



June 2009

To Whom It May Concern:

I am writing to express my support of Gary Bedian, a candidate for a position within your organization.

I came to know Gary through his involvement as an Asset Manager for a Hotel, the Los Angeles Marriott Downtown, a property which was managed by my company. I was assigned by Interstate as the Owner's contact when the property was purchased by Gary's employer in early 2007 – and I partnered with Gary on the Asset until this month, when Gary departed from the project.

This particular assignment was remarkably challenging for both me and for Gary; it took a great deal of communication, creativity, effective management, and general leadership to keep this Asset running under extraordinarily difficult circumstances. Some of the key skills that Gary illustrated throughout our affiliation on this project included:

- Keeping staff motivated during a public Ownership crisis, even while the property had filed for Chapter 11 bankruptcy and was widely known to be "For Sale"
- Communicating as a "partner" with the management company and its senior executives; Gary took a team approach and emphasized fairness and open dialogue
- Working closely with the property General Manager and Controller to realize untapped revenue opportunities (e.g. property tax)
- Striking the delicate balance between the big picture and, when appropriate, the details
- Understanding the needs of the Hotel guests, the staff, and the Ownership entity – and working with multiple parties to make the right decisions for all stakeholders

Over the years, I have worked with dozens of Asset Managers on a variety of projects, few as complex as the Los Angeles Marriott Downtown. If it were not for Gary's proactive approach to handling this assignment, I can comfortably predict that many of the successes that were achieved would not have come to pass. For this reason, I endorse Gary as an individual that merits strong consideration for your open position.

Please feel free to contact me if I can be of further assistance as you review Gary's credentials.

Best Regards,

A handwritten signature in black ink, appearing to read "Greg Juceam", written over a horizontal line.

Greg Juceam
Senior Vice-President, Operations
Interstate Hotels & Resorts