

Tom Patterson

Partner



Select Executive Experience

PCPMG Consulting (2011-2022)
CFO

Trammell Crow Residential (1990-2010)
CFO/CAO

Crow Holdings (1986-1990)
Accounting Manager and Financial Analyst

Arthur Andersen & Co. (1985-1986)
Auditor

Core Competencies

Finance
Accounting
Investor Relations
Strategy
Mergers & Acquisitions
Executive Leadership
Debt Financing
Corporate Restructuring
Risk Management
HR Management
Treasury

Executive Profile

Tom Patterson is a Partner on the Central team office of SeatonHill. Mr. Patterson is a financial executive with over three decades of experience in an array of industries. Beginning his career with a Big 4 Accounting firm, he has broad expertise in finance, accounting, strategy, and mergers and acquisitions. Tom has a significant background in complex business transactions, having served as the CFO and Chief Administrative Officer at two industry-leading organizations in healthcare and real estate, including 20 years at Trammell Crow Residential. He strives to be collaborative and promote teamwork and communication throughout organizations he serves, generating value by partnering with operations to achieve measurable performance improvement.

Industry Experience

Real Estate
Healthcare
Senior Housing
Accounting
Family Office
Property Management

Education & Certifications

Bachelor of Science in Accounting and Finance
Minnesota State University

Certified Public Accountant (CPA)
State of Texas

SEATONHILL™

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For more information contact:

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Our partners have deep experience across multiple industries, and can quickly integrate into your organization to provide the insights you need to succeed in today's marketplace.

Tom Patterson
Partner



Key Experience

Healthcare Management Company: As CFO of this senior housing organization with operations at 115 locations in 12 states, Tom was responsible for all financial operations and led a team with seven direct reports and a staff of 50. He negotiated an \$85 million line of credit to support the company's growth and managed relationships with multiple banks. Tom also led acquisition analysis and due diligence on two large portfolios that increased company size by 40% over a 12-month period. He managed a strategic reorganization of the company, including refinancing of debt, sale of assets, and the transfer of over 100 facilities to new owners. Tom reorganized the revenue cycle team, resulting in improved cash flow by reducing average days sales outstanding (DSO) over 20% on Medicare and Medicaid claims. Additionally, Tom improved the efficiency of the Human Resources department by implementing new software programs, including a facial recognition timeclock system and self-service payroll and benefits capability for employees.

Multifamily Real Estate Developer: As Chief Financial Officer/ Chief Administrative Officer, Tom was responsible for all financial and administrative operations for a national real estate development, construction and management company with operations in 17 key U.S. markets. He led a team with six direct reports and a staff of 75, and was a member of company's Board of Directors and Operating Committee. Tom achieved annual cost savings of more than \$1 million by centralizing regional accounting, HR, and IT groups into the corporate office. He recruited, hired, and developed key leaders and created a highly effective team to support company operations. Tom also led due diligence efforts with investment bankers on a company-wide recapitalization initiative and negotiated the sale of the property management company, successfully transitioning more than 1,500 employees to the new company. Additionally, he

grew a relationship with the company's largest bank, leading to over \$500 million in apartment construction loans and a \$100 million treasury management relationship. Tom simplified the company's ownership structure and reduced administrative costs by negotiating the buyouts of over 50 limited partners with ownership in more than 100 apartment properties. He created an industry-leading contractor-controlled risk management program that provided liability and workers' compensation insurance to more than 125 properties with risks exceeding \$3 billion. Additionally, Tom saved over \$1 million annually in property insurance premiums by restructuring the existing program using new brokers and insurance carriers.

As Assistant CFO, Tom led the accounting, paralegal, HR, and internal audit activities for the corporate office. He coordinated all financial reporting, budgets, business plans, investment analyses and Board packages. Tom also directed the selection, design, and implementation of a new HR information system that centralized all employee payroll and benefits data. He was a member of the team that negotiated and closed the sales of five regional operating businesses and \$1.6 billion of real estate to Real Estate Investment Trusts in separate transactions over a six-month period.

As Controller, Tom developed national accounting policies and procedures and provided extensive training for up to ten regional controllers. He also coordinated financial reporting and disclosures to all banking relationships.

Big 4 Accounting Firm: Tom started working as an intern during college for this firm and was hired full-time as an Auditor upon graduation. His clients included companies in the real estate, oil & gas, banking, insurance, and retail industries.

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