

ANDREW D. LONDON

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OPERATIONS MANAGEMENT EXECUTIVE

Senior-level Operations Manager with extensive experience in mortgage banking. Change Manager with a proven ability to drive operational growth, lead start-up and turnaround efforts, restructure operations, and establish a customer-centric environment. Law degree provided a strong foundation for a successful banking career, particularly in contract negotiation, regulatory compliance, and risk assessment. Experience includes:

- Mortgage Banking
- Correspondent Lending
- Credit Risk Management
- Financial Analysis
- Due Diligence
- Six Sigma Methodology
- Operating Cost Reductions
- Strategic Planning
- Budget Management
- Contract Negotiation
- Acquisition Integration Planning
- Operations Restructuring
- Project Management
- Multi-Facility Operations
- High-Growth Companies
- Start-Up Operations
- Turnaround Efforts
- Customer-Focused Operations

PROFESSIONAL EXPERIENCE

AMERICAN MORTGAGE GROUP ■ Ann Arbor, Michigan

4/2001-Present

A \$60 billion mortgage originations company.

Senior Vice President-Wholesale & Correspondent Operations Manager, 12/03-Present

Vice President-Loan Delivery & Acquisition Manager, 4/01-12/03

Manage the wholesale and correspondent channels, representing over \$41B in funded volume. Supervise nine direct reports and over 800 indirect reports in three U.S. locations and an offshore site. Manage credit underwriting, correspondent lending, closing and funding, loan delivery and loan acquisition management (\$15B), customer service, construction lending (\$35M), and loan packaging. Coordinate all technology projects. Manage operating budget of over \$150M.

Key Achievements

- Spearheaded a comprehensive restructuring of all operation departments. Reengineered operation platforms and improved service levels, leveraging Six Sigma methodology and key performance metrics to create a customer-centric and efficient operation.

Result: According to a J.D. Power 2006 study, American Mortgage ranked Number One in overall customer satisfaction of the 13 largest mortgage lenders in the U.S. The Wholesale Channel was specifically cited for its efficient application approval and closing processes.

- Assumed current position following the sudden exit of two senior managers. Addressed risk and compliance issues, and revamped corporate culture from reactive “firefighting” mode to proactive system with built-in accountability at all levels of management.

“AMG has moved from a state of operational crisis to one of stability and strategic planning.”

- AMG’s Head of Consumer Risk, Amsterdam Headquarters.

- Introduced a document management and paperwork reduction system that increased loan processing speed and efficiency 30%. This ongoing project is projected to save \$7M over the next three years.

~Continued ~

E*TRADE CAPITAL MARKETS ▪ Arlington, Virginia
Online bank and brokerage firm. Rapid growth from 1999-2001

1/99-4/2001

Vice President – Loan Operations

Hired to launch new start-up operations. Established a mortgage correspondent platform and built the program from the ground floor level. Launched credit and loan review groups, and directed the development of technology to support operations.

- Began with a staff of three, and built operation to over 125 FTE's within a year to support rapid growth.
- Negotiated and grew bulk acquisitions from \$50M to over \$15B over a two-year period.
- Instrumental in the successful acquisition of a \$1B mortgage company. Assisted in due diligence, site visits, and interviews with owners and managers. Developed acquisition integration plans with the existing correspondent platform.

CHASE MANHATTAN HOME EQUITY ▪ Rochester, New York

3/96-12/98

Manager-Chase Manhattan Mortgage Corporation Channel

Managed registration, processing, underwriting, and closing of home equity applications. Supervised a staff of 25 Underwriters and Customer Service Representatives.

- Managed the successful implementation of the "Five Day App-to-Close" pilot programs.
- Improved customer service model and expanded service hours for West Coast customers.
- Recipient of the company-wide *All Star Service Performance Award* for productivity improvements.

EARLY CAREER

FIRST FEDERAL SAVINGS AND LOAN ASSOCIATION OF ROCHESTER ▪ Rochester, NY 6/94-3/96
Mortgage Loan Review Consulting (Contract Position)

PAC MORTGAGE SERVICES ▪ Rochester, NY 10/92-6/94
Project Manager

EDUCATION & PROFESSIONAL DEVELOPMENT

Juris Doctor (JD)

SUNY at Buffalo School of Law, Buffalo, NY

Bachelor of Arts (BA), Pre Law

Canisius College, Buffalo, NY

Professional Training: Senior Manager Training, American Mortgage, Amsterdam, May 2005.

Computer Skills: MS-Windows, MS-Word, MS-Project, Email, and specialized mortgage loan systems.

MEMBERSHIPS & AFFILIATIONS

Professional Affiliations: Mortgage Bankers Association; Michigan Mortgage Brokers Association.

Public Speaking: Mortgage Bankers Association and local organizations. Previously taught law courses.

Community: Member of the Habitat for Humanity Board of Directors.