

Summary

- Over 20 years of experience in Management Consulting and large-scale Program Leadership, resulting in millions of dollars in benefits delivered to Financial Services clients across the country
- Over 20 years of experience in planning, analysis, design, development, test and implementation of Business Process, Human Performance and Technology solutions
- Concentration in Mortgage Banking Industry, including Origination (Retail, Wholesale, Correspondent and Consumer Direct), Fulfillment, Servicing, Default and Secondary Marketing
- Experienced in establishing and cultivating excellent client relationships

Experience

Program Leadership and Project Management

- Served as Release Manager for long-term, multi-phased program at major mortgage bank, creating a new operating model for post-closing, investor delivery, loan records, custodial operations and escrow administration functions
- Developed business cases, value propositions, sales proposals and client contracts for Financial Services clients, including a series of proposals for a major mortgage bank resulting in over \$40MM in annual benefits derived from both improved operating efficiencies and increased revenues
- Developed IT project execution methodology and project management skills training for eCommerce technology provider; developed program management operating model for major mortgage bank

Data Management

- Developed overall program for design and implementation of a robust Data Management operating model for major mortgage company in accordance with Data Management International (DAMA) principles of data governance and data stewardship
- Led Discovery and Analysis efforts to identify operational problems and opportunities for process, technology and organizational improvements, including an effort to improve the integrity of escrow data for a major mortgage company, resulting in annual benefits of \$5MM

Solution Analysis, Design and Build

- Assisted major mortgage company in responding to regulatory Consent Order from the Office of the Comptroller of the Currency (OCC) relating to its Default and Loan Modification operations
- Designed and implemented new process, policy and technology solutions for the Foreclosure and Loan Modification operations for a major mortgage bank
- Led multiple efforts to create and implement new business model for major mortgage banks, including new operating strategy, process model, organization design and technical infrastructure
- Developed Help Desk Strategy for major mortgage bank and IT operating model for small mortgage banking Application Service Provider
- Reengineered and implemented business and IT processes for several major Financial Services clients
- Designed new organization, jobs and roles for Servicing functions of major mortgage bank

Solution Test and Implementation

- Planned and managed all aspects of systems testing and deployment of a Loan Origination System (LOS) at major Mortgage Banking firm, including external and internal system interfaces, data warehouse, reports, lending products (Mortgage Loans and Home Equity Lines of Credit (HELOCs), user training, user support, stakeholder communication and business ownership
- Planned and managed all aspects of deployment of Oracle Financials system at major Financial Services firm, including coordination of software migration, data conversion, user training, user support, stakeholder communication and business ownership
- Developed and executed Change Strategies for several major Financial Services clients, including a communication strategy for a series of 30 process reengineering projects at major retail bank
- Developed several Test Approaches, including Benefits Realization Test for major health insurance provider and Operations Readiness Test for retail bank and mortgage company

Employment

Cave Canem Consulting, Inc., Dallas, TX 2003 to Present
 Management Consulting and Business Development, *Director of Mortgage Banking Projects*

Accenture, LLP (formerly Andersen Consulting), Dallas, TX 1993 to 2003
 Solutions Engineering and Change Management, *Senior Manager*

Lomas Information Systems, Inc., Dallas, TX 1988 to 1993
 Excelsis Mortgage Loan Servicing System Implementation and Training, *Senior Business Analyst*

Mortgage Banking Clients

	Origination	Servicing	Default
▪ Bank of America Home Loans		▪	▪
▪ BB&T Mortgage	▪		
▪ Beal Bank/MGC Mortgage		▪	▪
▪ Colonial Savings		▪	▪
▪ First American/CoreLogic/Dorado	▪	▪	▪
▪ Fiserv	▪	▪	▪
▪ HomeBanc Mortgage Corp		▪	▪
▪ JP Morgan Chase Home Lending	▪	▪	▪
▪ KeyBank Mortgage	▪	▪	
▪ Towne/AmeriCU Mortgage Company		▪	▪
▪ Wells Fargo Home Mortgage	▪		

Professional Memberships

- Institute of Management Consultants (IMC)
- Mortgage Bankers Assoc of America (MBA)
- Project Management Institute (PMI)
- Accredited Mortgage Professional (AMP)

Education

Baylor University, Waco, TX
 Bachelor of Business Administration, *MIS and Real Estate Finance*, 1987

Project Profiles (in chronological order)

KeyBank Mortgage/Cognizant, Cleveland, OH (Feb 2016 to Present)**Program Description**

- **First Niagara Financial Group (FNFG) Mortgage Technology Integration** – In its merger with FNFG, KeyBank Mortgage engaged Cognizant (to which Cave Canem subcontracted) to assist in integrating FNFG's Mortgage Servicing technology platforms with those of KeyBank.
- **Empower Loan Origination System Implementation** – KeyBank decided to bring Loan Origination operations in-house from PHH (which had been originating and servicing mortgage loans on behalf of KeyBank). They selected Black Knight Empower to implement as its Originations technology platform. In addition, new processes and organizations were implemented for Origination, Secondary Marketing and Loan Boarding capabilities.
- Cave Canem contributed primarily to the programs in the following roles:
 - **Business Analyst Team Lead** – Managed the Business Analysts across all functions within Mortgage Originations, Secondary Marketing and Mortgage Servicing. Established internal standards and processes related to Business Requirements and Functional Requirements for the Development and Test teams.
 - **Implementation and Deployment Manager** – Planned and managed the detailed implementation and Go Live plan for transitioning Mortgage Servicing technology from the FNFG technology platform to KeyBank technology platform.
 - **Change Management Administration** – Managed the ongoing requests for changes and enhancements to mortgage technology (Origination, Secondary Marketing, Servicing).

Project References

- Erik Borgeson, Cognizant Senior Director of Consulting, (858) 583-8135.

Towne/AmeriCU Mortgage Company, Troy, MI (Oct 2015 to Apr 2016)**Program Description**

- Towne/AmeriCU Mortgage engaged Cave Canem for assistance in replacing its current Loan Servicing System (LSS) with a new hosted LSS. Cave Canem contributed primarily in the following work efforts:
 - LSS Data Mapping, Conversion and Validation
 - LSS Software Test
 - LSS Output (Letters, Forms) Design, Build, Test
 - LSS Interfaces Test
 - LSS User Training
 - LSS Implementation and Deployment
 - LSS Post-Implementation Support

Project References

- Steve Pagano, Fiserv Director of Implementation Servicing, (412) 613-6073.

Colonial Savings, F. A., Fort Worth, TX (Jan 2013 to Oct 2015)**Program Description**

- Colonial Savings, F. A. engaged Panther IT (to which Cave Canem subcontracted) for assistance in overhauling its business and IT operations within its Mortgage Servicing operations.
- Cave Canem established the overall Mortgage Servicing Transformation Program (MSTP) structure and initiated, executed and managed several projects and work efforts within MSTP, including the following:
 - Business Process Design and Development (business processes pertaining to all aspects of servicing Mortgage Loans and Home Equity Lines of Credit (HELOCs))
 - Loan Servicing System (LSS) Vendor Selection and Engagement
 - LSS Data Conversion Design, Build, Test
 - LSS Customization Design, Build, Test
 - LSS Interfaces Design, Build, Test
 - Mortgage Servicing Report Design, Build, Test
 - LSS User Training
 - IT Process Design and Development
 - MSTP Implementation

Project References

- Tim Neer, Colonial Savings Servicing Oversight Director, (817) 390-2015.
- John P. Quinones, former Colonial Companies Chief Information Officer (CIO), (817) 771-4606.
- Kerry Briggs, former Colonial Companies Director of Development and Support, (817) 372-0918.
- Steve Pagano, Fiserv Director of Implementation Servicing, (412) 613-6073.

Bank of America, Dallas, TX (Feb 2012 to Oct 2012)**Project Description**

- Bank of America's Legacy Asset Servicing area launched a new organization that had responsibility for determining whether a foreclosure sale should be postponed based on input from customer-facing teams (such as Customer Relationship Management, Loan Modifications, Litigation, etc.) as well as the Foreclosure teams.
- Bank of America engaged Retreat Capital (to which Cave Canem subcontracted) for assistance with the following related to the Foreclosure Postponement Group: improving the business processes; designing, developing and implementing management reports; designing and implementing workflow technology; developing and implementing policies governing standard actions for various loan conditions and scenarios.

Project References

- Catryana Malcolm, Bank of America Program Manager, (303) 670-0707.

JP Morgan Chase/Cognizant, Dallas, TX (May 2011 to Oct 2011)

▪ **Project Description**

- The Office of the Comptroller of the Currency (OCC) issued a regulatory Consent Order to several major mortgage servicers, including JP Morgan Chase, primarily relating to its Default and Loan Modification operations. JPMC engaged Cognizant (to which Cave Canem subcontracted) for assistance in responding to the OCC Consent Order; particularly, Article VIII which relates to MIS reporting and overall data quality.
- The project team performed preliminary data analysis working with major business and IT stakeholders in order to target critical data quality issues pertaining to major controls within the business processes. The team put together an overall program plan for analyzing, designing, developing and implementing a robust Data Quality Management operating model. The Data Quality Management program featured the implementation of the Data Steward role within the Single Point of Contact (SPOC) function within the Default Management area.

▪ **Project References**

- Jeff Farrier, former Cognizant Technology Solutions Senior Manager, (201) 294-9767.

CoreLogic/Dorado/Cognizant, San Mateo, CA (Mar 2011 to May 2011)

▪ **Project Description**

- CoreLogic acquired the software company Dorado, which provides a Loan Origination System (LOS) technical platform. CoreLogic engaged Cognizant (to which Cave Canem subcontracted) to analyze Dorado technology and CoreLogic technical and data services and to make recommendations regarding which products and services from the two companies should be coupled for offerings to clients of CoreLogic and Dorado.

▪ **Project References**

- Jeff Farrier, former Cognizant Technology Solutions Senior Manager, (201) 294-9767.

CoreLogic/CitiMortgage/Cognizant, Dallas, TX (Oct 2010 to Mar 2011)

▪ **Project Description**

- CoreLogic enhanced the functionality of its Default Vendor Management System (VendorScape) in order to make it more competitive against other Default Management Systems in the marketplace. The system supports all Default Management functions, including Collections, Loss Mitigation, Loan Modification, Bankruptcy, Foreclosure and REO. CoreLogic worked with its client, CitiMortgage, to develop functional requirements and planned to pilot the system for the CitiMortgage Default operations. Cave Canem worked with CoreLogic and CitiMortgage to develop all functional requirements for the Bankruptcy area.

▪ **Project References**

- Jeff Farrier, former Cognizant Technology Solutions Senior Manager, (201) 294-9767.

Beal Bank/MGC Mortgage/Fiserv, Dallas, TX (Nov 2008 to Aug 2009)**Project Description**

- Beal Bank/MGC Mortgage contracted with Fiserv to design, build, test and implement a new mortgage servicing operation in conjunction with the implementation of Fiserv's loan servicing technology platform.
- Fiserv brought Cave Canem onto the program to lead business and technical Subject Matter Experts to design, build and implement an "Operations Blueprint" (an operating strategy, a business process model, a support process model for Accounting and IT functions, a sourcing model and a technology model for each mortgage servicing function).
- Cave Canem built out detailed loan servicing procedures and policies for MGC and later assisted in implementing these procedures in the business environment.
- Cave Canem planned, managed and coordinated the User Acceptance Test (UAT) for Fiserv's mortgage loan servicing technology platform.
- MGC and Fiserv later chose to engage Cave Canem in developing an Operations Blueprint for their Consumer Loans division.

Project References

- Steve Pagano, Fiserv Director of Implementation Servicing, (412) 613-6073.
- Stella Hess, former Beal Bank/MGC Mortgage Chief Operating Officer (COO), (469) 229-8610.
- Sharon Brock, former Beal Bank/MGC SVP of Loan Operations, (469) 229-8509.
- Al Lewis, former Fiserv Director of Program Management, (219) 680-9310.

UnitedHealth Group/RCG Consulting, Minneapolis, MN (Mar 2008 to Feb 2009)**Project Description**

- UnitedHealth Group contracted with RCG Consulting to plan, launch and manage a series of Knowledge Management projects for the UHG IT Human Capital department. Cave Canem was hired by RCG to manage this program as well as develop a Project Management methodology for UHG IT Human Capital.

Project References

- Brian Richardson, RCG Consulting Principal, (773) 474-1834.

Washington Mutual Bank (WaMu), Los Angeles, CA (and various locations) (Mar 2005 to Aug 2008)

▪ **Project Description**

- WaMu's Mortgage division engaged Cave Canem for a series of projects as part of its Mortgage Loan Origination System (LOS) Implementation program: used by the company to originate its Mortgage Loan products and Home Equity Lines of Credit (HELOCs).
 - Ongoing definition of business and technical requirements for LOS enhancements.
 - Development of LOS Data Dictionary by coordinating business stakeholders from Origination, Servicing and Capital Markets operations.
 - Planning, coordination and execution of User Acceptance Test (UAT) and System Integration Test (SIT). This effort included the use of automated testing technologies.
 - Delivery of user training in fulfillment centers across the United States as well as automated development of training data.
 - Planning, coordination and execution of the deployment of the LOS into the business environment in fulfillment centers across the United States.
 - Development and implementation of a new Help Desk that focused on business support for the new LOS.
 - Development of new business and IT support processes primarily related to the LOS.
 - Development of a new process model, organization model and technology model for the Program Management Office (PMO).
- Most of these project initiatives involved coordination and management of an extremely large number of stakeholders across the United States such as Compliance, Legal, Audit, Underwriting Policy, Sales, Back Office Operations, Executive Management and Information Technology.

▪ **Project References**

- Tim Guertin, former WaMu Program Management Office (PMO) Executive, (440) 633-4952.
- Connie Joe, former WaMu Program Manager, (510) 220-1550.
- Jeff Farrier, former WaMu Development Manager, (201) 294-9767.

Wells Fargo Mortgage, Des Moines, IA (Mar 2004 to Sep 2005)

▪ **Project Description**

- Wells Fargo engaged Cave Canem to manage a series of small projects that implemented changes primarily in the Underwriting Policy area.
- **NOTE:** Hedgcoth's role on this program was almost completely Account Management; he was not heavily involved in the actual execution of the work.

▪ **Project References**

- None.

HomeBanc Mortgage, Atlanta, GA (Jan 2004 to Sep 2004)

▪ **Project Description**

- HomeBanc Mortgage engaged Cave Canem to design and build a new mortgage servicing operation. Cave Canem led business and technical Subject Matter Experts to design, build and implement an “Operations Blueprint” (an operating strategy, a business process model, a sourcing model and a technology model for each mortgage servicing function). Cave Canem built out detailed loan servicing procedures and policies for HomeBanc.

▪ **Project References**

- Dan Starowicz, former HomeBanc Servicing Manager, (404) 538-6400.

Washington Mutual Bank (WaMu), Florence, SC (Jul 2003 to Dec 2003)

▪ **Project Description**

- WaMu Mortgage engaged Cave Canem to test and implement a new Document Tracking System (DTS) into the business environment in the Document Operations department.

▪ **Project References**

- None.

Washington Mutual Bank (WaMu), Chicago, IL (and various locations) (Jul 2001 to Apr 2003)

▪ **Project Description**

- WaMu engaged Accenture to reengineer its Mortgage Loan Servicing operation. Hedgcoth was the Program Manager for the Loan Administration Division within Loan Servicing. This program included the following projects:
 - Design and development of a Process Model, Organization Model, and Technology Model for each functional area within Loan Administration.
 - Development of a series of business cases, work estimates and project plans based on facilitated sessions with Subject Matter Experts (SMEs) representing each aspect of the business.
 - Design, development, test and implementation of process and technology for mortgage loan data cleansing for Post-Closing.
 - Reengineering and reorganization of tax administration incorporating an approach using two tax service providers.
 - Development and implementation of accounting reconciliation process for newly originated loans that are migrated into the Servicing area.
 - Design and implementation of automated tax and insurance setup process.

▪ **Project References**

- James Guerin, former WaMu Loan Administration Executive, (949) 412-1513.

Washington Mutual Bank (WaMu), Los Angeles, CA (Apr 2001 to Jul 2001)▪ **Project Description**

- Project Manager. Development of national Help Desk Strategy.
- Details TBD.

▪ **Project References**

- None.

XL Dynamics, Los Angeles, CA (Dec 2000 to Apr 2001)▪ **Project Description**

- Project Manager. Business Development for web-based Loan Origination System (LOS).
- Details TBD.

▪ **Project References**

- None.

Fiserv (CheckFree), Atlanta, GA (Sep 2000 to Mar 2001)▪ **Project Description**

- Project Manager. Consulting methodology development.
- Details TBD.

▪ **Project References**

- None.

International Banking Technologies (IBT), Atlanta, GA (Jul 2000 to Aug 2000)▪ **Project Description**

- Project Manager. Consulting methodology and assessment tool development.
- Details TBD.

▪ **Project References**

- None.

Royal Bank of Canada, Chicago, IL (Apr 2000 to May 2000)▪ **Project Description**

- Implementation Manager. Web-based eCommerce site for Private Banking.
- Details TBD.

▪ **Project References**

- None.

Allstate Insurance, Chicago, IL (Nov 1999 to Apr 2000)

- **Project Description**
 - Implementation Manager. Insurance claims system.
 - Details TBD.
- **Project References**
 - None.

GE Capital Card Services, Atlanta, GA (and various locations) (Oct 1998 to Nov 1999)

- **Project Description**
 - Implementation Manager. Oracle Accounts Receivables system for Card Services.
 - Details TBD.
- **Project References**
 - None.

Bank of America, Charlotte, NC (and various locations) (Jun 1998 to Oct 1998)

- **Project Description**
 - Implementation Manager. New release of retail banking system.
 - Details TBD.
- **Project References**
 - None.

Branch Bank & Trust Mortgage (BB&T), Raleigh, NC (Sep 1997 to Jun 1998)

- **Project Description**
 - Training Development Manager. UniFi Loan Origination System (LOS).
 - Details TBD.
- **Project References**
 - None.

Blue Cross Blue Shield Florida (BCBSF), Jacksonville, FL (Apr 1997 to Sep 1997)

- **Project Description**
 - Implementation Manager. Healthcare capability.
 - Details TBD.
- **Project References**
 - None.

Washington Mutual Home Loans (WaMu), Columbia, SC (Apr 1995 to Apr 1997)▪ **Project Description**

- Implementation Manager and Training Development Manager for Loan Origination System (LOS).
- Details TBD.

▪ **Project References**

- None.

Blue Cross Blue Shield Tennessee (BCBST), Chattanooga, TN (Jul 1994 to Mar 1995)▪ **Project Description**

- Testing Lead. Health insurance capability.
- Details TBD.

▪ **Project References**

- None.

Wachovia Bank, Charlotte, NC (May 1994 to Jul 1994)▪ **Project Description**

- Business Analyst. Customer Service system for Retail Banking Operations.
- Details TBD.

▪ **Project References**

- None.

Bank One, Dallas, TX (Oct 1993 to May 1994)▪ **Project Description**

- Program Communications Consultant. Retail Banking Reengineering Program.
- Details TBD.

▪ **Project References**

- None.

Lomas Information Systems, Inc., Dallas, TX (Aug 1988 to May 1993)▪ **Project Description**

- Senior Business Analyst for the Excelis Mortgage Servicing platform.
- Traveled to multiple mortgage servicing client sites across the United States to configure, train and implement the new loan servicing platform.