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BAC-4379

Board Name	Housing Advisory Committee	Status	In Process
Salutation	Ms.	Type	Appointment
First Name	Jennie	Preferred Email	jrodgers@enterprisecommunity.org
Last Name	Rodgers	Other Email	jennielrodgers@gmail.com
Contact Name	Jennie Rodgers	Preferred Phone	3033765412
Middle Name		Other Phone	3036682534
MMAC Trans. Mode Group			
Other boards or commissions served			

Work and Home Address

Work Address	110 16th Street, Suite 760	Home Address	[REDACTED]
Work City	Denver	Home City	[REDACTED]
Work State	CO	Home State	[REDACTED]
Work Zip	80202	Home Zip	[REDACTED]

Additional Information

Are you a registered voter?	Yes	Gender	Female
If so, what county?	Denver	Other Gender	
Denver City Council District No	1	Race/Ethnicity	Caucasian
Occupation/Employer	Market Leader, Enterprise Community Partners	Other Ethnicity	
		Objection to appointment?	No
		Special Information	

Reference Details

Reference Name #1	Beth Truby	Reference Email #1	btruby@chfainfo.com
Reference Phone #1	303.297.7390		
Reference Name #2	Renee Martinez Stone	Reference Email #2	rarti@denverhousing.org
Reference Phone #2	720-932-3136		
Reference Name #3	Ismael Guerrero	Reference Email #3	iguerr@denverhousing.org
Reference Phone #3	(720) 932-3000		
Owner	Denver Integration	Created By	Denver Integration, 11/7/2018 11:40 AM
		Last Modified By	Denver Integration, 11/7/2018 11:40 AM

JENNIE RODGERS

Denver, CO | 303.668.2534 | jennie@csicolorado.org | www.linkedin.com/in/jennie-rodgers

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 | April 2018 – Present

Since 1982, Enterprise has worked in Denver with partners to bring together the people and resources to create affordable housing in strong neighborhoods, and to help connect the residents of that housing to opportunities in their communities.

Vice President, Market Leader

Lead Enterprise Community Partners activities in Denver and Colorado, including local and state policy, housing production activities, technical assistance and program development.

Market Leader Responsibilities Include

- Oversee the Denver Metro Transit Oriented Development Fund and ensure deployment of funds for land acquisitions that result in new affordable housing development
- Work with partners to maintain current programs and create new housing opportunities throughout Colorado
- Represent Enterprise within the Colorado community
- Deploy Enterprise resources to CDCs and CHDOs support innovative affordable housing solutions
- Provide technical assistance and training to local communities, organizations and partners related to affordable housing development to ensure Colorado residents have access to opportunity

COMMUNITY STRATEGIES INSTITUTE | DENVER, CO | 2004 – April 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-lead 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

Past member – Housing Colorado Legislative Committee, Housing Now! Conference Planning Committee, Fannie Mae Colorado Advisory Board

JENNIE RODGERS | 303.668.2534 | jennie@csicolorado.org | www.linkedin.com/in/jennie.rodgers

Presenter – Housing Now!, NAHRO, and other conferences

Past President, Kunsmiller Create Arts Academy PTO

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BAC-4579

Board Name	Housing Advisory Committee	Status	Selected
Salutation	Ms.	Type	Appointment
First Name	Neil	Preferred Email	nwashington@fivepointsbiz.org
Last Name	Washington	Other Email	nellwashington23@gmail.com
Contact Name	Neil Washington	Preferred Phone	720-231-3833
Middle Name		Other Phone	
MMAC Trans. Mode Group			
Other boards or commissions served			

Work and Home Address

Work Address	2444 Washington Street	Home Address	[REDACTED]
Work City	Denver	Home City	[REDACTED]
Work State	CO	Home State	[REDACTED]
Work Zip	80205	Home Zip	[REDACTED]

Additional Information

Are you a registered voter?	Yes	Gender	Female
If so, what county?	Arapahoe	Other Gender	
Denver City Council District No	N/A	Race/Ethnicity	African American
Occupation/Employer	Five Points Business District	Other Ethnicity	
		Objection to appointment?	No
		Special Information	

Reference Details

Reference Name #1	Tracy Winchester	Reference Email #1	tjwinchester@fivepointsbiz.org
Reference Phone #1	303-587-6459		
Reference Name #2	Dr. Renee C. Cousins	Reference Email #2	kitchendoctor257@aol.com
Reference Phone #2	303-321-4428		
Reference Name #3	Connie Cheers	Reference Email #3	iamblessed303@comcast.net
Reference Phone #3	720-254-8300		
Owner	Denver Integration	Created By	Denver Integration, 12/13/2018 12:33 PM
		Last Modified By	Samantha Allison, 12/21/2018 12:02 PM

Nell Washington

481 South Kalispell Way #304
Aurora, Colorado 80017

C 720-231-3833
nwashington@fivepointsbiz.org

Summary of Qualifications

An experienced project manager and administrative assistant with extensive experience in diverse business environments. Highly professional and extremely organized with strong customer service skills. Proven track record of completing projects in a timely and accurate manner. Recognized and awarded for exceeding job performance standards on a consistent basis.

Professional Experience

Five Points Business District, Denver, CO Project Manager

06/2012 - Present

- Primary objective is to create economic development opportunities with an emphasis on helping small businesses create jobs, grow, provide community service, and succeed.
- Responsible for the growth and development of the Welton Street Corridor to strengthen the business district and surrounding community.
- Manage the administrative aspects of district development, business retention/expansion programs, and community events.
- Coordinate all stakeholders' meetings, mailings, press releases, announcements, and web activity.
- Assist the Executive Director on assignments below:
 - 1) Develop new opportunities for retail sites and create marketing materials about development in the neighborhood.
 - 2) Develop a membership base complete with dues or membership fees.
 - 3) Identify funding sources for a variety of programs that can have an immediate impact on the district as well as for attracting long-term development and improvements.
 - 4) Implement the OED Business Retention and Expansion program along the Welton Street Corridor.

Lowry Redevelopment Authority, Denver, CO Lowry Community Land Trust

03/2000 - 12/2007

Sales Coordinator/Real Estate Broker 07/2003 – 12/2007

- Real Estate broker and sales coordinator for potential homebuyers purchasing in Lowry's affordable housing program to sell the 201 homes allocated for the program. Responsible for sales and resales of homes including client education of land trust model to eligible buyers.
- Successfully created, designed, and implemented informative PowerPoint orientation presentation for homebuyer education producing numerous inquiries leading to heavy sales volume.
- Served as point of contact for all general information inquiries.
- Counseled and guided homebuyers through necessary steps to homeownership – City of Denver Income Certification Program, lender approval, home site tours, contract signing, city and home builder inspections, and title company closings.
- Acted as liaison between homebuyer and government offices for required paperwork and documents for program on a timely basis. Monitored all housing needs.
- Assisted in assuring housing quality standards with builders and city personnel for successful funding deadline dates.
- Established productive professional relationships and facilitated interaction with mortgage brokers, banks, title companies, other non-profit organizations, real estate professionals, builders, and city and state government office employees as required.
- Successfully mastered real estate sales with effective marketing plan which resulted in early payoff of developer's construction loan in our first townhome community at Lowry.
- Advocated for first-time homebuyers to help them achieve and reach personal goal to homeownership. Achieved impressive record by successfully closing over 100 homes during 4-year period.

Lowry Redevelopment Authority

Human Resources Administrative Assistant ***03/2000 – 07/2003***

- Served as first point of contact for HR Department for other departments and public.
- Performed data entry to prepare new hire manuals paperwork, monthly newsletters, job announcements, and other reports, memos, forms, and correspondence.
- Reviewed employment applications for job openings and scheduled interviews.
- Scheduled, coordinated, and conducted benefit orientation meetings for new hires.
- Prepared internal and external job announcements to submit to newspapers and other recruitment sources.
- Prepared and coordinated benefit plan changes during open enrollment of health benefits.
- Setup and maintained accurate employee files and maintained HRVantage database input.
- Created and designed monthly newsletters, bulletins, flyers and announcements for employee distribution.
- Organized and coordinated employee activities such as company picnics, holiday parties, and employee awards and recognition programs.
- Computer software skills using Microsoft Word, Excel, Publisher, and Access-based software.
- Performed record keeping by compiling and sorting confidential information into files and reports.
- Special projects and assignments as required by HR Director.

Frontier Airlines, Inc., Denver, CO

Customer Service Representative

03/1999 – 07/2001

- Effectively managed airline reservations for passengers checking in and boarding Frontier Airline planes to scheduled destinations.
- Outstanding customer service skills contributed to performance record for Denver airline carrier.

Education

Peninsula Business College
Business Administration
Newport News, VA



Office STAFF



Tracy Jenkins Winchester is the Executive Director of the Five Points Business District where she is responsible for initiating commercial redevelopment opportunities in Historic Five Points located in downtown Denver, Colorado. Prior to this position, Ms. Winchester was the Founder, President, and CEO of CoLours TV. Ms. Winchester led the success of this multicultural television network by building it from a regional audience of 250,000 in the year 2000 to 17 million households nationwide in less than ten years.

A twenty-seven year cable television veteran, Ms. Winchester has held several executive and management positions in programming and marketing at the corporate headquarters of Jones Intercable, Inc. acquired by Comcast Cable and the regional office for Fox Family Channel acquired by ABC Family Channel.

Ms. Tracy J. Winchester, Executive Director

Over the years, Ms. Winchester has received national recognition for leadership from numerous organizations including the National Association of Women in Cable & Telecommunications, Cable TV Public Affairs Association, CTAM, and the Walter Kaitz Foundation. In 2009, Ms. Winchester received the Colorado Martin Luther King Humanitarian Award and her cable career was included in the national Cable Center's Hauser Oral and Video History Collection.

From 1977 – 1985, Ms. Winchester worked in Washington, D.C. with Members of Congress from the United States House and Senate as a Press & Legislative Assistant. Ms. Winchester holds a Juris Doctorate degree from Georgetown University Law Center and earned a Bachelor's degree with honors from Boston College.



Nell Washington has been a resident of Colorado for over thirty years. She is an experienced project manager and senior administrative assistant with an extensive background in diverse business environments. She is recognized and awarded for exceeding job performance standards on a consistent basis. Nell started her career here in Denver as a hotel sales manager for Holiday Inn Denver Downtown (now known as the Holiday Inn Crowne Plaza located in the heart of downtown Denver and served as the Senior Sales Manager for over 10 years in the Tour and Travel Industry. Later she moved on to the Warwick Hotel also in downtown Denver in the same capacity. She also served as the Manager of Denver's Greyhound Travel Service office in downtown Denver until the charter office closed due to a nationwide Greyhound strike.

Ms. Nell Washington, Project Manager

Nell became a Benefits Representative for TriCare, the contract military insurance company selected after closure of the Fitzsimons Medical Center. She later pursued a career as the Real Estate Broker/Sales Coordinator for the Lowry Community Land Trust, a job created by the Lowry Redevelopment Authority, to serve as primary sales agent for Lowry's affordable housing program.

Currently, Nell is the Project Manager for the Five Points Business District, a nonprofit organization responsible for the growth and development of the Welton Street Corridor to strengthen the business district and surrounding community.



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BAC-2047

Board Name	Housing Advisory Committee	Status	Selected
Salutation		Type	Appointment
First Name	Bill	Preferred Email	bpruter@nicholspartnership.com
Last Name	Pruter	Other Email	bpruter@yahoo.com
Contact Name	Bill Pruter	Preferred Phone	7208385666
Middle Name		Other Phone	
MMAC Trans. Mode Group			
Other boards or commissions served			

Work and Home Address

Work Address	1644 Platte St., Suite 130	Home Address	[REDACTED]
Work City	Denver	Home City	[REDACTED]
Work State	CO	Home State	[REDACTED]
Work Zip	80202	Home Zip	[REDACTED]

Additional Information

Are you a registered voter?	Yes	Gender	Male
If so, what county?	Denver	Other Gender	
Denver City Council District No	10	Race/Ethnicity	Caucasian
Occupation/Employer	CFO/Nichols Partnership	Other Ethnicity	
		Objection to appointment?	No
		Special Information	

Reference Details

Reference Name #1		Reference Email #1	
Reference Phone #1			
Reference Name #2		Reference Email #2	
Reference Phone #2			
Reference Name #3		Reference Email #3	
Reference Phone #3			

Owner	Denver Integration	Created By	Denver Integration, 6/16/2017 12:07 PM
		Last Modified By	Barry Burch Jr., 6/16/2017 12:15 PM

BILL PRUTER

Bill Pruter is currently the Chief Financial Officer for the Nichols Partnership. The Nichols Partnership is a proven leader in high quality urban real estate development in Colorado. Over the last two decades of developing on the Colorado Front Range, Nichols Partnership has attained expertise across a full spectrum of real estate types, earned a reputation for quality and responsible development and established the ability to work with a wide variety of partners and local governments.

Nichols Partnership's development projects in multi-family, residential, retail, office and hotel have ranged in size from \$4 million to \$175 million. Projects that Nichols Partnership has developed include, *Clayton Lane Cherry Creek*, *SPIRE* (the 42-story high rise condominium tower in downtown Denver), *Cruise* (a 62-unit studio apartment project at 1899 Gaylord Street) and *GALVANIZE*, a co-working community at the Rocky Mountain Banknote building in Denver, Galvanize II location at 1644 Platte Street and Turntable Studios a 179 unit studio/micro apartment building next to Sports Authority Stadium.

Previously Bill was the Vice President of Development for Kroenke Sports Enterprises. Bill was an integral member of the group that developed and built the Pepsi Center and Dicks Sporting Goods Park

Bill has been involved in many different civic activities, including; serving as a Denver Civic Ventures Board Member, Denver Urban Renewal Authority Commissioner, Spire HOA board member, Urban Land Conservancy board and others.



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BAC-2037

Board Name	Housing Advisory Committee	Status	Selected
Salutation	Mr.	Type	Appointment
First Name	Carl	Preferred Email	carlpattenjr@centura.org
Last Name	Patten, Jr.	Other Email	carlpatten@gmail.com
Contact Name	Carl Patten, Jr.	Preferred Phone	9045530009
Middle Name		Other Phone	
MMAC Trans. Mode Group			
Other boards or commissions served			

Work and Home Address

Work Address 9100 E. Mineral Circle
Work City Centennial
Work State CO
Work Zip 80112

Home Address [REDACTED]
Home City [REDACTED]
Home State [REDACTED]
Home Zip [REDACTED]

Additional Information

Are you a registered voter? Yes
If so, what county? Denver
Denver City Council District No 4
Occupation/Employer Director, Community Benefit, Centura Health

Gender Male
Other Gender
Race/Ethnicity African American
Other Ethnicity
Objection to appointment? No

Special Information

Reference Details

Reference Name #1 **Reference Email #1**
Reference Phone #1

Reference Name #2 **Reference Email #2**
Reference Phone #2

Reference Name #3 **Reference Email #3**
Reference Phone #3

Owner Denver Integration

Created By Denver Integration, 6/14/2017 3:04 PM

Last Modified By Joseph Morton, 6/21/2017 12:05 PM

Carl W. Patten, Jr., JD, MPH

Phone: 904-553-0009 / Email: carlwpatten@gmail.com / twitter: @carlwpattenjr

Carl Patten is a seasoned health care professional with a successful track record in health policy development, implementation of innovative solutions to impact social determinants of health and organizational improvement initiatives in the health payer and hospital settings. Carl has significant experience building consensus among senior-level executives and mid-level staff to align strategic thinking with corporate goals, objectives and execution. Proven ability to implement and improve systems and processes. Proven expertise in:

• Program Development	• Strategic Planning & Analysis	• Community Benefits
• Legislative Analysis	• Stakeholder Management	• Public Speaking
• Policy Analysis & Development	• Strategic Partnerships	• Education

PROFESSIONAL EXPERIENCE

Centura Health

Director, Community Benefit

Denver, CO

January 2017 -Present

Director, Medical Legal Partnerships

May 2015-December 2016

- Created and implemented Medical-Legal Partnership program that has generated \$500,000 in cost savings.
- Oversee community benefit reporting. Successfully implemented process improvements that improved accuracy of reporting and identified previously unidentified community benefit expenses. Successfully implemented audit recommendations ahead of schedule and achieved improved audit results.
- Member of Colorado State Delivery System Reform Incentive Payment (DSRIP) Program Workgroup.

Florida Blue - BlueCross BlueShield of Florida

Director, Research and Evaluation

Jacksonville, FL

September 2014-May 2015

- Improved response rate of grantee reports over external consultants by over 30% and collected more data from each respondent.
- Oversaw and produced quantitative and qualitative research to inform the launch of major giving initiatives
- Led overhaul of departmental performance metrics
- Developed and managed research and evaluation initiative to assess the effectiveness of corporate foundation giving and corporate social responsibility program
- Collaborated with internal staff and external partners to create evaluation metrics
- Responsible for communicating research and evaluation findings to internal executive staff and external audiences

Director, Health Care Policy

June 2010-September 2014

- Led collaborative effort with external stakeholders to improve customer experience through diagnosis of operational challenges and identification of potential solutions

- Aligned key public policy issues to corporate strategic priorities. Developed taxonomy to gain alignment among the chief executive officer, president, chief financial officer, chief strategy and marketing officer, general counsel and other senior staff
- Developed Florida Blue's comprehensive public policy platform (Blueprint for a Healthier Florida 2013) and launched an externally facing website to serve as a repository for thought capital and selected public policy positions
- Led the Florida Blue Public Policy Development Team -- a cross-functional team of leadership stakeholders that identified and analyzed public policy issues-- and built senior-level executive consensus to create public policy positions. Work product enabled execution of public policy and legislative strategy, informed creation of corporate strategy, and drove the corporate influencing agenda and corporate messaging regarding public policy issues. Team members included, the Chief Medical Officer, the Chief Strategy & Marketing Officer and the SVP of Business Operations
- Led departmental change management initiative
- Identified, brokered and managed critical external relationships to foster alignment with partners on key policy issues. Efforts positively impacted reputation and led to replicable, scalable processes
- Successfully created unified public policy position regarding telemedicine to reconcile conflicts between legacy and new business units
- Successfully launched a health policy internship program for college and graduate students
- Identified and crafted key public policy positions that support the transition from a volume to value-based care and reimbursement system
- Led effort to establish the public policy agenda of the organization. Created process for identifying, prioritizing and validating public policy positions
- Research and conclusions regarding the national and state political and policy environments adopted by senior leadership and presented to the Board of Directors
- Member of strategic planning and implementation workgroup
- Successfully reconciled internal conflicts to produce corporate public policy positions

Public Policy & Education Research Consultant

June 2008-June 2010

- Created a taxonomy to track all relevant issues related to Florida Blue's public policy strategy
- Partnered with senior-level executives to inform over 2,000 employees about corporate direction regarding health care reform
- Managed approximately \$2 million in grants regarding childhood obesity initiative and facilitated collaboration among community based and faith based organizations

Senior Policy Analyst

January 2004-June 2008

- Research led to influencing of legislative activity and key stakeholders. Results include:
 - \$150 million in savings regarding prescription drug legislative issue
 - \$5 million in savings regarding other party liability legislative issue
- Responsible for departmental budget and strategy
- Other accomplishments include a 95% to 100% success rate regarding quality of efforts to inform and educate employees on enterprise health care policy strategy and health care reform

University of North Florida, Brooks College of Health

Jacksonville, FL

Adjunct Professor

August 2008 – December 2013

- Classes taught include Introduction to Health Policy and Health Care Law and Ethics

Community Catalyst

Boston, MA

Community Health Assets Project Staff Attorney

January 2003 – January 2004

Community Health Assets Project Fellow

January 2002 – January 2003

- Built consensus among local consumer advocates in jurisdictions throughout the United States
- Successfully influenced state officials regarding the restructuring of health care entities
- Facilitated health care foundation funding in excess of \$35 million and guarantee of essential services in hospital bankruptcy
- Analyzed laws and regulations regarding conversion of non-profit health plans and hospitals to for-profit status

Cogent Research, LLC

Cambridge, MA

Project Director

November 2000 – August 2001

- Wrote both quantitative and qualitative market research reports
- Served as primary contact for clients through all project phases

Abt Associates Inc.

Cambridge, MA

Senior Analyst

June 1998 – November 2000

- Conducted research on laws and ethics regarding clinical trials
- Co-authored an analytical report on best practices of prison privatization which provided direction for the implementation of the first federal private prison

EDUCATION

Harvard University, School of Public Health

Boston, MA

Master of Public Health (Concentration in Law and Public Health)

May 1998

The University of Chicago, The Law School

Chicago, IL

Juris Doctor Degree

June 1997

Claremont-McKenna College

Claremont, CA

Bachelor of Arts Degree, Government (Honors) & Economics/Accounting

May 1994

CREDENTIALS

- Member, Massachusetts Bar June 1999

COMMUNITY ACTIVITIES

Berger Institute for Work, Family and Children

Claremont, CA

Advisory Board Member

July 2012 – Present

- Designed health care speaker series at Claremont McKenna College that was well received by students, faculty and administration.

Leadership Jacksonville Board of Directors
Board Member

Jacksonville, FL
July 2014-May 2015

Central Florida Regional Health Information Organization
Board Member

Orlando, FL
March 2012 – March 2014

Florida Covering Kids and Families
Chair
Board Member

Tampa, FL
May 2014-May 2015
May 2010-May 2015

The Non Profit Center of Northeast Florida
Board Member, Treasurer and Finance Committee Chair
Board Member and Membership Committee Chair

Jacksonville, FL
January 2012 – December 2013
January 2011 – December 2011

Real Men Cook Foundation
Board Member

Marina del Rey, CA
January 1998 - Present

- Received Certificate of Recognition from Senator Mark Ridley Thomas on March 15, 2008.
- Received Certificate of Recognition from Assemblywoman Karen Bass on November 3, 2007.

SELECTED PUBLICATIONS

- Patten C. *ACOs and PCMHs: Health Care Transformation or More Alphabet Soup?* Florida Blue Center for Health Policy July 2013.
- Patten CW, Kammer RM. *Better Communication with Minority Patients: Seven Strategies for Achieving Cultural Competency.* *Commun Oncol* 2006; 3:295-298, 302.
- McDonald D, Patten C. *Governments' Management of Private Prisons.* National Institute of Justice September 2003. NCJ 203968.

SELECTED EXTERNAL PRESENTATIONS

- *The Intersection of Population Health and Value-Based Care.* GuideWell Blog/Podcast; co-presenter with Roderick King, MD, MPH and James Corbett M.Div, JD, December 10, 2014.
- *The Affordable Care Act and the Broader Implications of Health Policy.* Presented to W.M. Keck Science Center, Claremont, California, November 24, 2014.
- *The Affordable Care Act and Broader Health Care Transformation.* Presented to Well.org, Corporate Wellness Academy; webinar, November 20, 2014.
- *Healthcare Disparities: Why Florida is a High Definition Reflection of the Nation.* Florida Blue Blog/Podcast; co-presenter with Deborah Stewart, MD, June 18, 2014.
- *Health Care Policy: 2014 and Beyond. Focus on 2014.* A Tampa Bay Economic Forecast, Central Pinellas Chamber of Commerce, Largo, Florida, January 21, 2014
- *The Patient Protection and Affordable Care Act: An Overview and What it Means to Business.* Federal Reserve Bank of Atlanta, Jacksonville, Florida, June 11, 2010
- *Electronic Health Records: Primer and Snapshot of Potential Benefits and Challenges.* Presented to the American Association of Preferred Provider Organizations, San Diego, California. January 30, 2007