

# David Haynes

Clarkston, MI

303.956.9575

david1234haynes@gmail.com

<https://www.linkedin.com/in/davidehaynesmi/>

---

## Transformational Sales and Operational Excellence Executive

---

Energetic leader who has successfully navigated companies to consistent performance through boom-and-bust economic cycles by building and overseeing reliable, efficient teams and business processes. Proven in large-scale portfolio and asset management, long-term client relationship building, and ongoing operational improvement, with a record of impressive revenue generation and bottom-line results. Transparent and direct leader who thrives on autonomy and builds engaged, collaborative, and high performing teams with low turnover.

- Property Management
- Forecasting & Budgeting
- Policies & Procedures
- Multi-Functional Teams
- Portfolio Management
- Sales Strategies
- Credit & Collections
- Due Diligence
- Incentive Programs

---

## Career Highlights

---

### **Property Management**

- Orchestrated quarterly national open house events, boosting traffic, and encouraging referrals with appealing incentives, resulting in a 12x increase in performance.
- Enabled the team to secure early lease renewals, overcoming rent increases by offering gas cards and ensuring another year of profitable income.
- Altered leases granting the first right of refusal for asset purchase, preventing removal of units and avoiding \$100k in lost revenue annually.

### **Multi-Functional Team Management**

- Collaboratively redesigned process flows, eliminating emails and paper, implementing workflows, and reducing transaction times by 15%.
- Achieved zero turnover for directly hired or internally promoted reports in elevated positions.
- Cross-trained team members, balancing workloads, and reducing overtime by 60% per quarter.

### **Forecasting & Budgeting**

- Accurately budgeted and forecasted team member renewal commissions for 9k units within \$15.00 per unit and increased renewal rate YoY from 55% to 68%.
- Drove year-over-year growth with a 6% revenue increase, focusing on various channels to boost occupancy.
- Achieved double-digit sales growth while maintaining established margins on both new and used products.
- Accurately forecasted rent increases on 9k units across 22 markets, to accommodate rising increased operating expenses, insurance, taxes and maintenance costs.

### **Credit & Collections**

- Revised underwriting guidelines, incorporating compensation factors for better application decisions and reducing relooks by 10%.
- Automated the underwriting system to approve applications meeting specific criteria, resulting in a 20% reduction in team member touchpoints.

---

## Professional Experience

---

### **Sun Communities and Sun Outdoors, Detroit, MI**

**2010-2023**

#### ***Sr. Vice President*** (2022-2023)

Reporting to the COO, leading a team of 60, with 6 direct reports, responsible for sales and operations across 29 states with 299 locations. This included overseeing financing, underwriting, auditing, loss mitigation, business development, insurance, asset management, and P&L of \$420M annually.

- Led a high-performance underwriting team that processed 55K residency applications per year and coordinated the sale 5000+ homes annually.
- From the peak at 14,000 tenant rental homes, reduced the program size with sales of 9,000 homes in the program which included 600 tenant conversion home sales.
- Maintained compliance in all sales and leasing documents and managed relationships with internal councils, corporate councils, and local councils in each jurisdiction.

#### ***Vice President*** (2012-2022)

Led a team of 60, with 6 direct reports, responsible for sales and operations across multiple states and locations. This included overseeing financing, underwriting, auditing, loss mitigation, business development, insurance, asset management, and P&L of \$360M annually.

- Designed and implemented an operational excellence playbook for the organization that was instrumental in growing the business.
- Spearhead the hardship repayment plan and debt forgiveness program for clients to repay their loans and site rent avoiding repossession or eviction.
- Directed joint venture loan portfolio from origination with third-party lender through remarketing efforts with volume in chattel manufactured home subprime notes.
- Played a major part in acquisitions by providing expertise on market rates, fill rates, home appraisal, deferred maintenance, capitalization, and other areas to hit ROI.
- Served as a key stakeholder in starting a JV to access capital to facilitate home sales which consistently added \$10M per month to the home loan investment portfolio.
- First client to implement software integration, negotiated lower fees and a dedicated support agent and earned elite partner status with a third-party lender and servicer.
- Produced more applications with fewer errors and less time and expense by spearheading automation of all possible documents and contracts.
- Mentored an off-the-street entry level hire into a director level position and debt collector who became Sales VP at a large company.

#### ***Regional Vice President of Operations & Sales*** (2010-2012)

Led a team of 50, with 10 direct reports, responsible for a geographically scattered portfolio of ten manufactured housing communities with 4K homes across 5 states for operations, sales, P&L, marketing, home rentals, and third-party contractor relationships.

- Produced written community inspections and action plans for improvement, ensure compliance, train staff, and engage residents, associations, media, and tea.
- Managed on-time, on-budget projects including the construction and renovation of clubhouses, community offices, amenities, community safety infrastructure.
- Inspected model homes for sale or lease to ensure we are properly marketing home to secure market rent while showcasing a quality product while gaining revenue.
- Quickly solved difficult and complex problems as the top decision maker by offering alternative solutions and working directly with staff to make improvements.

---

## Education

---

- **Clark College, Vancouver, WA**, AA, Business.