

# JENNIE RODGERS

Denver, CO | [REDACTED]

## DENVER MARKET HOUSING LEADER

STRATEGY | COLLABORATION | COMMUNITY CHANGE

Housing and community development leader with over 20 years' experience delivering affordable housing and community development solutions to nonprofit, government and private sectors serving low income residents. Expertise includes strategic planning, resource development, program development and analysis, market and needs analysis, management of HUD block grant programs, LIHTC and housing finance, and underwriting.

### Core Strengths

Strategic Planning and Assessment | Community Collaboration | Housing Program Design  
Training and Technical Assistance | Data Analytics | Underwriting | Market Analysis | Needs Assessment  
Resource Development | Organizational Assessment | HUD Program Oversight | Creative Problem Solving

## PROFESSIONAL EXPERIENCE

### **ENTERPRISE COMMUNITY PARTNERS | DENVER, CO | 2018 - PRESENT**

*Lead the Colorado based Rocky Mountain, Tribal Nations and Rural team to provide technical assistance and training, financial resources, and collaborative program development for the Colorado affordable housing community, as well as rural and tribal communities across the nation. Lead policy advocacy efforts at the state and local level to expand affordable housing protections and resources in Colorado.*

#### **VP, Rocky Mountain, Tribal Nations and Rural Market**

Lead a team of 14 member working in Colorado, the Rocky Mountains, rural and tribal communities across the nation, in coordination with our national nonprofit advocacy, finance, policy and programmatic efforts. Work with local, statewide, and national organizations involved in the affordable housing industry. Deploy Enterprise national resources to projects and programs in Colorado. Leader creating national housing preservation programmatic initiative.

### **COMMUNITY STRATEGIES INSTITUTE | DENVER, CO | 2004 – 2018**

*Providing fiscal and economic analysis, consulting, education and training to local governments, non-profits, and private developers devoted to affordable housing development, improving housing conditions and community infrastructure.*

#### **Director, Owner**

Built business from start-up to established national consulting firm with growing client base and revenues. Developed and led coalitions of agencies to create and finance creative housing initiatives and programs. Partner with national organizations including Enterprise Community Partners, NeighborWorks America, EJP Consulting, and ABT Associates.

#### **Notable Denver Work**

- Denver Housing Authority desired to revitalize Denver's poorest neighborhood – Sun Valley. Led multi-agency team to prepare and submit Choice Neighborhoods Planning Grant. Resulting \$500,000 award led to a Transformation Plan; then co-led team that secured \$30 million HUD Choice Neighborhoods grant. Currently member of team implementing revitalization plan.
- Gentrification and displacement is a major social and political issue in Denver. Created custom data and analytics to inform and design the West Denver Renaissance Collaborative Single Family + Program. WDRC has secured political support, financing and partners to launch the program. Lead-multi agency team and submitted proposals to make the area a Promise Zone.

- Expansion of I-70, new transit lines, Stock Show revitalization and resulting gentrification place great pressures on low income Elyria-Swansea and Globeville residents. Conducted comprehensive study of impacts of I-70 construction, examined opportunities to increase density, and recommended mitigation strategies to reduce impacts. A coalition of residents and nonprofit providers used results to secure CDOT financing commitment for redevelopment, and press for health and housing mitigation program.
- Rapid growth in Denver is impacting low income communities. Created analysis and assessments and recommended strategies for Denver metro area local governments. Outcomes include: Assessment and Implementation Plan for Place Based Community Development; price restricted and naturally occurring affordable housing data sets; Analysis of PSH needs and opportunities in Boulder County, 10 Year Plans to End Homelessness, data analytics and strategy for *Housing an Inclusive Denver*; LIHTC Market Studies and Consolidated and Fair Housing Plans.
- Securing financing for existing and new affordable housing projects and programs is essential to creating housing opportunity. Led coalitions of nonprofit organizations, local governments and private developers to secure over \$30 million in grant funds to create or preserve over 5,000 units of housing. Created HUD compliant grant making processes for cities of Denver and Aurora, and provided on call underwriting services to Denver, Aurora and the Mile High Community Loan Fund.
- Preservation of restricted properties is a high priority. Created portfolio analysis of restricted properties for various clients, including Denver Skyline Fund, Denver Inclusionary Zoning Program, HOPE Communities, and City of Arvada HODAG. Resulting in new policies and procedures to preserve and track properties.

#### Notable Regional and National Work:

- Strategies to meet identified housing needs vary widely between urban and rural communities. Created housing needs analysis, strategic plans, program design, and funding applications for a wide range of rural and urban communities and coalitions across the western United States. Results: innovative housing programs; regional coalitions; local funding resources; HUD compliant planning documents and political will to create change. Clients include: Fort Collins, CO, Boise, ID, Las Cruces, NM, District XI HRC in Missoula, Sheridan Housing Action Committee, Gillette, WY, and South Jordan, UT.
- NeighborWorks America Success Measures launched a national Community Impact Measurement (CIM) initiative with all NWO members. Act as CIM coach to cohort of NWOs, created and delivered impact measurement training, and the CIM Data Analysis Tools that provide data analytics to 300 organizations. NWOs nationwide are using results for planning, program design, marketing and community building.
- The New Mexico network of regional housing authorities experienced performance issues. Conducted assessment of 10 regional agency operations. Made recommendations for changes to New Mexico Finance Authority that resulted in modification of regional delivery system.

#### COLORADO DIVISION OF HOUSING | 1993-2004

*The Colorado Division of Housing operates as a statewide housing authority, distributor of HUD block grant funds, bonding authority and technical assistance provider.*

##### Program Manager

Managed loan funds and funding programs. Owner of statewide housing data collection, analysis and dissemination. Creator of trainings and educational efforts throughout the state. Manager responsible for planning for and tracking all HUD block grant expenditures, project performance and compliance, and performance measures.

- Directed \$331 million Private Activity Bond program, \$2.5 million short term loan fund. Managed the PAB Board of governor appointed representatives from around the state. Collaborated with Colorado Housing Finance Authority and local issuing authorities to deploy bonds throughout Colorado.

- Tracked \$15 million in HUD and State block grant programs. Collaborated with IT to create database of projects to track funds, unit production, HUD compliance, and monitoring of projects.
- Produced *Housing Colorado: The Challenge for a Growing State*, an annual report on housing needs, profiling low income residents, and calling for increased spending for housing. Assisted in development of DOH policy documents and funding initiatives.
- Tracked DOH budget measures for the Office of State Planning and Budget and provided analyses for the Joint Budget Committee, legislative task forces, and fiscal analysis of bills affecting housing in Colorado.
- Created training courses, presentations, and conference panels on underwriting, finance, housing needs, and strategies for meeting needs.
- Identified opportunities for deploying DOH resources to projects and programs statewide.

### Housing Program Specialist

Responsible for regional technical assistance, project development, application review and funding recommendations for housing programs and projects. Served the metro Denver area, and the eastern half of Colorado.

- Developed the Division of Housing (now used by DOH, Denver, Aurora) electronic proforma and underwriting tool based on NDC best practices, which at the time was not in electronic format.
- Led collaborative of local governments, nonprofit organizations, housing authorities and private developers throughout the state to create affordable housing, start local housing agencies and new housing programs to meet local needs.
- Provided technical assistance on housing development through the predevelopment and design process, created financing packages and preliminary construction budgets for local agencies and developments.
- Traveled throughout my region to educate elected officials, boards, commissions and the public about local housing needs and solutions to meet needs.

## EDUCATION

**B.A., Anthropology and Business Minor**, Vanderbilt University

**HUD Certifications**, HOME Program Administration and Regulations, Green Technologies

**HUD Coursework**, Assessment of Fair Housing, CDBG Regulations

**National Development Council**, Multi-Family Rental Housing Development Finance, Underwriting Proformas

## VOLUNTEER ENGAGEMENTS

**Current member** – Housing Colorado; Chair, HOST Executive Advisory Committee

**Past member** – Denver Affordable Housing Zoning Initiative Task Force, Senator Michael Bennet and John Hickenlooper Affordable Housing Roundtable Denver Housing Advisory Council, Denver Housing Transformational Task Force, Housing Colorado Legislative Committee, Housing Now! Conference Planning Committee, Fannie Mae Colorado Advisory Board

**Presenter** – Housing Now!, NAHRO, and other conferences

**Past President**, Kunsmiller Create Arts Academy PTO