

EXHIBIT “U”



www.thomaspoint.com

**Thomas J. Flynn**  
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## Planner/Economist:

Consultant to government and private sectors on economic development issues and opportunities, specializing in development and redevelopment planning for downtowns and industrial properties. Evaluates all types of development programs and projects for feasibility, identifying market, financial, design and structural issues and recommending preferred development approaches. Expert in project planning, financing and implementation. Consults on the organization and management of development and redevelopment entities.

### Professional Experience

*Thomas Point Associates, Inc.*  
1991: President

Annapolis, Maryland

This specialized development consulting firm addresses joint public/private opportunities, focusing on the economics of development and redevelopment of downtowns and industrial properties. TPA combines skills of its principal staff with associated expertise in transportation, urban design, engineering, law, architecture, cost estimating, environmental sciences and other specialized disciplines, as needed. Areas of concentration are:

- Development planning and programming.
- Job-development strategies for military properties.
- Market research on project feasibility and reuse of commercial and industrial properties.
- Development studies on layout, phasing/schedule, operations and management.
- Financing strategies to combine public and private investment.
- Project packaging and developer solicitation.
- Development impact evaluation.
- Client representation in negotiations.
- Expert advice and testimony in litigation.

TPA's recent and current work includes development and redevelopment assignments in California, Florida, Maryland, New York, Pennsylvania, Texas, Utah, Virginia and West Virginia. The firm recently completed commercial site development projects in Bakersfield, California; Lakeland, Florida; and Norfolk, Virginia.

Specific project achievements have included:

- o Recommended reuse programs for over ten million square feet of industrial and commercial space in twenty states.
- o Conducted planning and implementation for \$200 million downtown redevelopment program in Charleston, West Virginia.
- o Prepared reuse plan for former Piper Cub factory, a 400,000 square foot, four-building complex in Clearfield County, Pennsylvania.
- o Prepared reuse plan for Fafnir Bearing factory, a 600,000 square foot complex with more than 100 structures, located in New London, Connecticut.
- o Prepared reuse plan for 14-acre Allied Chemical industrial site on the Inner Harbor in Baltimore, Maryland.
- o Prepared reuse program for 35-acre BASF site in Rensselaer, New York.
- o Conducted market research and project planning for major waterfront hotel/visitor's center project (\$20 million) in Hampton, Virginia.

- o Carried out developer solicitation/negotiation for construction of a \$50 million residential/mixed use project in air rights over a 1200-car public parking garage in Bethesda, Maryland.

***Zuchelli Hunter and Associates, Inc.***

1987-1991: Partner; 1981-1987: Senior Associate

Annapolis, Maryland

Advised public and private clients on all aspects of development activities. Work encompassed full spectrum of public/private partnerships including facilities development, real estate, strategic economic planning, tourism and downtown redevelopment. Advised on financing, including private investment, tax increment funding, revenue bonding and other approaches. Conducted development solicitations.

***Public Technology, Inc.***

1978-1980: Technical Representative

San Juan, Puerto Rico

Advised City staff and Mayor on planning and implementation of development projects, including redevelopment of historic district, land reclamation, transportation planning and adaptation of new technologies in local government operations.

***Real Estate Research Corporation***

1981: Senior Associate

Washington, D.C.

Conducted research on commercial and residential development support for projects throughout the United States, including international exhibit center, hotels, condominiums, shopping centers and office buildings. Prepared development strategies addressing tourism, job training, downtown redevelopment, growth control and various types of policies and programs.

**Education**

*American University*, 1981, Advanced course work in real estate finance.

*Harvard University*, 1974-1975, M.C.P. Degree with specialization in economic development.

*Holy Cross College*, 1967, B.A.

**Speeches and Publications**

- Fostering Entrepreneurialism, Maryland Industrial Dev. Assn., June, 2003.
- Real Estate Development Training Session, City of Detroit, Planning Department, 2000.
- Downtown Redevelopment Principles, American Planning Assn. Conf., Chicago, 1995.
- Mixed-Use Development Handbook, Management and Operations, ULI, Wash., D.C., 1988.
- Principles in Negotiating Easements, National Assn. of Coop/Condominium Owners.
- Development of Private Space in Public Garages, Intl. Parking Mgmt. Congress, 1987.
- "Foreign Manufacturers Reveal U.S. Location Decisions," Urban Land, May 1982.

**Memberships and Professional Associations**

Member: Urban Land Institute, American Inst. of Certified Planners ("AICP"), Lambda Alpha Land Economics Fraternity.

Board Member (2000-2006): International Economic Development Council, a full service organization of over 5,000 economic development professionals. Chair of the Accredited Economic Development Organization ("AEDO") Subcommittee of the IEDC.