

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

This series of papers on financial reporting best practices for nonprofit housing owners and developers addresses topics related to GAAP reporting issues. Papers were updated and reordered in 2020.

PRESENTATION 1	Presentation - Comparative Statements Versus non-Comparative Statements
PRESENTATION 2	Preparation of the Statement of Financial Position
PRESENTATION 3	Segment Reporting
BROAD TRANSACTIONS 1	Determination of Parent Organization Fiscal Year-End
BROAD TRANSACTIONS 2	Issuance of Stand-Alone Financial Statements or Parent-Only Financial Statements
BROAD TRANSACTIONS 3	Consolidation Issues - Eliminations and Presentation of Noncontrolling Interests
BROAD TRANSACTIONS 4	Consolidation Issues - Steps for a Successful Consolidation
BROAD TRANSACTIONS 5	Developer Fee Elimination
BROAD TRANSACTIONS 6	Financial Statement Disclosures – Affiliates
BROAD TRANSACTIONS 7	Financial Statement Disclosures - Special Transactions
BROAD TRANSACTIONS 8	Financial Statement Disclosures – Related Party Transactions
BROAD TRANSACTIONS 9	Financial Statement Disclosures - Subsequent Events
LIABILITIES 1	Financial Statement Disclosures - Deferred Revenue
LIABILITIES 2	Financial Statement Disclosures – Commitments and Contingencies
LIABILITIES 3	Commitments, Contingencies, and Guarantees
LIABILITIES 4	Financial Statement Disclosures – Notes Payable

Financial Reporting Papers Continued

REVENUE 1	Developer Fee Recognition
ASSETS 1	Cash Presentation
ASSETS 2	Financial Statement Disclosures – Accounts Receivable
ASSETS 3	Allowances for Receivables
ASSETS 4	Financial Statement Disclosures – Notes Receivable
ASSETS 5	Financial Statement Disclosures – Investments
ASSETS 6	Asset Valuation Guidance
ASSETS 7	Financial Statement Disclosures – Property and Equipment
ASSETS 8	Asset Capitalization and Depreciation Policy at Corporate and Property Levels
NOT-FOR-PROFIT ENTITIES 1	Financial Statement Disclosures – Net Assets
NOT-FOR-PROFIT ENTITIES 2	Free Cash Flow
NOT-FOR-PROFIT ENTITIES 3	Determination and Presentation of Supplemental Information
NOT-FOR-PROFIT ENTITIES 4	Net Assets Section of the Statement of Financial Position
NOT-FOR-PROFIT ENTITIES 5	Statement of Activities for Nonprofit Organizations
NOT-FOR-PROFIT ENTITIES 6	Statement of Cash Flows for Nonprofit Organizations
NOT-FOR-PROFIT ENTITIES 7	Accounting for Contributions, Exchange Transactions, and Forgivable Loans
NOT-FOR-PROFIT ENTITIES 8	Statement of Functional Expenses - Methodologies & Combining Allocation Methodology
NOT-FOR-PROFIT ENTITIES 9	Accounting for LIHTC Year 15 Disposition Options
FASB RESPONSE	Response to FASB's Proposed Changes for Presentation of Not-for-Profit Financial Statements (08/2015)

Annual Accounting and Auditing Updates

- WEBINAR: 2021 Annual Update on Accounting and Auditing Developments (01/19/21)
- WEBINAR: 2018 Annual Update on Accounting and Auditing Developments (01/23/19)
- 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.

- Proformas and Development, The CFO Perspective (5/11/21)
- Implementing An Impactful Partnership Between Development and Finance (3/23/21)
- Building An Impactful Partnership Between Development and Finance (2/23/21)
- 2021 Accounting Updates (1/19/21)
- Year-End Planning: A Discussion of What it Takes To Have an Efficient and Successful Year-End Close (12/9/20)
- Cost Certification Basics: Are You Ready to Make the Most of Your Cost Certs? (11/18/20)
- Ensuring Your Financial Data Security While Discovering the Next "Normal" Webinar (7/23/20)
- PPP and Other Stimulus Funding: Status and Recommendations (5/14/20)
- Executive Risk Insurance Considerations (5/13/20)
- Budgeting and Forecasting Tools (4/29/20)
- Scenario Planning in Uncertain Times (4/1/20)
- Revenue Recognition: New Rules for Contributions, Grants and Contracts with Contracts (2/11/20)
- 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)
- How to Increase the Clarity & Quality of Your Financial Statement Footnotes (02/22/17)

Webinar Series Continued

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

- 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)
- 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)

Webinar Series Continued

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

- 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 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
- Enterprise Risk Management (ERM) Assessment and Tracking Form Template
- Introduction: Insurance Coverage Considerations
- Insurance Coverage Considerations for Affordable Housing Developers and Owners
- Management Discussion & Analysis Template
- Monthly Finance-Development Meeting Agenda 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

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