



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Edward M. Leigh		
Board/Commission Name: Central Waterfront Oversight Committee		Position Title: Owner of a Residential Apartment Property
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Date Appointed: 11/19/2019	Term of Position: * 12/31/2019 to 12/30/2021 <input type="checkbox"/> Serving remaining term of a vacant position
Residential Neighborhood: Downtown	Zip Code: 98101	Contact Phone No.: [REDACTED]
Background: Ed is the VP of Investments for Equity Residential, an owner and operator multi-family real estate that owns over 5,000 apartment units in the City of Seattle. Four of Equity Residential's buildings are in the Waterfront LID boundary, including Harbor Steps on 1 st Ave., and Helios at 2 nd and Pine. Ed has worked for Equity Residential for 14 years, in Chicago and Seattle, and has a bachelor's degree in engineering and an MBA from the University of Pennsylvania.		
Authorizing Signature (original signature): 		Appointing Signatory: Jenny A. Durkan Mayor of Seattle

FILED
CITY OF SEATTLE
19 NOV 19 PM 4:13
CITY CLERK

*Term begin and end date is fixed and tied to the position and not the appointment date.

EDWARD M. LEIGH

• Seattle, WA 98101

SUMMARY OF QUALIFICATIONS

- Proven operator of a large multi-family real estate portfolio with a deep understanding of property management, investment strategies, and technology
- Strategic thinker with exceptional analytical and problem solving skills, proven track record of solving complex business problems; comfortable working in a fast-paced environment where the learning curve is steep
- Dynamic manager and team leader who excels at developing employees while driving bottom-line results
- Strong technical background in engineering and finance

WORK EXPERIENCE

EQUITY RESIDENTIAL

Vice President, Investments – Seattle Region

Seattle, WA 2018-Present

- Direct P&L responsibility for portfolio of 40+ multi-family residential properties, totaling over 8,600 units.
- Lead property acquisition efforts, including acquisition screening, underwriting, due diligence, and on-boarding to management platform. Recently completed acquisition \$74M acquisition of 174-unit property in core downtown Seattle location.
- Develop and execute value-add investment strategy for existing portfolio assets (\$20M+ annually), including unit renovations, common area improvements, sustainability projects, and asset preservation activities.

Vice President, Operations

Chicago, IL 2009-2018

- Lead central operations and facilities team responsible for many centrally-managed property functions, including product and services procurement, maintenance services, energy management, resident utility billing, and collections.
- Member of core executive operations group that sets and monitors key property performance metrics around revenue, expenses, operations, sales, and resident satisfaction. Hold quarterly “operational excellence” calls with field VPs from all regions to review metrics and set goals.
- Directly responsible for \$100M+ energy and utilities budget, coordinate energy procurement activities, sustainability initiatives, and resident utility billing programs.
- Propose value-add energy conservation and sustainability projects, evaluate project ROI, coordinate implementation, and monitor results. Project portfolio currently adds \$500K+ in net income per year.
- Served on acquisition integration team for 70+ property buyout of a major private multi-family property owner. Integrated IT and other operational systems and coordinated on-boarding of over 400 property employees.

Assistant Vice President, Property Operations Strategy

Chicago, IL 2005-2009

- Developed quality assurance and employee incentive program for maintenance teams which was adopted across the portfolio and resulted in greatly improved customer satisfaction and 50% fewer resident service requests.
- Managed contract services and telecom procurement program. Portfolio-wide cost reduction initiatives kept expense growth below 1% per year for over 4 consecutive years.
- Led cross-functional teams with other business groups including IT and Organizational Development to design, develop, and implement major enhancements to property software systems including MRI and OpsTechnology.

BAIN & COMPANY

Chicago, IL

Case Team Leader, Global Consulting Staff

2001-2005

Business Strategy Development

- Designed portfolio strategy for manufacturer of large-scale optical and architectural glass. Based on analysis of product-level profitability and market outlook, recommended the exit of several smaller businesses. Remaining business units were restructured to achieve an estimated \$7M operating synergies.
- Devised turnaround strategy for \$41B general merchandise retailer. Used demographic data and statistical analyses to identify underperforming stores and set improvement targets.

EDWARD M. LEIGH

- Page Two -

WORK EXPERIENCE (Continued)

- Developed growth strategy for the flight simulation division of a major U.S. aerospace and defense company. Led team responsible for assessing client's technical capabilities and cost position to prioritize growth opportunities.

Strategy Implementation and Operations

- Performed operations diagnostic for real estate investment trust with more than 200,000 multi-family residential apartment units. Analyzed all facets of client's operations and identified \$50M in potential cost savings through improvements in staffing, procurement, and operational processes. Spearheaded procurement effort and conducted vendor negotiations that resulted in 19% savings on client's largest spend category.
- Coordinated merger integration activities for \$1.9B acquisition in the retail industry. Planned key integration initiatives and established program management office responsible for directing 16 client teams and providing analytical support.
- Managed integration of supply chain activities between major U.S. retailer and newly-acquired catalog apparel merchant. Project resulted in roll-out of new merchandise line to more than 400 stores within nine months of merger announcement.

GENERAL MILLS, INC.

Minneapolis, MN

Financial Analyst, Corporate Business Development Group

Summer 2000

- Developed business strategy for refrigerated meals category based on new products and capabilities acquired in \$10.5B Pillsbury merger. Identified attractive category segments through analysis of sales data, consumer trends, and competing products. Recommended short list of companies as potential acquisition targets.

EMCON, INC.

Springfield, IL

Project Manager, Environmental Services and Construction Division

1996-1999

- Established branch office and regional solid waste practice for national environmental services firm.
- Served as field manager for \$2.5M turnkey landfill construction and methane recovery project. Coordinated subcontractors, materials procurement, and construction Quality Assurance activities.
- Developed and managed multi-facility compliance tracking system and regulatory database for major client. Client adopted system at more than 20 sites, resulting in continuing revenues of \$150K per year.

ANDREWS ENVIRONMENTAL ENGINEERING, INC.

Springfield, IL

Project Engineer, Solid Waste Division

1993-1996

- Supervised construction and coordinated materials procurement for \$3.5M landfill construction project.
- Developed innovative and cost-effective systems for landfill methane recovery and wastewater management.

EDUCATION

The Wharton School of Business – University of Pennsylvania

Philadelphia, PA

Master of Business Administration, Major in Finance

May 2001

Morganthal Public Policy Fellowship, 2000-2001

Texas A&M University

College Station, TX

Master of Science in Agricultural Engineering, 3.7 GPA

December 1993

Texas A&M Regent's Fellowship, 1991 and 1992

University of Illinois at Urbana-Champaign

Urbana, IL

Bachelor of Science in Agricultural Engineering, with honors, 3.7 GPA

August 1991

National Science Foundation Honorable Mention, 1991

PERSONAL INFORMATION

- Enjoy foreign travel, hiking, and other outdoor activities. Backpacking extensively in the Andes Mountains in South America. Ascended to 20,000 ft summit of Mt. Cayambe in Ecuador.
- Read, write, and speak English (native) and Spanish (proficient).

Central Waterfront Oversight Committee

19 Members: Pursuant to Ordinance 125761, 14 members subject to City Council confirmation, positions 4 through 10 initial 3-year terms and 2-years for all others; all subsequent positions shall be 2-years except positions 15 through 19 which shall be permanent.

- 7 Mayor- appointed
- 7 City Council- appointed
- 5 Other Appointing Authority: Chief Executive Officer, Executive Director or designee

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	At-Large (Environmental)	Donny Stevenson	12/31/19	12/30/21	1	Mayor
			2.	At-Large (Labor)	Katie Garrow	12/31/19	12/30/21	1	Council
6	M	7	3.	At-Large	Gerry Johnson	12/31/19	12/30/21	1	Mayor
1, 5	M	3	4.	At-Large	Ashraf Hasham	12/31/19	12/30/22	1	Council
9	F	2	5.	At-Large	Maiko K. Winkler-Chin	12/31/19	12/30/22	1	Mayor
			6.	At-Large	Eric R. Howard	12/31/19	12/30/22	1	Council
3	F	2	7.	LID Residential Tenant	Michelle A. Rusk	12/31/19	12/30/22	1	Mayor
6	M	6	8.	LID Commercial Tenant	Jim Rowe	12/31/19	12/30/22	1	Council
6	M	3	9.	LID Hotel Property Owner	Craig Schafer	12/31/19	12/30/22	1	Mayor
6	F	7	10.	LID Condominium Owner	Emily Hooper George	12/31/19	12/30/22	1	Council
6	M	7	11.	LID Residential Apartment Property Owner	Edward M. Leigh	12/31/19	12/30/21	1	Mayor
6	F	1	12.	LID Office Property Owner	Lindsey Pasternak Wolpa	12/31/19	12/30/21	1	Council
			13.	LID property on or within one block of Pike/Pine St. owner	Shawn Jackson	12/31/19	12/30/21	1	Mayor
6	M	7	14.	LID Commercial/Retail Property Owner	Brett Phillips	12/31/19	12/30/21	1	Council
6	F	3	15.	Pike Place Market PDA	Mary Bacarella	12/31/19			Executive Director (or designee)
6	M	3	16.	Seattle Aquarium Society	Robert W. Davidson	12/31/19			Chief Executive Officer (or designee)
6	M	4	17.	Downtown Seattle Association/MID	Jon Scholes	12/31/19			Chief Executive Officer (or designee)

6	M	NA	18.	Seattle Historic Pier Association	Bob C. Donegan	12/31/19		Executive Director (or designee)
6	F	2	19.	Alliance for Pioneer Square	Lisa Dixon Howard	12/31/19		Executive Director (or designee)

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	3	2					1			3			1
Council	3	2			1				1	4			
Other	3	2								5			
Total	9	8			1		1		1	12			1

Key:

***D** List the corresponding *Diversity Chart* number (1 through 9)

****G** List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.