

**JAY C. JUERGENSEN**  
PROGRAMS – PROCESS – PROJECTS

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**Summary**

Jay is a planning, capital program and real estate development expert. He is an entrepreneur, has helped establish and grow numerous NGOs, spent 10 years in executive roles within the public sector and has been a university professor around the country.

With nearly 30 years of diverse professional experience, Jay has successfully planned and implemented over \$27 billion of investment that included large-scale redevelopments, complex Federal and Military projects, and rebuilding critical infrastructure. Jay's broad experience is based upon his leadership which includes directly managing capital investment programs with budgets in excess of \$6 billion, including developing over 9,400 units of multi-family affordable housing many of which targeted very low income residents.

Jay led the planning, entitlement approval and execution for the development of new Federal facilities as well as medical, educational, cultural, commercial and residential developments in more than 29 communities and 20 states. Jay is passionate about working with mission driven organizations and it fuels his tenacity for finding solutions to long-standing obstacles to re-investment in economically distressed neighborhoods and overcoming the challenges of entrenched bureaucracies. He is committed to collaboration and the respectful engagement of diverse stakeholders as part of the problem-solving process.

Jay's enthusiasm is contagious. His entrepreneurial, strategic thinking, and analytic skills along with his robust pursuit of excellence and continuous improvement are often effectively leveraged in formulating a compelling vision for an organization's mission and completing project goals.

**Experience**

**JUERGENSEN+ASSOCIATES, LLC**

**January 2017 - Present**

**President**

Jay continues his commitment to thriving, people-centered, resilient communities, helping to create vibrant places. He recently re-established his consulting practice — **JUERGENSEN+ASSOCIATES, LLC** – to once again, assist communities around the country overcome barriers to success. He is providing professional services to public, for-profit and nonprofit organizations, working in a variety of sectors - housing, infrastructure, institutional and recreational.

**Currell Program Management, LLC**

**November 2014 - December 2016**

**Senior Consultant**

In November 2014, Jay re-established his professional relationship with Tom Currell and is providing executive level and strategic research, analysis and advise to the firm's real estate development clients. Over the last year, he has helped clients plan and invest in nearly 500 units of affordable housing in North Carolina, Washington, DC and New York.

**Governor's Office of Storm Recovery**

**July 2013 - October 2014**

**Senior Advisor - Utilities & Environment Sector**

In July of 2013, Jay was one of the first subject matter experts recruited to establish Governor's Office of Storm Recovery for the State of New York \$35 billion rebuilding effort following Super Storm Sandy. Using his expertise, Jay lead New York's efforts to Build Back Better and coordinating Federal resources from the Federal Emergency Management Agency, US Department of Housing & Urban Development (HUD) and US Army Corps of Engineers. Working directly with the State's Department of Environmental Conservation, Environmental Facilities Corporation, Office of Parks, Recreation and Historic Preservation and a variety of agencies within the Energy Family, including most notably, the Long Island Power Authority (LIPA) – he helped insure over \$6 billion of Federal spending was strategically, transparently and sustainably invested in the State's green and gray infrastructure. He secured HUD's approval of the first infrastructure projects committing over \$86 million to natural resource and parks projects and negotiated agreements allowing for the largest settlement in FEMA's history - the investment of \$1.7 billion in LIPA's transmission and distribution system.

**District of Columbia Water & Sewer Authority (DC Water)  
Senior Advisor to the General Manager**

**August 2011 - July 2012**

Jay provided comprehensive oversight and strategic guidance on \$880 million in capital investment contracts to the GM. He reviewed auditing guidelines and recommended new procedures to strengthen contract review and approval procedures, identifying and preventing potential fraud. Additionally, his efforts focused on yielding \$10 million in cost savings by streamlining contract support functions and supporting the development of a strategic sourcing system. He led the agency's innovation efforts and identified alternative revenue sources to reduce cost burden on ratepayers, including strategically rethinking the Authority's real estate and riparian assets, examination of an alternative fueling station available to other public agencies in DC and use of Fleet Management as a fee-for-service to outside organizations.

**KCI Associates of Washington, DC  
Senior Project Manager – Program Management**

**January 2011 - May 2011**

During a brief assignment at KCI - a national full-service consulting engineering and construction management firm, Jay used his Department of Defense experience, to complete numerous projects at several military installations in the DC area. Projects included the development of water supply redundancy at Fort Myer, Arlington, VA and the creation of Asset Management Program for National Defense University at Fort McNair in Washington, DC.

**Naval Facilities Engineering Command – Washington  
Lead Planner – Asset Management-Gold Integrated Project Team**

**November 2009 - October 2010**

At NAVFAC-Washington, as the lead planning professional, Jay worked collaboratively with an integrated, multi-disciplinary team of real estate, planning, design, engineering, construction and acquisition professionals, implementing projects on ten (10) Navy, Marine and Air Force Installations in the National Capital Region. Beyond providing strategic planning and advice to Senior Military Officials, he leveraged solid relationships with Federal and local review agencies as well as community organizations to secure an unprecedented approval and execution of nearly thirty (30), military-sponsored projects valued at over \$520 million in just seven (7) months. His work included numerous Base Closure and Realignment Commission (BRAC) projects and sensitive, National Security-related projects and the military bases included included Quantico, Marine Barracks-Washington, Andrews, Naval Observatory/Vice President's Residence and the consolidation of Walter Reed Medical Center and Bethesda Naval Hospital.

**US General Services Administration, Public Buildings Service  
Development Director – St. Elizabeths Team**

**August 2008 - May 2009**

After leading the negotiation with GSA for use of the District-owned parcel to support the FEMA Campus, Jay lent his expertise to the GSA where he strengthened, enhanced and expanded relationships with several Federal and local agencies while working on the new 4.5 million square feet/\$3.6 billion Department of Homeland Security (DHS) Headquarters at St. Elizabeths Hospital in southeast DC – the largest HQ for a Cabinet Secretary since the Pentagon. Jay worked to advance the complex project as a critical member of the unique and exclusive "Team Liz." – which for the first time brought together subject matter experts from both the GSA Region and HQ. In this capacity, he advised GSA Regional and Central Office Executive Management and played a key role in securing approval from DC's Executive and Legislative agencies. This included the structuring of various real estate agreements, necessary to gain District support and active involvement in the development of the project's Environmental Impact Statement (EIS), Programmatic Agreement, Record of Decision and inter-governmental Memorandum of Understanding.

**District of Columbia - Deputy Mayor for Planning & Economic Development  
Development Director**

**June 2006 - July 2008**

For over two years, Jay brought significant real estate expertise to the District of Columbia Government and the Anacostia Waterfront Corporation while managing a large and diverse portfolio of over \$5.9 billion of investment in proposed and planned projects and over \$12 million of professional services contracts through his role as a senior staff member in the Deputy Mayor's Office. Jay's projects included nearly 300 acres to support a variety of redevelopment initiatives, including the complicated acquisition of contaminated Federal property, replacement of Federal facilities, natural disaster prevention and homeland security infrastructure, habitat restoration, historic preservation, large-scale mixed use redevelopment, affordable housing, water-related uses, educational facilities and the establishment of a land trust fund to insure that single family homes would receive assistance to remain permanently affordable homes.

**Juergensen & Associates/JC Housing, Inc./Fox Creek Properties LLC** **1989 - 2006**  
**Owner/President/Managing Member at**

Jay founded a niche community and economic development consulting firm which he grew from being a sole practitioner to a staff of sixteen (16) full time professionals and two (2) administrative staff with over \$2 million in annual revenue. The firm built a national reputation as community and economic development experts, by providing program and project design, real estate development, construction, and property management services to a broad range of public and private clients, as well as local and national nonprofit organizations, including the National Trust for Historic Preservation and the Local Initiative Support Corporation. While at the helm of the firm, Jay and his team prepared grant and funding applications that secured over \$24 million of funding for client programs and projects. The firm's work also included innovative public policy initiatives designed, established and administered by the firm and most notably included, the successful disposition of over 3,000 state-owned, tax forfeited properties through the Michigan State Housing Development Authority's Revitalife Program in less than three years.

**Detroit Housing Commission** **1996**  
**Assistant General Manager - Modernization & Development Division**

In 1996, as part of a turn-around team, Jay lent his expertise to the troubled Detroit Housing Commission as Assistant General Manager of the Modernization & Development Division. In this post, he oversaw an unprecedented \$400 million investment in Detroit's Public Housing portfolio – which included over 9,000 units on 21 sites throughout the city.

**Education & Certifications**

**University of Michigan**

Master of Architecture (M.Arch.), Urban Studies/Affairs 1988

Master of Business Administration (MBA), Real Estate Development 1988

Alpha Rho Chi Medal of Honor 1988

Bachelor of Science (BS), Architecture 1985

**Southwestern Michigan College**

Associate of Science (AS), Pre-Architecture 1983

**National Development Council**

Economic Development Finance Professional 2002

**Guest Lecturer, Visiting Critic & Adjunct Professor**

Pratt Institute

Columbia University

University of Michigan

Wayne State University

Lawrence Technical University

Savannah College of Art & Design

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**Honors and Awards**

Certificate of Achievement United States General Service Administration	2009
Detroit City Council Testimonial Resolution for Community Service City of Detroit City Council	2003
House Resolution 63 Acknowledgment for Outstanding Public Service State of Michigan House of Representatives	2002
Affordable Housing Warrior Michigan Housing Trust Fund	2001
Winged Lion Award Michigan Historic Preservation Network	2001
Crain's Detroit Business - 40 Under 40 Crain's Detroit Business	1995

**Skills & Expertise**

Real Estate Development	Interdisciplinary Collaboration
Contract Management	Organizational Development
Public Policy	Water Treatment
Leadership	Executive Management
Project Management	Federal Government
Community Development	Team Management
Project Planning	Community Engagement
Sustainability	Urban Design
Facilities Management	Environmental Resource Permitting
Process Improvement	Public-private Partnerships
Urban Planning	Public Speaking
Utility Industry	Nonprofits
Urban Redevelopment	Local Government
Natural Resources	Federal Grants Management
Resiliency	Organizational Design
Construction Management	Redundancy Management
Facilities Development	Continuity of Operations
Capital Program Management	State Government
Administration	National Security
Water Resources	Project Entitlements
Higher Education	Historic Preservation
Agency Relationship Management	Continuous Improvement
Public Procurement	Environmental Issues
Contract Negotiation	Management Consulting
Operations Management	Affordable Housing

**Publications**

Control Your Real Estate, Control Your Destiny  
National Trust for Historic Preservation - Main Street News, February 2005

A Restored Madison-Lenox Can Deliver Benefits to City  
Detroit Free Press, June 9, 2004

Living Downtown: Promoting Affordable Housing on Main Street  
National Trust for Historic Preservation - Main Street News, April 2004

Connect the Dots to Restore City's Old Hotels  
Crain's Detroit Business, July 8, 2002

**Publications Noting Accomplishments:**

Washington Post  
Crain's Detroit Business  
Michigan Chronicle  
Boston Globe  
Duluth News Tribune

Washington Business Journal  
Detroit Free Press  
Grosse Pointe News  
Lansing State Journal  
Ludington Daily News

**Conference Presenter and Panelist:**

National Main Street Real Estate Development Institute  
National Congress for Community & Economic Development  
Association of Certified Chamber Executives Annual Conference  
Michigan Downtown Revitalization Conference  
Indiana Main Street Conference  
Michigan Affordable Housing Conferences  
Duluth Chamber of Commerce Let's Do Lunch Series  
Wingspread Conference

National Trust Preservation Conference  
National Main Street Conferences  
Iowa Downtown Summit  
Michigan Main Street Real Estate Training  
New Jersey Downtown Revitalization Institute  
Michigan Community Dev. Directors' Conferences  
Detroit Downtown, Inc. Ideas Before Dawn Series

**Volunteer Experience**

Children of Promise New York – Volunteer and Mentor  
Hillary Clinton Campaign 2016 – Call Center, Canvassing and GOTV Volunteer  
Transportation Alternatives - Brooklyn Committee/Atlantic Avenue Working  
Whole Neighborhood Garden – Organizing Committee  
District of Columbia Department of Transportation Biking Infrastructure Community Committee  
Barack Obama Campaign 2008 – Canvassing and GOTV Volunteer  
Create Detroit, Executive Board  
Governor-elect Granholm Transition Team, Urban Revitalization & Economic Dev. Committee  
State of Michigan Consumer & Industry Services, Rehabilitation Building Code Comm. Co-Chair ‘  
Michigan Economic Development Corporation, Michigan Main Street Planning Committee  
Community & Economic Development Association of Michigan, Economic Development Committee  
Detroit City Council, City Planning Commission Zoning Advisory Group, RIMCO/MCA Task Force  
Homelessness Task Force  
Jefferson East Business Association, President and Board Member  
Detroit Eastside Community Collaborative, Chair and Board Member  
City of Detroit - Community Reinvestment Strategy, Cluster 3 Board Member  
Warren/Conner Development Coalition, Rebuilding Communities Initiative Land Use Work Group  
Eastside Industrial Council, In-Place Industrial Park Task Force  
Creekside Community Development Corporation, Housing Committee; Sunday Stroll Chair ‘

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**Testimonials**

*I have worked with Jay across multiple business environments and projects for over 17 years. Jay has been my customer during my time as a loan officer, a consultant on major public private development initiatives and a colleague in delivering development advisory services to third party clients. His integrity, professionalism, tenacity, work ethic and skills place him among the most competent and enjoyable people with who I have worked.*

— **Tom Currell, President, Currell Program Management, LLC**

*Jay has a deep knowledge of historic and current issues urban areas must manage including affordable housing, mass transit, and environmental stewardship, which has served him well in large scale project planning and delivery. He is a seasoned professional who approaches problems with big yet practical solutions and balances macro thinking with technical expertise.*

— **Adria Crutchfield, Chief of Staff, New York City Department of Buildings**

*I've worked on several project teams lead by Jay. He is a mission-driven manager who brings a broad range of life experience to his projects. He has cross-cutting knowledge of construction, public work, environmental and regulatory requirements, and exploits the talents of his team members. His greatest strength is being able to spot and address issues early to avoid impacts to project implementation and schedule.*

— **Victor J. Gallo, Associate Counsel, Consolidated Edison of New York**

*I worked with Jay as he led a team of professionals implementing a variety of complex military projects and he fundamentally improved and streamlined the way NAVFAC does business in the National Capital Region. Jay was a very effective program manager who brought a great amount of energy, intellect, and passion to the job every day. He delegated very well by utilizing our team's strengths while also giving us the opportunity to grow professionally in order to consistently deliver the best work to our clients.*

— **Matt Schwartz, AICP. Lead Planner, Naval Facilities Engineering Command (NAVFAC)-Washington**

*Jay brings strategic direction, a deep knowledge of capital budgeting and urban planning to a project team. He is able to quickly assess the requirements for advancing a complex project and determine the critical path to completion. He is a fun person with lots of interests and a great asset to a team!*

— **Nina Albert, Director of Real Estate and Station Planning, Washington Metropolitan Area Transportation Authority (WMATA)**

*I worked with Jay at Juergensen and Associates and learned a great deal from him about real estate and facilitating change in the City of Detroit. Jay is very resourceful and fully dedicates himself to his projects. His energy is truly without limits.*

— **Rachel B. Cohen, Owner and CEO, Aging Dynamics**

*Jay's enthusiasm and energy is matched only by his comprehensive approach to community revitalization and knowledge of complex real estate financing and he seems equally comfortable with policy makers and grassroots leaders. Jay challenged us to think outside traditional parameters and can only image the kind of energy and commitment he can bring to revitalization efforts in any community.*

— **Pamela Kramer, Duluth Local Initiative Support Corporation (LISC)**

*The Michigan State Housing Development Authority brought Jay and his firm to examine housing, retail and parking in Lansing's Central Business District and he brought insight into the variety of barriers that prevented investment into historic properties and others perceived as obsolete. His enthusiasm and energy is contagious and matched only by his comprehensive approach action-oriented and his knowledge of complex real estate financing. Jay's insight and advice helped overcome the reluctance of unsophisticated property owners take on investment risk and in short-order we witnessed six buildings and seven lofts, with more on the way.*

— **Leanne Stites, Executive Director, Lansing Principal Shopping District**

*Over several years as a Technical Assistance provider, Jay has helped our agency and numerous groups implement a range of affordable housing initiatives. He helped us re-tool or Neighborhood Preservation Program, assisted senior management in examining our investment strategies related to smart growth and guided our involvement in the development of the State's Rehabilitation Code. He also successfully managed the Revitalife Program – one of our largest initiatives, disposition of several thousand State-owned, tax-reverted properties. Jay's "on-the-street" experience and familiarity with the community development industry I believe Jay would be a great member of any team determined to improved their community or the way they do business.*

— **Marjorie Green, Director, Michigan State Housing Development Authority (MSHDA) Office of Community Development**

*You describe the issue much more eloquently than I ever could, and I heartily congratulate you. It's a fabulous article, and I thank you for fighting the good fight. Keep up the good work!*

— **Richard Moe, President, National Trust for Historic Preservation**

**Interests**

Avid Cyclist, Spoken Word Artist and Author