



Tom Noonan
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To Whom It May Concern:

Please let this serve as a letter of recommendation for Mr. Marco Li Mandri and his company, New City America, Inc. I had the distinct pleasure of working very closely with Marco for several months in 2009 as we pursued the development of a Tourism Improvement District for Baltimore. Marco was very professional and strategic in his approach to generating widespread support for the TID with our stakeholders.

Marco was instrumental in our efforts to get a TID passed and implemented in our destination. Although the TID did not come to fruition this legislative session, I am confident that a TID is the right way to go for cash strapped cities looking for new revenue streams to increase tourism spending.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Noonan", with a long horizontal flourish extending to the right.

Tom Noonan
President & CEO