

## Boston Community Capital Position Description - Chief Executive Officer

POSITION TITLE: Chief Executive Officer

REPORTS TO: Board of Directors, Boston Community Capital

**BASIC PURPOSE/FUNCTION:** In one or two sentences, briefly but <u>specifically</u> describe the primary functions of the position.

The Chief Executive Officer is responsible for developing and implementing the strategy and vision of Boston Community Capital and its affiliates, planning and managing growth, conceiving and promoting organizational and industry policy objectives, addressing key challenges, coordinating the activities of affiliates, ensuring that the work of affiliates supports that shared mission, and working with the Board and senior management team to ensure that BCC achieves the goals outlined in the strategic plan. S/he is a leader in the CDFI industry, representing the organization and the industry at a local and national level through board and advisory group participation, speaking engagements and industry-level policy work. Organizational leadership, strong management skills, negotiation, planning and public policy experience, as well as proven success in the development of financing structures are key to this position. Professional experience in finance, law, business administration, banking or community development required, along with demonstrated excellence in written and oral communication.

PRIMARY DUTIES AND RESPONSIBILITIES: List the Primary responsibilities of the position. Indicate the most important functions first, and the approximate percentage of time spent on each.

1 Develop and implement mission-appropriate strategies to promote organizational growth consistent with PCC/s everall goals and direction. Load management team, every ening the

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1	Develop and implement mission-appropriate strategies to promote organizational growth consistent with BCC's overall goals and direction. Lead management team, overseeing the creation and tracking of organizational budgets and projected liquidity; the establishment of new lending and investing targets and the generation of cost projections. Ensure that the operational goals for each division are aggressive, realistic and tied to long-term goals. Initiate and oversee the development of innovative financing structures and products to serve low income communities. Expand BCC's capacity through capitalization, strategy, staffing, performance evaluation, research and planning.	30%
2.	Represent the organization and the CDFI industry at both local and national levels through board and advisory group participation, speaking engagements and industry-level policy work. Build and manage relationships with funders, financing partners, the non-profit community, public agencies and the CDFI industry. Ensure that the organization and its mission, programs, products and services are consistently presented in strong, accurate image to relevant stakeholders. Effectively manage and build relationships with key constituencies.	25%
3	Lead capitalization planning and implementation, identifying resource requirements and potential funding sources, establishing capitalization goals and strategies, developing proposals and overseeing the administration of fundraising records and reporting.	15%
4	Serve as the key liaison between the Board of Directors and the organization, supporting operations and administration of Board by advising and informing Board members of organizational activities and progress toward goals, interfacing between Board and staff, and working closely with the Board to develop and advance the organization's mission and goals.	10%
5	Oversee administration of BCC and affiliates, including programs, finance, human resources, MIS, and organizational infrastructure. Ensure that all programs and products meet the organization's mission of building healthy communities where low-income people live and work; oversee promotion, delivery and quality of programs, products and services. Ensure that financial resources are within budget and managed in accordance with key financial covenants, industry standards and current laws and regulations. Oversee the administration of the organization's personnel policies and procedures, and ensure that these policies conform to current laws and regulations, and are consistent with industry best practices.	



POSITION TITLE: <u>BCC Chief Executive Officer</u>

6	Exercise the usual authority of a manager in the supervision, direction and development of	10%
	BCC Management staff. Act as a coach and mentor on career development and succession	
	planning, conduct performance appraisals, salary recommendations and all related staffing	
	functions, including defining and filling new or open positions.	

<u>EDUC</u>	<b>EDUCATION:</b> Indicate the level of education TYPICALLY required for the position and area of concentration						
	High School or GED		Χ	Masters (preferred)			
	Associate or Technical			Doctorate			
	Bachelor Degree	Business Marketing		Other Certificate or License			

SCOPE: Complete, where appropriate, any relevant objective measures						
D	<u>irect</u>		Indirect			
Annual Budget			Annual Budget			
# of direct reports	5		# of indirect reports			
Assets Managed \$			Assets Managed			
Assets Managed #						
# of Accounts			# of Accounts			
Lending Authority						
Other			Other			

	ORK EXPERIENCE: indicate the responsibilities of the position		TED wor	k experience TYPICALLY required to
Nor	ne	1 to 3 years		8 to 10 years
Les	s than 6 months	3 to 5 years	Х	10 to 15 years
6 m	nonths to 1 year	5 to 8 years		15 years or more

	<u>D SKILLS:</u> In order of importance, list specific skills or talents that a qualified incumbent should e.g. computer literacy, subject knowledge, etc.)
1	Demonstrated ability to manage multiple priorities in addition to skills and experience in
	organizational change: e.g. growth, policy changes, staff restructuring and strategic planning
2	Superior oral, written and public speaking skills
3	Proven financial, analytical, policy making, and negotiation skills including development and
	implementation. Ability to develop a vision and motivate and direct all staff to achieve the
	vision.
4	Broad knowledge of financing structures, capital markets and fundraising
5	Solid understanding of effective management practices and team building strategies including
	mentoring and career development. Ability to hire, motivate and develop highly competent
	managers and staff
6	Strong organizational skills with the ability to manage multiple projects simultaneously



POSITION TITLE: <u>BCC Chief Executive Officer</u>

<u>ABILITIES REQUIRED:</u> List here any other abilities required for the position that have not been listed previously.

Deductive reasoning ability, advanced analytical skills and computer skills. Advanced communications skills, visual acuity at arm's length, the ability to support oneself in an erect position, standing or sitting. An ability to express and exchange ideas via the spoken word. The capacity to perform sedentary physical work using repetitive motions. An ability to hear with a low level of background noise. Specialized proficiency with minimal supervision. Leadership and supervisory skills, capable of performing scheduling, control and planning and influencing skills. Requires an ability to deal with people, work precisely and possess strong problem-solving skills.

#### **Position Description**

POSTION TITLE: <u>President NSP/President Aura Mortgage</u>

REPORTS TO: <u>CEO, BCC</u>

**BASIC PURPOSE/FUNCTION:** In one or two sentences, briefly but <u>specifically</u> describe the primary functions of the position.

The President of NSP oversees the evaluation, purchasing and marketing of foreclosed properties to prevent destabilization of neighborhoods. Develops strong relationships with mortgage lenders and servicers to enable the purchase of troubled properties,

The President of Aura Mortgage Advisors develops products and procedures and oversees the marketing of long-term fixed rate affordable mortgages to consumers with bruised credit history. Develops and implements strong and appropriate credit policies, procedures, underwriting and quality control to manage portfolio risk.

As a member of the senior management team leads the expanison of purchases of properties and their resale while building portfolio reserves to protect against loan losses and market declines. Strong supervisory skills, lending, credit policy experience and secondary market activities are key to this position. A degree or professional experience in finance, banking or community development and demonstrated oral and written communication skills are essential.

**PRIMARY DUTIES AND RESPONSIBILITIES:** List the Primary responsibilities of the position. Indicate the <u>most important</u> functions first, and the approximate percentage of time spent on each

		% Time
1	Stave off neighborhood blight and destabilization by preventing	30
	vacancies caused by foreclosure and evictions by purchasing	
	foreclosed properties at a discount and reselling to existing occupants.	
	Develop and maintain the purchasing criteria while promoting quality,	
	flexibility and strong relationships with lenders and servicers	
2	Oversee the marketing and granting of affordable residential	30
	mortgages to low-to moderate income individuals with bruised credit	
	or income limitations	
3	Development, underwriting, servicing and credit managemenet of	20
	fairly priced mortgage product alternatives coupled with consumer	
	education on the mortgage process and overall finances	
4	As a member of senior management team, develop and implement	10
	mission-appropriate strategies, create and track budgets and projected	
	liquidity, identify potential new customers, Expand capacity throough	
	innovative accessing of secondary markets	
5	Exercise the usual authority of a manager in the supervision, direction	10
	and development of both NSP and Aura Staff. Act as a coach and	
	mentor on career development and succession planning, conduct	
	performance appraisals, salary recommendations and all related	
	staffing functions including defining and filling new or open positions	

### **Position Description**

#### POSTION TITLE: <u>President NSP/President Aura Mortgage</u>

 CATION: Indicate the levacation TYPICALLY requ		and are	ea of concentration
High School or GED		X	Masters
Associate or Technical			Doctorate
Bachelor Degree	Business Marketing		Other Certificate or License

<b>SCOPE:</b> Complete, where appropriate, any relevant objective measures						
<u>Direc</u>	<u>et</u>		<u>Indirect</u>			
				1		
Annual Budget			Annual Budget			
# of direct reports	8		# of indirect reports			
Assets Managed \$			Assets Managed			
Assets Managed #						
# of Accounts			# of Accounts			
Lending Authority	_					
Other			Other			

 <b>PRIOR WORK EXPERIENCE:</b> indicate the amount of prior <b>RELATED</b> work experience <b>TYPICALLY</b> required to fulfill the responsibilities of the position					
None		1 to 3 years	X	8 to 10 years	
Less than 6 months		3 to 5 years		10 to 15 years	
6 months to 1 year		5 to 8 years		15 years or more	

REQUIR	<b>REQUIRED SKILLS:</b> In order of importance, list specific skills or talents that a					
qualified	qualified incumbent should possess (e.g. computer literacy, subject knowledge, etc.)					
1	Experience in strategic planning and execution with emphasis on formulating					
	policy and developing and implementing new strategies and procedures.					
2	Experience in managing a consumer real estate team					
3	Ability to conduct sophisticated cash flow and financial modeling of mortgage					
	loan assets for use in negotiating the purchase or sale of loan portfolios					
4	Ability to communicate and interact with officials at all levels of government					
	and to work effectively with a wide range of constituencies.					
5	Develop and market retail and wholesale financial products					

#### **Position Description**

POSTION TITLE: <u>President NSP/President Aura Mortgage</u>

<u>ABILITIES REQUIRED:</u> List here any other abilities required for the position that have not been listed previously.

Independent reasoning ability, advanced analytical skills and computer skills. Advanced communications skills, visual acuity at arm's length, the ability to support oneself in an erect position, standing or sitting. An ability to express and exchanges ideas by means of the spoken work. The capacity to perform sedentary physical work using repetitive motions. An ability to hear with a low level of background noise. Specialized proficiency with minimal supervision. Leadership and supervision skills, capable of performing scheduling, control and planning and influencing skills. Requires the ability to deal with people, work precisely and possess strong problem-solving skills

# Boston Community Capital Position Description - BCC Chief Operating Officer and Managed Assets President

POSITION TITLE: BCC Chief Operating Officer and Managed Assets President

REPORTS TO: Chief Executive Officer, Boston Community Capital

<u>BASIC PURPOSE/FUNCTION</u>: In one or two sentences, briefly but <u>specifically</u> describe the primary functions of the position.

The BCC Chief Operating Officer and Managed Assets President oversees the community development financing activities and day-to-day operations of Boston Community Capital and its affiliates. As a member of the senior management team, s/he has an internal and external leadership role that includes developing the strategy and vision of the overall organization, planning and managing growth, conceiving and promoting policy objectives, addressing key challenges, coordinating activities of the affiliates, and ensuring that the work of the affiliates supports the shared mission. S/he is also responsible for the planning and oversight of new initiatives such as the "Green Building Production Network" and the "Sustainable Housing and Communities Initiative." Strong supervisory skills, planning and public policy experience, experience in lending, credit policy, and the development of financing structures and secondary market activities are key to this position. Degree or professional experience in finance, banking or community development and demonstrated communication both oral and written are required.

<u>PRIMARY DUTIES AND RESPONSIBILITIES:</u> List the Primary responsibilities of the position. Indicate the <u>most important</u> functions first, and the approximate percentage of time spent on each.

% Time 35% 1 As a member of senior management team, develop and implement mission-appropriate strategies to promote organizational growth consistent with BCC's overall goals and direction. Together with senior management team (including CFO), create and track organizational budgets and projected liquidity; set new lending and investing targets and generate cost projections. Develop operational goals for each division which are aggressive, realistic and tied to long-term goals. Initiate and lead the development of innovative financing structures and products to serve low income communities; develop referral networks for new loans and investments. Expand capacity through innovative accessing of secondary and capital markets. 2. Oversee the planning and implementation of new initiatives (e.g. New Markets Tax Credit 25% program, Green Building Production Network, etc.) Develop business strategies, identify and recruit strategic partners and sources of funding, create appropriate staffing and workflow models, ensure integration of new activities with existing programs, and develop goals and impact measures appropriate to the project and consistent with BCC's mission. 3 Represent BCC and affiliates to funders, lending partners, non-profit community, public 10% agencies and CDFI industry. Effectively manage and develop relationships with key constituencies. 4 Monitor organizational performance against performance goals to ensure that progress is 10% being made and collective action - if necessary - is taken. Ensure adherence to annual budgets and key covenants. 5 Oversee day-to-day operations of BCC and affiliates, ensuring optimization of MIS, internal 10% and external reporting, and workflow. 6 Exercise the usual authority of a manager in the supervision, direction and development of 10% BCC Administrative Staff. Act as a coach and mentor on career development and succession planning, conduct performance appraisals, salary recommendations and all related staffing functions, including defining and filling new or open positions.



POSITION TITLE: BCC Chief Operating Officer and Managed Assets President

<b>EDUC</b>	<b>EDUCATION:</b> Indicate the level of education TYPICALLY required for the position and area of concentration						
	High School or GED		Х	Masters (preferred)			
	Associate or Technical			Doctorate			
	Bachelor Degree	Business Marketing		Other Certificate or License			

SCOPE: Complete, where appropriate, any relevant objective measures						
	<u>Direct</u>		<u>Indirect</u>			
Annual Budget			Annual Budget			
# of direct reports	2		# of indirect reports			
Assets Managed \$			Assets Managed			
Assets Managed #						
# of Accounts			# of Accounts			
Lending Authority						
Other			Other			

<u>PRIOR WORK EXPERIENCE:</u> indicate the amount of prior RELATED work experience TYPICALLY required to fulfill the responsibilities of the position						
None	1 to 3 years	Х	8 to 10 years			
Less than 6 months	3 to 5 years		10 to 15 years			
6 months to 1 year	5 to 8 years		15 years or more			

	<u>D SKILLS:</u> In order of importance, list specific skills or talents that a qualified incumbent should e.g. computer literacy, subject knowledge, etc.)
1	Organizational leadership and planning experience
2	Lending and credit policy experience
3	Development of financing structures and secondary market activities
4	Broad knowledge of financing structures, capital markets and fundraising
5	Strong supervisory skills including mentoring and career development
6	Strong organizational skills with the ability to manage multiple projects simultaneously



POSITION TITLE: BCC Chief Operating Officer and Managed Assets President

<u>ABILITIES REQUIRED:</u> List here any other abilities required for the position that have not been listed previously.

Independent reasoning ability, advanced analytical skills and computer skills. Advanced communications skills, visual acuity at arm's length, the ability to support oneself in an erect position, standing or sitting. An ability to express and exchanges ideas by means of the spoken word. The capacity to perform sedentary physical work using repetitive motions. An ability to hear with a low level of background noise. Specialized proficiency with minimal supervision. Leadership and supervision skills, capable of performing scheduling, control and planning and influencing skills. Requires the ability to deal with people, work precisely and possess strong problem-solving skills.

POSITION TITLE: Loan Fund President and Chief Operating Officer

REPORTS TO: Chief Executive Officer, Boston Community Capital

**BASIC PURPOSE/FUNCTION:** In one or two sentences, briefly but <u>specifically</u> describe the primary functions of the position.

The Loan Fund President and Chief Operating Officer oversees the community development lending activities of BCLF and has significant responsibility for staff training and supervision, production, financial management, building external relationships and new business lines, loan and portfolio monitoring, capitalization and social impact reporting.. As a member of the senior management team, s/he leads the expansion of lending activity and participates in the growth of the organization. This is a high profile position directing Loan Committee meetings and reporting Loan Fund results to the BCC Board of Directors. Strong supervisory skills, lending and credit policy experience, development of financing structures and secondary market activities are key to this position. Professional experience in finance, banking, construction lending or community development and demonstrated communication skills both oral and written are required.

	RY DUTIES AND RESPONSIBILITIES: List the Primary responsibilities of the position. Indicate the	e <u>most</u>
mporta	ant functions first, and the approximate percentage of time spent on each.	0/ T:ma
1	Direct credit policy appropriate for community development and non-conforming lending. Structure new loans to optimize community development value-added, overall portfolio risk and secondary market syndications. Develop and maintain underwriting standards; mentor loan officers in each stage of the underwriting process; improve underwriting process to enhance efficiency while promoting quality and flexibility. Manage workouts and restructurings as required. Supervise monitoring of loan portfolio including preservation of credit quality; manage reporting to key stakeholders, including Loan Committee and Board of Directors.	% Tim 30%
2.	Develop and implement mission-appropriate strategies to promote loan fund growth consistent with BCC's overall goals and direction. Together with senior management team, create and track loan fund budgets and projected liquidity; set new loan targets and generate cost projections. Identify potential new customers; lead and promote origination of new loans by loan staff. Initiate and lead the development of innovative financing structures and products to serve low income communities; develop referral networks for new loans; lead competitive bidding processes. Expand capacity through innovative accessing of secondary and capital markets.	30%
3	Represent the Loan Fund to lending partners, non-profit community, public agencies and loan participants. Represent BCC and BCLF at conferences and meetings and effectively manage and develop relationships with key constituencies.	10%
4	Oversee loan closings; negotiate with other lenders, public agencies, community organizations and inner city private developers. Develop and maintain new core documents to facilitate execution; review or supervise review of documentation prior to closing.	10%
5	Lead the development of Loan Fund production and participation goals and strategies. Share in identifying and pursuing potential sources of participation capital; secure and close commitments.	10%
6	Exercise the usual authority of a manager in the supervision, direction and development of the Loan Staff. Act as a coach and mentor on career development and succession planning, conduct performance appraisals, salary recommendations and all related staffing functions, including defining and filling new or open positions.	10%



POSITION TITLE: Loan Fund President and Chief Operating Officer

<u>EDUC</u>	<b>EDUCATION:</b> Indicate the level of education TYPICALLY required for the position and area of concentration					
	High School or GED		Χ	Masters (preferred)		
	Associate or Technical			Doctorate		
	Bachelor Degree	Business Marketing		Other Certificate or License		

<u>SCOPE:</u> Complete, where appropriate, any relevant objective measures						
Dire	<u>ct</u>		Indirect			
Annual Budget			Annual Budget			
# of direct reports	5		# of indirect reports			
Assets Managed \$			Assets Managed			
Assets Managed #						
# of Accounts			# of Accounts			
Lending Authority						
Other			Other			

<u>PRIOR WORK EXPERIENCE:</u> indicate the amount of prior RELATED work experience TYPICALLY required to fulfill the responsibilities of the position						
None		1 to 3 years	Х	8 to 10 years		
Less that	n 6 months	3 to 5 years		10 to 15 years		
6 month	s to 1 year	5 to 8 years		15 years or more		

	ED SKILLS: In order of importance, list specific skills or talents that a qualified incumbent should (e.g. computer literacy, subject knowledge, etc.)
1	Proven track record of successful loan underwriting, portfolio management, fundraising, new product development, marketing and financial management.
2	Strong analytical and organizational skills. Experience in strategic planning, development and implementation. Ability to "see the big picture"; develop a vision for the future and direct staff to achieve the vision.
3	Strong supervisory skills including mentoring and career development. Solid understanding of effective management practices and team building strategies. Ability to hire, motivate and develop a highly competent staff.
4	Demonstrated ability to manage multiple priorities in addition to skills and experience in organizational change: e.g. growth, policy changes, staff restructuring and risk management.



POSITION TITLE: Loan Fund President and Operating Officer

<u>ABILITIES REQUIRED:</u> List here any other abilities required for the position that have not been listed previously.

Deductive reasoning ability, advanced analytical skills and computer skills. Advanced communications skills, visual acuity at arm's length, the ability to support oneself in an erect position, standing or sitting. An ability to express and exchange ideas via the spoken word. The capacity to perform sedentary physical work using repetitive motions. An ability to hear with a low level of background noise. Specialized proficiency with minimal supervision. Leadership and supervisory skills, capable of performing scheduling, control and planning and influencing skills. Requires an ability to deal with people, work precisely and possess strong problem-solving skills.



POSITION TITLE: <u>Venture Fund President</u>

REPORTS TO: Chief Executive Officer, Boston Community Capital

**BASIC PURPOSE/FUNCTION:** In one or two sentences, briefly but <u>specifically</u> describe the primary functions of the position.

The Venture Fund President oversees the double bottom line venture capital investments of BCVF and guides, oversees and provides strategic direction to both BCVF staff and the portfolio companies in which we invest. The BCVF president must possess strong entrepreneurial qualities including financial, business, relationship and portfolio management skills. As a member of the senior management team, s/he leads the expansion of investment opportunities and participates in the growth of the organization. This is a high profile position directing Venture Committee meetings and reporting Venture Fund results to the BCC Board of Directors. Professional experience in finance, entrepreneurship, strategic leadership, investment management and community development and demonstrated communication skills both oral and written are required.

PRIMARY DUTIES AND RESPONSIBILITIES: List the Primary responsibilities of the position. Indicate the most important functions first, and the approximate percentage of time spent on each. % Time Direct an investment policy that promotes use of the tools of venture capital to create 30% jobs, entrepreneurial capacity and wealth to advance the livelihoods of low-income people and improve the economics of distressed communities. 2. Develop and maintain investment standards; mentor venture officers; monitor the 20% evaluation of business plans for investment opportunities. Manage add-on investments, restructurings and exit strategies as required. Supervise the relationship management of current investments to ensure the quality of the portfolio. Report to key stakeholders, including Venture Committee and Board of Directors. 3 Together with senior management and venture fund managing directors create and track 20% budgets and projected liquidity; set new investment targets and generate cost projections. Initiate and lead the development of innovative financing structures and tools to serve low income communities; develop referral networks; and expand capacity through innovative accessing of secondary and investment markets. 4 Represent the Venture Fund to lending partners, non-profit community, public agencies 20% and the venture fund community. Represent BCC and BCVF at conferences and meetings and effectively manage and develop relationships with key constituencies. 5 Exercise the usual authority of a manager in the supervision, direction and development of 10% the Venture Staff. Act as a coach and mentor on career development and succession planning, conduct performance appraisals, salary recommendations and all related staffing functions, including defining and filling new or open positions.

<b><u>EDUCATION:</u></b> Indicate the level of education TYPICALLY required for the position and area of concentration						
	High School or GED		Χ	Masters (preferred)		
,	Associate or Technical			Doctorate		
1	Bachelor Degree	Business Marketing		Other Certificate or License		



POSITION TITLE: <u>Venture Fund President</u>

SCOPE: Complete, where appropriate, any relevant objective measures						
	<u> Direct</u>		<u>Indirect</u>			
Annual Budget			Annual Budget			
# of direct reports	2		# of indirect reports			
Assets Managed \$			Assets Managed			
Assets Managed #						
# of Accounts			# of Accounts			
Lending Authority						
Other			Other			

<u>PRIOR WORK EXPERIENCE:</u> indicate the amount of prior RELATED work experience TYPICALLY required to fulfill the responsibilities of the position					
None		1 to 3 years	8 to 10 years		
Less than 6 months		3 to 5 years	10 to 15 years		
6 months to 1 year	Х	5 to 8 years	15 years or more		

	ED SKILLS: In order of importance, list specific skills or talents that a qualified incumbent should e.g. computer literacy, subject knowledge, etc.)
1	Proven track record of successful portfolio management, fundraising, new product development,
	marketing and financial management.
2	Strong financial statement analysis, analytical and organizational skills. Experience in strategic
	planning, development and implementation. Ability to "see the big picture"; develop a vision
	for the future and direct staff to achieve the vision.
3	Solid understanding of effective management practices and team building strategies. Ability to
	hire, motivate and develop a highly competent staff.
4	Demonstrated ability to manage multiple priorities in addition to skills and experience in
	organizational change: e.g. growth, policy changes, staff restructuring and risk management.
5	Excellent writing, public speaking and presentation skills, including the ability to communicate
	complicated analysis in a clear and compelling manner.
6	Strong negotiating skills including the ability to provide frank yet tactful feedback concerning
	investments that are less than compelling or not feasible

<u>ABILITIES REQUIRED:</u> List here any other abilities required for the position that have not been listed previously.

Independent reasoning ability, advanced analytical skills and computer skills. Advanced communications skills, visual acuity at arm's length, the ability to support oneself in an erect position, standing or sitting. An ability to express and exchanges ideas by means of the spoken word. The capacity to perform sedentary physical work using repetitive motions. An ability to hear with a low level of background noise. Specialized proficiency with minimal supervision. Leadership and supervision skills, capable of performing scheduling, control and planning and influencing skills. Requires the ability to deal with people, work precisely and possess strong problem-solving skills.