

# Michael W. Castle

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## Executive Profile

Proven executive, thought leader and change agent with in-depth experience, a strong intuitive sense, and a reputation for delivering superior results. Brings exceptional skills in providing business and technology leadership and in building and motivating high performance teams that deliver optimal performance. Known as an internal “turn-around expert” who brings order out of chaos, presents ideas clearly and builds consensus to achieve organizational objectives. Primary focus on the Financial Services & Information Technology Industries (working with foreign & domestic banks, brokerages, capital management firms, insurance companies, government agencies, government sponsored enterprises, hedge funds and startups). Has been instrumental in preparing two startup companies to be sold to large firms and has worked to integrate acquired/merged entities. Possesses functional expertise in:

- Strategic Planning
- Business Process Design
- Applications Systems Design
- Business Intelligence
- Relationship Management
- Business Process Integration
- Organizational Design
- Governance Structures
- Regulatory & Audit Compliance
- Financial Analytics

## Professional Experience

### CASTLE CONSULTING LLC

St. Louis, Missouri  
2008-present

A boutique consulting firm specializing in transforming business practices to develop a competitive advantage in the “new world economy”, Castle Consulting LLC provides a variety of services from strategic planning to new process design and implementation. Other areas of proven expertise include: managing operating processes, business performance metrics, defining business policies, developing documentation for analytic models, business processes and procedures and bridging cross-functional efforts (many of those are both business and IT or between business units).

President

#### *Major Responsibilities:*

- Designing and delivering strategic and innovative solutions
- Solving clients’ pressing business problems
- Engagement planning and client management
- Identifying requirements and hiring specialty resources
- Leading expert teams of specialists to operationalize and achieve intended outcomes
- Managing Operations teams and processes
- Procuring clients

### Major Clients

#### Enliven, LLC

St. Louis, MO  
2013-present

#### *Major Accomplishments:*

- Management consultant to UX/Technology startup

- Managed Finance, Accounting and Human Resources functions (acting as CFO/COO)
- Led the development and implementation of the strategic business plan, performance measurement (balanced scorecard), and financial planning processes
- Designed and implemented processes for Finance, Operations & Administration functions
- Assisted in the development for all aspects of the Marketing Plan & Strategy

zZipline, LLC

St. Louis, MO  
2011-2013

*Major Accomplishments:*

- Publicly launched social media oriented payment startup
- Acted as CEO for an internet startup; responsible for all major activities of the Company
- Designed and implemented business processes for transactions, risk management, compliance and social interaction related to peer-to-peer and peer-to-group payments
- Oversaw building and deploying of the application using Agile project methodology
- Managed daily banking and settlement operations

FANNIE MAE

Washington, DC  
2010-2010

*Major Accomplishments:*

- Built analytic team to analyze forecasted losses and reserve allowance; identified trends and recommended actions to improve loss outcomes while promoting the best possible results for tax payers and consumers
- Studied loan modification behavior and the effects of different servicing models to compare portfolio performance. These analyses were used in the design and launch of new modification programs
- Managed loss model development activities including model performance tracking
- Developed and implemented an operational process to performance test models, as required by regulators
- Managed compliance activities for the department and liaison with oversight groups
- Led data integration effort to get modeling teams across the enterprise to share common data. Prior to this when analysis was presented to senior management from different groups the numbers could not be reconciled
- Provided consultation as to the “way forward”; a new business model for the proposed life after conservatorship

GMAC

Philadelphia, PA  
2008-2010

*Major Accomplishments:*

- Successfully leading business transformation activities, using lean six sigma discipline, to renovate business processes and practices regarding Correspondent & Warehouse lending and Capital Markets.
- Helping in areas of Pricing via Capital Markets and all business channels, capitalization of Mortgage Servicing Rights (MSR), distressed asset management and Lending Channel operational excellence. Tasked to reduce costs and create efficiencies by consolidating like business functions. Created, proposed and implemented a new business operating model. This work resulted in process efficiencies, redeployment of highly valued human capital, and cost savings of \$7 MM (projected annual savings). Other similar process improvement work is ongoing.

- Developed governance structures and an effective business performance measurement framework with detailed reporting and dashboard.

## WELLS FARGO HOME MORTGAGE

St. Louis, Missouri  
2001-2008

As a wholly-owned subsidiary of Wells Fargo & Co. (a Fortune 50 company), Wells Fargo Home Mortgage is the Nation's largest retail mortgage lender and number 2 in mortgage servicing with annual revenue over \$ 2 billion.

Senior Vice President, Global Program Director Capital Markets

### *Major Responsibilities:*

- Chief of Staff to the Executive Vice President of Capital Markets for all of Wells Fargo Consumer Lending.
- Recruited to build a communications highway between the business and technology functions to address the significant capability gaps that limited the firm's ability to grow and successfully manage risks.
- Led strategic planning, roadmap development and project management with a team of 85 professionals and with an annual budget of \$ 30 MM.

### *Major Accomplishments:*

- Successfully led the effort to reduce losses in non-prime business channel. Shored up credit policies, loan loss reserve estimates, and fraudulent loans originated or purchased, resulting in a reduction of approximately 79 days in the asset sales cycle time for repurchased loans. Reduced the negative impact for the firm's exposure to the declining sub prime loan market by more than \$ 80 million within the first four months after implementation. Awarded two *Service Excellence Awards* for contributions made.
- Tasked to reduce costs and create efficiencies by consolidating two like business functions. Created, proposed and implemented a new business operating model. This work resulted in process efficiencies, redeployment of highly valued human capital, and cost savings of \$2 MM.
- Developed a proto-type Resource Planning Application to meet the challenges of increasing capability growth and productive use of human capital resources. It provided actionable information through extensive management dashboards to support decisions regarding resources (utilization and strategic project prioritization). Due to the success of the tool, it was adopted for project management across the Consumer Lending enterprise.

## FREDDIE MAC

McLean, Virginia  
1997-2001

Chartered by Congress, Freddie Mac provides liquidity, stability and affordability to the housing market -- through their mortgage purchase, credit guarantee and portfolio investment activities. As a leader in the secondary mortgage market, Freddie Mac has been publicly traded since 1990 and is a Fortune 100 Company.

Director of Analytic Systems Development, Information Services (1999-2001)

### *Major Responsibilities:*

- Led a team of 80 professionals from technology and the business unit to support the Retained Portfolio, Fixed Income Research and Finance groups
- Provided analytic applications development and support
- Supported earnings management strategies, capital deployment, and both the internal and external risk-based capital stress tests.

*Major Accomplishments:*

- Created a fixed-income portfolio system designed to support trading and research for new products
- Led in the design of a high performance and high availability infrastructure specifically to meet the needs of analytics and research
- Implemented software solution to successfully fulfill externally mandated risk-based capital stress test

Director of Finance Systems, Funding & Investments (1997-1999)

*Major Responsibilities:*

- Directed major business development and technology projects for the Mortgage Portfolio Management trading desk with four direct reports and dotted line management of cross-functional subject matter experts and technology specialists.
- Simultaneously reported to the COO for Corporate Finance and the VP, Head of the Mortgage Portfolio while maintaining hard-line reporting to the VP, Head of Strategic Re-engineering.

*Major Accomplishments:*

- Recruited by Chief Investment Officer to partner with world-class Wall Street Mortgage Trader to implement a key new asset acquisition strategy to significantly enhance the firm's profitability. Developed innovative business model, organization, processes, partnerships, and technology to establish the new approach. Achieved an extra 20% portfolio growth with improved returns of 30% within the first year.
- Highly commended by Executive management for providing a quick and robust solution to significantly improve internal controls for trade execution. Designed and implemented an application to encapsulate and monitor compliance for board-delegated trading authorizations and counter-party credit exposure with full workflow to notify and/or seek approval of management of exceptions.

TREASURY SERVICES CORPORATION (TSC)

Santa Monica, California  
1993-1997

TSC is a recognized visionary for Banking-Financial Management best practices and leading-edge technology for Asset/Liability Management, Funds Transfer pricing, and profitability management.

Manager of Client Support & Software Release Coordinator

*Major Responsibilities:*

- Managed Company's vendor and customer relationships.
- Established service level agreements with both vendors and clients (including international accounts).
- Led two diverse teams: one that responded to client requests, the other that designed and delivered new software functionality.

*Major Accomplishments:*

- Designed, built and managed company's first web site used for proprietary information exchange with clients and distribution of marketing literature
- Designed, built and managed company's first *knowledge* database used both internally and externally to provide insight into known software issues and solutions.
- Significantly improved software quality and customer satisfaction while reducing by 45% the time to market through the design and implementation of a new software release process and methodology.

SUNGARD FINANCIAL SYSTEMS DIVISION

1986 - 1993

SunGard is a global leader in software and processing solutions for financial services, higher education and the public sector. SunGard Financial Systems provides mission-critical software and IT services to institutions in virtually every segment of the financial services industry specializing in: Alternative Investments, Brokerage & Clearance, Capital Markets & Investment Banking, Risk Management, Institutional Asset Management, Insurance, Trading, & Treasury Management with over \$25 trillion in invested assets.

Senior Systems Consultant (1991-1993)

Washington, DC

*Major Responsibilities:*

- Hand selected by the Resolution Trust Corporation's Executive Management to lead the design and implementation activities necessary to bring up asset management and auction sales capabilities to support the United States Government's bailout of the Savings & Loan crisis.
- Managed a portion of the daily operations supporting funds management and asset disposition with a team of 10.

*Major Accomplishments:*

- Brought in to resolve the pre-existing challenge of poor returns to the American taxpayer, presumed unfair practices in the bidding and awarding of RTC controlled financial assets and the ensuing public outcry. Tasked to provide immediate solutions that ensured return maximization while maintaining inclusive and fair trading practices with transparency to all oversight bodies (including the consumer advocacy groups). Successfully designed the solution and delivered an enormous success, which sold nearly \$400 billion in distressed financial assets achieving almost 94 cents on the dollar (50% above expectations). Recognized with the *President's Club Award* given once annually firm wide.
- Tasked to help create the RTC-branded securitization process. Participated in the valuation, structuring, securitization and disposition of whole loans both commercial and residential.

Supervisor, Senior Financial Analyst (1986-1991)

Canoga Park, California

*Major Responsibilities:*

- Consulted with financial institutions regarding investment finance and the accounting treatment for specific investment vehicles.
- Designed application functionality that incorporated financial, accounting and regulatory best practices.
- Managed a staff of 6 and led the integration of two acquired firms.

*Major Accomplishments:*

- Designed application functionality to support investment analysis and accounting treatment for: futures and options; foreign currency denominated securities; dollar rolls and repurchase agreements; FAS 91 & 115; mortgage derivatives; and TBA mortgage trading and settlement. Achieved a 25% increase in market share during a time of intense competition and set the stage for the eventual selection for use by the Resolution Trust Corporation.

**Education/Professional Development**

BS Finance, California State University, Long Beach (minor in Economics) -- 1986

Master Certificate Six Sigma, Villanova University -- 2008

Certified Lean Six Sigma Black Belt (CLSSBB) -- 2008

Michael Hammer Conference: Redesigning the Practice of Management:

Reengineering Governing Processes for World-Class Results --December 2006