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To Whom It May Concern:


I am happy to provide this letter of recommendation for Bob Swerdling. Bob first approached the City and County of Denver in 2002d while I was still serving as Mayor. At that time Denver was continuing efforts to facilitate the development of a Convention Center Headquarter Hotel.

Bob's role in Denver was to not only lead the Banking effort, but also to work with our City Counsel, the City Treasurer, and the Manager of the Department of Revenue, among others to develop an achievable development finance package. He introduced the Public Model as an option and was instrumental in helping tailor the model to accommodate the City's needs.

In management contract negotiations with Hyatt, Bob worked with the Assistant City Attorney, Bond Counsel, and the City Project Manager as lead negotiator. He also led the negotiation of loan documents with the bond insurer on behalf of the City. His leadership in rating agency and investor communication and negotiation was also noted and appreciated.

In summary, I would recommend Mr. Swerdling as a valuable member of any Municipal Hospitality Finance effort. His knowledge, relationships, and skills were of real value to Denver in its successful financing of our 1,100 room Hyatt Regency Headquarter Hotel. I would be happy to answer any further questions or clarify any points. Please let me know how I can be helpful.

Yours Truly,



Wellington E. Webb