

Karla P. Ray

Partner

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203-661-6000

Overview

Real Estate and Franchise Law Attorney with Two Decades of Experience Representing Lenders, Developers, and Franchisees

Karla P. Ray is a Partner at Mandelbaum Barrett PC with more than 20 years of experience representing clients in real estate and franchise law matters. She advises regional and national lending institutions, private developers, business entities, and individuals in commercial real estate leasing, acquisitions, sales, and financing transactions.

Karla also has extensive experience representing national franchise lenders—including equipment and restaurant lenders—guiding them through financing structures and transactional documentation. She counsels both new and established franchisees on the legal aspects of franchise development and operations, including the review of franchise disclosure documents, negotiation of real estate acquisitions, leasing and construction agreements, and the closing of loan facilities.

Karla earned her J.D. from Marquette University Law School, where she served first as a Member and later as Managing Editor of the Marquette Law Review. She received her undergraduate degree from the University of Wisconsin–Madison.

She is admitted to practice in Connecticut and is a member of the Connecticut and Fairfield County Bar Associations.

Committed to community service, Karla has volunteered with the Junior League of Eastern Fairfield County, the Community Advisory Board for the Junior League of Greenwich, and the American Red Cross Board of Directors (Metro New York North Chapter).

Professional Affiliations

Connecticut Bar Association

Fairfield County Bar Association

Awards

Martindale-Hubbell – AV Distinguished rating (2025)

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Areas of Practice

Commercial Real Estate

Corporate

Banking and Financial Services

Franchise Law

Admission

Connecticut

Education

Marquette University Law School, J.D., 1991

University of Wisconsin–Madison, B.A., 1988

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