

STRENGTH Matters® Annual Meeting and Financial Management Conference

October 15-18, 2018 ▪ Westin Dallas ▪ Dallas, TX

Willow Pavilion

All Sessions – Group Live Presentation – Total CPEs Available: 21.3

Annual Meeting (invitation only)

MONDAY, OCTOBER 15 4.2 CPEs available

Willow Pavilion

1:00–1:15 WELCOME

Frances Ferguson, Acting Vice President, National Real Estate Programs, NeighborWorks America

1:15–1:45 OPENING PLENARY - INSIGHTS ON A VERY DYNAMIC REAL ESTATE RENTAL MARKET

0.6 CPE *Shekar Narasimhan, Managing Partner, Beekman Advisors*

Beekman Advisors provides strategic advisory services to companies and investors involved in real estate and affordable housing. Shekar will offer his often provocative and always thoughtful vision on the challenges of continuing to scale truly impactful affordable rental housing in a very dynamic market where services are increasingly important.

Learning Objectives: To identify and discuss the capital markets trends affecting affordable rental housing. Field of Study: Finance. Level: Advanced.

1:45–3:15 THE RISING "SERVICES IMPERATIVE"

1.8 CPE *Andrea Ponsor, SAHF; Julian Huerta, Foundation Communities; Steve Spears, Mercy Housing; Nathan Taft, Jonathan Rose Companies*

We will explore how Strength Matters network nonprofit members – as well as our for-profit colleagues – are managing the increasing need to provide services and track outcomes. What are important resident outcomes and how are we measuring them? We will examine and contrast various services approaches, including for profit and nonprofit models, and discuss their financial impact on the overall project.

Learning Objectives: Discuss key considerations in selecting outcomes and metrics for a systems/enterprise wide approach to implementing a resident services program. Explain strategic and operational considerations and identify best practices for implementing a services program. Field of Study: Specialized Knowledge. Level: Advanced.

3:15–3:30 BREAK

3:30–5:00 APPROACHES TO THE CURRENT MARKET: Issues, Dilemmas, and Opportunities

1.8 CPE *Dana Moore, Compass Advisors, LLC; Matt Slepik, Terra Search Partners; Celia Smoot, LISC. Moderator: Frances Ferguson, NeighborWorks America*

Reflecting on Shekar's opening remarks, and grounded on a couple of concrete examples from our members, we will have an interactive discussion on what we are encountering in the market, how we are dealing with it, how we are thinking about growing our portfolios, and how decisions around long-term retention of properties might come into play.

Learning Objectives: Discuss market challenges to and opportunities for the growth of the nonprofit affordable housing sector. Field of Study: Business Management & Organization. Level: Advanced.

6:00–9:00 DINNER AT IRON CACTUS

1520 Main Street, Dallas, TX 75201. 214-749-4766.

8:30–10:00 GRAPPLING WITH TOUGH QUESTIONS I: What Is Our Relevance?

1.8 CPE

Chuck Wehrwein, Housing Partnership Network; Kevin Myren, CommonBond Communities; Brian Shuman, MAB Financial Advisors

Our entrepreneurial nonprofit developers and owners of affordable rental homes have experienced great growth in portfolios. Yet our overall market impact on the sector has remained largely the same - and there is more need for affordable housing than ever. What are the things we do well? What do we not do well? How can we better compete? Where is our advantage? Is long-term stewardship the key? Impact on people and place? We will root the conversation with deep dive analytics undertaken by members and insights from members who have been on both sides of the for profit/nonprofit equation.

Learning Objectives: Identify the strategic competitive advantage and areas of opportunity for affordable housing organizations. **Field of Study:** Business Management & Organization. **Level:** Intermediate.

10:00–10:15 BREAK**10:15–11:45 GRAPPLING WITH TOUGH QUESTIONS II: How Do We Get Stronger?**

1.8 CPE

Dee Walsh, Mercy Housing; Alfredo de la Peña, Mission First Housing Group; Mike Mullin, Nevada HAND, Inc.

We know that strength matters because it's in our name! But what does success look like? Does size matter? Expanding geographies? Acquisitions? Or should we be looking at "harvesting" portfolios to concentrate our efforts, partnerships, alliances, and mergers? What role do our stakeholders have in inspiring healthy consolidations? If the key goal is long-term stewardship and impact on communities over the long haul, how should we be looking at our sector? How do we get stronger for the long haul?

Learning Objectives: Explain the factors influencing change and growth and identify methods to best lead and manage this change. **Field of Study:** Business Management & Organization. **Level:** Advanced.

12:00 MEETING ADJOURNS (to luncheon with full conference)**Financial Management Conference**

TUESDAY, OCTOBER 16 3.6 CPEs available

12:00–12:45 LUNCHEON

Pecan Ballroom

Sponsor Welcome – Jim Ferris, NeighborWorks Capital

12:45–1:45 LUNCHEON PLENARY: WHAT IF? A Population Health Business Model

1.2 CPE

Community developers work to create the real estate and capital assets needed for a society where opportunity is available to all. Yet after decades, poverty persists.

David Erickson, Director of Community Development at the Federal Reserve Bank of San Francisco, will provide keynote remarks on a long term vision for capitalizing our work. Chrystal Kornegay, Executive Director of MassHousing, will provide commentary and open dialogue with our room.

Learning Objective: Consider alternate an economic paradigm for housing and community development. **Field of Study:** Specialized Knowledge. **Level:** Intermediate.

1:45–2:00 BREAK

2:00–4:00 CONCURRENT SESSIONS 2.4 CPE

Opportunity Zones

Mesquite

Mary Vasys, Vasys Consulting Ltd; Frank Buss II, Novogradac & Company LLP; Karen Przepyszny, National Equity Fund; Julia Shin, Enterprise Community Partners

*Learning Objectives: Understand the Opportunity Zone legislation and how organizations benefit from these new tax incentives. Discuss alternative structures for Opportunity Funds. Identify resources available to assess the feasibility of Opportunity Zone participation for an organization. **Field of Study:** Finance. **Level:** Intermediate.*

CDFIs: Building Capital to Retain Our Mission

Hawthorn

Kathy Rock, Low Income Investment Fund; Matt Glatting, Capital Impact Partners; Vanessa Moulin, Calvert Impact Capital; Shekar Narasimhan, Beekman Advisors, Christina Travers, Low Income Investment Fund

Learning Objectives: Identify and discuss various structures for raising debt capital.

Field of Study: Finance. Level: Advanced.

Building Capital to Advance Your Mission:

Willow Pavilion

Raising Private Equity for Multifamily Real Estate

Frances Ferguson, NeighborWorks America; Lisa Davis, PGIM Real Estate; Diane Olmstead, Fillmore Capital Affordable Housing; Rebecca Regan, Housing Partnership Network; Joe Reilly, The Community Development Trust; David Steinwedell, Affordable Central Texas; Rick Wishcamper, WishRock

*Learning Objectives: Compare experiences on current capital market trends in raising institutional and private investment capital for affordable housing acquisition. Discuss strategies for pricing and scaling this capital for long term preservation of affordability. **Field of Study:** Finance. **Level:** Advanced.*

Is Capitalism Waking Up to Impact?

Cedar

What the Impact Management Project Is and How You Can Plug In

Sara Olsen, SVT Group

*Learning Objectives: Understand the Impact Management Project's five dimensions of impact for investors. Discuss the Investors' Impact Matrix for mapping investor intentions relative to impact. **Field of Study:** Management Services. **Level:** Intermediate.*

Getting Ready for Enterprise-Level Capital –

Elm

What Is It, How to Use It and How to Get It

Allison Clark, The John D. and Catherine T. MacArthur Foundation; Jean Bridges, East Bay Asian Local Development Corporation; Angela Gravely-Smith, NeighborWorks America; Ben Greenberg, Housing Partnership Network; Steve Peelor, NeighborWorks Capital

*Learning Objectives: Explain and discuss the role of enterprise-level capital in the operation of nonprofit real estate and lending businesses. Describe and discuss the core organizational underwriting elements to prepare nonprofit real estate and lending businesses for pursuing enterprise-level capital. Discuss elements of organizational and financial management to consider in order to use and manage enterprise-level capital effectively. **Field of Study:** Finance **Level:** Intermediate.*

6:00–7:00 COCKTAIL RECEPTION AT THE WESTIN DALLAS

Location: Willow Pavilion Pre-Function

WEDNESDAY, OCTOBER 17 6.5 CPEs available

8:30–9:00 **OPENING - The Power of the CFO Network** Willow Pavilion
Helen Dunlap, Principal, Dunlap Consulting & Paul Sussman, Consultant

9:15–10:30 **CONCURRENT SESSIONS** 1.5 CPE

FASB / Nonprofit Reporting Changes Mulberry
Dave Conway, Novogradac & Co.; Caroline Horton, Aeon
Learning Objectives: Discuss recent accounting pronouncements and their impact on nonprofit financial reporting, cite key elements of a CFO's perspective on preparing for the new guidance.
Field of Study: Accounting. **Level:** Intermediate.

RISK MANAGEMENT: Are You Adequately Insured? Mesquite
Tracy Pride, IMA Financial Group; Brian Platt, IMA Financial Group
Learning Objectives: Discuss types of Commercial Insurance policies typically purchased and/or considered by community development groups to address emerging trends such as Cyber / Data Privacy, Environmental Insurance, Social Engineering and other areas of concern. Understand the different benchmarking tools available to clients to assess the adequacy of the limits of insurance they are purchasing. Discuss the basics of Executive Liability Insurance including D&O, E&O, EPL, and Cyber. Understand some of the factors that go into limit adequacy. **Field of Study:** Management Services. **Level:** Intermediate.

Tax Considerations in LIHTC Partnerships Hawthorn
Daniel King, CohnReznick
Learning Objectives: Participants will understand the tax issues that can arise in LIHTC partnerships and will be able to identify possible solutions and methods of avoiding them. **Field of Study:** Taxes. **Level:** Intermediate.

NMTC and the Home Building Business Elm
Katie Rodriguez, Housing Partnership Network; Agnes Casimir, Atlanta Neighborhood Development Partnership; Patrick Cornett, The Housing Partnership, Inc.; Jeffrey Crum, New Jersey Community Capital; Angela Gravely-Smith, NeighborWorks America; Bob Ibanez, Novogradac & Co.; Rey Jaquez, Affordable Homes of South Texas, Inc.
Learning Objectives: Explain and discuss New Markets Tax Credit (NMTC) capital from the Housing Partnership Network available to its members to build for-sale housing. Describe and discuss how the NMTC capital shows up on a business's balance sheet. Identify and discuss key challenges qualified businesses face with securing a leveraged source lender and risks associated with compliance. **Field of Study:** Finance. **Level:** Intermediate.

Managing Rising Interest Rates Cedar
Bob Taylor, Morgan Stanley
Learning Objectives: Identify possible negative consequences in balance sheets and asset/liability management practices that may be caused by increases in short and long-term interest rates. Discuss possible solutions to manage interest rate risk, including 1) interest rate swaps and hedges, 2) loan sales, 3) long-term fixed rate public debt, 4) blending cost of funds. **Field of Study:** Finance. **Level:** Intermediate.

10:30–10:45 **BREAK**

10:45–12:00 **CONCURRENT SESSIONS** 1.5 CPE

NEW LIQUIDITY FOOTNOTE: Qualitative and Quantitative Elements Drafting Workshop Mulberry
Scott Seamands, Lindquist, von Husen & Joyce; Karen Kent, Kevin P. Martin & Assoc.
Learning Objectives: Describe the new liquidity disclosure requirements and begin drafting the disclosure for your own organization's 2018 financial statements. **Field of Study:** Accounting. **Level:** Intermediate.

CYBERSECURITY: You and the Dark Web

Mesquite

Vassilis Kontoglis, AAFCPAs

Learning Objectives: Identify key cybersecurity threats and discuss proactive strategies to address them.

Field of Study: Management Services. **Level:** Intermediate.

ENTERING THE INVESTOR - Managing the Partnership Agreement and Your Capital Accounts: Why I care more than ever!!

Hawthorn

Beth Mullen, CohnReznick

Learning Objectives: Identify business points to negotiate in the partnership agreement including provisions to manage tax capital accounts. **Field of Study:** Finance. **Level:** Intermediate.

MANAGING SHARED APPRECIATION

Elm

Michael Monte, Champlain Housing Trust

Learning Objectives: Explain how shared equity works for the individual and the organization.

Field of Study: Specialized Knowledge **Level:** Intermediate.

Competing for Your Time: Internal and External Reporting Requirements

Cedar

Dana Moore, Compass Advisors, LLC; Matt Hjelmhaug, NeighborWorks Rochester

Learning Objectives: Understand the reporting landscape and how to manage the competing demands of internal and external reporting requirements.

Field of Study: Business Management & Organization. **Level:** Intermediate.

12:00–1:00 CFO CAFÉ LUNCH

Willow Pavilion

Participants may choose from a variety of lunch table discussion topics such as: the Strength Matters curriculum, results of the software survey, expanding diversity in the community development financial professions, cash forecasting, NeighborWorks OAD review, the NeighborWorks MFI system, and other topics that emerge.

1:00–2:15 CONCURRENT SESSIONS 1.5 CPE

NEW LIQUIDITY FOOTNOTE:

Mulberry

Qualitative and Quantitative Elements Drafting Workshop

Scott Seamands, Lindquist, von Husen & Joyce; Karen Kent, Kevin P. Martin & Associates

Learning Objectives: Describe the new liquidity disclosure requirements and begin drafting the disclosure for your own organization's 2018 financial statements. **Field of Study:** Accounting. **Level:** Intermediate.

Controlling Costs in Managing Employee Benefits

Mesquite

Greg Callahan, CBIZ

Learning Objectives: Discuss best practices, ongoing themes and new innovations in the employee benefits landscape. Explain key elements of a comprehensive and strong benefits strategy to attract and retain top employees. **Field of Study:** Business Management & Organization. **Level:** Intermediate.

LIFE CYCLE OF THE INVESTOR: Exiting Your Investors

Hawthorn

Beth Mullen, CohnReznick; Robert Snow, National Equity Fund, Inc.

Learning Objectives: Identify key business points to consider when negotiating the exit of their existing low-income housing tax credit investor. Understand important elements of the investor perspective.

Field of Study: Finance. **Level:** Intermediate.

Enterprise-level Capital and the Home Building Business: Ready, Set, Go Elm
Angela Gravely-Smith, NeighborWorks America; Ben Greenberg, Housing Partnership Network; Steve Peelor, NeighborWorks Capital

Learning Objectives: Explain and discuss the role of enterprise-level capital in the operation of a nonprofit single-family real estate business. Describe and discuss key ingredients to get nonprofit single-family real estate businesses ready for pursuing enterprise-level capital. **Field of Study:** Finance. **Level:** Intermediate.

MANAGING RISING INTEREST RATES Cedar
Bob Taylor, Morgan Stanley

Learning Objectives: Identify possible negative consequences in balance sheets and asset/liability management practices that may be caused by increases in short and long-term interest rates. Discuss possible solutions to manage interest rate risk, including 1) interest rate swaps and hedges, 2) loan sales, 3) long-term fixed rate public debt, 4) blending cost of funds. **Field of Study:** Finance. **Level:** Intermediate.

2:15–2:30 BREAK

2:30–3:20 CONCURRENT SESSIONS 1.0 CPE

FUNCTIONAL EXPENSE REPORTING: Mulberry
Workshop on Expense Allocations and New Disclosure Requirements
Scott Seamands, Lindquist, von Husen & Joyce

Learning Objectives: Discuss the new requirement to present expenses in both natural and functional formats for 2018 financial statements. **Field of Study:** Accounting. **Level:** Intermediate.

FINANCIAL STORY TELLING: Mesquite
Balance Sheet, Income Statement & Now Liquidity
Gayle Harrold Lacroix, Roxbury Tenants of Harvard

Learning Objectives: Identify assets or liabilities that could be classified differently to better tell your story, discuss elements of your liquidity footnote that tie into your financials.
Field of Study: Accounting. **Level:** Intermediate.

AVERAGE INCOME MINIMUM SET ASIDE Hawthorn
Beth Mullen, CohnReznick

Learning Objectives: Understand the basic requirements of the new average income minimum set aside added by the Consolidated Appropriations Act of 2018 (March 2018) including planning opportunities and risks.
Field of Study: Finance. **Level:** Intermediate.

What's the Market? What's the Product? Elm
Valorie Schwarzmann, HomePort Ohio

Learning Objectives: Identify alternatives to current homeownership government-subsidy business models and alternative structures for single family dwellings. **Field of Study:** Specialized Knowledge.
Level: Intermediate.

ACCOUNTING AND LENDING TEAM: Bridging the Communication Gap Cedar
*Brittney Murphy, Fahe; Kala Biittner, Portland Housing Center;
Anjanette Brown, The Resurrection Project*

Learning Objectives: Apply critical skills of planning, identifying clear responsibility and setting organized time frames to bridge the communication gap between finance and lending teams. **Field of Study:** Business Management & Organization. **Level:** Intermediate.

3:20–3:30 BREAK

3:30–4:20 CONCURRENT SESSIONS 1.0 CPE

NOTE: No Home Building track session offered in the 3:30 time slot.

**DEEP DIVE: Impact of Revenue Recognition Standard
on the Recognition of Developer Fees**

Mulberry

Dave Conway and Rodney Sommers, Novogradac & Company

Learning Objectives: Discuss the application and impact of the new revenue recognition standard on the recognition of developer fees. **Field of Study:** Accounting. **Level:** Intermediate.

DASHBOARDS – What’s the Score?

Mesquite

Brian Kay, Community HousingWorks

Learning Objectives: Understand and consider both trailing and forward looking financial and activity-based measurements to determine at a glance if an organization is on track. Discuss processes used by peers and apply these to beginning or improving upon scorecard and dashboard use within multifamily housing development, ownership, and services focused organizations. **Field of Study:** Business Management & Organization. **Level:** Intermediate.

SURPRISE: Now You Own A Naturally Occurring Affordable Property

Hawthorn

Jean Bridges, East Bay Asian Local Development Corporation; Caroline Horton, Aeon

Learning Objectives: Discuss operating and compliance issues that arise upon taking over a “naturally occurring affordable” property. **Field of Study:** Specialized Knowledge. **Level:** Intermediate.

BEST PRACTICES IN CDFI FINANCIAL REPORTING BREAKOUT 1:

Cedar

Portfolio Management and CDFI Ratio Evaluations

Winell Belfonte, CohnReznick; Agnes Casimir, Atlanta Neighborhood Development Partnership; Paul Gunther, Impact Seven; Joanne Wilson, SJ Associates

Learning Objectives: Discuss alternative methods that work to minimize portfolio risk within the credit culture of your CDFI. Assess key financial/operational ratios used by the CDFI industry to apply your own benchmarks. **Field of Study:** Accounting. **Level:** Intermediate.

BREAKOUT 2: Forgivable Loans and the Impact on Financial Statements and Ratios

Elm

Curtis Schneider, Community Resources & Housing Development Corp.

Learning Objectives: Discuss impact of administering a forgivable loan program on financial statements. Identify challenges resulting from ratios that are now skewed due to forgivable loan programs. **Field of Study:** Accounting. **Level:** Intermediate.

6:00–7:30 RECEPTION AT THE DALLAS FEDERAL RESERVE BANK

2200 N. Pearl St., Dallas, TX, 75201.

PARKING: Free, limited parking is available on the north side of the Dallas Fed building. The lot entrance is located off Thomas Avenue. Parking is on a first-come, first-served basis.

ARRIVAL INFO:

The entrance is located on Pearl between Woodall Rodgers Freeway and McKinney Avenue.

- Allow 15–20 minutes for entry.
- Be prepared to show valid government-issued ID.
- Attendees will be screened upon arrival. Weapons of any kind (including pocketknives) are prohibited on Bank premises.

THURSDAY, OCTOBER 18 3.4 CPEs available

8:30–9:20 OPENING - Perspectives on Change Leadership 1.0 CPE Willow Pavilion
Sheila F. Maith, Maith Consulting
Learning Objectives: Discuss perspectives from an executive coach on the process of personal and organizational change in diverse contexts. Identify elements that contribute to successful change.
Field of Study: Business Management & Organization. **Level:** Intermediate.

9:30–11:30 CONCURRENT SESSIONS 2.4 CPE

How to Transform Financial Factors Into Drivers of Change Mulberry
A look at what it takes, an assessment of where your organization is, and ideas for moving forward.
John Moukad, in-context consulting
Learning Objectives: Discuss the types of financial information that contribute to effective strategic planning; identify those most important for an organization to develop or maintain. Identify how to increase the credibility of financial information for strategic business decision making.
Field of Study: Business Management & Organization. **Level:** Intermediate.

ASSESSING NEW OPPORTUNITIES Mesquite
Sheila F. Maith, Maith Consulting; Kenneth Trigueiro, People's Self Help Housing Corp.
Learning Objectives: Explain and demonstrate the use of the Opportunity Assessment Toolkit for strategic planning to evaluate options for business growth and change.
Field of Study: Business Management & Organization. **Level:** Intermediate.

Mergers and Other Creative Combinations Hawthorn
Dana Moore, Compass Advisors, LLC; Ann Houston, Opportunity Communities
Learning Objectives: Explain the role of the CFO in evaluating creative combination opportunities.
Field of Study: Business Management & Organization. **Level:** Intermediate.

Managing Succession and Diversity in Financial Management Elm
Michelle Bush and Andrea Lowe, Corporate F.A.C.T.S.
Learning Objectives: Discuss succession planning strategies and for recruiting and retaining a talented and diverse financial management team. *Field of Study:* Business Management & Organization.
Level: Intermediate.

ACHIEVING OPERATIONAL EXCELLENCE Cedar
Tulip Shah, Keystone Strategic Advisors
Learning Objectives: Achieve operational excellence within your organization by identifying and eliminating operational waste; enhancing customer value; and streamlining your service delivery model.
Field of Study: Business Management & Organization. **Level:** Intermediate.

11:30 ADJOURN