



Lesia Bates (Moss)

Transformational Strategist | Purpose-Driven Operator | Award-Winning Executive

Executive Profile

Lesia Bates Moss (pronounced “Lisa”) is Founder and CEO of Bates Consulting Group LLC, a New York City-based boutique management consulting firm that provides strategic advisory and financial management services to national, regional and locally based clients. Since its founding, the firm has successfully led strategy planning for small businesses, nonprofit organizations and real estate entities; completed several finance and operations assessments, managed client audit readiness projects for nonprofits, with an emphasis on community and affordable housing development organizations, identified millions in cost savings, implemented internal controls and process improvements, developed cash and liquidity management tools, designed finance operations models and partnered in department restructurings, and negotiated capital and funding agreements for mission-driven organizations nationwide.

As a nationally recognized C-suite executive and board leader, Lesia’s impact spans financial services, commercial and affordable housing real estate, nonprofit leadership, public administration, strategy and corporate governance. With nearly 40 years of cross-sector experience, Lesia brings a 360-degree lens to complex business challenges, aligning capital, people, and purpose to drive measurable, mission-aligned outcomes.

A Stevie Award-winning CEO and two-time Crain's Notable Woman in Finance, Lesia blends Moody's-trained analytical precision with on-the-ground turnaround expertise. Her leadership philosophy: transform strategy into action, analysis into impact, and institutions into catalysts for change.

Lesia holds a Master of Science, Real Estate Finance, New York University, and a Bachelor of Arts, American Government, The University of Virginia. Actively engaged in the community, Lesia currently serves on several boards, including Board Chair, 360 Academic Sports Academy, Chair, Health Equity Committee and Board Director, The Brooklyn Hospital Center, Board Trustee, The Brooklyn Hospital Foundation, National Advisory Board, Ron Brown Scholars Program. When not volunteering her time, Ms. Bates enjoys being “Momanager” to her Son, Callan, who plays professional baseball.

Ms. Bates Moss currently resides in Brooklyn, New York.

Areas of Expertise

- Cross-Sector Economic Strategy & Public-Private Partnerships
- Business and Financial Strategy & Risk Management
- Nonprofit Turnarounds & Governance
- Commercial Real Estate, Affordable Housing & Community Development Finance
- Corporate & Public-Sector Partnerships
- Board & Executive Leadership
- Operational Transformation

Signature Achievements

Lesia's career spans leadership roles across consulting, finance, real estate, government, and community development—delivering results for nonprofit, for-profit, real estate, philanthropic, and public-sector clients.

Management Consulting & Advisory

As Founder and CEO of Bates Consulting Group LLC, Lesia leads a boutique firm that delivers strategic advisory services across finance, operations, fundraising, and organizational development. Serving nonprofit, corporate, philanthropic, government, and real estate clients, BCG helps organizations navigate complexity and deliver measurable results. Under her leadership, the firm has implemented multi-year strategic plans backed by financial models, helped clients secure over \$10 million in liquidity and financing, and launched mission-aligned revenue-generating initiatives. The firm also advises on strategic plan evaluations and designs performance dashboards, scorecards, KPIs, and OKRs to enhance accountability and drive performance. Financial Services & Risk Management

Lesia held key leadership roles in financial services, where she consistently delivered strategic insights and market-moving results. At Moody's Investors Service, she was recognized as a top analyst for the U.S. and Japanese REIT sectors and played a central role in expanding the global REIT market from 30 to over 300 issuers. She also led Moody's credit risk response during major financial reporting crises at Freddie Mac and Fannie Mae, preserving Aaa senior debt ratings and helping to stabilize capital markets.

At Fannie Mae, she oversaw counterparty credit risk for a \$2.5 trillion single-family mortgage portfolio. She developed performance management tools for internal and regulatory oversight and successfully led the strategic exit of high-risk counterparties before bankruptcy filings—protecting Fannie Mae's senior creditor position and avoiding costly litigation.

At Marsh McLennan, Lesia was hired to drive growth in the Middle Market segment. She built a multimillion-dollar pipeline by delivering customized insurance and risk solutions to clients across the real estate, hedge fund, and nonprofit sectors.

Earlier in her career at JPMorgan Chase (formerly Chemical Bank), she held leadership roles in commercial mortgage banking and retail sales management, deepening community lending and financial inclusion efforts.

Public Sector Leadership & Policy

Lesia has played a pivotal role in advancing innovative public sector strategies at the intersection of procurement, housing, and economic development. While with the NYC Housing Authority and Department of General Services, she helped shape and implement forward-thinking business development and economic policies for two of the city's largest public agencies.

At the NYS Insurance Liquidation Bureau, she led administrative operations tied to the dissolution and takeover of insolvent insurance companies—ensuring compliance, operational stability, and effective coordination with state regulators.

Nonprofit Leadership & Impact

A proven nonprofit turnaround leader, Lesia successfully led the financial restructuring of a \$200 million CDFI loan portfolio spanning five cities. She secured \$23 million in new funding to launch a regional small business resilience initiative in the New York metro area. Her work continues to elevate nonprofit impact through strategy, finance, and

operational advisory—focusing on organizations advancing health equity, education, and youth development.

Community Development & Real Estate Finance

Lesia brings a long-standing commitment to equitable development and inclusive economic growth. She has structured over \$100 million in New Market and Low-Income Housing Tax Credits to finance mixed-use and affordable housing projects. In addition to designing and delivering innovative technical assistance models that empower small businesses and nonprofit real estate developers to navigate complex capital structures and project delivery requirements, Lesia's work extended into policy advocacy to advance initiatives tied to small business growth, housing, economic development, and healthcare equity.

Governance & Board Service

- Board Chair, 360 Academic Sports Academy
- Director, Brooklyn Hospital Center
- Trustee, Brooklyn Hospital Foundation
- National Advisory Board Member, Ron Brown Scholars Program

Recognition

- Interviewed on MSNBC's Squawk Box as a subject-matter expert on innovative financing programs to support small business growth and investment
- Published researcher on credit and real estate finance topics
- National and international speaker on real estate, economic development, and financial sector trends
- Stevie Award - Female Executive of the Year
- Top 25 Black Female Executives - The Network Journal
- Crain's Notable Woman in Finance (2020, 2021)

The Bates Doctrine

- Lead and partner with integrity
- Convert boardroom strategy into operational reality
- Align capital with community impact
- Build bridges across sectors, disciplines, and stakeholders
- Drive results through innovation, grit, and disciplined leadership

Contact

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