NeighborWorks® Training Institute

LE260:   Managing Lending Operations

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TAB 1

COURSE OVERVIEW

COURSE OVERVIEW

COURSE TITLE: Managing Lending Operations

LENGTH OF COURSE: 1.75 Days

COURSE DESCRIPTION:

This course focuses on key strategies and practices to improve lending program management and strengthen operations. Participants will learn about and discuss issues related to structuring, organizing and effectively managing the loan operations function. The interactive session will address the lending lifecycle and key building blocks of a well-managed loan program including organizational structure, policies and procedures, staffing models, technology, and performance management. This course, designed for managers and senior leaders, will present various lending models and provide an opportunity for learners to share and discuss common challenges.

COURSE OBJECTIVE:

By the end of this course, participants will have strategies, skills, and knowledge of best practices that will enable them to manage their lending operations more effectively.

CORE COMPETENCIES AND LEARNING OBJECTIVES:

Competency 1: Participants will be able to understand the characteristics and key building blocks of a well-managed non-profit lending operation.

> Learning Objective 1a: Participants will be able to define the lending lifecycle.

> Learning Objective 1b: Participants will be able to identify key building blocks of a non-profit lending program.

Competency 2: Participants will be able to explain the importance of the role of developing appropriate loan products and development services in managing effective lending operations.

> Learning Objective 2a: Participants will be able to evaluate their loan products to determine their impact on the lending lifecycle.

> Learning Objective 2b: Participants will evaluate the effectiveness of development services in the lending operations and whether they support moving potential borrowers through the loan process (from customer acquisition to loan payoff).

Competency 3: Participants will be able to identify various organizational structures and how they impact lending operations.

Learning Objective 3a: Participants will be able to identify the four stages of growth in a lending organization and effective structures for each stage.

Competency 4: Participants will be able to list the key elements of effective loan policies and procedures.

Learning Objective 4a: Participants will be able to list the key elements in effective loan policies and when policies should be updated.

Learning Objective 4a: Participants will be able to identify tools used to support systematic loan procedures.

Competency 5: Participants will learn strategies for developing an effective staffing model to support lending operations.

Learning Objective 5a: Participants will be able to define typical functions in the lending process.

Learning Objective 5b: Participants will be able to identify effective strategies for recruiting, onboarding and retaining qualified lending staff.

Learning Objective 5c: Participants will be able to identify various types of creative staffing strategies.

Competency 6: Participants will be able to identify partnering and outsourcing strategies to strengthen the lending process, as well as what makes these strategies successful.

Learning Objective 6a: Participants will be able to identify different types of outsourcing and partnering opportunities in the lending process.

Learning Objective 6b: Participants will be able to list the advantages and disadvantages of partnering and outsourcing.

Competency 7: Participants will understand the different types of technology available to support lending operations, and be able to list current technology trends in the industry.

Learning Objective 7a: Participants will be able to describe different types of technologies available to support lending functions.

Learning Objective 7b: Participants will be able to identify new technology trends in the industry.

Competency 8: Participants will understand how to analyze pipeline efficiency and identify bottlenecks and trigger points in the process.

Learning Objective 8a: Participants will identify and calculate different ways to measure pipeline efficiency.

Learning Objective 8b: Through independent work and small group activity, participants will be able to describe the benefits of process mapping when analyzing pipeline flow and will develop a basic process map.

Competency 9: Participants will be able to list key performance management strategies for a successful lending operation.

Learning Objective 9a: Participants will learn the importance of tying operations to lending and organization goals.

Learning Objective 9b: Participants will be able to identify ongoing monitoring and quality control strategies to support a strong lending operation.

Tab 2

Course Curriculum

1. Building Blocks of Managing a Non-Profit Lending Program

1.1 The Lending Lifecycle

In order to effectively manage a non-profit lending program, you must understand and manage each stage of the lending lifecycle, from customer acquisition through to loan payoff. There are numerous stages in the lifecycle, and these stages may vary depending on the type of loan products offered and an organization's policies and procedures. Below is a list of typical stages that all lending organizations have.

Typical Stages in the Lending Lifecycle

Customer Acquisition   Approval   Servicing   Payoff

Underwriting   Closing   Loan & Portfolio Mgmt
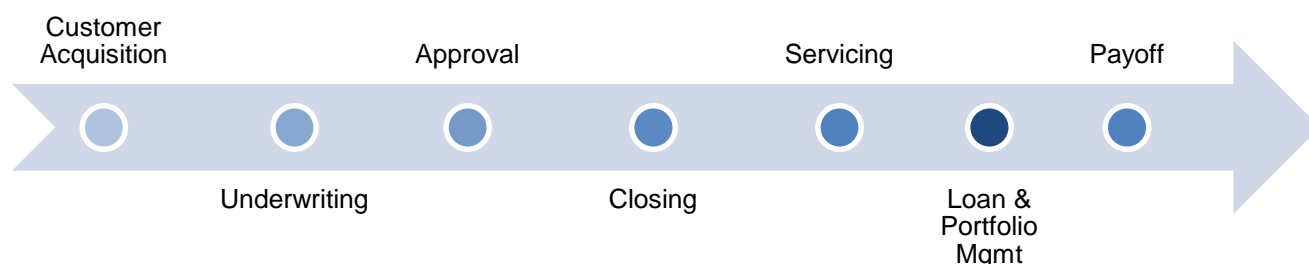
What are some additional stages in your organization's lending lifecycle?

Other Stages in Your Organization's Lending Lifecycle

➢ _____

➢ _____

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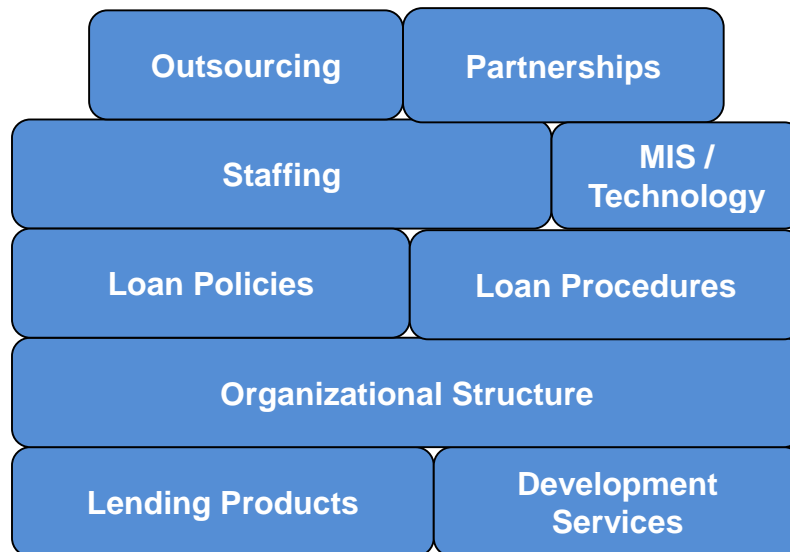
➢ _____

➢ _____

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Each organization's lending lifecycle will create the framework for all management decisions around lending operations.

1.2 Key Building Blocks of Effective Loan Operations

For all lending programs, there are key building blocks that impact each stage of the lending lifecycle and affect the efficiency and effectiveness of operations. Once **appropriate loan products and development services** are identified to meet mission and goals, an **effective lending structure** can be put in place to support moving of products and services to an organization's target market. **Strong loan policies and procedures** lay the roadmap for how staff should efficiently and effectively move loans through the lending lifecycle. Creating an **appropriate staffing model** that supports hiring, developing and valuing the right people is what allows an organization to deliver its loan products and services and ultimately achieve mission and impact. **Relevant technology** and management information systems support efficient collection, analysis and reporting of critical data. And **key partnerships and outsourcing strategies** can help reduce costs and increase an organization's lending lifecycle efficiency.

Outsourcing	**Partnerships**
Staffing	**MIS / Technology**
Loan Policies	**Loan Procedures**
Organizational Structure	
Lending Products	**Development Services**

Each of these building blocks affects stages of the lending lifecycle in different ways. We will cover each of these building blocks individually and in more depth during this course. The final section will focus on connecting key building blocks to **performance measurement** and outcomes, helping ensure an organization can achieve the mission and impact it desires.

You will use the Lending Operations Assessment located in Tab 3 as an assessment tool throughout the course. It will help you evaluate how your organization is doing on each of the building blocks. It will also provide a place for you to jot down ideas through the course and identify and prioritize areas that need to be improved.

2. Loan Products and Development Services

Offering appropriate loan products and supporting development services is critical to effectively managing loan operations. Loan product and development service types and design directly impact the flow of the lending lifecycle and determine whether an organization is able to meet its mission and goals.

2.1 Loan Products

The type and design of your loan products will directly impact your lending operations and, ultimately, whether you are able to meet organizational mission and goals. How do you know if your products are appropriate? You should evaluate whether you are attracting the customers you intended to serve, how long it is taking to get borrowers through the loan approval process, and whether or not borrowers are paying their loans back. Use a table like the one below to help you evaluate the appropriateness of each loan product. List each of your organization's loan products and complete the four assessment metrics for each product. A description of each assessment metric is provided below the table.

Loan Product Assessment				
Loan Product	Metric 1: % Loans to Target Market	Metric 2: Cycle Time to Closing	Metric 3: # Apps to Closing Ratio	Metric 4: Delinquency / Default Rates
e.g. Individual mortgage	*92%*	*200 days*	*25%*	*2%/0.1%*

Metric 1: % of Loans to Target Market

This is the number of total loans made during a given time period that were made to the target market. It is calculated by taking the number of loans closed to target market borrowers divided by total number of loans closed during the same period. It will answer the question, are you serving your intended market?

Metric 2: Cycle Time to Closing

This is the average number of days for a borrower to move either from inquiry or application to loan closing. If the number of days is high, you will need to determine what is causing the delay.

Metric 3: # Apps to Closing Ratio

This calculates the number of applications that convert into closed loans. It is calculated by looking at the total number of applications received during a period of time and determining what percent of them resulted in closed loans.

Metric 4: Delinquency & Default Rates

Examining delinquency and default rates as well as the number of restructured loans will tell you if your borrowers are repaying their loans. The CDFI Fund Minimum Prudent Standards is one example of industry norms you can use for comparison (see Tab 4).

Once you have completed the Loan Product Assessment table you can evaluate the appropriateness of your loan products. Compare the loan products to each other, as well as to industry norms. If the assessment shows that one or more of the metrics evaluated are outside of the norms or are not meeting your goals, you can dig deeper to determine if the root problem is related to loan product design.

What's the Problem?	
Issue	**Possible Problems**
% to Target Market is low	
Cycle time is high	
# Apps to closing ratio is low	
Delinquency and default rates are high	

2.2 Development Services

A robust development service program is essential to helping move potential and existing borrowers through the lending lifecycle and to protect your loan portfolio. Development services include any training or technical assistance you provide to customers both pre- and post-loan. This may include credit counseling, financial literacy training, homebuyer education, project consulting, foreclosure prevention counseling, one-on-one technical assistance, or other development assistance. These services may be provided in-house, through a partner relationship, or outsourced.

In order to support moving people through the lending lifecycle, development services should do the following:

Pre-Loan Closing	Post-Loan Closing
➢ _____	➢ _____
➢ _____	➢ _____
➢ _____	➢ _____
➢ _____	➢ _____
➢ _____	➢ _____
➢ _____	➢ _____

Development Services Notes
(based on group discussion)

3. Organizational Structure

3.1 Organizational Structure

Once products and services are developed, it is important to ensure that there is an appropriate organizational structure in place to support the lending program and related operations. The structure should show positions in the organization, the hierarchy of these positions (i.e., who reports to whom) and how these positions fit within different organization functions and programs. The organizational structure directly impacts lending operations because it is the foundation upon which policies and operating procedures are established.

There are several sample organizational charts for non-profit lenders provided in Tab 5. These samples show how different lending organizations are structured.
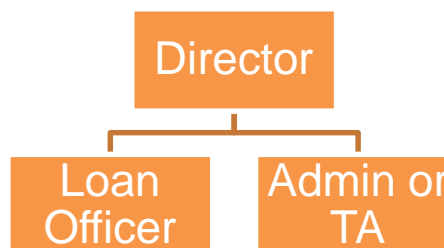
3.2 Stages of Growth[1]

An organization's structure should directly align with their stage of growth. The stage of growth is not dependent on the age of an organization, but rather how large and complex it is in terms of programs and staff. There are four stages. A brief description and example organization structure is provided below for each stage. Please refer to Tab 4 for a more detailed description of Stages of Growth.

Stage 1: Creativity/Start-up

Characteristics:

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> _____

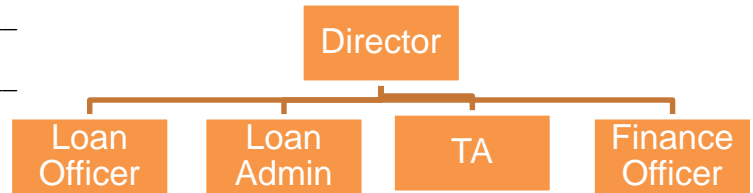*Typical Stage 1 Org Structure*

Director

Loan Officer

Admin or TA

[1] Stages of Growth concept for CDFIs was developed by Adina Abramowitz, *Consulting for Change* and provided for public use on the CDFI Fund's online Resource Bank.

Stage 2: Direction/Establishment

Characteristics:

➢ _____

➢ _____

➢ _____
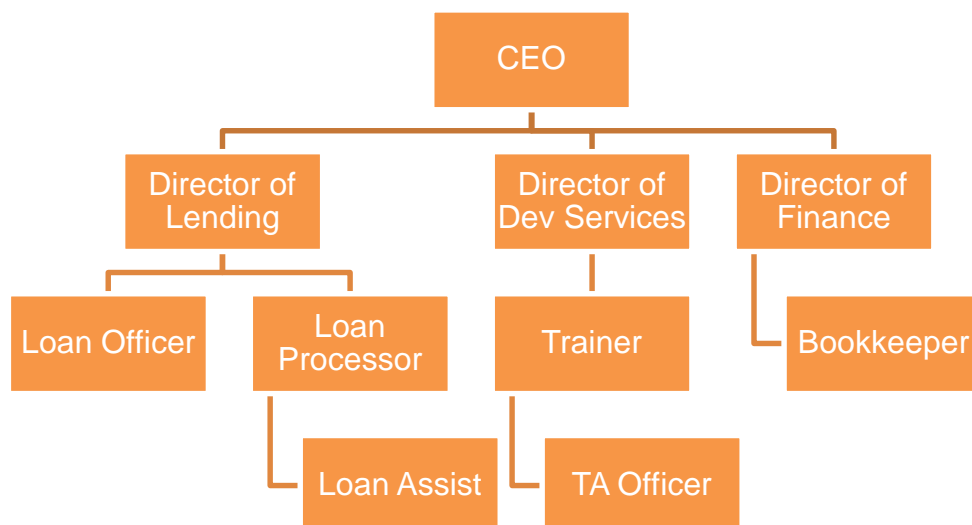

➢ _____

➢ _____

➢ _____

Typical Stage 2 Org Structure

```
                    Director
        ┌──────────┬──────────┬──────────┐
     Loan        Loan        TA       Finance
    Officer      Admin                Officer
```

Stage 3: Delegation/Institution

Characteristics:

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

Typical Stage 3 Org Structure

```
                         CEO
        ┌─────────────────┬─────────────────┐
   Director of        Director of        Director of
    Lending          Dev Services         Finance
   ┌────────┐            │                    │
 Loan      Loan        Trainer           Bookkeeper
Officer   Processor       │
            │          TA Officer
        Loan Assist
```
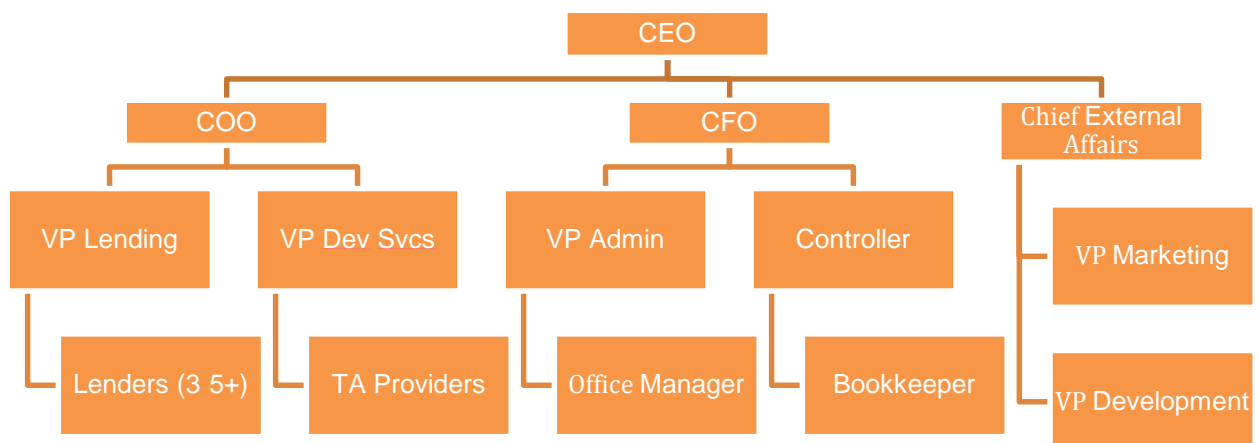
Stage 4: Consolidation/Permanence

Characteristics:

➤ _____

➤ _____

➤ _____

➤ _____

➤ _____

➤ _____

Typical Stage 4 Org Structure

It is important for organization structure to align with stage of growth. If they are not aligned, the result is inefficient and ineffective systems, as well as unhappy customers. It can also place significant stress on staff. When moving from one stage of growth to another there is inherent tension in the organization until the organizational structure and stage of growth are realigned.

Answer the following questions to assess what stage of growth your organization is in:

<u>What Stage of Growth is Your Organization In?</u>

1. What does your Director spend most of his/her time on?
    A. ☐ Day-to-day stuff
    B. ☐ Some day-to-day stuff and identify new opportunities
    C. ☐ Very little day-to-day stuff, focus on internal and external org needs
    D. ☐ Mostly focused on external relationships

2. How many loan products does your organization have?
    A. ☐ 1-2   B. ☐ 3-4   C. ☐ 5-7   D. ☐ 7+

3. How many employees does your organization have?
    A. ☐ 1-3   B. ☐ 4-7   C. ☐ 8-25   D. ☐ 25+

4. How would you describe your systems?
    A. ☐ Few written systems, we learn as we go
    B. ☐ Some written systems, but some we just know and do
    C. ☐ All, or almost all, written systems
    D. ☐ Comprehensive, written systems; strong technology systems

5. How would you describe the strategic planning process used in your organization?
    A. ☐ What strategic planning process?
    B. ☐ We try to set annual goals and/or have an annual workplan
    C. ☐ Have completed a strategic planning process and have annual goals
    D. ☐ Have a comprehensive strategic plan which is updated regularly with annual goals and objectives

#of A's: _____   #of B's: _____   #of C's: _____   #of D's: _____

If you have mostly A's, you are in Stage 1. If you have mostly B's, you are in Stage 2. If you have mostly C's, you are in Stage 3. If you have mostly D's, you are in Stage 4. If you find you have half of one letter and half of another, or a mix of several letters, you are most likely in a transitional stage.

Once you identify the stage you are in, compare that to your organization chart to determine if the two are aligned. If they are misaligned, you will need to evaluate your capacity and systems to move them into alignment.

4. Loan Policies and Procedures

Strong loan policies and procedures create the necessary framework to support a strong lending program. They affect every area of lending operations including systems, budgets, staff time, allocation of resources and outcomes for the organization. Having strong, **written policies and procedures** are critical components to consider in managing your lending operations.

> **What's the difference between policies and procedures?**

4.1 Loan Policies

The purpose of loan policies is to establish authority, manage risk, codify the organization's tolerance for risk, and create a framework for lending operations. Policies impact lending operations at every stage of the lending lifecycle. Loan policies should be approved by the organization's Board of Directors. There are 10 elements that should be included in EVERY lending organization's loan policies.

Elements of Effective Loan Policies

1. Minimum eligibility criteria and underwriting process* for loan products
2. Determination of, interest rates, terms and fees
3. Collateral and perfection* requirements
4. Lending authority*
5. Portfolio diversification requirements
6. Loan closings and disbursements practices*
7. Portfolio management and reporting requirements*
8. Required documentation for application and credit files
9. Process for loan rating and LLR*
10. Process for dealing with problem loans, including write-offs*

*Elements required as part of the CDFI Fund Financial Assistance application.

Loan policies are NOT guidelines. They are the rules set out by the Board of Directors. However, they can provide acceptable ranges or methods that can be used in the lending process. The can also delegate areas of decision to the Loan Committee and staff.

Who can make changes to the loan policy?

What are common problems with loan policies?

What would cause you to need to update loan policies?

How often should policies be reviewed?

4.2 Loan Procedures

Clearly written loan procedures create a system to ensure a smooth continuity of the lending lifecycle and that loan policies are being followed. They also provide guidelines to ensure customers are being treated fairly, compliance requirements are being met, and that staff has a clear understanding of their responsibilities. Lending organizations should have procedures that address each stage in the lending lifecycle including:

- ➢ Application and verification
- ➢ Underwriting
- ➢ Loan approval and closing
- ➢ Loan servicing
- ➢ Portfolio risk management

- ➢ Compliance
- ➢ Loan loss reserves
- ➢ Delinquencies and collections
- ➢ Reporting

> ### *Be disciplined in your process, but not bureaucratic.*
>
> Why is this important?

Written procedures can include simple tools such as:

- ➢ Checklists
- ➢ Templates
- ➢ Standard reports
- ➢ Regularly scheduled meetings
- ➢ Tickler systems
- ➢ Sign-offs required on documents

- ➢ Analytical tools (e.g., risk rating form)
- ➢ _____
- ➢ _____
- ➢ _____
- ➢ _____
- ➢ _____

Things to keep in mind when it comes to lending procedures:

1. **Write them down**: If it's not in writing then it's not systematic. Written procedures make it easier to be consistent. They also make it easier to train new employees and to cover for employees when they are gone from work.

2. **Align procedures with the organization's stage of growth**: The larger the organization, the more products and services and the more positions, the more written procedures.

3. **Build in a sense of urgency**: Procedures should create a sense of urgency to complete tasks by specifying how long they should take (e.g., once a loan decision is made the client will be notified within 24 hours).

4. **Keep it simple (when possible)**: Be clear and concise. Wordy and complicated procedures are often unnecessary and make it difficult to follow them.

5. **Use them!!!!** The best system in the world has no value unless the people they are meant for use them.

5. Staffing Models

An organization's staff can be their biggest asset or their biggest liability. Building a strong staff that understands the work they are doing and believes in the mission of the organization is the number one thing management can do to support a strong lending operation. A strong staffing model includes understanding key lending functions and incorporating those into position roles and responsibilities. And it includes implementing effective strategies for recruiting, onboarding and retaining qualified people.

5.1 Lending Functions

Determining Lending Functions

Lending functions are the functions that must be fulfilled to move a loan through the lending lifecycle. To identify the lending functions in your organization, consider your lending lifecycle

Typical Lending Functions

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**Who Does What? Using Job Descriptions**

Once you have identified the lending functions, you can assign these functions as roles and responsibilities to appropriate positions within the organization (i.e., who is going to do what?). Regardless of whether you have a staff of two or a staff of twenty-five, all of the lending functions must be assigned and carried out.

Clearly defined roles and responsibilities are a critical component of a strong lending program. Job descriptions are the most powerful tool for ensuring clear roles and responsibilities for staff members. (See Tab 5 for example job descriptions.) Functions should be assigned in a way that allows the lending process to flow smoothly. It should move from task to task without having to circle back and around and without duplication of efforts. For example, an application that is in underwriting should not have to be kicked back to the client for missing information.

Smooth loan process   *Loan process with circle backs*
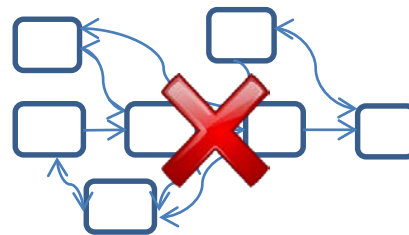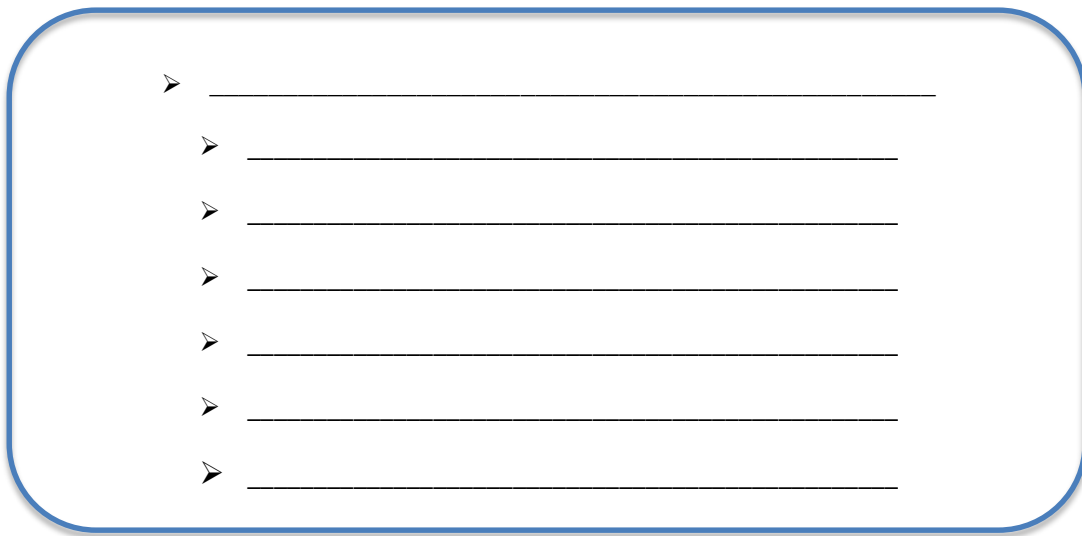
Accountability

Well-written job descriptions not only provide clear lines of responsibility, they also allow for accountability among staff. Accountability can provide both incentive and motivation for staff. Other methods of accountability may include building key responsibilities into written goals with regular evaluations and holding regular loan production meetings.

Communication

Strong communication is an essential tool to support an efficiently flowing loan process. Effective communication allows for smooth handoffs between people. It also prevents tension between lending and development services staff as well as front and back line staff. A regular communication structure should be put in place. List different methods of communication below.

Communication Methods

> _____

>   _____

>   _____

>   _____

>   _____

>   _____

>   _____

Two Key Issues to Consider in Staffing Structure

> *Do staff skill sets align with job responsibilities?*
> Are people qualified to do the job they are doing? Consider whether their skill sets match the job they are in. If not, is there another position in the organization that they might be better suited for?

> *Do you have enough institutional capacity?*
> If your organization is growing, you should consider whether or not you need to add new positions. A slow lending process may be the result of insufficient staff capacity.

5.2 Recruiting

The Importance of Finding the Right People

Finding good people can be challenging for non-profit community lenders. But it is the single most important thing you can do as a manager. The right people will bring energy and passion to the workplace. They will help to solve problems and generate ideas for moving the organization forward.

> *"I don't know where we should take this company, but I do know that if I start with the right people, ask them the right questions, and engage them in vigorous debate, we will find a way to make this company great."*
> - Jim Collins[2]

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[2] Collins, Jim. (2001). *Good to Great: Why Some Companies Make the Leap…and Others Don't*. Harper Business

Non-profit lending staff must have certain lending-related skills, but it is also important that they fit with the organization's culture and believe in the mission.
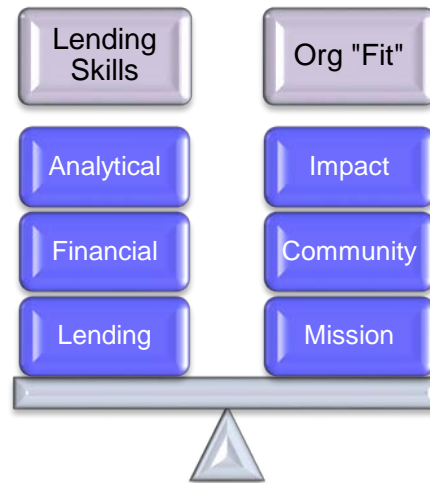
Compensation

Offering competitive compensation can be essential in attracting and keeping good people. How do you know what is "competitive"? First, identify the competition for talent in your community and region. Is it banks? Other alternative community lenders? Other non-profits or economic development groups? Then consider pay rates for these positions.

Sources for comparable pay rates may include:

➢ OFN salary survey
➢ Bureau of Labor Statistics
➢ State departments of labor (wages for different occupations by county)
➢ _____

➢ _____

➢ _____

Should You Offer Incentive Based Pay?	
Pros	**Cons**
➢ _____ ➢ _____ ➢ _____ ➢ _____	➢ _____ ➢ _____ ➢ _____ ➢ _____

Consider benefits in addition to wages that you can provide to boost the overall compensation package. This might include offering flex time, providing a wellness program, or offering professional development opportunities.

How Do You Find the Right People?

Start by looking around you.
- ✓ When a position opens up, is there someone already on your team who would be a good fit for the position? Would it create an opportunity for advancement?
- ✓ Make sure employees know about the position. They can sometimes be your greatest referral source. They know the organization and what type of person will "fit."
- ✓ If there isn't someone from within your organization, what about a previous customer or stakeholder? They have already shown some connection to your mission and you will have a demonstrated track record of their performance in certain areas.

Look locally and regionally.
- ✓ Tap into local and regional networks.
- ✓ Get the word out to list serves and networks of state and regional economic development groups.
- ✓ Post job openings at colleges and universities.

Go national when appropriate.
- ✓ The more responsibilities the job position has, the broader you will want to expand your search.
- ✓ Consider posting jobs with national industry organizations like NeighborWorks, OFN, AEO, and the National Federation of Community Development Credit Unions.

Utilize social media and the internet.
- ✓ Post the job openings on your website.
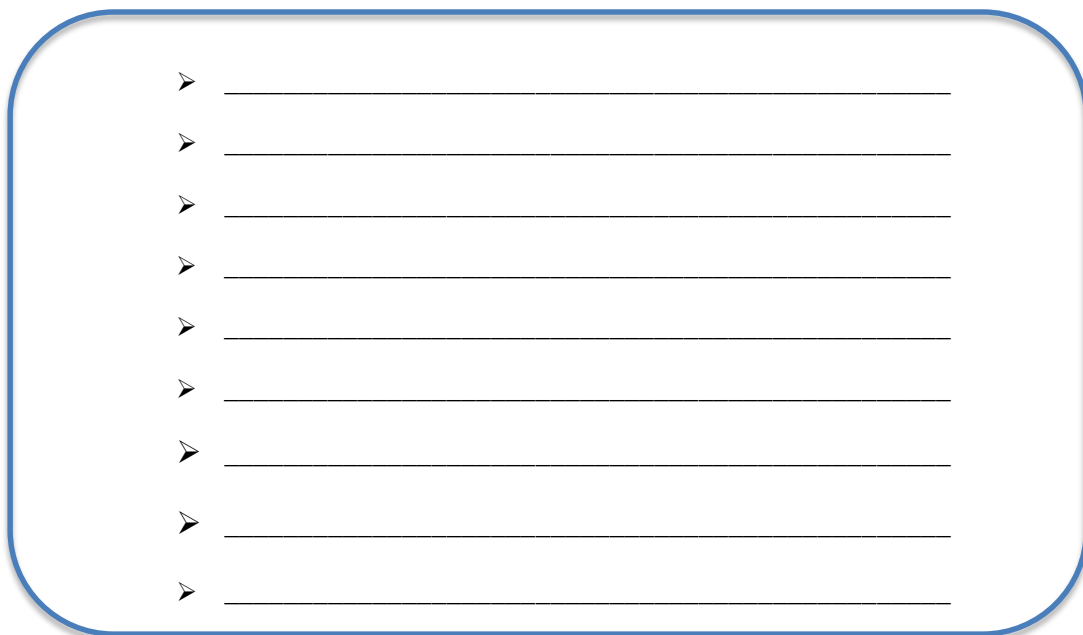- ✓ Use social media to announce job openings.

Become known as a great place to work.
- ✓ If you are known as a great place to work, you will find that highly qualified people will come knocking on your door.

5.3 Onboarding and Training

Once you are able to find the right person to fill a position, it is critical to bring them on board in a manner that creates the best opportunity for success – for both the employee and the organization. Onboarding is the process used to help new employees get oriented and adjust to their position and the organization. It should provide them with the strongest foundation possible for success in the organization.

Onboarding and Training Strategies

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

5.4 Retention and Development

The Cost of Replacing Employees

According to a 2012 report by the Center for American Progress, losing an employee can cost anywhere from 16% of their annual salary for lower skilled positions to up to more than 200% of annual salary for executive positions[3]. The real cost of losing an

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[3] Boushey, Heather and Glynn, Sarah Jane. *There Are Significant Business Costs to Replacing Employees.* Center for American Progress. November 16, 2012.

employee can be much higher. In an article by Josh Bersin of Bersin by Deloitte, the total cost of losing an employee includes[4]:
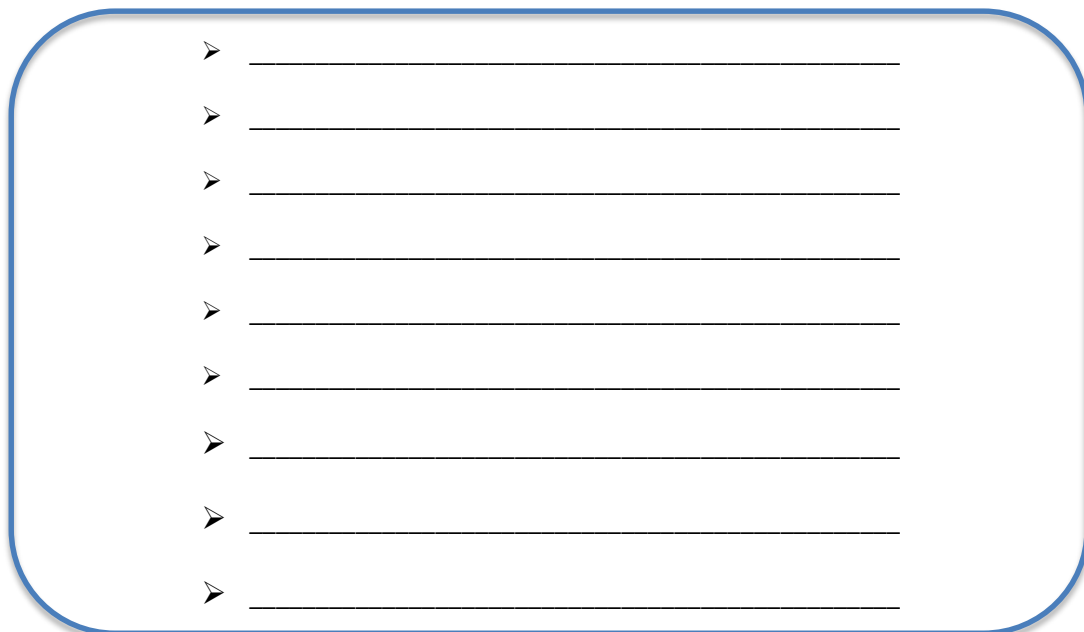
- Cost of hiring a new person (advertising, interviewing, screening, hiring)
- Cost of onboarding a new person (training, management time)
- Lost productivity (a new person may take 1-2 years to reach the productivity of an existing person)
- Lost engagement (other employees who see high turnover disengage and lose productivity)
- Customer service and errors (new employees take longer and are often less adept at solving problems). In healthcare this may result in much higher error rates, illness, and other very expensive costs (which are not seen by HR)
- Training cost (over 2-3 years you likely invest 10-20% of an employee's salary or more in training, that is gone)
- Cultural impact (whenever someone leaves others take time to ask "why?").

The takeaway: ***Investing in existing employees is cost effective!!!***

Retention Strategies

Your Best Strategy: Create a positive work environment that respects employees and provides opportunities for development. Simple, right?

How Do You Do This?

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

➢ _____

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[4] Bersin, Josh. *Employee Retention Now a Big Issue: Why the Tide has Turned.* Bersin by Deloitte. Linked-in post, August 16, 2013.

5.5 Creative Staffing Strategies

What if you don't need another full-time or permanent position or can't afford to bring another person on, but you need some extra assistance? Creative staffing strategies can help address issues of a very limited budget or a need to complete temporary work.

Creative Staffing Strategies

- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____
  - ➤ _____
  - ➤ _____
  - ➤ _____
  - ➤ _____
  - ➤ _____
  - ➤ _____
  - ➤ _____
  - ➤ _____

6. Partnering and Outsourcing Strategies

6.1 Partnering and Outsourcing Opportunities

> **What's the difference between partnering and outsourcing?**

Areas of Opportunity

Key partnerships and outsourcing can be a cost-effective approach to implementing certain lending functions. To identify possible opportunities for these types of relationships you can start by evaluating your lending lifecycle. What are the areas that lend themselves to support from a third party?

**Functional Areas That Lend Themselves to
a Partnership or Outsourcing Relationship**

- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____
- ➤ _____

When Does This Make Sense?

<div align="center">

Advantages

</div>

- ➢ Low or fluctuating volumes
- ➢ High technology costs
- ➢ Lack of expertise
- ➢ Need access to markets/new clients
- ➢ Free up resources to focus on core competencies
- ➢ Create earned income

- ➢ _____

- ➢ _____

- ➢ _____

- ➢ _____

<div align="center">

Disadvantages

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- ➢ _____
- ➢ _____
- ➢ _____
- ➢ _____
- ➢ _____
- ➢ _____
- ➢ _____

A final consideration: When choosing a partner or outsource provider, be sure to *choose a trust-worthy entity* and *put roles and responsibilities into writing*.

6.2 Possible Partners and Outsourcing Providers

There are an unlimited number of potential partners and outsourcing providers for non-profit lending programs.

| Example Partners and Outsourcing Providers ||
Lending	Development Services

7. Technology

7.1 Technology to Support the Lending Lifecycle

Technology to Support the Lending Lifecycle	
Lending Function	**Technology Used**
Sourcing	
Application/Data Gathering	
Development Services	
Underwriting & Approval	
Closing	
Servicing	
Portfolio Management & Reporting	
Other	

7.2 Technology Trends in Lending

Current Trends

There are a number of new technology trends being used in the community lending field. Some of these include:

- ➤ Could-based services
- ➤ Web-based training and technical assistance
- ➤ Web-based data collection
- ➤ Field-based data collection
- ➤ Online underwriting platforms
- ➤ Social media
- ➤ Crowd funding
- ➤ Prepaid cards

- ➤ _____

- ➤ _____

- ➤ _____

- ➤ _____

Technology Considerations

When used properly, technology can be a powerful tool to strengthen lending operations. However, there are a number of hidden costs to keep in mind when considering adopting new technologies.

- ➤ Be sure to consider ALL the costs
- ➤ Don't over buy
- ➤ Allow time for staff training
- ➤ Run tests before going live
- ➤ Ensure you are using a quality vendor

8. Evaluating and Managing Lending Performance

8.1 Measuring Efficiency

Measuring pipeline efficiency begins with determining what your desired results are. Results will directly tie in to achieving your mission. They may be connected to specific goals and objectives of the organization. Why are you doing what you do? What things will help you to get there? Examples may include impact goals such as the number of first-time homebuyers purchasing a home, the number of dollars in loans made, or creating repeat loan customers. They may also include things like customer satisfaction, meeting investor requirements, self-sufficiency rates, deployment rates or conversion rates (e.g., the number of applications converted to closed loans).

After identifying the desired results, you can begin to measure whether or not you are achieving them. You can also measure the amount of materials, time and energy used during the process. These metrics can be calculated in a number of different ways. Typical metrics used to measure pipeline efficiency include:

Cycle Time
This is the average time for a customer to move through various stages of the loan pipeline. The overall cycle time will be calculated by the number of days it takes for a customer to move from the beginning of the pipeline to the end, depending on how you define your pipeline (e.g., from application to closing). This can also be measured incrementally to include the time it takes for each stage in the pipeline process (e.g., the average time to move from lead to application, from application to underwriting, from underwriting to closing).

Loans Closed per FTE Lending Staff
This calculates the average loan production for each Full-Time Equivalent (FTE) lending staff. This measurement helps to determine the current level of loan production for staff. It can be used to evaluate staff productivity, create future targets, and provide management with some indication of when additional staff may be needed. It is calculated by dividing the total number of loans closed during a set period of time divided by the total number of FTE lending staff:

$$\frac{\text{\# Loans Closed}}{\text{\# Lending FTE}}$$

For example, an organization that made 120 loans in a year with a total of two, full-time lending staff would produce 60 loans per each FTE lending staff annually (or 12 loans per month per FTE). Larger organizations may also use a similar calculation to determine the number of loans each loan staff position is handling in the pipeline process. For example, you can calculate the average number of loans per week (or day, or month) that your loan processors are handling.

Cost per $$ of Loans Closed

This calculates the average cost to close each dollar of loans. This measurement helps to determine the overall efficiency of the organization's operations in terms of supporting loan production. It is calculated by dividing the total dollar amount of lending expenses for a period of time divided by the total dollar amount of loans closed during that same period:

$$\frac{\$ \text{ Operating Expenses}}{\$ \text{ Loans Closed}}$$

For example, an organization with total operating expenses of $2 million that closed $1 million in loans in the previous fiscal year would have spent an average of $2 in expenses for every $1 of loans closed during that year.

% of Lending Expenses Covered by Earned Revenue from Loans

This calculates the amount of loan revenue that covers lending expenses. This measurement helps determine the self-sufficiency level of the lending activity within an organization. It is calculated by dividing the total amount of earned revenue from lending activity (interest and fee income, other earned revenue related to lending) divided by total lending-related expenses during the same period:

$$\frac{\$ \text{ Earned Revenue Related to Lending}}{\$ \text{ Lending Expenses}}$$

For example, an organization that has $600,000 in lending earned revenue and $800,000 in lending expenses would have a lending self-sufficiency rate of 75%.

8.2 Evaluating Efficiency

Once you have identified and measured your desired results and measured various metrics, how do you know if your measurements indicate an efficient loan pipeline? What is an acceptable cycle time for loans? What level of lending self-sufficiency is reasonable for my organization? The answers to these questions are, "It depends."

A fundamental principle of effective pipeline management is to *balance metrics with mission.*

You must ***always start with evaluating your desired results***: Is the pipeline flow allowing us to achieve organization goals and objectives? If you are moving loans quickly through the pipeline and achieving growth but sacrificing quality, your pipeline is not being managed effectively. Efficiencies are only recognized when materials, time and energy are being spent appropriately to support achieving desired results.

Each organization is different. Market, loan products, goals and mission all play a part in determining what "efficiency" means for an organization. Although there are no set standards for these measurements, industry benchmarks and organization history are two methods that can assist in evaluating efficiency levels and setting future goals and targets.

Industry benchmarks can be obtained by asking peers, attending industry conferences and referencing industry publications. See Appendices for a listing of available reports. Once you begin tracking metrics, you can also use historical measurements to help set future targets.

8.3 Mapping the Process

Understanding how your loan pipeline flows is a critical step in identifying its level of efficiency. The best way to do this is to visually map each key step in the process using a process map. A visual picture can often help identify inefficiencies, provide ideas for improving the process and help everyone on your lending team understand the complete pipeline process as well as their role within the process.

Potential process mapping symbols include:

Start & End: Oval   Decision: Diamond
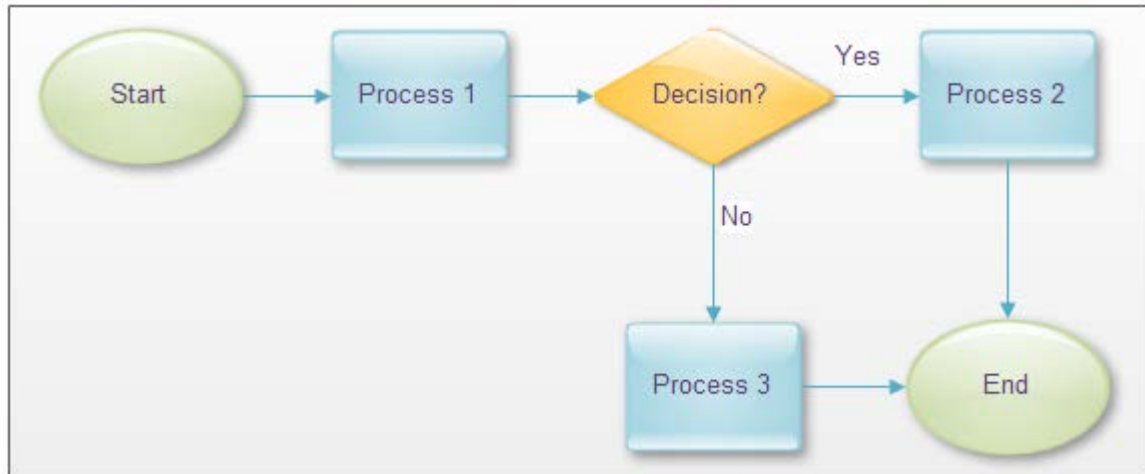
Activity: Rectangle   Direction Flow: Arrow

Sample Process Map

When developing a process map for your loan pipeline, you want to include a new box for each completion activity in the process. You also want to make it clear when the borrower or a third party must take action before you can move forward because these activities will impact the flow of your pipeline. You can use different colored boxes to demonstrate a process that takes place outside your organization by a third party.

After completing the process map, consider the materials, time and energy required for each step using the five key elements of pipeline management discussed in Section 2.

❖ **PEOPLE**: Who is doing which activities and how many people does it currently take? Is a third party responsible for any activities?

❖ **COMMUNICATION**: How do the people doing the work communicate with one another and communicate with the people in the next step?

❖ **TECHNICAL ASSISTANCE**: What type of TA is available for clients in this step?

❖ **SYSTEMS**: What systems are in place to support the activities in this step? Are there checklists, templates or other tools used? Is the work defined in the loan policies or in written procedures (if so, list the appropriate section)? Where is information kept?

❖ **TECHNOLOGY**: What technology do we use to support this step? Is information entered electronically? If so, where? What software, spreadsheets or other technology are used?

9. Performance Management

9.1 Managing for Performance

Managing an efficient lending operation without managing for performance is like climbing a ladder efficiently, but not knowing if your ladder is against the right wall. In order to manage for performance, you must identify organization goals and objectives and then put systems in place to manage towards achieving these goals. Organization goals and objectives will typically fall into one of three categories: impact, quality or efficiency. Sometimes goals will fall into more than one category. For example, a goal to increase lending volume might fall under both impact (serve more customers in the target market) and efficiency (increase earned revenue and self-sufficiency). List some of your organization's key goals and objectives and identify which category each goal falls into.

Performance Goals & Objectives		
Goal/Objective	**Impact? Quality? Efficiency?**	**Measurement(s)**
Example: Increase annual loan volume to $1,000,000	*Impact* *Efficiency*	*$$ amount of loans to TM* *$$ amount of loans made*

Identifying the appropriate category can help determine measurements by which to determine if you are achieving the goal. In the example above, in addition to measuring the dollar amount of loans made you would also want to measure how many of those loans were made to borrowers in the target market.

9.2 Monitoring & Quality Control

Implementing systems that allow you to monitor the lending process and ensure you are adhering to policies and achieving your goals are essential to managing a strong lending program.

Monitoring methods may include:

- ➤ Daily/weekly pipeline status reports
- ➤ Weekly/monthly portfolio performance reports
- ➤ Dashboard reports
- ➤ Loan committee portfolio review
- ➤ Regular meetings of staff and management
- ➤ Employee reviews

- ➤ _____

- ➤ _____

- ➤ _____

- ➤ _____

- ➤ _____

Quality control methods may include:

- ➤ Third party QC provider
- ➤ Regular lending program review
- ➤ Annual audit

- ➤ _____

- ➤ _____

- ➤ _____

- ➤ _____

- ➤ _____

Assessing and Addressing Issues

If you identify a problem during your monitoring and quality control processes, it is important to correctly assess the root issue. For example, if you find that you are losing a high percentage of customers between application and closing, there could be a variety of issues causing the problem. Do you have enough staff to handle your current loan volume? Is there a communication gap between the loan officer and underwriter that is slowing down the process and frustrating customers? Is your technical assistance not adequately preparing applicants to meet underwriting criteria? Are your underwriting criteria too stringent?

Once you accurately assess the issue and identify the problem, you need to have a feedback and response loop in place to make sure the problem is addressed and monitor it going forward.

Feedback and Response Loop:

1. MONITOR the process
2. Find EVIDENCE of a problem
3. ASSESS the issue and identify what is causing the problem
4. ADDRESS the issue by taking appropriate action
5. REPORT BACK to management on the steps completed to address the issue
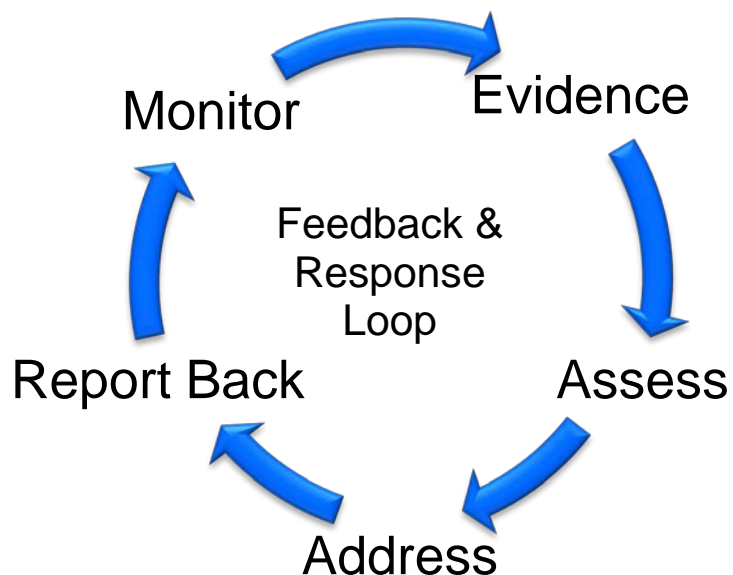
TAB 3

Assessments

Lending Operations Assessment

Instructions:

(1) At the beginning of the course, rate the strength of each of the issues listed in the table below in relation to your organization's lending operations. Use the following numbers under the Rating column:
1 = Strong; **2** = Strong in some areas but needs work in some areas; **3** = Adequate but needs work; **4** = Inadequate.

(2) As we cover each issue during the training, note down ideas or thoughts and determine what steps can be taken to strengthen the particular area in your organization.

(3) At the end of the two-day training, assign a priority rating from 1-3 to each issue in the Priority column to help you prioritize actions once you return to the office. Use the following ratings for the Priority column: **1** = high; **2** = medium; **3** = low.

Rating	Issue	Notes / To Do	Priority
	Appropriate loan products		
	Effective development services		
	Effective organization / lending structure		
	Appropriate loan policies		

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Rating	Issue	Notes / To Do	Priority
	Appropriate loan procedures		
	Effective staffing model		
	Beneficial partnerships		
	Appropriate outsourcing		
	Effective technology		
	Robust performance management		
	Other notes		

Staffing Assessment Tool

Staffing Area	How Well Do We do This Now?	What Steps Can We Take to Strengthen This Area?
Clear roles and responsibilities		
Accountability		
Structured Communication		
Alignment of staff skills and responsibilities		
Institutional capacity		
Attracting and recruiting		
Onboarding and training		
Retention and development		

TAB 4

**CDFI Fund Minimum Prudent Standards
Stages of Growth**

CDFI FUND MINIMUM PRUDENT STANDARDS
FINANCIAL STRENGTH

Financial Ratio Minimum Prudent Standards (MPS) for Non-Regulated Entities	
Measure	**Non-Regulated CDFIs**
Capital: Measures the Applicant's underlying financial strength and whether it has sufficient assets to cover unexpected losses. The capital ratio identifies the percentage of total assets unencumbered by debt.	**Net Asset Ratio > 20%** Net Assets divided by Total Assets
Asset-Liability Management: Measures if the structure of debt is appropriate for the Applicant's financial products.	**Current Ratio = 1.25: 1** Current assets divided by current liabilities.
Deployment: Measures how much of the Applicant's available funds are lent out or invested.	**Deployment Ratio > 50%**
Self-Sufficiency: Measures the percentage of operating costs a CDFI can cover with earned revenue.	**Self-Sufficiency Ratio = > 40% (non-profit)** **> 70% (for-profit)**
Operating Liquidity: Measures whether the Applicant has sufficient cash to cover at least three months of operating expenses. The operating ratio reports the availability of cash to cover short-term operating expenses.	**Operating Liquidity Ratio= 1: 1** Cash and Cash Equivalents that are not restricted in a manner that prevents their use in satisfying obligations represented by operating expenses DIVIDED BY 25% of total operating expenses for the four most recently completed quarters.
Earnings: Measures whether the Applicant is earning sufficient revenue to cover its expenses.	**Net Income = $0** Gross Revenues (including grants or other contributions) less Total Expenses. For-profit Applicants should deduct total pre-tax expenses from Total Revenue.

SOURCE: CDFI Program & NACA Program

CDFI FUND MINIMUM PRUDENT STANDARDS
PORTFOLIO QUALITY

Loan Portfolio Quality Minimum Prudent Standard (MPS) for Regulated Entities			
Institution Type	**Portfolio-at-Risk (PAR)**	**Annual Net Loan Loss Ratio**	**Loan Loss Reserves (LLR) Or Provision for Losses**
Insured Credit Unions	Delinquent Loans/Total Loans $\leq$ 3.5%	Net Charge offs/Average Loans $\leq$ 0.75%.	Comparing the two most recent fiscal years, Applicant's provision for loan losses changed by at least the same percentage and direction as the change in delinquent loans.
Banks, Bank Holding Companies, & Thrifts	Noncurrent Loans & Leases/Total Loans & Leases $\leq$ 2.0%	Net Loss/Avg Total Loans & Leases $\leq$ 0.5%	Loans & Leases Allowance/Total Loans & Leases $\geq$ 0.5% PAR

Loan Portfolio Quality Minimum Prudent Standard (MPS) for Non-Regulated Entities			
Product Grouping	**Portfolio-at-Risk (PAR)**	**Annual Net Loan Loss Ratio**	**Loan Loss Reserves (LLR) Or Provision for Losses**
Affordable Housing-First Lien	$\leq$ 7.00%	$\leq$ 1%	Loan Loss Reserves are expected to be no less than half the actual Portfolio-at-risk and no more than one and a half times the actual portfolio at risk: .5 PAR $\leq$ LLR $\leq$ 1.5 PAR
Affordable Housing-Subordinate Lien	$\leq$ 7.00%	$\leq$ 3%	
Business	$\leq$ 10.00%	$\leq$ 5%	
Consumer & Micro-enterprise	$\leq$ 12.00%	$\leq$ 9%	
Overall MPS	$\leq$ 15.00%	Narrative Only	

SOURCE: CDFI Program & NACA Program

Strengthening Small & Emerging CDFIs

Overview: Organizational Development Framework

Organizational Area	Stage 1 Creativity/Startup	Stage 2 Direction/Establishment	Stage 3 Delegation/Institution	Stage 4 Consolidation/Permanence
Organizational Growth Issues	Survival/become known	Expand range of services Build infrastructure	Develop strategic approach Examine lines of business	Retain mission focus Continue to reinvent organization
Culture Characterized by	Family or Movement	Growth in many directions leads to "dysfunctional family"	Formalized relationships, team identity, competence	Aligned culture through organization, desire for performance, shared leadership
Top Leadership Characterized by	Individualistic	Directive	Delegative	Communicative
Organizational Structure	Informal	Centralized, functional divisions	Decentralized, cross functional teams	Streamlined for Effectiveness
Organizational Systems	Few systems	Basic systems	More sophisticated systems	Major investment in systems/technology
Resources	▪ Few sources of operating revenue ▪ Limited capital	▪ More diverse revenue/capital sources ▪ Beginnings of earned income	▪ Repeat/multi-year funding/capital sources ▪ Access to larger sources	▪ Approaching self-sufficiency ▪ More sophisticated capital
Product/Program	▪ Single product ▪ Basic approach	▪ Multiple products/programs ▪ Develop more sophisticated approach	▪ Eliminate some products/programs ▪ Performance standards/trend analysis influence product design	▪ Focus program on core competencies ▪ More sophisticated analysis of environment/trends
External Relations	Activist	Reactive	Recognized	Proactive
Growth Issues	Crisis of multiple roles	Crisis of Direction	Crisis of Control	Crisis of Meaning
Transition Characterized by	Mourning over loss of activism	Mourning over loss of family	Mourning over loss of access to director	Fear of loss of focus on principles and creativity

Provided by OPPORTUNITYFINANCE NETWORK

Changing Leadership and Organizational Culture

Organizational Area	Stage 1 Creativity/Startup	Stage 2 Direction/Establishment	Stage 3 Delegation/Institution	Stage 4 Consolidation/Permanence
Organizational Growth Issues	Survival/become known	Expand range of services Build infrastructure	Develop strategic approach Examine lines of business	Retain mission focus Continue to reinvent organization
Top Leadership Characterized by	Individualistic	Directive	Delegative	Communicative
Management Focus	The Cause Raising Funds/Interest	Growth	Operational Efficiency	Consolidation
Executive Director's Focus	DO EVERYTHING	BE OPPORTUNISTIC Let go of technical pieces	DIFFERENTIATE between leadership and management	EXTERNAL FOCUS
Board's Focus	Issues of formation, Operational details	Issues of program, structure	Issues of market, relationships	Issues of strategy, long-term value
Board Membership & Structure	▪ Founders ▪ Board & Loan Committee ▪ Function as staff	▪ Recruit expertise & relationships ▪ Add Committees: Executive, Personnel, Fundraising, etc. ▪ Sounding board for ED	▪ Recruit Leaders ▪ Add Finance Committee ▪ Strategic Planning	▪ Recruitment as ongoing function ▪ Streamline and reorganize committee structure ▪ Long term vision and performance
Communication Style	▪ Face to Face ▪ Persuasive; Leader's Personal Style ▪ Executive Director and Board Leadership	▪ Staff Meetings; limited written materials ▪ Beginnings of organizational positioning and image ▪ Executive Director and Fund-Raiser	▪ Team Meetings; more written memos and e-mail ▪ Professionally produced communication materials ▪ Dedicated communications staff person	▪ Use technology for internal communications; publications for external purposes ▪ Communications Plan & Network in place; Clear leadership position on key mission issues ▪ In-house communication staff with Executive Director
Culture characterized by	Family or Movement	Growth in Many Directions leads to "dysfunctional family"	Formalized relationships, team identity, competence	Aligned culture through organization, desire for performance, shared leadership
Diversity	"Everybody looks alike"	Work differentiation: Diversity of skills, experience	Diversity in work styles/goals issues emerge	Diversity in management issues emerge

http://www.cdfifund.gov/what_we_do/Strengthening_Small_and_Emerging_CDFIs_Training_Curriculum.asp

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Strengthening Small & Emerging CDFIs

Changing Systems and Resources

Organizational Area	Stage 1 Creativity/Startup	Stage 2 Direction/Establishment	Stage 3 Delegation/Institution	Stage 4 Consolidation/Permanence
Organizational Structure	Informal	Centralized, functional divisions	Decentralized, cross functional teams	Streamline for effectiveness; re-engineering possible
Financial Resources	▪ Few sources of operating revenue ▪ Limited capital ▪ General Operating Support ▪ Beginnings of earned income	▪ Program- or project-specific funding ▪ More diverse revenue/capital sources ▪ Earned Income begins to be significant	▪ Multi-year funding/capital sources ▪ Access to regional, national sources ▪ Increasing earned income	▪ Focus on large, stable funding sources, selective about funder requirements ▪ More sophisticated/complex capital structures ▪ Approaching self-sufficiency
Human Resources	▪ Hire grassroots commitment ▪ Small, core staff; some work done by Board, volunteers ▪ Little turnover in Staff or Board. HR practices/policies undocumented and dependent on leadership	▪ Hire technical expertise/skills ▪ Add program staff, make part-time, volunteer positions full-time ▪ Turnover remains low; beginnings of documented HR practices/policies	▪ Create teams/hire professional qualities/values ▪ Add middle management ▪ May lose core Staff or Board; may experience HR issues, including employee complaints. HR practices/policies consistent and documented	▪ Emphasize long-term staff development/succession strategy ▪ Restructure or split positions vs. adding staff incrementally ▪ HR practices/policies control turnover, complaints. Employees have voice in resolving HR issues.
Internal Rewards	Mission/Meaning	Increases in Salary/Benefits	Autonomy, Career Ladder, Titles	Sabbatical, other professional development, external roles/focus
Organizational Systems (General)	▪ Few systems ▪ Experimental processes ▪ Results-oriented measurement	▪ Basic systems ▪ Beginning of documented processes ▪ Articulated performance measurement standards	▪ More sophisticated systems ▪ Institutionalized processes ▪ Regular monitoring/reporting of performance with trend analysis	▪ Major investment in systems/technology ▪ Long range planning feeds re-engineering of processes ▪ Interpret performance trends, reach for higher standards; institutionalize feedback loop

http://www.cdfifund.gov/what_we_do/Strengthening_Small_and_Emerging_CDFIs_Training_Curriculum.asp

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Changing Systems and Resources

Organizational Area	Stage 1 Creativity/Startup	Stage 2 Direction/Establishment	Stage 3 Delegation/Institution	Stage 4 Consolidation/Permanence
Financial Systems	▪ Largely manual systems, some spreadsheets ▪ Few or no internal controls, one-drop staff ▪ Beginner Auditor ▪ Back-of-envelope budgeting by Director ▪ Basic reporting ▪ Board involved in details	▪ Non-compatible PC-based systems ▪ Some internal controls, add financial staff ▪ May change auditors for better fit ▪ More formal budgeting using historical data ▪ More complex reporting ▪ Board may form Finance Committee	▪ Consolidate financial software ▪ Established internal controls ▪ Develop relationship w/ auditor ▪ Defined budget process with staff involvement and clear goals ▪ Consolidate reporting ▪ Board streamlines information needs, delegates to Finance Committee and Staff	▪ Upgrade financial software, possibly customize ▪ More sophisticated controls to keep up with technology ▪ Work w/auditor around more complex financial structure ▪ Strategic budget process with trend analysis and multi-year projections ▪ Automate/streamline reporting ▪ Board looks at key, strategic financial indicators
Human Resources	▪ Payroll/taxes (basic) ▪ No formal timekeeping ▪ No written personnel policies (understood) ▪ Recruitment/ad hoc ▪ Minimal or no personnel files, job descriptions, or evaluation process	▪ Payroll/taxes automated ▪ Basic timekeeping for legal requirements ▪ Basic written personnel policies, focus on culture ▪ Beginnings of consistent hiring system, recruit diversity in Staff and Board ▪ Supervisor keeps "personnel" files; broad job descriptions (may be outdated); subjective evaluation process	▪ Payroll may be outside service ▪ Timekeeping for legal grant requirements ▪ More rigorous personnel policies to protect organization, employees ▪ Use wider ranges of recruiting media, interview techniques; incorporate legal requirements in hiring and orientation ▪ Standardized, legally sound job descriptions & personnel files; written, collaborative evaluation process	▪ Payroll (hire/retain expertise) ▪ Timekeeping for legal, grant requirements, staffing/program analysis ▪ Policies may be amended to include sabbatical, other new retention benefits ▪ Accumulate pool of internal and external candidates ▪ Institutional relationship between job descriptions, performance review, and organizational goals

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Strengthening Small & Emerging CDFIs
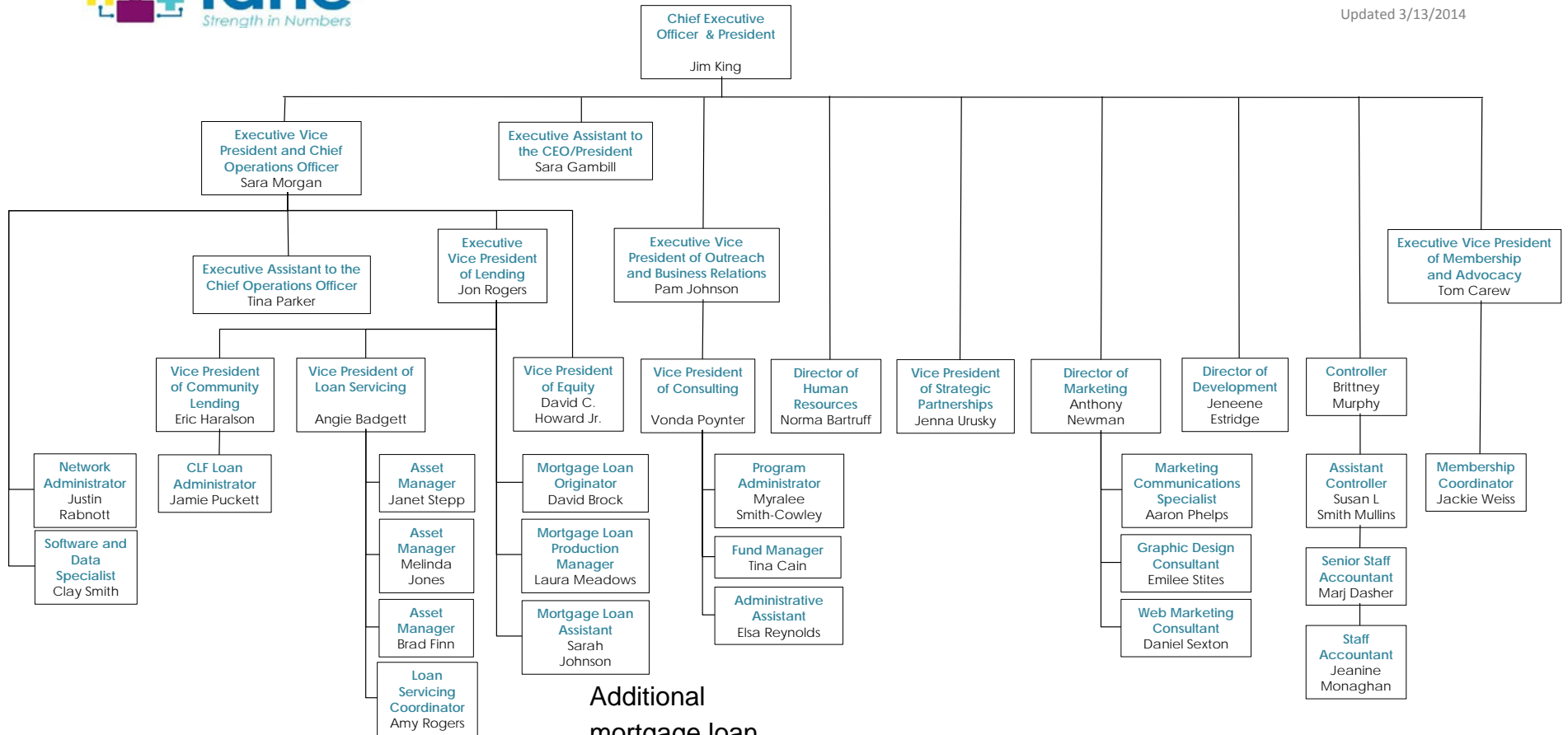
Changing Programs, Changing Relationships

Organizational Area	Stage 1 Creativity/Startup	Stage 2 Direction/Establishment	Stage 3 Delegation/Institution	Stage 4 Consolidation/Permanence
Product/Program	▪ Single product ▪ Basic approach	▪ Multiple products/programs sometimes based on funding ▪ Develop more sophisticated approach	▪ Eliminate some products/programs ▪ Performance standards/trend analysis influence product design ▪ Develop more systematic approach to new products, new markets	▪ Focus program on core competencies ▪ More sophisticated analysis of environment/trends ▪ Ability to quickly take advantage of market opportunities
Focus of Performance	▪ Individuals	▪ Programs	▪ Whole organization	▪ Impact/Public Outcomes
External Stimuli	▪ Develop understanding of environment, key players ▪ Overcome skepticism	▪ Environment provides multiple opportunities ▪ Key players may be overconfident in organization's abilities	▪ Build partnerships with movers and shakers ▪ Recover from earlier mis-steps	▪ Partnerships become more creative, established ▪ YOU become a player
Staff /Management Structure	▪ Do what needs to be done ▪ Little division of labor ▪ Learn on the job	▪ Staff divisions (and new hires) by programs ▪ Greater specialization ▪ Learn from experience, peers, conferences	▪ Staff division by lines of business ▪ Beginnings of middle management ▪ Beginnings of institutionalized learning	▪ Staff divided by lines of business / long term goals, more cross functional teams ▪ Complete management structure ▪ Formalized internal and external training
External Relations	ACTIVIST: Competition, making "shelf space"	REACTIVE: Achieving public visibility and responding to public pressure	RECOGNIZED: develop institutional relationships and partnerships	PROACTIVE: become a player with ability to collaborate and possibly spin off other organizations
Growth issues to next stage	Crisis of multiple roles	Crisis of Direction	Crisis of Control	Crisis of Red Tape
Transition Characterized by	Mourning over loss of activism	Mourning over loss of family	Mourning over loss of access to Director	Mourning over loss of focus on mission (potentially)

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CDFI FUND CAPACITY BUILDING INITIATIVE

Provided by OPPORTUNITYFINANCE NETWORK

TAB 5

Sample Job Descriptions and Org Charts

fahe
Strength in Numbers

Chief Executive Officer & President
Jim King

Executive Vice President and Chief Operations Officer
Sara Morgan

Executive Assistant to the CEO/President
Sara Gambill

Executive Assistant to the Chief Operations Officer
Tina Parker

Executive Vice President of Lending
Jon Rogers

Executive Vice President of Outreach and Business Relations
Pam Johnson

Executive Vice President of Membership and Advocacy
Tom Carew

Vice President of Community Lending
Eric Haralson

Vice President of Loan Servicing
Angie Badgett

Vice President of Equity
David C. Howard Jr.

Vice President of Consulting
Vonda Poynter

Director of Human Resources
Norma Bartruff

Vice President of Strategic Partnerships
Jenna Urusky

Director of Marketing
Anthony Newman

Director of Development
Jeneene Estridge

Controller
Brittney Murphy

Network Administrator
Justin Rabnott

Software and Data Specialist
Clay Smith

CLF Loan Administrator
Jamie Puckett

Asset Manager
Janet Stepp

Asset Manager
Melinda Jones

Asset Manager
Brad Finn

Loan Servicing Coordinator
Amy Rogers

Mortgage Loan Originator
David Brock

Mortgage Loan Production Manager
Laura Meadows

Mortgage Loan Assistant
Sarah Johnson

Program Administrator
Myralee Smith-Cowley

Fund Manager
Tina Cain

Administrative Assistant
Elsa Reynolds

Marketing Communications Specialist
Aaron Phelps

Graphic Design Consultant
Emilee Stites

Web Marketing Consultant
Daniel Sexton

Assistant Controller
Susan L Smith Mullins

Senior Staff Accountant
Marj Dasher

Staff Accountant
Jeanine Monaghan

Membership Coordinator
Jackie Weiss

Additional loan servicing coordinator added 4.14 (two collectors and a supv.)

Additional mortgage loan processor/closer added 4/14

POSITION ACCOUNTABILITY FORM

JOB TITLE: Executive Vice President of Lending
STATUS: Regular/Full-Time Position
CURRENT EMPLOYEE: **DEPARTMENT**: 5000
REPORTS TO: Chief Operations Officer **FLSA:** Exempt

WRITTEN BY: **DATE:** August 27, 2013
APPROVED BY: _____ **DATE:** _____

POSITION SUMMARY: This position serves on the Executive Leadership Team for the corporation and is responsible for oversight and coordination of Just Choice Lending, Community Lending, and Loan Servicing. The position is responsible for coordinating all aspects of Just Choice Lending including expanding and managing single-family mortgage programs, developing and implementing new product lines, working with member groups, reporting and analysis.   This position serves on the Executive leadership team for the corporation and has a high degree of latitude and directly reports to the Chief Operations Officer.

ESSENTIAL FUNCTIONS:

Tasks/Duties	Actions Required	Outcome & Timeframe	Score
FAHE representation	Represents FAHE in the most positive manner with prospective, former and current members, clients, suppliers and the community we serve. Interacts effectively with a diverse group of staff and customers of our services.		
Upholds Mission Statement	FAHE leads a network of Appalachian organizations to sustainable growth and measurable impact through collective voice and provides access to capital that creates housing and promotes community development.		
Confidentiality	Handles confidential information with tact and discretion.		
Board of Directors	Serves as a Corporate Officer of the Corporation in the capacity of a Vice President of the FAHE Board of Directors.		
Company	With the President, COO and EVP Team,		

Budget and Goals	establish a budget and goals, and guide the successful execution of an annual workplan.		
Department Budget and Goals	Responsible for departmental budget and goals		
Program Management	Oversee Goals and Accomplishments for Just Choice Lending		
	Oversee Goals and Accomplishments for Community Lending		
	Oversee Goals and Accomplishments for Loan Servicing		
Lending Authority	Lending authority for loans in accordance with lending policy		
Daily Departmental Operations	Administration and management of FAHE's Single Family mortgage programs otherwise known as Just Choice Lending		
Compliance	Ensure compliance with RESPA, federal and state laws, FHA, VA and conventional requirements and FAHE's established guidelines		
Real Estate Owned	Responsible for oversight and disposal of REO properties acquired through recapture of collateral on non-performing loans. Establish procedures and systems to mitigate loss and ensure effective and efficient disposition of properties in a timely fashion.		
Other Duties & Responsibilities	Prepares monthly and quarterly management reports		
	Performs bi-annual evaluations for direct reports.		
	Assist in Caucus meeting activities as needed		
	Performs other functions as necessary or as assigned		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

GOALS FOR CURRENT YEAR:

See Attached Goals and Workplan FY2014.

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

CORE COMPETENCIES:

		Score
Job Knowledge	Degree to which the employee demonstrates the expected level of job knowledge and/or skills to perform the job; proper use of established information, materials, equipment and techniques for the position; development of job knowledge	
Quality of Work	Employee's completion of assignments to established quality standards; accuracy, neatness, thoroughness of work; compliance with established work, health and safety rules	
Quantity of Work	Employee's demonstrated ability to manage assigned workload; employee's effectiveness in establishing and managing priorities effectively; employee's consistency, productivity and timeliness in completion of work	
Adaptability	Ease with which the employee adjust to change in duties, procedures, supervision or work environment; employee's response to new ideas, approaches to work and suggestions for work improvement; employee's learning and/or application of new information	
Initiative & Problem Solving	Degree to which the employee seeks and assumes greater responsibility; employee's recognition of problems and effectiveness in analysis and taking action with solutions; employee's contribution in generating innovative ideas, approaches and solutions	
Cooperation & Teamwork	Employee's effectiveness with co-workers, supervisors and others as a contributing team member; employee's demonstrated consideration of and support to others; appropriate involvement of others in planning and completing assignments	
Dependability	Employee's response to direction and amount of time spent directing the employee; employee's self-monitoring and follow-through on assigned duties and projects; employee's adherence to time frames, including punctual and regular work attendance, and timeliness for appointments	
Communication & Interpersonal Skills	Job related professionalism and effectiveness in interacting with co-workers, members and others; demonstrated ability to express ideas clearly both orally and in writing; works to portray proper image of FAHE	
Ethical Conduct	Whether employee follows FAHE code of ethics and other applicable professional codes; whether employee exhibits good judgment and discretion related to handling sensitive and confidential information; employee's demonstration of honesty and trustworthiness in actions	
Diversity	Employee's effectiveness in recognizing, evaluating and addressing how diversity impacts workplace and community needs; degree to which the employee contributes to a climate that respects and celebrates diversity	

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

KNOWLEDGE, SKILLS AND ABILITIES:

Select all that apply.

Knowledge of:	Skills in:	Ability to:
☐ Bachelors Degree required ☐ Associates Degree required ☐ Masters Degree required ☐ 2-3 Years Experience in a related field ☒ 4-6 Years Experience in a related field ☒ Basic Administrative Duties ☒ Basic Office Equipment ☒ Federal housing programs, laws and regulations ☒ Grant programs, compliance monitoring ☒ Reporting software ☒ Basic rules of grammar and business writing ☒ Basic mathematic principles	☒ Computer skills, MS Office ☒ Collecting, analyzing and evaluating data ☒ Dealing with a diverse group of external and internal contacts at all levels ☒ Analyzing problems and reaching solutions ☒ Interpersonal Skills ☒ Active Listening ☒ Time Management ☒ Effective Communicator ☒ Social Perceptiveness ☒ Service Oriented ☒ Professional Demeanor ☒ Assigning, managing and coordinating activities of staff ☒ Organizational skills	☒ Prepare reports ☒ Present ideas effectively ☒ Handle sensitive/ confidential information ☒ Travel 1-2 days a month ☐ Travel extensively throughout Appalachia ☒ Work as part of a team ☒ Work independently ☒ Ability to prioritize multiple projects ☒ Sit for extended periods ☒ Stand for extended periods ☒ Lift up to 25 pounds ☐ Lift up to 40 pounds ☒ Communicate via telephone

Additional Information:
Please include any additional information that may be necessary to include in the job description. (Licenses, certification, knowledge of specific systems or software, etc.)
_____

LEADERSHIP

		Score
Leadership	Effectiveness in gaining respect and cooperation of subordinates; inspires and motivates subordinates; effectiveness in maintaining a cohesive department; appropriate delegation of authority and responsibilities; demonstration of integration of FAHE planning with department functions	
Human Relations Skills	Effectiveness in working with subordinates, other employees, other members of management both within and outside the department; awareness of and sensitivity to the needs, rights, experience and background of others; effectiveness in recruiting and selecting staff; involvement and effectiveness with internal and external community	
Employee Development	Ability to provide feedback to others; ability to coach for improved performance; gives appropriate level of responsibility when delegating work; communicates performance expectations clearly to subordinates; provides feedback to subordinates; evaluates staff effectively; provides meaningful orientation and professional development; promotes wellness activities	
Resource Management	Effectiveness of employee's use of staff, budget and materials; budgets appropriately; controls expenditures and contributes cost reduction ideas; makes decisions in the best interest of FAHE; continually seeks improvements in efficiency	

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

SIGNATURE PAGE:

Type of Review:

Pay Increase: _____% _____ (dollar amount) New base pay

Review Presented by: _____
                                      Signature   **Date**

Employee Signature: _____
                                      Signature   **Date**

RATING SCALE:

The following considerations are to be used in assigning ratings for employee performance:

5 – Consistently Exceeds Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- Significantly exceeds the expectations on a uniform and consistent basis
- Work is exceptional in all areas of responsibility
- Makes an exceptional contribution to the unit, department of University

4 – Occasionally Exceeds Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- Frequently exceeds expectations
- Performs well above expectations based upon job standards
- Identifies needs and executes beyond assigned job responsibilities

3 – Consistently Meets Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- May periodically exceed expectations
- Demonstrates consistently good performance at the level expected of a fully trained, capable individual

2 – Occasionally Below Expectations
- New employee exhibits appropriate progress in the course of learning the responsibilities of a new position
- Seasoned employee not performing at expected level
- Performance improvement should be reflected in setting objectives for the new review period

1 – Consistently Below Expectations
- Does not meet expected job standard(s)
- Must show change in performance to competently perform most aspects of this job
- This rating requires a written Performance Improvement Plan and progress review

POSITION ACCOUNTABILITY FORM

JOB TITLE: _Mortgage Loan Manager   **STATUS:**   Regular/Full-Time Position
CURRENT EMPLOYEE: _____   **DEPARTMENT**: Just Choice Lending
REPORTS TO: _____   **FLSA:** __Exempt____

WRITTEN BY: _____   **DATE: 9/30/10**
APPROVED BY: _____   **DATE:** _____

POSITION SUMMARY: This position has the primary responsibility for directing the daily operations of the single-family lending department of FAHE, which includes significant decision making. This position ensures that all mortgage applications received by FAHE are effectively processed, underwritten to policies and standards, closed and delivered to servicers while meeting all internal requirements, programmatic and legal standards common to the mortgage lending industry and the lending partners of FAHE. Assurance of the quality control requirements of these partners is essential for success for this position

This position is also responsible for closely monitoring loan applications as they are accepted into the pipeline and as they move through it to their ultimate disposition. Providing timely, accurate and effective reporting of the departments activities to management.

ESSENTIAL FUNCTIONS:

Tasks/Duties	Actions Required	Outcome & Timeframe	Score
FAHE representation	Represents FAHE in the most positive manner with prospective, former and current members, clients, suppliers and the community we serve. Interacts effectively with a diverse group of staff and customers of our services.		
Upholds Mission Statement	FAHE leads a network of Appalachian organizations to sustainable growth and measurable impact through collective voice and provides access to capital that creates housing and promotes community development.		
Confidentiality	Handles confidential information with tact and discretion.		

Pipeline management	Prepares and reviews pipeline and closing reports, add new loans into pipeline with additions		
Department Management	Responsible for running of the Just choice division in the absence of the Executive Vice President.		
Supervisory	Trains and directs all activities for Mortgage Loan Processor and Administrative Assistant, including but not limited to: proper procedures for maintaining compliance to all loan programs, FAHE loan policies and state and federal laws.		
Loan Approval Authority	Responsible for committing corporations lending capital. Has authority on approving loans.		
Information / Data	Responsible for upkeep/maintaining operation of loan origination software system to include updates and dissemination to staff.		
Information / Data	Solely responsible as Liaison from Just Choice Lending to data management informational reporting and managing data in monthly and quarterly reporting		
Information / Data	Gathering, maintaining and communicating out all information regarding Just Choice line of business		
Customer service	Serves members and clients over the phone and in person in a courteous and professional manner		
Communication	Maintains regular and effective communication with all internal and external originators through standing phone calls and written pipeline distribution .		
FHA Compliance	Maintains security clearance with FHA connection; manages corporate ID with FHA who is a significant lending partner		
Compliance	Prepares and delivers to loan applicants accurate and timely loan disclosure packages.		
Compliance	Prepares and delivers to loan closing agents accurate and timely loan		

	disclosure packages.		
Communication	Orders funding for closings that FAHE provides table funding for through accurate and timely requests to internal and external source		
Compliance	Enters required loan data into the loan processing software system of FAHE		
Compliance	Regular interaction with loan servicing and finance departments to ensure that loans are prepared and delivered to 3rd party investors in compliance with their requirements.		
Compliance	Reviews application data including income and credit reports, appraisals, title reports and other key data to determine the proper match for applicants and loan types.		
Communication	Communicates with correspondents and staff regarding program updates and changes through e-mail, phone and caucus meeting attendance.		
Compliance	Accepts and properly registers loans delivered to FAHE from members and direct staff.		
Communication	Works directly with customers and FAHE staff in processing and closing of loans by compiling and verifying the documentation necessary to meet program underwriting standards.		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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GOALS FOR CURRENT YEAR:

2014 GOALS			
Responsibility	**Actions Required**	**Outcome & Timeframe**	**Score**
	Assist in implementation of new investor relationship.		
	Obtain mortgage license in Ohio to include operation supervisor approval.		
	Produce timely and accurate loan activity reporting on lending activity		
	Full implementation of Byte Enterprise system.		
	Reach budget goals of $25 million in lending and $581,600 in revenue.		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

CORE COMPETENCIES:

		Score
Job Knowledge	Degree to which the employee demonstrates the expected level of job knowledge and/or skills to perform the job; proper use of established information, materials, equipment and techniques for the position; development of job knowledge	
Quality of Work	Employee's completion of assignments to established quality standards; accuracy, neatness, thoroughness of work; compliance with established work, health and safety rules	
Quantity of Work	Employee's demonstrated ability to manage assigned workload; employee's effectiveness in establishing and managing priorities effectively; employee's consistency, productivity and timeliness in completion of work	
Adaptability	Ease with which the employee adjust to change in duties, procedures, supervision or work environment; employee's response to new ideas, approaches to work and suggestions for work improvement; employee's learning and/or application of new information	
Initiative & Problem Solving	Degree to which the employee seeks and assumes greater responsibility; employee's recognition of problems and effectiveness in analysis and taking action with solutions; employee's contribution in generating innovative ideas, approaches and solutions	
Cooperation & Teamwork	Employee's effectiveness with co-workers, supervisors and others as a contributing team member; employee's demonstrated consideration of and support to others; appropriate involvement of others in planning and completing assignments	
Dependability	Employee's response to direction and amount of time spent directing the employee; employee's self-monitoring and follow-through on assigned duties and projects; employee's adherence to time frames, including punctual and regular work attendance, and timeliness for appointments	
Communication & Interpersonal Skills	Job related professionalism and effectiveness in interacting with co-workers, members and others; demonstrated ability to express ideas clearly both orally and in writing; works to portray proper image of FAHE	
Ethical Conduct	Whether employee follows FAHE code of ethics and other applicable professional codes; whether employee exhibits good judgment and discretion related to handling sensitive and confidential information; employee's demonstration of honesty and trustworthiness in actions	
Diversity	Employee's effectiveness in recognizing, evaluating and addressing how diversity impacts workplace and community needs; degree to which the employee contributes to a climate that respects and celebrates diversity	

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

KNOWLEDGE, SKILLS AND ABILITIES:

Select all that apply.

Knowledge of:	Skills in:	Ability to:
☐ Bachelor's Degree required ☐ Associates Degree required ☐ Master's Degree required ☐ 2-3 Years' Experience in a related field ☒ 4-6 Years' Experience in a related field ☒ Basic Administrative Duties ☒ Basic Office Equipment ☒ Federal housing programs, laws and regulations ☒ Grant programs, compliance monitoring ☒ Reporting software ☒ Basic rules of grammar and business writing ☒ Basic mathematic principles	☒ Computer skills, MS Office ☒ Collecting, analyzing and evaluating data ☒ Dealing with a diverse group of external and internal contacts at all levels ☒ Analyzing problems and reaching solutions ☒ Interpersonal Skills ☐ Active Listening ☒ Time Management ☐ Effective Communicator ☐ Social Perceptiveness ☒ Service Oriented ☒ Professional Demeanor ☒ Assigning, managing and coordinating activities of staff ☒ Organizational skills	Prepare reports ☐ Present ideas effectively ☒ Handle sensitive/ confidential information ☐ Travel 1-2 days a month ☐ Travel extensively throughout Appalachia ☒ Work as part of a team ☐ Work independently ☒ Ability to prioritize multiple projects ☒ Sit for extended periods ☐ Stand for extended periods ☐ Lift up to 25 pounds ☐ Lift up to 40 pounds ☒ Communicate via telephone

Additional Information:
Please include any additional information that may be necessary to include in the job description. (Licenses, certification, knowledge of specific systems or software, etc.)

This position requires that the incumbent must hold a mortgage loan originator license at least in KY. Other state licenses may be required. The incumbent is required to have knowledge of and perform effectively working with a mortgage loan processing software system such as Byte or Calyx.

LEADERSHIP

		Score
Leadership	Effectiveness in gaining respect and cooperation of subordinates; inspires and motivates subordinates; effectiveness in maintaining a cohesive department; appropriate delegation of authority and responsibilities; demonstration of integration of FAHE planning with department functions	
Human Relations Skills	Effectiveness in working with subordinates, other employees, other members of management both within and outside the department; awareness of and sensitivity to the needs, rights, experience and background of others; effectiveness in recruiting and selecting staff; involvement and effectiveness with internal and external community	
Employee Development	Ability to provide feedback to others; ability to coach for improved performance; gives appropriate level of responsibility when delegating work; communicates performance expectations clearly to subordinates; provides feedback to subordinates; evaluates staff effectively; provides meaningful orientation and professional development; promotes wellness activities	
Resource Management	Effectiveness of employee's use of staff, budget and materials; budgets appropriately; controls expenditures and contributes cost reduction ideas; makes decisions in the best interest of FAHE; continually seeks improvements in efficiency	

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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RATING SCALE:

The following considerations are to be used in assigning ratings for employee performance:

5 – Consistently Exceeds Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- Significantly exceeds the expectations on a uniform and consistent basis
- Work is exceptional in all areas of responsibility
- Makes an exceptional contribution to the unit, department of University

4 – Occasionally Exceeds Expectations
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- Frequently exceeds expectations
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- New employee exhibits appropriate progress in the course of learning the responsibilities of a new position
- Seasoned employee not performing at expected level
- Performance improvement should be reflected in setting objectives for the new review period

1 – Consistently Below Expectations
- Does not meet expected job standard(s)
- Must show change in performance to competently perform most aspects of this job
- This rating requires a written Performance Improvement Plan and progress review

POSITION ACCOUNTABILITY FORM

JOB TITLE: Loan Servicing VP_____   **STATUS:**   Regular/Full-Time Position
CURRENT EMPLOYEE: ___   **DEPARTMENT**: Loan Servicing_____
REPORTS TO: COO/Vice President_____   **FLSA:** ___Exempt____

WRITTEN BY: _____   **DATE:** _____
APPROVED BY: _____   **DATE:** _____

POSITION SUMMARY: Responsible for all functions in the Loan Servicing Department: single family mortgage loan servicing, daily operations, collections, REO's, customer service, reporting, analysis and continued business growth.

ESSENTIAL FUNCTIONS:

Tasks/Duties	Actions Required	Outcome & Timeframe	Score
FAHE representation	Represents FAHE in the most positive manner with prospective, former and current members, clients, suppliers and the community we serve. Interacts effectively with a diverse group of staff and customers of our services.		
Upholds Mission Statement	FAHE leads a network of Appalachian organizations to sustainable growth and measurable impact through collective voice and provides access to capital that creates housing and promotes community development.		
Confidentiality	Handles confidential information with tact and discretion.		
Daily Departmental Operations	Oversees all areas of loan servicing to include daily payments, escrow activity, collections, delinquency, risk management, reporting, analysis and year end activities		
Compliance	Maintains proper compliance for all loans in accordance to funding regulations		
Portfolio Performance	Responsible for overall performance, asset management and quality control of the portfolio		

Budget	Responsible for departmental budget		
Contracts	Responsible for third party contracts		
	Responsible for secondary loan sales, management of contracts and portfolio		
Reporting	Reports on budget, delinquency, contract status, goal status, portfolio audit to COO		
Department Efficiencies	Responsible for departmental cost savings and leading the loan servicing team in seeking out efficiencies		
Departmental Meetings	Holds monthly department meetings, to include a prepared agenda and meeting minutes		
Management Team Responsibilities	Active member of the Management Team, supports other members of the team both internally and outside the company, Prepares monthly management reports, actively engaged in monthly management meetings		
Other Duties & Responsibilities	Performs bi-annual asset manager's evaluations		
	Performs other functions as necessary or as assigned		
	Assist in Caucus meeting activities as needed		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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CORE COMPETENCIES:

		Score
Job Knowledge	Degree to which the employee demonstrates the expected level of job knowledge and/or skills to perform the job; proper use of established information, materials, equipment and techniques for the position; development of job knowledge	
Quality of Work	Employee's completion of assignments to established quality standards; accuracy, neatness, thoroughness of work; compliance with established work, health and safety rules	
Quantity of Work	Employee's demonstrated ability to manage assigned workload; employee's effectiveness in establishing and managing priorities effectively; employee's consistency, productivity and timeliness in completion of work	
Adaptability	Ease with which the employee adjust to change in duties, procedures, supervision or work environment; employee's response to new ideas, approaches to work and suggestions for work improvement; employee's learning and/or application of new information	
Initiative & Problem Solving	Degree to which the employee seeks and assumes greater responsibility; employee's recognition of problems and effectiveness in analysis and taking action with solutions; employee's contribution in generating innovative ideas, approaches and solutions	
Cooperation & Teamwork	Employee's effectiveness with co-workers, supervisors and others as a contributing team member; employee's demonstrated consideration of and support to others; appropriate involvement of others in planning and completing assignments	
Dependability	Employee's response to direction and amount of time spent directing the employee; employee's self-monitoring and follow-through on assigned duties and projects; employee's adherence to time frames, including punctual and regular work attendance, and timeliness for appointments	
Communication & Interpersonal Skills	Job related professionalism and effectiveness in interacting with co-workers, members and others; demonstrated ability to express ideas clearly both orally and in writing; works to portray proper image of FAHE	
Ethical Conduct	Whether employee follows FAHE code of ethics and other applicable professional codes; whether employee exhibits good judgment and discretion related to handling sensitive and confidential information; employee's demonstration of honesty and trustworthiness in actions	
Diversity	Employee's effectiveness in recognizing, evaluating and addressing how diversity impacts workplace and community needs; degree to which the employee contributes to a climate that respects and celebrates diversity	

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:	Skills in:	Ability to:
☒ Bachelors Degree required ☐ Associates Degree required ☐ Masters Degree required ☒ 2-3 Years Experience in a related field ☐ 4-6 Years Experience in a related field ☒ Basic Administrative Duties ☒ Basic Office Equipment ☒ Federal housing programs, laws and regulations ☒ Grant programs, compliance monitoring ☒ Reporting software ☒ Basic rules of grammar and business writing ☒ Basic mathematic principles	☒ Computer skills, MS Office ☒ Collecting, analyzing and evaluating data ☒ Dealing with a diverse group of external and internal contacts at all levels ☒ Analyzing problems and reaching solutions ☒ Interpersonal Skills ☒ Active Listening ☒ Time Management ☒ Effective Communicator ☒ Social Perceptiveness ☒ Service Oriented ☒ Professional Demeanor ☒ Assigning, managing and coordinating activities of staff ☒ Organizational skills	☒ Prepare reports ☒ Present ideas effectively ☒ Handle sensitive/ confidential information ☐ Travel 1-2 days a month ☐ Travel extensively throughout Appalachia ☒ Work as part of a team ☒ Work independently ☒ Ability to prioritize multiple projects ☒ Sit for extended periods ☒ Stand for extended periods ☐ Lift up to 25 pounds ☐ Lift up to 40 pounds ☒ Communicate via telephone

Additional Information:
Please include any additional information that may be necessary to include in the job description. (Licenses, certification, knowledge of specific systems or software, etc.)
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LEADERSHIP

		Score
Leadership	Effectiveness in gaining respect and cooperation of subordinates; inspires and motivates subordinates; effectiveness in maintaining a cohesive department; appropriate delegation of authority and responsibilities; demonstration of integration of FAHE planning with department functions	
Human Relations Skills	Effectiveness in working with subordinates, other employees, other members of management both within and outside the department; awareness of and sensitivity to the needs, rights, experience and background of others; effectiveness in recruiting and selecting staff; involvement and effectiveness with internal and external community	
Employee Development	Ability to provide feedback to others; ability to coach for improved performance; gives appropriate level of responsibility when delegating work; communicates performance expectations clearly to subordinates; provides feedback to subordinates; evaluates staff effectively; provides meaningful orientation and professional development; promotes wellness activities	
Resource Management	Effectiveness of employee's use of staff, budget and materials; budgets appropriately; controls expenditures and contributes cost reduction ideas; makes decisions in the best interest of FAHE; continually seeks improvements in efficiency	

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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RATING SCALE:

The following considerations are to be used in assigning ratings for employee performance:

5 – Consistently Exceeds Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
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- Does not meet expected job standard(s)
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- This rating requires a written Performance Improvement Plan and progress review

fahe
federation of appalachian housing enterprises
Strength in Numbers

POSITION ACCOUNTABILITY FORM

JOB TITLE: _Mortgage Loan Processor__ **STATUS:** Regular/Full-Time Position
CURRENT EMPLOYEE: _____ **DEPARTMENT**: JustChoice Lending_
REPORTS TO: _____ **FLSA:** Exempt____

WRITTEN BY: _____ **DATE:** _____
APPROVED BY: _____ **DATE:** _____

POSITION SUMMARY:

This position has primary responsibility for processing and closing of mortgage loan applications which are delivered to FAHE from both our participating originators and directly through FAHE staff. Ensure that all loans comply with programmatic and administrative regulations and the laws which may apply to each loan. The position utilizes all software systems to ensure compliance and to produce and maintain company records and reports on lending activity. Works closely with all FAHE lending partners to include state housing agencies, Neighborworks, and private investors to produce the loans of a quality and quantity to ensure that corporate lending goals are met. The Mortgage Loan Processor will attend Neighborworks, Fannie Mae, state housing agency and other training sessions as requested and obtain and keep current various certifications as may be needed for FAHE to maintain its ability to participate in the programs of those organizations.

ESSENTIAL FUNCTIONS:

Tasks/Duties	Actions Required	Outcome & Timeframe	Score
FAHE representation	Represents FAHE in the most positive manner with prospective, former and current members, clients, suppliers and the community we serve. Interacts effectively with a diverse group of staff and customers of our services.		
Upholds Mission Statement	FAHE leads a network of Appalachian organizations to sustainable growth and measurable impact through collective voice and provides access to capital that creates housing and promotes community development.		

Confidentiality	Handles confidential information with tact and discretion.		
Communication	Accepts and properly registers loans delivered to FAHE from members and direct staff.		
Customer Service	Works directly with customers and FAHE staff in processing and closing of loans by compiling and verifying the documentation necessary to meet program underwriting standards.		
Compliance	Prepares and submits loan application packages to FAHE's investors such as state housing agencies, NHSA and private lenders through their electronic systems as they may exist.		
Compliance	Monitors and tracks all loans in process to bring those loans to decision, closing and funding.		
Compliance	Works closely with closing agents to ensure timely, accurate and efficient closing of all loans that are assigned.		
Customer Service	Answers inquiries of FAHE members and the public when requests for information regarding FAHE mortgage programs are presented. Directs the public to the proper originator as necessary to satisfy their needs.		
Training and Compliance	Attends various training sessions in order to keep current on needed certifications and education.		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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GOALS FOR CURRENT YEAR:

2012 GOALS			
Responsibility	**Actions Required**	**Outcome & Timeframe**	**Score**
	Completion of an appraisal underwriting course		
	Completion of an underwriting fundamentals course		
	Provide the lead role in working with outside partners on FAHE adopting an energy related mortgage option		
	Implementation of a new investor to supplement our FHA and Conventional lending options		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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CORE COMPETENCIES:

		Score
Job Knowledge	Degree to which the employee demonstrates the expected level of job knowledge and/or skills to perform the job; proper use of established information, materials, equipment and techniques for the position; development of job knowledge	
Quality of Work	Employee's completion of assignments to established quality standards; accuracy, neatness, thoroughness of work; compliance with established work, health and safety rules	
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Initiative & Problem Solving	Degree to which the employee seeks and assumes greater responsibility; employee's recognition of problems and effectiveness in analysis and taking action with solutions; employee's contribution in generating innovative ideas, approaches and solutions	
Cooperation & Teamwork	Employee's effectiveness with co-workers, supervisors and others as a contributing team member; employee's demonstrated consideration of and support to others; appropriate involvement of others in planning and completing assignments	
Dependability	Employee's response to direction and amount of time spent directing the employee; employee's self-monitoring and follow-through on assigned duties and projects; employee's adherence to time frames, including punctual and regular work attendance, and timeliness for appointments	
Communication & Interpersonal Skills	Job related professionalism and effectiveness in interacting with co-workers, members and others; demonstrated ability to express ideas clearly both orally and in writing; works to portray proper image of FAHE	
Ethical Conduct	Whether employee follows FAHE code of ethics and other applicable professional codes; whether employee exhibits good judgment and discretion related to handling sensitive and confidential information; employee's demonstration of honesty and trustworthiness in actions	
Diversity	Employee's effectiveness in recognizing, evaluating and addressing how diversity impacts workplace and community needs; degree to which the employee contributes to a climate that respects and celebrates diversity	

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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KNOWLEDGE, SKILLS AND ABILITIES:

Select all that apply.

Knowledge of:	Skills in:	Ability to:
☐ Bachelors Degree required ☐ Associates Degree required ☐ Masters Degree required ☒ 2-3 Years Experience in a related field ☐ 4-6 Years Experience in a related field ☒ Basic Administrative Duties ☒ Basic Office Equipment ☒ Federal housing programs, laws and regulations ☒ Grant programs, compliance monitoring ☒ Reporting software ☒ Basic rules of grammar and business writing ☒ Basic mathematic principles	☒ Computer skills, MS Office ☒ Collecting, analyzing and evaluating data ☒ Dealing with a diverse group of external and internal contacts at all levels ☐ Analyzing problems and reaching solutions ☒ Interpersonal Skills ☐ Active Listening ☒ Time Management ☒ Effective Communicator ☐ Social Perceptiveness ☐ Service Oriented ☒ Professional Demeanor ☐ Assigning, managing and coordinating activities of staff ☒ Organizational skills	☐ Prepare reports ☐ Present ideas effectively ☒ Handle sensitive/ confidential information ☐ Travel 1-2 days a month ☐ Travel extensively throughout Appalachia ☒ Work as part of a team ☐ Work independently ☒ Ability to prioritize multiple projects ☒ Sit for extended periods ☐ Stand for extended periods ☐ Lift up to 25 pounds ☐ Lift up to 40 pounds ☒ Communicate via telephone

Additional Information:
Please include any additional information that may be necessary to include in the job description. (Licenses, certification, knowledge of specific systems or software, etc.)

This position requires that the incumbent be a licensed mortgage loan officer/processor in the state of KY at a minimum. Additional state licenses may be required. The ability to perform satisfactorily working with a mortgage processing software system such as Byte or Calyx is required.

RATING SCALE:

The following considerations are to be used in assigning ratings for employee performance:

5 – Consistently Exceeds Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- Significantly exceeds the expectations on a uniform and consistent basis
- Work is exceptional in all areas of responsibility
- Makes an exceptional contribution to the unit, department of University

4 – Occasionally Exceeds Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- Frequently exceeds expectations
- Performs well above expectations based upon job standards
- Identifies needs and executes beyond assigned job responsibilities

3 – Consistently Meets Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- May periodically exceed expectations
- Demonstrates consistently good performance at the level expected of a fully trained, capable individual

2 – Occasionally Below Expectations
- New employee exhibits appropriate progress in the course of learning the responsibilities of a new position
- Seasoned employee not performing at expected level
- Performance improvement should be reflected in setting objectives for the new review period

1 – Consistently Below Expectations
- Does not meet expected job standard(s)
- Must show change in performance to competently perform most aspects of this job
- This rating requires a written Performance Improvement Plan and progress review

JOB TITLE: ___Mortgage Loan Originator   **STATUS:**   Regular/Full-Time Position
CURRENT EMPLOYEE: _____   **DEPARTMENT**: JustChoice Lending
REPORTS TO: _____   **FLSA:** _Exempt____

WRITTEN BY: _____**DATE:** __9/30/10_____
APPROVED BY: _____   **DATE:** _____

POSITION SUMMARY: This position has primary responsibility for originating new residential mortgage loan applications within FAHE's mortgage division, JustChoice Lending. Utilizing superior sales techniques this position will develop new business by establishing and maintaining relationships with real estate brokers and agents, builders and developers, major employers and other key individuals and organizations on the FAHE service area. This position also provides significant support and technical assistance to FAHE members by working directly with the staff and management of FAHE participating originators to assist them through education on FAHE mortgage programs, policies and procedures as well as all state and federal regulations regarding the proper and legal origination of mortgage loans.

ESSENTIAL FUNCTIONS:

Tasks/Duties	Actions Required	Outcome & Timeframe	Score
FAHE representation	Represents FAHE in the most positive manner with prospective, former and current members, clients, suppliers and the community we serve. Interacts effectively with a diverse group of staff and customers of our services.		
Upholds Mission Statement	FAHE leads a network of Appalachian organizations to sustainable growth and measurable impact through collective voice and provides access to capital that creates housing and promotes community development.		
Confidentiality	Handles confidential information with tact and discretion.		

Sales and Marketing	Make contact with new and existing realtors to market FAHE loan products.		
	Develop relationships with significant employers in FAHE service area to market FAHE loan products.		
	Create and work a marketing plan designed to generate the required level of business for the market served.		
Customer Service	Assist FAHE originators in market served by providing technical assistance and guidance on FAHE mortgage programs via phone, e-mail and in person as needed.		
	Effectively and efficiently handle inquiries regarding FAHE mortgage programs from the public that come to FAHE via phone, website, walk-in, referrals and other sources.		
Compliance	Complete mortgage loan applications to company, investor and insurer standards, submit timely to staff for processing.		
	Collect all required fees for the initiation of loan applications.		
	Evaluate mortgage applications resulting in the best match for client and product involving clients, their realtors and sellers.		
	Assist processors/closers in generating the necessary documentation to satisfy programmatic requirements for loans in process.		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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GOALS FOR CURRENT YEAR:

2014 GOALS			
Responsibility	**Actions Required**	**Outcome & Timeframe**	**Score**
	Assist in obtaining mortgage lending volume of $25 million and $581,600 in revenue		
	Obtain Mortgage licenses in West Virginia and Indiana		
	Implementation of new investor for FHA and Conventional lending		
	Addition of 3 new 502 program partners and initial training thereof.		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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CORE COMPETENCIES:

		Score
Job Knowledge	Degree to which the employee demonstrates the expected level of job knowledge and/or skills to perform the job; proper use of established information, materials, equipment and techniques for the position; development of job knowledge	
Quality of Work	Employee's completion of assignments to established quality standards; accuracy, neatness, thoroughness of work; compliance with established work, health and safety rules	
Quantity of Work	Employee's demonstrated ability to manage assigned workload; employee's effectiveness in establishing and managing priorities effectively; employee's consistency, productivity and timeliness in completion of work	
Adaptability	Ease with which the employee adjust to change in duties, procedures, supervision or work environment; employee's response to new ideas, approaches to work and suggestions for work improvement; employee's learning and/or application of new information	
Initiative & Problem Solving	Degree to which the employee seeks and assumes greater responsibility; employee's recognition of problems and effectiveness in analysis and taking action with solutions; employee's contribution in generating innovative ideas, approaches and solutions	
Cooperation & Teamwork	Employee's effectiveness with co-workers, supervisors and others as a contributing team member; employee's demonstrated consideration of and support to others; appropriate involvement of others in planning and completing assignments	
Dependability	Employee's response to direction and amount of time spent directing the employee; employee's self-monitoring and follow-through on assigned duties and projects; employee's adherence to time frames, including punctual and regular work attendance, and timeliness for appointments	
Communication & Interpersonal Skills	Job related professionalism and effectiveness in interacting with co-workers, members and others; demonstrated ability to express ideas clearly both orally and in writing; works to portray proper image of FAHE	
Ethical Conduct	Whether employee follows FAHE code of ethics and other applicable professional codes; whether employee exhibits good judgment and discretion related to handling sensitive and confidential information; employee's demonstration of honesty and trustworthiness in actions	
Diversity	Employee's effectiveness in recognizing, evaluating and addressing how diversity impacts workplace and community needs; degree to which the employee contributes to a climate that respects and celebrates diversity	

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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KNOWLEDGE, SKILLS AND ABILITIES:

Select all that apply.

Knowledge of:	Skills in:	Ability to:
☐ Bachelors Degree required ☐ Associates Degree required ☐ Masters Degree required ☐ 2-3 Years Experience in a related field ☒ 4-6 Years Experience in a related field ☒ Basic Administrative Duties ☒ Basic Office Equipment ☒ Federal housing programs, laws and regulations ☒ Grant programs, compliance monitoring ☐ Reporting software ☒ Basic rules of grammar and business writing ☒ Basic mathematic principles	☒ Computer skills, MS Office ☐ Collecting, analyzing and evaluating data ☒ Dealing with a diverse group of external and internal contacts at all levels ☐ Analyzing problems and reaching solutions ☒ Interpersonal Skills ☐ Active Listening ☐ Time Management ☒ Effective Communicator ☐ Social Perceptiveness ☒ Service Oriented ☒ Professional Demeanor ☐ Assigning, managing and coordinating activities of staff ☒ Organizational skills	☐ Prepare reports ☐ Present ideas effectively ☒ Handle sensitive/ confidential information ☐ Travel 1-2 days a month ☒ Travel extensively throughout Appalachia ☒ Work as part of a team ☐ Work independently ☒ Ability to prioritize multiple projects ☒ Sit for extended periods ☐ Stand for extended periods ☐ Lift up to 25 pounds ☐ Lift up to 40 pounds ☒ Communicate via telephone

Additional Information:
Please include any additional information that may be necessary to include in the job description. (Licenses, certification, knowledge of specific systems or software, etc.)

The incumbent must hold at least a KY mortgage loan originator's license and additional licenses may be required. Must also be able to effectively operate a mortgage loan origination software system such as Byte or Calyx.

RATING SCALE:

The following considerations are to be used in assigning ratings for employee performance:

5 – Consistently Exceeds Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- Significantly exceeds the expectations on a uniform and consistent basis
- Work is exceptional in all areas of responsibility
- Makes an exceptional contribution to the unit, department of University

4 – Occasionally Exceeds Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- Frequently exceeds expectations
- Performs well above expectations based upon job standards
- Identifies needs and executes beyond assigned job responsibilities

3 – Consistently Meets Expectations
- Independently and completely performs all aspects of the standard(s) or objective(s)
- May periodically exceed expectations
- Demonstrates consistently good performance at the level expected of a fully trained, capable individual

2 – Occasionally Below Expectations
- New employee exhibits appropriate progress in the course of learning the responsibilities of a new position
- Seasoned employee not performing at expected level
- Performance improvement should be reflected in setting objectives for the new review period

1 – Consistently Below Expectations
- Does not meet expected job standard(s)
- Must show change in performance to competently perform most aspects of this job
- This rating requires a written Performance Improvement Plan and progress review

POSITION ACCOUNTABILITY FORM

JOB TITLE: Servicing Specialist-Escrow
CURRENT EMPLOYEE:
REPORTS TO:

STATUS: Regular/Full-Time Position
DEPARTMENT: Loan Servicing
FLSA: Administrative Exemption

WRITTEN BY:
APPROVED BY: _____

DATE:
DATE: _____

POSITION SUMMARY: This position is responsible for accurate management of all escrow accounts and quality control on newly added loans to the existing single family portfolio.

ESSENTIAL FUNCTIONS:

Tasks/Duties	Actions Required	Outcome & Timeframe	Score
FAHE representation	Represents FAHE in the most positive manner with prospective, former and current members, clients, suppliers and the community we serve. Interacts effectively with a diverse group of staff and customers of our services.		
Upholds Mission Statement	FAHE leads a network of Appalachian organizations to sustainable growth and measurable impact through collective voice and provides access to capital that creates housing and promotes community development.		
Confidentiality	Handles confidential information with tact and discretion.		
Customer Service	Will serve as a contact person for loan performance, requiring employee to courteously, capably, and promptly respond to all requests from clients, loan servicing customer and management.		
Quality Control	Responsible for QC on all new loans		
Disbursements	Responsible for preparing insurance and tax disbursements.		

Escrow Management	Responsible for monthly processing of insurance and tax bills for all loans with Loretta tax service software.		
	Responsible for monthly escrow account analysis from software.		
	Make improved adjustments to escrow accounts if necessary.		
	Provide instructional updates to processes in order to ensure accurate analysis.		
	Responsible to place force place insurance on applicable properties		
Loan Servicing	Provides backup support for other loan servicing staff.		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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GOALS FOR CURRENT YEAR:

2012 GOALS			
Responsibility	Actions Required	Outcome & Timeframe	Score
Set up import/export function from tax service.	Set up import/export function with our tax service by working with Loretta, IT, and servicing software – this includes data scrub of accounts.		
Set up import/export function from insurance service	Set up import/export function with our insurance service by working with SWBC, IT, and servicing software – this includes data scrub of accounts		
Write force placed insurance policies.	Work with necessary individuals to ensure proper force placed insurance policies are written and used in compliance with Fannie Mae.		
Reduce June 30, 2012 ending force placed coverage by 20%	Work with borrowers who do not have current insurance by presenting different options to them for obtaining proper coverage.		

Comments: (list the top 3-5 areas that need improvement AND the top 3-5 areas of praise)

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CORE COMPETENCIES:

		Score
Job Knowledge	Degree to which the employee demonstrates the expected level of job knowledge and/or skills to perform the job; proper use of established information, materials, equipment and techniques for the position; development of job knowledge	
Quality of Work	Employee's completion of assignments to established quality standards; accuracy, neatness, thoroughness of work; compliance with established work, health and safety rules	
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Initiative & Problem Solving	Degree to which the employee seeks and assumes greater responsibility; employee's recognition of problems and effectiveness in analysis and taking action with solutions; employee's contribution in generating innovative ideas, approaches and solutions	
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KNOWLEDGE, SKILLS AND ABILITIES:

Select all that apply.

Knowledge of:	Skills in:	Ability to:
☒ Bachelors Degree required ☐ Associates Degree required ☐ Masters Degree required ☒ 2-3 Years Experience in a related field ☐ 4-6 Years Experience in a related field ☒ Basic Administrative Duties ☒ Basic Office Equipment ☒ Federal housing programs, laws and regulations ☐ Grant programs, compliance monitoring ☒ Reporting software ☒ Basic rules of grammar and business writing ☒ Basic mathematic principle	☒ Computer skills, MS Office ☒ Collecting, analyzing and evaluating data ☒ Dealing with a diverse group of external and internal contacts at all levels ☒ Analyzing problems and reaching solutions ☒ Interpersonal Skills ☒ Active Listening ☒ Time Management ☒ Effective Communicator ☒ Social Perceptiveness ☒ Service Oriented ☒ Professional Demeanor ☒ Assigning, managing and coordinating activities of staff ☒ Organizational skills	☒ Prepare reports ☒ Present ideas effectively ☒ Handle sensitive/ confidential information ☐ Travel 1-2 days a month ☐ Travel extensively throughout Appalachia ☒ Work as part of a team ☒ Work independently ☒ Ability to prioritize multiple projects ☒ Sit for extended periods ☐ Stand for extended periods ☐ Lift up to 25 pounds ☐ Lift up to 40 pounds ☒ Communicate via telephone

Additional Information:
Please include any additional information that may be necessary to include in the job description. (Licenses, certification, knowledge of specific systems or software, etc.)

Additional information needs are:

RATING SCALE:

The following considerations are to be used in assigning ratings for employee performance:

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ORGANIZATIONAL CHART

2014

Board of Directors

Executive Director
Jim Ferris

Director of Lending
John Maneval

Director of Finance & Administration
Craig Hartman

Accountant
To be hired

Senior Loan Officer
Ingrid Avots

Loan Administrator
Carrie Fischer

Office Administrator
Loree Lamour
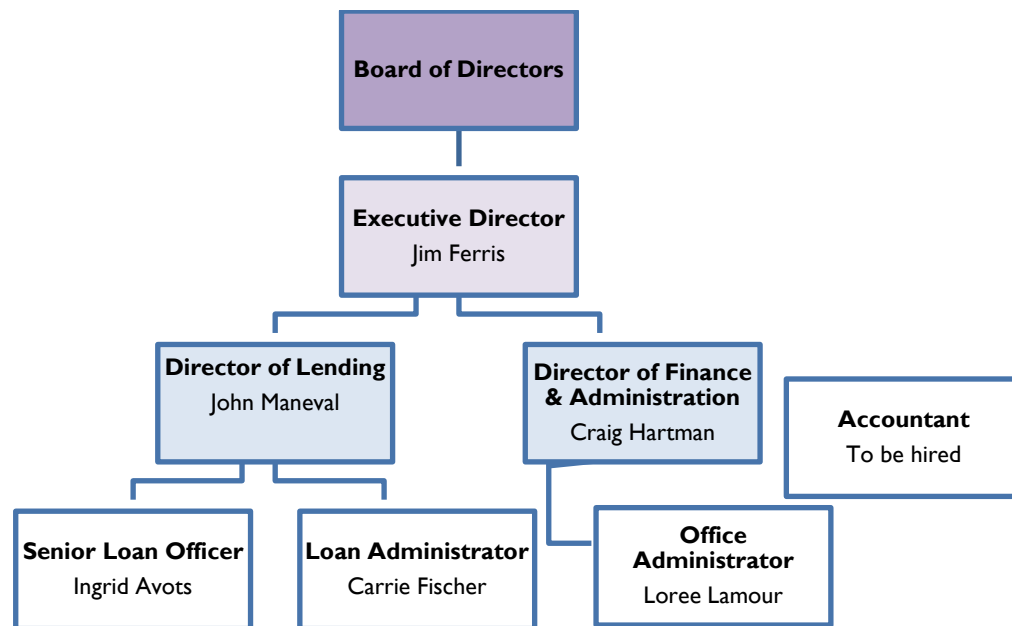
Position Announcement
Executive Director
NeighborWorks® Capital

Background:
NeighborWorks® Capital is a non-profit organization that will provide financing to NeighborWorks® Organizations in support of their efforts to strengthen communities and provide affordable housing to low- and moderate-income residents. NeighborWorks® Capital will make loans to help these organizations advance community development projects. NeighborWorks® Capital will be the result of the planned merger of RNA Community Builders, Inc. and Neighborhood Capital Corporation, which are member-driven CDFIs that currently serve certain NeighborWorks® Organizations (NWOs). As the successor organization to the merger, NeighborWorks® Capital will expand its scope of services and customer base to include a variety of development capital needs of all 240 NWOs. .

The two predecessor organizations have been in business since 1994 and 2000, respectively, and have made more than 100 loans to date. NeighborWorks® Capital is expected to begin operations with assets of more than $15 million and net assets exceeding $6 million. A business planning process is underway and will be completed by mid-2007 with a launch date for the new organization in the fall. The plan calls for the organization to grow to more than $50 million in assets over the next five years. NeighborWorks® America, a key funder of both NeighborWorks® Capital and NWOs, has pledged substantial capital and operating grant support to NeighborWorks® Capital as part of the plan.

Reporting to the Board of Directors, which is comprised primarily of NWOs , the Executive Director's responsibilities include several key roles including leader, fundraiser, marketer, and manager. NeighborWorks® Capital seeks a progressive, energetic and well-experienced person to propel the organization to its next level of growth and to ensure that the goals of the plan are met.

The organization seeks to establish new offices in Washington, DC.

Duties and Responsibilities:
- Ensure that policies, programs and plans are in concert with the organization's mission.
- Build a strong and communicative relationship with the Board of Directors, the Loan Committee and other committees.
- Create a strong identity for NeighborWorks® Capital both within the NeighborWorks® Network and in the broader world of community development finance,
- Develop and implement capitalization, fundraising and marketing strategies that will achieve the goals of the business plan for 2008-2012,
- Lead strategic planning for the organization,
- Manage and grow the organization's operating revenues and capacity,
- Build and maintain a strong and constant dialogue with NWOs to best determine and meet their needs. Develop new lending products,
- Create strong and effective relationships with NeighborWorks® America and other investors,
- Direct and organize the office to ensure that customer service, loan production, portfolio and fiscal management, and reporting systems are of high quality,
- Attract, hire, supervise, and retain a well-qualified and capable staff.

Professional Qualifications:
- Substantial relevant professional experience, including significant experience working in real estate finance and/or development with non-profits, and managerial and supervisory experience.
- Entrepreneurial with demonstrated aptitude to successfully manage swift growth of all facets of the operation,
- Lending experience with strong technical understanding of community development finance processes and tools required. Lending experience that includes acquisition financing and line of credit financing preferred.
- Broad knowledge of and contacts within the affordable housing and community development finance field,

- Proven track record of raising private, public and foundation capital and operating support preferred.
- Adept at forming partnerships with private-sector financiers and development entities.

Personal Characteristics:
- Committed to assisting challenged communities,
- Action oriented,
- Creative and innovative in achieving goals,
- Well-organized with strong planning, management, supervisory and motivational skills,
- Strong communication skills - speaking, listening and writing in order to learn from and to inform and influence a variety of audiences,
- Comfortable working with diverse communities and organizations.
- Interested in working in partnership with others – both volunteer leaders and external partners and the flexibility to work with a broad range of personalities, cultures, and styles.
- Willingness to travel approximately 25% of time.

Compensation:
The compensation package for this position is TBD.

DIRECTOR OF LENDING
Position Description

About NeighborWorks® Capital:

NeighborWorks® Capital (NC) is a national community development financial institution (CDFI) that serves the real estate financing needs of the 240 members of the NeighborWorks® network located across the United States. Its current capitalization is $40 million with over $30 million in loans outstanding nationwide. NC is based in Silver Spring, MD and provides loans to the members of this network that undertake real estate development projects beneficial to their communities, including affordable rental, for-sale housing and commercial projects. NC's lending includes short-term loans for pre-development costs, acquisition of sites and properties, construction or rehabilitation, and interim and mini-perm financing during operations. In addition, NC provides development services to assist clients structure viable loan applications and projects. This is an exciting time to become part of the NC team as it develops additional loan products and raises substantial new loan capital. The Director of Lending will lead this CDFIs lending program and is key to its growth and success.

Summary:

This senior management position has overall responsibility for the NC loan program, including: designing and implementing financial products and services that are responsive to the NeighborWorks® network, production, servicing, systems and reporting of the NC loan portfolio, outreach and marketing its products, and collaborating with the Executive Director in relationship building and raising loan capital. The primary responsibility of this position is to develop and manage a loan portfolio which is both healthy and responsive. The Director of Lending will supervise the members of the Lending Department and also lead the marketing, outreach, underwriting, structuring, closing, selling participations, monitoring, problem solving, and servicing of loans. Such responsibilities are to be carried out in a manner that meets loan production goals, satisfies lending and portfolio management policies and loan committee requirements, maximizes leverage and minimizes legal/financial risks to the organization.

Reports to: Executive Director

Status: Full-time, exempt

Location: Silver Spring, MD

Related duties and responsibilities:

Management
- Responsible for setting department annual work plan including determining annual lending goals and budget,
- Develop and implement annual marketing and outreach plan
- Supervise Lending Team,
- Develop and maintain effective working relationships with network members, board of directors, loan committee, funders, investors, partners, other lenders, consultants, vendors, and other staff,
- Assist the Executive Director in building and maintaining effective relationships with capital partners and funders,
- Participate in annual and strategic planning processes,
- Interface with Director of Finance on loan reporting, loan administration, servicing, budget and audit.

Lending
- Primary responsibility for loan origination, servicing, and monitoring of the loan portfolio,
- Conduct due diligence of loan requests, recommend action on loan requests and risk ratings under established credit policy guidelines,
- Coordinate activities of the loan committee,
- On an as-needed basis, provide technical assistance to borrowers in structuring their financing,
- Coordinate timely loan closings,
- Collaborate with the Executive Director and other staff in designing/upgrading loan underwriting, servicing and portfolio management policies, loan products, marketing strategies, participation partnerships and administrative systems,
- Negotiate and manage consultant contracts and budgets related to lending,
- Maintain credit quality through monitoring borrower compliance with loan covenants and repayment provisions, reviewing borrower reports, and conducting periodic site visits,
- Proactively mitigate loan portfolio risk through loan extensions, restructurings and work-outs and adjustments to risk ratings and loan loss reserves,
- Oversee loan servicing function and oversee maintenance of an accurate, up-to-date loan portfolio database and reporting system, and well-organized, complete loan files.

Internal and External Relations
- Participate in NeighborWorks® America meetings including Training Institutes, Symposia, and District meetings,
- Actively cultivate new and existing borrower relationships through on-site visits and phone calls,
- Pursue new and maintain existing relationships with other CDFIs and loan partners and their products,
- Pursue and effectuate opportunities to collaborate with other lenders and to sell/buy loan participations,

Research, Innovation, and Reporting

- Assess market needs and conduct research towards designing new or improved loan or technical assistance products and services,
- Design and implement systems to gain customer feedback,
- Conduct market and product research and analysis and other projects as assigned,
- Design and implement new products to respond to market changes, and increased organizational capacity.

Qualifications:
- At least 10 years of demonstrated relevant real estate and nonprofit lending experience,
- Knowledge and experience with affordable housing finance and non profit development organizations required,
- Proficient in marketing, sales and relationship-building skills. Uses facilitative approach and has flexibility to work with broad range of cultures, personalities, and work styles,
- Knowledge of federal and state housing subsidy programs that serve urban and rural areas,
- Commitment to community development and low income communities,
- Professional demeanor and willingness to cooperatively participate on a team in a small mission-based organization,
- Superior financial analysis and credit evaluation skills for both real estate project and organization. Deep knowledge of affordable housing development and related credit issues.
- Strongly self-motivated and able to follow through in completing high-quality, detailed work with minimal supervision,
- Strong problem-solving and organizational skills including ability to balance strategic and lending responsibilities,
- Capacity to prioritize multiple responsibilities to meet internal and customer deadlines while ensuring credit integrity,
- Ability to provide creative and flexible solutions to loan applicants by identifying relevant risks and mitigants,
- Demonstrated ability to prepare clear, accurate, well-organized written and financial reports and to communicate verbally in an effective manner,
- Proficient in Microsoft Office and Loan Management software programs, use of e-mail and internet, and willingness to expand skill base,
- Masters degree in business, economics, finance, community development or urban planning preferred (additional qualifying experience may be substituted on a year-by-year basis),
- Supervisory experience required,
- Moderate travel within U.S. required (25%-35%),
- Fluent in English,
- Possess valid U.S. driver's license.

Compensation:
Competitive Salary. Excellent benefits package that includes medical, dental, PTO & sick leave, life, 401(k), transportation subsidy, and more. No phone calls please. NeighborWorks Capital is an Equal Opportunity Employer. Women and minorities are strongly encouraged to apply.

How to Apply
Please submit a letter of interest, resume, and salary requirements to: jobs@neighborworkscapital.org. Salary requirements must be provided in order to be considered. Principals Only.

NeighborWorks®

CAPITAL

SENIOR LOAN OFFICER
Position Description

About NeighborWorks® Capital:

NeighborWorks® Capital (NC) is a national community development financial institution (CDFI) that serves the real estate financing needs of the 240 members of the NeighborWorks® America network serving cities and rural communities across the United States. NC is a $27 million loan fund embarking on an exciting expansion of its loan products and its reach within the NeighborWorks® America network.

NC is based in Silver Spring, MD and provides loans for real estate development projects and organizations and will introduce new loan products as demand requires. This is an exciting time to become part of the NC team as it takes the business to the next level and develops new loan products and raises new loan capital. NC offers a competitive salary and benefits package.

Summary:

This senior lending position has significant responsibility for the production, servicing, systems and reporting of the NC loan portfolio and for collaborating with the Director of Lending and Executive Director in relationship building. The primary responsibility of this position is to process loans from "concept to repayment" including marketing, underwriting, structuring, closing, selling participations, monitoring/troubleshooting, and overseeing the servicing of loans. Such tasks are to be carried out in a manner that meets loan production goals, satisfies lending and portfolio management policies and loan committee requirements, maximizes leverage and minimizes legal/financial risks to the organization.

Reports to: Director of Lending

Status: Full-time, exempt

Location: Silver Spring, MD

Related duties and responsibilities:

Loan Underwriting and Analysis

- Primary responsibility for organization and project analysis and underwriting in support of loan origination.
- Develop and maintain effective working relationships with borrowers, loan committee, board of directors, partners, other lenders, consultants, vendors, and other staff.
- Conduct due diligence towards qualifying borrowers.
- Provide technical assistance to borrowers in structuring their financing on an as needed basis.
- Analyze, evaluate, and recommend action on loan requests and risk ratings under established credit policy guidelines.
- Work with Loan Administrator in loan monitoring and communication with borrowers.
- Assist Director of Lending in coordinating activities of the loan committee including staffing meetings, presenting loan requests, and providing portfolio, pipeline and other information to committee members in a well-organized, accurate and timely fashion.
- Assist the Loan Administrator on timely loan closings, including negotiating terms and reviewing due diligence items and loan documents.

Product Development

- Collaborate with the Director of Lending and other staff in designing/upgrading loan underwriting, servicing and portfolio management policies.
- Contribute to the development of administrative systems, including new loan database software and implementation.
- Assess market needs and conduct research towards designing new or improved loan products.
- Prepare informational materials on loan products.
- Participate in annual and strategic planning processes.
- Other projects as assigned.

Portfolio Management

- Maintain credit quality through monitoring borrower compliance with loan covenants and repayment provisions, reviewing borrower reports, and conducting periodic site visits.
- Review the results of the quarterly project review process and address issues raised therein.
- Work with borrowers and other project lenders on early identification of repayment risk, loan extensions, restructurings and work-outs.
- Conduct annual loan reviews including ongoing analysis of borrower financial statements.

- Make recommendations regarding adjustments to the risk rating and loan loss reserves.

Relationship Building

- Support Director of Lending in initiating and managing collaborations with other lenders and the purchase and sale of loan participations.
- Maintain productive relationships with lending partners.
- Assist the Director of Lending and Executive Director in building and maintaining relationships with capital partners and funders.

Qualifications:

- At least 5 years of demonstrated relevant business lending experience (including asset-based lending and line of credit lending),
- Knowledge and experience with real estate finance strongly preferred. Applicants with solely homebuyer mortgage experience need not apply,
- Knowledge and experience with affordable housing finance and non profit development organizations preferred,
- Proficient in sales and relationship-building skills. Uses facilitative approach and has flexibility to work with broad range of cultures, personalities, and work styles,
- Knowledge of federal and state housing subsidy programs that serve urban and rural areas,
- Commitment to community development, low income communities and strong work ethic,
- Professional demeanor and willingness to cooperatively participate on a team in a mission-based organization,
- Superior financial analysis and credit evaluation skills. Propensity to pursue and apply understanding of business environment including current events and economic cycles to analysis,
- Strongly self-motivated and able to follow through in completing high-quality, detailed work
- with minimal supervision,
- Strong organizational skills including ability and willingness to fully follow through. Capacity to prioritize multiple tasks to meet customer deadlines while ensuring credit integrity,
- Demonstrated ability to prepare clear, accurate, well-organized written and financial reports and to communicate verbally in an effective manner,
- Proficient in Microsoft Office software programs, use of e-mail and internet, and willingness to expand skill base,
- Masters degree in business, economics, finance, community development or urban planning preferred (additional qualifying experience may be substituted on a year-by-year basis),
- Moderate travel within U.S. required (25%-35%)
- Fluent in English,

NeighborWorks®
CAPITAL

DIRECTOR OF FINANCE & ADMINISTRATION
Position Description

About NeighborWorks Capital:

NeighborWorks® Capital (NC) is a national community development financial institution (CDFI) that serves the real estate financing needs of the 240 members of the NeighborWorks® America network serving cities and rural communities across the United States. NC is a $27 million loan fund embarking on an exciting expansion of its loan products and its reach within the NeighborWorks® America network.

NC is based in Silver Spring, MD and provides loans for real estate development projects and organizations and will introduce new loan products as demand requires. This is an exciting time to become part of the NC team as it takes the business to the next level and develops new loan products and raises new loan capital. NC offers a competitive salary and benefits package.

Summary:

This Director of Finance and Administration (DFA) is a member of the senior management team and has overall responsibility for the financial, accounting, investment, reporting, human resources, technology, and administrative systems of NC. The DFA collaborates with the Executive Director and Director of Lending in enhancing and developing systems to address current and future needs of the organization, monitoring business plan results, and implementing systems for effective and responsible financial management and sophisticated business line analysis and projections. The DFA will report directly to the Executive Director and will also work closely with the Director of Lending, and NC Board of Directors and the Loan and Finance Committees, to manage the business and financial matters of NC to assure financial and reporting compliance. Such responsibilities are to be carried out in a manner that meets financial and loan capital goals and manages and mitigates financial risks to the organization.

Reports to: Executive Director

Status: Full-time, exempt

Location: Silver Spring, MD

Related duties and responsibilities:

Financial Management and Reporting:
- Prepare management, committee, board and external reports to investors, lenders and philanthropic partners, and ensures they are timely and accurate. Appraise the organization's financial position and issue regular reports on NC's financial performance, stability, liquidity, risk and growth, using key metrics. Monitor operational results against business plan goals.
- Oversee organizational budgeting, cash management, loan loss reserve accounting, investment management, audit, accounting, purchasing, long range forecasting, and insurance activities.
- Represent NC to external investors and lenders, regulatory agencies, partners and vendors as it relates to financial and loan reporting, loan covenant compliance, vendor contracting, and personnel benefits and insurance coverage.
- Assures that all financial instruments are comprehensively monitored for compliance, including operating, reserve and leverage covenants.
- Interface with Lending Team to provide key financial analysis of borrower's financial data, including audits, interim financials and any other relevant financial data applicable to the borrower's parent and project level data.
- Collaborate with the Loan Administrator for purposes of quarterly compliance reviews from applicable borrowers as described in the loan agreements.
- Direct, manage, and support the preparation and issuance of the annual audit.
- Administer, monitor, and recommend improvements to internal financial policies and procedures, personnel policies, and investment policies to maintain adequate controls and services and to execute or report on any transactions or information requests.
- Manage and monitor the organization's cash flow and working capital needs. Assure funds are available at optimum levels per loan pipeline projections. Manage the investment of available funds in accordance with the NC's Investment Policy.
- Collaborate with the Executive Director and Director of Lending in loan administrative, servicing and reporting systems, including selection and installation of new loan database software.
- Team with Director of Lending in analyzing loan capital with loan underwriting policies to assure the long-term capital preservation and optimize financial structure of loans.
- Interface with Director of Lending on development of effective internal loan activity reporting and tracking. Revise loan reporting, loan administration, and loan servicing responsibilities to meet loan timelines and reporting requirements.

Board and Committees:
- Develop and maintain effective working relationships with board of directors, finance committee, funders, investors, partners, borrowers, consultants, vendors, and other staff.
- Lead staff in coordinating activities of the finance committee including scheduling and staffing meetings, developing agendas and providing reports on financial, lending and organizational performance and projections and other information to committee members in a well-organized, accurate and timely fashion.
- Attend all Board, Loan and Finance committee meetings.
- Participate in annual and strategic planning processes.

Human Resources, Administrative, and IT:
- Coordinate and oversee Office Manager functions that relate to accounts payable, invoicing, cash receipts, leave tracking, and office operations.
- Administer payroll records, quarterly reporting, and retirement plan.
- Negotiate and manage consultant and vendor contracts related to audit, human resources, insurance, payroll, and information technology.
- Maintain insurance coverage, including health and disability, general liability, professional liability, and D&O liability insurance policies.
- Coordinate with NC Office Manager that all administrative and human resources forms are available to employees.

Qualifications:

- Superior financial management and reporting skills.
- At least 5-7 years of demonstrated relevant finance and accounting experience, (Controller, Director of Finance, or other similar finance experience) with both technical and management proficiency in operations of a financing organization with at least five years recent experience as Director of Finance or equivalent in a lending organization.
- Knowledge and experience with loan funds and nonprofit organizations and A-133 compliance strongly preferred.
- Knowledge and experience with office administration, human resources, and IT responsibilities in a small office environment.
- Use of collaborative and facilitative approach and the flexibility to work with broad range of cultures, personalities, and work styles.
- Commitment to community development, helping low income communities and strong work ethic.
- Professional demeanor and willingness to cooperatively participate on a team in a mission-based organization.
- Belief that no job/task is too small or too large to accomplish the goals of the organization.
- Ability to demonstrate the greatest level of flexibility in an environment with frequent changing priorities required to meet the needs of NC's internal and external customers.
- Demonstrated experience with design and implementation of enhanced financial systems and procedures which allow an organization to operate effectively as it diversifies its capital sources and products.

- Strongly self-motivated and able to follow through in completing high-quality, detailed work with minimal supervision.
- Strong organizational skills including ability and willingness to fully follow through.
- Capacity to prioritize and simultaneously manage multiple tasks to meet internal and external deadlines.
- Demonstrated ability to prepare clear, accurate, well-organized written and financial reports and to communicate verbally in an effective and concise manner.
- Proficient in Microsoft Office, accounting and loan management software programs, network administration, e-mail and internet, and willingness to expand skill base.
- Bachelors degree in Finance or Accounting required, masters degree in Accounting, Business, or Finance preferred (additional qualifying experience may be substituted on a year-by-year basis).
- Supervisory experience preferred.
- Limited travel within U.S. required (10%).
- Fluent in English.
- Possess valid U.S. driver's license.

NeighborWorks® Capital is an Equal Opportunity Employer. Women and minorities are strongly encouraged to apply.

How to Apply:

Please submit a letter of interest, resume, and salary requirements to: jobs@neighborworkscapital.org. Salary requirements must be provided in order to be considered. Principals Only.

Loan Administrator
Position Description

About NeighborWorks® Capital

NeighborWorks® Capital (NC) is a national non-profit loan fund headquartered in Silver Spring, Maryland. NC provides financing to member of the NeighborWorks® Network, 240 non-profit community development organizations serving cities, rural areas, and regions nationwide. NeighborWorks Capital is a certified Community Development Financial Institution (CDFI).

NC provides loans for real estate development projects that involve members of the NeighborWorks Network. NC provides flexible financing on a rapid basis for pre-development costs, acquisition of sites and properties, construction or rehabilitation, interim financing during operations, and a variety of other uses. This is an exciting time to become part of the NC team as it expands its customer base, increases its loan volume, and raises additional lending capital.

Summary

The Loan Administrator is responsible for the administration of NC's diverse loan portfolio, and the ongoing compliance and reporting of individual loans. This position will provide support to the NC Lending Team and the NC Loan Committee. This position requires strong organizational skills, effective communications, and financial analysis to succeed in meeting the financing needs of the community-based nonprofit developers in the NeighborWorks Network.

Reports to: Director of Lending
Status: Full-Time (FLSA Exempt)

Related Duties and Responsibilities

Loan Portfolio Administration (40%)
- Provide regular progress reports on loan closings, extensions and modifications.
- Review requests for loan modifications/extensions and collect information necessary for underwriting of such requests.
- Update loan management and servicing database software as necessary. Track, file and report on compliance with payment of taxes, insurance and other non-financial matters.
- Track and maintain impact data necessary for CDFI reporting purposes.
- Prepare specialized reports as necessary.

- Update loan management and servicing database software as necessary. (already stated above)
- Other duties as assigned.

Loan Compliance and Reporting (40%)
- Request information, track submissions and analyze project status and compliance on quarterly project reports submitted by borrowers.
- Assist with the preparation of annual reviews for projects in the loan portfolio.
- Monitor compliance with payment and reporting requirements and work with Director of Finance and Administration, Director of Lending and Office Administrator to follow up with borrowers who are non-compliant.
- Collect and refer financial reports and other relevant information to Senior Loan Officer.
- Confirm repayment plans and timing with borrowers 90 days in advance of maturity. Report information to Director of Lending and Director of Finance and Administration.
- Other duties as assigned.

Loan Closings and Disbursements (20%)
- Generate draft loan documents and commitment letters for predevelopment loans.
- Maintain electronic and paper files of all loan documents.
- Review and prepare requests for loan disbursements.
- Prepare project descriptions for NC website.
- Other duties as assigned.

Qualifications
Education
- Bachelor's degree in business, finance, public administration, city/urban/regional-planning or related field is required.

Work Experience
- At least three years of experience with real estate development or loan administration at a financial institution.
- Other relevant experience and/or education will be considered in exchange for up to two of the three required years.

Skills
- A basic understanding of the financial structuring of affordable housing and community development projects.
- Excellent organizational skills, with outstanding attention to detail and the ability to work on multiple projects simultaneously, follow-through and meet deadlines.
- Pleasant, borrower-friendly nature with personable, cooperative attitude.
- Openness to learning new skills and systems, with an entrepreneurial work ethic.
- Ability to act professionally at all times and safeguard confidential borrower financial and other information.
- Excellent interpersonal and communications skills (verbal and written).
- Desire to be part of a team in a mission-based organization.
- Proficient in Microsoft Office software programs (Word, Excel, PowerPoint and Outlook);

- Ability to enter data and use database software; experience with loan management and servicing database software a plus.
- Ability to travel to participate in conferences. (5% - 10%)
- Fluent in English.

NeighborWorks Capital is an Equal Opportunity Employer.

How to Apply

Please submit a letter of interest, resume, and salary requirements **by no later than Friday, July 12, 2013** to: jobs@neighborworkscapital.org. Salary requirements must be provided in order to be considered.

Principals Only.

TAB 6

Appendices

RELATED NEIGHBORWORKS
COURSE REFERENCES

LE260 Module	Related NW Courses
The Lending Lifecycle and Key Building Blocks of a Well-Managed Loan Program	LE143: Designing and Managing a Microenterprise Revolving Loan Fund
Appropriate Loan Products and Development Services	LE375: Advanced Financial Analysis for Sustainable Mission: Pricing, Funding and Managing Assets LE275: Financial Analysis and Business Planning for Sustainable Lending Operations
Organization Structure and Stages of Growth	ML240: Board Oversight and Governance LE320: Effective CDFI Governance: Engaging Your Board
Effective Lending Policies and Procedures	LE115: Family Mortgage Lending: Basic Compliance Overview LE205: Loan Servicing and Collections for Mortgage Lenders LE220: Intermediate Underwriting for Mortgage Lenders LE241: Intermediate Small Business Underwriting LE270: Tools and Strategies for Effective Pipeline Management LE374: Risk Management for Loan Funds in an Uncertain Environment
Staffing Models	ML106: Time Management ML130: Human Resources Management & Development ML299: Strengthening Your Human Resource Toolbox: New Strategies for Retention and Recruitment
Performance Management	ML292: Managing Your Nonprofit for Results LE375: Advanced Financial Analysis for Sustainable Mission: Pricing, Funding and Managing Assets LE275: Financial Analysis and Business Planning for Sustainable Lending Operations

ADDITIONAL RESOURCES

Articles / Reports

- *What's in Your Technology Toolbox – Results of the 2011 OFN Software Survey*, Opportunity Finance Network, February 2012

- *Opportunity Finance Institutions - Side by Side, Fiscal Year 2012 OFN Member Data Analysis/Fifteenth Edition*, Opportunity Finance Network

Web Resources

- *CDFI Capacity Building Initiative Resource Bank*
  www.cdfifund.gov/what_we_do/CapacityBuildingInitiativeResourceBanks.asp

- *Good to Great: Why Some Companies Make the Leap ….and Others Don't,* Jim Collins
  www.jimcollins.com

ABOUT THE INSTRUCTORS

Leslie Newman

A founding partner and co-manager of Seven Sisters Community Development Group, Leslie Newman specializes in community development in Native and border communities, focusing on affordable housing, asset building, community development financial institution (CDFI) development, organizational development, and resource development.

Leslie has over 20 years of experience in community economic development. She has worked as the director of a small nonprofit housing development organization, a trainer, a technical assistance provider, a grant writer, and a reviewer on a federal grant review panel. She worked as a lead trainer and technical assistance provider for the "Expanding Native Opportunity: Native IDA Initiative" sponsored by Oweesta, First Nations Development Institute, and CFED, and underwritten by the CDFI Fund. She has served as a reviewer for the Native Asset Building Initiative (NABI), a combined award of Assets for Independence (AFI) and Administration for Native Americans (ANA) funding. Leslie has also developed and teaches courses for NeighborWorks America, entitled, "Surviving Harsh Elements: Enhancing a Native Organization's Sustainability," "Building the Capacity of Native Nonprofits," and "Creating a Path to Self-Sufficiency through Native Integrated Asset Building Strategies."

Leslie began working in community development as a law student, assisting nonprofit organizations in Detroit focusing on affordable housing, income-generating strategies, and neighborhood revitalization. She then worked on the U.S./Mexico border for five years with Proyecto Azteca, a self-help housing program focused on improving living conditions in colonias along the border. Leslie then worked with the U.S. Department of Housing and Urban Development (HUD) to take the self-help housing model to the Pine Ridge Indian Reservation in South Dakota, where she assisted the Oglala Sioux Tribe Partnership for Housing in developing their new self-help initiative. For the past 12 years, Leslie has focused much of her work on asset building in Native communities, concentrating on Native CDFI development and the creation and implementation of Individual Development Account (IDA) programs. In 2006, she was invited by YouthBuild USA to serve as a program coach for new Native YouthBuild sites. Through the YouthBuild model, local sites provide educational opportunities, leadership development activities, hands-on construction training, and supportive services for at-risk youth in low-income communities with a focus on placement in post-secondary education or employment.

Leslie holds a Bachelor of Arts in Asian Studies from Dartmouth College and a Juris Doctor from the University of Michigan Law School. She is fluent in Spanish and Hebrew and has conversational knowledge of French and Arabic.

Lisa Wagner

Lisa Wagner, owner of Bluestem Consulting, Inc., is a community development consultant based in Buffalo, Wyoming. She has over 17 years of experience in economic and community development. During the last six years she has worked with community lending organizations across the nation. Her work has focused on assisting Community Development Financial Institutions (CDFIs) to achieve strategic and operational improvements through loan policy development, improving lending efficiencies, sustainability strategies, and business and capitalization planning. She has served as a trainer and facilitator for national, regional and local events in the community development arena. Lisa was the founding Executive Director of the Wind River Development Fund (WRDF) from 2001-2009. WRDF is a Native CDFI on the Wind River Indian Reservation in Wyoming providing small business loans, training and technical assistance to community members. During her tenure as Executive Director, WRDF received several national and regional awards. In 2009, Lisa was recognized by the U.S. Small Business Administration as the Wyoming Financial Services Champion of the Year. She has a M.B.A. in Finance from the University of Texas, Austin and a B.A. in economics from the University of Colorado, Boulder.

Collaborating Organization: Seven Sisters Community Development Group, LLC

(www.7sistersconsulting.com)

Seven Sisters Community Development Group, LLC is a national consulting firm which offers culturally relevant and innovative strategies, services, and products that create systemic change. Our team of community development experts assists low-wealth and diverse communities across the country. We plan, develop, and implement community based economic development strategies. Incorporating the values and vision of our clients, we offer inspiring and insightful solutions to support the growth of energized, self-reliant individuals, organizations, and communities.