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To whom it may concern,

I have had the pleasure of working with John Deinhardt for the past three years during the development of the W Hotel in Fort Lauderdale. It is without hesitation that I can recommend him not only for his professional disposition, but for his proactive leadership abilities, his awareness of the W brand and his refreshing candor during otherwise murky situations.

There were difficulties with the design team that had little hotel experience and was experiencing a tremendous amount of turnover. Despite this John was without a doubt the backbone for the entire development. He did a splendid job in managing the communications between all of the various interests in the project from the W Brand, Clodagh Design and the seemingly endless list of consultants, contractors, operators and designers. He ran effective and concise meetings. He was diligent in hunting down information and getting it to the appropriate parties. He worked tirelessly to ensure that all parties were respected and in turn accountable for their involvement. To me this was imperative for pulling this project together.

Throughout the project he maintained a distinct optimism. His role also transcended his title and he acted as the stabilizing force, the voice of reason and as the good will broker for the entire project. I can say with all certainty that due to John's involvement the hotel was developed successfully.

Regards,

A handwritten signature in dark ink, appearing to read 'A. Richter', with a long, sweeping underline.

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