



# January 23-24, 2022

Courtyard/Residence Inn Los Angeles L.A. LIVE  
Los Angeles, California, USA

The Law Conference for  
Hotel Owners and Operators

## SUNDAY, JANUARY 23, 2022

**1:30pm-6:30pm REGISTRATION & INFORMATION**

Meets In: **Courtyard/Residence Inn Lobby**

**3:30pm-5:00pm OPENING PLENARY SESSION**

Meets In: **LA Ballroom**

**3:30pm-3:40pm CONFERENCE WELCOME**

Speakers: **Jeff Higley**, President, The BHN Group  
**Chirag Shah**, SVP and Policy Counsel, AHLA

**3:40pm-4:30pm GENERAL COUNSEL OUTLOOK – ROUND ONE**

The legal issues and challenges facing hotel owners, operators, and brands are complex, fast-moving, and constantly changing. What is on the minds of some of the key legal leaders in the hotel industry, and what do they see on the horizon?

Moderator: **Rachel A. Humphrey**, Hospitality Industry Executive and Counsel

Panelists: **Margaret C. Egan**, EVP, General Counsel & Secretary, Hyatt Hotels Corporation

**Bradford Maxwell**, EVP & General Counsel, Sonesta

**Judith C. Miles**, General Counsel, KHP Capital Partners

**William Tennis**, Executive Vice President & General Counsel, DiamondRock Hospitality

**Cynthia Warren**, Legal Counsel, Benchmark Pyramid

**4:30pm-4:55pm CENTER STAGE – OPERATOR/OWNER PERSPECTIVES**

Host: **Chirag Shah**, SVP and Policy Counsel, AHLA

Guests: **Greg Friedman**, CEO, Peachtree Hotel Group

**Rick Takach**, Chairman & CEO, Vesta Hospitality

**4:55pm-5:00pm WRAP-UP REMARKS**

Speaker: **Jeff Higley**, President, The BHN Group

**5:00pm-6:30pm OPENING NETWORKING RECEPTION**

Meets In: **LA Ballroom Foyer**

**6:30pm-8:30pm GC<sup>2</sup> (GREAT CHOW WITH GENERAL COUNSEL)**

Join your ALIS Law colleagues for a unique networking experience on the 24<sup>th</sup> Floor Sky Lounge of The Ritz-Carlton Los Angeles in the L.A. LIVE complex. This is an optional dining event with limited availability and a separate fee of US\$200. Don't miss the opportunity to network with these key GC!

General Counsel: **Monica L. Bernstein**, EVP & General Counsel, Crestline Hotels & Resorts

**Paul Cash**, General Counsel, Wyndham Hotels & Resorts

**Margaret C. Egan**, EVP, General Counsel & Secretary, Hyatt Hotels Corporation

**Bradford Maxwell**, EVP & General Counsel, Sonesta

**Judith C. Miles**, General Counsel, KHP Capital Partners

**Gregory Moundas**, EVP and Chief Legal Officer, Aimbridge Hospitality

**Cynthia Warren**, Legal Counsel, Benchmark Pyramid

## MONDAY, JANUARY 24, 2022

**7:00am-7:15pm REGISTRATION & INFORMATION**

Meets In: **Courtyard/Residence Inn Lobby**

**7:30am-8:30am CONTINENTAL BREAKFAST**

Meets In: **LA Ballroom Foyer**

**8:30am-11:30am PLENARY SESSION**

Meets In: **LA Ballroom**

**8:30am-8:40am WELCOME BACK**

Speaker: **Jonathon S. Zink**, Managing Director, The BHN Group

## MONDAY, JANUARY 24, 2022

**8:30am-11:30am** **PLENARY SESSION (Continued)**  
Meets In: **LA Ballroom**

**8:40am-9:25am** **OWNERS – EMERGING APPROACHES TO LITIGATION**

Brands and owners have been the target of litigation for many years, but that seems to have accelerated recently with multiple class action lawsuits, click-by ADA cases and a host of new and emerging threats targeting our industry. And of course, the typical owner-operator disputes, which has been brought to the forefront in multiple, high-profile bankruptcies like Wardman Park and SC SJ Holdings (Fairmont San Jose). What are some approaches that are emerging in response? What new tactics are being employed by plaintiffs and defendants? And how can owners and managers protect themselves? Our panel of industry "battle-tested" experts will review pending cases, discuss emerging tactics and strategies and review case studies in multiple venues: mediation, arbitral proceedings, and trials.

Moderator: **Alan Tantleff**, Senior Managing Director, FTI Consulting  
Panelists: **Monica L. Bernstein**, EVP & General Counsel, Crestline Hotels & Resorts  
**Kevin Gallagher**, Assistant General Counsel, Host Hotels & Resorts  
**Michael L. Martinez**, Senior VP & Associate GC, Dispute Resolution, Marriott International

**9:25am-9:55am** **CENTER STAGE – BRAND/OPERATOR PERSPECTIVE**

Host: **Brian Crawford**, Executive Vice President, Government Affairs, AHLA  
Guest: **Stephanie C. Linnartz**, President, Marriott International

**9:55am-10:40am** **OPERATORS – ALL THINGS LABOR**

What are some outstanding, top-of-mind COVID-19 concerns as it pertains to labor? Working with unions, what are some technologies that could be implemented to aid in improving efficiency due to the lack of available workers? What are some updates on J1 and h2B visas for employees from foreign countries, and how can they be appropriately secured? What do we have to do to recruit and retain talent moving forward? What do employee wages and hours look like for 2022 as compared to 2019 numbers?

Moderator: **Dana Kravetz**, Managing Partner, Michelman & Robinson, LLP  
Panelists: **Barry Bloom**, President and COO, Xenia Hotels & Resorts  
**Cynthia Warren**, Legal Counsel, Benchmark Pyramid

**10:40am-11:25am** **OWNERS – MANAGEMENT/FRANCHISE AGREEMENTS & LESSONS LEARNED**

What are some examples of successful alignment of brands, managers, and owners? What are some instances in which misalignment of brand/manager/owner ultimately led to failure? What can be done to remedy failed franchise and management agreements? During the pandemic, what changes occurred to HMAs, franchise agreements, amenities, and consumer demand?

Moderator: **Daniel Marre**, Partner, Perkins Coie LLP  
Panelists: **Michelle Russo**, CEO and Founder, hotelAVE  
**William Tennis**, Executive Vice President & General Counsel, DiamondRock Hospitality

**11:25am-11:30am** **WRAP-UP REMARKS**

Speaker: **Jonathon S. Zink**, Managing Director, The BHN Group

**11:30am-12:45pm** **NETWORKING LUNCH**

Meets In: **Residence Inn Lounge**

**12:45pm-2:40pm** **PLENARY SESSION**

Meets In: **LA Ballroom**

**12:45pm-12:50pm** **WELCOME BACK**

Speaker: **Jonathon S. Zink**, Managing Director, The BHN Group

## MONDAY, JANUARY 24, 2022

**12:45pm-2:40pm** **PLENARY SESSION (Continued)**  
Meets In: **LA Ballroom**

**12:50pm-1:30pm** **OPERATORS – FORCE MAJEURE: IT’S NOT JUST BOILERPLATE LANGUAGE**

The impact of a force majeure event on contract obligations is not new; however, the extent to which the global pandemic impacted hotel operations worldwide brought the issue to the forefront. Did the pandemic change how those terms are drafted in hotel management agreements, hotel franchise agreements, and/or hotel group booking/event contracts? Do experiences in other contexts (for example, invoking force majeure as a result of a hurricane) give us guidance on how to address a pandemic in this context? How are the viewpoints different given the different types of relationships in those three types of contracts? Do the hotel owner and/or the hotel operator (or franchisor) just want a delay in enforceability, or do they ultimately want a termination right as well? In group booking/event contracts, is it fair to hold a group to a contract (or retain deposits) or require re-booking (and not allow cancellation) in a force majeure event situation? Is the threshold of a force majeure event making performance illegal or impossible (as opposed to just impracticable) the right standard?

Moderator: **John L. Murino**, Partner, Crowell & Moring LLP  
Panelists: **Farah Bhayani**, Vice President, Legal & Compliance, G6 Hospitality LLC  
**Matthew Dreyfuss**, Corporate Counsel, Aimbridge Hospitality  
**Nathan Logan**, General Counsel, MCR Hotels

**1:30pm-1:55pm** **LIFETIME ACHIEVEMENT AWARD**

Presenter: **Rena H. Reiss**, EVP and General Counsel, Marriott International  
Recipient: **Elizabeth A. Abdo**, Senior Advisor, Bowman Consulting Group and Former General Counsel, Host Hotels & Resorts



**Elizabeth A. Abdo**

**1:55pm-2:35pm** **BRANDS – ESG, DE&I, & DATA PRIVACY**

How can focusing on responsible operations such as good governance drive profitability? How can brands lead the fight to combat workplace discrimination internally? How can brands foster a safer climate for migrant workers? As business ramps up with increased travel, how is guest data being protected? Should there be a new minimum standard implemented for data privacy within the hospitality sector following the unprecedented climate of the pandemic?

Speakers: **Mary Beth Cutshall**, Founder & Managing Partner, Amara Capital  
**Wesley Young**, Managing Counsel, Employment & Risk Management, G6 Hospitality LLC

**2:35pm-2:40pm** **WRAP-UP REMARKS**

Speaker: **Jonathon S. Zink**, Managing Director, The BHN Group

**2:40pm-3:10pm** **NETWORKING BREAK**

Meets In: **LA Ballroom Foyer**

**3:10pm-5:15pm** **PLENARY SESSION**

Meets In: **LA Ballroom**

**3:10pm-3:15pm** **WELCOME BACK**

Speaker: **Jonathon S. Zink**, Managing Director, The BHN Group

**3:15pm-3:55pm** **OWNERS – DEALING WITH UNION-DRIVEN LOCAL LEGISLATION OF WORK RULES**

UNITE HERE has been increasingly successful in getting municipalities (including Santa Monica, Oakland, Seattle, Long Beach, and West Hollywood) to pass local ordinances setting square footage limitations on the amount of area hotel housekeepers can be required to clean during a shift without payment of double-time or other premium wage amounts. The square footage limitations in the ordinances typically translate to a lower room count than is contemplated in hotel collective bargaining agreements, and the ordinances typically include provisions stating that the square footage limitations of the ordinance do not apply to employees covered by a collective bargaining agreement. How are owners responding to these ordinances? Are viable legal challenges available to invalidate them? What strategies are owners asking their operators to pursue to mitigate the significant increase in operating costs that are triggered by these ordinances? How does the continuing labor shortage in the hospitality industry complicate compliance with these ordinances? How might the hotel industry better communicate to local leaders and voters the negative consequences of these ordinances on local economies and even on the hotel employees who are ostensibly being protected?

Moderator: **Dean Heyl**, Vice President of Government Affairs, AAHOA  
Panelists: **Taylor Kessel**, SVP & General Counsel, Xenia Hotels & Resorts  
**David Klein**, EVP & General Counsel, Sunstone Hotel Investors

## MONDAY, JANUARY 24, 2022

**3:10pm-5:15pm** **PLENARY SESSION (Continued)**  
Meets In: **LA Ballroom**

**3:55pm-4:20pm** **CENTER STAGE – BRAND PERSPECTIVE**  
Host: **Chirag Shah**, SVP and Policy Counsel, AHLA  
Guest: **Larry Cuculic**, President & CEO, Best Western Hotels

**4:20pm-5:10pm** **GENERAL COUNSEL OUTLOOK – ROUND TWO**  
The legal issues and challenges facing hotel owners, operators, and brands are complex, fast-moving, and constantly changing. What is on the minds of some of the key legal leaders in the hotel industry, and what do they see on the horizon?  
Moderator: **Chad F. Sorensen**, Managing Director & COO, CHMWarnick  
Panelists: **Paul Cash**, General Counsel, Wyndham Hotels & Resorts  
**Gregory Moundas**, EVP and Chief Legal Officer, Aimbridge Hospitality  
**Rena H. Reiss**, EVP and General Counsel, Marriott International

**5:10pm-5:15pm** **CLOSING REMARKS**  
Speaker: **Jonathon S. Zink**, Managing Director, The BHN Group

**5:15pm-7:15pm** **CLOSING NETWORKING RECEPTION**  
Meets In: **Residence Inn Lounge**  
Hosted By: 

## MCLE CREDIT

ALIS Law has been approved for 7.75 MCLE Credit Hours in the State of California. Attorneys in attendance may be eligible to receive MCLE credit through reciprocity or attorney self-submission in other states, and ALIS Law will help provide the details needed to apply. Please contact your state bar or licensing authority to verify the requirements and process to apply. In order for ALIS Law to have record of your attendance on file, please make sure you sign-in at the start of each session. An official record of attendance form will be available on a table outside each session.

## PROGRAM PLANNING COMMITTEE

**Alyssa Barnes**, Wyndham Hotels & Resorts  
**Monica L. Bernstein**, Crestline Hotels & Resorts  
**Kevin Carey**, AHLA  
**Isabel Claver Dengra**, PwC  
**Bruce Cox**, AHIA  
**Margaret Egan**, Hyatt Hotels Corporation  
**Kevin Gallagher**, Host Hotels & Resorts  
**Dean Heyl**, AAHOA  
**Dorothy Ingalls**, Marriott International  
**Taylor Kessel**, Xenia Hotels & Resorts  
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**Ama Romaine**, G6 Hospitality LLC  
**Michelle Russo**, hotelAVE  
**Chirag Shah**, AHLA  
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**Chad F. Sorensen**, HAMA  
**Alan Tantleff**, FTI Consulting  
**Simon Turner**, Alpha Lodging Partners  
**Nancy Vu**, Park Hotels & Resorts

## PRODUCED BY:



[Northstar Travel Group](#) is the leading B-to-B information and marketing solutions company serving all segments of the travel industry including leisure/retail, corporate/business travel, corporate and sports meetings, incentives, hospitality, and travel technology.

Northstar is the owner of leading brands serving these travel segments. The company produces more than 100 face-to-face events in 13 countries in retail travel, hospitality, corporate travel, travel technology, sports travel, and the meetings & incentive industry. In addition, Northstar owns Phocuswright, the leading research, and event producer serving the travel technology industry. Northstar Travel Group owns The BHN Group, the leading producer of hotel investment conferences. Northstar is also the majority shareholder in Inntopia, the leading SaaS e-commerce software business serving the mountain destination, golf, activities, and hospitality markets. Based in Secaucus, NJ, the company has 14 offices in the U.S., UK, Singapore, and China. Northstar Travel Group is owned by funds managed by EagleTree Capital.

## IN ASSOCIATION WITH:



The American Hotel & Lodging Association (AHLA) is the sole national association representing all segments of the U.S. lodging industry. Headquartered in Washington, D.C., AHLA focuses on strategic advocacy, communications support and workforce development programs to move the industry forward. In the wake of COVID-19 pandemic, the hospitality was the first industry impacted and it will be among the last to recover. That is why AHLA is committed to promoting safe travel while also creating a standardized safety experience nationwide through the Safe Stay initiative. With an enhanced set of health and safety

protocols designed to provide a safe and clean environment for all hotel guests and employees, hotels across America are ready to welcome back travelers when they are ready to travel. Learn more at [www.ahla.com](http://www.ahla.com).



The BHN Group is the worldwide leader in developing and organizing conferences for the hotel and tourism investment community. With over three decades of experience, more than 160 events completed to-date, and in excess of 110,000 international delegates, these conferences have become "must attend"

events for industry leaders who come together to network, conduct business, and to learn about the latest trends. The current slate of events include: the Americas Lodging Investment Summit (ALIS) in Los Angeles; ALIS Law in Los Angeles; ALIS Summer Update; Alternative Ownership Conference Asia Pacific (AOCAP) in Singapore; Caribbean Hotel & Resort Investment Summit (CHRIS) in Miami; Hotel Investment Conference Asia Pacific (HICAP) in Singapore; HICAP UPDATE; Hotel Opportunities Latin America (HOLA) conference in Miami; and HICAP Australia New Zealand (HICAP ANZ) in Sydney. The BHN Group's website at [www.Burba.com](http://www.Burba.com) is the gateway for information about the annual conferences it produces, as well as a direct link to important players in the hospitality investment world.

## THE ALIS LEGACY



The AHLA Foundation, the charitable giving arm of the American Hotel & Lodging Association, is dedicated to helping people build careers, improve their lives and strengthen the lodging industry. We are committed to elevating, educating, and empowering individuals and the public on the industry's story of opportunity and advancement. Since its founding in 1953, the Foundation has distributed over \$27 million in support of the industry and is committed to ensuring a strong and viable workforce for the entire lodging industry. The

Foundation is funded solely by contributions from generous individuals and companies who want to give back to the hotel industry and ensure a successful future. Learn more at [www.AHLAFoundation.org](http://www.AHLAFoundation.org).

*As of October 2021*