

1. Your Name: Clark Henry		
2. Your Title: Owner		
3. The Entity(ies) You are Representing: CIII Associates LLC		
4. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes	No X
5. Please list any Federal grants or contracts, or contracts or payments originating with a foreign government, that you or the entity(ies) you represent have received on or after January 1, 2013. Only grants, contracts, or payments related to the subject matter of the hearing must be listed. None.		
6. Please attach your curriculum vitae to your completed disclosure form.		

Signature: 

Date: 4/19/2016

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## WORK EXPERIENCE:

January 2013 – Present

**CIII ASSOCIATES LLC**  
President

CIII Associates (CIII) provides urban planning, development and revitalization services to public agencies, business, community based and other organizations. With strategic expertise in brownfield redevelopment CIII emphasizes realizing economic development, smart growth, and resilient community revitalization through strategic and meaningful stakeholder engagement and actionable strategies. As President, responsibilities are to oversee every aspect of the company including but not limited to business development, project management, marketing, partnerships, and contract management.

CIII structures multi-disciplinary teams of planners, architects, landscape architects, economic development, engineering, environmental, and public engagement professionals tailored to the needs of each project. We approach each project with the understanding that the principles of smart growth, sustainability, and economic development are complimentary. Our services including but not limited to the following:

- Project management and leadership
- Community visioning
- Implementation oriented revitalization strategies
- Brownfield redevelopment frameworks and guides
- Facilitated interagency and intra-organizational discussions
- Strategic meeting facilitation

## **Notable Projects:**

- ***Brownfield Area Wide Planning (BFAWP)*** – CIII is led a BFAWP project in Deschutes County, OR focused on a brownfield impacted corridor in the town of Redmond, OR and building the capacity of the County to provide brownfield assistance to stakeholders. The project is funded through a US Environmental Protection Agency (EPA) brownfield assessment grant. (2014-2015)
- ***BFAWP*** – CIII led the creation of the Southwest Hickory Revitalization Strategy in the City of Hickory, NC. Work included stakeholder engagement, development of conceptual development plans, market analysis, and an implementation plan. (2015)
- ***Gas Station Revitalization Strategies in St Louis, Missouri*** – CIII provided revitalization strategies for three brownfield properties in St. Louis, Missouri including stakeholder engagement, market analysis, conceptual renderings, assets/barriers analysis, resource identification, and recommendations for next steps. (2013)
- ***Neighborhood Planning for Healthy Aging*** – CIII worked with the EPA Office of Sustainable Communities on a Building Block project for the Seneca Nation of Indians. This included facilitating a workshop, conducting research, and providing report/memorandum outlining next steps for the Seneca Nation of Indians to ensure a planned senior housing project is developed to maximize walkability and healthy living for the nation's elders. (2013)

- ***Rooftop Solar Photovoltaic (PV) Case Studies and Solar Roadmaps*** – CIII is conducted research and authored case studies for the US Department of Energy (DOE) on six cities' efforts to facilitate rooftop solar PV. CIII is then compiling these and 22 other case studies into a summary document highlighting best practices, common themes, and lessons learned. (2014). CIII is also supporting DOE's SunShot Initiative and creating baseline assessments of local municipalities' planning and permitting process to create a Solar Roadmap to help them become more efficient at facilitating rooftop solar PV in their community. (2015- 2016)

**August 2013 – 2015**

**CAPE FEAR COMMUNITY COLLEGE**

**Instructor**

This position includes teaching one course, Environmental Law 226. This course provides an introduction to environmental laws and regulations at the federal, state, and local level emphasizing their influence on the economic, social, and natural environments. In addition to community college students it is eligible for credit to students at the University of North Carolina Wilmington.

**July 2010 – January 2013**

**SRA INTERNATIONAL**

**Senior Planner**

This position is primarily responsible for providing brownfield, smart growth and sustainability oriented technical assistance to municipalities and community based organizations across the US. This is provided under contracts with the Environmental Protection Agency's Office of Brownfields and Land Revitalization, and Office Sustainable Communities (aka Smart Growth). The goal is to help clients overcome brownfield and other planning and technical challenges to realize economic development, environmental, land use, housing, greenspace, and transportation related goals. To this end, assistance includes evaluation and recommendation regarding the assistance recipients' organizational and financial capacity to implement their plans.

Secondarily, this position also supports the development of technical reports, guidebooks, and promotional initiatives in support of brownfield revitalization, renewable energy, climate change, and environmental justice goals of the Environmental Protection Agency. Communication and collaboration with elected officials, development interests, businesses and business interest groups, community-based organizations, businesses, citizens, and municipal staff is a critical function.

This position also works with brownfield leaders and stakeholders across the country to facilitate dialogue that advances brownfield revitalization practice. This is done through supporting the planning and execution of the EPA sponsored National Brownfield Conference and Western Brownfield Workshops, for which SRA is the prime contractor.

### **Project Management**

- Scope projects which includes extensive communication with client and assistance recipients to define their needs and propose strategies to meet them. Build and manage the team to provide the assistance.
- Develop budgets that maximize efficiency and effectiveness. Budget tracking is performed throughout each project; ensuring budgets are met and on work is completed on time.
- Track work progress of internal staff and subcontracting teams; ensuring deadlines are established and expectations met.

- Provide quality assurance review of all deliverables prior to client delivery through regular internal product review to ensure high quality outcomes.
- Write technical reports including economic development strategies, communication plans, strategic guidance, and project summary reports.
- Manage contracts with subcontractors, establishing expectations, budgets, schedules, milestones and deliverables.
- Manage various contracts and assignments with our main client. This includes extensive communication to develop scopes of work, budgets, schedules, establishing performance expectations, milestones, and deliverables.
- Represent company and client interests by making formal presentations at national conferences to promote the projects themselves and share relevant information that brings economic development and land use planning forward.
- Lead public engagement initiatives, facilitates workshops, charrettes, and other information gathering and sharing forums.
- Provide support on client's renewable energy initiative REpowering America's Land Initiative
- Participate regularly in proposal writing serving as technical lead, subject matter expert, team member, market research, and document reviewer.
- Assist in organizing and implement large national brownfield conference (approx 5000 attendees) and smaller more focused regional brownfield workshops.
- Successfully manage work assignments and task orders and budgets with the federal government under a master contract, ensuring compliance with federal spending guidelines and specific authorities under which the funding was issued.
- Lead an internal technical assistance team, coordinating information sharing, best practices, and increasing our capacity to provide the highest quality technical assistance related to smart growth, sustainability, planning, economic development and brownfield redevelopment.

### **Notable Projects**

- Lead planning and smart growth projects for municipalities awarded by the Environmental Protection Agency office of Brownfield and Land Revitalization (OBLR) and Office of Sustainable Communities (OSC); includes two of the first Partnership for Sustainable Communities grants - EPA Brownfield PSC Pilots
  - ***EPA Brownfield Area Wide Planning (BF AWP)*** – Under direction from the EPA's Office of Brownfield and Land Revitalization, provides technical assistance to EPA BF AWP grantees, including document review and recommendations, communication tools, resource development, and specific assistance such as a funding charrette, organizational capacity building, and sustainable stormwater guidance.
  - ***Boston, Massachusetts*** – Managed all aspects of project scoping, communications, staff and subcontractor management. Assistance was provided through EPA to a collaborative of Community Development Corporations, providing technical guidance and tools, and community engagement to address brownfields for Transit Oriented Development, affordable housing, and Greenspace including a prioritization tool for selecting sites for development as housing, parks, or commercial uses. Made presentations at community meeting regarding increased density related to upcoming development and recorded community concerns for the developer to consider; and developed a site plan and development design for a mixed-use, Transit Oriented Development near a commuter rail station.
  - ***Iowa City, Iowa*** – Managed all aspects of assistance to Iowa City including project scoping, staff and subcontractor management, and client communications. Assistance included a conceptual

land use plan for a 10 square block, underutilized, brownfield impacted area on the south side of downtown Iowa City. The plan includes recommendations and designs for improved transportation network, open spaces, increased mixed use housing and commercial space, future light rail transit stations, and constructed wetlands, all planned to accommodate future flooding from the Iowa River. This was complemented by a basic strategy for the City to tackle the brownfield obstacles in the area.

- **Saginaw, Michigan** – Managed all aspects of project scoping, staff and subcontractor management, client communications, quality assurance, and project delivery. Assistance was provided to the City of Saginaw and the Saginaw Land Bank to develop a strategy for “rightsizing” a district in the northeast corner of Saginaw referred to as the Green Zone. The Green Zone is anticipated to be 95% vacant within the next 5 years and is a brownfield impacted community. The strategy focused on a decision making framework for removing grey infrastructure and replacing it with green infrastructure until such time that long term plans for the district are developed.
- **Sutherland, Nebraska** – Developed a strategy for reclaiming former gasoline station sites (brownfields) as the catalyst to achieve broad economic development goals for the Village of Sutherland including business retention and attracting new investment. This is a traditional American Main Street styled setting in a village of just over 3000 residents. The strategy included actions to capture a share of the local, regional, and tourist based economy.
- **Fresno, California** - Conducted brownfield and smart growth workshops for community groups and citizens in the disinvested community of West Fresno. This culminated in a strategy catered to West Fresno that uses the collaborative strengths and resources of existing community organizations to work with business and government to bring investment back for near and long term economic development and improved environmental conditions.

**July 2001 – May 2010**

**CITY OF PORTLAND, OREGON**  
Program Manager

This position is responsible for overall management and growth of the City of Portland Brownfield Program, utilizing multiple funding sources, managing contractors, negotiating agreements, and overseeing staff to facilitate the assessment and remediation of brownfield properties citywide to allow for development. Projects and experience range from watershed protection to large scale industrial developments. All projects involve coordination of multiple stakeholder interests, budgets, schedules and various project needs specific to brownfields. Under my management the program grew from very humble beginnings to a budget of over \$2 million, full time staff and significant political support.

**Brownfield Investment Fund** – \$500,000 remediation loan fund (*Created and implemented under my management*)

**Brownfield Assessment Grants** – Grant program to provide environmental assessments to private and public property owners.

**Regulatory Shelter** – Provides guidance and assistance to property owners for meeting regulatory requirements and achieving site closure in a timely and economically efficient manner. (*Created under my management*)

## **Other notable projects:**

- St. Johns Brownfield Project - Initiated and executed the first property ownership project of the program that included acquiring a property, conducting environmental assessments, remediation, and public visioning to determine local priorities for the land then management of a process to realize that vision.
- Groundwork Portland - Co-found and provide technical and financial support to a community based non-profit organization called Groundwork Portland ([www.groundworkportland.org](http://www.groundworkportland.org)) whose mission is to reclaim brownfield properties for use as natural areas, parks, gardens and other community based uses.

## ***Program Management***

- Coordinate activity with multiple stakeholders including community groups, developers, citizens, and city, county, regional, state, and federal governments.
- Recruit or select, supervise, and evaluate staff
- Oversee the development of outreach and educational materials
- Develop and manage budget
- Develop and implement strategies for program growth.
- Ensure consistency with city, county, regional, state and federal objectives
- Communicate and coordinate with elected officials
- Develop relationships with and between community partners
- Develop Requests For Proposals, select and manage contractors
- Coordinate Brownfield Advisory Committee
- Represent program at regional, state and national brownfield events
- Participate on several advisory committees which includes serving as chair to the Metro Brownfield Task Force, member of the City of Portland economic development policy work group, and more (available upon request)
- Lead partner assisting in managing the planning efforts of Groundwork Portland, a community-based greenspaces initiative
- Manage website [www.brownfield.org](http://www.brownfield.org)
- Coordinating environmental assessment and remediation activity
- Manage several projects simultaneously
- Identify, recruit and provide services to public, private and nonprofit property owners and developers
- Contract with consultant/contractors for environmental services
- Provide technical assistance to property owners regarding environmental, regulatory and technical dynamics of brownfield redevelopment
- Comply with federal EPA and DEQ requirements
- Quarterly reporting

## ***Resource Development and program growth***

- Grant writing
- Budget management
- Secure Bureau and City resources through regular budgeting processes
- Research and implement revenue generating activity

## ***Event coordination***

- State Brownfield conferences
- National Brownfield conference 2003
- Western Regional Brownfields Workshops
- Other related events such as environmental health forums

**FEB –JUNE 2001**

**BUSINESS IMPROVEMENT DISTRICT PILOT PROGRAM FOR  
HAWTHORNE BOULEVARD; INTERN COORDINATOR**

***Data Gathering/Research***

- Researched best practices of other business districts
- Created survey and informational brochures as well as an informational packet for Hawthorne Boulevard business owners about Business Improvement Districts.

***Outreach***

- Presented to neighborhood associations
- Conducted mailings, meetings and phone calls to business owners.

***Managed interns***

- Recruited, trained and supervised nine student interns hired to conduct interviews and surveys.

**FEB – JUNE 2000**

**SCHOOL OF URBAN STUDIES AND PLANNING: PORTLAND STATE  
UNIVERSITY; ADMINISTRATIVE STAFF**

- Provided general support to Urban Studies faculty and staff
- Performed traditional office duties including communication with the public
- Created and implemented a database and mailing used to recruit minority students for the School of Urban Studies and Planning
- Organized office, filed paperwork, answered phones, and mailed communications

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**EDUCATION**

***Masters of Urban and Regional Planning (MURP) – Land use specialization-*** Portland State University

- Board member Oregon Chapter of the American Planning Association 2000-2001 (student representative position)

***Bachelor of Arts in Community Development; Housing and Economic Development Specialization -*** Portland State University

- Student representative to Faculty Committee and Executive Committee
- Vice President and Co-founder of the Community Development Club

**AWARDS**

**Environmental Protection Agency Region 10 - 2003 National Brownfield Conference Champion Award**  
**City of Portland Bureau of Environmental Services –2006 & 2008 Value Statement Award**

**PRESENTATIONS (Notable)**

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- 2013 American Planning Association North Carolina Chapter annual conference – Brownfields as Implementation Based Planning
  - 2012 American Planning Association North Carolina Chapter annual conference – Brownfields As Assets
  - 2012 New Partners for Smart Growth - Reclaiming The Golden West Side
  - 2008 National Brownfield Conference –(1) Interim Reuses and (2) Brownfield Horror Stories
  - 2007 Western Brownfield Workshop – Creating a Sustainable Brownfield Program, and Brownfields
- 101

- 2007 State of Oregon Brownfield Conference - Environmental Justice – Involving Neighborhoods, Handling Change
- 2006 National Brownfield Conference - Creating Community: Redevelopment By Nonprofit Organizations
- 2006 EPA Western Brownfield Workshop – Things an EPA Grantee Should Consider –A local Government Perspective
- 2006 Restoring Greenspace – Ecological Reuse of Contaminated Properties conference – Urban Greenspace, A Portland, Oregon Perspective
- 2005 State of Oregon Brownfield Conference – Redeveloping Small and Rural Sites
- 2003 National Brownfield Conference – (Organizer/Moderator) Oregon Land Use System

## **INVOLVEMENT**

**Cape Fear Community College:** Sustainable Technologies Advisory Committee (2010 – current)

**Wilmington Downtown Inc:** Board member and DREAM Committee member (current)

**American Planning Association (APA):** Sustainable Community Planning (SCP) Group newsletter Committee (January 2013 – current); and SCP group organizing committee member (2012 - 2013)

**Groundwork Portland:** Founding member and community partner (2006 – 2010)

**Oregon Alliance for Land Use and Affordable Housing):** Founding board member and board member (2001 -2004)

**Protocol for Assessing Community Excellence in Environmental Health:** Organizing and membership committee member, grant writing team, and public partner (2000 – 2005)

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