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Office of the Mayor  
Gavin Buckley, Mayor  
160 Duke of Gloucester Street  
Annapolis, MD 21401-2517

September 4, 2019

To: Alderpersons, City of Annapolis

From: Mayor Gavin Buckley

Re: Housing Authority of the City of Annapolis Appointment

Pending your approval, I would like to appoint Mr. Patrick N. Sheridan to the Housing Authority of the City of Annapolis Board. This appointment fills a vacancy on the commission.

Patrick N. Sheridan  
1660 Duke Street  
Alexandria, VA 22314

A copy of his resume is attached.

Thank You.

GB/hrr

Reviewed by: <u>Housing and Human Welfare Committee</u>	
<input type="checkbox"/> Favorable	<input type="checkbox"/> Unfavorable
_____	_____
Committee Chair	Date



***Presentation of Qualifications  
Patrick N. Sheridan***

1660 Duke Street  
Alexandria, VA 22314  
(703) 341-5095 (days)  
(703) 283-4644 (cell)  
psheridan@voa.org

**Summary of Qualifications:**

Background includes extensive and diversified experience in these key areas:

Affordable multifamily and senior housing development and program management...  
Finance and lending program development ... public relations and  
marketing ... real estate analysis ... affordable housing ...  
low income housing tax credits ... government lending programs ...  
multi-family housing workouts ... preservation of affordable housing...  
community development... single family mortgage lending....  
training ... lending program automation development

Highly motivated and disciplined  
Skilled negotiator  
Demonstrated accomplishments  
Take charge attitude  
Effective facilitator  
Excellent oral and written communication skills

**Awards, affiliations, and activities:**

2017 Chuck Edson award winner for best veterans supportive housing project  
Affordable Housing Finance Magazine's 2010 "Best Senior Development" award for outstanding  
affordable housing development – The Terraces, New Orleans, LA  
Affordable Housing Finance Magazine's lead article featuring Volunteers of America and  
interview  
National Association of Home Builders' 2009 "Most Creative Financing for an Affordable  
Housing Project" Pillars of the Industry award – The Blakeley, Lawrence, MA  
National Association of Home Builders 2000 L.D. Elwell Award winner for excellence in the  
administration of USDA Rural Housing Service rural housing programs  
Editorial Advisor, Affordable Housing Finance magazine  
Advisor to the Valued Advisor Fund, New Markets Tax Credit Fund  
Member of the Board of Directors for the following organizations:  
- National Affordable Housing Trust  
- National Housing and Rehabilitation Association  
- Stewards for Affordable Housing for the Future  
Former Licensed Mortgage Broker, State of Florida  
University of Michigan, Ann Arbor, Michigan  
B.S.F., Natural Resources, Economics, 1975

### **Professional Highlights:**

#### **Volunteers of America, Alexandria, Virginia**

August 2003 to Present

Executive Vice President, Housing: Responsible for the direction and operation of the spiritually based, national nonprofit's affordable multifamily, senior housing and special needs housing. Funding programs used consist primarily of the federal low income housing tax credit program, along with various other federal and state credit, loan and grant programs. Direct a national staff of project managers and construction managers in the development of new properties and the acquisition and rehabilitation of existing affordable multifamily housing. Directs property management, asset management, resident services, construction management and quality and training housing activities for the organization. Provides strategic direction for the organization's national and affiliate housing properties, consisting of over 500 properties, containing over 20,000 units in 42 states and Puerto Rico.

- Volunteers of America's Housing Development efforts have been nationally recognized during the last 12 months as the fifth largest affordable housing owner in the country counted as the number of affordable units, and the largest counting the number of properties.
- Developed Volunteers of America's tax credit development team from one project developer and one construction manager to current sixteen person team of project managers and construction managers. Simultaneously, facilitated growth of organization's internal financial underwriting team
- Implemented internal predevelopment loan fund and review committee consisting of internal organization staff and external housing experts. Also implemented rigorous internal underwriting criteria and approval process.
- Obtained grants from major foundations including the MacArthur Foundation, Fannie Mae Foundation, Freddie Mac and the Major League Baseball Players Trust for growth of the organizations housing development, operations and asset management functions along with specific project development in New Orleans.
- Received national recognition for projects developed in the National Association of Home Builders Pillars of the Industry Awards, winner of the Affordable Housing Finance Magazine's project of the year, and multiple awards from the National Affordable Housing Management Association, the Affordable Housing Tax Credit Coalition, and the Affordable Housing Finance Magazine for The Terraces on Tulane, New Orleans, LA

#### **USDA, RURAL HOUSING SERVICE, Washington, D.C.**

November 1991 to July 2003

Assistant Deputy Administrator, Multi-Family Housing: Responsible for administration of the Agency's \$12 billion multi-family housing program, encompassing both direct and guaranteed lending and asset management of the 18,000 property portfolio. Directed administration of the \$680 million Rental Assistance program.

- Successfully developed negotiated Memorandum of Understanding between RHS and FreddieMac for special emphasis of RHS Guaranteed Rural Rental Housing Program through FreddieMac Program Plus lenders.
- Developed and marketed rehabilitation and equity loan program for RHS section 515 multi-family housing property with FannieMae, DUS lenders and nonprofit sponsors.
- Successfully obtained new legislation that provided RHS with extensive new legal authorities to combat program fraud, waste and abuse.
- Negotiated settlement agreements and portfolio transfers of several multi-state, multi-property portfolios of apartment developments.

- Facilitated use of the Low Income Housing Tax Credit (LIHTC) as associated with the RHS Section 515 program. Worked with IRS staff to draft Section 42 language to allow project and tenant monitoring by state agencies through use of RHS asset management reports. Acting as RHS liaison to IRS Tax Credit Taskforce to develop methods of more efficiently using the LIHTC program with other types of federal assistance.
- Frequent speaking engagements at industry related conferences. Provides congressional briefings on state of rural multi-family housing.
- Served in several other positions including Director, Portfolio Management and Chief, Property Management Branch

**COMMUNITY DEVELOPMENT ADMINISTRATION, MARYLAND DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT, Crownsville, Maryland**

January 1990 to November 1991

Director, Housing Management: Responsible for management of a loan portfolio of over 25,000 single family and multifamily residential loans with an outstanding principal balance in excess of \$2 billion.

- Assisted in development and implementation of the State of Maryland's Assisted Housing Preservation Act, along with developing new incentives to deter federally assisted multifamily housing from opting out of low income housing.
- Supervised and implemented the Department of Housing and Community Development's (DHCD) Families Insisting on Safe Tenancy (FIST) Program, a unique anti-drug program that was recognized nationally by such groups as the National Association of Realtors legislative committee and the National Bar Association.
- Maintained a delinquency rate for both single family and multifamily housing loans below industry averages for similar programs.
- Represented DHCD and the Governor's Office on several task forces including the City of Baltimore public housing renovation task force and the American Bar Association task force on laws relating to preventing drug trafficking in rental housing.

**MIG REALTY ADVISORS, INC., West Palm Beach, FL**

January 1988 to December 1989

Director, Loan Servicing/Manager, Asset Management: Managed MIG Realty Advisor's pension fund clients' real estate loan portfolios, which included strip shopping centers, office buildings, apartments, and industrial real estate.

- Directed workouts of problem construction loans including negotiating with permanent lenders, new project partners, and construction trades.
- Supervised disbursements for subsidized housing construction loans averaging 48 projects and over \$52 million per year.
- Supervised firm's non-subsidized housing construction loan disbursement department, which disbursed funds to over 60 construction projects ranging in size from \$300,000 to \$45 million.
- Originated new construction loan business for subsidized housing loan department, including making contacts with potential clients, analyzing applicant financial strengths and experience, and represented the firm at loan closings and preconstruction conferences.

**USDA, FARMERS HOME ADMINISTRATION**, Washington, DC  
1984 to 1987

Chief, Servicing Branch, Multiple Family Housing Servicing and Property Management Division  
Senior Loan Specialist, Community Facilities Division: Formulated policy and directed activities in servicing the federal agency's \$7.7 billion loan portfolio of multifamily housing projects.

- Directed servicing and workout of two multi-state problem borrowers with combined loans totaling approximately \$68 million.
- Determined feasibility of proposals to build complex community structures, such as hospitals, utilizing advanced construction techniques including construction management, design/construct, and owner-builder construction.
- Briefed agency and departmental political appointees, met with Congressmen and congressional staff, attended congressional hearings, and worked closely with lobbyists, industry representatives, and other federal and state housing agencies.
- Reviewed applications for complex loans for hospitals, nursing homes, fire stations, schools and other municipal facilities, including analyzing hospital holding company and municipal government borrowing capabilities and financial strength.

**RURAL APARTMENTS PACKAGING COMPANY, WARREN REAL ESTATE GROUP**,  
Lansing, Michigan  
1983 to 1984

Director: Directed a real estate development subsidiary of a real estate holding company developing apartment project proposals for funding through a government subsidized loan program

- Directed field staff in site selection and market determinations, coordinated packaging of loan proposals, and coordinated construction lender and permanent lender closings.
- Structured joint ventures and limited partnership entities, worked with syndicators, and negotiated contracts with federal, state and municipal officials, attorneys, mortgage lenders, architects and contractors.
- Developed and constructed 24 projects worth \$23 million in six states in the Midwest and South.

**USDA, FARMERS HOME ADMINISTRATION**, Various locations in Michigan  
1976 – 1983

Assistant District Director, County Supervisor, and Assistant County Supervisor: Various positions in both District and County Offices of FmHA.

As Assistant District Director, duties included supervising both Community Development activities, including fire stations, hospitals and water and sewer loans and grants, along with affordable multifamily and farm labor housing loans in SE Michigan. Additionally, supervised several County Offices under the District Office providing guidance on single family and farm loans to County Supervisors and staff

As County Supervisor and Assistant County Supervisor, duties including managing a local office of FmHA and administering the section 502 and 504 single family homeownership and home repair loans, and farm ownership, operating and emergency loans. Additionally, closed and asset managed portfolio of multifamily and community facility loans in the local office jurisdiction.