Position Description

EXECUTIVE SEARCH

Executive Vice President, General Counsel

PREPARED FOR:

JUNE 20, 2024

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Client: OFN
Role: Executive Vice President, General Counsel
Location: Washington, DC
Reports To: President & CEO
Website: www.ofn.org

Situation Overview:
ZRG has been engaged to recruit an Executive Vice President, General Counsel for Opportunity Finance Network (OFN).

About OFN:
Based in Washington, DC, Opportunity Finance Network (OFN) is a leading investment intermediary and network of mission-driven financial institutions serving rural, urban, and Native communities across the United States.

With over $1 billion in total assets under management, OFN manages a national membership network of over 400 mission-driven lenders and community development financial institutions (CDFIs), including community development loan funds, credit unions, green banks, community development banks, minority depository institutions, and venture capital funds. OFN is a trusted investment partner to the public, private, and philanthropic sectors – foundations, corporations, banks, government agencies, and others.

For almost 40 years, their team has helped partners invest in communities to catalyze change and create economic opportunities for people and places traditional finance does not reach. CDFIs are specialized lenders that bring capital to low-income, low-wealth communities.
CDFI Clients Are...

Money, Strength, Voice
OFN supports CDFIs through three pillars to help underinvested rural, urban, and Native communities join the economic mainstream.

Money
OFN manages $1 billion to help CDFIs lend and invest in markets underserved by mainstream banks.

Strength
OFN provides data and research, trainings, and convenings that strengthen and scale the CDFI industry for greater impact.

Voice
OFN raises awareness of CDFIs and amplifies the voice of the industry through public policy advocacy and communications.
Key Priorities
CDFIs lend where it counts. Economic opportunity is one cornerstone of a free and just nation. It often starts with access to capital through loans. These loans then support anchors of the vibrant communities where they all want to live jobs, affordable housing and health centers, libraries and schools, and other essentials. Yet, millions of bright, talented, hardworking Americans cannot access fair capital because of racial, social, economic, or geographic discrimination or because they don’t have experience or assets to leverage. The COVID-19 pandemic, a growing wealth gap, and persistent poverty have deepened these capital challenges, particularly for Black, Latino, Native, and rural communities.

They drive capital to people and places underserved by mainstream finance to support small businesses, affordable housing, community facilities, healthcare, energy efficient development, and more. These challenges are the key priorities of CDFIs. They lend where it counts to help people start businesses, buy homes, and build wealth. Their investments in people and places help communities thrive.

Priorities include:

- Affordable Housing
- Financial First Response
- Climate Change & Resilience
- Healthy Communities
- Native Finance
- Persistent Poverty
- Racial Equity
- Rural Development
- Small Business

Mission
OFN’s mission through 2025 is to lead community development financial institutions (CDFIs) and their partners to ensure that low-income, low-wealth, and other underserved people and communities have access to affordable, responsible financial products and services.

Core Purpose And Vision
OFN exists to align capital with social, economic, climate, and political justice. This is OFN’s purpose. OFN will pursue this purpose for as long as it takes to achieve. When capital and justice are aligned, all people will have the resources and opportunities to act in the best interests of their communities, themselves, and future generations. This is OFN’s vision.

Core Values
OFN’s work is bounded by two values that anchor all that they do.

Justice
Every facet of their work should be directed toward and reflect an unwavering commitment to fair and equal access to, opportunity in, and responsibility for social, economic, and political life. For them, justice is a unifying value.

Excellence
The people and communities CDFIs serve have a right to expect excellence, and OFN has a responsibility to provide it. A commitment to excellence is a statement of respect for their customers, investors, funders, staff, board, and members.
Position:

The Executive Vice President and General Counsel (GC) will play a pivotal role in this multifaceted organization, serving as a strategic legal advisor and leader across its trade association, membership group, and CDFI functions. As the strategic legal advisor and leader for OFN, the GC will serve as a key member of the executive leadership team (ELT), responsible for providing strategic and expert legal counsel and leadership on a wide range of legal, regulatory, and governance matters.

This role requires a seasoned legal professional with a deep understanding of the financial services industry, particularly within the context of community and economic development. This position requires a dynamic legal professional with a comprehensive understanding of the financial services industry, trade association management, and community development initiatives.

Position Description:

Leadership

▪ Serve as a trusted adviser to the President & CEO, ELT, Board of Directors, and broader OFN team on a wide range of general management issues involving sensitive and complex legal matters, including corporate governance, contracts, regulatory compliance, and risk management.

▪ Serve as thought partner and provides advice on the business and legal ramifications of significant company strategic imperatives, including potential investments, partner and investor covenant compliance, and other corporate strategic and tactical initiatives.

▪ Develop legal strategies and solutions that align with OFN’s mission, goals, and regulatory requirements. The GC will be primary architect of OFN’s legal strategy and its affiliates consistent with regulatory requirements, best practices, financial efficiency, but also in a manner to maximize opportunities for efficient capital, grants, federal contact and award opportunities and charitable investments.

▪ Lead and mentor the legal and compliance team, fostering a culture of excellence, collaboration, and continuous learning.

▪ Provide guidance and support to other departments on legal, compliance, and governance-related matters.

▪ Provide legal guidance and support to investors operations, ensuring compliance with industry regulations and best practices.

▪ Collaborate with team members to develop and implement initiatives, capital programs, and financial services that promote community development.

▪ As appropriate, consult, obtain, supervise, and coordinate work of outside attorneys on legal issues relating to governance, organizational management, litigation, operations, portfolio workout, employee, or community and regulatory relations.
- Performs such other duties as the CEO or Board of Directors may direct.

**Corporate Governance**
- Serve as an adviser to the CEO and the Board of Directors on a wide range of general management issues related to corporate governance, best practice and board operation, overseeing and managing OFN’s corporate governance program and its effectiveness.
- Direct and assist the Corporate Secretary in the proper dispatch of his/her duties to provide corporate compliance and best practice in effective and efficient board operation.
- Provide guidance and support to OFN’s board of directors and committees on corporate governance best practices, fiduciary responsibilities, conflicts of interest, and ethics.
- Oversee the implementation and enforcement of OFN’s code of conduct and ethics policies to promote a culture of integrity, transparency, and accountability throughout the organization.

**Risk Management**
- Develop and implement enterprise-wide risk management strategies, policies, and procedures to identify, assess, mitigate, and monitor risks across OFN’s operations and programs.
- Lead the ongoing assessment of OFN’s risk profile and the development of risk mitigation plans to safeguard the organization’s assets, reputation, and stakeholders’ interests.
- Collaborate with OFN’s leadership team, departments, and external partners to integrate risk management considerations into decision-making processes and strategic initiatives.
- Identify legal and regulatory risks and develop strategies for mitigation.
- Oversee OFN’s risk management program, including insurance, compliance, and regulatory filings.

**Legal Affairs**
- Oversee all legal matters, including the drafting, review, and negotiation of contracts, agreements, policies, and other legal documents.
- Ensure that contracts and agreements comply with legal requirements and protect OFN’s interests.
- Ensure compliance with applicable laws, regulations, and industry standards, including those related to CDFIs, financial services, nonprofit organizations, and tax-exempt entities.
- Manage or oversee litigation and other legal disputes involving the organization.

**Policy Development, Advocacy and Regulatory Compliance**
- In collaboration with the CEO and Chief Policy Officer, monitor industry trends, legislative changes, and regulatory developments affecting CDFIs and community development finance industry and advocate on behalf of OFN and various industry groups on key external legislative issues and proposals that may impact OFN’s operating environment, the communities it serves, and other stakeholders.
Collaborate with the Chief Policy Officer (CPO) to monitor and advocate on behalf of OFN and various industry groups on key external legislative issues and proposals that may impact OFN’s operating environment, the communities it serves, and other stakeholders.

Engage in policy advocacy efforts to advance OFN’s interests and support the broader CDFI industry.

Ensure proactive compliance with regulatory requirements and reporting obligations.

Develop and revise organizational policies and procedures to ensure compliance with legal requirements and industry best practices.

Stay updated on legislative and regulatory changes that impact the CDFI industry and recommend necessary policy adjustments.

**Capital Formation/Capital Markets Assistance**

- In collaboration with the CEO, EVP, Chief Development Officer (CDO), and ELT, participate in the design and execution of a comprehensive capitalization plan to attract capital to support OFN’s growth and mission execution.

- Collaborate with the CEO, CDO, and ELT to monitor, understand and influence key philanthropic, banking, capital market, legislative and regulatory changes that may impact capital availability for the organization and its mission execution.

**Engagement**

- Represent OFN in industry forums, regulatory discussions, legislative advocacy efforts, and collaborative initiatives, as necessary.

- Represent OFN externally to regulators, policymakers, industry associations, and other stakeholders on legal, regulatory, and risk management issues affecting CDFIs and the communities they serve.

- Build and maintain relationships with external legal counsel, regulatory agencies, industry partners, consultants, insurance providers, and other vendors to support OFN’s legal and risk management needs.

- Collaborate with industry stakeholders, members, and partners to advance the interests of the trade association and its members.

**Qualifications:**

- Juris Doctor (JD) degree from an accredited law school and active membership in good standing with the state bar.

- Experience as a General Counsel essential.

- Minimum of 15 years of legal experience, with a focus on financial services, community development, and nonprofit organizations, with a strong preference for experience in a CDFI or an organization serving CDFIs.
▪ Deep familiarity with CDFI ecosystem, including public, corporate, nonprofit, and philanthropic sectors.

▪ Strong knowledge of federal and state laws and regulations relevant to CDFIs and nonprofit organizations.

▪ Proven leadership skills with experience managing a legal team and working collaboratively with executive leadership.

▪ Demonstrated effective service in roles handling and sharing sensitive information required.

▪ Demonstrated experience working with enterprise-wide technology, project management, risk management, and contract management.

▪ Successful track record working in fast-paced, opportunity-rich growth organization and environment.

Knowledge, Skills, Abilities, and Physical Requirements:

▪ Must possess a strong passion for, understanding of, and commitment to OFN's mission, vision, and values. In addition, be a fearless advocate, who is confident and resilient in OFN’s fight to drive capital into low-income communities.

▪ Strong reputation for integrity and ability to balance business partnership needs with the need to exercise good independent judgement to raise potentially sensitive issues in a timely and constructive manner.

▪ A collaborative team player who possesses the interpersonal skills to work across all levels of the organization both internally and externally, humility, and a willingness to learn in all areas of our work. Be a strong team contributor, effective and comfortable in leading as well as supporting roles within teams.

▪ Possess a leadership style that emphasizes the value of collaboration, communication, service, transparency, teamwork, and accountability.

▪ Be a smart, quick seeker of knowledge with the ability to think strategically, creatively, and tactically to analyze results and provide practical recommendations to the President & CEO and the ELT.

▪ Ability to provide strong leadership, communication, and organizational decision-making skills required.

▪ Possess high initiative and self-starting capabilities; the demonstrated ability to identify and seize opportunities for impact in sometimes messy, uncertain contexts without direction or oversight.

▪ Outstanding written, oral, and interpersonal communications skills.

▪ Superior customer service and relationship building skills.

▪ Excellent organizational/time management skills required to independently manage multiple tasks and prioritize work on diverse assignments with strong attention to detail in a fast-paced setting in an effective and efficient manner.
• Ability to work well with diverse constituents is required.
• Occasional travel required (10-15% of time).
• Comfortable working in a small office environment.
• The job involves normal physical requirements for an office position.

**Senior Management:**

![Harold Pettigrew](image)

**Harold Pettigrew**

President and CEO

As President & CEO, Harold is responsible for the direction, strategic growth, and executive leadership of OFN. With over 20 years' experience, Harold’s career spans executive leadership in community and economic development finance, and he has appeared as a featured expert with OFN, the Aspen Institute, New York Times DealBook, The Atlantic, SOCAP 365, and numerous podcasts among other media and finance outlets.

Prior to OFN, Harold led the Washington Area Community Investment Fund (Wacif), a community development financial institution (CDFI), for over seven years as CEO, leading the deployment of over $70 million in capital to communities throughout the Washington, DC, metropolitan area.

During his career in public service, Harold served as an appointed economic development official in Washington, DC, negotiating over $400 million in economic development projects, leading market expansion with international trade missions (Singapore, South Africa, and China), and reforming the city's business licensing operations as a regulator – managing over $30 million with seven regulatory operating divisions responsible for issuing over 140,000 business, corporate, and professional licenses annually.

Harold has served as an advisor to the World Bank, National League of Cities, and elected and appointed economic development officials nationally in addition to serving as a featured university lecturer with Columbia University, Yale University, New York University, and NC State University.

In 2021, President Biden appointed Harold to serve on the U.S. Department of the Treasury’s Community Development Advisory Board, advising the CDFI Fund and other federal agencies on inclusive and equitable financing and economic development strategies. He also served on the Community Investment Council for the Federal Reserve Bank of Richmond.
Harold has received numerous industry awards. The Washington Business Journal recognized him in 2021 and 2022 as one of the Power 100 most influential business leaders across Greater Washington.

Harold is also a member of the Leadership Greater Washington Class of 2021. His fellowships include a 2017 OFN Opportunity Fellow, 2016 Common Future Local Economy Fellow, and 2015 Next City Vanguard Fellow.

In 2021, Harold was named as a fellow of the 2021 Class (V) of the Finance Leaders Fellowship. Further, he is a member of the Aspen Global Leadership Network. Harold has received numerous professional accolades, including the 2021 Diversity in Business Award from the Washington Business Journal, 2016 Leadership Center for Excellence’s 40 Under 40, 2016 NC State Alumni Association’s Outstanding Young Alumnus Award, and Development Counsellors International’s inaugural 40 Under 40 in economic development 2013.

Harold earned a master’s degree in urban planning from New York University and a bachelor’s degree from North Carolina State University, where he served as a member of the University’s Board of Trustees.

Executive Team:

- **Seth Julyan**
  EVP, Chief Network Officer

- **Amber Kuchar-Bell**
  EVP, Chief Strategy Officer

- **Bhumip Patel**
  Interim CFO, SVP, Finance and Accounting

- **Anthony Berkely**
  EVP, Chief Development Officer

- **Dafina Williams**
  EVP, Chief Public Policy Officer, and Head of Government Affairs

- **Brendon Miller**
  EVP, Chief of Staff and Head of Communications

- **Jessel Amin**
  EVP, Chief Investment Officer

- **Kevin Fryatt**
  EVP, Chief Operating Officer
Why is this a compelling position?

OFN is the leading CDFI Network nationally with a long and strong history of facilitating the provision of capital and services to underserved communities across the US through OFN’s Members and Partners.

2024 and 2025 are pivotal years for deepening and broadening OFN's capabilities to impact Social Justice and Equality, ensuring access to opportunity for all. Critical to executing on OFN's strategy and achieving those objectives is adding strength to the Executive Leadership Team.

This is an exciting career opportunity to take a leadership position in an organization with the following strengths:

- At the intersection of core issues around climate and economic community development, at a critical time for the country;
- Ability to operate on a national platform with access to leading Philanthropic, Lending, and Social Impact partners;
- Financial strength, demonstrated momentum, and financial position with a mid-to-long-term strategic perspective.
- People who work at OFN come from a variety of professional and academic backgrounds, but some of the qualities their people share are:
  - A passion for the mission and true believer in their core purpose;
  - The courage to be a fearless advocate who is confident and resilient in their fight to drive capital into low-income communities;
  - Smart, quick seekers of knowledge who thrive on creating and developing new strategies, products, and programs for increasing capital to communities they serve;
  - The desire to be a collaborative team player who has humility and a willingness to lean into all areas of their work.

They invite you to be a part of their growing, diverse, highly committed, skilled, and collaborative team. At OFN, they are dedicated to cultivating a diverse, inclusive workplace that respects individual strengths, views, and identities. They believe their differences create a better, stronger organization.
Location:
Washington, DC, is an extraordinary city, one with multiple personalities: a working federal city, an international metropolis, a picturesque tourist destination, an unmatched treasury of the country’s history and artifacts, and a cosmopolitan center that retains a neighborly small-town ambience.

Public transportation combines a network of buses, both city and regional, with a rail transit system (the Metro) that opened its first stations in 1976. Metro trains run on more than 100 miles of track, above and below ground, and connect the nearby suburbs of Maryland and Virginia to Washington. The railroad network in and out of Washington links the city to other major cities throughout the United States as well as to the neighboring bedroom communities for commuters.


Washington is a city that offers a never-ending wealth of cultural opportunities. Scores of museums, galleries, and theatres are located in the city, many of which are internationally recognized. More money is spent per capita by the local government on the performing arts in DC than anywhere else in the United States. Cultural heritage festivals are held throughout the year.

More than 750 libraries are located in the Washington area, including the Library of Congress, which contains the largest international collection of research materials in the world. Much of the attractiveness of Washington can be attributed to the hundreds of outdoor sculptures and monuments that adorn the parks, gardens, buildings, avenues, and cemeteries of the city.

OFN in the News:
June 5, 2024
Opportunity Finance Network Continues Strong Financial Performance, Internal Controls

April 4, 2024
Opportunity Finance Network Selected to Receive Historic $2.29 Billion Grant for Clean Energy Community Investments

March 6, 2024
Opportunity Finance Network Names Brendon Miller Executive Vice President, Chief of Staff, and Head of Communications
Interview Process:
ZRG provides our global Clients with a rigorous and patented assessment platform grounded in data and analytics. Our interview process includes the following:

1. Initial interviews with ZRG
2. ZRG presentation of candidates to Client for calibration and discussion; Client selects candidates for consideration and initial interviews
3. Candidates complete ZRG's on-line assessment
4. Finalist candidates advance to second and third round interviews with broader leadership team
5. Formal referencing
6. Offer extended

About ZRG Partners:
ZRG is a global talent advisory firm that is changing the way companies hire and manage talent. ZRG's data-driven approach to executive and professional search has been changing the way clients think about how to find top talent. The company's digital Zi platform combines talent intelligence, candidate insights, and process improvement to dramatically deliver executive searches quicker and with proven better results.

Shelly Scott
Managing Director
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Shelly joined ZRG Partners in 2020 as a Managing Director and head of the Global Legal & Compliance Officers Practice. With 14+ years of executive search experience, Shelly has led searches from Chief Legal Officer, General Counsel, and Chief Compliance Officer to SVP/VP of Risk Management, Privacy, Investor Relations, Government Affairs, M&A, Commercial and Regulatory.

Shelly is passionate about diversity and the advancement of women in business and leadership. She has participated on panels and been interviewed by major news outlets regarding issues of gender parity, compensation, talent retention, and the rise of compliance in the C-suite. Her article, “What Drives CCO Retention,” was published in Ethisphere Magazine.

[Link to complete bio for Shelly Scott.]
Jerry Bratkovich brings a track record of success with clients in a number of industry sectors, including Not-for-Profit & Education, with over 30 years of Organizational Design, Human Capital Management, and Business Transactional experience. His nonprofit relationships include Foundations, Faith-based organizations, CDFIs, Social Agencies, NGOs, and Educational Institutions in addition to a broad range of businesses and financial entities.

Link to complete bio for Jerry Bratkovich.

A results-driven and analytical executive search manager with a proven track record of achievement in executive recruiting and talent assessment in the healthcare, consumer, and industrial industries, Rob has established capabilities in identifying, assessing, and recruiting exemplary executive talent, linking highly qualified legal and compliance executives with organizations seeking talent to promote a long-term successful partnership. He is an effective client partner with a deep understanding of how to achieve a goal within a corporate structure.

Link to complete bio for Rob Franklin.

ALL APPLICATIONS SHOULD BE SUBMITTED TO THE FOLLOWING EMAIL ADDRESS:

OFN-GC@zrgpartners.com

Submission directly to OFN could significantly delay consideration and impact the application process.