

Roger A. Leonard: (Retired HUD CPD Director) -- Senior-Strategic EXECUTIVE – Finance SME

- **A seasoned executive:** Significant senior-level compliance experience in **complex federal and specifically, US Treasury/HUD-Centric Programs**. Strong leadership qualities, with significant management experience at the Senior Executive/Director levels. Capable of providing detailed and direct insight into all aspects of Federal Programs and project planning, communications, funding, and compliance/audit. Possesses extensive knowledge of government grant processes, economic development project planning and land-development, exercised significant grant financial controls and audit/compliance requirements at the local/state/federal processes.

Senior Executive with over 20 years of Federal/State experience:

- Served successfully in: CEO/COO/Director/SME in both private and government sectors, at the highest levels of performance and execution.
- Innovative leader who anticipates the future and ensures compliance as defined.
- Skilled in problem-solving, collaboration, and negotiation.
- Effective communicator, both verbally and in writing.
- Capable of managing challenging situations and resolving conflicts professionally
- Proven record of meeting deadlines and prioritizing tasks to complete assignments on time and within budget.

High-Energy Process Strategist: A professional manager/planner with strong ethics, empathy, and self-awareness. I am skilled in strategic program development, problem-solving, and team motivation. Communicative, resourceful, inclusive, and adaptable to meet various challenges while maximizing outcomes. Capable of deep analysis and conclusive writing.

Stakeholder centric: Committed to hearing all voices, finding resolutions, and making decisions based on merit and facts. A mentor who builds respectful relationships with diverse sponsors, thrives on creative challenges, and meets stakeholders' highest expectations. Has successfully implemented public policies for economic development, housing, and recovery projects.

Provides responsive, organized, empathetic, and professional management to meet long-range objectives set by the client and the team.

Promotes and oversees regulatory and contractual initiatives in an inclusive and ethical manner, contributing value and ensuring the delivery of high-quality service.

Offers innovative and responsible grant/compliance advice and management outcomes aligned with client goals and standards, including noted statutory and regulatory needs.

Defines, coordinates, and implements fiscal and given compliance policies and plans for both short and long-term needs.

Develops strategies with realistic short/immediate and long-range goals.

Manages team efforts to maximize positive outcomes and to insure gainful outcomes.

LinkedIn Profile: <http://linkedin.com/in/roger-leonard-mpa-mm-18a55135>

Personal Achievements of note:

- **Professional Consulting noted Projects:**
 - Successfully established the Texas ERAP (Emergency Rental Assistance Program) Project Team development, for the employment of \$2.1B in Federal housing subsidy grants.
 - Served as the Lead-SME to Governor's Office for the state of Arizona. providing direct and detailed information for grant execution and compliance for all Federal Treasury programs and grant funding under ARPA/CDBG-CV and other Federal Treasury funding.
 - Team Lead and Senior Project Manager for the Florida Hurricane Mathew and Irma Recovery.
 - Lead Manager for the construction efforts to build the: the Williston Basin International Airport (XWA). Senior Program/Grants/Compliance Manager. Directing all held and subsidiary program grants and strategies, including finance funding/compliance and grant operations.
 - Managed congressional and local communications for several projects, including funding streams for the \$300M+ grants, contractor companies and more than 500 personnel.
- **Federal Service: HUD Louisville (Kentucky) Field Office Director (GS15):**
 - Development of the fundamental core state/jurisdictional compliance and execution strategies across a statewide jurisdiction, including:
 - The development of layered financing strategy and execution for a \$68M Project (using HUD-Section 108 loan funded project) for a large Hotel Convention center, in Covington, KY: City Manager, Larry Kline: (859)292-2313.
 - Devised and facilitated several economic-development revolving funds with HUD-Section 108 Loan Funds and layered funding strategies. Example: Covington, Kentucky, to provide resources to enhance and facilitate the downtown redevelopment efforts.
 - Defined local, state and federal strategies with GSA; for site reconfigurations of the IRS Central Documents facility in downtown Covington, KY, to facilitate the siting of this new local hotel/conference-center project (working with US Senator McConnell's staff on the projects).
- **HUD Director:** Devised the core strategies for Mobile-Home replacement/remediation (\$2M revolving fund) in Eastern KY to replace moderate income homes: KHIC, Jerry Rickett: (606)864-5175. This effort also facilitated the ongoing development strategies for "Net-Zero Energy" strategies for utility use reduction, for over ten rural HUD-subsidized homes.
- **HUD Director:** Devised fundamental strategies to task unused/excess NSP1 Homes (up to 12 + 25 lots), for Disabled Veterans in Louisville, KY: Jim Mims: (502)574-2824.
- **HUD Director:** Devised the core strategy for the "Wired-Kentucky" high-speed fiber broadband corridor development efforts along Interstate I64, to connect Louisville and Lexington, KY corridor (68 miles long) with "Gigi-byte" internet service. This comprehensive plan defined the opportunity to benefit the: UPS World-Port and FEDEX facilities in Louisville KY for e-commerce shipping, development of coding and internet server-farms in the area. (Serving upon the Development Boards for High-speed Broadband (Mayor Fischer and Mayor Gray presiding).

NOTE: Retired from the position of HUD Field Office CPD Director: March 9th 2018.

OBJECTIVES and Strategy:

Serve as the Compliance SME/Executive Director in a thriving, vibrant and focused manner:

Provide energetic, innovative, and technically valid Strategic Leadership to effectively implement all requested compliance strategies. Define overall management and contract staff operations. Define all financial and/or grant mandates for compliance with the clients' plans, directions, and actions and in accordance with all applicable federal, state, and local requirements:

- Oversee at the strategic planning, approvals, and implementation of all projects project opportunities, which enhance partnerships/outcomes.
- Implement the client's direction on a day-to-day need, including the planning, approval, compliance, and close-out/audit of grants and resources as planned at the Federal or state levels.
- Oversee the assigned staff, including at the board's direction: various responsibilities, to include managing all grant responsibilities, activities, resources, and capacities so defined.
- Provide conservative, restrained, and prudent budgetary and fiscal advice to support the goals, policies, and fiscal standards of the Governing-Board, in an ethical and collaborative manner.
- Assist the board in creating a vision, mission, and strategic plan for affordable housing.
- Define, organize, coordinate and implement short and long-range fiscal and budgetary policies, strategic plans, and comprehensive project needs; defined by policy and strategies of the Board.
- Provide staff support to the Board and serve as their liaison to the community and civic groups as well as government and elected officials, as assigned and need demands.
- Manage team efforts, focus and philosophy, to maximize positive project outcomes: defining progressive and innovative ideas from all quarters, to support the mission as defined.
- Utilize effective communication skills, both verbal and written to encourage and foster an open and transparent work culture, with value placed on team growth, and with respect for all voices.
- Encourage the use of technology to improve productivity, service, efficiency, and value.
- Utilize focused strategic thinking to position all team efforts for maximum effect and using smart growth strategies, to reduce adverse environmental impacts and issues of high public interest.
- Manage the Team's resources in conjunction with the defined need and function as tasked by given authority and required by financial providers and public auditors, to ensure compliance.
- Define as assigned, a positive core culture which facilitates and grows the project's economic value with effective, prudent, and sustainable compliance philosophies and strategies.
- Manage all work efforts strategically and as defined, to diligently enhance outcomes in both an efficient and effective way.
- Lead in the areas of: Regulatory and statutory compliance, Public Relations, Planning, Project Development, Policy and Financial Compliance, Funding Strategies, and Resilience.

➤ **Presently employed as: Principal/Owner/Director/SME:** for Federal Funds (ARPA/SLFRF) and CDBG-DR/CV Disaster Recovery Projects as the Program/Project Manager/Analyst, **RSR Strategies Group, RSG.** Suffolk, Virginia: Responsible for Federal Action Planning, Grant Program/Finance Compliance and Close-out/Audit assessment. SME, Federal Disaster-Recovery Grant Compliance and Leadership, as contractually assigned. Extensive client Management skills, to include all RFP/Action Plan strategies and expected outcomes. Contracted, to provide SME support, implementation and management advice for (HUD/TREASURY Grant-management) ARPA-SLFRF funds for strategic disaster recovery and economic development programs.

PROFESSIONAL EXPERIENCE

- **Principal, and Lead Compliance Analyst:** RSR Development Strategies (RDS) to implement management, guidance, and compliance oversight expertise to manage Affordable-Housing and Community Development Block Grant (CDBG) Disaster Recovery efforts at the State and Entitlement City levels. Develop strategies for Action/Con Planning, Grant implementation, Grant draw-down and Compliance, including Audit/closure. Focuses upon recovery and housing development from major weather events (hurricanes, major disasters, and flooding storm events (North Carolina, Texas, Florida, Puerto Rico and the US Virgin-Islands) using Federal Disaster Recovery funding. (Assigned by Contract as noted below)
- **Guidehouse, Inc. Subject-Matter Expert (SME):** for Arizona ARPA/SLFRF - Covid-19 Pandemic Recovery Project (\$4.2B). Provided direct and interactive strategic support/input for: planning and program execution, to senior-staff and the Director of OSPB as requested for CVOID-19 Community Development Block Grant (CDBG-CV) funding from HUD and for the American Rescue Program ACT (ARPA) and the State and Local Federal Recovery Funds (SLFRF) from US-Treasury. Defined and developed program funding use narrative strategies, for Grant and Finance Planning/Compliance. These efforts focused upon: Housing and Economic-development recovery from the Covid-19 Pandemic. Assignment to Arizona CDBG-CV - ARPA/SLFRF Project Team: **2-2021 to 1-2023**
- **Tetra Tech, Inc:** - Senior Program Manager - CDBG-DR Team-Lead: November 2019 – May 2021 Recovery Consulting - Focus: CDBG Disaster Recovery (HUD Programs), Project Management, Client-Lead, and on-site compliance manager. Subject Matter Expert (SME) on HUD Program requirements CDBG-DR area-wide disaster recovery issues. Staff of 8-40+ from: **11-2019 to 4-2021**. *ERAP-TX Project/Program Manager-SME **3-2021 to 7-2021**

-Senior Program Manager/Planner, ULTEG Engineering – *Team Lead: construction, engineering, and management compliance/expertise to build the new Williston Basin International Airport (XWA).* Leadership and execution of: Finance, Project Strategy compliance, Communications both internal and external, Project/Program Coordination with Local, State and Federal stakeholders. Managed complex layered grant funding strategies. Defined permanent project strategies and outcomes. **2-2018 to 11-2018**

-DIRECTOR, COMMUNITY PLANNING AND DEVELOPMENT (CPD) – U.S. Department of Housing and Urban Development (HUD FO Louisville, KY) (GS-15):
Strategic management of Community Planning and Development compliance/funds, programs, and plans across a statewide jurisdiction (Kentucky). Administrative responsibility for a two hundred-eighty-million-dollar multijurisdictional grant portfolio. **November 2010 to March 2018**

- **Subject matter expert:** Technical Assistance, Infrastructure Development and studies, finance and public budgeting, strategic planning, economic development, land-use, zoning, project estimating, technical writing, security planning and quantitative/qualitative analysis.
- **Federal Jurisdictional Field Office Director:** Responsible for the administration and management of HUD's Strategic Community Planning and Development (CPD) programs within the Commonwealth of Kentucky. The State and 10 Entitlement Cities with 120+

Competitive grantees). CDBG, HOME, ESG, HOPWA, and homeless grants. Strategic Regional Planning, Economic and Infrastructure Assessments and Development, Emergency Planning and Disaster Responses, and Housing Strategies across a statewide jurisdiction.

Accomplished: Successfully managed a compliance portfolio of 1.6 billion dollars including over six hundred projects, dispersed across the entire jurisdiction. Built interlocking and productive relationships to meet programmatic and National Objectives. The designated representative of the HUD Assistant Secretary of Community Planning and Development (CPD) and jurisdictional compliance authority.

-Held: Public Trust Clearance - HUD – Field Office Director

-ARMY RESERVE DIVISION, ACSIM-ODR -STRATEGIC COMMUNICATOR/PLANNER

- J.M. Waller and Associates, Inc., Washington D.C. July to November 2010:

Responsible for: definition of policy formulation, defining the development and implementation of primary Strategic Army Reserve functional initiatives and national command management structure, for USAR infrastructure policy. Evaluated the strategic effectiveness of management policies, programs, operations, organizational structures, mission functions, staffing and workloads for US Army Reserve resources, facilities, and projects. Advised on the impacts of current and future environmental changes and project demands. Provided master planning support in conjunction with real property inventory database management. Drafted, defined, and developed Operations and Facility Plans, Command Plans, and other strategic planning documents. “SME” for information and data defining requirements for: Operations Planning, GIS, and facility planning throughout the Army Reserve, for installation facility management.

Accomplished: *The creation of the “USARC-Main and Forward Strategic Plans and O&F Manuals”.*

-J.M. Waller Associates, Inc. Columbia, SC COMMUNITY PLANNER - January to July 2010

US ARMY Reserve; 81st Regional Support Command (RSC)

Community Planner, working complex military real-estate projects (across a nine-state area).

- Prepared necessary documentation for the recordation of licenses, easements, fee purchases, leases, transfers, permits, rights of entry/way, consents, reassignments, and real property exchanges. Served as the primary Real-Estate management contractor for lease and fee-simple transactions. Analyzed and evaluated the impact of: Military Construction, Real Property Maintenance Activity, BRAC and Environmental Stewardship programs. Briefed Senior Army Commanders on real property plans: including prioritizing Capital Investment Strategies, planned infrastructure projects and for the implementation of funding by the US Congress.

-Executive Director: RSR Development Associates, LLC, Suffolk, VA • 2003 to 2009

Develop, coordinate, and implement strategic economic development projects, grant strategies, policy opportunities, project and the site development/construction plans needed to meet client demands within a very diverse commercial business development model. Extensive legal, financial, grant and strategic planning effort. Originated financial strategies, land-use planning applications and submissions for: Grant, RFP/RFB/RFQ proposals, Conditional Use Permits (CUP) and other zoning approvals and environmental permits locally and to the US Army Corps and DEQ in Private, PPTA and grant funded scenarios. Directed supervision - private and public projects: (Airports, Residential, and Commercial Development Corridors). Extensive analysis of: public policy, transportation studies,

“Level-of-Services” analysis, business planning, grant writing, land-use planning and Comprehensive Planning; with detailed submissions and economic infrastructure development analysis.

**-General Manager-CEO / Project Manager / Owner / Developer / Process Strategist
Cardinals’ Pilot Shop, Inc., Suffolk, VA • 1991 to 2006**

- Management of operational aircraft service business. Project Manager for the development of private commercial helicopter facilities, with outlying landing sites. Airport project management: from site-plan to mechanical construction of commercial facilities. Developed commercial aircraft hangar storage facilities and service centers at public airports and development partnerships.

US Naval Service, • 1974 to 1994 – Veteran

Engineering and Technical/Security work at the highest levels (Type-Commander/Squadron), US Navy-Submarines, Atlantic Fleet. Submarine Qualified on SSN637 and SSN688 Class-Submarines.

-Program Manager - Weapons and technical systems subject matter expert (SME). Senior technical writer, supervisor, and Security, Administrative, and Policy Compliance Inspector for special weapons control, operations and security systems. Site and installation manager for COMSUBRON Eight.

-Emergency Plans Coordinator – Exercise Development Coordinator (COMSUBLANT).

-Certified HAZMAT and Nuclear containment Worker/Supervisor. Certified facility inspector for special weapons storage. Member of the Mid-Atlantic BRAC Advisory Team for COMSUBLANT.

Clearances and Special Qualifications

Top Secret Clearance: with - Special Weapons Access (Inactive)

Submarine Qualified: -637 and -688 Class Submarines

Secret Clearance: US Army Reserve while with 81st RSC (Ft. Jackson) and ACSIM-ODR assg: HQ

Retired USN (Honorable Conditions) Expeditionary, Commendation, Achievement Medals - 1994.

FORMAL EDUCATION

Master of Public Administration (MPA) – Concentration in Management

Troy University, Norfolk, VA 1999 GPA: 3.67

Bachelor of Art, Criminology & Administration-Management

Saint Leo's University, Norfolk, VA 1996 GPA: 3.8

Associate of Art, General Studies, Computer Science

Three Rivers Community College, Norwich, CT

Extensive listing of Technical Training (Electrical/Mechanical/Electronic)

Available upon request (US Navy)

LICENSES & CERTIFICATIONS

Master Training Specialist and Emergency/Disaster Planning-Coordinator

Pilot with Instrument Rating (Over 35 years and 3700 hr. flight experience)

Certified "Land-Disturber" – Virginia • Nuclear Worker Certified

AREM-C = Army Reserve Engineer Management – Construction Management

TECHNICAL SKILLS

MS Office: Word, Excel, Outlook, Access, PowerPoint • Quick-Books • AutoCAD
Blue-print analysis, legal and administrative research, presentation, and technical writing

Electrical-Electronic Certified Technician • Skilled heavy equipment operator.

Emergency-Disaster Planning-Coordinator and assessment inspector for CNBC planning

Certified and active instructor: Senior Strategic Process Presenter (HUD Senior Staff)

COMMUNITY SERVICE

- Past columnist for the Suffolk News Herald covering: **Politics and Government**
- Past Juvenile Conference Committee Member, **Chesapeake VA Juvenile Courts**
- **Past Chesapeake Airport Authority:** Board Member/Director for: Finance and Budgetary Development • Grant Advisory • Team Member Policy Development Committee • Member Fiscal expansion and Airport Master Plan Policy Committee member • Team leader for expansion of the airport Instrument Landing System (ILS reliever for Norfolk - ORF)
- **Past, active member of the International City/County Managers Association (ICMA).**

Active Secret Clearance (Top Secret – SSBI Clearance – Inactive) – Public Trust

Valid Driver's License (no DUIs or infractions)

- Extensive References available upon request (including Mayors and City Managers) -
- **LinkedIn Profile:** <http://linkedin.com/in/roger-leonard-mpa-mm-18a55135>