

STRENGTHMATTERS®

**REIMAGINING
REINVENTING
REBALANCING**

2021 Financial Management Conference

The CFO – Controller Partnership

Speakers:

Chris Cherry, CFO, Wesley Housing

Don Butler, Real Estate Controller, Homeport

October 28, 2021, 2-3 p.m. EST

Questions

- All participant lines are muted.
- Please use the **Raise Hand** feature if you would like to speak.
 - Raise hand feature is located in the Participant panel.
- You may also use the **Chat** feature to ask questions.
- Send a **Chat** to the Host if you have a technical issue.

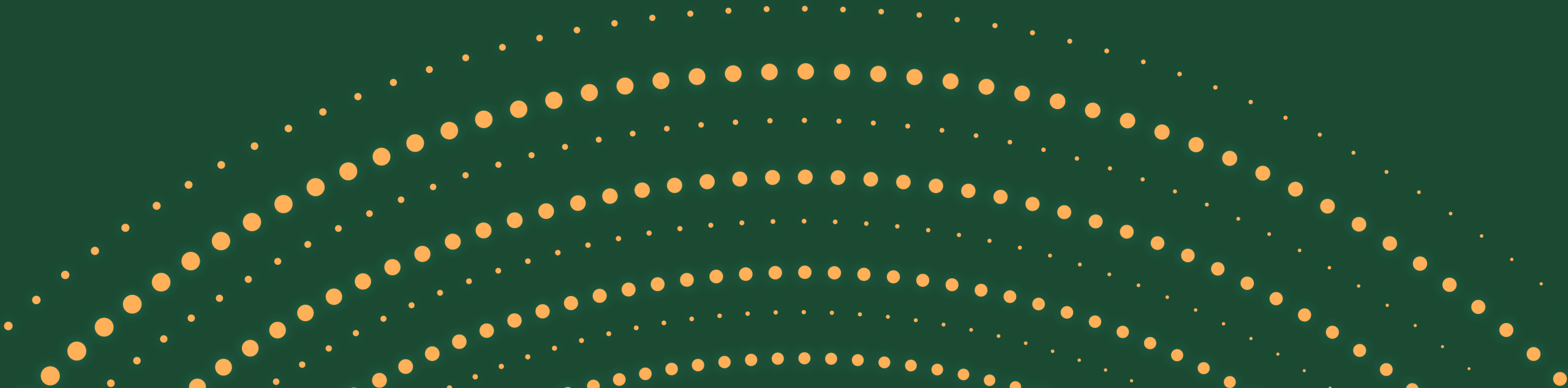
Continuing Professional Education Requirements for CPAs

- **Polls are Required for CPEs**
 - If you are seeking CPE credits, please submit ALL polls within each session, and the conference evaluations.
 - If you miss a poll, send a **Chat** message to the Host immediately.
- We use **Polls and the Zoom attendance record** to verify participation throughout the webinar.
 - **Participants must submit ALL polls and be logged in no later than 10 minutes after the scheduled session start time to receive a certificate.**

Continuing Professional Education Credits (CPEs) for CPAs

- **Check your Zoom display name**
 - If the correct name is not shown, email your Zoom display name and your full name to consult.lwells@gmail.com.
- You may **request a certificate of completion via the conference evaluations**.
 - Links to the evaluations are emailed to all registrants.
- For more information on CPE credits, contact Lindsay Wells at consult.lwells@gmail.com.

Poll #1



The CFO – Controller “Dysfunctional Partnership”



The CFO – Controller “Functional Partnership”



The CFO – Controller Partnership

- The evolution of the Finance/Accounting Function of a “typical” Community Development Corporation (“CDC”):
 - Early Stages: CFO/Director of Finance/Controller/Bookkeeper all rolled into one or only a few bodies, characterized by lack of segregation of duties
 - Middle Stage: Growth of organization underway and with it, the recognition of more help in the Accounting/Finance shop
 - Growth Stage: Expansion of staff, roles, responsibilities to address the needs of the organization.
 - Mature Stage: Continuation of the growth stage with strategic additions and more focus on “sharing the knowledge base/identification of location of all the dead bodies”

The CFO – Controller Partnership

Controller Work Plan (Wesley)

- **Summary of Work Plan Objectives**

- Phase I – get to know the team, understand the processes in place now, evaluate for improvement/efficiencies, make recommendations to CFO, implement changes/improvements, gain a basic understanding of “how things work at Wesley”.
- Phase II – get to know the portfolio that we manage and all the various intricacies of each of the deals/projects.
- Phase III – get to know the pipeline of projects under rehab/re-development right now and into 2021/2022 and beyond.
- Phase IV – understand how it all fits together at the parent level, since everything we do ultimately comes back to (😊) or takes from (😞) Wesley Housing in one form or another

The CFO – Controller Partnership

Controller Work Plan (Wesley)

Phase I - Core Daily Operations

- Process Review & Evaluation (A/P, Payroll, Closing of the Books, etc.)
- Internal Controls
- Treasury Management

Phase II – Portfolio Understanding (Stabilized Assets)

- 18 multi-family properties, of varying profiles
- Audit(s)

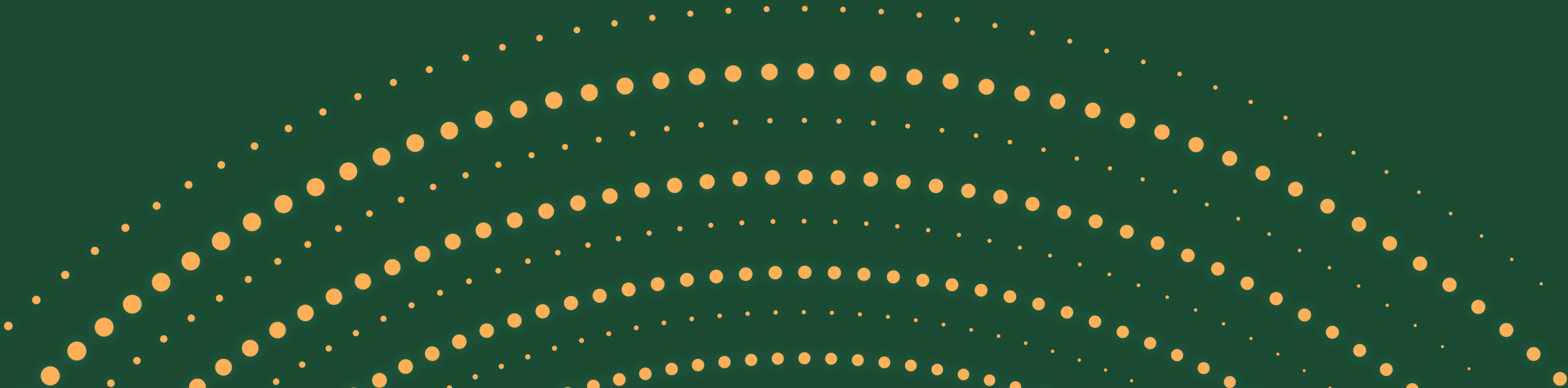
Phase III – Portfolio Understanding (R/E Development - Under Rehab or Pending Rehab)

- 11 projects, also of varying profiles
- Draws, closing binders, projections, timelines, etc.

Phase IV – Getting to know and understand Wesley (the parent/sponsor/”mother ship” organization)

- Lines of Business (5 total)
- Managing (and maintaining!) liquidity
- Exposures/Opportunities

Poll #2



The CFO – Controller Partnership

- Communication
 - Frequency
 - Daily
 - Weekly
 - As Needed
 - Never
 - Methods
 - Informal (email, phone, Teams, Zoom)
 - Set aside time slots to focus on specific agenda topics
 - External methods – Strength Matters (i.e., Boot Camp, Annual Convening, others)

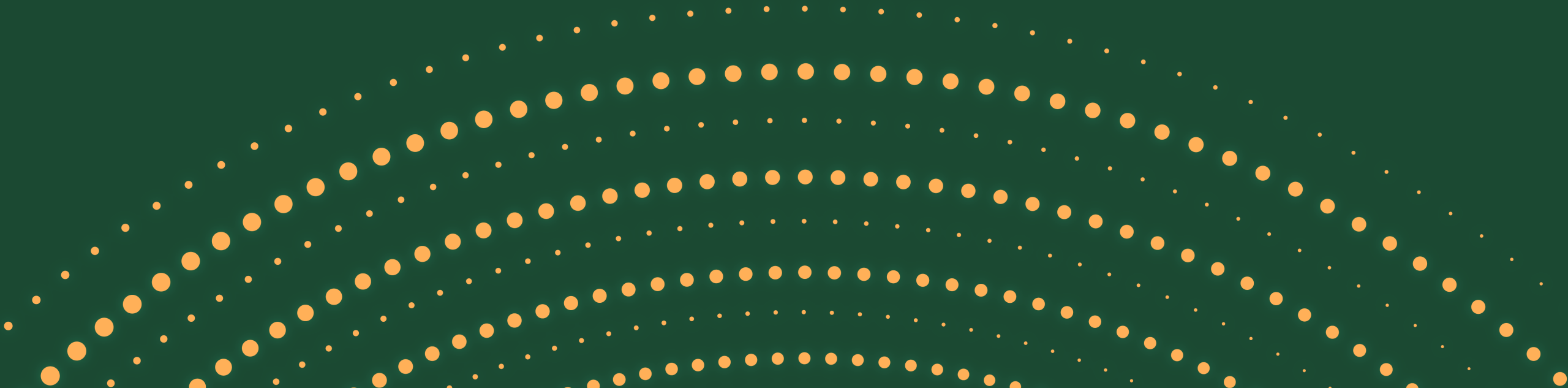
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- Organizational Knowledge
 - Understand the relationship of the properties to the Parent (“Mothership”)
 - Understanding of how development activities impact the specific project and how those activities flow to (or impact) the Parent
 - Understanding of how the activities of each line of business impacts other lines of business and the Parent

The CFO – Controller Partnership

- Skillsets
 - Understand skillsets each party (CFO and/or Controller) brings to the table
 - Collectively determine how to utilize specific skills in daily work (i.e., process improvement, efficiency gains, etc.)
 - Collectively determine how to split responsibilities to best leverage specific skills
 - If there are identified “holes” in the collective skillsets, how to address those through training, seminars, etc.

Poll #3



The CFO – Controller Partnership

- Objectives revisited:
 - 1. Ideas on how to leverage skillsets of all accounting participants
 - 2. Effectively define the interactions between the CFO & Controller that leans on strengths of each and works for all parties.

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– Q & A

CPE Feedback Poll

- If you are seeking CPEs, please complete this brief feedback poll.
- Note: All registrants will receive links to the conference evaluations via email.
 - Please complete the conference evaluations to request CPE credit and to provide qualitative feedback.