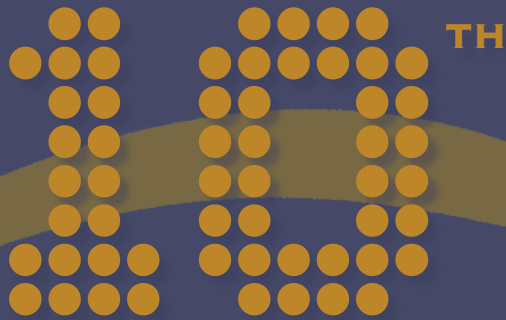


BRIDGE BUILDERS AWARD

The logo for the 10th Annual event features the number '10' and the letters 'TH' constructed from a grid of small, solid yellow circles. The '1' is a vertical column of 10 circles. The '0' is a 5x5 grid of circles. The 'TH' is positioned to the right of the '0'. A large, thin, olive-green curved line arches across the bottom of the '10' and 'TH'.

ANNUAL

APRIL 10, 2008

WILLARD INTERCONTINENTAL

WASHINGTON, D.C.

UNDERWRITER

Anheuser-Busch, Inc.

PARTNERSHIP SPONSOR

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COLLABORATOR SPONSOR

Greater Homewood Community Corporation

Johns Hopkins Center on Aging and Health

SUPPORTER

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GREETINGS

Anheuser-Busch is proud to sponsor the Partners for Livable Communities 10th annual “Bridge Builders Awards.” The honorees are civic and business leaders from some of America’s most innovative communities who are committed to helping foster cooperation and understanding across racial, economic, cultural and geographic boundaries. They have exhibited courage and the true American spirit. We salute the award winners from this year, and the past nine years, for their efforts to improve the communities in which they live and work.

JOHNNY FURR, JR.

Vice President

Community Affairs & Supplier Diversity

Anheuser-Busch, Inc.

BRIDGE BUILDERS PROGRAM

MASTER OF CEREMONIES

RICHARD C. D. FLEMING

Chairman of the Board of Partners for Livable Communities

President of the St. Louis Regional Chamber and Growth Association

6:00 P.M. RECEPTION

7:00 P.M. WELCOME & OPENING REMARKS

7:30 P.M. DINNER

8:30 P.M. PRESENTATION OF AWARDS



PRESENTATION OF AWARDS

ENERGY FUTURE HOLDINGS, CORP.

TPG CAPITAL, LP

KOHLBERG KRAVIS ROBERTS & CO.

ENVIRONMENTAL DEFENSE FUND

NATURAL RESOURCES DEFENSE COUNCIL

GREENING OF AN INDUSTRY

ENTERPRISE RENT-A-CAR

NATIONAL ARBOR DAY FOUNDATION

U.S. FOREST SERVICE

DONALD DANFORTH PLANT SCIENCE CENTER

GOVERNORS' INSTITUTE ON COMMUNITY DESIGN

THE HONORABLE PARRIS N. GLENDENING
*Former Governor of the State of Maryland
President of the Smart Growth Leadership Institute*

THE HONORABLE CHRISTINE TODD WHITMAN
*Former Governor of the State of New Jersey
Former Administrator of the U.S. Environmental
Protection Agency*

GREEN COMMUNITIES INITIATIVE

ENTERPRISE

GREEN COMMUNITIES PARTNERS

BIPARTISAN GREENING OF CALIFORNIA

THE HONORABLE ARNOLD SCHWARZENEGGER
Governor of the State of California

THE HONORABLE FABIAN NÚÑEZ
Speaker of the California State Assembly

EXPERIENCE CORPS® BALTIMORE

GREATER HOMEWOOD COMMUNITY CORPORATION

THE JOHNS HOPKINS CENTER ON AGING AND HEALTH

NATIONAL ASSET FOR THE REGION

NATIONAL CHILDREN'S MUSEUM

THE PETERSON COMPANIES

THE BRIDGE BUILDERS AWARD

The strength to persevere and accept challenges is a spirit worthy of praise. To make differences in communities that affect lives for the better is a feat only few conquer.

Receiving a Bridge Builders Award honors those exemplary individuals and institutions for building bridges of understanding and cooperation across all divides — social, economic, regional and racial — creating beneficial, enduring partnerships for the betterment of their communities.

While we honor tonight those who have accomplished so much for their communities, Partners would also like to remember our two pioneer bridge builders who were the inspiration for the creation of the award: the late Dan E. Sweat and recently, the late Maynard H. Jackson.

Dan Sweat dedicated his life to improving the city of Atlanta, wanting first and foremost to make Atlanta a desirable place to live and work. Through his position as President of Central Atlanta Progress, Sweat unified the downtown business leaders resulting in a public-private partnership that stimulated the redevelopment of neighborhoods and vacant land into mixed-income housing as well as city beautification.

With the 1974 election of Maynard H. Jackson, Atlanta's first black mayor, a new era began. Head of an administration noted for construction, economic and arts development, open government, management innovation, equal opportunity and fiscal stability, Jackson formed a partnership with Sweat. Together, the two men worked through troubled times to unite the black and white communities and the public and private sectors of Atlanta.

Tonight we honor those courageous leaders who follow in the footsteps of Dan Sweat and Maynard Jackson, forging partnerships and laying foundations for strong communities that bind us together and foster growth and prosperity.

BRIDGE BUILDER AWARDEES 2008

Tonight the Bridge Builders Award is presented to the following individuals and organizations that exemplify the ideals of community partnerships that foster hope and envision a future that transcends the barriers of race, culture, geography and economics.

- TPG Capital, Kohlberg Kravis Roberts & Co., Environmental Defense Fund and Natural Resources Defense Council for collaborating during the \$45 billion buy-out of TXU Corp on an environmentally-conscious pact, which will reposition the embattled power company, now Energy Future Holdings, Corp., as the new model for environmental responsibility.
- Enterprise Rent-A-Car, for building a greener America by collaborating with numerous national partners on initiatives that make the company a leader in environmentally friendly programs and fuel-efficient vehicles, including a partnership with the National Arbor Day Foundation, the U.S. Forest Service, and the Donald Danforth Plant Science Center.
- Former Maryland Governor Parris Glendening and Former New Jersey Governor Christine Todd Whitman for their collaboration to create a resource, the Governors' Institute on Community Design, that advises and guides governors and other state leaders on addressing issues of growth and development in their states.
- California Governor Arnold Schwarzenegger and California Assembly Speaker Fabian Núñez for collaborating across party lines to enact a bipartisan environmental agenda that disregarded the political maneuvering and biased criticism that often stalls progress and that will ultimately reduce greenhouse gas emissions in the state.
- Greater Homewood Community Corporation and The Johns Hopkins University Center on Aging and Health for developing a unique, ten-year partnership that has resulted in the Baltimore Experience Corps, a model program that brings the time, experience, and wisdom of older adults to bear in improving the academic and behavioral outcome of children in Baltimore City Public Schools.
- The National Children's Museum and The Peterson Companies, Developer for National Harbor, for working together to create a stronger region through the development of a successful mixed-use destination for residents and tourists in Prince George's County, and helping link National Harbor, a new riverfront project, to the nation's capital.

MASTER OF CEREMONIES

RICHARD C. D. FLEMING



Richard C. D. (Dick) Fleming has been a civic entrepreneur for over 30 years engaged in private sector and civic initiatives to revitalize center cities and metropolitan communities in Atlanta, Denver and for the past 12 years, St. Louis.

Fleming has served as a private developer with The Rouse Company, as Vice President of Central Atlanta Progress, and served four years at the national level as a sub-cabinet officer at HUD in Washington, D.C., as Deputy Assistant Secretary. In 1980, he was recruited to Denver by the business leadership, where, for the next 14 years, he served as both founding President and Chief Executive Officer of The Downtown Denver Partnership and then as President and Chief Executive Officer of both the Greater Denver Chamber of Commerce and the Greater Denver Corporation.

In July 1994, he was recruited to St. Louis as President and Chief Executive Officer of the St. Louis Regional Chamber and Growth Association (RCGA), the bi-state region's chamber of commerce and economic development organization, where he currently serves. He oversees a staff of 50 and an annual operating budget of over \$12.2 million.

Nationally, Mr. Fleming serves as the Immediate Past Chairman of the Board of Directors of the Association of Chamber of Commerce Executives (ACCE) — the national association of 1,200 chambers of commerce; current Chairman of Partners for Livable Communities; a founding member of the Alliance for Regional Stewardship; a member of the Metropolitan Leadership Network; a Citistates Associate; a long time active executive council member of the Urban Land Institute (ULI); and is past Chairman of the International Downtown Association.

He graduated from Loyola College with an undergraduate degree in political science and philosophy; from the Wharton School of Finance and Commerce with an M.B.A; and, concurrently, from the University of Pennsylvania Graduate School of Fine Arts with a masters degree in city planning.

10TH



ANNUAL



ENERGY FUTURE HOLDINGS, CORP

In the fall of 2006, Henry Kravis of Kohlberg Kravis Roberts & Co. (KKR) and David Bonderman of TPG Capital, LP (TPG) proposed to John Wilder, the chairman of Texas Utilities (TXU), that the investment firms acquire and take private TXU, the largest electricity-generating company in Texas. TXU had been a star performer for its shareholders, but was the object of anger by ratepayers and environmentalists, especially in regards to its plans to build fourteen new coal-fired power plants. The investors, joined by Goldman Sachs, concluded that they would not proceed without the active support of the environmental community.

TPG Senior Advisor and former Administrator of the U.S. Environmental Protection Agency, William K. Reilly, oversaw the negotiations with the environmentalists in what was to be the largest private equity deal in history at that time, at \$45 billion. Reilly contacted the Natural Resources Defense Council (NRDC) and Environmental Defense Fund (EDF), both of whom had strong public positions critical of TXU. Through lengthy and strenuous deliberations between the financiers and environmental organizations, the finance groups, among other actions, agreed to scrap eleven of the coal-fired power plants in return for environmentalists' agreement to support build-out of the remaining three; promised a significant reduction of SO₂, NOX and mercury in all 18 existing TXU facilities and to apply for membership in the United States Climate Action Partnership; and committed to spend \$400 million on energy efficiency to bring down the CO₂ growth rate and energy use over the next five years and to make TXU the largest purchaser of wind power in Texas.

Ultimately, what this deal signifies is that utility companies and environmentalists will now be able not only to continue to meet energy demands of consumers, but do so in a moderate and responsible way. As the public sector struggles to enact widespread climate policy, deals such as this one between major utilities and large private equity financiers that engage on the climate issue in such a significant and innovative way show that key sectors of energy, financial and environmental NGOs are prepared to enter a new and promising era.

TPG CAPITAL, LP



TPG Capital, LP is a leading global private investment firm with over \$30 billion of capital under management.

They manage a family of funds including private equity, venture capital and public equity and debt investing. Since David Bonderman, James Coulter and Bill Price founded the firm in 1992, their investment philosophy has been to create value by investing in change - change created by industry trends, economic cycles or specific company circumstances. Former U.S. Environmental Protection Agency Administrator and Senior Advisor at TPG, William K. Reilly, has been associated with the firm since 1994 and represented TPG in the TXU negotiations with the environmental groups.

ENVIRONMENTAL DEFENSE FUND



Environmental Defense Fund is a leading national nonprofit organiza-

tion representing more than 500,000 members. Since 1967, they have linked science, economics and law to create innovative, equitable and cost-effective solutions to society's most urgent environmental problems. EDF is dedicated to protecting the environmental rights of all people, including future generations. Among these rights are access to clean air and water, healthy and nourishing food, and flourishing ecosystems. Fred Krupp, President of EDF, joined the organization in 1984. Jim Marston, who leads EDF's Texas office represented EDF in the TXU negotiation with KKR and TPG.

KOHLBERG KRAVIS ROBERTS & CO.



Established in 1976, Kohlberg Kravis Roberts & Co. is a leading global alternative asset manager.

The core of the firm's franchise is sponsoring and managing funds that make private equity investments globally. Since its inception, KKR has completed more than 160 private equity investments with an aggregate transaction value of over \$410 billion. KKR's investors include some of the largest public and private pension plans, financial institutions, endowments, funds of funds and high net worth individuals. Fred Goltz represented KKR in the TXU negotiations with the environmental groups.

NATURAL RESOURCES DEFENSE COUNCIL



The Natural Resources Defense Council is a national, nonprofit organization of scientists, lawyers and environmental specialists dedicated to protecting public health and the environment. Founded

in 1970, NRDC has 1.2 million members and online activists, served from offices in New York, Washington, Chicago, Los Angeles, San Francisco and Beijing. Frances Beineke has been President since 2006 and has worked with NRDC for more than 30 years. David Hawkins represented NRDC in the TXU negotiations with KKR and TPG.



GREENING OF AN INDUSTRY

At a time when companies across corporate America were jockeying to be “greener” than the competition, the company that held the largest vehicle fleet on the planet recognized that they could become a leader and model by investing in environmental initiatives and bringing together public, private, and nonprofit sectors to ensure that they were a part of the solution, not the problem. As a result of this decision, Enterprise Rent-A-Car has already made significant contributions to sustainability in their industry.

In 2007, the Taylor family — which owns Enterprise Rent-A-Car — purchased National Car Rental and Alamo Rent A Car. Overnight, what had already been the largest vehicle fleet surpassed 1 million cars. Enterprise Chairman Andrew Taylor took stock of the environmental impact of those vehicles in addition to the opportunity to take a substantive leadership position on the environment. Building on the world’s largest fleet of fuel efficient vehicles, and a growing record of support for environmental initiatives that topped \$100 million, the company codified its far-reaching stewardship commitment into a formal platform by reaching out to address problems in the parts of the world the company touches with its business.

In the process of formalizing the planks of this platform, Enterprise Rent-A-Car also recognized the opportunity to play a constructive role as a catalyst — bringing together the public, private, and non-profit sectors to address issues that concern everyone. Two of their five major planks included such partnerships. The first provides funding for renewable fuels research through a \$25 million gift that created the Institute for Renewable Fuels at the Donald Danforth Plant Science Center in St. Louis, which will endow a team of researchers to significantly expand the Danforth Center’s renewable biofuels research capabilities. The second provides funding for the planting of 50 million trees over the next 50 years through a \$50 million investment to the Arbor Day Foundation, who will work to plant these trees with the U.S. Forest Service as part of the 50 Million Tree Pledge.

With these initiatives, in addition to other parts of their platform such as investment in fuel efficiency; embracing new, clean technologies such as E85-capable FlexFuel vehicles and hybrid vehicles; and launching a carbon offset program for customers that includes a matching program for additional projects, Enterprise Rent-A-Car has become an environmental model for its entire industry, gaining the attention and praise of media, customers, and environmentalists alike.



Founded in 1957, Enterprise Rent-A-Car is headquartered in St. Louis and serves customers in the United States, Canada, the U.K., Ireland, and Germany. Enterprise is North America's largest car rental company in fleet size, number of locations, and annual revenue, ranking No. 21 on the Forbes Top 500 Private Companies in America. Enterprise has ranked highest in customer satisfaction among airport rentals in eight out of the past nine years, according to J.D. Power and Associates Rental Car Satisfaction StudySM. Enterprise is owned by the Taylor family, which acquired the National Car Rental and Alamo Rent A Car businesses in 2007.

THE ARBOR DAY FOUNDATION



The Arbor Day Foundation is a nonprofit, environmental education organization of nearly 1 million members, with a mission to inspire people to plant, nurture, and celebrate trees.

U.S. FOREST SERVICE



The U.S. Forest Service was established in 1905 and is an agency of the U.S. Department of Agriculture. The mission of the Forest Service is to sustain the health, diversity, and productivity of the nation's forests and grasslands to meet the needs of present and future generations. The agency manages 193 million acres of public land and is the largest forestry research organization in the world.

THE DONALD DANFORTH PLANT SCIENCE CENTER



DONALD DANFORTH PLANT SCIENCE CENTER

Founded in 1998, the Donald Danforth Plant Science Center is a nonprofit research institute with a global vision to improve the human condition through plant science. Research at the Danforth Center is designed to feed the hungry and improve human health, preserve and renew the environment, and enhance the St. Louis region as a world center for plant science.



GOVERNORS' INSTITUTE ON COMMUNITY DESIGN

As the region gains an increasingly important role in the global economy and as regional planning takes on new complexity, the role of states in growth and development is critical to ensuring that nonpartisan solutions are found to some of the most pressing issues of our future. With this idea in mind, former Maryland Governor Parris Glendening and former New Jersey Governor and former U.S. Environmental Protection Agency Administrator Christine Todd Whitman led the creation of the Governors' Institute on Community Design (GICD) to help guide governors as they think about efficient use of their land.

Since 1986, the Mayors' Institute on Community Design, a partnership program between the National Endowment for the Arts, the American Architectural Foundation, and the U.S. Conference of Mayors has helped mayors understand and guide planning and development in their community. Having recognized the success of the availability of this type of leadership training for elected officials, Governor Glendening, one of the founders of the smart growth movement, had the idea to create a similar program for governors. Governor Whitman was the first person he thought of as a collaborator for her leadership on issues of growth and development, and also for the potential of creating a strong nonpartisan agenda with leaders working across their differing political parties.

The two governors led the development along with their organizational partners, the Smart Growth Leadership Institute of Smart Growth America and the National Center for Smart Growth Research and Education at the University of Maryland. GICD was officially inaugurated in 2005, with funding primarily from the National Endowment for the Arts and the U.S. Environmental Protection Agency. During that process, the partners arrived at a new approach to leadership development, where nationally renowned experts actually go into an individual state and work with a governor and his/her cabinet for a day and a half, which has resulted in new partnerships in numerous states around the country that have overcome the institutional, historical, and cultural issues that often prevent a state's departments from working with one another on issues.

Through this unique approach and through their extensive resources related to smart growth and common sense planning, Governors Glendening and Whitman are setting the stage for states to become new, stronger players in ensuring that communities of tomorrow are adequately addressing everything from traffic congestion to air quality to obesity to affordable housing and providing a better future for all.

THE HONORABLE PARRIS N. GLENDENING



Former Maryland Governor Parris N. Glendening is president of the Smart Growth Leadership Institute, a project of Smart Growth America, which is a nation-wide coalition of nearly 100 organizations promoting a better way to grow; one that protects open space and farmland, revitalizes neighborhoods, keeps housing affordable, and makes communities more livable.

Governor Glendening spent eight years as chief executive of the state of Maryland, where he made the environment — especially, Smart Growth — education and inclusiveness the heart of his legislative, administrative and personal agenda. He led the creation of a groundbreaking smart growth initiative that focused on using the entire \$23 billion state budget as an incentive for Smart Growth. In addition, Governor Glendening was elected by his peers to serve as chairman of the National Governors Association. He also served as president of the Council of State Governments. Before becoming Governor, Glendening was a local elected official for more than 20 years. He was elected to statewide office after serving three terms as county executive of Prince George's County, Maryland.

THE HONORABLE CHRISTINE TODD WHITMAN



Christine Todd Whitman is the President of The Whitman Strategy Group (WSG), a consulting firm that specializes in energy and environmental issues. She is also co-chair of the Republican Leadership Council (RLC), which she founded with Senator John Danforth and Lt. Gov. Michael Steele. Governor Whitman served in the cabinet of President George W. Bush as Administrator of the U.S. Environmental Protection Agency from January of 2001 until June of 2003, where she promoted common-sense environmental improvements such as watershed-based water protection policies.

She was also the 50th Governor of the State of New Jersey, serving as its first woman governor from 1994 until 2001. As Governor, Whitman earned praise from both Republicans and Democrats for her commitment to preserve a record amount of New Jersey land as permanent green space. She was also recognized by the Natural Resources Defense Council for instituting the most comprehensive beach monitoring system in the nation. Prior to becoming Governor, she was the President of the New Jersey Board of Public Utilities and served on the Somerset County board of Chosen Freeholders.



GREEN COMMUNITIES INITIATIVE

Affordable housing has traditionally been developed with one major factor in mind: affordability. However, in 2004, Enterprise, a group that has always been dedicated to the expansion of affordable housing in the country, along with numerous partners renewed its commitment to not only providing affordable housing, but to changing the paradigm of affordable housing from that which seeks to cut costs in any way possible to that which, in addition to being affordable, is environmentally sound, public health-friendly, and sustainable. It was with this ultimate objective that the Green Communities Initiative was launched.

The idea of ‘going green’ began among senior leaders at Enterprise well before the Initiative began, with staff and trustees initiating conversations with a wide variety of experts from the environmental, community development, and public health fields. As a first step, they brought experts together as an interdisciplinary committee under the newly-minted designation of Green Communities, including representatives from the Natural Resources Defense Council, the National Center for Healthy Housing, the Center for Maximum Potential Building Systems, the American Planning Association, the American Institute of Architects, Global Green USA and Southface.

At the time, there was no national framework to help affordable housing developers set green goals for their developments that would deliver measurable health, economic and environmental benefits. Enterprise and its partners created the Green Communities Criteria to provide a cost effective framework for achieving deep green benefits in all kinds of affordable housing in all parts of the country.

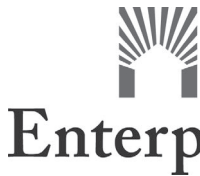
The Criteria were developed to provide a holistic approach to green affordable housing development that would result in measurable outcomes related to affordability, health and environmental sustainability. The Criteria set a definition for green affordable housing that goes beyond energy efficiency and embraces smart growth, integrated design, water conservation, healthy indoor air quality and building materials, and green operations and maintenance.

To encourage and enable affordable housing developers to meet these comprehensive and rigorous criteria, Enterprise also made a major commitment to financing, technical assistance and policy advocacy for construction and rehabilitation of homes that are healthier, more energy-efficient, and better for the environment — without compromising affordability.

Since its inception, the program has resulted in \$570 million in grants, loans, and equity committed, 11,000 highly sustainable Green Communities homes in 242 developments in 25 states that are complete or in development, more than 3,000 affordable housing professionals trained in sustainable design and development practices, and more than 20 city and state affordable housing policies changed to support green affordable development.

With these criteria that outline a complete, integrated approach to green development and with Enterprise and its partners' commitment operating within green models, the Green Communities Initiative is showing the power of partnerships across sectors to create better homes and communities for low-income families that ultimately benefit the owners and residents through reduced costs of maintenance over time and the environment through more sustainable development.

ENTERPRISE



Enterprise™

Enterprise is a leading provider of the development capital and expertise it takes to create decent, affordable homes and rebuild communities. For over 25 years, Enterprise has pioneered neighborhood solutions through public-private partnerships with financial institutions, governments, community organizations and others that share its vision. Enterprise has raised and invested \$8 billion in equity, grants and loans and is currently investing in communities at a rate of \$1 billion a year.

GREEN COMMUNITIES PARTNERS

American Institute of Architects
American Planning Association
Anonymous
Bank of America
Blue Moon Fund
BP America
Citi Foundation
Fannie Mae
Freddie Mac
Global Green USA

The Home Depot Foundation
JPMorgan Chase
The Kendeda Fund
The Kresge Foundation
Merrill Lynch CDC
M&T Bank
National Association of State
Energy Officials
National Center for Healthy
Housing

Natural Resource Defense Council
Southface
Surdna Foundation
Tides Foundation
US Dept HUD
US Green Building Council
Washington Mutual
Wells Fargo
William J. Clinton Foundation
The William Penn Foundation





BIPARTISAN GREENING OF CALIFORNIA

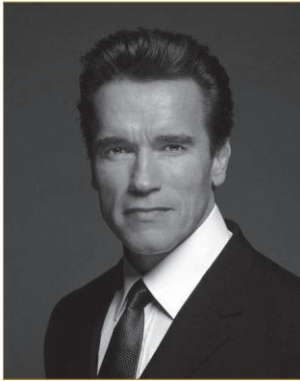
When an executive leader is of the opposing political party to their State Assembly legislative majority, there will always be differing opinions on a variety of issues and problem-solving approaches. However, in the State of California under the leadership of Governor Arnold Schwarzenegger and Speaker Fabian Núñez, both the legislature and the executive office have come together under the common goal of improving the environmental impact of their residents and industry.

The two leaders did not begin as close friends, but over time by being open to conversations and spending time together, they were able to build a relationship that has allowed them groundbreaking bipartisan collaboration. While not without snags and rocky moments, this relationship and their negotiations have resulted in the landmark bipartisan environmental legislation of Assembly Bill 32, the California Global Warming Solutions Act of 2006, that has placed California in the international spotlight as the first state in the U.S. to require industries to lower greenhouse gas emissions and as an international model for ‘going green.’

This bill was authored by Speaker Núñez, Assemblywoman Fran Pavley, and Senate President Pro Tem Don Perata as a measure to help counteract Global Warming at the state level. The bill went through numerous edits — over 30 drafts in the last two weeks before its passing alone — with tough negotiations on both sides related to the Governor’s interest in the creation of an emission credits market and interest in allowing him to delay the deadline for up to one year in the event of natural disasters. However, both leaders recognized that the value of the overall goal was too important to let the bill not pass because of a lack of compromise on either side. As a result, AB 32 was passed in September of 2006 with the goals of limiting the state’s global warming emissions to 1990 levels by 2020, instituting a mandatory emissions reporting system to monitor compliance, and allowing for the creation of a cap and trade system that lets companies buy and sell emission credits in order to reach industry-wide caps on greenhouse gas emissions.

Through both the Governor and Speaker’s dedication to reducing greenhouse gases and their strong relationship that allowed for effective communication through negotiation process, they have been able to encourage both of their parties to work together on an issue that faces all people, not just in the State of California, but around the entire globe.

THE HONORABLE ARNOLD SCHWARZENEGGER



After a successful career as a world-famous bodybuilder and actor, Governor Arnold Schwarzenegger was elected into office as a Republican by the State of California in 2003. Since he took office, Governor Schwarzenegger's responsible fiscal policies have brought California back from the brink of bankruptcy, reinvigorating the economy, creating a better environment for business and creating more than 680,000 new jobs. Improved state revenues have paid down the state's debt and afforded record investments in schools, roads and affordable health care for children.

Prior to becoming Governor, he was appointed by former President George H. W. Bush to be Chair of the President's Council on Physical Fitness and Sports in 1990, and he also served as Chair of the California Governor's Council on Physical Fitness and Sports under Governor Pete Wilson. His many accomplishments have earned him the praise of numerous organizations, including the Simon Wiesenthal Center's "National Leadership Award" for his support of the organization's Holocaust studies. In 2002, Schwarzenegger was given the esteemed honor of the Muhammad Ali Humanitarian Award, presented to him by Ali, a longtime friend and sports mentor.

THE HONORABLE FABIAN NÚÑEZ



Speaker Fabian Núñez was elected to the California State Assembly in 2002 and sworn in as the State's 66th Speaker on February 9, 2004. Now in his fourth year as Speaker, he has served longer than any other Speaker since Californians adopted term limits in 1990. He has authored approved legislation on a variety of topics that has resulted in the expansion of health care coverage, research on alternative fuels, the reduction of greenhouse gases, minimum wage raises, and more affordable prescription drugs. In 2007, Speaker Núñez was named *Governing Magazine's* "Legislator of the Year," and in April of 2007, he was also named by Senator Hillary Rodham Clinton as a national campaign co-chair.

Prior to being elected to the Assembly, from 2000-2002, Núñez was government affairs director for the Los Angeles Unified School District. In this capacity, he tackled a broad range of education issues and secured millions in funding for school construction projects, children's health insurance, and low-performing schools. From 1996 to 2000, he served as political director for the Los Angeles County Federation of Labor.



EXPERIENCE CORPS® BALTIMORE

Both the Greater Homewood Community Corporation (GHCC) and The Johns Hopkins Center on Aging and Health (COAH) have always been assets in their Baltimore community for individuals of all ages in different ways. However, through a unique partnership, this community-based organization and this world-class academic research institution have been able to work together to both serve students and older adults through the Baltimore City school system's Experience Corps® program, and also provide effective data for the improvement of the national Experience Corps® model.

Dr. Linda Fried, Director of COAH, led the development of the national Experience Corps® program, which pairs older adult volunteers with local schools in tutoring and mentoring roles. After several years overseeing the national pilot, she wanted to bring the program to her hometown and the Baltimore City schools and include a strong research and evaluation component, something that the other programs around the country did not have. She was joined in this endeavor by Sylvia McGill of GHCC, who was looking for ways to improve the academic performance of six poorly performing neighborhood schools.

They started by pairing fifty senior adults with three schools, which quickly expanded to six schools that were studied over the course of a five-year pilot program. As a result of the success demonstrated through the evaluation of the pilot program, the program has since grown to 20 schools with 375 adults who have contributed over 110,000 hours to the schools and is currently experiencing increasing demand among new schools for expansion. Among many outcomes found by the ongoing research and evaluation, the children and schools have already shown improved standardized test results and reported a better teaching environment, and older adults have reported feeling needed, being more physically active, and having a renewed support system.

From the outset, there were concerns both inside and outside the local and national Experience Corps community about the often opposing priorities of strict research guidelines at COAH and program operations at the schools that need to be flexible. However, through the mutual recognition that the best way to develop a strong, sustainable program is to provide evidence of its success, and also through ongoing communication and strong leadership, the two groups have demonstrated that these two interests can work together. As a result, Baltimore's Experience Corp program is the 'gold standard' of the national initiative, with further developed criteria and better developed recruitment and support systems.

THE JOHNS HOPKINS CENTER ON AGING AND HEALTH



The Johns Hopkins Center on Aging and Health (COAH) was founded in 1998 to be the Center of Excellence for aging research and training at the university's three medical institutions. It is jointly sponsored by the Johns Hopkins Schools of Medicine, Nursing and Public Health, with the mandate of positioning the University for national and global leadership in transitioning to an aging society.

Its permanent faculty consists of professors from all three sponsoring institutions. The Center was mandated to establish a critical mass of cutting-edge multidisciplinary science designed to optimize health in aging and to provide the necessary expertise and infrastructure for the sustainable conduct of such research. The Center was also designed to serve as the training ground for the next generation of quantitative researchers on aging. COAH's mandate is to develop the evidence for different approaches to prevention and care and to translate its findings into new models of care that can be implemented in the community.

GREATER HOMEWOOD COMMUNITY CORPORATION



Strengthening Neighborhoods

Begun in 1969 with support from The Johns Hopkins University, Union Memorial Hospital, and other private and public entities, Greater Homewood Community Corporation (GHCC) was established to assist neighborhoods in becoming safer, better places to live. GHCC serves 40 neighborhoods with more than 68,000 residents — just over 10 percent of Baltimore city's population.

Their geographic boundaries are extensive — the county line on the north, just below North Avenue on the south, along the Jones Falls on the west, and along York Road and Hillen Pkwy including Ednor Gardens and Better Waverly on the east. Their mission is to strengthen neighborhoods in north central Baltimore through improving education, supporting youth development, and advancing economic development and community revitalization. With a staff of 35 and 16 VISTA volunteers, they manage four core programs: Public Education Programs, Adult Literacy and English for Speakers of Other Languages (ESOL), Youth Development Initiative, and Neighborhood Outreach and Economic Development.



NATIONAL ASSET FOR THE REGION

When the National Children’s Museum (NCM) began looking for a new location in the Washington D.C. region, The Peterson Companies, in the midst of creating National Harbor, a major new development in Prince George’s County, saw an opportunity for both parties to enrich their goals by locating the museum within the development. As a result of negotiations and significant consideration by both sides, NCM now has a new home and the Washington D.C. region has a new, unique destination for families.

After closing the doors of its outdated space on H Street, NE in 2004, NCM anticipated moving to a location in downtown D.C.’s L’Enfant Plaza, but were unable to remain at that site because of the developer’s delayed plans. Milton Peterson, who has held tight control over the National Harbor development since he bought the property in 1996, thought that NCM would be a powerful new anchor for a site that already had extensive commercial development. To initially lure the museum, he offered to donate land, which allowed the museum to focus on fundraising for construction and operations. Throughout the following year of negotiations around programmatic and building needs, The Peterson Companies, used to dealing with commercial entities, remained flexible and continually worked with the museum to ensure these needs would be met.

In July of 2007, NCM announced the move to National Harbor and a projected opening date of 2012. NCM will build a 150,000 square foot, state-of-the-art, LEED Certified museum at its new site. The site itself provides a number of new opportunities for the museum, — specifically, the opportunity to extend the visitors’ experience outdoors where the museum will now have approximately 15,000 square feet of outdoor program space. Furthermore, this new site helps the museum better serve the entire Washington region, by providing easy access to families in Maryland, Virginia, and the District of Columbia. NCM has also already begun working with its new neighbors in Maryland through local programming and partnerships.

In recognizing the assets that the museum brings to the development and the assets that the development can provide for the museum, the two entities are working together to create a new destination within the region that serves as a “Gateway to the Washington Region” for kids and families.



NATIONAL
CHILDREN'S
museum

Scheduled to open in 2012, the mission of the National Children's Museum (NCM) is to inspire children to care about and improve the world. NCM will transform the concept of a traditional museum to become a catalyst and forum for a national movement to inspire and empower kids to speak up, take action, and become engaged. Interactive exhibits and programs are at the core of the Museum experience, but NCM will reach beyond its four walls to serve as a center for comprehensive research, an online community, a forum on national issues affecting children, and an international network of partnerships that truly help children and families improve the world.

As the anchor attraction for kids and families at National Harbor, the National Children's Museum will build a new 150,000 square foot, state-of-the-art facility, designed by world renowned architect Cesar Pelli. NCM will serve a national constituency of 48 million children beginning with the over 1.2 million children living in the local community and the 17.7 million tourists who visit the Washington region each year. The Museum anticipates serving 600,000 visitors annually.



The Peterson Companies, developer of National Harbor, has an extensive history of successful development and acquisition of properties in office, retail, residential, and land development since the early 1970's. It is one of the largest privately owned development companies in the region. Headquartered in Fairfax County, Virginia, the company employs more than 150 people who direct and manage all facets of the development process in-house — including design and construction, project management, land planning and zoning, legal, accounting, property management, leasing, and project finance.

For more than 30 years, The Peterson Companies has been a leader in the area of mixed-use development and has played a leadership role on many prominent real estate projects in Northern Virginia and Maryland, including such projects as Fairfax Corner, the redevelopment of Downtown Silver Spring, and Tyson's McLean Office Park. In past years, the company was named Northern Virginia NAIOP's Firm of the Year, and has won more than 70 awards for preservation, marketing, and design excellence. In 2007 The Peterson Companies was recognized on both Washingtonian's Great Places to Work list and The Washington Business Journal's Best Places to Work list.

PAST BRIDGE BUILDERS 1997 - 2005



INDIVIDUALS

Listed titles and associations were those held at the time of the event.

Dennis W. Archer
Mayor, City of Detroit

David Armstrong
Mayor, City of Louisville

Jacqueline Arrington
Vice President, Citibank
Community Relations

Richard K. Barnhart
President, Pennrose Properties

Richard D. Baron
Co-Founder/CEO, McCormack
Baron Salazar

Calvin O. Butts, III
Pastor, Abyssinian Baptist Church

Kirbyjon H. Caldwell
Senior Pastor, Windsor Village
United Methodist Church

Robert Cannon
Executive Director, Public Library
of Charlotte/Mecklenburg County

Andrew F. Cates
President, Cates Company &
Project Developer/Chairman,
Soulsville

Raymond Chambers
Founder, Amelior Foundation

Kevin Chavous
Councilmember, District of
Columbia

Ray Christman
President, Federal Home Loan
Bank of Atlanta

Emanuel Cleaver, II
Mayor, City of Kansas City

William J. Clinton
42nd President of the United
States

Alice Coles
Executive Director, Bayview
Citizens for Social Justice

Elsie Y. Cross
Founder/President, Elsie Y. Cross
Associates

David DiChiera
Founder/General Director,
Michigan Opera House

Jim Donald
CEO, Pathmark Stores

Douglas Duncan
County Executive, Montgomery
County, MD

Robert Eckels
County Judge, Harris County, TX

Dorry Elias-Garcia
Executive Director, Minority
Executive Directors Coalition of
King County

Mac E. Everett, III
President, First Union of North
Carolina &
Co-Chairman, Charlotte's
Community Building Task Force

Carly Fiorina
CEO/Chairman, Hewlett-Packard

Floyd H. Flake
Senior Pastor, Allen African
Methodist Episcopal Church

Richard C.D. Fleming
President/CEO, St. Louis
Regional Commerce and Growth
Association

Nick Francis
President, Gateway Community
Development Corporation

James E. Ferguson, II
Co-Chairman, Charlotte's
Community Building Task Force

Larry Gossett
Councilmember, King County,
WA

Kathleen Guinan
CEO, Crossway Community

Rose H. Harvey
Senior Vice President/Mid-
Atlantic Regional Director, Trust
for Public Land

Ben Hecht
Co-Founder/President/COO,
One Economy Corporation

Amo Houghton
U.S. House of Representatives,
29th District of NY

Susan Ikenberry
Teacher, Georgetown Day High
School

Maynard H. Jackson
Chairman/CEO, Jackson
Securities &
Former Mayor, City of Atlanta

Dean and Kristi Jernigan
Founders, Memphis Redbirds
Baseball Foundation

Earvin "Magic" Johnson
Founder, Magic Johnson
Enterprises

Jack B. Johnson
County Executive, Prince George's
County, MD

Lewis P. Jones
President, The J.P. Morgan Chase
Foundation

William D. Jones
President/CEO, CityLink
Investment Corporation

PAST BRIDGE BUILDERS 1997 - 2005

**Lewis Katz**

Managing Owner, New Jersey
Nets

Christine Kehoe

Councilmember, 3rd District of
San Diego

James V. Kimsey

Founder, America Online

Bob Knight

Former Mayor, City of Wichita

Bruce Kovner

Founder/Chairman, Caxton
Corporation

Allan Kullen

President, People of America
Foundation &
Founder, Americans All

Daphne Kwok

Executive Director, The Angel
Island Immigration Station
Foundation

Jane Lang

Trustee, Sprenger Lang
Foundation

Bruce LaRowe

Executive Director, Children's
Theater of Charlotte

Robert C. Larson

Chairman, Taubman Realty
Group

John Lewis

U.S. House of Representatives, 5th
District of Georgia

Kenneth D. Lewis

President/CEO, Bank of America

William J. Linder

Pastor, Saint Rose Lima Parish &
Founder/Director, New
Community Corp.

Roberto Maestas

Executive Director, El Centro de
la Raza

Henry L. Marsh, III

Senator, State of Virginia

John P. Mascotte

President/CEO, Blue Cross Blue
Shield of Kansas City

Mary Tyler McClenahan

Chairman/Founder, Better
Housing Coalition

Bette Midler

Actor/Founder, New York
Restoration Society

Norman Y. Mineta

Secretary, U.S. Department of
Transportation

Erwin Mitchell

Founder, Georgia Project

T. Justin Moore, Jr.

Counsel, Hunton and Williams &
Former Chairman/CEO,
Dominion Resources

Kathy Morgan

Counselor, All Hallows High
School

Ronnie Nanton

Board Member, AIDS Alliance
for Children, Youth & Families

Brian O'Neill

Superintendent, Golden Gate
National Recreation Area

Deanie Parker

President/Executive Director,
Soulsville

Stephen Parker

Director, The Nature Conservancy,
The Virginia Coast Reserve

Craig Pascal

Vice President, Community
Development Specialist, BB&T

Federico F. Peña

Secretary, U.S. Department of
Energy &
Former Mayor, City of Denver

Scott H. Peterson

Vice President, Prudential
Insurance Company

Lewis Platt

Former CEO, Hewlett-Packard

Melvin Primas

COO, City of Camden

Sol Price

San Diego Entrepreneur/
Philanthropist &
Founder, Price Company

Rey Ramsey

Co-Founder/CEO, One Economy
Corporation

Stephanie Riven

Executive Director, Center for
Contemporary Arts

Arthur F. Ryan

Chairman/CEO, Prudential
Insurance Company of America

Bob Santos

Executive Director, Inter*Im

T.K. Somanath

Executive Director, Better Housing
Coalition

George Starke

Former Redskins Football Player &
Founder, Excel Institute

Carl W. "Bill" Struever

President/CEO, Struever Bros.
Eccles & Rouse

PAST BRIDGE BUILDERS 1997 - 2005



Dan E. Sweat, Junior
President, Central Atlanta
Progress

John Y. Tateishi
Executive National Director,
Japanese American Citizens
League

Ken Thompson
President/CEO/Head of
Corporate Diversity Council,
Wachovia Corporation

Herbert R. Tillery
Executive Director, Center
for Excellence in Municipal
Management

Gerald Tirozzi
Executive Director, National
Association of Secondary School
Principals

Ann Tisch
Founder, Young Women's
Leadership Foundation

F. Carlisle Towery
President, Greater Jamaica
Development Corp.

Stephen Joel Trachtenberg
President, George Washington
University

John R. Tydings
President, Greater Washington
Board of Trade

Douglas A. Tyson
Teacher, Benjamin Banneker
Academic High School

**Maria Olivia Villarreal-
Solano**
Associate Professor, Department
of Social Sciences, Universidad de
Monterrey

George Vradenburg
Senior Vice President for Global
and Strategic Policy, America
Online

David Walton
Senior Minister, Belmont
Christian Church

Wellington E. Webb
Mayor, City of Denver

Bill White
Mayor, City of Houston

Anthony A. Williams
Mayor, City of Washington

Ken Woodley
Editor, The Farmville Herald

ORGANIZATIONS, BUSINESSES & MUNICIPALITIES

**AIDS Alliance for Children,
Youth & Families**

Bank of America

**DaimlerChrysler
Corporation Fund**

**Downtown Development
Corporation**

First Tennessee Bank

**J.P. MorganChase and Co.,
Texas Region**

Nike Corporation

Ortho Biotech Products, LP

Starbucks Coffee Company

**Tishman Construction
Corporation of D.C.**

City Of Roanoke

Commonwealth Of Virginia



ABOUT PARTNERS FOR LIVABLE COMMUNITIES

Partners for Livable Communities, incorporated in 1977, is a national civic organization working to improve the livability of communities by promoting quality of life, economic development and social equity. Partners helps our nation's communities set common visions for the future, discover and utilize their cultural and natural resources, and build public/private partnerships to realize their goals.

Serving as a national resource and information center, Partners is a catalyst for civic improvements through technical assistance, leadership training, workshops, research, advocacy and public awareness. More than 1,200 organizations throughout North America and abroad comprise Partners' resource network. These alliances produce a powerful force to affect positive change in our communities.



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