



SONYA S. MAYS

August 2016

Biography

Sonya S. Mays is the founding President and CEO of Develop Detroit – a real estate and housing development firm focused on improving housing stability and creating economic opportunities across Detroit. She previously served as Senior Advisor to the Emergency Manager of Detroit, Michigan. In her role as Senior Advisor, Ms. Mays played a key role in guiding the city through the largest municipal bankruptcy in U.S. history. She was responsible for a diverse range of legal, financial, operational, land use and economic development activities across Detroit’s restructuring efforts.

Prior to joining the Emergency Manager’s team, Ms. Mays was a Vice President in the Global Industrials Group within Deutsche Bank’s Corporate & Investment Bank Division in New York City. Ms. Mays provided capital markets expertise and M&A advisory services to large US and global automotive and construction products companies. Her transaction experience includes United Technologies’ 2010 \$1.8 billion acquisition of GE Security and Martin Marietta’s unsolicited \$4.9 billion takeover bid for Vulcan Materials. Before attending graduate school and becoming an investment banker, Ms. Mays spent several years as a non-profit management professional in Chapel Hill, NC. She began her professional career as a substitute middle-school mathematics teacher for the Board of Education in Detroit.

Ms. Mays earned all of her degrees from the University of Michigan in Ann Arbor, Michigan. She holds a Bachelor of Science in Biological Anthropology, a Juris Doctor and a Masters in Business Administration with emphasis on finance and corporate strategy. She is admitted to practice law in New York. Ms. Mays also is a member of the Alumni Board of Governors at the University of Michigan Stephen M. Ross School of Business and currently serves as a board member for the Regional Transit Authority of Southeast Michigan.

SONYA S. MAYS

SUMMARY

Proven leader, finance professional and attorney with an excellent track record in leading and executing complex transactions in challenging environments. Outstanding execution experience and demonstrated management ability. Strong expertise in restructuring, strategy planning and building productive partnerships. Superior communication skills with a collaborative work style, especially in dynamic and fluid environments.

PROFESSIONAL EXPERIENCE

DEVELOP DETROIT

2015 - Present

President & CEO

Detroit, MI

- Led the creation and start-up of Develop Detroit – a newly formed nonprofit real estate development firm focused on improving housing stability and creating real estate investment opportunities across Detroit.

CITY OF DETROIT - OFFICE OF THE EMERGENCY MANAGER

2013 – 2014

Senior Advisor to Emergency Manager Kevyn D. Orr

Detroit, MI

- Original member of a three-person core internal team advising the Emergency Manager on Detroit's \$18B municipal bankruptcy and on all aspects of the day-to-day management of the City of Detroit.
- Primary problem-solver for a diverse range of legal, financial, operational and economic development issues across Detroit's financial and operational restructuring efforts; served as coordination point person for the City's multiple bankruptcy and restructuring advisors.
- Negotiated and conducted due diligence on all City property transactions, including commercial real estate, municipal parking assets, outsourcing initiatives and the monetization of key municipal assets.
- Coordinated operational restructuring effort in the Planning and Development Dept.; responsible for planning and implementing a citywide centralized grants management function (Office of Grants Mgmt.).
- EM point person for public-private citywide Blight (elimination) Task Force; served as lead for the cross-functional federal government team providing assistance to Detroit.
- Functioned as EM general counsel; executed the Emergency Manager's confidential and highly sensitive special projects and assured both legal and governance compliance across all restructuring efforts.

DEUTSCHE BANK - CORPORATE AND INVESTMENT BANK (CIB)

2008 - 2012

Vice President, Global Industrials Investment Banking Group

New York City, NY

- Raised over \$4 billion in corporate debt, equity, and equity-linked securities for large-cap diversified industrial, construction, building products, automotive and private equity clients.
- Critical execution leader on multiple sole and lead-managed M&A and capital markets transactions.
- Responsible for managing day-to-day interactions with client senior management teams, including coordinating the preparation of valuation reports, deal terms and formal recommendations.
- Led teams of financial analysts in analyzing new business venture opportunities and strategy projects, including acquisitions, joint ventures, divestitures, spin-offs, dividend recaps and business reorganization.

Selected Transactions:

- Martin Marietta: \$4.9 billion merger offer for Vulcan Materials, Lead Advisor
- AmerisourceBergen: \$520 million cash acquisition of World Courier, Financial Advisor
- Tutor Perini: \$300 million senior bond offering, Sole Bookrunner
- Euramax International: \$375 million senior secured bond offering, Sole Bookrunner

DEUTSCHE BANK - CORPORATE AND INVESTMENT BANK (CIB)

Summer 2007

Summer Associate, Investment Banking Division

New York City, NY

- Internship rotations in the Equity Capital Markets and Leveraged Finance groups.

PROFESSIONAL EXPERIENCE (CONTINUED)

DYKEMA GOSSETT PLLC

Summer 2006

Summer Legal Associate

Detroit, MI

- Conducted legal due diligence for a \$100 million acquisition in the automotive sector.
- Analyzed LLC agreements, term loan documentation and shareholder interest contracts.

CAROLINAPROS - 501(C) 3

2002-2005

Director of Community and Media Relations

Chapel Hill, NC

- Developed and implemented non-profit organization's three-year strategic marketing and programming plan; plan translated the organization's competitive strengths into a profitable fundraising platform.
- Structured and facilitated media press conferences attended by 23 local and national media outlets; produced media releases and official publications that led to increased event attendance.
- Created publications and presentations directed at local corporate sponsors, resulting in year-over-year sponsorship growth for key fundraising event.

DETROIT BOARD OF EDUCATION

2001-2002

Middle School Mathematics Teacher

Detroit, MI

EDUCATION

UNIVERSITY OF MICHIGAN

Ann Arbor, MI

Stephen M. Ross School of Business

Master of Business Administration, 2008

- Emphasis in Finance and Accounting
- Awarded Consortium for Graduate Study in Management Fellowship

University of Michigan Law School

Juris Doctor, 2008

- Finalist, 2006 American Constitution Society National Moot Court
- Justice, Michigan Student Assembly - Central Student Judiciary

College of Literature, Science and the Arts

Bachelor of Science, 1997

- Recipient of Scholar Recognition Award, a merit-based 4-year scholarship
- Competed on the Women's Varsity Basketball Team

ADDITIONAL

- Professional licenses: FINRA Series 7 and 63
- Admitted to the New York State Bar, April 2009
- Lived abroad in Europe, including France, Turkey and Lithuania, 1998-2001
- Member of CALIBR (an affiliate of the Executive Leadership Council)
- Alumni Board of Governors for Michigan Ross School of Business, Board Member