






COLLECTIVELY ADVANCING THE VISION OF A THRIVING, WELL-CAPITALIZED, HIGH-PERFORMING AFFORDABLE HOUSING SECTOR.

Strength Matters serves as the nonprofit affordable housing industry's go-to information network for financial learning. For more than a decade, we've been providing our members with new and unique resources that spotlight:

 FINANCIAL REPORTING	 ACCESS TO ENTERPRISE CAPITAL	 PROFESSIONAL DEVELOPMENT
<p>We help make the industry more approachable for lenders and investors by promoting:</p> <ul style="list-style-type: none">• Increased financial transparency• Standardization of accounting practices• Industry consensus on accounting and underwriting principles and practices	<p>We build knowledge of both investors and nonprofit housing organizations around enterprise-level capital investments through:</p> <ul style="list-style-type: none">• Research on emerging practices for accessing additional equity and debt• Case studies on accessing new capital at both the parent level and property level	<p>Growing members' knowledge and skills is fundamental to our work through:</p> <ul style="list-style-type: none">• Two-day bootcamp for mid- and senior-level accounting staff• The Strength Matters Financial Management Conference, an annual event bringing industry thought leaders and financial managers together

MEMBERS GAIN ACCESS TO STRENGTH MATTERS' EVENTS AND EXTENSIVE RESOURCE COLLECTION INCLUDING:

✔ **IN-DEPTH PAPERS** including more than 30 financial reporting best practices, and annual accounting and auditing developments

✔ **WEBINARS** with industry leaders that serve as a forum for deeper exploration of Strength Matters papers and reports

✔ **TOOLS AND TEMPLATES** for financial reporting

✔ **COMMUNITY FORUM** allowing subscribers to ask questions and share experiences with financial colleagues across the country easily

✔ **REPORTS** on the latest policy updates and approaches to accessing new sources of capital

✔ **CASE STUDIES** that examine innovative ideas from Strength Matters members

BRINGING PRACTICE AND POLICY TOGETHER

In the face of historic industry challenges, it's more important than ever for nonprofit affordable housing leaders to stay abreast of the sector's current trends and research, policy changes and stories of success through innovation.

STRENGTH MATTERS IS FOCUSED ON ADDRESSING THE KEY ISSUES THAT INFORM OUR MEMBERS' STRATEGIES FOR GROWTH, SUCH AS:

- How can we attract more nontraditional investors to help finance affordable housing preservation and production?
- How can we spur additional enterprise-level capital?
- How can members manage their organization's portfolio to ensure liquidity?

JOIN OUR LEARNING COMMUNITY

You and your organization can join the hundreds of nonprofit affordable housing financial executives, lenders and accounting professionals who already support and participate in the Strength Matters community for expert research, shared learning opportunities and professional development.

LEARN MORE ABOUT OUR ANNUAL SUBSCRIPTIONS AT STRENGTHMATTERS.NET



Strength Matters is a collaborative of three national networks of nonprofit owners and developers in the affordable housing field – Housing Partnership Network, NeighborWorks® America and Stewards of Affordable Housing for the Future – to advance the sector's financial strength.

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STRENGTH MATTERS IS MADE POSSIBLE BY:

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NeighborWorks Capital

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The Community Development Trust

Fannie Mae

Housing Partnership Fund

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FRIENDS OF STRENGTH MATTERS

Community Housing Capital

Kevin P. Martin & Associates

Low Income Investment Fund

Local Initiatives Support Corporation

Massachusetts Housing Partnership

National Affordable Housing Trust

National Equity Fund

Ohio Capital Corporation

All publications available at StrengthMatters.net
Strength Matters Papers

Papers on financial topics relevant to nonprofit housing owners and developers.

TAX ISSUES Avoiding LIHTC Issues: The Initial Years

TAX ISSUES Avoiding LIHTC Issues: The Middle Years

TAX ISSUES Avoiding LIHTC Issues: The Final Years

TAX ISSUES Creating a Tax-Exempt – Not-for-Profit Organizations from Infancy to Adolescences to Adulthood!

TAX ISSUES Staying Tax-Exempt – Not-for-Profit Organizations from Infancy to Adolescences to Adulthood!

TAX ISSUES Lost and Found Again Tax-Exempt Status – Not-for-Profit Organizations from Infancy to Adolescences to Adulthood!

TAX ISSUES Avoiding Tax-Exempt Use Property in Credit Deals – The IRC §168(h) Election

TAX ISSUES Partnership Allocations for Low-Income Housing Tax Credit Deals – An Introduction to IRC §704(b)

DISCUSSION ISSUES Grants to Nonprofit Sponsors for Real Estate Development

DISCUSSION ISSUES Sales of Real Estate Between Related Entities

DISCUSSION ISSUES Elimination of Developer Fees in Consolidation

DISCUSSION ISSUES Uniform Guidance Issues

Financial Reporting Papers

A series of papers on financial reporting best practices for nonprofit housing owners and developers that address various topics related to GAAP reporting issues.

EXECUTIVE SUMMARY

Financial Reporting Best Practice Papers – Executive Summary

TOPIC 1

Determination of Parent Organization Fiscal Year-End

TOPIC 2

Presentation - Comparative Statements Versus non-Comparative Statements

TOPIC 3A

Consolidation Issues - Eliminations and Presentation of Noncontrolling Interests

TOPIC 3B

Consolidation Issues - Steps for a Successful Consolidation

TOPIC 4A

Developer Fee Recognition

TOPIC 4B

Developer Fee Elimination

TOPIC 5

Determination and Presentation of Supplemental Information

TOPIC 6

Preparation of the Statement of Financial Position

TOPIC 7

Net Assets Section of the Statement of Financial Position

TOPIC 8

Statement of Functional Expenses - Methodologies & Combining Allocation Methodology

TOPIC 9

Issuance of Stand-Alone Financial Statements or Parent-Only Financial Statements

TOPIC 10

Allowances for Receivables

TOPIC 11

Asset Capitalization and Depreciation Policy at Corporate and Property Levels

TOPIC 12

Statement of Activities for Nonprofit Organizations

TOPIC 13

Statement of Cash Flows for Nonprofit Organizations

TOPIC 14

Segment Reporting

TOPIC 15

Cash Presentation

TOPIC 16

Financial Statement Disclosures

TOPIC 16A

Financial Statement Disclosures – Affiliates

TOPIC 16B

Financial Statement Disclosures – Notes Payable

TOPIC 16C

Financial Statement Disclosures – Net Assets

Financial Reporting Papers Continued

TOPIC 16D	Financial Statement Disclosures – Commitments and Contingencies
TOPIC 16E	Financial Statement Disclosures – Investments
TOPIC 16F	Financial Statement Disclosures – Property and Equipment
TOPIC 16G	Financial Statement Disclosures – Related Party Transactions
TOPIC 16H	Financial Statement Disclosures – Notes Receivable
TOPIC 16I	Financial Statement Disclosures – Accounts Receivable
TOPIC 16J	Financial Statement Disclosures - Special Transactions
TOPIC 16K	Financial Statement Disclosures - Subsequent Events
TOPIC 16L	Financial Statement Disclosures - Deferred Revenue
TOPIC 17	Commitments, Contingencies, and Guarantees
TOPIC 18	Asset Valuation Guidance
TOPIC 19	Free Cash Flow
TOPIC 20	Accounting for LIHTC Year 15 Disposition Options
TOPIC 21	Accounting for Contributions, Exchange Transactions, and Forgivable Loans
FASB RESPONSE	Response to FASB's Proposed Changes for Presentation of Not-for-Profit Financial Statements (08/2015)

Annual Accounting and Auditing Updates

- 2017 Annual Update on Accounting and Auditing Developments
- 2016 Annual Update on Accounting and Auditing Developments
- 2015 Annual Update on Accounting and Auditing Developments
- 2014 Annual Update on Accounting and Auditing Developments
- 2013 Annual Update on Accounting and Auditing Developments
- 2012 Annual Update on Accounting and Auditing Developments
- 2011 Annual Update on Accounting and Auditing Developments
- 2010 Annual Update on Accounting and Auditing Developments

Research: Enterprise Finance & Policy Papers

- Financial Strength 2006 to 2016 – Survey Data Paper
- Communicating with Impact Investors
- The Demand and Requirements for Impact Investing in Housing Enterprises
- Policy Directions: Building Stronger Nonprofits in Housing and Community Development
- Policy Directions: Investing in Nonprofit Housing Social Enterprises
- Investing in Housing Enterprises: Underwriting Benchmarks
- Innovative Capital Solutions for Nonprofit Housing Social Enterprises
- Enterprise Finance Case Study 1 - Homes for America: Strength Matters In Becoming the Partner of Substance
- Enterprise Finance Case Study 2 – Foundation Communities: Strength Matters When Optimizing Value in a Portfolio
- Enterprise Finance Case Study 3 – CommonBond Communities: Strength Matters When Raising Funds for a Sustainable Business
- Enterprise Finance Case Study 4 – Gulf Coast Housing Partnership – Strength Matters When Demonstrating a New Business Model
- Urban Land Institute: Preserving Multifamily Workforce and Affordable Housing

Webinar Series

An ongoing series of webinars. Recordings of sessions and presentations are available.

- Records Management and Retention Policies Webinar (07/31/19)
- Avoiding LIHTC Issues: The Middle and Final Years (05/01/19)
- Avoiding LIHTC Issues: The Initial Years (03/20/19)
- 2018 Accounting and Auditing Updates Webinar (01/23/19)
- Functional Expense Reporting Webinar (12/13/18)
- New Liquidity Footnote Webinar (11/29/18)
- Uniform Guidance Issues – The Super Circular Webinar (3/28/18)
- 2017 Annual Accounting, Auditing and Tax Updates Webinar (1/24/18)
- Avoiding Tax Credit Mayhem, Round 2: Protecting Your Depreciation Method – The 168(h) Election (12/06/17)
- Avoiding Tax Credit Mayhem: Managing Your Partnership Allocations Right From The Start (11/15/17)

Webinar Series Continued

An ongoing series of webinars. Recordings of sessions and presentations are available.

- How to Increase the Clarity & Quality of Your Financial Statement Footnotes (02/22/17)
- 2016 Accounting, Auditing & Tax Updates for Nonprofit Affordable Housing Developers (01/25/17)
- Key Financial Statement Footnote Disclosures to Tell Your Story (01/11/17)
- Building Your Risk Management Toolkit (12/15/16)
- Communicating with Impact Investors (2/17/16)
- ULI State of Play: Emerging Funding Structures for Affordable Rental Housing (1/20/16)
- Marketing Your Organization Through Financial Statements Series, Part 6: Capitalization Policies (12/8/15)
- Marketing Your Organization Through Financial Statements Series, Part 5: Statement of Cash Flows (11/17/15)
- Marketing Your Organization Through Financial Statements Series, Part 4: Statement of Functional Expense (10/28/15)
- Marketing Your Organization Through Financial Statements Series, Part 3: Net Assets – What They Say About Your Organization (4/23/15)
- Marketing Your Organization Through Financial Statements Series, Part 2: Demonstrate Financial Flexibility Through Classification of Assets and Liabilities (3/26/15)
- Marketing Your Organization Through Financial Statements Series, Part 1: Financial Statements & Formats That Tell Your Story (2/12/15)
- Accounting and Auditing Updates for Nonprofit Affordable Housing Owners and Developers (1/22/15)
- Using Audit Notes to Tell Your Story: Best Practices for Presenting Your Financial Statements, Part 2 (11/20/14)
- Impact Investment in Housing Enterprises (10/30/14)
- Enterprise Finance Series: Lessons from the Field, Part 3 – Congratulations! Now Get to Work (12/17/13)
- Using Audit Notes to Tell Your Story: Best Practices for Presenting Your Financial Statements, Part 1 (11/13/13)
- Enterprise Finance Series: Lessons from the Field, Part 2 – The New Mandate: Asset Management to Drive Enterprise Strength (11/5/13)

Webinar Series Continued

An ongoing series of webinars. Recordings of sessions and presentations are available.

- Enterprise Finance Series: Lessons from the Field, Part 1 – Building Your Capital Base: Common Themes Behind Success (10/8/13)
- Consolidated Financial Statements 101: Session 2 – Consolidation of Controlled by not Wholly-Owned Entities (2/12/13)
- Consolidated Financial Statements 101: Session 1 – The How and Why of Consolidation (1/23/13)
- Financial Statement Formats: Maximizing Readability for Your Board and External Users (11/14/12)
- Advanced Issues in Consolidation: Practical Solutions for the Resolution of Common Consolidating Headaches (10/5/12)

Other Resources and Monitoring Tools for Nonprofit Real Estate Developers

- A CFO's Guide to Understanding Cash Flow Waterfalls from Your Multifamily Portfolio
- Financial Reporting Matrix
- Five-Year Cash Flow Projections Template
- Management Discussion & Analysis Template
- Portfolio Summary Project Performance Report Template
- Procurement Policy Sample 1
- Procurement Policy Sample 2
- Project Pipeline Template
- Records Management and Retention Policy – Implementation Guide
- Sample Consolidation Workbook Template
- Sample Grants Outline and Index for Tracking
- Sample Procurement Policies
- Schedule of Debt Template

Updated September 2019