



# FEDERAL RESERVE BANK OF MINNEAPOLIS

*Pursuing an economy that works for all of us*

**Chris P. Wangen**  
ASSISTANT VICE PRESIDENT

May 20, 2022

***Sent Via Email to [adam.cohen@stblaw.com](mailto:adam.cohen@stblaw.com) and [spencer.sloan@stblaw.com](mailto:spencer.sloan@stblaw.com)***

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Simpson Thacher & Bartlett LLP  
900 G Street, NW  
Washington, D.C. 20001

Dear Messrs. Cohen and Sloan:

The following relates to the application submitted by U.S. Bancorp (“USB”), Minneapolis, Minnesota, the parent of U.S. Bank National Association (“US Bank”), Cincinnati, Ohio, to acquire MUFG Union Bank, National Association (“Union Bank”), San Francisco, California, under section 3 of the Bank Holding Company Act. Please provide written responses to the items listed below and in the Confidential Annex:

1. Provide actual and pro forma balance sheets for USB, on a parent-only and consolidated basis, and for US Bank and Union Bank on a stand-alone and pro forma basis, as of March 31, 2022, and projections for the next three years of operations.
  - a. Provide explanatory detailed footnotes for the debit and credit adjustments.
  - b. Provide explanatory detailed footnotes for any carve-out adjustments.
  - c. If not reflected in the explanatory footnotes, provide supporting analysis for the valuation of the transaction.
2. Provide actual and pro forma income statements for USB, on a parent-only and consolidated basis, and actual for US Bank and MUFG Union Bank, on a stand-alone and pro forma basis, showing separately each principal source of revenue and expense for the period ending March 31, 2022, and projections for the next three years, when available. Your response should include relevant adjustments and explanatory detailed footnotes.
3. Provide actual and pro forma capital calculations for USB, US Bank, and Union Bank as of March 31, 2022, when available. Also, provide projected capital calculations for the next three years of operations. Your response should include relevant adjustments and explanatory detailed footnotes.
4. Provide liquidity metrics for USB as of March 31, 2022.

**E [chris.wangen@mpls.frb.org](mailto:chris.wangen@mpls.frb.org) P 612.204.5087 F 612.204.5114 1.800.553.9656**

90 HENNEPIN AVENUE, MINNEAPOLIS, MINNESOTA 55401 | [minneapolisfed.org](http://minneapolisfed.org)

5. Provide actual and pro forma cash flow statements for USB, on a parent-only basis, as of March 31, 2022, and projections for the next three years of operations.
6. Provide related asset quality ratios (with relevant calculations) for USB, US Bank, and Union Bank as of March 31, 2022. The asset quality analysis should include the following:
  - a. A breakdown of actual asset quality information for Union Bank as of March 31, 2022.
  - b. A breakdown of actual asset quality information for USB and US Bank as of March 31, 2022.
  - c. A breakdown of pro forma asset quality information for USB and US Bank as of March 31, 2022.
  - d. A focus on two separate elements: (i) criticized and classified assets, comprised of the four separate categories of other assets especially mentioned (“OAEM” or special mention), substandard, doubtful, and loss (with relevant components of other real estate owned (“OREO”) separately identified in each category), and (ii) nonperforming assets, comprised of the four separate categories of nonaccrual loans, restructured loans in compliance with their terms, OREO, and other repossessed assets. Also, separately provide the category of loans 90 days past-due.
  - e. Indicate what level of (i) criticized and classified assets, (ii) nonperforming assets, and (iii) loans 90 days past-due that may be affected by the purchase accounting adjustments and other known events. To the extent not explained elsewhere, discuss the basis and justification for such adjustments.
  - f. A calculation of relevant asset quality ratios; for example, the level of criticized and classified assets should be compared to the total amount of tier 1 capital and allowance for loan loss reserves, while the level of nonperforming assets should be compared to the total amount of gross loans and OREO. The numerator and denominator of each calculated ratio must be as of the same point in time. Also, the ratios should be calculated in connection with all actual and resulting pro forma columns.
  - g. The amount of criticized and classified assets should be either as confirmed by relevant examiners at a recent examination or as more recently determined by the applicant’s internal credit monitoring systems. Also, the breakdown provided for criticized and classified assets should encompass all such assets on the balance sheet, not just loans.
7. Provide actual and pro forma loan concentration metrics for US Bank and Union Bank as of March 31, 2022, prepared pursuant to SR Letter 07-1, *Interagency Guidance on Concentrations in Commercial Real Estate*.

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 3 of 23  
May 20, 2022

Please provide your response via E-Apps within eight business days of this letter. Any information for which confidential treatment is desired should be so labeled and separately bound in accordance with section 261.17 of the Board's Rules Regarding Availability of Information, 12 CFR 261.17. Please also send a copy of your response to the regulators listed below, and please provide a copy of the public portion of your response (together with any attachments) directly to the commenters listed below.

If you have any questions regarding this letter, you may contact Senior Mergers & Acquisitions Analyst Linda Anderson by email at [lindaa.anderson@mpls.frb.org](mailto:lindaa.anderson@mpls.frb.org).

Sincerely,



Chris P. Wangen

CPW/LAA

c:

Board of Governors  
Office of the Comptroller and the Currency  
U.S. Department of Justice, Antitrust Division  
Cindy Adams  
Tawanna A. Black  
Cynthia H. Breunig  
John Hope Bryant  
Brian Betts  
Norma P. Garcia  
Nicole Wardlaw  
Nicholas Weiner  
Naima McQueen  
Matthew Josephs  
Kenneth H. Thomas, Ph.D  
Jorge Franco  
Kevin Stein  
Jamie Buell  
John Wilgers  
Erin Rank  
David Mendoza  
Debora M. Bright-Laney  
Chancela Al-Mansour  
Brateil Aghasi  
Alfred E. Osborne, Jr., Ph.D

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 4 of 23  
May 20, 2022

Michael L. Lomax  
Chanchanit Martorell  
Susan Howard  
Rawan Elhalaby  
Ernesta Johnson  
Renay Dossman  
Paul Hogarth  
Doni Tadesse  
Williams M. Cunningham  
Richard Girling  
Kellie George  
Chineta Goodjoin  
Matthew Lee, Esq.  
Jordan Rosenthal  
Jin Sung  
Michael Banner  
Joey Quinto  
Thomas P. Kilgannon  
Johanna Torres  
Elizabeth Schott  
Jennifer O'Farrell  
Joe Neri  
Michael Gossman  
Carla Vargas Jasa  
Tracey Bryan  
John I. Pray, Jr.  
Karen Johnson  
Lawrence Rosenberg  
Don Wells  
Bonni Pomush  
Megan Nehamen  
Tony S. Hamer  
Marsha Bailey  
Dennis J. Huang  
Marcus Owens  
Jeffrey S. Lesk  
Colleen Padilla  
Renee Sattiewhite  
Renay Dossman  
Dave Glaser  
Lenwood V. Long, Sr.  
Oliver L. Baines, III  
Philip Chen

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 5 of 23  
May 20, 2022

Dee Anne Everson  
Laura Archuleta  
Ismael Guerrero  
Stephanie Klasky-Gamer  
Faith Bautista  
Frank Altman  
Calvin L. Holmes  
Walter Harris  
Nancy Halpern Ibrahim  
Evelyn Stivers  
Richard Girling  
Gloria Bruce  
Elba Schilderout  
Chelsea Kirk  
Hyepin Im  
Heidi Pickman  
Robert Herrell  
Erika Toriz-Kurkjian  
Sherri Jackson  
Stephen Russell  
Andrew Matsas  
Michael Banner  
Rudy Espinoza  
Amie Fishman  
Erin McElroy  
Sanford Livingston  
Sharon Kinlaw  
Roberto Barragan  
Leo Goldberg  
William M. Cunningham  
Quentin D. Strobe  
Lyda Eddington  
Michael A. Ocasio  
Leo Goldberg  
Debra Gore-Mann  
Nick Weiner  
Frank Altman  
Mark Stivers  
Al Pina  
John Gamboa  
Paulina Gonzalez-Brito  
Kevin Stein  
Marcia Griffin

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 6 of 23  
May 20, 2022

Dina Harris  
Ruben Guerra  
Marcos Morales  
Jules Dunham Howie  
Kelvin W. Perry  
Steve Figueroa  
Darrel Saucedo  
Bertha Garcia  
Joey Quinto  
Jose Antonio Ramirez  
Adam Briones

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 7 of 23  
May 20, 2022

**ATTACHMENT**  
U.S. Bancorp, Minneapolis, Minnesota

Please send a copy of your response to the following regulators:

Mr. John O'Brien  
Licensing Manager  
Office of the Comptroller of the Currency  
425 S. Financial Place, Suite 2700  
Chicago, IL 60605  
[largebanks@occ.treas.gov](mailto:largebanks@occ.treas.gov)  
[jason.almonte@occ.treas.gov](mailto:jason.almonte@occ.treas.gov)  
[patricia.roberts@occ.treas.gov](mailto:patricia.roberts@occ.treas.gov)

Attorney General  
U.S. Department of Justice  
Antitrust Division  
Defense, Industrials, and Aerospace Section/Banking Unit  
Liberty Square Building Suite 8700  
450 Fifth Street, N.W.  
Washington, DC 20530  
[antitrust.bank@usdog.gov](mailto:antitrust.bank@usdog.gov)  
[shannon.mulligan@usdog.gov](mailto:shannon.mulligan@usdog.gov)  
[erin.grace@usdog.gov](mailto:erin.grace@usdog.gov)

Ms. Cindy Adams  
President and CEO  
United Way of the Columbia-Willamette  
619 SW 11<sup>th</sup> Avenue  
Portland, OR 97205  
(No email address)

Ms. Tawanna A. Black  
Founder & CEO  
Center for Economic Inclusion  
370 Wabasha Street N, Suite 900  
Saint Paul, MN 55102  
E-mail: [tblack@centerforeconomicinclusion.org](mailto:tblack@centerforeconomicinclusion.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 8 of 23  
May 20, 2022

Ms. Cynthia H. Breunig  
President & CEO  
Girl Scouts of San Geronimo Council  
1751 Plum Lane  
Redlands, CA 92374  
E-mail: [Chbreunig@gssgc.org](mailto:Chbreunig@gssgc.org)

Mr. John Hope Bryant  
Chairman, Founder & CEO  
Operation HOPE  
HOPE Global Headquarters  
191 Peachtree Street, NE, Suite 3840  
Atlanta, GA 30303  
E-mail: [john.bryant@operationhope.org](mailto:john.bryant@operationhope.org)

Mr. Brian Betts  
President, CFO  
Operation HOPE  
HOPE Global Headquarters  
191 Peachtree Street, NE, Suite 3840  
Atlanta, GA 30303  
E-mail: [brian.betts@operationhope.org](mailto:brian.betts@operationhope.org)

Ms. Norma P. Garcia  
Policy Counsel  
Mission Economic Development Agency  
E-mail: [ngarcia@medasf.org](mailto:ngarcia@medasf.org)

Ms. Nicole Wardlaw  
Interim National Director of Philanthropic Initiatives  
College Track Sacramento  
2450 Alhambra Blvd.  
Sacramento, CA 95817  
E-mail: [nwardlaw@collegetrack.org](mailto:nwardlaw@collegetrack.org)

Mr. Nicholas Weiner  
Director  
Committee for Better Banks  
E-mail: [nweiner@cwa-union.org](mailto:nweiner@cwa-union.org)



Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 9 of 23  
May 20, 2022

Ms. Naima McQueen  
Executive Director  
Alliance for Community Development  
2323 Broadway  
Oakland, CA 94612  
E-mail: [naima@alliancecd.org](mailto:naima@alliancecd.org)

Mr. Matthew Josephs  
Senior Vice President for Policy  
Local Initiatives Support Corporation  
E-mail: [mjosephs@lisc.org](mailto:mjosephs@lisc.org)

Mr. Kenneth H. Thomas, Ph.D  
The CRA Handbook  
6255 Chapman Field Drive  
Miami, FL 33156  
E-mail: [Ken@CRAHandbook.com](mailto:Ken@CRAHandbook.com)

Mr. Jorge Franco  
Co-Chairman and Chief Executive  
U.S. Economic and Workforce Leadership Coalition  
1455 Pennsylvania Ave, Suite 1400  
Washington, DC 20004  
E-mail: [Jorge@hccw.org](mailto:Jorge@hccw.org)

Mr. Kevin Stein  
Chief of Legal and Policy  
California Reinvestment Coalition  
E-mail: [kstein@calreinvest.org](mailto:kstein@calreinvest.org)

Ms. Jamie Buell  
Research Analyst  
California Reinvestment Coalition  
E-mail: [jbuell@calreinvest.org](mailto:jbuell@calreinvest.org)

Mr. John Wilgers  
President & CEO  
Greater Twin Cities United Way  
E-mail: [John.Wilgers@gtcuw.org](mailto:John.Wilgers@gtcuw.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 10 of 23  
May 20, 2022

Ms. Erin Rank  
President & CEO  
Habitat for Humanity LA  
8739 Artesia Blvd  
Bellflower, CA 90706  
E-mail: [erank@habitatla.org](mailto:erank@habitatla.org)

Mr. David Mendoza  
Project Director  
Fresno Native American & Business Development  
Center and Minority Business Development Center  
E-mail: [dmendoza@asianinc.org](mailto:dmendoza@asianinc.org)

Ms. Debora M. Bright-Laney  
Real Estate Broker  
Vice President  
Multi-Cultural Real Estate Alliance for Urban Change  
E-mail: [debora@deborabrightlaney.com](mailto:debora@deborabrightlaney.com)

Ms. Chancela Al-Mansour  
Executive Director  
Housing Rights Center  
3255 Wilshire Blvd, Suite 1150  
Los Angeles, CA 90010  
E-mail: [calmansour@housingrightscenter.org](mailto:calmansour@housingrightscenter.org)

Ms. Brateil Aghasi  
CEO  
WisePlace  
1411 N. Broadway  
Santa Ana, CA 92706  
E-mail: [baghasi@wiseplace.org](mailto:baghasi@wiseplace.org)

Mr. Alfred E. Osborne, Jr., Ph.D  
Senior Associate Dean and Professor  
Faculty Director, Price Center for Entrepreneurship, and Innovation  
110 Westwood Plaza, Suite F405  
Los Angeles, CA 90095  
E-mail: [al.osborne@anderson.ucla.edu](mailto:al.osborne@anderson.ucla.edu)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 11 of 23  
May 20, 2022

Mr. Michael L. Lomax  
President & CEO  
United Negro College Fund, Inc.  
E-mail: [Lodriguez.Murray@UNCF.org](mailto:Lodriguez.Murray@UNCF.org)

Ms. Chanchanit Martorell  
Executive Director  
The Thai Community Development Center  
6376 Yucca Street, Suite B  
Los Angeles, CA 90028  
E-mail: [chancee@thaicdc.org](mailto:chancee@thaicdc.org)

Ms. Susan Howard  
1121 Lincoln Avenue  
Pasadena, CA 91103  
E-mail: [drawoh7@gmail.com](mailto:drawoh7@gmail.com)

Ms. Rawan Elhalaby  
Associate Director, Economic Equity  
The Greenlining Institute  
360 14<sup>th</sup> Street, 2<sup>nd</sup> Fl  
Oakland, CA 94612  
E-mail: [rawane@greenlining.org](mailto:rawane@greenlining.org)

Ms. Ernesta Johnson  
Director of Development and Community Affairs  
Neighborhood House Association  
5600 Copley Drive  
San Diego, CA 92111  
E-mail: [eijohnson@neighborhoodhouse.org](mailto:eijohnson@neighborhoodhouse.org)

Ms. Renay Dossman  
President  
Neighborhood Development Center  
625 University Ave. W  
Saint Paul, MN 55104  
E-mail: [EPluhar@NDC-MN.Org](mailto:EPluhar@NDC-MN.Org)

Mr. Paul Hogarth  
Campaign Director  
Daily Kos  
E-mail: [paul@dailykos.com](mailto:paul@dailykos.com)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 12 of 23  
May 20, 2022

Mr. Doni Tadesse  
Organizer  
California Reinvestment Coalition  
E-mail: [dtadesse@calreinvest.org](mailto:dtadesse@calreinvest.org)

Mr. William M. Cunningham  
Economist/CEO  
Creative Investment Research  
E-mail: [williamcunningham840@gmail.com](mailto:williamcunningham840@gmail.com)

Mr. Richard Girling  
Member  
San Francisco Public Bank Coalition  
E-mail: [rzgirling@gmail.com](mailto:rzgirling@gmail.com)

Ms. Kellie George  
Executive Director  
Opportunity Alliance Nevada  
E-mail: [Kellie@OpportunityAllianceNV.org](mailto:Kellie@OpportunityAllianceNV.org)

Rev. Chineta Goodjoin  
Pastor  
New Hope Presbyterian Church  
2580 W. Orange Ave.  
Anaheim, CA 92804  
E-mail: [chinetagoodjoin@yahoo.com](mailto:chinetagoodjoin@yahoo.com)

Mr. Matthew Lee, Esq.  
Executive Director  
Inner City Press/Fair Finance Watch  
E-mail: [lee@fairfinancewatch.org](mailto:lee@fairfinancewatch.org)

Mr. Jordan Rosenthal  
V.P. Spanish Outreach  
SCORE Orange County  
5 Hutton Centre Drive, Suite 900  
Santa Ana, CA 92707  
E-mail: [jordan.rosenthal@scorevolunteer.org](mailto:jordan.rosenthal@scorevolunteer.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 13 of 23  
May 20, 2022

Mr. Jin Sung  
Founder & Executive Director  
Oasis Center International  
206 W. 4<sup>th</sup> Street, Suite 430  
Santa Ana, CA 92701  
E-Mail: [jsung@oasiscenterintl.org](mailto:jsung@oasiscenterintl.org)

Mr. Michael Banner  
President and CEO  
Los Angeles LDC  
520 North LaBrea Avenue, Suite 108  
Inglewood, CA 90302  
E-mail: [mbanner@losangelesldc.com](mailto:mbanner@losangelesldc.com)

Mr. Joey Quinto  
Publisher  
CA Journal for Filipino Americans  
E-mail: [scoto@ccbbuilders.org](mailto:scoto@ccbbuilders.org)

Mr. Thomas P. Kilgannon  
President  
Freedom Alliance  
22570 Markey Court, Suite 240  
Dulles, VA 20166  
E-mail: [tom.kilgannon@freedomalliance.org](mailto:tom.kilgannon@freedomalliance.org)

Ms. Johanna Torres  
Community Worker  
California Rural Legal Assistance, Inc.  
126 North B Street  
Madera, CA 93638  
E-mail: [jtorres@crla.org](mailto:jtorres@crla.org)

Ms. Elizabeth Schott  
CEO  
Accessity  
404 Euclid Avenue, Suite 271  
San Diego, CA 92114  
E-mail: [eschott@accessity.org](mailto:eschott@accessity.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 14 of 23  
May 20, 2022

Ms. Jennifer O'Farrell  
Executive Director  
Big Brothers Big Sisters  
2155 Chicago Avenue, Suite 100  
Riverside, CA 92507  
E-mail: [jofarrell@iebig.org](mailto:jofarrell@iebig.org)

Mr. Joe Neri  
Chief Executive Officer  
IFF  
333 South Wabash Avenue, Suite 2800  
Chicago, IL 60604  
E-mail: [jneri@iff.org](mailto:jneri@iff.org)

Mr. Michael Gosman  
President & CEO  
Acts Housing  
2414 W. Vliet St.  
Milwaukee, WI 53205  
E-mail: [mgosman@actshousing.org](mailto:mgosman@actshousing.org)

Ms. Carla Vargas Jasa  
President & CEO  
Valley of the Sun United Way  
3200 East Camelback Road, Suite 375  
Phoenix, AZ 85018-2328  
E-mail: [cjasa@vsuw.org](mailto:cjasa@vsuw.org)

Ms. Tracey Bryan  
President & CEO  
The Bridge of Southern New Mexico  
E-mail: [TraceyBryan@thebridgeofsnm.org](mailto:TraceyBryan@thebridgeofsnm.org)

Mr. John I. Pray, Jr.  
Brig Gen (ret), USAF  
President & CEO  
Operation Homefront  
1355 Central Parkway South, Suite 100  
San Antonio, TX 78232  
E-mail: [john.pray@operationhomefront.org](mailto:john.pray@operationhomefront.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 15 of 23  
May 20, 2022

Ms. Karen Johnson  
President & CEO  
New Pathways for Youth  
901 East Jefferson St.  
Phoenix, AZ 85034  
E-mail: [kjohnson@NPFY.org](mailto:kjohnson@NPFY.org)

Mr. Lawrence Rosenberg  
Anaheim Ballet Executive Director  
Anaheim Ballet  
280 E. Lincoln Ave.  
Anaheim, CA 92805  
E-mail: [larryrosenberg@anaheimballet.org](mailto:larryrosenberg@anaheimballet.org)

Mr. Don Wells  
Chief Empowerment Officer  
Just in Time for Foster Youth  
4560 Alvarado Canyon Rd, Suite 2G  
San Diego, CA  
E-mail: [don@jitfosteryouth.org](mailto:don@jitfosteryouth.org)

Ms. Bonni Pomush  
CEO  
Working Wardrobes  
2100 E. McFadden, Suite 100  
Santa Ana, CA 92705  
E-mail: [bonnip@workingwardrobes.org](mailto:bonnip@workingwardrobes.org)

Ms. Megan Nehamen  
Executive Director  
Foothill Family Shelter, Inc.  
1501 W. 9<sup>th</sup> St. D.  
Upland, CA  
(No email address)

Mr. Tony S. Hamer  
1955 Broadway, #302  
San Francisco, CA 94109-2210  
E-mail: [tonyhamer@me.com](mailto:tonyhamer@me.com)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 16 of 23  
May 20, 2022

Ms. Marsha Bailey  
Women's Economic Ventures (WEV)  
Founder & CEO  
333 S. Salinas Street,  
Santa Barbara, CA 93103  
E-mail: [mbailey@wevonline.org](mailto:mbailey@wevonline.org)

Mr. Dennis J. Huang  
Executive Director & CEO  
Asian Business Association  
E-mail: [dennis@abala.org](mailto:dennis@abala.org)

Mr. Marcus Owens  
Executive Director  
African American Leadership Forum  
E-mail: [marcus@aalfc.org](mailto:marcus@aalfc.org)

Mr. Jeffrey S. Lesk  
President  
New Partners Community Solar Corp.  
799 9<sup>th</sup> St NW  
Washington, DC 20001  
(No email address)

Ms. Colleen Padilla  
Executive Director  
Southern Oregon Regional Economic Development, Inc.  
E-mail: [colleen@soredi.org](mailto:colleen@soredi.org)

Ms. Renee Sattiewhite, CUDE, CDP  
President & CEO  
AACUC  
E-mail: [ctc@aacuc.org](mailto:ctc@aacuc.org)

Ms. Renay Dossman  
President  
Neighborhood Development Center  
E-mail: [mgrave@ndc-mn.org](mailto:mgrave@ndc-mn.org)

Mr. Dave Glaser  
President  
MOFI  
E-mail: [info@mofi.org](mailto:info@mofi.org)



Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 17 of 23  
May 20, 2022

Mr. Lenwood V. Long, Sr.  
President and CEO  
African American Alliance of CDFI CEOs  
E-mail: [lvlong@aaacdfi.org](mailto:lvlong@aaacdfi.org)

Mr. Oliver L. Baines, III  
President & CEO  
Central Valley NMTC LLC  
E-mail: [obaines@cvmnmtc.com](mailto:obaines@cvmnmtc.com)

Mr. Phillip Chen  
Assembly Member, Fifty-Fifth District  
Assembly California Legislature  
E-mail: [Assemblymember.Chen@assembly.ca.gov](mailto:Assemblymember.Chen@assembly.ca.gov)

Ms. Dee Anne Everson  
CEO/Executive Director  
United Way of Jackson County  
60 Hawthorne Street  
Medford, OR 97504  
(No email address)

Ms. Laura Archuleta  
President and CEO  
Jamboree Housing Corporation  
17701 Cowan Avenue, Suite 200  
Irvine, CA 92614  
(No email address)

Mr. Ismael Guerrero  
CEO  
Mercy Housing, Inc.  
1600 Broadway, Suite 2000  
Denver, CO 80202-4929  
(No email address)

Ms. Bertha M. Garcia  
Executive Director  
Ventura County Community Development Corporation  
E-mail: [bgarcia@vccdc.org](mailto:bgarcia@vccdc.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 18 of 23  
May 20, 2022

Ms. Stephanie Klasky-Gamer  
President and CEO  
LA Family Housing  
7843 Lankershim Boulevard  
North Hollywood, CA 91605  
(No email address)

Ms. Faith Bautista  
President & CEO, National Diversity Coalition  
President & CEO, National Asian American Coalition  
E-mail: [faith@nationaldiversitycoalition.org](mailto:faith@nationaldiversitycoalition.org)

Mr. Frank Altman  
CEO  
Community Reinvestment Fund, USA  
E-mail: [frank@crfusa.com](mailto:frank@crfusa.com)

Mr. Calvin L. Holmes  
President  
Chicago Community Loan Fund  
29 East Madison Street, Suite 1700  
Chicago, IL 60602  
(No email address)

Mr. Walter Harris  
Chief Executive Officer  
Tenderloin Neighborhood Development Corporation  
201 Eddy Street  
San Francisco, CA 94102  
(No email address)

Ms. Nancy Halpern Ibrahim  
Executive Director  
Esperanza Community Housing Corporation  
E-mail: [rabeya@esperanzacommunityhousing.org](mailto:rabeya@esperanzacommunityhousing.org)

Ms. Evelyn Stivers  
Executive Director  
Housing Leadership Council  
E-mail: [estivers@hlcsmc.org](mailto:estivers@hlcsmc.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 19 of 23  
May 20, 2022

Mr. Richard Girling  
Member of the Leadership Group  
San Francisco Public Bank Coalition  
E-mail: [publicbanks@gmail.com](mailto:publicbanks@gmail.com)

Ms. Gloria Bruce  
Executive Director  
East Bay Housing Organizations  
E-mail: [gloria@ebho.org](mailto:gloria@ebho.org)

Ms. Elba Schildcrout  
Director of Community Wealth  
East LA Community Corporation  
E-mail: [eschildcrout@elacc.org](mailto:eschildcrout@elacc.org)

Ms. Chelsea Kirk  
Research and Policy Analyst  
SAJE – Strategic Actions for a Just Economy  
E-mail: [ckirk@saje.net](mailto:ckirk@saje.net)

Ms. Hyepin Im  
President/CEO  
FACE – Faith and Community Empowerment  
E-mail: [info@facela.org](mailto:info@facela.org)

Ms. Heidi Pickman  
Vice President, Engagement and External Affairs  
CAMEO – California Association for Micro Enterprise Opportunity  
E-mail: [hpickman@CAMEOnetwork.org](mailto:hpickman@CAMEOnetwork.org)

Mr. Robert Herrell  
Executive Director  
Consumer Federation of California  
E-mail: [herrell@consumercal.org](mailto:herrell@consumercal.org)

Ms. Erika Toriz-Kurkjian  
Founder & Executive Director  
Haven Neighborhood Services  
E-mail: [etoriz@havenservices.org](mailto:etoriz@havenservices.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 20 of 23  
May 20, 2022

Ms. Sherri Jackson  
President  
MultiCultural Real Estate Alliance for Urban Change  
E-mail: [kozzyshack@hotmail.com](mailto:kozzyshack@hotmail.com)

Mr. Stephen Russell  
President & CEO  
San Diego Housing Federation  
E-mail: [steve@housingsandiego.org](mailto:steve@housingsandiego.org)

Mr. Andrew Matsas  
Affordable Housing Finance Consultant  
Community Economics, Inc.  
E-mail: [andrew@communityeconomics.org](mailto:andrew@communityeconomics.org)

Mr. Michael Banner  
President and CEO  
Los Angeles LDC  
E-mail: [mbanner@losangelesldc.com](mailto:mbanner@losangelesldc.com)

Mr. Rudy Espinoza  
Executive Director  
Inclusive Action for the City  
E-mail: [rudy@inclusiveaction.org](mailto:rudy@inclusiveaction.org)

Ms. Amie Fishman  
Executive Director  
Non-Profit Housing Association  
E-mail: [amiefishman@nonprofithousing.org](mailto:amiefishman@nonprofithousing.org)

Ms. Erin McElroy  
Co-Founder/Co-Director  
Anti-Eviction Mapping Project  
E-mail: [antievictionmap@riseup.net](mailto:antievictionmap@riseup.net)

Mr. Sanford Livingston  
CEO  
Northern California Small Business Financial Development Corporation  
E-mail: [slivingston@nor-calfdc.org](mailto:slivingston@nor-calfdc.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 21 of 23  
May 20, 2022

Ms. Sharon Kinlaw  
Executive Director  
Fair Housing Council of the San Fernando Valley  
E-mail: [skinlaw@fairhousingcouncil.org](mailto:skinlaw@fairhousingcouncil.org)

Mr. Roberto Barragan  
Executive Director  
California Community Economic Development Association  
E-mail: [roberto@cceda.com](mailto:roberto@cceda.com)

Mr. Leo Goldberg  
Co-Director  
CA Community Land Trust Network  
E-mail: [leo.goldberg@cacltnetwork.org](mailto:leo.goldberg@cacltnetwork.org)

Mr. William M. Cunningham  
Creative Investment Research  
E-mail: [williamcunningham840@gmail.com](mailto:williamcunningham840@gmail.com)

Mr. Quentin D. Strode  
President & CEO  
NEW Community Investments  
E-mail: [qstrode@neworg.us](mailto:qstrode@neworg.us)

Ms. Lyda Eddington  
Senior Pastor  
Westchester United Methodist Church, Los Angeles  
E-mail: [lyda@wumcla.org](mailto:lyda@wumcla.org)

Mr. Michael A. Ocasio  
President  
The Association Financial Development Corporations  
E-mail: [mocasio@sbfdoc.org](mailto:mocasio@sbfdoc.org)

Ms. Debra Gore-Mann  
President and CEO  
The Greenlining Institute  
E-mail: [debra.goremann@greenlining.org](mailto:debra.goremann@greenlining.org)

Mr. Nick Weiner  
Senior Campaign Organizer  
Committee for Better Banks  
E-mail: [staff@betterbanks.org](mailto:staff@betterbanks.org)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 22 of 23  
May 20, 2022

Mr. Mark Stivers  
Director of Legislative and Regulatory Advocacy  
California Housing Partnership  
E-mail: [mstivers@chpc.net](mailto:mstivers@chpc.net)

Mr. Al Pina  
Chair/CEO, Florida MCRC  
Co-Founder, National MCRC  
National Minority Community Reinvestment Co-Operative  
E-mail: [pina@fmcrc.org](mailto:pina@fmcrc.org)

Mr. John Gamboa  
Chairman  
California Community Builders  
E-mail: [jgamboa@cbuilders.org](mailto:jgamboa@cbuilders.org)

Ms. Paulina Gonzalez-Brito  
California Reinvestment Coalition  
Executive Director  
E-mail: [pgonzalez@calreinvest.org](mailto:pgonzalez@calreinvest.org)

Mr. Kevin Stein  
California Reinvestment Coalition  
Deputy Director  
E-mail: [kstein@calreinvest.org](mailto:kstein@calreinvest.org)

Ms. Marcia Griffin  
CEO/Founder  
HomeFree-USA  
8401 Corporate Drive, Suite 600  
Landover, MD 20785  
(No email)

Ms. Dina Harris  
President and Founder  
National Faith Homebuyers Program  
E-mail: [dinaharris.nationalfaith@gmail.com](mailto:dinaharris.nationalfaith@gmail.com)

Dr. Ruben Guerra, PhD  
Chairman, Latin Business Association  
CA Black & Latino Business CRA Council  
E-mail: [rguerra@lbausa.com](mailto:rguerra@lbausa.com)

Mr. Adam Cohen  
Mr. Spencer J. Sloan  
Page 23 of 23  
May 20, 2022

Mr. Marcos Morales  
Executive Director  
Hogar Hispano, Inc.  
E-mail: [mmorales@hogarhispanoinc.org](mailto:mmorales@hogarhispanoinc.org)

Ms. Jules Dunham Howie  
Co-Chair, CRA Baltimore  
Director, UPC Westside CDC  
E-Mail: [juleshouse@hotmail.com](mailto:juleshouse@hotmail.com)

Mr. Kelvin W. Perry  
President  
Black Chamber of Commerce  
of Greater Kansas City  
E-Mail: [kwperry@bccgkc.org](mailto:kwperry@bccgkc.org)

Mr. Steve Figueroa  
President  
Inland Empire Latino Coalition  
E-mail: [scoto@ccbuiders.org](mailto:scoto@ccbuiders.org)

Mr. Darrel Saucedo  
Chair, LA Latino Chamber  
E-mail: [darrel@acsgroup-usa.com](mailto:darrel@acsgroup-usa.com)

Ms. Bertha Garcia  
Executive Director  
Ventura CCDC  
E-Mail: [scoto@ccbuiders.org](mailto:scoto@ccbuiders.org)

Mr. Joey Quinto  
Publisher  
CA Journal for Filipino Americans  
E-Mail: [scoto@ccbuiders.org](mailto:scoto@ccbuiders.org)

Mr. Jose Antonio Ramirez  
Chair, Central CA Latino PAC  
E-Mail: [scoto@ccbuiders.org](mailto:scoto@ccbuiders.org)

Mr. Adam Briones  
CEO  
California Community Builders  
E-Mail: [abriones@ccbuiders.org](mailto:abriones@ccbuiders.org)