

SUSAN J. LEIGH

P.O. Box 16129 ▪ Tallahassee, Florida 32317

(850) 656-2808 ▪ sleigh@comcast.net

SUMMARY OF QUALIFICATIONS

Successful and accomplished senior housing executive possessing exceptional relationship building, policy development, project management and team leadership skills. Well respected throughout the industry for consistent achievements in high-level operational initiatives, process reengineering, and reorganization. Extensive experience in mixed finance processing, low income housing tax credits, asset development, project construction, design management, asset management and property acquisitions. Able to identify and implement strategies to reduce costs, increase revenues, strengthen business relations, improve business processes and drive profitable growth.

**Execution and Leadership
Team Building
Program Development and
Rollout
Education and Training**

**Mixed Finance Processing
Asset Management and
Development
Quality Control
Multi-family Affordable Housing**

**Process Reengineering
Troubled Project Workouts
Construction Bidding
Contract Negotiations
Investment Banking**

**Extensive Management Experience, including Executive Director and CEO
of State Housing Agencies in Florida and Texas and a private development company**

PROFESSIONAL EXPERIENCE

THE COMMUNITY CONCEPTS GROUP, INC

2006- Present

Principal – Tallahassee, Florida

Clients include local housing finance authorities, for profit developers, non-profit developers, state and local professional associations, and local governments. Representation includes policy development, identifying and obtaining financial resources to fund developments, analysis of viability of proposed developments, and identifying strategies for successful developments. Expertise includes all Federal and State financing programs, such as LITC, HOME, HUD 221(d) 4 and HUD 202 programs including participation in underwriting insured mortgages and mixed financing processing. Focus with developers entails strategies for multi-family developments; focus with Local Housing Finance Authorities includes both multi-family and single family financings. Experience is with both new construction and preservation strategies utilizing available Section 8 programs when available. Participated in the New Issue Bond Program included in the 2009 Federal Stimulus Act advising on both Single Family and Multifamily bond issues with both local governments and private developers. 2010 to current year served as a Reviewer for U.S. Treasury for CDFI and New Market Tax Credits. The projects included housing, charter schools, manufacturing plants, economic development through small business loans nationwide.

Sample of Clientele:

Jacksonville Housing Finance Authority Financial Advisor
Housing Finance Authority of Manatee County
Co-Director of the Florida Association of Local Housing Finance Authorities.
National Multifamily Developers that specialize in acquisition preservation of existing rental housing
City of Jacksonville
Sadowski Coalition Legislative Education Effort
Florida Home Builders Association
Metro Builders Association of Orlando, Florida

HOUSING TRUST GROUP – Chief Operating Officer – Coconut Grove, Florida **2003-2006**

HTG, LLC – Principal – Tallahassee and Coconut Grove, Florida **2002-2006**

HOUSING TRUST OF AMERICA – Principal – Tallahassee, Florida **2000-2001**

Over a period of seven years, a consulting contract with a development group led to partnership opportunities within the three named entities. Operating in each instance as the COO provided me with escalating levels of responsibility. Described below are summaries of those positions and responsibilities and a sampling of the accomplishments.

Provided strategic leadership during the management and coordination of multiple housing projects including the development of over 4,000 multi-family market rate and affordable housing units, acquisition and conversion of apartments to condominiums and construction of student housing with final charge to bring closure to outstanding construction activities and shut down the company. Directed all aspects of financial, asset management, asset development, accounting and personnel functions for the company.

- Significantly reduced overhead operating expenses from \$5 million to \$1.7 million through attrition, initiation of staffing realignments and selective recruitment of key personnel.

Provided executive-level project management support using extensive industry expertise to oversee construction of affordable, market rate, commercial and student housing throughout the Southeastern United States. Held full P&L accountability for site selections; project financing which included HUD 221(d)4 applications, market research, contract negotiations, financial reporting, licensing, and property leasing functions. Manage a staff of three direct reports.

- Contributed to overall success of repetitive on-time project completion by developing collaborative working relationships with field personnel as a resource partner to be used during work progression.

Key executive of a large LLC development company responsible for the construction of selective housing projects outside of the state of Florida, including Georgia and Tennessee, consistent with established business objectives and operating budgets.

- Identified quality architects, construction contractors, engineers, attorneys, lenders, realtors and consultants for a highly responsive, cost effective cross-functional team involving organizations successful in the execution of specialized project services. The responsibilities included working with lenders such as HUD for construction and permanent financing utilizing 221(d) 4, both market rate and affordable, tax exempt bonds, and low income housing tax credits.

FLORIDA HOUSING FINANCE CORPORATION – FLORIDA HOUSING FINANCE AGENCY **1994 - 1999**

Chief Executive Officer- FHFC

Executive Director- FHFA – Tallahassee, Florida

Top executive position responsible for daily oversight of all corporate functions and implementation of key federal and state legislative directives for all housing programs within designated scope of authority. Provided hands-on leadership and guidance for 110 employees. Served as the registered lobbyist for the agency concerning all housing-related legislation.

- Instrumental in leading FHFC to become one of Florida's largest real estate lenders with a total loan and tax-credit portfolio valued in excess of \$3 billion, housing approximately 225,000 residents in 135,000 units.
- Responsible for privatizing this state entity including taking all state employees private, moving funds out of state control and creating benefits package; within a nine month period created legislation, lobbied the legislature, ensured the legislation passed and implemented the changes.
- One of the first HFA's in the country to implement the HUD Risk-sharing Program under my direction
- Sold over \$2.0 billion of bonds, which have financed over 20,000 apartment units and over 10,000 loans to first-time home buyers
- Administered the allocation of the Low-Income Rental Housing Tax Credit Program, which has produced over 36,000 rental units worth \$1.7 billion since 1987
- Oversaw a State-funded program for apartment production (SAIL) which has leveraged \$91.5 million of appropriations into \$510 million (8,900 units) of housing construction and rehabilitation for very low income renters; the State Housing Initiatives Partnership (SHIP) Program, a state funded housing block grant for over 100 local governments, funded at \$200 million in its first five years;

- Administered the HOME Investment Partnership Program which has leveraged \$45 million of federal funds into \$200 million of owner occupied and rental housing
- Utilized state policy to create and incentivize private and public partnerships to build affordable housing taking advantage of market capital
- Oversaw the asset management of the FHFC's portfolio of properties strengthening compliance and underwriting processes for new developments as well as workouts for troubled properties.

GOVERNMENTAL AFFAIRS**1993 – 1994*****President – Tallahassee, Florida***

Offer expert consultative services and strategic guidance for an exclusive group of private developers, which includes reviewing funding applications and identifying potential financing resources; serving as liaison with local government agencies to secure approval for building sites; and representing client base on important housing legislative issues involving local, state and federal agencies. Access state and federal affordable housing programs throughout the United States while working with the investment banking community regarding programmatic needs with state housing agencies (Bear Stearns). This entity continued to exist, but was dormant during my time with FHFC 1995-1999.

- Developed an industry reputation for successfully obtaining development funding for every client represented.

TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS**1992-1993*****Executive Director – Austin, Texas***

Appointed by Governor Ann Richards to work in conjunction with the Board of Directors in carrying out statutory responsibilities that included negotiating with the Resolution Trust Corporation and entering into an agreement for the Department to monitor over 2,000 units of affordable housing throughout the state of Texas. Assisted in the development of new state programs and economic recovery plans. Held full P&L responsibility for a \$10 million annual operating budget and over \$200 million in total programs managed with strategic oversight for a staff of 13 Divisions with 180 employees.

- Efficiently managed consolidation of the Texas Housing Agency and the Texas Department of Community Affairs, including facilities, equipment, operating systems, policies and staffing with minimal disruption in service levels of programs administered.
- Capitalized on strong analytical skills and in-depth knowledge of housing operations to resolve all outstanding audit issues and establish standard internal cash controls to maintain compliance of regulatory guidelines and asset management of existing portfolio
- Oversaw all Federal and State Programs including but not limited to Single Family and Multi-Family Tax Exempt Bonds, Low Income Housing Tax Credits, CDBG, Section 8 and Weatherization
- Testified to the Legislative Committees concerning TDHCA programs and Operations
- HOME was implemented successfully under my direction
- Multifamily Tax Exempt Bonds were revived during my tenure that provided additional affordable housing opportunity for Texans

FLORIDA HOUSING FINANCE AGENCY**1987 - 1992*****Chief Development Officer -- Tallahassee, Florida***

Joined this Florida Housing Finance Agency to administer the state's Multifamily Tax Exempt Bond, Low Income Housing Tax Credit, Single Family Bond and State Apartment Incentive Loan programs that included management of all development-related analysis, loan underwriting and real estate and bond closings. Served as a registered lobbyist for the Agency concerning all housing-related legislation.

- Generated over \$3.2 billion in loans, which financed over 33,000 apartments units and included as many as 22,000 loans to first-time homebuyers.
- Utilized creative refinancing plans and created a "troubled project policy" to take over \$405 million of rental projects out of financially troubled status
- Created the state policy and legislation to implement the newly created Low Income Housing Tax Credit Program from the 1986 Tax Reform Act

EARLY CAREER HISTORY

Florida Home Builders Association:
Director of Governmental Affairs (1985-1987)
Director of Communications (1984-1985)
Director of Research and Information (1983-1984)

PROFESSIONAL ACHIEVEMENTS

1998 Innovations in American Government Award by the John F. Kennedy School of Government at Harvard University; sponsored by the Ford Foundation
1986 Association Executive Achievement Award from the National Association of Home Builders
1986 Recipient of the Governor's Energy Office Award
1986 Federal Department of Energy Award

CAREER PROFESSIONAL AFFILIATIONS

Board Member, Florida Community Loan Fund
Associate Director, Florida Home Builders
Member of Coalition of Affordable Housing Providers
President, Tallahassee Housing Foundation
Secretary, Florida Low Income Housing Foundation
Member, Georgia Affordable Housing Coalition
Member, Florida Home Builders Association
Member, National Home Builders Association
Member, National Council of State Housing Agencies
Member, Board of Directors for the National Council of State Housing Agencies (NCSHA)
Co-Chair, NCSHA Rental Committee
Member, NCSHA Low Income Housing Tax Credit Committee

EDUCATION

Harvard University, Boston, Massachusetts
John F. Kennedy School of Government Program for Senior Executives in State and Local Governments, 1998
Oklahoma State University, Stillwater, Oklahoma
Master of Science in Housing and Design, 1978
Florida State University, Tallahassee, Florida
Bachelor of Science in Housing, 1974