

# HOGAN & HARTSON

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Niki Z. Schwartz, Esq.  
Schwartz Downey & Col., L.P.A.  
1616 Guildhall Building  
45 West Prospect Avenue  
Cleveland, OH 44115

Dear Niki:

I have intended to write you for some time, but have been remiss in not doing so. I just want to join others in expressing my admiration and gratitude to you for the extraordinary job you did in bringing about a settlement of the Christ Hospital/Health Alliance dispute. It was, of course, a "piece of cake" assignment: the parties had litigated bitterly for years; the Boards had developed deep hostilities; all parties felt betrayed; counsel were not fond of one another; many hundreds of millions were in dispute; the operative documents were unclear; the expert economic reports were no longer reliable due to sudden and unprecedented changes in the market; and everyone was working under a deadline. Easy stuff for Niki Schwartz, right?

Despite these challenges, you exerted calm authority, mastered the issues sufficiently that everyone felt that you really understood their positions, pushed each party to be reasonable, creatively suggested your own solutions -- and even dropped bits of humor at apt points. It was a bravura effort, and one of the most impressive I've seen in 35 years of law practice. We -- and the community -- are in your debt. Without you -- and I doubt there are many "Nikis" out there -- this would not have happened.

Niki Z. Schwartz, Esq.  
Schwartz Downey & Col., L.P.A.  
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I hope I never have a mess like that again, but I do hope our professional paths cross again. My work for Case involves me in matters in Cleveland from time to time, so perhaps that will happen. If I am ever asked to suggest a mediator or arbitrator, you can be sure I will sing your praises.

Best regards,

A handwritten signature in black ink, appearing to read "Cliff", with a horizontal line underneath.

Clifford D. Stromberg

CDS/lsv