

# waynercurtis

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## Objective

An opportunity to utilize my extensive research and teaching skills, and that leverages my expertise with transactions, in finance, and extensive community and economic development knowledge and practice.

## Experience

### *Curtis Concepts, LLC*

Managing Partner, **December 2007-**

- Structured the State Small Business Credit Initiative at U.S. Department of Treasury
- Provided analytics for Federal Deposit Insurance Corporation bank seizure program
- Board Member, Cenlar Capital Corporation, a leader in mortgage subservicing
- Adjunct Professor, Business Division, University of the District of Columbia
- Adjunct Professor, Business Division, Northern Virginia Community College
- Adjunct Professor, Community and Economic Development, Southern New Hampshire University

### *Fannie Mae*

Vice President, **1992-2007**

- Lead the Housing and Community Development, Acquisition and Construction Finance group
- Grew annual Public Finance purchases from \$1.2 billion to \$6 billion per year
- Developed first debt product for Public Housing Capitalization Program
- Grew CDFI business from \$6 million to over \$200 million
- Expanded Housing Impact Fund Portfolio from less than \$12 million to over \$500 million
- Led the regional public affairs and government relations for Fannie Mae's Northeast Region
- Financed lead equity into the Community Development Trust
- As an officer with Fannie Mae from 1996 to 2007, duties included creating and implementing several innovative financing vehicles for primarily urban markets. Responsibilities also included managing a portfolio of over \$20 billion of public entity financings, including bonds and inclusive of short term structured financial instruments.
- Began Fannie Mae career as a Director of Public Relations and Government Affairs for the ten-state Northeast Region of the country, and was quickly promoted to management

## Experience

### *Fannie Mae – continued*

- As Managing Director, led American Communities Fund responsible for debt and equity investments
- Also, managed bond acquisitions for the company's tax exempt and taxable bond portfolio for state and local housing finance authorities. In addition, was also responsible for developing and implementing new products focusing on public sector customers, specifically Public Housing Authorities
- Created, managed and restructured an Acquisitions, Development and Construction product and team
- Completely revamped the business processes to meet regulatory, OFHEO and Sarbanes Oxley compliance

### Chemical Bank and Manufacturers Hanover

#### Assistant Vice President, 1988 - 1992

- Investment Banking – National Accounts
- Developed a creative 90-day note funding program for Allegheny County, PA
- Responsible for analytics on structured deals – infrastructure and hospitals

### City of Philadelphia 1984-1988

#### Deputy Executive Director Redevelopment Authority and Senior Analyst Pubic Finance

- Led the strategic Port Authority plan in Philadelphia

### New York City Economic Development – Financial Services Corporation 1982-1984

- Developed and implemented creative financing initiatives to retain businesses within New York City
- Developed comprehensive community development programs fully engaging the community
- Executive Director Bureau of Relocation Services
- Director, Relocation Assistance Program

### Prepac, Inc 1981-1982

#### Vice President Marketing and Business Development

- Manufacture of plastic point of purchase items
- Responsible for manufacturing operations of custom items

**SofStats, Inc. 1981-1982**

President, CEO, and Principal

- Start-up software driven technology company
- In charge of operations and international marketing
- First widely marketed digitized multiplex communications device

**City of New York Parks Department 1978-1981**

- Executive Director of Urban Park Rangers
- Created the first City based Urban Park Ranger Program
- Responsible for the total program development design and implementation
- Recruited and trained over 110 Urban Park Rangers

- **Skills**

- |                            |                                |
|----------------------------|--------------------------------|
| • Proven leadership skills | Structured finance expert      |
| • Very adaptable partner   | Excellent communication skills |
| • Team builder             | Solid research skills          |
| • Risk taker               | Civically engaged              |
| • Negotiation              | Policy Analysis                |

## **Education**

**Antioch University**

- PhD of Philosophy, in Leadership and Change
- Dissertation: Social Entrepreneurship and Wealth-Building Plans: Creative Strategies for Working Class Americans

**Columbia University**

- Masters of Science, Urban Planning
- Thesis: Public Finance as an Effective Economic Development Tool

**Harvard University**

- Bachelor of Arts
- IC4A Two-mile relay champions

## **Other**

- Board Member since 2001, Children's Law Center
- Board Member, William James Foundation
- Advisory Board Member, National Cancer Research Foundation
- Member of the DC State Rehabilitation Council
- Board Chair, Metropolitan AME Church Endowment
- Member, Risk Management Association
- District of Columbia's State Rehabilitation Commission

**Technology:** Microsoft applications, NVIVO, various research databases

## Noteworthy Research

Case Study of The Children's Law Center

An Overview of the Theory of Leadership

A Strategic Plan for Organizational Change for the Children's Law Center

How does empowerment and hope translate into effective leadership for addressing future change?

Critical methods review - Social Entrepreneurship

## Public Speaking

I have been a presenter or keynote speaker over the past several years for the following organizations and events:

### Domestic

The National Conference of State Housing Officials

The National Association of Local Housing Officials

Americas Community Bankers

The National Bankers Association

The American League of Financial Institutions

The National Council of La Raza

The Homebuilders GSE Sub-Committee

The Homebuilders Conference in Reno Nevada

The Department of Justice annual Community Capital Development Office Annual

The National Community Reinvestment Coalition

## International

The International Leadership Conference in Los Angeles, November 2008: “How does empowerment and hope translate into effective leadership for addressing future change?”

The Mortgage Bankers Association of Puerto Rico Annual Conference

The Infonavit’s Homebuilder Conference in Acapulco, Mexico