

THE WHITE HOUSE
WASHINGTON

April 26, 1994

Dr. John I. Gilderbloom
HANDS Project Director
College of Business and
Public Administration
University of Louisville
Louisville, Kentucky 40292

Dear John:

Thank you for your letter of March 17 and the copy of HANDS On!. I hope your participation in the National Housing and Community Development Conference was successful.

I applaud the work of the Housing and Neighborhood Development Strategies (HANDS) project. It is just this kind of comprehensive, community-based partnership effort that my Administration is trying to stimulate in distressed communities across the country. I am convinced that the most effective ideas for local economic renewal will come from the communities themselves.

Partnerships like the HANDS project that bring all community sectors together -- state and local government, business, universities, non-profits, community-based institutions and residents themselves -- around a comprehensive vision for change are critical to helping distressed communities join the economic mainstream. Again, I applaud the HANDS project for its successes thus far and wish you continued success in the future.

Sincerely,

Bill Clinton

THE WHITE HOUSE
WASHINGTON

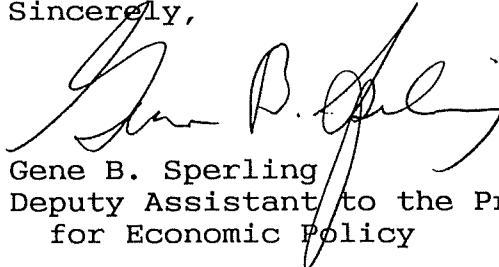
May 9, 1994

John I. Gilderbloom, Ph.D.
Associate Professor of Urban Policy
& Economics
Center for Urban & Economic Research
Louisville, KY 40292

Dear John:

I've been meaning to write you because when we met I didn't connect you at that moment with the HANDS project and the Washington Post op-ed. I was rereading some of your materials and your project is truly a model for the nation. Please stay in touch and please share with me your writing and ideas.

Sincerely,



Gene B. Sperling
Deputy Assistant to the President
for Economic Policy

HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
CAMBRIDGE, MASSACHUSETTS 02138

DEREK BOK
The 300th Anniversary University Professor



79 John F. Kennedy Street
Cambridge, Massachusetts 02138
(617) 495-1199

February 17, 1994

Dr. John Gilderbloom
HANDs Project Director
Center for Urban and Economic Research
University of Louisville
Louisville, Kentucky 40202

Dear John:

Thanks so much for giving me the opportunity to come to Louisville to observe what you are doing with the HANDs program. It was a fascinating and rewarding experience, and I enjoyed it thoroughly. You should be congratulated for taking on such an ambitious project aimed at one of America's most severe and important domestic problems.

As it happens, I spent the next weekend in San Antonio observing the efforts of a 20-year-old grass roots organization in the Hispanic areas of the city which has come to enjoy considerable influence in the city and surprising respect from the business community and City Hall. The work of that organization provided me with some interesting contrasts which will color some of my observations below.

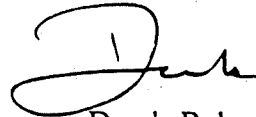
I very much support your comprehensive approach to community development. I have no doubt that there are many serious problems in blighted communities, that they are highly interdependent, and efforts to address one or two problems in isolation are virtually bound to fail.

I also strongly approve of the attempt to enlist the University of Louisville, an urban university, in the effort to mount a comprehensive attack on a distressed community. There is no other institution other than a university that offers the variety of expertise and skills so necessary to a comprehensive, multi-faceted program of revitalization. Properly managed, such a program can offer great benefits to both parties. The community will receive all sorts of assistance at remarkably low cost. The university will be able not only to discharge its obligation as a socially responsible urban institution; it will be in a position to offer its students from various faculties invaluable practical experience that can be integrated into their academic programs to enrich their education.

Fortunately, your task in Louisville is easier. The Chamber of Commerce has already organized the local employers and identified the necessary job skills. The vocational education crowd has been taken care of so that the schools can provide state-of-the-art training geared to actual employer needs. I would certainly suggest that you firm up your ties with the Chamber and take advantage of all that has already been accomplished to allow better training to take place. In addition, I suspect that there is still an important role for HAND in creating mechanisms and programs to screen applicants, gain commitments from employers, and offer the initial preparation and continuing support to participants that will enable Russell residents to complete the training successfully.

These are very minor suggestions, at best, for what is obviously a well-conceived, ambitious effort that is already having an important impact on a community desperately in need of help. If you can persevere and make a real difference in Russell, you will have created an example, a model which has significance extending far beyond Louisville. Let me wish you every good fortune in that immensely important endeavor.

Sincerely,

A handwritten signature in black ink, appearing to read "Derek Bok". The signature is fluid and cursive, with a large initial "D" and a long, sweeping underline.

Derek Bok

DB/csh



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE DEPUTY SECRETARY
WASHINGTON, D.C. 20410-0050

February 23, 1995

Dr. John I. Gilderbloom
Chair, Center for Sustainable
Communities
University of Louisville
Louisville, KY 40292

Dear Dr. Gilderbloom:

Your presentation during the University Roundtable on February 9, 1995, was most significant, and necessary to the discussion we hope to generate around the subject of the university and its commitment to the greater community.

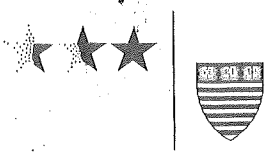
Because of the work the Center for Sustainable Communities is doing, the University of Louisville continues to emerge as an unparalleled example of the good things that happen when a university becomes vested in its community. All of us were impressed by your successes and by the possibilities you offered in your presentation.

I look forward to continuing this dialogue. Thank you for having made time on your schedule for this important meeting of ideas.

Best personal regards.

Sincerely,


Henry G. Cisneros



INNOVATIONS
IN AMERICAN GOVERNMENT

John F. Kennedy

May 16, 2001

School of Government

Harvard University

79 John F. Kennedy Street

Cambridge, MA 02138

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Dr. John Gilderbloom
Executive Director
Sustainable Urban Neighborhoods
University of Louisville
426 West Bloom Street
Louisville, KY 40208

Re: Sustainable Urban Neighborhoods
Application # 535

Gail C. Christopher

Executive Director

Cathleen M. Sarkis

Assistant Director

Brian D. Ellis

E-Media/Publications Manager

Dear Dr. Gilderbloom:

I am pleased to present you with a certificate recognizing your program's status as a semifinalist in the 2001 Innovations in American Government competition.

The 99 semifinalists in the 2001 competition represent the top eight percent of the initial applicant pool. I hope you share my excitement that your jurisdiction's program was among this select group and was recognized for its creativity, quality, and accomplishments. All semifinalists are receiving this certificate; it in no way indicates that your program will be named a finalist. Finalists will receive notification in early June.

Members of the Innovations staff are also sending a semifinalist certificate to the chief elected officer or presiding official of the jurisdiction indicated on your semifinalist application.

The quality of this year's semifinalists was extraordinary. Again, I congratulate you for being among this select group of innovators.

Thank you for participating in the Innovations Program.

Sincerely,

Gail C. Christopher
Executive Director

2001 NATIONAL
SELECTION COMMITTEE

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Chairman

William Clinger

Edwin Dorn

Lee H. Hamilton

Susan Hammer

Antonia Hernández

Jack Kemp

David Osborne

Norman B. Rice

Pat Saiki

Lisbeth B. Schorr

Susan Schwab

Carl Weisbrod

John W. Shumaker

5 August, 1998

Dear John —

Thanks for your commitment and hard work.

SUN's tally of In-kind contributions from
the past year is, indeed, monumental.

May the future be even brighter under the SUN!

Cordially,
John

Honorable Romano L. Mazzoli
Senior Distinguished Fellow
in Law and Public Policy

U.S. House of Representatives
Washington DC 1971-1995

Louis D. Brandeis School of Law
Wilson W. Wyatt Hall
University of Louisville
Louisville, Kentucky 40292
Phone: (502) 852-8859
Fax: (502) 852-0862
E-mail: rmazzoli@louisville.edu

UNIVERSITY of LOUISVILLE

April 2, 1999

Professor John Gilderbloom
Department of Urban Affairs
University of Louisville
Louisville, Kentucky 40292

Dear John:

Congratulations on your citation for Distinguished Service to the University of Louisville and its students.


Your work over the years has done much to direct credit and acclaim to the University and has laid a strong foundation for a successful Challenge for Excellence.

All the best.

Well done!

RLM/srb

Sincerely,


Romano L. Mazzoli
Senior Distinguished Fellow
in Law and Public Policy

ANNE M. NORTHUP
3RD DISTRICT, KENTUCKY

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Congress of the United States
House of Representatives
Washington, DC 20515

May 21, 2001

John L. Gilderbloom, Ph.D.
Co-Principal Investigator
Sustainable Urban Neighborhoods
University of Louisville
426 W Bloom Street
Louisville, KY 40208-1735

Dear Dr. Gilderbloom:

I am writing this letter to congratulate you on becoming a semifinalist for the 2001 Innovations in American Government Awards. It is quite an accomplishment to be selected from a pool of more than 1,300 applicants. Your project is something that our state will greatly benefit from and will help to improve the lives of many of our citizens.

I wish you luck on the finals portion of the Innovations in American Government Awards contest and hope that your project is chosen as one of the finalists. Once again I would like to take the opportunity to congratulate you on your success and wish you luck in the future.

Sincerely,

A handwritten signature in cursive script that reads "Anne M. Northup".

Anne M. Northup
Member of Congress

AMN:jw



COMMONWEALTH OF KENTUCKY
OFFICE OF THE GOVERNOR

PAUL E. PATTON
GOVERNOR

700 CAPITOL AVENUE
SUITE 100
FRANKFORT, KY 40601
(502) 564-2611
FAX: (502) 564-2517

May 23, 2001

Dr. John Gilderbloom, Executive Director
Sustainable Urban Neighborhoods
University of Louisville
426 West Bloom Street
Louisville, KY 40208

Dear Dr. Gilderbloom:

National honors for innovative local programs are very significant. Thousands of people propose and implement new programs in our country each year. A select few of them qualify for special recognition.

Please accept my congratulations and sincere best wishes for your organization's selection as a semifinalist in the Innovations in American Government program. To be chosen by such a distinguished program is a prestigious honor worthy of our highest respect and praise.

I am indeed proud that Kentucky was so ably represented by your efforts and it was an honor to have endorsed the application. Please accept my best wishes for your continued success as you serve the people of Kentucky.

Sincerely,

A handwritten signature in black ink that reads "Paul E. Patton".

Paul E. Patton





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202.338.1565 fax

July 15, 1994

Dr. John I. Gilderbloom
University of Louisville
HANDS Project
Center for Urban and Economic Research
426 W. Bloom Street
Louisville, KY 40292

Dear John,

Thank you very much for the opportunity to be a part of the University of Louisville's Housing and Neighborhood Development Strategies (HANDS) project as a member of the National Advisory Team. With concern growing about what can be done to address the needs of America's cities, it is refreshing to be a part of an effort which demonstrates what works. It is also encouraging to see what can be accomplished by an imaginative and dedicated group of individuals, when they are given the opportunity to use their talents in fresh and exciting ways. Your own credentials have been nationally recognized. Your past success with research and writing on housing and urban issues helps the HANDS project receive attention in prominent circles, from academics and practitioners alike, eager to hear where your current activities are leading. Your prominence as a spokesperson and your experience in the field of planning and design is also a strong asset to the project.

At a time when the term "street sweeper" refers to a fully automatic assault rifle rather than a trash cleaning machine, many have given up on central cities. I congratulate HANDS's efforts to find solutions to the problems of crime, illiteracy, and joblessness by providing individuals the opportunity, tools, and training to transform their lives and neighborhoods from enclaves of despair to economically sound and self-sufficient communities.

I have also been impressed by the partnership role of the university which serves as a bridge between local government, the private sector, and community-based non-profit organizations. The use of students in key areas such as case management and community planning creates tangible experiences for students, while linking much needed human capital to overburdened institutions at a fraction of the cost that would be incurred by hiring more staff. This leveraging

Dr. John I. Gilderbloom
July 15, 1994

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of resources should prove to be highly successful and should be considered as a model for other areas.

The involvement of students provides a means for an understanding of the needs of low income African-Americans across racial, cultural, and class lines. Students are encouraged to expand their vision beyond the boundaries of academia and to gain insight into realities which are rarely portrayed in textbooks. I encourage HANDS to continue to foster an environment in which individuals from a broad array of backgrounds and cultures (black and white, rich and poor, Christian and Jew) can come together to work toward a common goal. Too often students are isolated into groups; HANDS brings people together.

The multi-faceted HANDS project has many quality components, but I was most impressed by the potential of the leadership program. The creation of grassroots leadership in the African-American community is vital to the successful transformation of broken communities. A training program, such as yours, which supports the development of leadership abilities in people drawn from the community will help to provide the community with an increased number of strong role models with the basic knowledge and essential skills to effect change in the community.

In speaking to those who participated in the leadership training course, I recognized that each of these individuals possesses the potential to be an effective community leader. I was particularly impressed by the formerly homeless woman who finished the leadership training, got a job at the Muhammad Ali Museum and Education Center, and is now running a self-esteem program. Another person with whom I spoke, enrolled in the leadership program, was able to land several construction jobs in Russell, and is now applying for loans to start his own business as a housing developer. The lifelong domestic who completed both the leadership and homeownership programs and is currently purchasing her own home at the age of 57 provides further testimony of the real changes that can be realized when individuals are given reason to be optimistic about their chances of achieving their goals.

While I realize that your resources are limited, I hope this program can be greatly expanded beyond the 20 clients per year who currently receive leadership training. In order to make a significant impact in the Russell neighborhood, I believe that you should have a goal of training 100 graduates per year in your

Dr. John I. Gilderbloom
July 15, 1994

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target area. I would also advise you to make a special effort to recruit as many male African-Americans as possible into the program. The need for positive mentors and role models in the every day lives of boys growing up in the inner city is paramount.

While the concept of empowerment has become somewhat hackneyed and ambiguous from its overuse, the underlying theme of transforming structures is still potent. The transformation of power structures must begin at the individual level. In order for a community to become self-sufficient, individuals within the community must experience this transformation process. Moreover, the message of empowerment can only be communicated effectively to others by those who have gone through this change process. Leadership must be taught by those who have gone through a transformation process.

The community design aspect of the project also shows a great deal of promise. I compliment the well-conceived plans being implemented which attempt to connect the past with the future in the historic Russell neighborhood. Even the name of the development, Pioneer Park, reflects the significance of the first new construction to be started in this neighborhood in over three decades. It is also symbolic of the economic empowerment strategy which stresses African-American ownership of homes and businesses. I was also impressed with the speed at which you have been able to get plans approved and houses built in an historic zoning district. I do think that some of the designs should be more fully developed, particularly the plans for the historic graveyard/park, which should ultimately be the centerpiece for the entire Russell development effort. I believe this could be a superb project with the right design.

Knowledge is a form of power; and the ability to read is a basic form of empowerment and a way to increase self-esteem. While the education component of HANDS is more routine than it is innovative, I believe that it addresses a critical need, given the resources available to you. A tough challenge is how to encourage low-income persons to get a high school or college diploma. One key approach is to combat illiteracy. I suggest a curriculum that teaches parents and children reading skills together so that parents can teach children. I am enclosing an article about a successful program in New York.

In my observation, the only weak link in HANDS's holistic approach was the job training component. The job training strategy was too narrowly defined with a computer training program that did not have the desired rate of successful

Dr. John I. Gilderbloom
July 15, 1994

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completion. I think that you have made a wise decision to reallocate your resources to a broader and more imaginative approach for the second year of the project. The design of a service delivery system that changes the focus from funding a particular job training program to supporting clients through a referral process should provide a wider variety of job training opportunities. In addition, this change in strategy will foster a higher degree of autonomy on behalf of individuals who are interested in job training, but perhaps not interested in the particular option of computer training.

Finally, I would like to encourage you to address the issue of persons who have been displaced from public housing in the area in order to create homeownership opportunities. In an effort to improve opportunities for some, others should not be shunted aside.

Much of what you have already done in your first twelve months of operation would have taken twice as long to achieve anywhere else. What HANDS has accomplished in its beginning stages is truly noteworthy. Thank you again for the chance to be a part of this unique initiative. Congratulations on a great start!

Sincerely,



Marilyn Melkonian

cc: Dr. Bobby Austin



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affordable housing*

1101 30th Street NW
Fourth Floor
Washington, DC 20007
202.333.8447
202.338.1565 fax

May 20, 2004

Dear Professor Gilderbloom:

This is to acknowledge that you visited the Telesisis Corporation Offices in Washington D.C. on March 4th and again on March 25th 2004 to assist Telesisis in the acquisition of a special congressional appropriation for West Louisville of about \$2 million dollars. This opportunity is still in progress and we will plan to see you in the future. Secondly, you were here to discuss with Telesisis our Louisville development in West Louisville, City View Park. We hope you enjoyed the first hand viewing of our Hope VI development located in the District, Ellen Wilson. We also hope that you will consider doing a research article on our housing development company.

Sincerely,

Patty Broullire
Controller

Telesisis Corporation

82 SECOND STREET, SUITE 200
SAN FRANCISCO, CA 94105
TEL 415/989-1111
FAX 415/495-4898

BRIDGE

HOUSING CORPORATION

January 14, 1993
Ref/4830F

Dr. John Gilderbloom
HANDS Project Director
Center for Urban and Economic Research
University of Louisville
Louisville, Kentucky 40292

Dear John,

Thank you for the invitation and the hospitality on my trip to Louisville on December 9th and 10th, 1993. I was most favorably impressed with the HANDS Program. It appears to be precedent setting in many ways, and I hope it can become a model for other communities and universities to adopt, including many of our own out here in California.

Many political leaders and policy experts think that revitalizing inner city neighborhoods is an almost impossible task. Yet the HANDS program appears to provide an innovative model for how this can be done. As you have demonstrated, urban universities have a wide variety of technical resources which can be effectively utilized to help solve many of our urban problems.

I was particularly impressed with the various HANDS program components in community design, homeownership, case management, and education. The individuals involved appear to be talented and committed, and the various programs seemed to provide a real contribution to both the non-profit community development corporation (CDC) in the Russell Neighborhood, and to the City of Louisville Housing and Urban Development Department.

I was also impressed by your leadership in putting together a partnership between the University, local government, developers, and a CDC. I know first-hand that such partnerships can be fragile coalitions that can easily fall apart, yet you have had the skills and perseverance to keep things together and moving forward at an impressive pace. I know of few other efforts that have done so well, and I think you have every reason to be optimistic as you look toward your second year of operations.

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Dr. John Gilderbloom
January 14, 1994
Page Two

I have listed some specific observations below:

- 1) Community Design - The design team was impressive, with strong credentials which helps to explain its success. Mark Wright was an effective spokesman, and as a registered architect working on his Ph.D. in Urban Affairs, he seemed to offer many needed skills to the community. As usual you were also articulate and charismatic, and you obviously bring extensive experience in low income housing to the program.

Wright's presentation was enlightening, particularly the neighborhood and housing design work which miraculously seemed to reconcile the diverse needs of the African American community with the City's historic preservation guidelines and the requirements of the local financial institutions. Although you've been in operation for only a year, it appears that about 100 new, attractive, and affordable homes will soon be started in the Russell neighborhood. It's hard to envision that this could have been possible were it not for HANDS, and the bridge it has created between the local non-profit and the private sectors. Both the private developer and director of the non-profit spoke to us about this point.

HANDS itself contributed to the process by obviously pushing the housing development plans through the usual maze of regulation and approvals. I believe that the community design team is a model for how educational institutions ought to provide more tangible services to nonprofit housing groups, while offering the students meaningful education in the "real world."

- 2) Homeownership: I was impressed with the apparent success of your first attempt at a homeownership fair. These fairs can be difficult to implement, and attracting 1,500 persons to the fair located in an inner city neighborhood is impressive, indeed. I admire the materials provided by the Homeownership team, and I hope to use some of this information in our own work.

As I mentioned, these fairs are quite popular in California, and they can be a great tool for networking. The price structure in your part of the country makes the promotion of lower-income homeownership all the more worthwhile, because it is perhaps more feasible in an economy such as yours which is less expensive. For your information I will send you some materials on similar fairs in

Dr. John Gilderbloom
January 14, 1994
Page Three

California, operated by Brad Inman, tel. (510) 658-9252. Feel free to call him and mention my name. You might also try Fannie Mae. They may be more inclined to help you fund the event this year, but you need to contact them early. I would recommend that you contact John Buckley in the Washington D.C. office.

It also looked like your homeownership counseling is getting started. This is an important component of a well-rounded program, and deserves the resources to be strengthened and grow.

- 3) Education: The relative importance of this component to the overall program is critical. The "esteem teams" seem to show considerable potential, and I recommend that you continue to develop this approach. Reaching out to children in their pre-teen years is important; they are the future of their respective communities. However, be patient. Education is a long-term commitment. It does not produce short-term results, except for the recruitment of more clients into the HANDS program.

GED training and tutoring are also essential to establishing self-sufficiency, and I was particularly impressed to learn of your efforts to get participants into the University of Louisville with scholarships.

I think integrating education into the leadership program and providing monthly educational outreach is a solid idea. Gloria Murray, the education team leader, was very impressive! She's both energetic and articulate.

- 4) Case Management: This component also appears to be a success story within your program. It is the front line. I like the way that case managers are used to plug client-families into different HANDS components, and to refer them to other services. I would have liked to have met your case managers to have gotten their perspective. It looks like you have set up a system for documenting the work that is done in this area. I would be interested to see the output from your database and the kinds of things that you will do with this information.

One issue that does concern me is the issue of continuity. In general, I am concerned that having students interact for only a few months with a family, before the student moves on, is sufficient time to build a strong relationship with the family. We have tried without success to use students in our own company, and I don't have any concrete solutions to offer. However, I think you

should take every possible measure to establish as much continuity as possible by finding the students who are the most committed to the area, and who are, of course, reliable, enthusiastic, and capable.

- 5) Leadership Component: I fully support your program of identifying potential leaders in the community, and then training them to be effective. However, I did not fully understand what the team leaders were doing from a programmatic standpoint. I concur with the decision to let the class choose the issues that it wants to address, but perhaps you should establish some boundaries and focus on a few pre-determined topics.

Since this is a model program, the content of the leadership curriculum should be available for review and distribution. When it becomes available, I would be interested in seeing it. In the meantime, this is a weakness that needs to be addressed.

I was very impressed with Sam Watkins of the Louisville CDC, but less impressed by the representative of the Louisville Community Design Center. Perhaps in your second year, you might insert yourself and Gloria Murray into the curriculum. Murray can provide emphasis on education in the leadership class, while you might discuss your own extensive experience in community organizing.

I also liked your focus on entrepreneurship, and it looked as if you were having some limited successes in this area. From my perspective, this component could be stronger with a more detailed approach. You might consider bringing in more outside speakers who are power brokers in both the majority and minority communities. One of the things that is often overlooked, is how difficult it is to network when one is out of the information loop. Bringing in speakers could help your participants connect the names and faces of people who they may need to know to get things done.

- 6) Job Training: I know first-hand (unfortunately) that job training in a high-unemployment neighborhood where 60 percent of the households lack high school diplomas is very difficult. While job training is important, I think that you ought not fund programs which are duplicative of those which are already in existence in the community. For example, the enrollment levels in the Urban League programs appeared to be low, and the job placement results also appeared to be low, and not particularly training-related. You might consider a needs assessment of what types of job training are needed but not offered. Find out which job training courses have been the most successful and which are advantageous to your

Dr. John Gilderbloom
January 14, 1994
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clients in terms of location, transportation, meeting times, and child care. Computer training, while important and useful, is quite commonplace. Perhaps you might focus on a different area, but have computer literacy as a sub-component of the larger program.

One such area to consider as a focal point is construction training. Given the hundreds of new houses planned for construction in the Russell neighborhood, job training in the construction trades may offer real employment opportunities and draw a great deal of participation. I was impressed to learn that Project Success, in collaboration with HANDS, was able to train seven women in construction jobs and get them placed with homebuilders.

Finally, thank you again for inviting me to visit and comment on the HANDS program. I found the experience stimulating, educational, and fun. The individuals we met with were excited and committed. I think that you and your obviously dedicated staff have the opportunity to form a national model that could showcase the effectiveness of university-community partnerships.

I think your plans for next year look very exciting, and as I mentioned at lunch, I hope to convince the housing delegation from Nelson Mandela's ANC party to visit HANDS when they come to the United States this coming spring.

Good luck with your fine work. I look forward to our staying close in touch.

Sincerely,


I. Donald Turner
President

Best!

enclosure

From: "Emogene Mitchell" <emitchell@ULI.org>

Date: Tue, 25 May 2004 08:45:13 -0400

To: <jgilde02@sprynet.com>

Good morning Dr. Gilderbloom. I'm just now getting a moment to catch up on some outstanding correspondence. It's been quite busy here but I have a small window to handle some correspondence.

It was good seeing you on March 4 and March 25, 2004 at our offices and discussing the possibility of conducting future study tours. I am disappointed that the situation is such that we won't be able to offer any trips to Cuba in the foreseeable future. Please continue to keep me abreast of our government's policies as relates to education-related travel to Cuba.

As we discussed, I see study tours as a way to further our mission of providing responsible leadership in the use of land in order to enhance our total environment. One way to do this is through open exchanges with people from around the world, sharing best practices, mistakes learned, etc. We currently are planning study tours to China and to Russia for next year. Next week, we are conducting an in-bound study tour to a group of Australian developers. They will be studying best practices of Master Planned Communities throughout the United States and will be visiting Washington, DC, Northwest Florida, Las Vegas, La Jolla and Orange County

I trust you found the resources of our library helpful to you in your research. Please be in touch with our Urban Land magazine editors directly for information on writing future articles for the magazine.

Warmest regards,

Emogene

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