

**ANKER HEEGAARD**  
**Principal**

**The Compass Group, LLC**

## **EXPERIENCE OVERVIEW**

Mr. Heegaard is expert at affordable housing finance, underwriting and public policy. He is a founding member of the firm. As a consultant in the multifamily housing industry he advises clients on multifamily housing issues—ranging from property-level transactional support, to portfolio- and industry-level analyses. His work for clients includes workouts of troubled multifamily properties, development of Web applications, training, research and analysis, and other assignments. In addition, he has co-written books on fair housing, housing tax credit compliance and occupancy compliance.

## **FIELDS OF SPECIALIZATION**

- Multifamily housing finance
- Multifamily asset management
- Public Policy

## **CONSULTANT PROJECT EXPERIENCE**

Affordable Housing Finance Transaction and Program Support Advise HUD's Office of Affordable Housing Preservation as program expert on complex Mark-to-Market transactions which couple housing tax credits with debt restructuring of FHA-insured mortgages; Advise Louisiana's Office of Community Development on piggybacking of \$600M in hurricane-recovery funds (CDBG) with LIHTC awards—from program-level policy analysis to transaction-level support; Advise HUD/CPD on workouts of transactions with HOME funds, and related program and policy guidance.

Data, Reporting and Measures. Designed and built an asset management reporting system for NeighborWorks America's Multifamily Initiative, tracking and reporting on performance indicators for 1,000 multifamily assets, across 100 ownership entities, on a quarterly basis. Support StrengthMatters™ Initiative led by a consortium of key housing groups to provide data warehouse services, and business planning.

Training. Develop and conduct trainings on the HOME Program, subsidy layering, underwriting, mixed-income housing and other affordable housing topics for national audiences.

Research, Policy Studies. Conduct research into affordable housing portfolios and issues for clients ranging from the MacArthur Foundation, to Vermont's Housing and Conservation Board, to the U.S. Army Corps of Engineers (military housing privatization).

Publications. Co-wrote and published industry-standard guidebooks on fair housing, occupancy compliance, and housing credit apartment management. Wrote an award-winning

policy and procedure manual addressing drug-related crime in apartment housing. Co-wrote HUD HOME Program Model Series Guidebook on Asset Management.

## **EMPLOYMENT HISTORY**

The Compass Group, LLC	Principal	1997 – Present
NHP Incorporated	Director, Program Development and Director, Corporate Communications	1991 - 1997

## **EDUCATION**

B.A., New York University, 1989