, acquisition and sale of these hospitality properties and operating companies. The Global Hospitality Group® has been involved in more than 3,800 hotel properties representing more than \$71 billion in total sales, financings, acquisitions, and workouts involving hospitality projects and companies.

Below you will find a partial list of the more than 3,800 *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
1 Hotel & Homes , Salt Lake City, UT	Franchise agreement, management agreement, TSA agreement
1800 Argyle , Hollywood, CA	Entitlements
24 Hour Fitness , Los Angeles, CA	ADA compliance and defense
24 Hour Fitness , Sacramento, CA	ADA compliance and defense
24 Hour Fitness , San Francisco, CA	ADA compliance and defense
24 Hour Fitness , Stockton, CA	ADA compliance and defense
Accor – Fairmont Hotel – Acapulco Princess , Acapulco, Mexico	Management agreement
Accor – Fairmont Hotel – Pierre Marques , Acapulco, Mexico	Management agreement
Accor – Fairmont Hotel – The Plaza , New York, NY	Management agreement, acquisition/buy-side
Accor – Fairmont Hotel – Turnberry Isle Resort & Spa , Aventura, FL	Management agreement termination
Accor – Fairmont Hotel , Copley Plaza, Boston, MA	Acquisition/buy-side
Accor – Fairmont Hotel , Palm Desert, CA	Financing
Accor – Fairmont Hotel , San Francisco, CA	Labor, tax, operations issues
Accor – Fairmont Hotel , San Jose, CA	Management agreement
Accor – Fairmont Hotel , Seaside, CA	Management agreement
Accor – Fairmont Hotel , Seattle, WA	Lease litigation over hotel standard
Accor – Fairmont Hotel , Sonoma Mission Inn, Sonoma, CA	Acquisition/buy-side, management agreement, restructuring
Accor – Ibis Hotel , Anaheim, CA	Acquisition/buy-side
Accor – Ibis Hotel , Carson, CA	Acquisition/buy-side
Accor – Ibis Hotel , San Francisco, CA	Acquisition/buy-side
Accor – Pullman Hotel , Miami, FL	Franchise agreement, management agreement, litigation, financing
Accor – Raffles L'Ermitage , Beverly Hills, CA	Restructuring, foreclosure/deed-in-lieu, financing, due diligence, acquisition/buy-side, management agreement
Accor – Sofitel Hotel , Miami, FL	Management agreement, franchise agreement, financing
Accor – Sofitel Hotel , San Francisco, CA	Development, land use, entitlements
Ace Hotel , Los Angeles, CA	Joint venture, management agreement, broker agreement

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Property/Project	Engagement
Acqua Hotel , Mill Valley, CA	ADA compliance and defense
Ala Moana Hotel , Honolulu, HI	Condo hotel advice (conversion)
Aladdin Hotel & Casino , Las Vegas, NV	Acquisition/buy-side, gaming license, bankruptcy
Alana Hotel , Waikiki, HI	Acquisition/buy-side through foreclosure/deed-in-lieu
Alexandra Hotel , Boston, MA	Acquisition/sell-side
Alexis Park Hotel , Las Vegas, NV	ADA compliance and defense, litigation
Aliso Creek Inn , Laguna Beach, CA	Construction financing
aloft	See “Marriott – aloft Hotel”
Amalfi Hotel Chicago , Chicago, IL	Condo hotel advice (conversion)
Ambrose , Santa Monica, CA	Management agreement
America’s Best Value Inn , Albuquerque, NM	Acquisition/buy-side, management agreement
American Golf – National Golf (250 properties worldwide)	Acquisition/buy-side, environmental
AmeriSuites , San Diego, CA	Development, franchise agreement
Anaheim Arena , Anaheim, CA	ADA compliance and defense
Anaheim Garden Walk , Anaheim, CA	Development, entitlement, financing, hotel mixed-use and timeshare for 3 hotels, waterpark, timeshare
Anaheim Park Hotel , Fullerton, CA	Note acquisition, bankruptcy, foreclosure, eviction, operations issues
Andersen’s Bakery , Sunnyvale, CA	ADA compliance and defense, lease dispute
Anza Hotel , Calabasas, CA	Financing
Arctic Club Hotel , Seattle, WA	Labor and employment
Arrowhead Hotel , Arrowhead, OK	Acquisition/buy-side
Astoria Hotel & Event Center , Dickinson, ND	Management agreement, acquisition/sell-side, operations issues, restructuring
Astoria Hotel & Suites , Glendive, MT	Management agreement, acquisition/sell-side, operations issues, restructuring
Atlantic Times Square , Inglewood, CA	Litigation
Auberge Lodge at CordeValle , San Martin, CA	Management agreement
Auberge Lodge at Skylonda , Woodside, CA	Management agreement
Auberge Resort Waikiki , Kings Village, HI	Management agreement, condo hotel
Auberge San Ysidro Ranch , Santa Barbara, CA	Management agreement, litigation
Auburn Valley Country Club , Auburn, CA	Bankruptcy
Austria Haus , Vail, CO	Condo hotel advice (conversion), management agreement
Autograph Collection	See “Marriott – Autograph Collection”
Autry Resort Hotel , Palm Springs, CA	Labor and employment, acquisition/sell-side, litigation, ownership issues
Avante Hotel , Mountain View, CA	ADA compliance and defense
Ayana Resort and Spa Bali , Bali, Indonesia	Management agreement termination, negotiate new management agreement
Ayya Hotel , New York, NY	Management agreement
Bacara Resort , Santa Barbara, CA	Labor and employment, litigation
Bachmann Springs , Tombstone, AZ	Development
Baltimore Convention Center Hotel , Baltimore, MD	Development, management agreement
Bamboo Eco Resort , St. Mary, Jamaica	Management agreement, investment documents
Banyan Tree Spa Phoenix Seagaia Resort , Miyazaki, Japan	Management agreement
Barbizon Hotel , New York, NY	Financing, acquisition/buy-side
Bayside Hotel , Santa Monica, CA	Acquisition/sell-side

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Property/Project	Engagement
Beaches Restaurant , Manhattan Beach, CA	Restaurant acquisition/buy-side, joint venture, restaurant lease, chef consulting agreement
Beacon Hotel , Miami Beach, FL	Labor and employment, acquisition/buy-side, tax, joint venture, operations issues
Beacon Hotel , Washington, DC	Acquisition/buy-side
Bel Age Hotel , West Hollywood, CA	Acquisition/buy-side, financing, UCC
Bel Air L'Auberge Hotel , Del Mar, CA	Foreclosure/deed-in-lieu, operations issues, management agreement, acquisition/buy-side
Belamar Hotel (The) , Manhattan Beach, CA	Management agreement
Belmont Hotel , Dallas, TX	Acquisition/buy-side, joint venture, management agreement, financing, operating issues
Belmont Village Senior Living (10 throughout California)	Litigation, land use, regulatory
Bernardus Lodge & Spa , Carmel, CA	Management agreement
Best Western Plus , Gilroy, CA	ADA compliance and defense
Best Western , Anaheim, CA	Acquisition/buy-side, joint venture, financing
Best Western , Corte Madera, CA	ADA compliance and defense
Best Western , Dickson, ND	Management agreement termination, acquisition/sell-side, operations issues, restructuring
Best Western , Laguna Brisas, Laguna, CA	Receivership and sale
Best Western , Pasadena, CA	ADA compliance and defense
Best Western , Santa Barbara, CA	ADA compliance and defense
Best Western , Seven Seas Hotel, San Diego, CA	Acquisition/buy-side
Best Western , South Coast Inn, Goleta, CA	ADA compliance and defense
Best Western , Valencia, CA	Loan workout, restructuring, tax advice
Beverly Comstock Hotel , Beverly Hills, CA	Acquisition/buy-side
Beverly Heritage Hotel , Costa Mesa, CA	Sale-leaseback, financing
Beverly Hills Baccarat Hotel & Residences , Los Angeles, CA	Management agreement
Beverly Hills Plaza Hotel , Los Angeles, CA	Acquisition/buy-side
Beverly Prescott Hotel , Los Angeles, CA	Contracts
Beverly Rodeo Hotel , Beverly Hills, CA	Labor and employment, city permits, regulatory
Beverly Sunset/Bel Air Luxe Hotel , Los Angeles, CA	Foreclosure/deed-in-lieu, tenant issues, acquisition/sell-side
Biltmore Hotel & Suites , Santa Clara, CA	ADA compliance and defense
Biltmore Hotel Los Angeles , Los Angeles, CA	Financing, loan workout
Biltmore Resort & Spa , Phoenix, AZ	Financing
Blood Hound Hotel , Reno, NV	Management agreement, investment documents
Blue Sea Beach Hotel , Pacific Beach, CA	Management agreement
Boca Raton Resort & Club , Boca Raton, FL	Acquisition/buy-side, management agreement
Bougainvillea , San Diego, CA	Acquisition/buy-side, development, joint venture, tax, financing, golf course, operations issues
Boulders Resort (The) , Carefree, AZ	Labor and employment, trademark
Brown Palace Hotel , Denver, CO	Management agreement, franchise agreement, acquisition/buy-side, financing
Buena Vista Café , San Francisco, CA	ADA compliance and defense
Buena Vista Palace Hotel , Disney World, Orlando, FL	Management agreement, ownership issues
Burger King , Los Angeles	ADA compliance and defense
Butterfly Grove Inn , Pacific Grove, CA	Management agreement, franchise agreement, loan restructuring, acquisition/sell-side

Jim Butler

Property/Project	Engagement
Buttes Resort (The) , Tempe, AZ	Management agreement, acquisition/buy-side, labor and employment, trademark
Cal Neva Resort Spa & Casino , Crystal Bay, NV	Workout, restructuring, bankruptcy, joint venture, re-financing debt and equity. acquisition/sell-side, financing, licensing
Cambria Landing Inn & Suites , Cambria, CA	Management agreement
Cambria Suites	See “Choice – Cambria Suites”
Cambridgeside Hotel , Cambridge, MA	Management agreement
Candlewood Suites	See “IHG – Candlewood Hotel”
Canggu Beach Resort , Bali, Indonesia	Management agreement
Canterbury Hotel , Washington, DC	Management agreement
Capella – Inn at Lost Creek , Mountain Village, CO	Management agreement, management agreement termination
Capella – San Diego , San Diego, CA	Management agreement, management agreement termination
Capella – Schloss Velden , Velden, Austria	Management agreement termination
Capella – Telluride , Telluride, CO	Management agreement termination
Capella – Washington D.C./Georgetown , Washington, DC	Management agreement termination
Carefree Resorts , Carefree, AZ	Corporate acquisition/buy-side, labor, trademark, securities
Caribe Royal Suites , Orlando, FL	Management agreement, general corporate advice
Carillon Hotel , Miami Beach, FL	Financing
Carlson – Country Inn & Suites , Anaheim, CA	Management agreement, franchise agreement
Carlson – Country Inn & Suites , Anaheim, CA	Franchise agreement, management agreement
Carlson – Country Inn & Suites , Davenport, IA	Financing, securitization
Carlson – Country Inn & Suites , Eau Claire, WI	Financing, securitization
Carlson – Country Inn & Suites , Grand Rapids, MI	Financing, securitization
Carlson – Country Inn & Suites , Lewisville, TX	Financing, securitization
Carlson – Country Inn & Suites , Naperville, IL	Financing, securitization
Carlson – Country Inn & Suites , Owatonna, MN	Financing, securitization
Carlson – Country Inn & Suites , Rochester, MN	Financing, securitization
Carlson – Country Inn & Suites , Toledo, OH	Financing, securitization
Carlson – Park Inn Love Field , Dallas, TX	Management agreement termination, litigation
Carlson – Park Plaza Suites , Seattle, WA	Acquisition/buy-side
Carlson – Radisson Hotel , Agoura Hills, CA	Foreclosure and deed-in-lieu, loan participation issues, acquisition/sell-side
Carlson – Radisson Hotel , Bel Air Summit, Los Angeles, CA	Management agreement, franchise agreement, labor and employment
Carlson – Radisson Hotel , Berkeley, CA	Labor and employment
Carlson – Radisson Hotel , Danvers, MA	Acquisition/buy-side, management agreement, syndication
Carlson – Radisson Hotel , Empire, New York, NY	Franchise agreement, litigation
Carlson – Radisson Hotel , Hotel & Conference Center, Fresno, CA	Franchise termination, ADA compliance and defense, rebranding
Carlson – Radisson Hotel , Hotel & Country Club, Manhattan Beach, CA	Financing
Carlson – Radisson Hotel , Irvine, CA	Acquisition/buy-side, bankruptcy, labor and employment, tax, litigation, operations issues
Carlson – Radisson Hotel , Kenner, LA	Management agreement
Carlson – Radisson Hotel , LAX, Los Angeles, CA	Management agreement, litigation, entitlements, rebranding
Carlson – Radisson Hotel , Los Angeles, CA	Operations issues, litigation, management agreement, litigation, labor and employment

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Property/Project	Engagement
Carlson – Radisson Hotel , Mid-City, Phoenix, AZ	Franchise agreement
Carlson – Radisson Hotel , Newport Beach, CA	Franchise agreement
Carlson – Radisson Hotel , Phoenix, AZ	Management agreement
Carlson – Radisson Hotel , Sacramento, CA	Restructuring
Carlson – Radisson Hotel , San Antonio, TX	Franchise agreement, litigation
Carlson – Radisson Hotel , Seattle-Tacoma, WA	Acquisition/sell-side
Carlson – Radisson Hotel , Sherman Oaks, CA	Acquisition/buy-side
Carlson – Radisson Hotel , Stockton, CA	Acquisition/buy-side
Carlson – Radisson Hotel , University of Minnesota, Minneapolis, MN	Acquisition/buy-side, ground lease, management agreement, franchise agreement, financing
Carlson – Radisson Hotel , Waikoloa, HI	Acquisition/buy-side, labor, tax
Carlson – Radisson Hotel , Woodlands, Flagstaff, AZ	Franchise termination, ADA compliance and defense, rebranding
Carlson – Radisson Plaza Hotel , San Jose, CA	Foreclosure/deed-in-lieu
Carlson – Radisson Suites Hotel , Boca Raton, FL	Franchise agreement
Carlton Hotel , San Francisco, CA	ADA compliance and defense
Carlyle Hotel (The) , New York, NY	Management agreement
Carlyle Inn , Los Angeles, CA	Management agreement
Carlyle on Wilshire (The) , Los Angeles, CA	Financing, development
Carmel Valley Ranch , Carmel Valley, CA	Restructuring, loan workout, foreclosure/deed-in-lieu, acquisition/sell-side, financing
Casa Del Mar , Santa Monica, CA	Construction financing, ADA compliance and defense
Casa Laguna , Laguna Beach, CA	ADA compliance and defense
Casa Madrona , Sausalito, CA	Receivership, foreclosure, acquisition/buy-side, management agreement, lease, restaurant
Catalina Island , Avalon, CA	Development, financing, condo hotel advice, joint venture, land use, management agreement
Cavallo Point Lodge , Sausalito, CA	ADA compliance and defense
Century Plaza Hotel , Los Angeles, CA	See “Hyatt Regency Century Plaza”
Century Plaza Hotel , Los Angeles, CA	\$450 million EB-5 financing for construction
Chamberlain , West Hollywood, CA	Condo hotel advice (conversion), land use, entitlements
Chase on the Lake , Walker, MN	Financing, development, operations issues
Chase Park Plaza , St. Louis, MO	Management agreement termination, litigation, hotel lease, new management agreement, acquisition/sell-side
Château Élysée , Hollywood, CA	Construction contracts, land use & entitlements
Cheyenne Mountain Conference Resort , Colorado Springs, CO	Acquisition/buy-side
Choice – Cambria Suites , Los Angeles, CA	Management agreement
Choice – Cambria Suites , Rockville, MD	Management agreement, franchise agreement
Choice – Clarion Hotel & Casino , (fka Greek Isle Hotel & Casino), Las Vegas, NV	Franchise agreement, acquisition/sell-side
Choice – Clarion Hotel , Concord, San Francisco, CA	Acquisition/buy-side
Choice – Clarion Hotel , Ontario, CA	Acquisition/buy-side
Choice – Clarion Hotel , San Francisco Airport, San Francisco, CA	Acquisition/buy-side
Choice – Clarion Hotel , San Pedro, CA	Foreclosure/receivership, acquisition/sell-side
Choice – Comfort Inn Suites , Eau Claire, WI	Financing, securitization

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Property/Project	Engagement
Choice – Comfort Inn , Alexandria, VA	Acquisition/sell side
Choice – Comfort Inn , Ames, IA	Financing, securitization
Choice – Comfort Inn , Anaheim, CA	Terminate franchise agreement
Choice – Comfort Inn , Anderson, IN	Financing, securitization
Choice – Comfort Inn , Austin, TX	Financing, securitization
Choice – Comfort Inn , Beloit, WI	Financing, securitization
Choice – Comfort Inn , Billings, MT	Financing, securitization
Choice – Comfort Inn , Brooklyn Center, MN	Financing, securitization
Choice – Comfort Inn , Casper, WY	Financing, securitization
Choice – Comfort Inn , Cedar Rapids, IA	Financing, securitization
Choice – Comfort Inn , Champaign, IL	Financing, securitization
Choice – Comfort Inn , Coralville, IA	Financing, securitization
Choice – Comfort Inn , Danville, IL	Financing, securitization
Choice – Comfort Inn , Dayton, OH	Financing, securitization
Choice – Comfort Inn , Des Moines, IA	Financing, securitization
Choice – Comfort Inn , Dubuque, IA	Financing, securitization
Choice – Comfort Inn , Eau Claire, WI	Financing, securitization
Choice – Comfort Inn , Evansville, IN	Financing, securitization
Choice – Comfort Inn , Fargo, ND	Financing, securitization
Choice – Comfort Inn , Forsyth, IL	Financing, securitization
Choice – Comfort Inn , Fremont, NE	Financing, securitization
Choice – Comfort Inn , Galesburg, IL	Financing, securitization
Choice – Comfort Inn , Grand Forks, ND	Financing, securitization
Choice – Comfort Inn , Great Falls, MT	Financing, securitization
Choice – Comfort Inn , Green Bay, WI	Financing, securitization
Choice – Comfort Inn , Gurnee, IL	Financing, securitization
Choice – Comfort Inn , Helena, MT	Financing, securitization
Choice – Comfort Inn , Hollywood, CA	Ground lease, repositioning
Choice – Comfort Inn , Indianapolis, IN	Financing, securitization
Choice – Comfort Inn , Jamestown, ND	Financing, securitization
Choice – Comfort Inn , Joilet, IL	Financing, securitization
Choice – Comfort Inn , Jupiter, FL	Franchise agreement
Choice – Comfort Inn , Kirksville, MO	Financing, securitization
Choice – Comfort Inn , Kokomo, IN	Financing, securitization
Choice – Comfort Inn , Lee’s Summit, MO	Financing, securitization
Choice – Comfort Inn , Lincoln, IL	Financing, securitization
Choice – Comfort Inn , Lincoln, NE	Financing, securitization
Choice – Comfort Inn , Manitowoc, WI	Financing, securitization
Choice – Comfort Inn , Mankato, MN	Financing, securitization
Choice – Comfort Inn , Marion, OH	Financing, securitization
Choice – Comfort Inn , Moline, IL	Financing, securitization
Choice – Comfort Inn , Morris, IL	Financing, securitization

Property/Project	Engagement
Choice – Comfort Inn , Muncie, IN	Financing, securitization
Choice – Comfort Inn , Omaha, NE	Financing, securitization
Choice – Comfort Inn , Onalaska, WI	Financing, securitization
Choice – Comfort Inn , Quincy, IL	Financing, securitization
Choice – Comfort Inn , Richmond, IN	Financing, securitization
Choice – Comfort Inn , Rockford, IL	Financing, securitization
Choice – Comfort Inn , Saginaw, MI	Financing, securitization
Choice – Comfort Inn , San Diego, CA	Loan workout/receivership
Choice – Comfort Inn , Sioux Falls, SD	Financing, securitization
Choice – Comfort Inn , Springfield, IL	Financing, securitization
Choice – Comfort Inn , Tamah, WI	Financing, securitization
Choice – Comfort Inn , Topeka, KS	Financing, securitization
Choice – Comfort Inn , Urbandale, IA	Financing, securitization
Choice – Comfort Inn , Wahpeton, ND	Financing, securitization
Choice – Comfort Inn , Waterloo, IA	Financing, securitization
Choice – Comfort Inn , Wichita, KS	Financing, securitization
Choice – Econo Lodge , Fargo, ND	Financing, securitization
Choice – Econo Lodge , River Falls, WI	Management agreement termination, acquisition/sell-side, operations issues, restructuring
Choice – MainStay Suites , Bedford, TX	Financing, securitization
Choice – MainStay Suites , Houston, TX	Financing, securitization
Choice – Quality Inn , Encinitas, CA	ADA compliance and defense
Choice – Quality Inn , Henderson, TN	Franchise agreement dispute
Choice – Quality Inn , Lompoc, CA	Loan workout, bankruptcy, acquisition/sell-side, financing
Choice – Quality Inn , Ripon, CA	Franchise agreement, litigation
Choice – Quality Inn , Seattle-Tacoma, WA	Acquisition/sell-side
Choice – Quality Suites , Addison, TX	Financing, securitization
Choice – Quality Suites , Dallas Love Field, Dallas, TX	Financing, securitization
Choice – Quality Suites , Dickinson, ND	Management agreement termination, litigation, acquisition/sell-side, operations issues
Choice – Quality Suites , Mission Valley, CA	Franchise agreement, management agreement
Choice – Rodeway Inn , Grand Junction, CO	Construction financing
Choice – Rodeway Inn , Indio, CA	ADA compliance and defense
Choice – Sleep Inn , Fayetteville, AR	Financing, securitization
Choice – Sleep Inn , Missoula, MT	Financing, securitization
Choice – Sleep Inn , Springfield, IL	Financing, securitization
Choice – Sleep Inn , Thornton, CO	Management agreement, franchise agreement, financing
Chula Vista Convention Center Hotel , Chula Vista, CA	Ground lease for hotel development
Citizen Hotel (The) , Sacramento, CA	Acquisition/sell-side, labor and employment, management agreement, financing
Citronelle Restaurant , Baltimore, MD	Licensing, joint venture, intellectual property
Citronelle Restaurant , Los Angeles, CA	Licensing, joint venture, intellectual property
Citronelle Restaurant , Philadelphia, PA	Licensing, joint venture, intellectual property
Citronelle Restaurant , San Francisco, CA	Licensing, joint venture, intellectual property

Property/Project	Engagement
Citronelle Restaurant , Santa Barbara, CA	Licensing, joint venture, intellectual property
Citronelle Restaurant , Washington, DC	Licensing, joint venture, intellectual property
Clarion	See “Choice – Clarion”
Clarion Hampshire House Hotel , Washington, DC	Management agreement
Clark Hotel , Los Angeles, CA	Acquisition/sell-side, liquor license, entitlements, title
Clift Hotel , San Francisco, CA	Loan workout, receivership, bankruptcy, loan sale, ADA compliance and defense
Club Quarters Midtown Manhattan , New York, NY	Acquisition/buy-side, management agreement analysis
Club Quarters Rockefeller Center , New York, NY	Acquisition/buy-side, management agreement analysis
Club Quarters Wall Street , New York, NY	Acquisition/buy-side, management agreement analysis
Club Quarters Washington DC , Washington, DC	Acquisition/buy-side, management agreement analysis
Coast Hotel , Pomona, CA	Franchise agreement, liquor license
Coastal Hotel Group , Tucson, AZ	Acquisition/sell-side
Coastal Hotel , Mt. Hood, OR	Acquisition/sell-side
Coastal Hotel , Portland, OR	Acquisition/sell-side
Columbus Center , Boston, MA	Development, condo hotel advice, hotel and spa management agreements
Comfort Inn / Comfort Suites	See “Choice – Comfort Inn”
Commerce Casino , City of Commerce, CA	Management agreement, development, financing
Commodore Hotel , San Francisco, CA	ADA compliance and defense
Commune	See “Two Roads”
Compri Hotel , Rancho Bernardo, CA	Management agreement, franchise agreement, acquisition/buy-side, financing
Concourse Hotel , Los Angeles, CA	Construction contracts, litigation, franchise agreement, management agreement vendor contracts
Conestoga Hotel , Anaheim, CA	Bankruptcy, foreclosure
Conrad	See “Hilton – Conrad”
Continental Plaza , Los Angeles, CA	Acquisition/buy-side
Corton Hollywood , Hollywood, CA	Franchise agreement, management agreement, mixed-use project analysis
Cottage Inn by the Sea , Pismo Beach, CA	Management agreement
Country Inn & Suites	See “Carlson – Country Inn & Suites”
Courtyard by Marriott	See “Marriott – Courtyard by Marriott”
Crescent Beach Motel , Crescent City, CA	ADA compliance and defense,, litigation
Creston Manor Winery , San Luis Obispo, CA	Acquisition/buy-side, licensing, franchise, trademark
Crown Sterling Suites , Anaheim, CA	Acquisition/buy-side
Crown Sterling Suites , Burlingame, CA	Acquisition/buy-side
Crown Sterling Suites , Los Angeles, CA	Acquisition/buy-side
Crown Sterling Suites , Mandalay Beach, CA	Acquisition/buy-side
Crown Sterling Suites , Milpitas, CA	Acquisition/buy-side
Crown Sterling Suites , Napa, CA	Acquisition/buy-side
Crown Sterling Suites , South San Francisco, CA	Acquisition/buy-side
Crowne Plaza	See “IHG – Crowne Plaza”
Curio	See “Hilton –Curio Collection”
Curve Hotel , Palm Springs, CA	Management agreement
Dallas Convention Center Hotel , Dallas, TX	RFP for hotel operators, management agreement, and financing (tax exempt bonds)
Davenport Sun Hotel , Spokane, WA	Management agreement, joint venture, acquisition/sell-side

Property/Project	Engagement
David Duval Golf Academy , Miyazaki, Japan	Management agreement
Davio's Restaurant , Irvine, CA	Restaurant lease
Days Inn	See "Wyndham – Days Inn"
Deauville Beach Resort , Miami Beach, FL	Litigation
Debbie Reynolds Hotel & Casino , Las Vegas, NV	Acquisition/buy-side
Desert Inn , Las Vegas, NV	Acquisition/buy-side
Desert Princess Country Club & Resort , Palm Springs, CA	Workout, bankruptcy, acquisition/buy-side, acquisition/sell-side, construction defect, homeowner, golf course use agreements, management agreement, litigation, trademark
DFW Airport Hotel & Conference Center , Dallas, TX	Acquisition/buy-side
Diamond at Lake Elsinore , Lake Elsinore, CA	Development, land use, leasing, sports facility
Diamond Bar Inn , Pomona, CA	Acquisition/buy-side, management agreement, operations issues, liquor license
Disney Paradise Pier Hotel , Anaheim, CA	Labor and employment, restaurant lease, hotel closure
Disneyland Resort , Anaheim, CA	Condo hotel advice (new development)
Donatello Hotel , San Francisco, CA	Acquisition/buy-side
Doral Desert Princess , Palm Springs, CA	Acquisition/sell-side, management agreement termination
Doral Hotel & Country Club , Miami Beach, FL	Financing
Doral Hotel , Chicago, IL	Financing
Dos Pueblos , Santa Barbara, CA	Acquisition/buy-side, development, joint venture, tax, financing, golf course and hotel operations
DoubleTree	See "Hilton – DoubleTree"
Downtown Grand Hotel & Casino , Las Vegas, NV	Labor and employment
Drake Hotel Hollywood , Los Angeles, CA	Acquisition/buy-side, construction agreements, land use & entitlements
Dream Hotel	See "Two Roads – Dream Hotel"
DTLA Hotel , Los Angeles, CA	EB-5 financing
Dunes Club , Bermuda Dunes, Palm Springs, CA	Timeshare, HOA issues
Dylan Hotel , New York, NY	Management agreement
Eagle Vines Vineyards & Gold Club , Napa, CA	ADA compliance and defense
Eastland Park Hotel , Portland, ME	Acquisition/buy-side
Econo Lodge	See "Choice – Econo Lodge"
Edgewater Inn , Reedley, CA	Foreclosure and acquisition/sell-side
Eilan Hotel Resort & Spa , San Antonio, TX	Management agreement
El Colibri Hotel & Spa , Cambria, CA	Management agreement
El Encanto , Santa Barbara, CA	Financing
El Prado Inn , Santa Barbara, CA	ADA compliance and defense
El Rey Hotel , Santa Fe, NM	Acquisition/buy-side, joint venture, liquor license, management agreement. financing
element	See "Marriott – element Hotel"
Elk Mountain Resort , Telluride, CO	Management agreement, financing, development, operation and ownership issues
Embassy Suites	See "Hilton – Embassy Suites"
Emerald Hotel , Anaheim, CA	Labor and employment, litigation
Emerald Plaza , San Diego, CA	Acquisition/buy-side
Emhurst Intl Hotel & Spa , Los Angeles, CA	Land use and entitlement
ESA – Extended Stay America , Columbus, OH	ADA compliance and defense. construction litigation
ESA – Extended Stay America , Denver, CO	ADA compliance and defense, construction litigation

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Property/Project	Engagement
ESA – Extended Stay America , Fairfield, CA	ADA compliance and defense, construction litigation
ESA – Extended Stay America , Houston, TX	ADA compliance and defense, construction litigation
ESA – Extended Stay America , Lake Forest, CA	ADA compliance and defense, construction litigation
ESA – Extended Stay America , Milpitas, CA	ADA compliance and defense
ESA – Extended Stay America , Rancho Cordova, CA	ADA compliance and defense, construction litigation
ESA – Extended Stay America , Richmond, CA	ADA compliance and defense, construction litigation
ESA – Extended Stay America , Sacramento, CA	ADA compliance and defense, construction litigation
ESA – Extended Stay America , San Diego, CA	ADA compliance and defense, construction litigation ADA compliance and defense
ESA – Extended Stay America , San Ramon, CA	ADA compliance and defense
ESA – Extended Stay America , Santa Rosa, CA	ADA compliance and defense
ESA – Homestead Studio Suites , Irvine, CA	ADA compliance and defense, construction defect litigation
ESA – Homestead Studio Suites , Milpitas, CA	ADA compliance and defense, construction defect litigation
ESA – Homestead Studio Suites , Mission Valley, CA	ADA compliance and defense, construction defect litigation
ESA – Homestead Studio Suites , Sacramento, CA	ADA compliance and defense, construction defect litigation
ESA (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
Essex House by Marriott (The) , New York, NY	ADA compliance and defense
Estrella Del Mar Golf & Beach Resort , Mazatlan, Mexico	Management agreement, franchise agreement, condo hotel advice (new development)
eSuites , Jacksonville, FL	Financing, pre-opening and operations issues
eSuites , Phoenix, AZ	Financing, pre-opening and operations issues
eSuites , Raleigh-Durham, NC	Financing, pre-opening and operations issues
eSuites , Tampa, FL	Financing, pre-opening and operations issues
Fairfield Inn by Marriott	See “Marriott – Fairfield Inn by Marriott”
Fairmont Acapulco Princess , Acapulco, Guerrero, Mexico	Terminate Fairmont management agreement and advise on transition, litigation re HMA termination, new management agreement
Fairmont Heritage Place , Ghirardelli Square, San Francisco, CA	Acquisition/buy-side, fractional issues, management issues
Fairmont Hotels	See “Accor – Fairmont”
Fairmont Pierre Marques , Acapulco, Guerrero, Mexico	Terminate Fairmont management agreement and advise on transition, litigation re HMA termination, new management agreement
Farmland , Moorpark, CA	Advisory on retail-restaurant-brewery mixed-use development, management, development, licensing, liquor, celebrity chef agreement, lease
FelCor Suites , Anaheim, CA	Labor and employment, acquisition/buy-side, due diligence, tax
FelCor Suites , Burlingame, CA	Labor and employment, acquisition/buy-side, due diligence, tax
FelCor Suites , LAX, Los Angeles, CA	Labor and employment, acquisition/buy-side, due diligence, tax
FelCor Suites , Mandalay Beach, CA	Labor and employment, acquisition/buy-side, due diligence, tax
FelCor Suites , Milpitas, CA	Labor and employment, acquisition/buy-side, due diligence, tax
FelCor Suites , Napa, CA	Labor and employment, acquisition/buy-side, due diligence, tax
FelCor Suites , South San Francisco, CA	Labor and employment, acquisition/buy-side, due diligence, tax
Fireside Inn on Moonstone Beach , Cambria, CA	Management agreement
FogCatcher Inn on Moonstone Beach , Cambria, CA	Management agreement
Forte Hotel , San Diego, CA	Acquisition/buy-side and sell-side, ground lease, management agreement, franchise agreement
Four Points by Sheraton	See “Marriott – Four Points by Sheraton”

Jim Butler

Property/Project	Engagement
Four Seasons Residences , Calistoga, CA	Acquisition/buy-side
Four Seasons , Carlsbad, CA	Construction financing
Four Seasons , Hualalai, Kona, HI	ADA compliance & defense, labor and employment, wage and hour
Four Seasons , Ko Olina, Oahu, HI	Condo hotel advice
Four Seasons , Maui, HI	Acquisition/buy-side, ADA compliance and defense, labor and employment, wage and hour, insurance claim
Four Seasons , Mexico City, Mexico	Acquisition/buy-side
Four Seasons , New York, NY	Management agreement
Four Seasons , Newport Beach, CA	Management agreement, transition advice
Four Seasons , Philadelphia, PA	Management agreement, mixed-use advice
Four Seasons , San Francisco, CA	Financing, foreclosure/deed-in-lieu, bankruptcy, management agreement, acquisition/sell-side
Four Seasons , Scottsdale, AZ	Construction financing, refinancing
Four Seasons , Vail, CO	Condo hotel and hotel management agreement, development, financing
Four Sisters – 1906 A Lodge-A , Coronado, CA	Acquisition/buy-side, financing, management agreement
Four Sisters – Blackbird Inn , Napa, CA	ADA compliance and defense
Four Sisters – Channel Road Inn , Santa Monica, CA	ADA compliance and defense
Four Sisters – Gaige House Inn , Glen Ellen, CA	Acquisition/buy-side, management agreement
Four Sisters – Gosby House Inn , Pacific Grove, CA	ADA compliance and defense
Four Sisters – Green Gables Inn , Pacific Grove, CA	ADA compliance and defense
Four Sisters – Healdsburg Inn , Healdsburg, CA	ADA compliance and defense
Four Sisters – Inn at Sonoma , Sonoma, CA	ADA compliance and defense
Four Sisters – Lavender Inn , Yountville, CA	ADA compliance and defense
Four Sisters – Maison Fleurie , Yountville, CA	ADA compliance and defense
Four Sisters – West Cliff Inn , Santa Cruz, CA	ADA compliance and defense
Franz Klammer Lodge , Telluride, CO	Management agreement, acquisition/sell-side, fractional interest regime formation, sales training, multi-state sales registration
Furama Hotel , Los Angeles, CA	Land use, entitlements
GameWorks , Domestic and International	Franchise and license advice
Gansevoort Hotel DTLA , Los Angeles, CA	Management agreement
General Growth (17 hotels nationwide)	Redevelopment of shopping center hotels
Givenchy Spa & Resort , Palm Springs, CA	Acquisition/sell-side, loan restructuring, operation issues, labor and employment
Golden Door Spa , San Diego, CA	Acquisition/buy-side, trademark work
Good Nite Inn , Buttonwillow, CA	Restructuring
Good Nite Inn , Calabasas, CA	Restructuring
Good Nite Inn , Camarillo, CA	Restructuring
Good Nite Inn , Redlands, CA	Restructuring
Good Nite Inn , Sylmar, CA	Restructuring
Grafton , West Hollywood, CA	Acquisition/sell-side
Grand Hotel , Point Clear, AL	Management agreement, litigation, acquisition/sell-side
Grand Palazzo , Charlotte Amalie, U.S. Virgin Islands	Acquisition/buy-side, financing
Grand Sierra Hotel , Reno, NV	Condo hotel advice
Grand Vista Hotel , Simi Valley, CA	ADA compliance and defense
Grapevine El Monte , El Monte, CA	EB-5 financing, franchise agreement, management agreement

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Property/Project	Engagement
Great Wolf Atlanta , Atlanta, GA	EB-5 Financing
Great Wolf Resorts , Garden Grove, CA	Development of resort and water park, management agreement
Greek Isles Hotel , Las Vegas, NV	Acquisition/sell-side
Grupo Posadas (110 hotels with 6 different brands throughout the US and Mexico)	Acquisition/buy-side
Hacienda de Monterey , Palm Desert, CA	Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement, bankruptcy, financing
Half Moon Bay Lodge , Half Moon Bay, CA	Management agreement
Hampshire Hotel , Washington, DC	Management agreement
Hampton Inn	See “Hilton – Hampton Inn”
Hampton Inn & Suites	See “Hilton – Hampton Inn & Suites”
Handlery Hotel , San Francisco, CA	ADA compliance and defense
Harbor Court Hotel , San Francisco, CA	ADA compliance and defense
Harbor Motor Inn , Anaheim, CA	Loan workout
Hard Rock Hotel & Casino , Atlantic City, NJ	Management agreement
Hard Rock Hotel & Casino , Lake Tahoe, CA	Franchise agreement.
Hard Rock Hotel & Casino , Las Vegas, NV	Management agreement, development, financing, ground lease
Hard Rock Hotel and Resort , Guanacoste, Costa Rica	Franchise agreement
Hard Rock Hotel , Hartford, CT	Management agreement, EB-5 financing
Hard Rock Hotel , Palm Springs, CA	ADA compliance and defense
Hawaiian Monarch , Honolulu, HI	Management agreement, financing, acquisition/sell-side
Hawthorn Suites	See “Wyndham – Hawthorn Suites”
Heathman Hotel , Eugene, OR	Acquisition/buy-side
Highland Springs Country Club & Resort , Springfield, MO	Development, real estate, financing, ownership, acquisition/sell-side
Hilltop Inn & Suites , Pomona, CA	Acquisition/buy-side, management agreement, operations issues, liquor license
Hi-Lob , Paradise Valley, AZ	Loan workout, timeshare
Hilton – Conrad Hotel , San Diego, CA	Management agreement
Hilton – Conrad Hotel , Shanghai, China	Management agreement, financing, development
Hilton – Curio Collection , LondonHouse, Chicago, IL	Franchise agreement
Hilton – Curio Collection , The Highland, Dallas, TX	Acquisition/sell-side, management agreement
Hilton – DoubleTree Club , Miami Airport, Miami, FL	Management agreement, franchise agreement
Hilton – DoubleTree Club , Pleasanton, CA	Acquisition/buy-side
Hilton – DoubleTree Resort , La Posada Resort, Scottsdale, AZ	Management agreement, acquisition/buy-side
Hilton – DoubleTree Resort , Palm Springs, CA	Acquisition/buy-side, financing
Hilton – DoubleTree Resort , Sedona, AZ	Acquisition/buy-side
Hilton – DoubleTree Suites , Minneapolis, MN	Management agreement, franchise agreement
Hilton – DoubleTree , Allen Center, Houston, TX	Management agreement, franchise agreement, acquisition/buy-side
Hilton – DoubleTree , Aurora, CO	Financing
Hilton – DoubleTree , Bakersfield, CA	Financing
Hilton – DoubleTree , Berkeley Marina, Berkeley, CA	Labor and employment - defend wage and hour class action
Hilton – DoubleTree , Bloomington, MN	Acquisition/buy-side, financing, management agreement
Hilton – DoubleTree , Chicago, IL	Management agreement, franchise agreement

Property/Project	Engagement
Hilton – DoubleTree , Cleveland Downtown-Lakeside, Cleveland, OH	ADA compliance and defense, litigation
Hilton – DoubleTree , Columbia, MD	Management agreement
Hilton – DoubleTree , Des Plains, IL	Management agreement, franchise agreement
Hilton – DoubleTree , Flagstaff, AZ	Franchise agreement
Hilton – DoubleTree , Fresno, CA	Franchise agreement
Hilton – DoubleTree , Glenview, IL	Management agreement, franchise agreement
Hilton – DoubleTree , Irvine Spectrum, Irvine, CA	Labor and employment, litigation
Hilton – DoubleTree , Kenner, LA	RFP for operator, negotiate management agreement
Hilton – DoubleTree , Los Angeles, CA	ADA compliance and defense
Hilton – DoubleTree , Marina del Rey, CA	Receivership, bankruptcy
Hilton – DoubleTree , Minneapolis Park Place, Minneapolis, MN	Management agreement, franchise agreement
Hilton – DoubleTree , Modesto, CA	Financing
Hilton – DoubleTree , NY Financial District, New York, NY	ADA compliance and defense
Hilton – DoubleTree , NY JFK, New York, NY	Workout, management agreement, franchise termination, SNDA
Hilton – DoubleTree , NY Manhattan/Chelsea, New York, NY	ADA compliance and defense
Hilton – DoubleTree , Orange, CA	Management agreement, franchise agreement, acquisition/buy-side
Hilton – DoubleTree , Overland Corporate Woods, Overland, KS	Management agreement, franchise agreement, acquisition/buy-side
Hilton – DoubleTree , Post Oak, Houston, TX	Management agreement, franchise agreement
Hilton – DoubleTree , Rancho Bernardo, CA	Acquisition/buy-side, loan workout, bankruptcy, acquisition/sell-side
Hilton – DoubleTree , Sacramento, CA	Labor and employment - defend wage and hour class action
Hilton – DoubleTree , Tallahassee, FL	Management agreement, franchise agreement
Hilton – DoubleTree , Tucson Reid Park, Tucson, AZ	Acquisition/buy-side
Hilton – DoubleTree , Tulsa, OK	Management agreement, franchise agreement, acquisition/buy-side
Hilton – DoubleTree , Westminster, CO	Management agreement, franchise agreement
Hilton – Embassy Suites , Anaheim, CA	Financing
Hilton – Embassy Suites , Arcadia, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Baltimore, MD	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Boca Raton, FL	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Boston, MA	Management agreement, franchise agreement
Hilton – Embassy Suites , Chicago, IL	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Cleveland/Rockside, Independence, OH	Franchise agreement
Hilton – Embassy Suites , Columbus/Dublin, Dublin, OH	Franchise agreement
Hilton – Embassy Suites , Dallas, TX	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Denver International Airport, Denver, CO	Franchise agreement

Property/Project	Engagement
Hilton – Embassy Suites , Denver, CO	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Hunt Valley, MD	Management agreement, franchise agreement
Hilton – Embassy Suites , Irvine, CA	Labor and employment
Hilton – Embassy Suites , La Quinta, CA	Management agreement, franchise agreement, loan workout
Hilton – Embassy Suites , Los Angeles, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , New Orleans, LA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , New York, NY	Franchise agreement
Hilton – Embassy Suites , Orlando, FL	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Phoenix, AZ	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Pleasant Hill, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Poipu, Kauai, HI	Timeshare formation and multi-state registration, franchise agreement, acquisition/buy-side
Hilton – Embassy Suites , San Juan Hotel & Casino, San Juan, Puerto Rico	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Schaumburg, IL	Management agreement, franchise agreement
Hilton – Embassy Suites , Seattle, WA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , 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
Hilton – Embassy Suites , Tampa Airport, Tampa, FL	Franchise agreement
Hilton – Embassy Suites , Torrance, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Embassy Suites , Walnut Creek, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture structure, construction financing, refinancing, due diligence, development
Hilton – Hampton Inn , Abilene, TX	Financing, securitization
Hilton – Hampton Inn , Akron, OH	Financing, securitization
Hilton – Hampton Inn , Battle Creek, MI	Financing, securitization
Hilton – Hampton Inn , Cisco, TX	Franchise agreement.
Hilton – Hampton Inn , Colton, CA	Financing, securitization
Hilton – Hampton Inn , Corpus Christi, TX	Financing, securitization
Hilton – Hampton Inn , Fairborn, OH	Financing, securitization
Hilton – Hampton Inn , Fairview Heights, IL	Financing, securitization
Hilton – Hampton Inn , Findlay, OH	Financing, securitization
Hilton – Hampton Inn , Forsyth, IL	Financing, securitization
Hilton – Hampton Inn , Fort Wayne, IN	Financing, securitization
Hilton – Hampton Inn , Fort Worth, TX	Financing, securitization
Hilton – Hampton Inn , Highland, CA	Franchise agreement for San Manuel Band of Indians for casino hotel project
Hilton – Hampton Inn , Jackson, MI	Financing, securitization
Hilton – Hampton Inn , Johnson City, NY	Financing, securitization
Hilton – Hampton Inn , Kalamazoo, MI	Financing, securitization

Property/Project	Engagement
Hilton – Hampton Inn , Lake Mary, FL	Acquisition/buy-side
Hilton – Hampton Inn , Lexington, KY	Financing, securitization
Hilton – Hampton Inn , Los Angeles, CA	Construction financing
Hilton – Hampton Inn , Lubbock, TX	Financing, securitization
Hilton – Hampton Inn , Mansfield, OH	Financing, securitization
Hilton – Hampton Inn , Morgan Hill, CA	Hotel operating lease, acquisition/sell-side
Hilton – Hampton Inn , New Haven, CT	Franchise agreement
Hilton – Hampton Inn , Newark, NJ	Acquisition/buy-side, franchise agreement, financing, labor and employment
Hilton – Hampton Inn , Phoenix, AZ	ADA compliance and defense
Hilton – Hampton Inn , Quail Springs, OK	Financing, securitization
Hilton – Hampton Inn , Saint Joseph, MO	Financing, securitization
Hilton – Hampton Inn , San Angelo, TX	Financing, securitization
Hilton – Hampton Inn , Santa Cruz, Bolivia	Franchise agreement
Hilton – Hampton Inn , Santa Monica, CA	Labor and employment, entitlement and development, management agreement
Hilton – Hampton Inn , Shawnee, OK	Financing, securitization
Hilton – Hampton Inn , South Bend, IN	Financing, securitization
Hilton – Hampton Inn , Stafford, TX	Financing, securitization
Hilton – Hampton Inn , Temple, TX	Financing, securitization
Hilton – Hampton Inn , Texas City, TX	Financing, securitization
Hilton – Hampton Inn , Thornton, CO	Financing, securitization
Hilton – Hampton Inn , Tinley Park, IL	Financing, securitization
Hilton – Hampton Inn , Washington, DC	EB-5 financing, management agreement, construction agreement, lease
Hilton – Hampton Inn , Westminster, TX	Financing, securitization
Hilton – Hampton Inn , Wichita, KS	Financing, securitization
Hilton – Hampton Inn , Willowbrook, TX	Financing, securitization
Hilton – Hampton Inn , Woodbury, MN	Financing, securitization
Hilton – Hampton Inn , Youngstown, OH	Financing, securitization
Hilton – Hampton Inn , Zanesville, OH	Financing, securitization
Hilton – Hilton Garden Inn , Addison, TX	Franchise agreement
Hilton – Hilton Garden Inn , Baltimore, MD	Acquisition/buy-side, development, management agreement, franchise agreement, construction
Hilton – Hilton Garden Inn , Boston, MA	Acquisition/buy-side, development, management agreement, franchise agreement, construction
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 , Denver, CO	Acquisition/buy-side, development, management agreement, franchise agreement, construction
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 , Napa, CA	Management agreement
Hilton – Hilton Garden Inn , Newport, NJ	Acquisition/buy-side, development, management agreement, franchise agreement, construction

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Property/Project	Engagement
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 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 , 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
Hilton – Hilton Suites , Brentwood, TN	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
Hilton – Hilton Suites , Lexington, KY	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing, ADA compliance and defense
Hilton – Hilton Suites , Oakbrook, IL	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
Hilton – Hilton Suites , Phoenix, AZ	Acquisition/buy-side, joint venture, management agreement, franchise agreement, leasing, labor and employment, contracts, licensing, financing
Hilton – Homewood Suites , Columbus, OH	Financing, securitization
Hilton – Homewood Suites , Grand Rapids, MI	Financing, securitization
Hilton – Homewood Suites , Jacksonville, FL	Franchise, conversion, litigation
Hilton – Homewood Suites , La Quinta, CA	Management agreement, franchise agreement, condo hotel advice, financing
Hilton – Homewood Suites , Newark, CA	Loan modification
Hilton – Homewood Suites , Toledo, OH	Financing, securitization
Hilton – Homewood Suites , Washington, DC	EB-5 financing, management agreement, construction agreement, lease
Hilton – Homewood Suites , Westheimer, TX	Financing, securitization
Hilton – Homewood Suites , Willowbrook, TX	Financing, securitization
Hilton – Waldorf Astoria – Jerusalem , Jerusalem, Israel	Management agreement

Property/Project	Engagement
Hilton – Waldorf Astoria , Philadelphia, PA	Management agreement
Hilton Hotel , Albany, NY	Management agreement
Hilton Hotel , Alexandria, VA	Acquisition/buy-side
Hilton Hotel , Anchorage, AK	Acquisition/buy-side
Hilton Hotel , Arlington, VA	Financing
Hilton Hotel , Bakersfield, CA	Financing
Hilton Hotel , Beverly Hilton, Beverly Hills, CA	Labor and employment
Hilton Hotel , Carson, CA	Joint venture, litigation, acquisition/sell-side
Hilton Hotel , Charlotte, NC	Acquisition/buy-side, franchise agreement
Hilton Hotel , Cincinnati Airport, Florence, KY	Franchise agreement
Hilton Hotel , Cleveland South, Cleveland, OH	Management agreement, franchise agreement
Hilton Hotel , Columbia, MD	RFP for operator, negotiate management agreement
Hilton Hotel , Columbus, GA	Management agreement, franchise agreement
Hilton Hotel , Conference Center, College Station, TX	Acquisition/buy-side
Hilton Hotel , Costa Mesa, CA	Labor and employment, acquisition/buy-side, tax, litigation
Hilton Hotel , Crystal City, Arlington, VA	Labor and employment, collective bargaining agreement
Hilton Hotel , Dallas Anatole, Dallas, TX	Management agreement
Hilton Hotel , Del Mar, CA	Management agreement, development, ownership issues, financing
Hilton Hotel , Denver Tech South, Greenwood Village, CO	Management agreement, franchise agreement
Hilton Hotel , Estrella Del Mar, Mazatlan, Mexico	Franchise agreement, joint venture, development
Hilton Hotel , Fort Lauderdale Airport, Dania, FL	Management agreement, franchise agreement
Hilton Hotel , Fort Wayne, IN	Management agreement
Hilton Hotel , Fremont, CA	ADA compliance and defense, litigation
Hilton Hotel , Glendale, CA	Acquisition/buy-side, financing, management agreement, labor and employment
Hilton Hotel , Guam Resort & Spa, Guam, Micronesia	Financing
Hilton Hotel , Houston Convention Center, Houston, TX	Management agreement
Hilton Hotel , Houston, TX	Franchise agreement
Hilton Hotel , Huntington Beach, CA	Acquisition/buy-side, bankruptcy, litigation, franchise agreement
Hilton Hotel , Indianapolis, IN	Management agreement, franchise agreement, acquisition/buy-side, joint venture
Hilton Hotel , Lake Arrowhead, CA	Development
Hilton Hotel , Long Beach, CA	Refinancing, management agreement, restaurant lease, ADA compliance and defense
Hilton Hotel , Los Angeles Checkers, Los Angeles, CA	Acquisition/buy-side
Hilton Hotel , Los Angeles, CA	Multi-employer plan withdrawal
Hilton Hotel , Mazatlan, Mexico	Management agreement, franchise agreement, development, joint venture
Hilton Hotel , Melbourne Airport, Melbourne, Australia	Management agreement, franchise agreement
Hilton Hotel , Melville, NY	Management agreement, franchise agreement
Hilton Hotel , Modesto, CA	Financing
Hilton Hotel , Nassau Hotel & Marina, Nassau Bay, TX	Acquisition/buy-side
Hilton Hotel , New Orleans/ St. Charles, LA	Management agreement
Hilton Hotel , Newark Gateway, Newark, NJ	Management agreement, franchise agreement
Hilton Hotel , Ontario, CA	Franchise agreement
Hilton Hotel , Orrington, Evanston, IL	ADA compliance and defense

Property/Project	Engagement
Hilton Hotel , Palm Springs, CA	Franchise litigation
Hilton Hotel , Parsippany, NJ	Management agreement, franchise agreement
Hilton Hotel , Pasadena, CA	Management agreement, franchise agreement, acquisition/buy-side, joint venture, financing
Hilton Hotel , Prince Kuhio, Waikiki Beach, HI	Franchise agreement
Hilton Hotel , Raleigh-Durham Airport, Durham, NC	Acquisition/buy-side, financing, management agreement
Hilton Hotel , Reno Resort & Casino, Reno, NV	Condo hotel advice (conversion), financing, management agreement
Hilton Hotel , Rochester, MN	Franchise agreement
Hilton Hotel , Sacramento, CA	Labor and employment - defend wage and hour class action
Hilton Hotel , Saipan, Marianas Islands, Micronesia	Development, real estate, financing, ownership, acquisition/sell-side
Hilton Hotel , San Bernardino, CA	Financing, loan workout, litigation, labor and employment
Hilton Hotel , San Diego Airport, San Diego, CA	Labor and employment - defend wage and hour class action, discrimination and retaliation
Hilton Hotel , 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
Hilton Hotel , San Salvador, El Salvador	Management agreement
Hilton Hotel , Santa Clara, CA	Acquisition/buy-side
Hilton Hotel , Universal City, CA	Acquisition/buy-side, complex ground lease, entitlement and development issues
Hilton Hotel , Victorville, CA	Receivership
Hilton Hotel , Walt Disney World – Buena Vista Palace, Orlando, FL	Ground lease, financing
Hilton Hotel , Washington DC	Acquisition/buy-side, management agreement, acquisition/sell-side
Hilton Hotel , Whittier, CA	Foreclosure/deed-in-lieu
Himuka Cottages , Miyazaki, Japan	Management agreement
Holiday Inn	See “IHG – Holiday Inn”
Holiday Inn Express	See “IHG – Holiday Inn Express”
Holiday Inn Express , American Canyon, CA	ADA compliance and defense
Holiday Inn Select	See “IHG – Holiday Inn Select”
Hollywood Inn , Los Angeles, CA	Development, construction
Hollywood Roosevelt , Hollywood, CA	Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement, financing, tax, syndication, loan workout, bankruptcy, entitlements for supergraphics signage
Homestead Studio Suites	See “ESA – Homestead Studio Suites”
Homewood Suites	See “Hilton – Homewood Suites”
Hooters Hotel & Casino , Las Vegas, NV	Acquisition/sell-side, labor and employment, management agreement, license agreement
Hotel 71 , Chicago, IL	Acquisition/buy-side, management agreement, financing, labor and employment, acquisition/sell-side
Hotel Abri , San Francisco, CA	Acquisition/buy-side, financing, management agreement
Hotel Allegro , Chicago, IL	ADA compliance and defense
Hotel Cabo San Lucas , Cabo San Lucas, Mexico	Acquisition/buy-side, development
Hotel California , San Francisco, CA	Acquisition/sell-side, acquisition/buy-side, loan workout, restructuring, foreclosure, litigation, operations issues
Hotel California , Santa Monica, CA	Refinancing, intellectual property, acquisition/buy-side
Hotel del Sol , San Francisco, CA	ADA compliance and defense

Property/Project	Engagement
Hotel Erwin , Venice, CA	Management agreement termination, new management agreement, financing, labor and employment
Hotel Glenn , Atlanta, GA	Loan workout, restructuring
Hotel Helix , Washington, DC	Management agreement
Hotel Hermosa , Hermosa Beach, CA	Management agreement
Hotel Huntington Beach , Huntington Beach, CA	Management agreement
Hotel Indigo	See “IHG – Hotel Indigo”
Hotel Kitago Phoenix , Miyazaki, Japan	Management agreement
Hotel La Jolla , La Jolla, CA	Management agreement, franchise agreement, food and beverage agreement
Hotel La Peer , West Hollywood, CA	Management agreement
Hotel Madeline , Telluride, CO	Management agreement termination, restructuring, loan workout, receivership, management agreement, franchise agreement, litigation
Hotel Madera , Washington, DC	Management agreement
Hotel Majestic , San Francisco, CA	Bankruptcy
Hotel Oceana , Santa Monica, CA	Land use, entitlements
Hotel Pacific , Monterey Bay, CA	Management agreement, acquisition/sell-side, loan workout, restructuring
Hotel Park Tucson , Tucson, AZ	Acquisition/buy-side
Hotel Parmani , Palo Alto, CA	ADA compliance and defense
Hotel Rouge , Washington, DC	Management agreement
Hotel Terra Jackson Hole , Teton Village, WY	Acquisition/buy-side, management agreement
Hotel Vintage Court , San Francisco, CA	Financing
Hotel Whitcomb , San Francisco, CA	Acquisition/sell-side, collective bargaining
Hotel Wilshire , Los Angeles, CA	Liquor license, restructuring, management agreement
Hotel ZaZa , Houston, TX	Management agreement
Houston ICON , Houston, TX	Acquisition/sell-side
Howard Johnson	See “Wyndham – Howard Johnson”
Hyatt – Grand Champions Resort , 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
Hyatt – Grand Hyatt Wailea Resort & Spa , Wailea, Maui, HI	Loan workout, management agreement termination
Hyatt – Grand Hyatt , Calgary Alberta, Canada	Management agreement, development, labor and employment
Hyatt – Grand Hyatt , New York, NY	Labor and employment, joint venture, financing
Hyatt – Grand Hyatt , San Diego, CA	Management agreement
Hyatt – Grand Hyatt , San Francisco, CA	Labor and employment, operations and regulatory issues, environmental
Hyatt – Park Hyatt , Beaver Creek, CO	Loan workout, acquisition/sell-side
Hyatt – Park Hyatt , Los Angeles, CA	Joint venture, management agreement termination, litigation, ground lease, labor and employment, RFP for operator and new management agreement, land use, environmental
Hyatt – Park Hyatt , San Francisco Embarcadero, San Francisco, CA	Restructuring, labor and employment, environmental
Hyatt – Park Hyatt , Santa Monica, CA	Construction, litigation, bankruptcy
Hyatt Hotel , Anaheim, CA	Litigation, acquisition/buy-side, bankruptcy, environmental
Hyatt Hotel , Arlington, VA	Management agreement, bankruptcy, labor and employment
Hyatt Hotel , Clearwater, FL	Condo hotel advice, asset management agreement
Hyatt Hotel , Columbus, OH	Loan workout, acquisition/sell-side

Property/Project	Engagement
Hyatt Hotel , Grenada Island, West Indies	Management agreement, franchise agreement, acquisition/buy-side, operations, labor and employment
Hyatt Hotel , Hollywood, CA	Franchise agreement
Hyatt Hotel , Hyatt on Sunset, Los Angeles, CA	Management agreement, operations, trademark, labor and employment
Hyatt Hotel , King of Prussia, PA	Acquisition/buy-side, franchise agreement, management agreement, EB-5 financing, F&B management agreement
Hyatt Hotel , Palm Springs, CA	Management agreement
Hyatt Hotel , Penn's Landing, Philadelphia, PA	Management agreement, franchise agreement
Hyatt Hotel , Sacramento, CA	Management agreement, joint venture, labor and employment, environmental
Hyatt Hotel , Saint Claire - San Jose, CA	Franchise agreement, labor and employment, environmental
Hyatt Hotel , San Diego Islandia, San Diego, CA	Restructuring, acquisition/sell-side, labor and employment, environmental
Hyatt Hotel , SF Fisherman's Wharf - San Francisco, CA	Labor and employment, environmental
Hyatt Hotel , Sonoma Vineyard Creek, Santa Rosa, CA	Management agreement, acquisition/buy-side
Hyatt Hotel , Valencia, CA	Labor and employment, management agreement, environmental
Hyatt Hotel , Westlake Village, CA	Labor and employment, acquisition/sell-side, acquisition/buy-side, management agreement
Hyatt House , LAX, Los Angeles, CA (dual branded)	Acquisition/buy-side, ground lease, financing, franchise agreement, EB-5 financing
Hyatt House , Scottsdale, AZ (dual branded)	EB-5 financing
Hyatt House , USC, Los Angeles, CA	Ground lease, construction advisory, financing, management agreement, franchising agreement
Hyatt Place , Berkeley, CA	Construction contracts, acquisition/sell-side
Hyatt Place , Buena Park, CA	Management agreement, franchise agreement
Hyatt Place , Farmington, UT	Franchise agreement, management agreement
Hyatt Place , LAX, Los Angeles, CA (dual branded)	Acquisition/buy-side, ground lease, financing, franchise agreement, EB-5 financing
Hyatt Place , Oranjestad, Aruba	Joint venture, branding and management agreement
Hyatt Place , Philadelphia, PA	Franchise agreement
Hyatt Place , Pomona, CA	Franchise agreement
Hyatt Place , Riverside, CA	Financing of construction
Hyatt Place , Rochester, MN	Franchise agreement
Hyatt Place , Roseville, CA	Management agreement, construction, financing, acquisition/buy-side
Hyatt Place , Scottsdale, AZ (dual branded)	EB-5 financing, construction contracts, acquisition/sell-side
Hyatt Place , Vista, CA	Management agreement, acquisition/buy-side
Hyatt Place , Warner Center, Woodland Hills, CA	Franchise agreement
Hyatt Regency , Arlington, VA	Loan workout, bankruptcy, management agreement
Hyatt Regency , Austin, TX	Loan workout, acquisition/buy-side
Hyatt Regency , Baltimore, MD	Management agreement, development, joint venture, labor and employment
Hyatt Regency , Bethesda, MD	Management agreement, loan workout, joint venture
Hyatt Regency , Buffalo, NY	Franchise agreement, loan workout, joint venture, acquisition/sell-side
Hyatt Regency , Cambridge, MA	Loan workout, acquisition/sell-side, financing
Hyatt Regency , Century Plaza Hotel, Los Angeles, CA	Management agreement, EB-5 financing, acquisition/buy-side
Hyatt Regency , Chicago, IL	Labor and employment, financing
Hyatt Regency , Cincinnati, OH	Loan workout, bankruptcy, management agreement, financing
Hyatt Regency , Coral Gables, FL	Loan workout, bankruptcy, acquisition/sell-side, financing

Property/Project	Engagement
Hyatt Regency , Curaçao Golf Resort, Spa and Marina, Porta Blancu, Nieuwpoort, Curaçao	Management agreement termination
Hyatt Regency , Dearborn, MI	Management agreement, labor and employment, acquisition/sell-side
Hyatt Regency , Denver, CO	Loan workout, management agreement
Hyatt Regency , Garden Grove, CA	Franchise agreement
Hyatt Regency , Grand Cayman, West Indies	Loan workout, expansion
Hyatt Regency , Grand Cypress, Orlando, FL	Loan workout, acquisition/sell-side
Hyatt Regency , Hilton Head, SC	Bankruptcy
Hyatt Regency , Houston, TX	Loan workout, acquisition/sell-side, leasing, financing
Hyatt Regency , Huntington Beach, CA	Development, management, joint venture, financing, condo hotel advice
Hyatt Regency , Hyatt Suites, Atlanta NW, Marietta, GA	Acquisition/buy-side, management agreement, labor and employment
Hyatt Regency , Hyatt Suites, Palm Springs, CA	Labor and employment, environmental
Hyatt Regency , Irvine, CA	Labor and employment, environmental
Hyatt Regency , La Jolla, CA	Loan workout, acquisition/sell-side, land use, environmental
Hyatt Regency , LAX, Los Angeles, CA	Franchise agreement, management agreement, construction and vendor contracts, entitlements, litigation over easements and parking arrangements
Hyatt Regency , Lima, Peru	Management agreement, ownership issues
Hyatt Regency , Los Angeles, CA	Labor and employment, operations and regulatory issues, environmental
Hyatt Regency , Maui, HI	Loan workout
Hyatt Regency , Miami, FL	Loan workout, bankruptcy, acquisition/sell-side, acquisition/buy-side
Hyatt Regency , Milwaukee, WI	Management agreement, loan workout, financing
Hyatt Regency , New Orleans, LA	Loan workout, acquisition/sell-side
Hyatt Regency , Newport Beach, CA	Management agreement, acquisition/sell-side, litigation, labor and employment, franchise agreement, management agreement, environmental
Hyatt Regency , Oakbrook, IL	Acquisition/buy-side
Hyatt Regency , Orlando International Airport, Orlando, FL	Loan workout, recapitalization, acquisition/buy-side
Hyatt Regency , Palo Alto, CA	Labor and employment, environmental
Hyatt Regency , Phoenix, AZ	Loan workout, acquisition/sell-side, management agreement, financing, management agreement, operations, trademark, labor and employment
Hyatt Regency , Portland, OR	Acquisition/buy-side, labor and employment
Hyatt Regency , Printer's Row, Chicago, IL	Loan workout, bankruptcy
Hyatt Regency , Sacramento, CA	Loan workout, bankruptcy, acquisition/sell-side, financing, management agreement, labor and employment, environmental
Hyatt Regency , San Diego, CA	Development, financing, management agreement, labor and employment, environmental
Hyatt Regency , San Francisco, CA	Labor and employment, environmental
Hyatt Regency , Savannah, GA	Loan workout, acquisition/sell-out, financing
Hyatt Regency , Scottsdale, AZ	Labor and employment, environmental
Hyatt Regency , Tampa, FL	Loan workout, acquisition/sell-side
Hyatt Regency , Tysons Corner Center, McLean, VA	Management agreement and advice on hotel, office, retail mixed-use
Hyatt Regency , Waikiki, Honolulu, HI	Loan workout
Hyatt Regency , Waikoloa, HI	Management agreement
IHG – Candlewood Suites Hotel , Bellevue, WA	Management agreement, franchise agreement, litigation
IHG – Candlewood Suites Hotel , Hillsboro, OR	Management agreement, franchise agreement, litigation

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Property/Project	Engagement
IHG – Candlewood Suites Hotel , Milpitas, CA	Management agreement, franchise agreement, litigation
IHG – Candlewood Suites Hotel , Pleasanton, CA	Management agreement, franchise agreement, litigation
IHG – Candlewood Suites Hotel , Sacramento, CA	Management agreement, franchise agreement, litigation
IHG – Candlewood Suites Hotel , Santa Ana, CA	Financing
IHG – Crowne Plaza , Albany, NY	RFP for operator, negotiate management agreement
IHG – Crowne Plaza , City of Commerce, CA	Management agreement, development
IHG – Crowne Plaza , Concord, CA	Franchise agreement
IHG – Crowne Plaza , Dallas, TX	Bankruptcy
IHG – Crowne Plaza , Emeryville, CA	Loan modification
IHG – Crowne Plaza , Indialantic, FL	RFP for operator, negotiate management agreement
IHG – Crowne Plaza , LA Harbor, Los Angeles, CA	Acquisition/buy-side, labor and employment, ADA compliance and defense. litigation, financing
IHG – Crowne Plaza , LAX, Los Angeles, CA	License termination, acquisition/buy-side, new franchise agreement
IHG – Crowne Plaza , Melbourne, FL	RFP for operator, negotiate management agreement
IHG – Crowne Plaza , Phoenix Airport, Phoenix, AZ	Management agreement, financing, acquisition/buy-side
IHG – Crowne Plaza , Pittsburgh, PA	RFP for operator, negotiate management agreement
IHG – Crowne Plaza , San Pedro, CA	Acquisition/buy-side, labor and employment, litigation
IHG – Crowne Plaza , Silver Spring, MD	Management agreement
IHG – Crowne Plaza , Syracuse, NY	Acquisition/sell-side
IHG – Crowne Plaza , West Palm Beach, FL	RFP for operator, negotiate management agreement
IHG – Holiday Inn Express & Suites , Laurel, MD	Acquisition/sell-side
IHG – Holiday Inn Express & Suites , San Diego, CA	Comfort letter
IHG – Holiday Inn Express , Brooklyn Park Slope, Brooklyn, NY	ADA compliance and defense
IHG – Holiday Inn Express , Meadow Lands, PA	RFP for operator, negotiate management agreement
IHG – Holiday Inn Express , Myrtle Beach, SC	Reposition hotel, RFP for operator, negotiate management agreement
IHG – Holiday Inn Express , New York, NY	ADA compliance and defense
IHG – Holiday Inn Express , Old Town, San Diego, CA	Construction financing
IHG – Holiday Inn Express , Salinas, CA	ADA compliance and defense
IHG – Holiday Inn Express , San Francisco, CA	Acquisition/buy-side
IHG – Holiday Inn Express , San Luis Obispo, CA	Management agreement
IHG – Holiday Inn Resort , Benoa, Bali, Indonesia	Management agreement
IHG – Holiday Inn Resort , Santa Fe, NM	Management agreement
IHG – Holiday Inn , Altamonte Springs, FL	Management agreement, acquisition/sell-side
IHG – Holiday Inn , Anaheim Convention Center, Anaheim, CA	Franchise agreement, development, land use, entitlements
IHG – Holiday Inn , Anchorage, AK	Acquisition/buy-side
IHG – Holiday Inn , Bedford, TX	Acquisition/buy-side
IHG – Holiday Inn , Brooklyn, NY	ADA compliance and defense
IHG – Holiday Inn , Buena Park, CA	ADA compliance and defense
IHG – Holiday Inn , BWI Airport, Linthicum Heights, MD	Reposition hotel, RFP for operator, negotiate management agreement
IHG – Holiday Inn , Commerce, CA	Franchise agreement negotiation
IHG – Holiday Inn , Denver, CO	Acquisition/buy-side
IHG – Holiday Inn , Emeryville, CA	Acquisition/buy-side

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Property/Project	Engagement
IHG – Holiday Inn , Fullerton, CA	Franchise agreement, operations issues, acquisition/sell-side
IHG – Holiday Inn , Glendale, CA	Franchise agreement
IHG – Holiday Inn , Hilton Head, SC	RFP for operator, negotiate management agreement
IHG – Holiday Inn , LA Convention Center, Los Angeles, CA	Management agreement, franchise agreement
IHG – Holiday Inn , La Guardia, NY	Acquisition/buy-side
IHG – Holiday Inn , Lakewood, CO	ADA compliance and defense
IHG – Holiday Inn , LAX, Los Angeles, CA	Acquisition/buy-side, franchise agreement, management agreement, financing, comfort letter
IHG – Holiday Inn , Long Beach, CA	Labor and employment, acquisition/sell-side
IHG – Holiday Inn , Monroeville, PA	Management agreement
IHG – Holiday Inn , Monrovia, CA	Acquisition/buy-side
IHG – Holiday Inn , NY 6th Avenue, New York, NY	ADA compliance and defense
IHG – Holiday Inn , Orlando, FL	Franchise agreement negotiations, operations issues, acquisition/sell-side
IHG – Holiday Inn , Phoenix, AZ	Management agreement
IHG – Holiday Inn , Pittsburgh Monroeville, PA	Reposition hotel, RFP for operator, negotiate management agreement
IHG – Holiday Inn , Poughkeepsie, NY	Acquisition/buy-side
IHG – Holiday Inn , Rancho Cordova, CA	ADA compliance and defense, franchise agreement
IHG – Holiday Inn , Reno, NV	Franchise agreement negotiation
IHG – Holiday Inn , Sacramento, CA	ADA compliance and defense, litigation
IHG – Holiday Inn , San Francisco Chinatown, San Francisco, CA	Litigation, management agreement, franchise agreement, labor and employment, land use, financing
IHG – Holiday Inn , San Francisco Convention Center, San Francisco, CA	Management agreement
IHG – Holiday Inn , San Francisco Fisherman’s Wharf, San Francisco, CA	Management agreement, joint venture, labor and employment, bankruptcy
IHG – Holiday Inn , Santa Fe, NM	Management agreement
IHG – Holiday Inn , Santa Maria, CA	Management agreement
IHG – Holiday Inn , Santa Monica, CA	Acquisition/buy-side
IHG – Holiday Inn , Staten Island, NY	Acquisition/buy-side
IHG – Holiday Inn , Strongsville, OH	Reposition hotel, RFP for operator, negotiate management agreement
IHG – Holiday Inn , Universal Studios, Studio City, CA	Acquisition/buy-side
IHG – Holiday Inn , Vallejo, CA	Acquisition/buy-side
IHG – Holiday Inn , Ventura, CA	Financing
IHG – Holiday Inn , Woodland Hills, CA	Acquisition/sell-side
IHG – Hotel Indigo , College Park, TX	Acquisition/buy-side
IHG – Hotel Indigo , Hollywood, CA	Entitlements
IHG – Hotel Indigo , Sarasota, FL	Management agreement and franchise agreement
IHG – Intercontinental Hotel , Miraflores, Lima, Peru	Management Agreement
IHG – InterContinental Hotel , Bali Canggu, Bali, Indonesia	Management agreement
IHG – InterContinental Hotel , California Plaza, Los Angeles, CA	Management agreement, financing, bankruptcy, loan workout, acquisition/sell-side
IHG – InterContinental Hotel , Century City, Los Angeles, CA	Management agreement, financing, land use, labor and employment

Property/Project	Engagement
IHG – InterContinental Hotel , MidPlaza, Jakarta, Indonesia	Management agreement termination, litigation, new management agreement
IHG – InterContinental Hotel , Portland, OR	Management agreement
IHG – InterContinental Hotel , Seattle, WA	Management agreement
IHG – Kimpton – Aspen Club Lodge , Aspen, CO	Financing
IHG – Kimpton – Beverly Renaissance , Los Angeles, CA	Land use and entitlement
IHG – Kimpton – Hotel Argyle , Hollywood, CA	Acquisition/buy-side
IHG – Kimpton – Hotel George , Washington, DC	Management agreement
IHG – Kimpton – Hotel Helix , Washington, DC	Management agreement
IHG – Kimpton – Hotel Madera , Washington, DC	Management agreement
IHG – Kimpton – Hotel Marlowe , Cupertino, CA	Management agreement
IHG – Kimpton – Hotel Monaco , Alexandria, VA	ADA compliance and defense
IHG – Kimpton – Hotel Monaco , Cambridge, MA	Acquisition/buy-side, management agreement
IHG – Kimpton – Hotel Monaco , San Francisco, CA	Management agreement
IHG – Kimpton – Hotel Monticello , San Francisco, CA	Management agreement
IHG – Kimpton – Hotel Palomar , Dallas, TX	Acquisition/sell-side, management agreement, liquor license, operations issues
IHG – Kimpton – Hotel Palomar , San Francisco, CA	Management agreement
IHG – Kimpton – Hotel Palomar , Westwood, Los Angeles, CA	Acquisition/sell-side, management agreement, liquor license, operations issues
IHG – Kimpton – Hotel Rouge , Washington, DC	Management agreement
IHG – Kimpton – Hotel Villa Florence , San Francisco, CA	Management agreement
IHG – Kimpton – Prescott Hotel , San Francisco, CA	Management agreement
IHG – Kimpton – Tivoli Village , Summerlin, Las Vegas, NV	Management agreement
IHG – Kimpton – Topaz Hotel , Washington, DC	Management agreement
IHG – Kimpton Hotel & Residences , Papagayo, Costa Rica	Acquisition/buy-side, development, management agreement
IHG – Kimpton Hotel Solamar , San Diego, CA	Development
IHG – Kimpton Hotel , Koreatown, Los Angeles, CA	Management agreement
IHG – Kimpton Hotel , Las Vegas, NV	Management agreement
IHG – Kimpton La Peer , West Hollywood, CA	Construction financing
IHG – Staybridge Suites , Jacksonville, FL	Franchise agreement, conversion, litigation
Il Cielo Restaurant , Beverly Hills, CA	Restaurant lease
Ilikai Nikko Waikiki Hotel , Honolulu, HI	Acquisition/sell-side
Indian Springs Resort , Calistoga, CA	Management agreement
Indian Wells Resort , Indian Wells, CA	ADA compliance and defense
Inn at Laguna Beach , Laguna Beach, CA	Management agreement, acquisition/sell-side
Inn at Lost Creek , Mountain Village, CO	Management agreement termination, restructuring, loan workout, receivership, new management agreement, franchise agreement, litigation
Inn at Schoolhouse Creek , Mendocino, CA	ADA compliance and defense, litigation
Inn at Spanish Bay , Pebble Beach, CA	Trademark
Inn at Venice Beach , Venice Beach, CA	Management agreement
Inn by the Sea , Carmel, CA	Ground lease restructuring

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Property/Project	Engagement
Inn of the Anasazi , Santa Fe, NM	Financing, ownership, management agreement, acquisition/buy-side
Inn on the Park , Honolulu, HI	Management agreement
InterContinental Hotel	See “IHG – InterContinental Hotel”
International Hotel – LAX , Los Angeles, CA	Sandwich lease
Isla Navidad , Jalisco, Mexico	Management agreement
Island Colony Hotel , Honolulu, HI	Management agreement
Island Hotel (The) , Newport Beach, CA	Management agreement
Jack in the Box , El Paseo, CA	ADA compliance and defense
Jack in the Box , Mission Viejo, CA	ADA compliance and defense
Jackson Family Winery Hotel , Santa Rosa, CA	Management agreement
Jade Hotel Greenwich Village , New York, NY	ADA compliance and defense
Jamaica Bay Inn , Marina del Rey, CA	Management agreement
James Hotel (The) , West Hollywood, CA	Management agreement, labor and employment, collective bargaining agreement
Joie de Vivre Hotel	See “Two Roads – Joie de Vivre Hotel”
Jonathan Club , Los Angeles, CA	Labor and employment, collective bargaining
Jumby Bay Island Resort , Jumby Bay Island, Antigua, West Indies	Terminate Rosewood management agreement, new management agreement with Oetker.
JW Marriott	See “Marriott – JW Marriott Hotel”
Kaanapali Beach Hotel , Maui, HI	Acquisition/buy-side
Kah Nee Ta Resort , Warm Springs, OR	Timeshare formation
Kapalua Bay Hotel & Villas , Maui, HI	Acquisition/buy-side, financing
Kauai Resort Hotel , Kauai, HI	Acquisition/buy-side, management agreement, franchise agreement, entitlement, bankruptcy and receivership, acquisition/sell-side
Kempinski Plaza Jakarta Hotel , Jakarta, Java, Indonesia	Management agreement, litigation
Kensington Park Hotel , San Francisco, CA	Leasing, operations issues
Kenwood Inn & Spa , Sonoma Valley, CA	Acquisition/buy-side, financing, refinancing
Kila Tahoe , Lake Tahoe, CA	Condo hotel, financing
Kimpton	See “IHG – Kimpton”
King George Hotel , San Francisco, CA	Leasing, operations issues
Kinney Hotel , Venice Beach, CA	Management agreement
Knickerbocker Hotel , New York, NY	EB-5 financing for major redevelopment
Kona Kai Resort and Marina , San Diego, CA	Restructuring, bankruptcy, management agreement, franchise agreement, acquisition/sell-side
Korea Town Hotel , Los Angeles, CA	Land use and entitlements
L’Auberge Del Mar , Del Mar, CA	Loan workout, litigation
L’Enfant Plaza Hotel , Washington, DC	Labor and employment, collective bargaining, plant closure
La Costa Resort & Spa , Carlsbad, CA	Acquisition/buy-side
La Entrada Hotel , Santa Barbara, CA	EB-5 financing
La Jolla Cove Suites , La Jolla, CA	Management agreement
La Jolla de Mismaloya Resort , Puerto Vallarta, Mexico	Labor and employment, acquisition/buy-side, tax, joint venture, operations issues
La Posada de Sante Fe , Santa Fe, NM	Litigation analysis and construction defect analysis
La Quinta Resort & Country Club , La Quinta, CA	Restructuring, workout, financing
La Quinta , Atlanta, GA	Management agreement, joint venture, acquisition/sell-side

Property/Project	Engagement
La Quinta , Bellevue, WA	Management agreement, joint venture, acquisition/sell-side
La Quinta , Orlando, FL	Management agreement, joint venture, acquisition/sell-side
La Quinta , Richmond, VA	Management agreement, joint venture, acquisition/sell-side
La Quinta , San Diego, CA	Management agreement, joint venture, acquisition/sell-side
La Quinta , San Francisco, CA	Management agreement, joint venture, acquisition/sell-side
La Quinta , Santa Fe, NM	Management agreement, joint venture, acquisition/sell-side
La Quinta , Seattle, WA	Management agreement, joint venture, acquisition/sell-side
La Quinta , St. Petersburg, FL	Management agreement, joint venture, acquisition/sell-side
Ladera Hotel & Residences , Ladera, Mangilao, Guam	Development advisory, condo hotel, EB-5 financing
Laguna Beach Golf & Bungalows , Laguna Beach, CA	Financing
Lake Arrowhead Resort & Spa , Lake Arrowhead, CA	Labor and employment, negotiate new collective bargaining agreement
Lake Elsinore Development , Lake Elsinore, CA	Development, management agreement, franchise agreement, ownership issues
Landry's Restaurant , Concord, CA	ADA compliance and defense
Landry's Restaurant , Fremont, CA	ADA compliance and defense
Larkspur Landing All Suite Hotel , Bellevue, WA	Conversion
Larkspur Landing All Suite Hotel , Hillsboro, OR	Conversion
Larkspur Landing All Suite Hotel , Milpitas, CA	Conversion
Larkspur Landing All Suite Hotel , Pleasanton, CA	Conversion
Larkspur Landing All Suite Hotel , Sacramento, CA	Conversion
Las Cabezas Luxury Resort , Punta Mita, Mexico	Management agreement
Las Ramblas Resort , Las Vegas, NV	Conducted RFP for operator, management agreement
Las Ventanas al Paraiso , Cabo San Lucas, Mexico	Management agreement, financing, condominium, vacation ownership
Laurel Inn , San Francisco, CA	ADA compliance and defense
Le Méridien	See "Marriott – Le Méridien"
Le Royal Tahitien Hotel , Papeete, French Polynesia	Acquisition/sell-side
Lexington Inn , San Luis Obispo, CA	ADA compliance and defense
Lighthouse Lodge , Pacific Grove, CA	Bankruptcy
Lodge & Spa at Cordillera , Avon, CO	Management agreement
Lodge at CordeValle , San Martin, CA	Management agreement
Lodge at Pebble Beach , Pebble Beach, CA	Trademark
Lodge at Rancho Mirage , Rancho Mirage, CA	Acquisition/buy-side, expansion, condo hotel advice
Lodge at Skylonda , Woodside, CA	Management agreement
Lodge at Sonoma , Sonoma, CA	Development, financing, joint venture, management agreement
Lodge at Tiburon , Tiburon, CA	Acquisition/buy-side, management agreement, franchise agreement, financing
Lodge at Ventana Canyon , Tucson, AZ	Acquisition/buy-side, financing, labor and employment, trademark
Loews Coronado Bay Resort , Coronado, CA	Financing
Loews Santa Monica Beach Hotel , Santa Monica, CA	Financing
London (The) , West Hollywood, CA	Acquisition/buy-side, entitlements, ADA compliance
Long Beach Sails Hotel , Long Beach, CA	Management agreement, franchise agreement, trademark
Long Point Resort (Marineland) , Palos Verdes, CA	Acquisition/buy-side, restructuring, loan workout
Los Cabos Vacation Rentals , Los Cabos, Mexico	Management agreement, condo hotel advice
Lovers Point Inn Monterey , Pacific Grove, CA	Restructuring, management agreement, joint venture

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Property/Project	Engagement
Luxe Hotel Beverly Hills , Beverly Hills, CA	Franchise agreement, labor and employment, trademark, operations issues, financing
Luxe Hotel City Center Hotel , 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
Luxe Hotel Sunset , Los Angeles, CA	Franchise agreement, labor and employment, trademark, operations issues
Luxze Hitotsuba , Miyazaki, Japan	Management agreement
Mahekal Beach Resort , Playa del Carmen, Mexico	Joint venture, financing
MainStay Suites	See “Choice – MainStay Suites”
Majestic Hotel , San Francisco, CA	Financing, securities, tax
Malibu Inn , Malibu, CA	Joint venture, loan restructuring
Mammoth 8050 , Mammoth Lakes, CA	Condo hotel advice, land use, entitlements
Mandalay Beach Resort , Oxnard, CA	Loan workout, bankruptcy, financing
Mandarin Oriental Hotel & Residences , Playa Manzanillo, Costa Rica	Management agreement, pre-opening and operations issues
Mandarin Oriental Hotel & Residences , Chicago, IL	Acquisition/buy-side, development, financing, joint venture, hotel mixed-use, condo hotel advice, management agreement
Mandarin Oriental Hotel & Residences , Dallas, TX	Condo hotel advice, management agreement
Mandarin Oriental Hotel , Los Angeles, CA	Management agreement
Mandarin Oriental Hotel , Miami, FL	Management agreement, operations issues
Mandarin Oriental Hotel , Tuscany, Italy	Management agreement
Mandarin Oriental Kahala Hotel , Honolulu, HI	Management agreement, financing
Mandarin Oriental South Coast Plaza , Costa Mesa, CA	Management agreement
Maralisa Hotel , Acapulco, Mexico	Acquisition/sell-side
Marco Beach Ocean Resort , Marco Island, FL	Financing, operations issues
Marina del Rey Hotel , Marina del Rey, CA	Management agreement
Marina International Hotel , Marina del Rey, CA	Receivership, bankruptcy
Marina Pacific Hotel and Suites , Venice, CA	Management agreement
Mariposa Lodge , Yosemite, CA	ADA compliance and defense, litigation
Marriott – AC by Marriott , Los Angeles, CA	Joint venture, franchise agreement, management agreement, development agreement
Marriott – aloft Hotel , El Paso, TX	Management agreement and franchise agreement
Marriott – aloft Hotel , Fort Lauderdale, FL	Management agreement
Marriott – aloft Hotel , Las Vegas, NV	Management agreement
Marriott – aloft Hotel , Leawood, KS	Acquisition/buy-side
Marriott – aloft Hotel , San Diego, CA	Franchise agreement, management agreement, EB-5 financing
Marriott – aloft Hotel , Tempe, AZ	Acquisition/buy-side, financing
Marriott – Autograph Collection (Grand Bohemian) , Asheville, NC	EB-5 financing; construction financing
Marriott – Autograph Collection (The Elliott) , Minneapolis, MN	Construction financing, EB-5 financing
Marriott – Autograph Collection , Houston, TX	Franchise agreement
Marriott – Autograph Collection , Vancouver, BC	Management agreement (dual branded JW Marriott and Autograph)
Marriott – Courtyard by Marriott Disneyland , Anaheim, CA	Acquisition/buy-side, franchise agreement, management agreement, liquor license, employment and labor
Marriott – Courtyard by Marriott L.A. Live! , Los Angeles, CA	Labor and employment

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Property/Project	Engagement
Marriott – Courtyard by Marriott , Akron, OH	Financing, securitization
Marriott – Courtyard by Marriott , Atlanta, GA	Reposition hotel, RFP for operator, negotiate management agreement
Marriott – Courtyard by Marriott , Bloomington, IL	Financing, securitization
Marriott – Courtyard by Marriott , Champaign, IL	Financing, securitization
Marriott – Courtyard by Marriott , Jacksonville, FL	Acquisition/buy-side
Marriott – Courtyard by Marriott , King Kamehameha's Kona Beach, Kona, HI	Management agreement, franchise agreement, financing
Marriott – Courtyard by Marriott , Lafayette, LA	Repositioning, operator RFP, management agreement
Marriott – Courtyard by Marriott , Lancaster, CA	Franchise Agreement
Marriott – Courtyard by Marriott , Lubbock, TX	Financing, securitization
Marriott – Courtyard by Marriott , Oakland, CA	Management agreement, franchise agreement
Marriott – Courtyard by Marriott , Paducah, KY	Management agreement
Marriott – Courtyard by Marriott , Pasadena, CA	Acquisition/buy-side, due diligence, financing
Marriott – Courtyard by Marriott , Peoria, IL	Financing, securitization
Marriott – Courtyard by Marriott , Richmond, CA	Financing
Marriott – Courtyard by Marriott , Santa Monica, CA	Labor and employment, entitlement and development, management agreement
Marriott – Courtyard by Marriott , Springfield, IL	Financing, securitization
Marriott – Courtyard by Marriott , Tulsa, OK	Management agreement
Marriott – Edition , Scottsdale, AZ	Management agreement; EB-5 financing
Marriott – element Hotel , Fort Lauderdale, FL (dual branded)	\$100 million EB-5 financing, franchise agreement, management agreement
Marriott – element Hotel , New York Times Square West, New York, NY	ADA compliance and defense
Marriott – element Hotel , Philadelphia, PA	Management agreement, EB-5 financing (first ever dual branded W and element with 755 rooms)
Marriott – Fairfield Inn & Suites by Marriott , Indianapolis, IN	Acquisition/buy-side
Marriott – Fairfield Inn by Marriott , Colorado Springs, CO	Financing, securitization
Marriott – Fairfield Inn by Marriott , Fairview Heights, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Rancho Cordova, CA	ADA compliance and defense
Marriott – Fairfield Inn by Marriott , Abilene, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Amarillo, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Appleton, WI	Financing, securitization
Marriott – Fairfield Inn by Marriott , Ashland, KY	Financing, securitization
Marriott – Fairfield Inn by Marriott , Bay City, MI	Financing, securitization
Marriott – Fairfield Inn by Marriott , Bismarck, ND	Financing, securitization
Marriott – Fairfield Inn by Marriott , Bozeman, MT	Financing, securitization
Marriott – Fairfield Inn by Marriott , Branson, MO	Financing, securitization
Marriott – Fairfield Inn by Marriott , Canton, OH	Financing, securitization
Marriott – Fairfield Inn by Marriott , Champaign, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Cheyenne, WY	Financing, securitization
Marriott – Fairfield Inn by Marriott , Coon Rapids, MN	Financing, securitization

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Property/Project

Engagement

Marriott – Fairfield Inn by Marriott , Coralville, IA	Financing, securitization
Marriott – Fairfield Inn by Marriott , Corpus Christi, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Council Bluffs, IA	Financing, securitization
Marriott – Fairfield Inn by Marriott , Danville, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Davenport, IA	Financing, securitization
Marriott – Fairfield Inn by Marriott , Dubuque, IA	Financing, securitization
Marriott – Fairfield Inn by Marriott , Duluth, MN	Financing, securitization
Marriott – Fairfield Inn by Marriott , Eden Prairie, MN	Financing, securitization
Marriott – Fairfield Inn by Marriott , Fairborn, OH	Financing, securitization
Marriott – Fairfield Inn by Marriott , Fargo, ND	Financing, securitization
Marriott – Fairfield Inn by Marriott , Fayetteville, AR	Financing, securitization
Marriott – Fairfield Inn by Marriott , Findlay, OH	Financing, securitization
Marriott – Fairfield Inn by Marriott , Forsyth, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Fort Worth, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Galesburg, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Grand Forks, ND	Financing, securitization
Marriott – Fairfield Inn by Marriott , Great Falls, MT	Financing, securitization
Marriott – Fairfield Inn by Marriott , Greeley, CO	Financing, securitization
Marriott – Fairfield Inn by Marriott , Gurnee, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Holland, MI	Financing, securitization
Marriott – Fairfield Inn by Marriott , Houston, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Hudson, WI	Financing, securitization
Marriott – Fairfield Inn by Marriott , Humble, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Jackson, MI	Financing, securitization
Marriott – Fairfield Inn by Marriott , Juliet, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Kankakee, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Kokomo, IN	Financing, securitization
Marriott – Fairfield Inn by Marriott , Mesquite, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Mission Viejo, CA	Acquisition/buy-side
Marriott – Fairfield Inn by Marriott , New York, NY	Franchise agreement
Marriott – Fairfield Inn by Marriott , Oshkosh, WI	Financing, securitization
Marriott – Fairfield Inn by Marriott , Peru, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Plano, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Sacramento, CA	ADA compliance and defense
Marriott – Fairfield Inn by Marriott , Saint Cloud, MN	Financing, securitization
Marriott – Fairfield Inn by Marriott , San Marcos, CA	Franchise agreement
Marriott – Fairfield Inn by Marriott , Sioux Falls, SD	Financing, securitization
Marriott – Fairfield Inn by Marriott , South Bend, IN	Financing, securitization
Marriott – Fairfield Inn by Marriott , Temple, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Terre Haute, IN	Financing, securitization
Marriott – Fairfield Inn by Marriott , Tinley Park, IL	Financing, securitization
Marriott – Fairfield Inn by Marriott , Tulsa, OK	Financing, securitization

Property/Project	Engagement
Marriott – Fairfield Inn by Marriott , Tyler, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Victoria, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Waco, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Wichita Falls, TX	Financing, securitization
Marriott – Fairfield Inn by Marriott , Youngstown, OH	Financing, securitization
Marriott – Fairfield Inn by Marriott , Zanesville, OH	Financing, securitization
Marriott – Fairfield Inn by Marriott , Bryan/ College Station, TX	Financing, securitization
Marriott – Four Points by Sheraton , Philadelphia, PA	Management agreement
Marriott – Four Points by Sheraton , Emeryville, CA	Loan modification
Marriott – Four Points by Sheraton , LAX, Los Angeles, CA	Labor and employment
Marriott – Four Points by Sheraton , LAX, Los Angeles, CA	Joint venture, labor and employment, collective bargaining
Marriott – Four Points by Sheraton , Manhattan Chelsea, New York, NY	Labor and employment
Marriott – Four Points by Sheraton , Minot, ND	Management agreement, acquisition/sell-side, operations issues, restructuring
Marriott – Four Points by Sheraton , NY Midtown, New York, NY	Management agreement
Marriott – Four Points by Sheraton , San Diego, CA	Management agreement, franchise agreement, joint venture, development, golf agreements
Marriott – Four Points by Sheraton , San Rafael, CA	Franchise agreement
Marriott – Four Points by Sheraton , St. Louis, MO	Franchise agreement, financing
Marriott – Four Points by Sheraton , Ventura Harbor Resort, Ventura, CA	Franchise agreement
Marriott – Four Points Plaza Hotel and Casino , Las Vegas, NV	Franchise agreement
Marriott – JW Marriott Hotel , Anaheim, CA	Management agreement, construction financing
Marriott – JW Marriott Hotel , Century City, Los Angeles, CA	Management agreement, acquisition/buy-side, labor and employment
Marriott – JW Marriott Hotel , LA Downtown, Los Angeles, CA	Asset management agreement
Marriott – JW Marriott Hotel , Starr Pass Resort, Tucson, AZ	Financing, development, loan workout, management agreement
Marriott – JW Marriott Hotel , Vancouver, BC, Canada	Management agreement (dual branded JW Marriott and Autograph)
Marriott – Le Méridien , Abuja, Nigeria	Management agreement
Marriott – Le Méridien , Cancun Resort & Spa, Cancun, Mexico	Loan workout, restructuring, acquisition/sell-side
Marriott – Le Méridien , Cleveland, OH	Management agreement
Marriott – Le Méridien , Pasadena, CA	Development, financing, franchise agreement, management agreement, joint venture
Marriott – Le Méridien , San Diego, CA	Management agreement, franchise agreement, development, joint venture, financing
Marriott – Le Méridien , San Francisco, CA	Loan workout, restructuring
Marriott – Renaissance Hotel , Agoura Hills, CA	Acquisition/buy-side, management agreement
Marriott – Renaissance Hotel , Chicago O’Hare, Chicago, IL	Labor and employment, new collective bargaining agreement
Marriott – Renaissance Hotel , Cleveland, OH	Franchise agreement, management agreement
Marriott – Renaissance Hotel , Hollywood, CA	Labor and employment, development, joint venture, management agreement

Property/Project	Engagement
Marriott – Renaissance Hotel , Houston, TX	Management agreement
Marriott – Renaissance Hotel , Las Vegas, NV	Financing
Marriott – Renaissance Hotel , Pittsburgh, PA	Financing
Marriott – Renaissance Hotel , Reno, NV	Franchise agreement, management agreement
Marriott – Renaissance Hotel , Scottsdale, AZ	Acquisition/buy-side
Marriott – Renaissance Hotel , Syracuse, NY	Acquisition/buy-side, acquisition/sell-side, management agreement, franchise agreement, joint venture
Marriott – Renaissance Resort & Spa , Jackson Hole, WY	Acquisition/sell-side
Marriott – Residence Inn , Amarillo, TX	Financing, securitization
Marriott – Residence Inn , Appleton, WI	Financing, securitization
Marriott – Residence Inn , Canton, OH	Financing, securitization
Marriott – Residence Inn , Cedar Rapids, IA	Financing, securitization
Marriott – Residence Inn , Corpus Christi, TX	Financing, securitization
Marriott – Residence Inn , Davenport, IA	Financing, securitization
Marriott – Residence Inn , Dedham, MA	RFP for operator, negotiate management agreement
Marriott – Residence Inn , Eastlake, OH	Franchise agreement
Marriott – Residence Inn , El Segundo, CA	Financing
Marriott – Residence Inn , Houston, TX	Franchise agreement
Marriott – Residence Inn , Kauai, HI	Management agreement
Marriott – Residence Inn , LA Live, Los Angeles, CA	Labor and employment
Marriott – Residence Inn , Lansing, MI	Financing, securitization
Marriott – Residence Inn , LAX, Los Angeles, CA	Franchise agreement, management agreement, construction contracts
Marriott – Residence Inn , Lewisville, TX	Financing, securitization
Marriott – Residence Inn , Little Rock, AR	Management agreement
Marriott – Residence Inn , Long Beach, CA	Management agreement
Marriott – Residence Inn , Long Island, NY	Management agreement
Marriott – Residence Inn , Madison, WI	Financing, securitization
Marriott – Residence Inn , NY World Trade Center, New York, NY	Management agreement and franchise agreement
Marriott – Residence Inn , Peoria, IL	Financing, securitization
Marriott – Residence Inn , Rockville, IL	Financing, securitization
Marriott – Residence Inn , Salt Lake City, UT	Restructuring
Marriott – Residence Inn , San Marcos, CA	Franchise agreement
Marriott – Residence Inn , Sioux Falls, SD	Financing, securitization
Marriott – Residence Inn , Topeka, KS	Financing, securitization
Marriott – Residence Inn , Torrance, CA	Restructuring, loan participation issues
Marriott – Residence Inn , Waco, TX	Financing, securitization
Marriott – Residence Inn , Westminster, TX	Financing, securitization
Marriott – Residence Inn , Woodlands, TX	Financing, securitization
Marriott – Residence Inn , Youngstown, OH	Financing, securitization
Marriott – Ritz Carlton Reserve , San Diego, CA	Management agreement
Marriott – Ritz-Carlton Residences , Lake Tahoe, CA	Litigation

Property/Project	Engagement
Marriott – Ritz-Carlton , Bali Resort & Spa, Jimbaran, Bali, Indonesia	Management agreement, litigation, project expansion
Marriott – Ritz-Carlton , Barcelona, Spain	Management agreement, joint venture, acquisition/sell-side
Marriott – Ritz-Carlton , Boston, MA	Financing, acquisition/buy-side, tax, financing
Marriott – Ritz-Carlton , Dana Point, CA	Acquisition/buy-side, financing, joint venture, management agreement, franchise agreement
Marriott – Ritz-Carlton , Houston, TX	Management agreement, development
Marriott – Ritz-Carlton , Huntington, Pasadena, CA	Acquisition/buy-side
Marriott – Ritz-Carlton , Kapalua, Maui, HI	Management agreement, foreclosure/deed-in-lieu, acquisition/sell-side, condo hotel advice
Marriott – Ritz-Carlton , LA Live Hotel and Residences, Los Angeles, CA	Asset management agreement
Marriott – Ritz-Carlton , Napa Valley, CA	Financing, acquisition/buy-side, management agreement
Marriott – Ritz-Carlton , New Orleans, LA	Management agreement
Marriott – Ritz-Carlton , New York, NY	Condo hotel advice and condominium documentation
Marriott – Ritz-Carlton , Newport Beach, CA	Management agreement, development
Marriott – Ritz-Carlton , Northstar, Lake Tahoe, CA	Loan workout, restructuring, litigation
Marriott – Ritz-Carlton , Rancho Mirage, CA	Financing, condo hotel advice
Marriott – Ritz-Carlton , Reynolds Plantation, Greensboro, GA	Acquisition/buy-side, joint venture, bond financing, management agreement
Marriott – Ritz-Carlton , San Diego, CA	Acquisition/buy-side, joint venture, management agreement, franchise agreement, litigation, entitlement, ground lease
Marriott – Ritz-Carlton , San Francisco, CA	Management agreement, acquisition/sell-side, financing, acquisition/buy-side
Marriott – Ritz-Carlton , Vancouver, BC, Canada	Management agreement
Marriott – Sheraton Grande Ocean Resort , Miyazaki, Japan	Management agreement
Marriott – Sheraton Hotel , Albuquerque, NM	Acquisition/buy-side, franchise agreement
Marriott – Sheraton Hotel , Anaheim, CA	Bankruptcy, refinance, acquisition/sell-side
Marriott – Sheraton Hotel , Chapel Hill, NC	Acquisition/buy-side, management agreement, franchise agreement, financing, joint venture
Marriott – Sheraton Hotel , Chicago O'Hare, Chicago, IL	Franchise agreement
Marriott – Sheraton Hotel , Colony Square, Atlanta, GA	Financing, management agreement
Marriott – Sheraton Hotel , Denver, CO	Loan workout
Marriott – Sheraton Hotel , Lake Buena Vista, FL	Management agreement
Marriott – Sheraton Hotel , LAX, Los Angeles, CA	Acquisition/buy-side, management agreement, franchise agreement, labor and employment
Marriott – Sheraton Hotel , Long Beach, CA	Acquisition/buy-side
Marriott – Sheraton Hotel , Los Angeles, CA	Financing, operations, litigation
Marriott – Sheraton Hotel , Mexico City, Mexico	Financing
Marriott – Sheraton Hotel , Minneapolis, MN	Acquisition/buy-side, management agreement, franchise agreement, financing
Marriott – Sheraton Hotel , Needham, NH	Financing, management agreement
Marriott – Sheraton Hotel , Norwalk, CA	Restructuring
Marriott – Sheraton Hotel , NY Tribeca, New York, NY	ADA compliance and defense
Marriott – Sheraton Hotel , Ontario, CA	Transactional
Marriott – Sheraton Hotel , Parsippany, NJ	Financing, management agreement

Property/Project	Engagement
Marriott – Sheraton Hotel , Pasadena, CA	Financing, loan modification
Marriott – Sheraton Hotel , Philadelphia, PA	Management agreement, franchise agreement, acquisition/buy-side, financing
Marriott – Sheraton Hotel , Phoenix Airport, Phoenix, AZ	Acquisition/buy-side, financing
Marriott – Sheraton Hotel , San Antonio, TX	Acquisition/buy-side
Marriott – Sheraton Hotel , San Diego, CA	Financing, management agreement
Marriott – Sheraton Hotel , San Juan, Puerto Rico	Management agreement, development, financing
Marriott – Sheraton Hotel , SF Fisherman’s Wharf, San Francisco, CA	Management agreement, operations issues
Marriott – Sheraton Hotel , St. Louis, MO	Foreclosure/receivership, workout, acquisition/sell-side
Marriott – Sheraton Hotel , Syracuse, NY	Acquisition/sell-side
Marriott – Sheraton Hotel , Tacoma, WA	Management agreement, franchise agreement
Marriott – Sheraton Hotel , Universal City, CA	Foreclosure/receivership, acquisition/sell-side, ADA compliance and defense, insurance claim
Marriott – Sheraton Hotel , Tysons Corner, VA	Labor and employment, collective bargaining
Marriott – Sheraton Phoenix Seagaia Golf Resort , Miyazaki, Japan	Management agreement
Marriott – Sheraton Suites , Kansas City, MO	Management agreement
Marriott – Springhill Suites , Pinehurst, NC	Management agreement
Marriott – Springhill Suites , San Antonio, TX	Acquisition/buy-side
Marriott – St. Regis Aspen , Aspen, CO	Acquisition/buy-side
Marriott – St. Regis New York , New York, NY	Condo hotel advice
Marriott – St. Regis Vanderbilt Club , San Juan, PR	Management agreement, development, financing
Marriott – TownPlace Suites , Houston, TX	Financing, securitization
Marriott – Tribute Hotel , Denver, CO	Franchise agreement, management agreement
Marriott – Tribute Hotel , Fort Lauderdale, FL (dual branded)	\$100 million EB-5 financing, franchise agreement, management agreement
Marriott – Tribute Hotel , San Diego, CA	Franchise agreement, management agreement
Marriott – W Hotel & Residences , Baltimore, MD	Management agreement, development, financing
Marriott – W Hotel & Residences , Boston, MA	Financing
Marriott – W Hotel & Residences , Dallas, TX	Condo hotel advice (new development), management agreement
Marriott – W Hotel & Residences , Hollywood, CA	Financing, EB-5 financing, land use, litigation, loan workout, restructuring,
Marriott – W Hotel , Austin, TX	Acquisition/sell-side
Marriott – W Hotel , Houston, TX	Management agreement; EB-5 financing
Marriott – W Hotel , Las Vegas, NV	Management agreement, condo hotel advice, acquisition/buy-side, joint venture
Marriott – W Hotel , Philadelphia, PA	Management agreement, EB-5 financing (first ever dual branded W and element with 755 rooms)
Marriott – W Hotel , San Francisco, CA	Development, construction, financing, joint venture, management agreement, franchise agreement
Marriott – W Hotel , San Mateo, CA	Management agreement, development, joint venture, financing
Marriott – W Hotel , Scottsdale, CA	Management agreement; financing, loan modification
Marriott – Westin Century Plaza Hotel , Los Angeles, CA	Management agreement termination, financing, acquisition/buy-side
Marriott – Westin Hotel , Anaheim, CA	Franchise agreement
Marriott – Westin Hotel , Annapolis, MD	Management agreement, development, financing

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Property/Project	Engagement
Marriott – Westin Hotel , Atlanta North Perimeter, Atlanta, GA	Financing
Marriott – Westin Hotel , Bermuda Dunes, CA	Management agreement, development, joint venture
Marriott – Westin Hotel , Cincinnati, OH	Financing
Marriott – Westin Hotel , Denver Tabor Center, Denver, CO	Management agreement, labor and employment
Marriott – Westin Hotel , Hilton Head Island Resort & Spa, Hilton Head Island, SC	Loan workout, receivership, restructuring
Marriott – Westin Hotel , Kauai, HI	Restructuring, foreclosure/deed-in-lieu, insurance issues, tax, labor and employment, acquisition/sell-side, acquisition/buy-side, litigation, management agreement, timeshare
Marriott – Westin Hotel , Los Angeles Bonaventure, Los Angeles, CA	Bankruptcy, foreclosure
Marriott – Westin Hotel , New Orleans, LA	Acquisition/buy-side
Marriott – Westin Hotel , Orlando Resort & Spa, Orlando, FL	Management agreement, joint venture, development, financing
Marriott – Westin Hotel , Pasadena, CA	Management agreement, development
Marriott – Westin Hotel , Portland, OR	Management agreement
Marriott – Westin Hotel , Rancho Mirage, CA	Acquisition/buy-side, land use, amenity agreements, financing
Marriott – Westin Hotel , Sainte Claire, San Jose, CA	Management agreement, development, joint venture
Marriott – Westin Hotel , Saipan, Ojbian Beach, Saipan, Marianas	Management agreement, development, financing, joint venture
Marriott – Westin Hotel , San Diego Ballpark Hotel, San Diego, CA	Management agreement
Marriott – Westin Hotel , San Diego Horton Plaza, San Diego, CA	Financing, development
Marriott – Westin Hotel , San Jose, CA	Acquisition/buy-side, labor and employment, collective bargaining agreement
Marriott – Westin Hotel , San Sebastian Hotel, Saint Augustine, FL	Management agreement, technical services agreement, ancillary arrangements
Marriott – Westin Hotel , Tucson La Paloma Resort & Spa, Tucson, AZ	Loan workout, receivership, restructuring
Marriott – Westin Hotel , Waltham, MA	Financing
Marriott – Westin Hotel , Washington, DC	Financing
Marriott – Westin , Seattle, WA	Management agreement
Marriott Hotel , Anaheim, CA	Leasing, condemnation, litigation
Marriott Hotel , Atlanta, GA	Acquisition/buy-side, management agreement
Marriott Hotel , Biscayne Bay, Miami, FL	Ground lease restructure
Marriott Hotel , Buckhead, GA	Management agreement
Marriott Hotel , BWI Airport, Baltimore, MD	Financing
Marriott Hotel , Cancun, Mexico	Management agreement
Marriott Hotel , Charlotte Executive Park, Charlotte, NC	Acquisition/buy-side
Marriott Hotel , Charlotte, NC	Refinancing, franchise agreement termination
Marriott Hotel , Coronado, CA	Management agreement
Marriott Hotel , Curaçao Beach Resort & Emerald Casino, Willemstad, Curaçao	Management agreement
Marriott Hotel , Del Mar, CA	Management agreement, development, joint venture
Marriott Hotel , Denver, CO	Management agreement
Marriott Hotel , Detroit, MI	Management agreement

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Property/Project	Engagement
Marriott Hotel , Fort Collins, CO	Financing
Marriott Hotel , Irvine, CA	Acquisition/buy-side, due diligence, financing
Marriott Hotel , Kansas City, MO	Acquisition/buy-side
Marriott Hotel , Kauai, HI	Acquisition/sell-side
Marriott Hotel , Long Beach, CA	Management agreement
Marriott Hotel , Mexico City, Mexico	Management agreement
Marriott Hotel , Oakland Hotel & Convention Center, Oakland, CA	Restructuring, financing, corporate, real estate, tax
Marriott Hotel , Omaha Capitol District, Omaha, NE	EB-5 financing, litigation, restructuring
Marriott Hotel , Portland, OR	Management agreement, operations, leasing
Marriott Hotel , Puerto Vallarta, Mexico	Management agreement
Marriott Hotel , Rancho Cordova, CA	Acquisition buy-side, franchise agreement
Marriott Hotel , Rancho Las Palmas, Palm Desert, CA	Management agreement, lease, litigation
Marriott Hotel , San Antonio, TX	Acquisition/buy-side, development, joint venture, management agreement, financing
Marriott Hotel , San Diego Gas Lamp, San Diego, CA	Franchise agreement
Marriott Hotel , San Diego Symphony Towers, San Diego, CA	Financing
Marriott Hotel , San Diego, CA	Franchise agreement
Marriott Hotel , Sawgrass, Jacksonville, FL	Management agreement, operations issues, development, acquisition/sell-side
Marriott Hotel , Scottsdale Safari Riverwalk, Scottsdale, AZ	Management agreement, development
Marriott Hotel , Seaview, Galloway, NJ	Acquisition/buy-side
Marriott Hotel , Torrance, CA	Restructuring
Marriott Hotel , Tulsa, OK	Acquisition/buy-side
Marriott Hotel , Visalia Convention Center, Visalia, CA	Acquisition/buy-side
Marriott Hotel , Walnut Creek, CA	Management agreement
Marriott Hotel , Wardman Park – Washington, DC	Management agreement, litigation, labor and employment
Marriott Hotel , Warner Center, Woodland Hills, CA	Foreclosure/deed-in-lieu
Marriott Hotel , Wind Watch, Hauppauge, NY	Management agreement
Marriott Hotel , Woodlands Hotel & Conference Center, The Woodlands, TX	Development, joint venture, hotel mixed-use, management agreement, financing
Marriott Suites , Long Beach, CA	Management agreement, development, land use
Mars World Amusement Park & Hotel , Las Vegas, NV	Financing, management agreement
Maruko Lexton , LAX, Los Angeles, CA	Acquisition/buy-side, development, construction, financing, bankruptcy, acquisition/sell-side
Maxim Hotel & Casino , Las Vegas, NV	Acquisition/sell-side
Mayfair Hotel DTLA , Los Angeles, CA	Management agreement, restaurant management agreement
Mayfair Hotel , Los Angeles, CA	Acquisition/buy-side, management agreement, food and beverage management agreement
Meritage Resort & Spa , Napa, CA	Labor and employment
Metodo Hotel , Rosemead, CA	Land use and entitlements
MGM Hotel , Arlington, TX	Management agreement
MGM Hotel , Cabo San Lucas, Mexico	Management agreement
MGM Hotels (nationwide)	Management agreements
MGM Mirage , Las Vegas, NV	Condo hotel advice

Property/Project	Engagement
Milliken Creek Inn Napa Valley , Napa, CA	Acquisition/buy-side
Milner Hotel DTLA (The) , Los Angeles, CA	Management agreement
Miramar Hotel , Santa Barbara, CA	Financing
Mission Hills Country Club , Rancho Mirage, CA	Restructuring
Mission Plaza , Mission Valley, CA	Receivership
Miyako Hotel , Los Angeles, CA	Management agreement, franchise agreement
Miyako Hotel , San Francisco, CA	Management agreement, franchise agreement
Miyako Hotel , Tokyo, Japan	Management agreement, franchise agreement
Miyako Hotels , (21 hotels worldwide, including 19 in Japan)	Reposition hotels, management agreement, franchise agreement, operating issues
Monarch Beach , Laguna Niguel, CA	Acquisition/buy-side, development, joint venture, tax, financing, golf course operations, hotel operations
Mondrian Hotel , Los Angeles, CA	Acquisition/buy-side, management agreement, technical services, franchise agreement negotiations
Montage Hotel Beverly Hills , Beverly Hills, CA	ADA compliance and defense
Montage Hotel Deer Valley , Park City, UT	ADA compliance and defense
Montage Hotel Tokyo , Tokyo, Japan	Management agreement
Montage Royal Island , Royal Island, Bahamas	Management agreement
Monterey Bay Inn , Monterey Bay, CA	Management agreement, acquisition/sell-side
Monterey Bay Shores Resort , Sand City, CA	Development, joint venture, financing, loan workout, restructuring, litigation, financing
Monterey Hotel , Monterey, CA	Restructuring, acquisition/buy-side, financing, loan workout, restructuring, receivership, construction completion
Monterey Motor Lodge , Monterey, CA	Management agreement, acquisition/sell-side
Monticello Inn , San Francisco, CA	Management agreement
Morgans Hotel Group , Playa del Carmen, Mexico	Management agreement, technical services agreement, license agreement negotiation
Morningside Country Club , Rancho Mirage, CA	Acquisition/buy-side, management agreement
Motel 6 (select properties throughout CA)	ADA compliance and defense, litigation
Motel 6 , Anderson, IN	Lease litigation
Motel 6 , Hesperia, CA	Loan workout, foreclosure/deed-in-lieu
Mukul Resort, Golf & Spa , Playa Manzanillo, Nicaragua	Management agreement
Muse Hotel , New York, NY	ADA compliance and defense
Newport Beach Hotel , Newport Beach, CA	ADA compliance and defense
Nikki Beach Clubs (throughout US)	Management agreement
North Star Club , Steamboat Springs, CA	ADA compliance and defense
NorthStar Club , Truckee, CA	ADA compliance and defense
Norwalk Inn , Norwalk, CA	Receivership, restructuring
NYLO Hotel , Chicago, IL	Franchise agreement
Oakland Portal , Oakland, CA	ADA compliance and defense
Ocean Dome (The) , Miyazaki, Japan	Management agreement
Oceanpoint Ranch , (formerly San Simeon Pines), Cambria, CA	Management agreement
Olive Garden Restaurants (throughout CA)	ADA compliance and defense, litigation
Omni Hotel & Convention Center , Boston, MA	Management agreement
Omni Hotel & Convention Center , Dallas, TX	Management RFP, management agreement

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Property/Project	Engagement
Omni Hotel , Indianapolis, IN	Acquisition/buy-side
Omni Hotel , Orrington-Evanston, IL	Acquisition/buy-side
Omni Hotel , Richardson, TX	Loan workout, franchise agreement, acquisition/sell-side
Omni Hotel , San Diego, CA	Development, management agreement
One & Only Resort , Syracuse, Sicily, Italy	Management agreement, financing, condo hotel
Onsen at Shosenkyu , Miyazaki, Japan	Management agreement
Orchard Tree Inn , Palm Springs, CA	Note acquisition/buy-side
Ormsby House Hotel & Casino , Carson City, NV	Acquisition/buy-side
Oxford Suites , Chico, CA	ADA compliance and defense
Oxford Suites , Lancaster, CA	ADA compliance and defense
Oxford Suites , Pismo Beach, CA	ADA compliance and defense
Oxford Suites , Redding, CA	ADA compliance and defense
Oxford Suites , Silverdale, WA	ADA compliance and defense
Pacific Grove Plaza , Pacific Grove, CA	Timeshare condominium foreclosure
Pacific Shores Hotel , Santa Monica, CA	Bankruptcy, lease
Pacifica Hotels (all hotels)	Management agreement (master form)
Pacifica Suites , Santa Barbara, CA	Management agreement
Pala Mesa Resort , Fallbrook, CA	Management agreement
Palihouse , Santa Monica, CA	Financing
Palms , Palm Springs, CA	Acquisition/buy-side, renovation, repositioning
Palomino Euro Bistro , Los Angeles, CA	Restaurant lease
Paradise Atrium Suites , Las Vegas, NV	Loan workout
Paradise Pier Hotel , Anaheim, CA	Operations issues, leasing, labor and employment
Paradise Village , Puerto Vallarta, Mexico	Acquisition/sell-side, condo hotel advice, timeshare, retail, golf, hotel, yacht club, country club, other real estate uses
Park Inn	See “Carlson – Park Inn”
Park Plaza	See “Carlson – Park Plaza”
Park Shore , Honolulu, HI	Acquisition/buy-side, financing
Pasadera Country Club , Monterey, CA	Bankruptcy, loan workout, restructuring, financing
Paws Up Dude Ranch , Greenough, MT	Structure liability containment program
Peaks at Telluride , Telluride, CO	Acquisition/buy-side, financing, labor and employment, trademark
Pelican Inn & Suites , Cambria, CA	Management agreement
Peninsula Beverly Hills , Beverly Hills, CA	Labor and employment, operating and regulatory issues
Petite Ermitage , West Hollywood, CA	ADA compliance and defense
PGA Plum Creek Tournament Players Club Course , Carmel, IN	Development, restructuring, foreclosure, acquisition/sell-side
PGA Starpass Tournament Players Club Course , Tucson, AZ	Golf course and residential development, lending, restructuring, acquisition/sell-side
PGA West Hotel site , La Quinta, CA	Restructuring
Phoenician , Phoenix, AZ	Financing
Phoenix Kogen Country Club , Miyazaki, Japan	Management agreement
Piccadilly Inn , Fresno, CA	Loan workout, restructuring
Pickwick , San Francisco, CA	Labor and employment, acquisition/buy-side, due diligence
Pierre Marques , Acapulco, Mexico	Management agreement, litigation, operations issues

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Property/Project	Engagement
Pines RV Resort , Yosemite, CA	Management agreement
Pizza Hut , (numerous locations in California, Nevada, Oregon and Washington)	ADA compliance and defense
Pizza Hut , Palms, CA	ADA compliance and defense
Pizza Hut , Riverside, CA	ADA compliance and defense
Plaza Hotel & Casino Downtown Las Vegas , Las Vegas, NV	Franchise agreement, repositioning
Plaza Hotel (The) , New York, NY	Acquisition/buy-side, management agreement, tax, labor and employment
Plaza La Reina Westwood , Los Angeles, CA	Restaurant joint venture, lease
Plaza Suites , Seattle, WA	Acquisition/buy-side
Pointe Anaheim , Anaheim, CA	Development, land use
Poipu Beach Villas , Poipu Beach, Kauai, HI	Franchise agreement
Portofino Hotel , Redondo Beach, CA	Acquisition/buy-side
Post Ranch Inn , Big Sur, CA	Construction lending, EB-5 financing, ADA compliance and defense
Prescott Hotel , San Francisco, CA	Management agreement, franchise agreement, financing, acquisition/buy-side
Preserve (Bel Air) (The) , Los Angeles, CA	Development advisory
Princess Hotel & Resort , San Diego, CA	Acquisition/sell-side
Princess Hotel , Acapulco, Mexico	Management agreement, litigation, operations issues
Princess Hotel , Hamilton, Bermuda	Management agreement, operations issues
Princess Hotel , South Hampton, Bermuda	Management agreement, operations issues
PruneYard Inn , Campbell, CA	Management agreement
Ptarmigan Inn , Banff, Canada	Acquisition/buy-side, management agreement, franchise agreement, bankruptcy, acquisition/sell-side
Puerto Vallarta , Puerto Vallarta, Mexico	Acquisition/buy-side
Pullman Hotel	See "Accor – Pullman"
Quality Inn / Quality Suites	See "Choice – Quality Inn" and "Choice – Quality Suites"
Queen Mary (Ship and Hotel) , Long Beach, CA	Bankruptcy, loan workout, management agreement, land use, entitlements, ground lease acquisition, leases for entertainment center and hotel
Radisson	See "Carlson – Radisson Hotel"
Raffles Hotels	See "Accor – Raffles"
Ramada Hotel	See "Wyndham – Ramada Hotel"
Red Lion – Hotel RL , Baltimore, MD	Acquisition/buy-side, financing
Red Lion Hotel , Anaheim, CA	Lease analysis
Red Lion Hotel , Aurora, CO	Management agreement termination, new management agreement, litigation
Red Lion Hotel , Baltimore, MD	Acquisition/buy-side, financing
Red Lion Hotel , San Francisco, CA	Acquisition/buy-side
Red Lobster Restaurants (throughout CA)	ADA compliance and defense, litigation
Red Robin Restaurant (all restaurants in Oregon and Washington)	ADA compliance and defense (class action defense)
Red Robin Restaurant , Los Angeles, CA	ADA compliance and defense
Red Robin Restaurant , Phoenix, AZ	ADA compliance and defense
Red Roof Inn , Buena Park, CA	Franchise agreement termination
Red Roof Inns (138 hotels nationwide)	Litigation
Redbury (The) , New York, NY	Management agreement

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

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Property/Project	Engagement
Regent Hotel , Regent Palms Grace Bay, Turks & Caicos	Management agreement, condo hotel, international business advice
Regent Hotel , Zagreb, Croatia	Acquisition/buy-side, management agreement, trademark
Remington Las Montanas Resort Hotel , Indian Wells, CA	Management agreement, development, condo hotel
Renaissance Hotel	See “Marriott – Renaissance Hotel”
Residence Inn by Marriott	See “Marriott – Residence Inn”
ResidenSea – The World of ResidenSea	Management agreement for condo ship
Resort at Squaw Creek , Lake Tahoe, CA	Management agreement, condo hotel advice, litigation, ADA compliance and defense
Retreat at Laguna (The) , Laguna Beach, CA	Acquisition/buy-side, joint venture, management agreement
Richelieu Hotel , San Francisco, CA	Foreclosure, acquisition/sell-side
Rimba Jimbaran Hotel , Bali, Indonesia	Management agreement
Ritz Plaza South Beach , South Beach, Miami, FL	Management agreement, joint venture, financing
Ritz-Carlton	See “Marriott – Ritz-Carlton”
Riverdale Resort , Sacramento, CA	Transactional
Riverfront Hotel , Spokane, WA	Acquisition/buy-side, joint venture, tax, management agreement, operations
Riverhouse Hotel & Convention Center , Bend, OR	Management agreement
Riviera Golf and Tennis Resort , Palm Springs, CA	Acquisition/buy-side
Robles Del Rio Lodge , Carmel Valley, CA	Joint venture
Rockridge Resort , Keystone, CO	Management agreement
Rodeway Inn	See “Choice – Rodeway Inn”
Roosevelt Hotel , Seattle, WA	Acquisition/buy-side
Roseville Hotel & Conference Center , Roseville, CA	Management agreement, RFP
Rowland Heights Project , Rowland Heights, CA	Acquisition/buy-side, development advisory, hotel mixed-use, condo hotel
Royal Bahamas Island , Grand Bahama Island, Bahamas	Management agreement
Royal Coach Hotel , Anaheim, CA	Ownership structure, tax
Royal Plaza Hotel , Disney World, Orlando, FL	Acquisition/buy-side
Runaway Bay Marina , Gold Coast, Australia	Acquisition/buy-side
Safari Riverwalk Hotel , Scottsdale, AZ	Management agreement
Saipan Hotel , Saipan, Marianas	Acquisition/buy-side
San Bernardino Hotel & Convention Center , San Bernardino, CA	Acquisition/buy-side, development, construction, financing, franchise agreement, bankruptcy, acquisition/sell-side
San Bruno Inn , San Bruno, CA	ADA compliance and defense, litigation
San Mateo Park Hotel , San Mateo, CA	Management agreement, joint venture
San Pedro Marina Hotel , San Pedro, CA	Acquisition/buy-side, land use, regulatory
San Vicente Bungalows , West Hollywood, CA	ADA compliance and defense
San Ysidro Ranch , San Ysidro, CA	Management agreement, litigation, operations issues
Sandcastle Inn , Pismo Beach, CA	Management agreement
Sandman Inn , Santa Barbara, CA	ADA compliance and defense, redevelopment
Santa Barbara Beach & Golf Resort Curaçao , Porta Blancu, Nieuwpoort, Curaçao	Management agreement termination, litigation
Santa Barbara Beach Hotel , Santa Barbara, CA	Acquisition/buy-side
Santa Catalina Hotel, Resort & Residences , Catalina, CA	Condo hotel advice, development, acquisition/buy-side, ground lease, infrastructure, financing, management agreement
Santa Catalina Island Company , Santa Catalina, CA	ADA compliance and defense (island-wide)

Property/Project	Engagement
Santa Maria Inn , Santa Maria, CA	Acquisition/buy-side, management agreement, franchise agreement, acquisition/sell-side
Savannah Inn , Savannah, GA	Management agreement, acquisition/sell-side
Savoy Hotel , San Francisco, CA	Acquisition/buy-side
Sawgrass Marriott Resort and Beach Club , Pointe Verda Beach, FL	Acquisition/sell-side
sbe Supper Club , Alto Palato, Los Angeles, CA	Lease
sbe Supper Club , Bedford, West Hollywood, CA	Lease
sbe Supper Club , Chrone, Los Angeles, CA	Lease
sbe Supper Club , Katsuya, Brentwood, CA	Licensing Issues, lease
sbe Supper Club , Prey, Los Angeles, CA	Lease
Schloss Hotel , Schloss Velden, Austria	Management agreement termination, litigation
Seabird Lodge , Mendocino, CA	ADA compliance and defense
Seal Rock Inn , San Francisco, CA	ADA compliance and defense, litigation
Seattle Convention Center Hotel , Seattle, WA	Hotel management agreement, brand and operator RFP
Setai Resort Puerto Vallarta , Puerto Vallarta, Mexico	Management agreement
Shadowridge Golf Course , Vista, CA	Restructuring, loan workout
Shadowrock Hotel & Resort , Palm Springs, CA	Management agreement, mixed-use structuring, condo hotel advice, land use, litigation
Shangri-La Boston Hotel & Residences , Boston, MA	Management agreement, condo hotel advice (new development)
Shattuck Hotel , Berkeley, CA	Transactional
Shelbourne Hotel , Dublin, Ireland	Management agreement termination, litigation
Shilo Inn , Pomona, CA	Bankruptcy, workout
Shilo Inn , Portland, OR	ADA compliance and defense, litigation
Shores Resort & Spa (The) , Daytona Beach, FL	Management agreement
Shutters on the Beach , Santa Monica, CA	ADA compliance and defense
Siddhu Hotel , Goa, India	Management agreement
Sierra Suites , Sierra Vista, AZ	ADA compliance and defense
Silverado Country Club & Resort , Napa, CA	Management agreement, litigation
Silverton Resort & Casino , Las Vegas, NV	Condo hotel advice, land use, entitlements
Six Senses Resort , Battlecreek, MI	Management agreement, condo hotel
Sixty Hotel , Montreal, Canada	Management agreement
Sleep Inn	See "Choice – Sleep Inn"
Snake River Lodge & Spa , Jackson Hole, WY	Acquisition/sell-side
Sofitel Hotels	See "Accor – Sofitel"
Solage Hotel , Scottsdale, AZ	Management agreement, ground lease, reciprocal easements
Sommerset Suites Hotel , San Diego, CA	Management agreement
Sonoma Mission Inn , Sonoma, CA	Financing, acquisition/sell-side
Sonoma Valley Inn , Sonoma, CA	Restructuring, loan workout
Spindrift Inn , Monterey Bay, CA	Management agreement, acquisition/sell-side
Sports Arena Travelodge , San Diego, CA	Acquisition/buy-side, franchise agreement, management agreement, bankruptcy, acquisition/sell-side
Springhill Suites	See "Marriott – Springhill Suites"
Springs of Palm Springs , Palm Springs, CA	Financing, acquisition/buy-side
Spyglass Inn , Pismo Beach, CA	Management agreement

Property/Project	Engagement
St. Regis	See “Marriott – St. Regis”
Stags Leap Winery , Napa, CA	Acquisition/buy-side, licensing, franchise agreement, trademark
Standard (The) , DTLA, Los Angeles, CA	ADA compliance and defense
Standard (The) , Hollywood, CA	ADA compliance and defense
Stanford Inn , Anaheim, CA	Management agreement
Staples Los Angeles Sports Arena , Los Angeles, CA	Development, construction, leasing, management agreement
Stone Eagle Golf Club , Palm Desert, CA	Golf club formation and membership agreements
Stouffer Esmeralda , Indian Wells, CA	Golf and amenity use agreements, financing
Strand House , Manhattan Beach, CA	Acquisition/buy-side, leasing, JV, liquor license, entitlements
Summit Hotel Rodeo Drive , Beverly Hills, CA	Labor and employment
Sunrise Suites and Casino , Las Vegas, NV	Bankruptcy
Sunset Tower Hotel , West Hollywood, CA	ADA compliance and defense
Sunterra Resorts Harbour Lights , Gaslamp District, San Diego, CA	Acquisition/sell-side, timeshare formation, multi-state registration
Sunterra San Luis Bay Inn , San Luis Obispo, CA	Timeshare, acquisition/sell-side
Super 8 Motel	See “Wyndham – Super 8”
T.G.I. Fridays , Brea, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Carlsbad, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Compton, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Corona, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Costa Mesa, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Fresno, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , La Jolla, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Laguna Niguel, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Long Beach, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Los Angeles, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Ontario, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Orange, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Oxnard, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Porter Ranch, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Rancho Cucamonga, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Rancho Santa Margarita, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Riverside, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Rosemead, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Rowland Heights, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , San Bernardino, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , San Diego, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , San Diego, CA (Jamacha Rd.)	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , San Diego, CA, (5th Ave)	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , San Diego, CA, (Camino del Rio S)	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Santa Clarita, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Simi Valley, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Temecula, CA	ADA compliance and defense (against class action involving 38 restaurants)

Property/Project	Engagement
T.G.I. Fridays , Thousand Oaks, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Torrance, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Union City, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , West Covina, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Westminster, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Woodland Hills, CA	ADA compliance and defense (against class action involving 38 restaurants)
T.G.I. Fridays , Yorba Linda, CA	ADA compliance and defense (against class action involving 38 restaurants)
Taco Bell, Inc. (corporate)	Consumer litigation and business advisory
Tarrytown House Estate , Tarrytown, NY	ADA compliance and defense
Tempe Diablo Stadium , Tempe, AZ	Acquisition/buy-side, development, financing, operations issues
Teton Mountain Lodge & Spa , Teton Village, WY	Financing, securitization
Tharaldson Inn , Toledo, OH	Financing, securitization
Thompson Hotel	See “Two Roads – Thompson Hotel”
Tides Oceanview Inn & Cottages (The) , Pismo Beach, CA	Management agreement
Toll House Hotel , Los Gatos, CA	Acquisition/buy-side, financing, management agreement, IP issues
Tom Watson Golf , Miyazaki, Japan	Management agreement
tommie Hotel	See “Two Roads – tommie Hotel”
Topaz Hotel , Washington, DC	Management agreement
Topnotch Resort & Spa , Stowe, VT	Acquisition/buy-side, financing, management agreement, IP issues
TownPlace Suites	See “Marriott – TownPlace Suites”
Travelodge	See “Wyndham – Travelodge”
Tribute	See “Marriott – Tribute”
Triton Hotel , San Francisco, CA	ADA compliance and defense
Trountrun , Frederick City, NJ	Acquisition/buy-side, rezoning
Trump Castle , Atlantic City, NJ	Acquisition/buy-side
Trump Condominium Hotel , Amman, Jordan	Management agreement
Trump Farallon at Cap Cana , Cap Cana, Dominican Republic	Management agreement
Trump Hotel , Giza, Egypt	Management agreement
Trump International Hotel & Tower Chicago , Chicago, IL	Condo hotel advice
Trump International Hotel & Tower Las Vegas , Las Vegas, NV	Condo hotel advice
Trump International Hotel Waikiki Beach Walk , Honolulu, HI	Condo hotel advice, acquisition/buy-side, financing
Trump Ocean Club , International Hotel & Tower, Panama City, Panama	Management agreement, condo hotel advice
Trump Plaza Hotel & Casino , Atlantic City, NJ	Acquisition/buy-side, development
Trump SoHo Hotel Condominium New York , New York, NY	Condo hotel advice, litigation
Trusthouse Forte Viscount Hotel , Los Angeles, CA	Acquisition/buy-side
Tryp Hotel	See “Wyndham – Tryp Hotel”
Turnberry Isle Resort & Club , Aventura, FL	Management agreement, acquisition/sell-side, franchise agreement
Tustin Legacy , Tustin, CA	Management agreement, development, joint venture, financing

Property/Project	Engagement
Twin Towers Motel , El Segundo, CA	ADA compliance and defense
Two Bunch Palms , Desert Hot Springs, CA	Acquisition/buy-side, joint venture, management agreement, restructuring, liquor license
Two Roads – Dream Hotel , Chicago, IL	Management agreement, financing, construction, development
Two Roads – Dream Hotel , Dallas, TX	Management agreement, financing, construction, development
Two Roads – Dream Hotel , Hollywood, CA	Acquisition /buy-side, development advisory, EB-5 financing, construction financing, management agreement
Two Roads – Dream Hotel , Houston, TX	Management agreement, financing, construction, development
Two Roads – Dream Inn (a Joie de Vivre) , Santa Cruz, CA	ADA compliance and defense
Two Roads – Joie de Vivre Dream Inn , Santa Cruz, CA	Management agreement
Two Roads – Joie de Vivre Hotel Angeleno , Los Angeles, CA	Land use
Two Roads – Joie de Vivre Hotel Erwin , Santa Monica, CA	Management agreement
Two Roads – Joie de Vivre Hotel Maya , Long Beach, CA	Management agreement
Two Roads – Thompson Hotel , Hollywood, CA	Acquisition/buy-side, management agreement, restaurant management agreement, equity and debt financing documents
Two Roads – Thompson Hotel , Hollywood, CA	Management agreement
Two Roads – Thompson Hotel , Portland, OR	Management agreement, residential management agreement, technical services agreement.
Two Roads – Thompson Hotel , Salt Lake City, UT	Management agreement
Two Roads – Thomspson Hotel , Montreal, Canada	Management agreement
Two Roads – tommie Hotel , Hollywood, CA	Management agreement
Union Square Plaza Hotel , San Francisco, CA	Labor and employment
University Club , San Francisco, CA	Refinancing
Urban Commons Master , Norwalk, CA	Acquisition/buy-side, development advisory, land use and master plan covenants
Vagabond Inn , Carmel, CA	ADA compliance and defense
Vagabond Inn , Glendale, CA	ADA compliance and defense
Vagabond Inn , Solvang, CA	ADA compliance and defense
Vail Plaza Hotel , Vail, CO	Loan workout, restructure; bankruptcy
Valencia Hotel , Loveland, CO	Management agreement
Valley River Inn , Eugene, OR	Acquisition/sell-side, land use, litigation
Value Place , Alexandria, LA	Multi-state receivership and sale by receivership
Value Place , Kansas City, MO	Multi-state receivership and sale by receivership
Value Place , Omaha, NE	Multi-state receivership and sale by receivership
Venetian Hotel , Las Vegas, NV	Labor and employment, operations and regulatory issues
Viceroy , Palm Springs, CA	Condo hotel advice (conversion), land use, entitlements
Viceroy , Santa Monica, CA	Condo hotel advice (conversion), land use, entitlements
Victorian Inn , Monterey Bay, CA	Management agreement, acquisition/sell-side
Villa Carlotta , Laguna Beach, CA	ADA compliance and defense
Villa Florence Hotel , San Francisco, CA	Management agreement
Villa Vera , Acapulco, Guerrero, Mexico	Management agreement, franchise agreement, acquisition/sell-side
Vintage Court Hotel , San Francisco, CA	Financing

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Property/Project	Engagement
W Hotel	See “Marriott –W Hotel”
W Hotel & Residences	See “Marriott –W Hotel and Residences”
Waikiki Gateway Hotel , Honolulu, HI	Acquisition/buy-side
Waikiki Grand , Honolulu, HI	Management agreement
Waldorf Astoria	See “Hilton – Waldorf Astoria”
Walt Disney World , Orlando, FL	Development advisory, ground lease
Warner Springs Resort , Warner Springs, CA	Restructuring
Wayfarer Hotel (The) , Santa Barbara, CA	Management agreement
Weligama Bay Resort , Southern Province, Sri Lanka	Mixed-use development
Wendy’s Restaurant , Brooklyn, NY (3)	ADA compliance and defense
Wendy’s Restaurant , Jamaica, NY	ADA compliance and defense
Wendy’s Restaurant , Long Island City, NY	ADA compliance and defense
Wendy’s Restaurant , New York, NY (4)	ADA compliance and defense
West Elm Hotel , Savannah, GA	Management agreement
West Paces	See “Capella”
Westcoast Gateway Hotel , Seattle, WA	Acquisition/buy-side
Westcoast Long Beach Hotel , Long Beach, CA	Acquisition/buy-side
Westcoast Wenatchee Hotel , Wenatchee, WA	Acquisition/buy-side
Western Lodging , Bodega Bay, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
Western Lodging , Half Moon Bay, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
Western Lodging , Lafayette Park Hotel, Lafayette, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
Western Lodging , Monterey, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
Western Lodging , Napa Valley Lodge, Yountville, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
Western Lodging , Stanford Park Hotel, Menlo Park, CA	Labor and employment, operations and regulatory issues, joint venture, management agreement, litigation, ownership issues
Westin	See “Marriott – Westin”
Westwind Motor Inn , Monterey, CA	Restructuring, bankruptcy
Westwood Extended Stay Apartments , Los Angeles, CA	Management agreement
White Oaks Hotel , Lompoc, CA	Acquisition/buy-side, management agreement, franchise agreement, acquisition/sell-side
Wilshire Grand Hotel , Los Angeles, CA	Management agreement
Wolfgang Puck Cafes , Domestic and International	Franchise and license advice, franchise agreement
Woodfin Suites , Brea, CA	Restructuring
Woodfin Suites , Cypress, CA	Restructuring
Woodfin Suites , Dublin, OH	Restructuring
Woodfin Suites , Rockland, MD	Restructuring
Woodfin Suites , Sunnyvale, CA	Restructuring
Woolley’s Classic Suites Denver Airport , Aurora, CO	Financing
Wyndham – Days Inn , Alexandria, VA	Acquisition/sell-side
Wyndham – Days Inn , Bloomington, IL	Financing, securitization

Property/Project	Engagement
Wyndham – Days Inn, Cedar Rapids, IA	Financing, securitization
Wyndham – Day's Inn, College Park, GA	Acquisition/sell-side
Wyndham – Days Inn, Davenport, IA	Financing, securitization
Wyndham – Days Inn, Fairfield, CA	Acquisition/buy-side, receivership, restructuring
Wyndham – Days Inn, Grand Forks, ND	Financing, securitization
Wyndham – Days Inn, Hollywood, CA	ADA compliance and defense
Wyndham – Days Inn, Mankato, MN	Financing, securitization
Wyndham – Days Inn, Mission Bay, CA	Management agreement, franchise agreement, acquisition/sell-side, operations, financing
Wyndham – Days Inn, Portland, OR	Management agreement, franchise agreement, acquisition/sell-side, operations, financing
Wyndham – Days Inn, San Diego, CA	Management agreement, franchise agreement, acquisition/sell-side, operations, financing
Wyndham – Days Inn, Santa Ana, CA	Loan workout, foreclosure, franchise agreement, acquisition/sell-side
Wyndham – Days Inn, Topeka, KS	Financing, securitization
Wyndham – Hawthorn Suites, Hollywood, CA	Entitlement
Wyndham – Hawthorn Suites, Naperville, IL	Financing, securitization
Wyndham – Howard Johnson Hotel, Anaheim, CA	Construction financing
Wyndham – Howard Johnson, Pickwick, San Francisco, CA	Franchise agreement negotiation, acquisition/buy-side
Wyndham – Howard Johnson, Yuma, AZ	Receivership
Wyndham – Ramada, Agoura Hills, CA	Restructuring
Wyndham – Ramada, Commerce, CA	Franchise agreement, operations issues, reservation agreement, satellite communication agreement
Wyndham – Ramada, Las Vegas, NV	Acquisition/buy-side, management agreement, franchise agreement, bankruptcy, acquisition/sell-side
Wyndham – Ramada, San Diego, CA	Management agreement
Wyndham – Ramada, San Francisco, CA	Acquisition/buy-side
Wyndham – Ramada, San Jose, CA	Acquisition/buy-side, ADA compliance and defense
Wyndham – Ramada, Santa Barbara, CA	ADA compliance and defense, labor and employment
Wyndham – Ramada, Santa Maria, CA	Acquisition/sell-side, bankruptcy
Wyndham – Ramada, South San Francisco, CA	Acquisition/buy-side, labor and employment
Wyndham – Ramada, West Hollywood, CA	Condo hotel advice, joint venture, land use, entitlements
Wyndham – Super 8 Motel, Anaheim, CA	Acquisition/sell-side
Wyndham – Super 8 Motel, Austin, TX	Franchise dispute
Wyndham – Super 8 Motel, Bloomington, IN	Financing, securitization
Wyndham – Super 8 Motel, Danville, IL	Financing, securitization
Wyndham – Super 8 Motel, Evansville, IN	Financing, securitization
Wyndham – Super 8 Motel, Fond du Lac, WI	Financing, securitization
Wyndham – Super 8 Motel, Monticello, MN	Management agreement, acquisition/sell-side, operations issues, restructuring
Wyndham – Super 8 Motel, Owensboro, KY	Financing, securitization
Wyndham – Super 8 Motel, Racine, WI	Financing, securitization
Wyndham – Super 8 Motel, Washington, IL	Financing, securitization
Wyndham – Super 8 Motel, Waterloo, IA	Financing, securitization

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Property/Project	Engagement
Wyndham – Super 8 , Monticello, MN	Management agreement, repositioning, litigation
Wyndham – Super 8 , Mountainview, CA	ADA compliance and defense
Wyndham – Travelodge , Carmel, CA	ADA compliance and defense
Wyndham – Travelodge , Hermosa Beach, CA	Acquisition/sell-side
Wyndham – Travelodge , Monterey, CA	ADA compliance and defense
Wyndham – Tryp Hotel Times Square , New York, NY	Franchise agreement
Wyndham – Tryp Hotel Times Square , New York, NY	Management agreement
Wyndham Garden , Brookfield, WI	Acquisition/buy-side
Wyndham Garden , Charlotte, NC	Acquisition/buy-side
Wyndham Garden , Chelsea West, New York, NY	Franchise agreement
Wyndham Garden , Dallas Park Central, Dallas, TX	Acquisition/buy-side
Wyndham Garden , LaGuardia Airport, New York, NY	Acquisition/buy-side
Wyndham Garden , Las Colinas, TX	Acquisition/buy-side
Wyndham Garden , Newark Airport, Newark, NJ	Acquisition, franchise agreement, financing, labor and employment
Wyndham Garden , Novi, Detroit, MI	Acquisition/buy-side
Wyndham Garden , Overland Park, KS	Acquisition/buy-side
Wyndham Garden , Pleasanton, CA	Acquisition/buy-side
Wyndham Garden , Schaumburg, IL	Acquisition/buy-side
Wyndham Garden , Wood Dale, IL	Acquisition/buy-side
Wyndham Hotel , Newark, NJ	Financing
Wyndham , Anatole Hotel, Dallas, TX	Management agreement
Wyndham , Bel Age, West Hollywood, CA	Acquisition/buy-side
Wyndham , DFW Airport North, Dallas, TX	Reposition hotel, RFP for operator, negotiate management agreement
Wyndham , LAX, Los Angeles, CA	Acquisition/buy-side, financing, strategic advice, condemnation, labor and employment
Wyndham , San Diego, CA	Acquisition/buy-side, land use, financing, operations
Wynn Encore , Las Vegas, NV	Construction and design documents
Wynn Las Vegas , Las Vegas, NV	ADA compliance and defense
Yamashiro Restaurant , Los Angeles, CA	Land use
Yarramalong Resort and Golf Course , Yarramalong, Australia	Acquisition/buy-side
YMCA Hotel , San Francisco, CA	ADA compliance and defense
Yotel San Francisco , San Francisco, CA	Management agreement, restaurant lease, operations issues, liquor license
Yountville Inn , Yountville, CA	Management agreement
ZinBurger , Boca Raton, FL	ADA compliance and defense
ZinBurger , Sunrise, FL	ADA compliance and defense

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