

STRENGTH Matters® Annual Meeting and Financial Management Conference

September 16-19, 2019 ■ Fairmont Dallas ■ Dallas, TX ■ Gold Room

All Sessions – Group Live Presentation – Total CPEs Available: 22.6

(Annual Meeting Only: 7.4 CPEs. Financial Management Conference Only: 15.2 CPEs)

Annual Meeting (invitation only)

MONDAY, SEPTEMBER 16 3.6 CPEs available

GOLD ROOM

1:00–1:15 Welcome

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

1:15–2:45 OPENING PLENARY – Implementing Health & Housing Partnerships

1.8 CPE **Robin Hacke, Center for Community Investment (CCI)**

Jo Ellen McNamara, UnitedHealthcare

Racheal Meiers, Kaiser Permanente

Joshua Simon, East Bay Asian Local Development Corporation

Andrea R. Ponsor, Stewards of Affordable Housing for the Future – Moderator

Robin Hacke will make opening remarks reflecting on the experience of CCI's Accelerating Investments for Healthy Communities, which helps six participating hospitals and health systems deepen their investment in affordable housing and foster equitable housing solutions. She will then lead a discussion highlighting successful partnerships between affordable housing organizations and the healthcare system, including Kaiser Permanente's partnership with East Bay Local Development Corporation (EBALDC) in Oakland, California.

Learning Objectives: *Understand the financial and mission objectives of health care organizations that seek partnership with housing organizations. Identify common structures that health care partners are using to partner/invest in housing. Describe financial and programmatic characteristics that may be important when identifying partners and creating partnerships.*

Field of Study: Specialized Knowledge Level: Intermediate

2:45–3:00 BREAK

3:00–4:30 MULTIFAMILY RENTAL MARKET: Challenges to Supply & Equitable Development

1.8 CPE **Douglas M. Bibby, National Multifamily Housing Council**

Lisa Alberghini, Housing Partnership Network – Moderator

Doug Bibby, President of the National Multifamily Housing Council (NMHC), which brings together more than 1,100 member firms involved in the multifamily housing industry, will give an overview of the current state of the market and lead a discussion on policy, legal, regulatory, and economic issues that are preventing us from significantly cutting the affordability gap across the country.

Learning Objectives: *Discuss national challenges to equitable development and identify strategies for progress. Field of Study: Specialized Knowledge Level: Advanced*

6:00–9:00 DINNER AT MESO MAYA

1611 McKinney Ave, Dallas, TX 75202. 214-484-6555.

7:30-8:30 Breakfast

8:30-9:30 STRENGTH MATTERS: The Next 12 Years

1.2 CPE *Laura Vennard, Strength Matters*
Art Fatum, IBP Associates, LLC
Strength Matters partners

We're looking ahead to the future of Strength Matters with opportunities to develop new resources and for deeper member engagement. Join us for a discussion on some new strategic directions to expand and institutionalize the work we've done together in the first 12 years.

Learning Objectives: Identify critical issues facing senior leadership of affordable housing organizations. Field of Study: Specialized Knowledge Level: Advanced.

9:30-12:00 INCREASING HOUSING SUPPLY – Does Scale Matter? Parts I & II

2.6 CPE *Learning Objectives: Evaluate potential strategies for growth including acquisitions, internal development, and geographic dispersion. Assess tactics and approaches to financing, acquiring, complete cost benefit analysis, etc. for implementing growth strategies. Field of Study: Business Management & Organization Level: Advanced*

**9:30-10:15 INCREASING HOUSING SUPPLY – Does Scale Matter? Part I:
How Important Is Scale and Growth?**

Jeffrey K. Reed, Community Housing Partners
Art Fatum, IBP Associates, LLC – Moderator

Is growth a driving force for your organization and to what end? Does your growth strategy help expand supply? What has fueled your growth over the last five to ten years? What has constrained it? To really ramp up your scale, what will it take? What are the risks?

10:15-10:30 Break

**10:30-12:00 INCREASING HOUSING SUPPLY – Does Scale Matter? Part II:
Achieving Scale Through Portfolio, Partnerships and Mergers**

Tatiana Blank, Eden Housing
Brian Kay, Community HousingWorks
Randy Parker, POAH
Art Fatum, IBP Associates, LLC – Moderator

We'll explore how Strength Matters members are managing growth to achieve intended supply outcomes. How are they utilizing their portfolios? What roles do mergers, acquisitions, partnerships, and alliances play in enabling improved efficiencies in portfolio management, organizational strength, and growth? What are the key elements that lead our organizations to success and increased strength?

12:00 Annual Meeting Adjourns (to luncheon with full conference)

Please join us for the afternoon Luncheon and Sessions, where we will be joined by the participants in the Financial Management Conference.

Financial Management Conference

TUESDAY, SEPTEMBER 17 3.6 CPEs available for afternoon

12:00–1:00 LUNCHEON

REGENCY BALLROOM

Survey for Cohort Networking Breakfast: On Wednesday, participants will meet over breakfast to build your professional network and to discuss shared challenges and strategies. Cohort tables will be set up by business line and organizational size.

During today's lunch, please use the Survey Gizmo link sent via email today, OR go to <https://www.surveygizmo.com/s3/5200454/Cohort-Breakfast> to select your cohort.

1:00–2:00 PLENARY: Developing Thriving Communities Through Equitable Design

1.2 CPE

Learn how our work in housing and community development can do more to help build equitable communities, creating greater asset building opportunities for residents. Join an exploration of equitable development as we kick off the conference portion of the meeting.

Opening Comments: *Noel Poyo, NALCAB – National Association of Latino Community Asset Builders*

William J. Bynum, Hope Enterprise Corporation, Hope Credit Union, Hope Policy Institute

Chuck Wehrwein, Housing Partnership Network – Moderator

Learning Objective: *Understand various approaches that can be applied to creating more equitable communities where residents are not displaced and have more opportunities to thrive.*

Field of Study: Specialized Knowledge Level: Intermediate.

2:00–2:30 Break

2:30–4:30 CONCURRENT SESSIONS 2.4 CPE

LIHTC: Planning for and Managing Year 15 Investor Exits

OAK

David Davenport, Winthrop & Weinstine

Jonathan Klein, The Community Builders

Various court cases are being heard that are defining more clearly the specifics of ensuring General Partner rights of first refusal. David Davenport, Winthrop & Weinstine, and Jonathan Klein, The Community Builders, are leading attorneys in this work. Both will discuss the lessons and implications for partnership agreements, for execution on the terms of these agreements, and to explore the future of these aspects of the Statute.

Learning Objectives: *Understand exit strategies under Section 42(i)(7), partnership agreement and option/right of first refusal documents. Create a successful year-15 exit plan. Achieve preservation goals. Identify action planning steps for when year-15 doesn't go as planned.*

Field of Study: Business Management & Organization Level: Advanced.

Opportunity Zones: News from the Frontlines

PARISIAN

Beth Mullen, CohnReznick

E. Julia Shin, Enterprise Community Partners

Jeff Crum, New Jersey Capital Corporation

CohnReznick, Enterprise Community Partners, and New Jersey Community Capital will discuss the current state of opportunity zone investments – the regulations, how they have evolved, and how both housing and commercial transactions are coming together. Sample funds and transactions will be discussed, with lots of time for questions and discussion of the realities and challenges of opportunity zone capital.

Learning Objectives: *Understand the Opportunity Zone legislation with recent regulation changes and how Opportunity Zone investments are being structured in housing and community development.*

Field of Study: Finance Level: Intermediate.

Tax Exemption from Birth to Re-Birth

GOLD

Tom Lanning, CohnReznick

Caroline Horton, Aeon

Lori Rothe Yokobosky, CohnReznick

Valorie Schwarzmann, Homeport

CohnReznick has authored three Strength Matters papers on managing your 501(c)(3) tax status. This session is designed to cover the life cycle of a tax-exempt organization. We will include a look at unrelated business income - how much is too much? As you innovate new transaction types and new market types – you must always keep your eye on your 501(c)(3) status! With the help of CFOs of Aeon and Homeport, we will go through a variety of case studies to discuss common errors and a variety of war stories. We look forward to engaging with you for feedback and questions.

Learning Objectives: *Identify potential risks to your organization's 501c3 tax status that can emerge from business innovations; explain and discuss how to mitigate those risks.*

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

Communicating Impact Through Data Storytelling

CONTINENTAL

Stephen Hardy, mySidewalk

Amy Brisson, Enterprise Community Partners

Brandon Gumm, mySidewalk

Amanda Davis, Enterprise Community Partners

mySidewalk and Enterprise Community Partners both have deep experience in working with data and technology to tell stories about community needs, organizational impact, and neighborhood change. This hands-on session will be designed to equip participants with skills and approaches to developing data-driven community stories, and will include dashboard demonstrations and real examples from the field.

Learning Objectives: *Identify publicly accessible datasets to build an organizational impact story; discuss insights using data visualization; apply insights to build a story about community change using data, evidence and dashboard solutions. Field of Study: Business Management & Organization Level: Intermediate.*

Innovations Advancing Equitable Homeownership

FAR EAST

Jeff Crum, New Jersey Community Capital (NJCC)

Rohan Puri, Home Partners of America

Bill Goldsmith, Home Partners of America

Cindy Holler, Community Housing Capital – Moderator

Community Asset Preservation Corporation (CAPC), NJCC's real estate affiliate, and Home Partners have developed two successful approaches creating equity through homeownership. Both organizations will discuss the acquisition, capital and operating platforms they have built and look forward to engaging the audience in their feedback and questions.

Learning Objectives: *Examine of the risks and rewards of single-family equitable development models.*

Field of Study: Specialized Knowledge Level: Intermediate.

6:00–7:00 Cocktail Reception at the Fairmont Dallas

Location: Pavilion Room/Garden Terrace

WEDNESDAY, SEPTEMBER 18 8.3 CPEs available

7:30–8:45 Cohort Networking Breakfast

REGENCY BALLROOM

1.5 CPE

Participants will meet over breakfast to build your professional network and to discuss shared challenges and strategies. Cohort tables will be set up by business line and organizational size.

Please select your cohort on Tuesday. See Tuesday LUNCH session above for survey info.

Learning Objectives: To build a peer network, and to discuss shared challenges and identify solutions. *Field of Study:* Specialized Knowledge *Level:* Intermediate.

9:00–10:20 CONCURRENT SESSIONS 1.6 CPE

REVENUE RECOGNITION:

OAK

New Rules for Contributions, Grants and Contracts with Customers

Scott Seamands, Lindquist, von Husen & Joyce

Learning Objectives: To apply the new revenue recognition accounting principles to your organization.

Field of Study: Accounting *Level:* Intermediate.

Technology Trends and How They Impact Your Organization

PARISIAN

Alex Beletsky, Strathmore Advisors, LLC

Learning Objectives: Explain technology trends and their impact on all areas of business. Identify and discuss questions organizations should answer to address technology trends.

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

RENTAL: Investment Terms with Private Capital

GOLD

David Steinwedell, Affordable Central Texas

Celia Smoot, National Affordable Housing Trust

Learning Objectives: Identify various private investment structures that have been formed to address needs in the financing stack of affordable housing transactions. Apply this knowledge to future transactions for your organization. *Field of Study:* Finance *Level:* Advanced.

Strategies for Scaling Single Family Development

CONTINENTAL

Cindy Holler, Community Housing Capital

Katie Rodriguez, Housing Partnership Network

Learning Objectives: Explain and discuss how to create efficiencies within your single family development business processes to scale production and increase impact.

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

CDFIs: How to Measure Financial/Organizational Performance

FAR EAST

Brittney Murphy, Fahe

Beth Lipson, Opportunity Finance Network

Learning Objectives: Discuss various metrics for determining an organization's financial performance and best practices for benchmarking with peers. Identify different methods for projecting activities and best practices to properly project loan portfolio activity and ensure it matches projected income statement fluctuations.

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

10:30–11:50 CONCURRENT SESSIONS 1.6 CPE

REVENUE RECOGNITION:

OAK

New Rules for Contributions, Grants and Contracts with Customers

Scott Seamands, Lindquist, von Husen & Joyce

Learning Objectives: To apply the new revenue recognition accounting principles to your organization.

Field of Study: Accounting *Level:* Intermediate.

Information Technology Management Challenges

PARISIAN

Brad Blake, Preservation of Affordable Housing (POAH)

Learning Objectives: Identify and evaluate key factors in the decision to build systems internally or buy into the Cloud by outsourcing them. *Field of Study:* Business Management & Organization *Level:* Intermediate.

RENTAL: Building and Managing Your Real Estate Development Pipeline

GOLD

Cindy Holler, Community Housing Capital

****Participants: Please download the Excel tool available on the conference materials page, and bring your laptop to this session.****

Learning Objectives: Identify and apply strategies to help build and manage a real estate development pipeline AND skills and techniques will help project the effects of choices on Profit & Loss statements.

Field of Study: Specialized Knowledge Level: Intermediate.

Key Financial Indicators to Manage Your Homebuilding Business

CONTINENTAL

Terry Mitchell, Momark Development

Valorie Schwarzmann, Homeport

Learning Objectives: Identify examples of, and explain uses for, and reporting of the financial metrics a homebuilder should always monitor. Field of Study: Business Management & Organization Level: Intermediate.

Linking Your Loan Portfolio's Risk Rating System to an Allowance for Loan Losses

FAR EAST

Brittney Murphy, Fahe

Beth Lipson, Opportunity Finance Network

Chuck Wall, Renaissance Community Loan Fund

Learning Objectives: Explain the CFO's responsibility for a comprehensive process for assessing the Allowance for Loan Losses. Determine if controls are in place to consistently determine that the Allowance for Loan Losses is in accordance with GAAP, the organization's stated policies and procedures, and management's best judgment.

Field of Study: Specialized Knowledge Level: Advanced.

12:00–1:00 NETWORKING LUNCH

REGENCY BALLROOM

Participants are invited to meet with peers over lunch to share challenges and successes, growing relationships that support your work.

1:10–2:30 CONCURRENT SESSIONS 1.6 CPE

CONSOLIDATION: Guidance Overview and a Nuts & Bolts Practical Approach

OAK

Karen Kent, Kevin P. Martin & Associates

Allison Adduci, Preservation of Affordable Housing (POAH)

Learning Objectives: Identify key elements of the consolidation guidance and develop a practical approach to consolidating financial statements. Identify and discuss strategies that have worked well for POAH to provide an efficient model that results in consolidating financial statements that tell their story.

Field of Study: Accounting Level: Intermediate.

Information Technology Management Challenges

PARISIAN

Brad Blake, Preservation of Affordable Housing (POAH)

Learning Objectives: Identify and evaluate key factors in the decision to build systems internally or buy into the Cloud by outsourcing them. Field of Study: Business Management & Organization Level: Intermediate.

RENTAL: Successful Acquisition & Operations of NOAH Properties

GOLD

Ron Kowal, Austin Affordable Housing Corporation

Kevin Myren, CommonBond

Learning Objectives: Identify and discuss specific business practices that drive successful acquisitions and operations for unsubsidized affordable /workforce rental housing.

Field of Study: Specialized Knowledge Level: Intermediate.

HOMEBUILDING: Design & Materials to Bring Affordable Homes to Market **CONTINENTAL**
Terry Mitchell, Momark Development *Valorie Schwarzmann, Homeport*
Learning Objectives: Discuss changes being made to actual homes in order to continue to build affordable single family housing in the context of rising homebuilding costs, changing building codes, reduced subsidies, and resistance to density change. Field of Study: Specialized Knowledge Level: Intermediate.

CDFI REPORTING: What Every New & Emerging CDFI Should Know **FAR EAST**
Dana Moore, Compass Advisors LLC *Mark Alberico, Neighborhood Finance*
Chuck Wall, Renaissance Community Loan Fund Corporation
Learning Objectives: Understand an overview of the AMIS system as well as articulate the required CDFI reporting. Identify tools for planning and preparing for reporting demands and discuss best practices for completing required reporting. Field of Study: Finance Level: Intermediate.

2:40–3:30 CONCURRENT SESSIONS 1.0 CPE

STUMP THE CHUMPS: FASB Q&A **OAK**
Rodney Sommers, Novogradac & Company LLP *Scott Seamands, Lindquist, von Husen & Joyce*
Karen Kent, Kevin P Martin
Learning Objectives: Identify issues and explain how FASB rules impact your organization. Field of Study: Accounting Level: Intermediate.

21st Century Management: Wrangling DATA **PARISIAN**
Sharon Lorden, DHIC *Donald Butler, Homeport*
Brad Blake, POAH
Learning Objectives: Identify and discuss specific data efficiencies achieved through automation of routine reporting functions. Field of Study: Business Management & Organization Level: Intermediate

RENTAL: Successfully Managing the LIHTC Owner-Investor Relationship **GOLD**
Jennifer Mullaney, Ohio Capital Corporation (OCCH)
Gayle H. Lacroix, Roxbury Tenants of Harvard, Inc.
Learning Objectives: Develop two to three action items to use to become involved with the Investor's asset management staff before operations commence. Understand what minimum gain is and how it is calculated. Field of Study: Finance Level: Intermediate.

Enterprise-Level Capital and the Homebuilding Business: Understanding Your Cash Cycle **CONTINENTAL**
Steve Peelor, NeighborWorks Capital Corporation
Learning Objectives: Explain and discuss the lender's perspective of how understanding the operating cycle/cash cycle of the nonprofit single-family real estate development business strengthens an organization's loan request for enterprise-level capital. Field of Study: Finance Level: Intermediate.

CDFI: New Forms of Capital to Support Market/ Product Demands **FAR EAST**
Dana Moore, Compass Advisors *Brittney Murphy, Fahe*
Learning Objectives: Identify the product or market characteristics that drive the need for a different form of capital, and match that to sources of capital. Field of Study: Finance Level: Intermediate

3:40–4:30 CONCURRENT SESSIONS 1.0 CPE

STUMP THE CHUMPS: FASB Q&A **OAK**
Rodney Sommers, Novogradac & Company LLP *Karen Kent, Kevin P Martin*
Scott Seamands, Lindquist, von Husen & Joyce
Learning Objectives: Identify issues and explain how FASB rules impact your organization. Field of Study: Accounting Level: Intermediate

21st Century Management: Wrangling PAPER (Going Paperless)

PARISIAN

Lance Sutherland, Community Housing Partners

Kathy Long-Pence, Self-Help Housing Enterprise

Learning Objectives: Understand and discuss the costs, benefits, and implementation steps involved in “going paperless” in financial/accounting operations. *Field of Study: Business Management & Organization Level: Intermediate*

NeighborWorks’ Asset Management Planning and the MFInsights Benchmarking System

GOLD

Harold Nassau, NeighborWorks America

Learning Objectives: Identify key elements of a strong asset management plan, explain how to assess a plan, and discuss how to measure its implementation. *Field of Study: Specialized Knowledge Level: Intermediate.*

HOMEBUILDING: Making Your Way to Profitability

CONTINENTAL

John Dillow, Eastern Eight CDC

Mark Mancuso, Housing Resources of Western Colorado

Angela Gravely-Smith, NeighborWorks America

Learning Objectives: Facilitate peer discussion about financial analysis & management tools that can help with understanding line of business profitability to support organizational health and growth with emphasis on the single-family development line of business.

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

CDFI: Loan Sales - Packaging a Loan Portfolio

FAR EAST

Dana Moore, Compass Advisors

Brittney Murphy, Fahe

Learning Objectives: Explain how to package a loan portfolio for sale with the required investor/buyer elements in a loan package submitted for prospective buyer due diligence. *Field of Study: Finance Level: Intermediate.*

6:30–8:30 DINE-AROUND DINNERS

THURSDAY, SEPTEMBER 19 3.3 CPEs available

7:30-8:30 BREAKFAST

REGENCY BALLROOM

8:30-9:45 **PLENARY: Building Our 21st Century Workforce** 1.5 CPE **GOLD**

Janice Turner, Senior Vice President, Human Resources & Administration, Mercy Housing

Will open our day with framing observations on the challenges and opportunities we face in attracting and retaining a talented, diverse workforce.

“TALK SHOW” Can we collaborate to expand diversity in our finance field?

Janice Turner, Mercy Housing

Keri Burns, UT Dallas

Michelle Bush, Corporate Facts

Alvin Saafir, Community Housing Capital

Laura Shackelford, Texas Woman’s University

Celia Smoot, National Affordable Housing Trust

Learning Objectives: Discuss trends that organizations need to consider to build and retain today’s workforce.

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

9:45-10:00 BREAK

10:00-11:30 **CONCURRENT SESSIONS** 1.8 CPE

Building Your Workforce Through Social Media

FAR EAST

Janice Turner, Mercy Housing

Learning Objectives: Explore social media recruiting success and challenges facing today’s workforce. Discuss how to best meet the needs and demands of external competition. **Field of Study:** Personnel **Level:** Intermediate.

Retention Through Equitable Compensation

PARISIAN

Dan Hamann, CBIZ

Learning Objectives: Identify best practices, ongoing themes and new innovations in the employee benefits landscape. Craft a comprehensive and inclusive benefits strategy in order to attract and retain top employees.

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

PROPERTY MANAGEMENT DIVISION:

REGENCY BALLROOM

Staffing Practices to Maximize Performance

Judy Weber, VIVA Consulting

Dawn Mathwig, Camden Property Trust

James Singleton, POAH Communities

Learning Objectives: Identify key staffing strategies for improving property management operations in your organization. **Field of Study:** Personnel **Level:** Intermediate

YOUR OFFICE OF FINANCE: Staffing the Challenges of Growth

OAK

Julie Goldfine, Mutual Housing California

Valorie Schwarzmann, Homeport

Matt Hjelmhaug, NeighborWorks Community Partners

Scott Seamands, Lindquist, von Husen and Joyce

Learning Objectives: Discuss strategies for managing the staffing challenges in your finance & accounting office that come with organizational growth. **Field of Study:** Personnel **Level:** Intermediate.

DIVERSITY ROUNDTABLE: Can we collaborate to expand diversity in our field?

CONTINENTAL

Keri Burns, UT Dallas

Laura Shackelford, Texas Woman’s University

Michelle Bush, Corporate Facts

Celia Smoot, National Affordable Housing Trust

Alvin Saafir, Community Housing Capital

Learning Objectives: Identify collaboration strategies for recruitment and career pathways to attract diverse candidates to our finance field of community development. **Field of Study:** Personnel **Level:** Intermediate.

11:30 **Adjourn**