



State of Oregon  
Department of  
Environmental  
Quality

business  
oregon



# 2016 OREGON BROWNFIELDS CONFERENCE BROWNFIELDS 101 WORKSHOP

SUNRIVER RESORT, SUNRIVER, OR  
SUNDAY, MAY 15, 2016



# 2016 OREGON BROWNFIELDS CONFERENCE

## BROWNFIELDS 101 WORKSHOP

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Recycling abandoned and under-utilized properties requires knowledge and skills to manage contaminant issues. A practical and interactive workshop, *Brownfields 101* provides project managers with the tools, techniques, and resources required to recycle land and put it to intelligent and equitable use to benefit your community both economically and environmentally. Designed for those new—and not so new—to brownfield redevelopment, this workshop will guide you through an interactive series of presentations, panels, and case studies. You will gain knowledge and insights on how best to approach and structure your redevelopment project.

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### MATERIALS

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Copies of all the workshop materials, including this book, all handouts, and the speakers' slides, will be posted online after the workshop. Find them at [www.cclr.org](http://www.cclr.org) under "Blog." The webpage will also include links to many of the resources CCLR has to offer, including case studies and more. If you have trouble accessing the workshop website, you may also contact Emma Leonard at [emma.leonard@cclr.org](mailto:emma.leonard@cclr.org) or (415) 398-1080 x100 to request this information.

### ABOUT THE CENTER FOR CREATIVE LAND RECYCLING

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This workshop is sponsored by the Center for Creative Land Recycling (CCLR or "see clear"), the only national non-profit organization solely dedicated to catalyzing the redevelopment of contaminated or underutilized land by applying specialized knowledge to accelerate results-focused, community-driven revitalization. CCLR is the EPA Technical Assistance to Brownfields (TAB) provider for EPA Region 10, serving Oregon, Washington, Idaho and Alaska. Contact CCLR for free assistance with your brownfield redevelopment project, from planning and community outreach, to finding funding and understanding technical reports. Find more on our website at [www.cclr.org](http://www.cclr.org).



CENTER FOR CREATIVE  
LAND RECYCLING

RECLAIM. CONNECT. TRANSFORM.



## AGENDA (SUBJECT TO CHANGE)

- 2:00 PM – 2:10 PM      INTRODUCTION  
*The session will begin with opening remarks and offer an overview of the benefits and challenges to redeveloping brownfield sites.*
- 2:10 PM – 2:35 PM      SUSTAINABLE DEVELOPMENT & BROWNFIELDS  
*What is sustainability to you? Is it economic? Is it environmental? Something else? This session will present the big picture of how sustainability applies to planning, design, economic development, and how to connect the dots between these different activities.*
- 2:35 PM – 3:00 PM      REGULATORY & DEVELOPMENT OVERVIEW  
*Redevelopment and infill projects often require specialized tools and knowledge. As seasoned redevelopment practitioners, this sessions speakers will guide us through the assessment and clean-up process, as well as some of the considerations involved in fulfilling the legal and regulatory requirements and managing liability concerns.*
- 3:00 PM – 3:30 PM      INSIDE THE MIND OF A DEVELOPER  
*Rewards don't often come without risk. And the risks are everywhere in brownfields redevelopment. Learn the secrets of leveraging risk and reward from a successful brownfield project developer. This session will highlight developer insights and innovative solutions for the most complex brownfield challenges while revealing tactics to move projects forward to completion.*
- 3:30 PM – 3:45 PM      BREAK
- 3:45 PM – 4:10 PM      REGULATORY & CLEANUP APPROACHES  
*This session is designed to outline the environmental assessment and cleanup process involved in redeveloping a brownfield site. Experienced practitioners will provide insight into All Appropriate Inquiries and Environmental Assessments.*
- 4:10 PM – 4:35 PM      FINANCING & FUNDING  
*A number of agencies have funding for land reuse including infill and cleanup of brownfields. This session will provide you with a multi-agency toolbox of funding resources that could help fund your next redevelopment project.*
- 4:35 PM – 4:50 PM      CASE STUDIES  
*This session's speakers will bring todays lesson's into focus by providing overviews of successful brownfield redevelopment projects. The case studies are designed to provide an understanding of the challenges in redeveloping brownfields, and insights into developing a team of professionals that can bring your project to fruition.*
- 4:50 PM – 5:00 PM      FINAL Q&A/ADJOURN



## FACULTY BIOGRAPHIES

### MARY CAMARATA | Brownfields Coordinator | OREGON DEPT. OF ENVIRONMENTAL QUALITY

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Mary Camarata is the Brownfields Coordinator for DEQ's Western Region (Yamhill, Marion, Polk, Lincoln, Linn, Benton, Lane, Douglas, Coos, Curry, Josephine and Jackson counties). She has been a Brownfields Coordinator for 10 years with DEQ. Mary has worked on the following redevelopment projects: city parks, food banks, health center, libraries, city halls, community centers, port facilities, and recreational facilities. She loves being a part of helping communities get their dream projects constructed.

EMAIL: [Camarata.Mary@deq.state.or.us](mailto:Camarata.Mary@deq.state.or.us)

PHONE: 541-687-7435

### IGNACIO DAYRIT | PROGRAM DIRECTOR | CENTER FOR CREATIVE LAND RECYCLING

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Ignacio coordinates CCLR's technical assistance program and is a redevelopment expert having spent 20+ years with the City of Emeryville, where he was responsible for its Brownfield Program. He has over 25 years of experience in public sector development including: fiscal and financial analysis, public debt financing, feasibility analyses, and urban design. Ignacio was instrumental in the redevelopment of hundreds of acres of blighted, contaminated property. He has also assisted communities throughout the west obtain State and Federal grants and technical assistance.

EMAIL: [Ignacio.Dayrit@cclr.org](mailto:Ignacio.Dayrit@cclr.org)

PHONE: 415-398-1080 x107

### MARY HASHEM | PRINCIPAL | RE|SOLUTIONS

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Ms. Hashem, co-founder of RE|Solutions, LLC, a woman-owned real estate advisory and development company specializing in environmentally-distressed properties. She is a nationally-recognized leader in Brownfield acquisition and development, with more than three decades of experience in environmental risk management and real estate transactions. For the last 15 years, her career has focused solely on the acquisition, cleanup and redevelopment of commercial and industrial Brownfield properties. Mary is a graduate of MIT, a member of the ASTM E50 Standards Committee, and serves on EPA's National Brownfield Conference Advisory Panel and several state Brownfield stakeholder groups.

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TIFFANY JOHNSON | CLEANUP PROGRAM POLICY ANALYST | OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY

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Tiffany Johnson serves as a Cleanup Program Policy Analyst for the State of Oregon's Department of Environmental Quality and works with technical staff and stakeholders to develop effective cleanup policies and guidance and also serves as the state Point of Contact for the Interstate Technology & Regulatory Council. Prior to joining DEQ, she served as a lead brownfields policy planner and rule writer for the Washington Department of Ecology. Tiffany is a licensed attorney in Oregon. She holds a Juris Doctor and Environmental and Natural Resources Law Certificate from Lewis & Clark College, and a B.A. in Environmental Studies from the University of California Santa Barbara.

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PHONE: 503-229-6258

SETH OTTO | SENIOR PLANNER | MAUL FOSTER & ALONGI

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Seth Otto is a Senior Planner at Maul Foster Alongi, a Northwest integrated multidisciplinary firm. Seth leads MFA's land use planning and brownfield practice in Oregon and southwest Washington, and works to develop new tools to incentivize brownfield remediation and redevelopment. Seth is engaged in redevelopment planning for brownfields and underutilized properties around the Pacific Northwest for both public and private clients. He also has worked as a consultant on a wide variety of development and public improvement projects—from conceptual design and feasibility through design development and land use entitlement.

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PHONE: 503-501-5230

# Oregon Brownfield Redevelopment Funding Programs

Program Name	Type	Who is Eligible	Site Eligibility
<b>US Environmental Protection Agency (EPA):</b>			
<i>Assessment</i>	Grant	State, local, and tribal governments; quasi-governmental entities; regional council; redevelopment agencies	Petroleum, hazardous substances, pollutants, contaminants (site-specific or community-wide)
<i>Cleanup</i>	Grant	Same as Assessment; nonprofits. Eligible party must own site	Petroleum, hazardous substances, pollutants, contaminants
<i>Revolving Loan Fund (RLF)</i>	Grant	Same as Assessment	Petroleum and/or hazardous, pollutants, contaminants (community-wide only)
<i>Areawide Planning</i>	Grant	Same as Assessment; nonprofits	Neighborhood or district affected by brownfield sites
<i>Targeted Brownfield Assessments (TBA)</i>	In-kind service	Same as Assessment; nonprofits	Any brownfield
<i>Environmental Workforce &amp; Job Training</i>	Grant	Same as Assessment; colleges, universities, nonprofit training centers	Funds to recruit, train, and place predominantly low-income, minority, unemployed/under-employed residents from brownfield communities
<b>US Department of Housing &amp; Urban Development (HUD):</b>			
<i>Community Development Block Grant (CDBG)</i>	Grant, loan	Metropolitan cities, urban counties (entitlement communities); states for distribution to non-entitlement communities, including rural communities that are non-entitlement	Anything that passes HUD's Environmental Review
<i>Section 108</i>	Loan	Same as CDBG	Anything that passes HUD's Environmental Review
<i>Choice Neighborhoods</i>	Grant	Public housing authorities, local governments, nonprofits, tribal entities and for-profit developers.	Publicly-assisted housing sites
<b>US Department of Commerce, Economic Development Administration (EDA):</b>			
<i>Public Works</i>	Grant	States and political subdivisions of states, tribes, nonprofits, higher education institutions, BRAC impacted communities	In areas of high unemployment, low per capita income, or special needs; must be part of a Comprehensive Economic Development Strategy
<i>Economic Adjustment</i>	Grant	States and political subdivisions of states, tribes, nonprofits, higher education institutions, BRAC impacted communities	In areas of high unemployment, low per capita income, or special needs; must be part of a Comprehensive Economic Development Strategy
<i>Local Technical Assistance</i>	Grant	District organizations, state, local and tribal governments, higher education institutions, nonprofits	Sites in areas of economic distress
<i>Partnership Planning</i>	Grant	District organizations, state, local and tribal governments, higher education institutions, nonprofits	Sites in areas of economic distress
<b>US Department of Agriculture (USDA):</b>			
<i>Various for Rural Development: community facilities, utilities, energy and efficiency, environment</i>	Grant, loan, in-kind service	Depends on program - local, county, and tribal governments; special-purpose districts; nonprofits	Sites in rural communities; population guidelines apply



Eligible Costs	Amount Per Site	Deadline	Website/Contact
<a href="http://www.epa.gov/brownfields/grant_info/index.htm">http://www.epa.gov/brownfields/grant_info/index.htm</a>			
Inventory, characterize, assess, and conduct planning, area-wide planning, and community involvement	\$200K for Petroleum; \$200K for Hazardous; (\$350K with EPA waiver); \$600K for coalitions of 3 eligible entities	Fall 2016	Susan Morales 206-553-7299 Morales.Susan@epa.gov
Cleanup	\$200K/site, up to 3 sites (requires 20% cost share)	Fall 2016	same as above
Assessment and/or cleanup	\$1M (requires 20% cost share). At least 60% must be used to implement a RLF	Fall 2017	same as above
Planning	\$200K	Spring/Summer 2016	same as above
Site assessment	None specified	Ongoing	Joanne LaBaw 206-553-2594 labaw.joanne@epa.gov
Training	\$200K	Early 2017	Robert Tan 206-553-2580 Tan.Robert@epa.gov
<a href="http://www.hud.gov/offices/cpd/economicdevelopment/programs/bedi/bfieldfinance.cfm">http://www.hud.gov/offices/cpd/economicdevelopment/programs/bedi/bfieldfinance.cfm</a> <a href="http://portal.hud.gov/hudportal/HUD?src=/program_offices/sustainable_housing_communities">http://portal.hud.gov/hudportal/HUD?src=/program_offices/sustainable_housing_communities</a>			
Site assessment, cleanup, rehabilitation, site improvements, limited construction	Depends on needs/size of community (average project award ranges from \$200K - \$1M)	Ongoing	Doug Carlson 971-222-2612 Doug.Carlson@hud.gov
Site assessment, cleanup, rehabilitation, site improvements, limited construction	Up to five times the annual allocation less any outstanding loan amounts	Ongoing	same as above
Planning or implementation	Contact staff	Based on future appropriations	choiceneighborhoods@hud.gov
<a href="http://www.eda.gov/AboutEDA/Programs.xml">http://www.eda.gov/AboutEDA/Programs.xml</a>			
Construction, expansion or upgrade of essential public infrastructure and facilities that generate or retain private sector jobs and capital investment	No more than 50-80% of the total project cost with certain exceptions (average project award \$1.4M)	Quarterly - March, June, September, December	David Porter 503-326-3078 dporter@eda.doc.gov
Strategy development, infrastructure construction and revolving loan fund capitalization	No more than 50-80% of the total project cost with certain exceptions (average project award \$570K)	Quarterly - March, June, September, December	same as above
Technical assistance (project planning, economic analyses, feasibility studies, etc.)	No more than 50-80% of the total project cost with certain exceptions	Ongoing	same as above
Economic development planning assistance	No more than 50-80% of the total project cost with certain exceptions	Ongoing	same as above
<a href="http://www.rurdev.usda.gov/ProgramsAndOpportunities.html">http://www.rurdev.usda.gov/ProgramsAndOpportunities.html</a>			
Programs include Business & Cooperative Programs; Housing & Community Facilities; Water & Environmental Programs; Utilities; Community & Economic Development	Depends on program	Ongoing, except for competitive grant program	Visit <a href="http://offices.sc.egov.usda.gov/locator/app">offices.sc.egov.usda.gov/locator/app</a> to find your local representative.

Program Name	Type	Who is Eligible	Site Eligibility
<b>Oregon Department of Environmental Quality (ODEQ):</b>			
<i>Brownfields Program - Site Specific Site Assessments</i>	Technical Assistance	Public and quasi-public entities; nonprofits	Any site to promote redevelopment or property transfer
<b>Oregon Business Development Department (OBDD or Business Oregon):</b>			
<i>Oregon Coalition Brownfields Cleanup Fund</i>	Grant & Loan	Individuals, businesses, nonprofits, prospective purchasers, municipalities, special districts, ports or tribal governments that are not a potentially responsible party	Any brownfield (not Superfund site); cleanup must be associated with redevelopment
<i>Brownfields Redevelopment Fund</i>	Grant & Loan	Individuals, businesses, nonprofits, prospective purchasers, municipalities, special districts, ports or tribal governments	Any brownfield - project must be associated with redevelopment
<i>Industrial Site Certification</i>	Loan/Grant	Property Owner / Municipality	Qualified and enrolled in Industrial Site Certification program
<b>Oregon Housing &amp; Community Services (OHCS):</b>			
<i>Various Funding for Multi-family Housing</i>	Grant, Loan & Tax credits	Depends on program - may include developers, owners, nonprofits, cities & counties	N/A
<b>Oregon Department of Land Conservation &amp; Development (DLCD):</b>			
<i>Transportation &amp; Growth Management</i>	Matching Grants	Cities, counties, COGs, tribal governments, MPOs, coalitions of the above	Any site
<i>Technical Assistance Grants</i>	Grants & Technical assistance	Cities, counties, regional planning agencies, COGs, recognized tribal governments, coalitions of the above	Any site
<i>Coastal Management</i>	Grant	Coastal governments, COGs, MPS, coalitions of the above	Oregon Coastal areas
<b>Oregon Parks &amp; Recreation Department:</b>			
<i>County opportunity, Land and Water Conservation Fund, Local Government, Recreational Trails, Heritage Programs</i>	Grant	Nonprofits; cities, county and tribal governments; state agencies; park & recreation districts; port districts	Acquisition, planning and development for land, recreation and parks



Eligible Costs	Amount Per Site	Deadline	Website/Contact
<a href="http://www.deq.state.or.us/lq/cu/brownfields/assessments.htm">http://www.deq.state.or.us/lq/cu/brownfields/assessments.htm</a>			
Phase I ESAs, site specific assessment & limited removals	Equivalent to \$35,000 depending on site & type of work needed (flexible)	Ongoing	Gil Wistar 503-229-5512 wistar.gil@deq.state.or.us
<a href="http://www.oregon4biz.com/Business-financing-resources/Oregon-Finance-Programs/Brownfields-Redevelopment-Fund">http://www.oregon4biz.com/Business-financing-resources/Oregon-Finance-Programs/Brownfields-Redevelopment-Fund</a>			
Cleanup	Primarily a revolving loan program. Funding up to \$1M, with a 20% cost share	Ongoing	Karen Homolac 503-986-0191 karen.homolac@biz.state.or.us
Site assessment, cleanup	Primarily a loan program; grants awarded on a case by-case basis	Ongoing	same as above
Site specific assesment and mitigation costs directly related to Industrial Site Certification	Site/Need Specific	Ongoing	Sierra Gardiner 503-689-0119 sierra.gardiner@biz.state.or.us
<a href="http://www.oregon.gov/ohcs/Pages/agency-programs-directory-list.aspx">http://www.oregon.gov/ohcs/Pages/agency-programs-directory-list.aspx</a>			
Varies depending on program. May include acquisition, development, planning, construction and pre-development costs	Depends on program	Varies on program	Don.Herman@oregon.gov, Grants programs 503.986.2082 Carol.Kowash@oregon.gov, Tax credits 503.986.2036
<a href="http://www.lcd.state.or.us/LCD/grants.shtml">http://www.lcd.state.or.us/LCD/grants.shtml</a>			
Transportation system & integrated land use planning, not limited to corridor plans, specific development, redevelopment plans, land use & transportation plans, infill & redevelopment strategies, detailed development design	Contact staff	June 10 2016	Cindy Lesmeister 503-986-4349 cindy.l.lesmeister@odot.state.or.us
To complete projects that update and modernize comprehensive plans, land use ordinances, development codes and other planning regulations. Priorities are: economic development, streamlining planning processes, natural hazards planning, updating codes to comply with changes in state law, infrastructure finance planning	Contact staff	Fall 2017	Varies by region <a href="http://www.oregon.gov/LCD/pages/repelist.aspx">http://www.oregon.gov/LCD/pages/repelist.aspx</a>
Planning for high priority coastal resources such as GIS information development & mapping for local needs, GIS training & software for planners, riparian habitat inventories, & buildable lands inventories	Above \$3,000	Ongoing	Patrick.Wingard@state.or.us, North 503-812-5448 Dave.Perry@state.or.us, South 541-574-1584
<a href="http://www.oregon.gov/OPRD/GRANTS">http://www.oregon.gov/OPRD/GRANTS</a>			
Planning, land acquisition and development of public recreation facilities, campgrounds and trails - details vary by program	Up to \$500K. Match required	Varies by program	jan.l.hunt@oregon.gov, Grants Division Manager 503.986.0705

Program Name	Type	Who is Eligible	Site Eligibility
<b>Foundations:</b>			
There are a variety of foundations through which you can receive funding for brownfield projects. While a fund may not directly state "site assessment" or brownfield cleanup" under the eligible costs, keep an eye out for areas such as community development, health, the environment, economic opportunity, etc. If you have a specific redevelopment project planned, look for funding for that kind of development (affordable housing, infrastructure, parks, etc). Foundation directories are very helpful for finding funding opportunities, including the <a href="http://www.foundationcenter.org">www.foundationcenter.org</a> and <a href="http://www.tgci.com">www.tgci.com</a> . <a href="http://www.fundersnetwork.org">www.fundersnetwork.org</a> provides a list of foundations working on issues of smart growth and development.			
<i>Bill Healy Foundation</i>	Grant	Nonprofit	NA
<i>Bank of the Cascades</i>	Grant	Nonprofit	NA
<i>Jubitz Family Foundation</i>	Grant	Nonprofit	NA
<i>Ford Family Foundation</i>	Grant	Rural; smaller communities with demonstrated needs	NA
<i>Meyer Memorial Trust (offers Funding Finder tool to find a program that matches needs)</i>	Grant, Loan, Technical assistance	Nonprofit	NA
<i>Weyerhaeuser Giving Fund</i>	Grant	Nonprofit; Public education institutions or government entities qualified under IRS Section 170(c)(1)	Lane County; Linn County; or fill out online application form
<b>New Markets Tax Credits (NMTC) and Community Lenders:</b>			
<i>Shared Capital Cooperative</i>	Loan, equity, tax credit	Nonprofits, businesses and organizations in low-income communities or areas of economic stress	Qualifying low-income census tract/ site in area of economic distress.
<i>CASA of Oregon</i>	Loan, equity, tax credit	Nonprofits, businesses and organizations in low-income communities or areas of economic stress	Qualifying low-income census tract/ site in area of economic distress.
<i>Nehemiah Community Reinvestment Fund, LLC</i>	Loan, equity, tax credit	For profit; nonprofit; government including tribes	Low-income census tract and/or serve a majority of people at or below 80% AMI
<i>United Fund Advisors: New Markets Tax Credits, Historic Tax Credits, Renewable Energy</i>	Loan, equity, tax credit	For profit; nonprofit; government including tribes	Qualifying low-income census tract as defined by CDFI Fund Dept. Treasury
<i>Craft3 - Business and Nonprofit Loans; Clean Energy Loans; Conservation Loans</i>	Loan	Businesses; nonprofit.	Any site
<i>Rural Community Assistance Corporation (RCAC)</i>	Loan, Equity, Technical assistance	Rural, local government, nonprofit, Native American	Depends on program

Eligible Costs	Amount Per Site	Deadline	Website/Contact
Environmental conservation	\$1,000 - 75,000	December	info@billhealyfoundation.org 503-222-1899
Improving the quality of life for families and individuals; Providing educational opportunities for children and adults; and Building the infrastructure of the community through economic development projects	Contact staff	Ongoing	David Eldred, President of the Board of Directors deldred@botc.com.
Environmental stewardship, with an emphasis on rivers & their watershed ecosystems	\$20K max	Fall 2016	Sybil Ackerman-Munson, Program Advisor, Conservation sybil@jubitz.org
Rural Capital projects, Good Neighbor grants, technical assistance	\$50k-\$250k	Ongoing	Nancy Straw, Director - Community & Economic Development 541.957.5574 nstraw@tfff.org
Areas include: affordable housing, education, the environment and supporting a resilient social sector	Varies	Building Community: May 23 Healthy Environment: June 6 Housing Opportunities: May 9	Candy Solovjovs Director of Programs candy@mmt.org
Affordable housing & shelter; education & youth development; environmental stewardship; human services, civic & cultural growth	Varies	8/31/2016	anne.leyva@weyerhaeuser.com or karen.veitenhans@weyerhaeuser.com www.weyerhaeuser.com/Sustainability/People/Communities/WeyerhaeuserGivingFund
<a href="http://www.cdfifund.gov/awardees/db/index.asp">http://www.cdfifund.gov/awardees/db/index.asp</a>			
Business, Housing, Microenterprise	Varies	Ongoing	Joe Riemann, Associate Director 612-767-2124 joe@sharedcapital.coop
Business, Community Facilities, Consumer, Housing, Microenterprise, Real Estate, and other	Varies	Ongoing	Peter Hainley, Executive Director 503.537.0319 x311 phainley@casaoeforegon.org
Planning, assessment, cleanup, design/engineering, construction, feasibility study, acquisition, demolition, abatement, etc.	\$50K to \$1.5M	Ongoing	Mary Ackman 916-231-5246 mackman@ncrfund.org www.ncrfund.org
Planning, assessment, cleanup, design/engineering, construction, feasibility study, acquisition, demolition, abatement, etc.	Minimum \$5M; average \$10M-\$15M	Ongoing	Chris Hasle 503.546.2643 chris@unitedfundadvisors.com
Acquisition, new construction, and rehab of real estate; Equipment.	\$5,000 to \$5M, depends on program	Ongoing	Varies by location: <a href="http://www.craft3.org/Contact">http://www.craft3.org/Contact</a>
Housing, environmental infrastructure & community facilities	Contact staff	Ongoing	Chris Marko 503-228-1780 cmarko@rcac.dot.org <a href="http://www.rcac.org/oregon">http://www.rcac.org/oregon</a>



# CENTER FOR CREATIVE LAND RECYCLING

RECLAIM. CONNECT. TRANSFORM.

The Center for Creative Land Recycling is the only national non-profit organization solely dedicated to catalyzing the redevelopment of contaminated or underutilized land by applying specialized knowledge to accelerate results-focused, community-driven revitalization. For the past twenty years, we've worked with communities and infill developers to provide guided navigation and hands-on assistance to unblock obstacles and realize the benefits of redevelopment. Learn more about our work at [www.cclr.org](http://www.cclr.org). Find us on Facebook or on Twitter @LandRecycling.

*Many thanks to our generous hosts & partners!*



Center for Creative Land Recycling

200 Frank Ogawa Plaza, Floor 5, Oakland CA 94614 | 415.398.1080 | [www.cclr.org](http://www.cclr.org) | [info@cclr.org](mailto:info@cclr.org)

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