

Sample Position Descriptions for Land Bank

Director of Acquisition and Development Position Description

Reporting to the Chief Operating Officer, the Director of Acquisition, is responsible for the intake negotiations and assessment of property, the contract monitoring of rehabilitation specification writers, demolition and field services contractors, and the planning and development of CLRC land, including brownfields remediation and redevelopment.

Basic Function: The Director of Acquisition, Disposition, and Development coordinates, implements, manages and supports the CLRC's acquisition, holding, disposition, and redevelopment of distressed properties. The Director assists in the annual departmental budget preparation and is responsible for overseeing and documenting departmental expenditures within budget requirements.

Principle Duties and Responsibilities:

In addition to the duties and responsibilities appearing below, all staff of the CLRC are expected to perform any tasks necessary to ensure the orderly, efficient operations of the CLRC. All staff must be able to travel and to attend conferences, training, and other events as required to acquire and maintain proficiency in fulfilling the responsibilities of the position. All staff must be available to attend evening and weekend meetings in order to represent the CLRC.

Intake and Assessment

- Create and administer protocols for evaluating the intake of properties from REO and non-foreclosure sources;
- Coordinate with other cities and implement working relationships
- Identify and manage spec writers for property evaluations;
- Negotiate transfers with REOs and non-foreclosure property owners;
- Create and administer protocols for evaluating the intake of foreclosed properties and Auditor properties.

Demolition

- Create and administer protocols for evaluating and qualifying demolition contractors;
- Maintain various city demolition and board-up specifications and permit requirements;

- Work with other staff and cities to coordinate identification of properties to be demolished;
- Manage all demolition contracts;
- Promote strategic planning and strategic demolition strategies both to reduce costs and to achieve highest neighborhood impact.

Field Services

- Create and administer protocols for evaluating and qualifying field services contractors;
- Maintain various city demolition and board-up specifications and permit requirements;
- Work with other staff and cities to coordinate identification of properties to be field serviced;
- Manage all field services contracts;
- Maintain extensive contact with field services contractors to make sure properties are expeditiously serviced and that all complaints are addressed in an expedited manner.

Rehabilitation of Property

- Create and administer protocols for evaluating and qualifying rehab contractors;
- Work with other staff and cities to coordinate identification of properties to be rehabbed;
- Oversee all rehab contracts whether internal to the CLRC or transfers to qualified rehabbers;
- Negotiate terms, specifications and partnerships with rehabbers on terms desirable for rehabbers and the CLRC;
- Identify and manage spec writers for property evaluations and rehabber compliance.

Planning and Development

- Evaluate LRC portfolio for development partnerships with other public or private developers, investors and owners;
- Develop and secure project financing through public or private sources;
- Engage in land use planning with other cities and the CLRC for strategic partnerships, and creation of development revenue streams for the CLRC;
- Work with cities to identify high impact development projects in which the CLRC can invest, lend or contribute and work with County Planning Departments and other Regional Departments, and agencies on environmental land reclamation projects and partnerships.

Special Knowledge/Skills Requirements:

Ability to work well under pressure; outstanding organizational and communication skills; strong attention to detail; good judgment, strong decision-making instincts, and total

discretion; ability to function autonomously, yet effective as a member of a coordinated team; excellent proofreading/editing skills; familiarity with diplomatic protocol, a plus.

Education and Experience:

Masters Degree in business, urban planning and/or accounting or public/private financing. Experience in public and private procurements; city planning, development and real estate finance is preferred.

DIRECTOR OF PROGRAMS & PROPERTY MANAGEMENT

Job Description: Management of and program development for properties owned by the _____ County Land Reutilization Corporation (“CLRC”); develop and manage CCLRC programs as described below

Basic Function: Employee provides management and supervision of all programs developed for the CLRC related to occupied properties and unoccupied properties that are suitable for alternative dispositions or uses than demolition and property rental. Additionally, management services for all occupied properties such as lease negotiation and oversight of contractual services for custodial, security, maintenance and other related services are under the direct supervision of the employee. The employee, under general or administrative supervision, works within general methods and procedures and exercises considerable independent judgment to select proper courses of action. The work requires knowledge of property policies, procedures, and supervisory techniques, collection activities and contact with residential tenants. Employee assists in annual departmental budget preparation and is responsible for overseeing departmental expenditures within budget requirements. Employee writes and develops programs responsive to the need to creatively put vacant land to productive use. Such programs will include:

- Adopt-a-Lot
- Side Yard
- Recycling and Deconstruction of demolition materials
- Workforce Development and job training partnerships
- Urban gardening, urban forestry and urban agriculture
- Greenhouse and green-space development
- Grant-writing for the foregoing and other programs

The position also requires management of occupied property including rentals, lease option, and land contracts.

Principle Duties and Responsibilities:

Rental/lease-option/land contract:

- Maintain all documents and files for the rental/lease-option/land contract programs.
- Ensure proper collection of all payments in a timely manner.
- Ensure proper maintenance of property is maintained on a scheduled basis.
- Prepare, negotiate and maintain rental/lease-option/land contract agreements and forms.
- Show units for rental/lease-option/land contract programs.
- Pre-qualify both rental/lease-option/land contract occupants and the properties they are to occupy

Alternative Programs:

- Work with CDC's, other non-profits to coordinate and implement alternative land use as described above;
- Investigate availability of grants and write and submit grant applications for alternative programs;
- Coordinate with other cities having alternative programs and develop mutually supportive relationships and partnerships.
- Prepare, negotiate and maintain agreements for alternative land use relationships; seek revenue streams to help fund the CLRC mission; track and report financial impact.

Logistical Support:

- Acts as general contractor in coordinating work done with contractors for repairs and improvements to occupied properties as needed.
- Ensure the contractors and subcontractors properly file all required permits and documents in accordance with state and local ordinances for occupied properties.
- Ensure the contractors and subcontractors properly file submit all certificates of insurance consistent with land bank risk management and insurance policies.
- Initiate legal action for uncollected rents and tenant eviction for properties held by the CLRC.
- Oversight of CLRC staff and outside contractors in property management.
- Maintain rental management software and coordinate with Controller to export and properly manage all property income and expense streams

Correspondence:

- Provide customer service to tenants and public.
- Respond to staff and public inquiries concerning property information and availability.
- Send out notices of delinquent accounts as needed.

Lank Bank Programs:

- Maintain and update forms, policies and procedures manuals for occupied property files and documents.
- Develop formalized project review processes.
- Establish forms and policy manuals for the various alternative Programs;
- Create methods to evaluate success of various programs as a function of neighborhood impact and costs.
- Work with Courts, Disability Community, Faith Based Community to establish jobs, workforce, and public service relationships to assist distressed communities and families.

Special Knowledge/Skill Requirements:

Ability to work well under pressure; outstanding organizational and communication skills; strong attention to detail; good judgment, strong decision-making instincts, and total discretion; ability to function autonomously, yet effective as a member of a coordinated team; excellent proofreading/editing skills; client relations and diplomatic protocol a plus.

Education and Experience:

Bachelor's degree in urban studies, real estate, law and/or general contracting/architecture. Experience to include government or foundations grant implementation such as Workforce and job training programs, urban planning, environmental reclamation; excellent writing skills. Experience or education in property management, and experience with accounting and/or property management software a plus.

CLRC Chief Operating Officer Position Description

The Chief Operating Officer (C.O.O.) reports to the Chief Executive Officer and assists the Chief Executive Officer in all aspects of the management and operations of the CLRC. The C.O.O. works closely with the Chief Executive Officer in the overall formation and development of the CLRC's mission and policies. The C.O.O. will oversee and make recommendations regarding CLRC policies, procedures, and staffing structure. The C.O.O. will work closely with the Chief Executive Officer to ensure compliance with all CLRC policies and procedures. The C.O.O. is responsible for making recommendations to the Chief Executive Officer regarding the hiring and termination of staff

With the Chief Executive Officer and the CLRC Controller, the C.O.O. is responsible for overseeing and making recommendations regarding the operating, real estate development, and program budgets of the CLRC. The C.O.O. will routinely evaluate the program activities and budget of the CLRC and prepare proposed budgets and priorities for the Chief Executive's review and approval. The Chief Executive Officer will finalize budget recommendations for presentation and approval of the CLRC Board of Directors.

The C.O.O. is responsible for the successful integration of green, sustainable practices into all CLRC property management, real estate development, and programming. These practices will include, but are not limited to; the creation of green space, deconstruction activities, the development and utilization of alternative energy systems, and the incorporation of green, sustainable building practices. In this regard the C.O.O. will work closely with the Director in charge of these activities to provide support and/or guidance.

The C.O.O. is responsible for the successful implementation of all activities undertaken by the Property Management/Acquisition/Disposition, Development and Program Sections, including but not limited to:

- Program development, implementation, and fundraising.
- Community Outreach, including the development of programs with municipalities, Community Development Corporations, and other county agencies.
- Property management, including the issuance and administration of third party contracts.
- Property acquisition and disposition, including the development of necessary policies and procedures, and including negotiations regarding the purchasing of REO properties.
- Demolition and Field Services activities and contracts.
- Overseeing the real estate project development and implementation activities of the Property Management/Acquisition/Disposition Section.
- The preparation of all internal reports, and preparation with Controller of reporting to the Board and the Legislature as required by the CLRC's governing statutes.
- In this regard the C.O.O. will work closely with the Director in charge of these activities to provide support and/or guidance.

Special Knowledge/Skills Requirements:

Ability to work well under pressure; outstanding organizational and communication skills; strong attention to detail; good judgment, strong decision-making instincts, and total discretion; ability to function autonomously, yet effective as a member of a coordinated team; excellent proofreading/editing skills; familiarity with diplomatic protocol, and experience with Microsoft Office a plus.

Education and Experience:

Masters Degree in business, urban planning and/or accounting or public/private financing. Experience in public and private procurements; city planning, development and real estate finance is a plus. Past experience as a Chief Operating Officer of a non-profit or a strong Community Development Corporation Director-level experience is a plus.

Executive Director/President Job Description

Summary

Under the direction of the Board of Directors, the executive director is responsible for overall management and operation of the _____ County Land Reutilization Corporation (CLRC) and protection of the organization's financial assets while ensuring compliance with board directives.

Essential Duties and Responsibilities

The executive director/president is responsible for overall operations for CLRC, a county-created corporation which manages the disposition of the tax reverted and other acquired properties. The president also:

- Oversees all financial functions including those necessary for auditing, budgeting, financial analysis, capital asset and property management and payroll and supervises the controller who is responsible for these tasks in accordance with generally accepted accounting principles, board and CLRC policies and procedures.
- Oversees all aspects of human resources management for approximately 10-15 employees and contracted consultants including, but not limited to, hiring and termination, developing position descriptions, setting compensation, and applying board-approved employee policies and benefits in accordance with board requirements; regularly supervises CLRC administrative staff.
- Is responsible for overseeing grants and contracts management including negotiating agreement terms that reflect the needs of CLRC; coordinates with legal advisors to finalize agreement terms; monitors progress of agreements and maintains agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.
- Assists in the development of current and long-term organizational goals and objectives as well as policies and procedures for CLRC operations. Establishes plans to achieve goals set by the Board of Directors and implements policies, subject to approval by the Board of Directors.
- Works closely with staff members to ensure they are provided with appropriate support systems and responsive, quality service in the areas of sales, property management, planning, project accounting, human resources, purchasing and related administrative functions.

- Analyzes and evaluates vendor services, particularly for insurance, employee benefits and management of CLRC funds, to determine programs and providers that best meets the needs of CCLRC and makes recommendations to the Board, as appropriate; negotiates or oversees negotiation of services, terms and premiums and executes contracts with benefit plan providers, supply and service vendors, auditors and consultants; manages payroll and benefits programs.

Education and/or Experience

Bachelor's degree required in business administration, community development, public administration, urban planning, real estate attorney or other substantially related field. Master's degree or juris doctorate and licensed attorney preferred. The executive director must possess at least five years experience in business, real estate and financial management, or related areas.

Knowledge, Skills and Abilities

- Knowledge of leadership and management principles
- Knowledge of current community challenges and opportunities relating to the mission of the organization
- Knowledge of human resources management
- Knowledge of financial management
- Knowledge of project management

Proficiency in the use of computers for

- Word Processing
- E-mail
- Internet

Travel

The executive director must be able to travel to attend conferences, training and other events as required to acquire and maintain proficiency in fulfilling the responsibilities of the position.

ACCOUNT CLERK/OFFICE MANAGER/PROGRAM SUPPORT

GENERAL STATEMENT OF DUTIES:

Receives training from, and acquires a good understanding of the tasks and duties of the controller, and serves as an assistant to the Controller.

Performs difficult and highly responsible clerical tasks in keeping financial accounts and records.

Establishes and maintains financial procedures established by the controller and outside certified public accountants for both the _____ County Land Reutilization Corporation ("CLRC") generally, but also provides account support for other staff and particularly the Director responsible for property management of occupied properties (rental, land contract and lease option programs).

Work involves bookkeeping, cashiering, payroll administration, and related bookkeeping tasks to assist customers, answer phones and provide general office support to staff.

Along with the Controller, statements of specific tasks, include, but are not limited to:

1. Customer service, daily cash receipting;
2. Maintain general and subsidiary records and ledgers according to established account classifications, posting entries and supporting records, making/adjusting entries as needed, balancing against other records and preparing reports from such records;
3. Distributes income to proper accounts, preparing cash receipt journals;
4. Reconciliation of daily cash receipts with cash received;
5. Prepares and posts vouchers, checks and payroll;
6. Prepare payroll and all associated reporting functions, unless service is provided by an outside vendor (then Account Clerk supervises and manages this vendor);
7. Prepare customer invoices and related financial statements;
8. Reconciles customer accounts and collections;
9. Reconciles check register and bank accounts;
10. Schedule board meetings and take minutes at those meetings as needed;
11. Office management and general support to staff;
12. Utilizes computers and associated software to perform job
13. Works closely with operational staff (COO, Director of Programs and Director of Acquisition, Disposition and Development) to support their activities and interface with the Controller.
14. Maintains Basic office supplies, helps schedule meetings, receptionist, logs staff expenses, travel and entertainment.
15. Extensive data entry for accounting system and CLRC property data base.

16. Typing letters, documents and proposals for all staff; coordinates with office Executive Assistant to coordinate typing assignments.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

1. Knowledge of the principles, methods and practices of generally accepted accounting principles;
2. Knowledge of office methods and procedures;
3. Ability to use standard office equipment, computers and associated software;
4. Ability to prepare and complete an accounting report;
5. Ability to perform detailed accounting functions involving written and numerical data;
6. Ability to make arithmetical calculations rapidly and accurately;
7. Ability to attend work regularly and work under often stressful conditions;

Qualified applicants will have at least two years of college, with four years of either bookkeeping-related experience and/or office management procedures coursework or experience.

Housing Specialist Position Description

Reporting to the Director of Programs & Property Management (the Director), the Housing Specialist is responsible for managing the _____ County Land Reutilization Corporation in house, for-profit and non-profit renovation program. In addition, this position shall, at times, work at the direction of, or in coordination with, the members of the Acquisition Division to evaluate and monitor the quality of work performed by the CLRC's field service vendors.

Basic Functions:

The Housing Specialist manages the CLRC's renovation program; this includes facilitating the work associated with properties that are to be renovated, in house (via contractors) - transferred to non-profit or for-profit developers. Additionally, this position may work at the direction of, or in coordination with, members of the Acquisition Division on a host of activities including construction specification development, energy *efficiency* (green standards), initial property assessments, and financial draw inspection services and monitoring the quality of work performed by the CLRC's field service vendors. This position requires the ability to make accurate assessments and recommendations to the Director relative to a property renovation approach.

Principle Duties and Responsibilities:

In addition to the duties and responsibilities appearing below, all staff of the CLRC are expected to perform any tasks necessary to ensure the orderly, efficient operations of the CLRC. Furthermore, all CLRC staff must be available to attend some evening and weekend meetings in order to represent the CLRC. The Housing Specialist must be able to travel to and attend conferences, training and other events as required to acquire and maintain proficiency in fulfilling the responsibilities (included but not limited to inspections, specification development, building codes, building rehabilitation standards and organizations comparable to the CLRC) of the position.

Rehabilitation Management:

- Supervise all rehabilitation work done on properties, to the degree necessary, (residential) in the CLRC inventory
- Initiate various levels of inspection of properties that the CLRC intends to renovate or transfer to a 3rd party for development
- Review financial draw requests and recommend specification variances for CLRC properties as necessary

Specification Development:

- Develop construction specifications needed for CLRC owned properties

- Develop bid packages for contractors who seek to provide renovation services to the CLRC
- Review bid packages and recommend contractors for CLRC renovation program

Field (Preservation) Service Monitoring & Evaluation:

- Monitor and evaluate the quality of work performed by all field service vendors to ensure compliance with the CLRC's quality standards
- Maintain and submit forms, reports and files as needed to the Director for review and presentation internally and externally

Interaction with Contractors:

- Attend meetings with contractors to discuss, review and give preliminary approval of work done on CLRC owned properties
- Recommend corrective action for work performed incorrectly or below standard on CLRC properties

Special Knowledge/Skills Required:

Ability to work well under pressure, organizational skills, strong attention to detail, good judgment, strong decision making skills, ability to work as part of a team, engaging other staff at various levels of input and output and total discretion. Willingness to take on other duties as requested or required by the organization.

Education and Experience:

A Bachelor's degree in planning, public administration, business, or real estate is preferred. A minimum of 5 years experience in project management, construction, specification writing, and rehabilitation supervision is required. Candidates must possess a demonstrated history of practical application of residential specification writing skills.

CONTROLLER OFFICER JOB DESCRIPTION

The controller will work with the outside certified public accountants to establish the appropriate accounting systems, monitoring, controls and financial reporting procedures for the _____ County Land Reutilization Corporation (CLRC).

Provides strategic and operational direction to the CLRC's financing and accounting departments. Assists other departments and executive director in developing financial objectives, operating policies and procedures to ensure attainment of the CLRC objectives. Evaluates program area results to determine if financial objectives are being met. Establishes and coordinates responsibilities and procedures among other divisions and departments. Reports to the chief operating officer and executive director:

1. Business and financial strategy and planning, monitoring, management and reporting, including management and development of policies, systems, processes, and personnel involved.
2. Reporting and accounting as per regulatory and legal requirements including taxation, annual report, legislative reporting and accounts.;
3. Financial staff management, motivation, training, recruitment, selection and retention;
4. Coordinate all fiscal responsibilities including vendor payments, receivables, payables, payroll and deposits;
5. Develop and implement the CLRC's annual budget process in conjunction with the chief operating officer, executive director and board of directors;
6. Provide oversight to all audit activities within the CLRC;
7. Contribute to strategic planning and development as a member of the departmental team;
8. Plan, develop, and implement strategy for office operational management and development so as to meet agreed organizational performance plans within agreed budgets and time scales;
9. Manage and develop direct reporting staff;
10. Manage and control developmental expenditures within agreed budgets;
11. Contribute to the evaluation and development of operational strategy and performance in cooperation with the departmental team;

12. Ensure timely financial reports for managements and or board use.
13. Coordinate with county political offices to identify manage and properly administer funds to the CLRC as prescribed in Senate Bill 353;
14. Coordinate with the _____ County Treasurer's office and other county departments as necessary;
15. Insure consistency with _____ County financial and accounting systems and procedures;
16. Administer risk management accounts and tracking of claims, billings, insurance premiums and needed modifications thereto;
17. Administer payroll benefits, or oversight of outside payroll service to assure proper management of CLRC benefit package and/or other retirement programs;
18. Administer, monitor and maintain record keeping for human resource related issues pertaining to employee vacation, sick leave, bereavement or other non-health/retirement related office benefits;
19. Work with outside certified public accountants to set up procedures, systems and controls for the foregoing duties and to assure timely monthly, semi-annual and annual reporting;
20. Coordinate with other departments involving property management revenue streams and other revenue streams derived from grants, other government funded programs, lease option agreements, land contracts and rental income;

This position requires at least seven years of relevant financial management experience as a controller, full charge bookkeeper and/or Certified Public Accountant. A minimum bachelor's degree in accounting is required. Qualified applicants will have a solid understanding of the following:

Financial and fund accounting and reporting systems using generally accepted accounting principles;

Funding and revenue procedures created under Senate Bill 353;

Controller experience in the area of real estate property management, development or financing;

Software experience with Peachtree, Quickbooks, Yardi, Microsoft Office, Peoplesoft and similar software preferred.