

Hospitality Real Estate Guide

A Practical Guidance® Practice Note by Larry Welch, Frankfurt Kurnit Klein & Selz PC; and Damian P. Conforti, Mandelbaum Barrett PC



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This practice note by Larry Welch and Damian P. Conforti provides a practical roadmap for structuring and negotiating hospitality real estate deals, from leases, licenses, and management/franchise arrangements to diligence, construction, financing, and exit planning. It highlights the operational and legal issues that make hospitality assets different, such as use restrictions, utilities, venting, ADA, mixed-use complications, guaranties, and jurisdiction-specific risks, that can determine whether a project succeeds or unravels. Attorneys advising owners, operators, lenders, or franchisors will find a concise guide to spotting hidden deal points early and avoiding costly surprises later in the transaction.

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Larry Welch, Partner, Frankfurt Kurnit Klein & Selz PC

He handles leases, purchases, sales, construction, and financings of diverse commercial properties such as retail stores, restaurants, and office spaces nationwide. Mr. Welch supports clients throughout their real estate ventures, from starting businesses to acquiring investment properties and personal residences.

In addition to his real estate transactions practice, Mr. Welch works with the Frankfurt Kurnit [Litigation Group](#) to resolve real estate-related disputes, and with the Frankfurt Kurnit [Hospitality Group](#) to provide legal advice to restaurateurs and their business partners.

He chairs the New York City Bar Association's Hospitality Law Committee and has spoken on real estate topics for various organizations. Mr. Welch is an active member and former Chair of the "Prep in Real Estate" Alumni Committee for "Prep for Prep."

He holds a J.D. from Fordham University School of Law and a B.A. from Vassar College and is admitted to practice in New York.

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From the courtroom to the boardroom: Damian Conforti draws from decades of trial experience to provide strategic guidance to executives facing complex legal and operational challenges.

Damian brings the unique perspective of a former prosecutor to his role as corporate counsel to various closely held and publicly traded companies. He seamlessly blends dispute resolution skills with corporate strategy to deliver real-time solutions to company leaders tasked with addressing critical governance issues. Over the past 20+ years, he has successfully litigated in the court room all types of complex commercial disputes, including those involving real estate claims, bank and wire fraud, unlawful employment practices, oppressed shareholder claims, and shareholder derivative actions. Damian also routinely advises corporate leadership on a multitude of legal issues, including mergers and acquisitions, debt and equity financing, internal investigations and other operational issues.

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