

## 2017 ANNUAL MEETING AGENDA *Celebrating Ten Years of Strength Matters*

Embassy Suites ▪ 1420 Stout Street ▪ Denver, CO

**Learning Objectives:** Identify successful strategies and discuss options for managing and growing strong nonprofit and for-profit housing enterprises in the current capital environment.

**CPE Credits Available:** 8.8 max ▪ **Field of Study:** Business Organization & Management ▪ **Delivery Method:** Group Live

MONDAY, SEPTEMBER 18, 2017
<p><b>2:00 PM – 2:30 PM (Crestone Ballroom)</b> <b>Welcome</b> Celebrating 10 years of Strength Matters Framing and Recognition of Sponsors</p> <ul style="list-style-type: none"><li>• Frances Ferguson, Acting Vice President, National Real Estate Programs, NeighborWorks America</li></ul>
<p><b>2:30 PM – 3:15 PM (Crestone Ballroom)</b> <b>Opening Plenary – Ten Years of Industry Transformation</b> Joseph Hagan, President and CEO of National Equity Fund, will talk about the trends that have been transforming the affordable multifamily rental industry over the past ten years – from the financial meltdown in 2007-2008 to the start of the Trump Administration. He will also remark on where he sees the industry heading. As we broaden our business approaches to adapt to changing resources, taking on a more entrepreneurial approach, is the line blurring between nonprofit and for profit approaches? Are we heading to ever increasing hybrid approaches?</p>
<p><b>3:15 PM – 3:30 PM (Crestone Ballroom)</b> <b>Break</b></p>
<p><b>3:30 PM – 5:00 PM (Crestone Ballroom)</b> <b>Investor Perspective on Capital Trends</b> Following up on the previous session, this discussion will focus on the current investment climate and shifts in capital trends and scale. We also will address the state of the industry, the potential impact of proposed tax reform and relevant changes in banking regulations.</p> <ul style="list-style-type: none"><li>• Charles Wehrwein, Chief Operating Officer, Housing Partnership Network (<i>FACILITATOR</i>)</li><li>• Brendt Rusten, Senior Vice President Asset Management, Dominion</li><li>• Allison Clark, Associate Director, Impact Investments, MacArthur Foundation</li><li>• Lori Little, Vice President, Director of Capital Markets and Investor Relations, National Affordable Housing Trust</li><li>• Peter Vilim, Vice Chairman, Waterton</li></ul>
<p><b>6:00 PM – 9:00 PM</b> <b>GROUP DINNER hosted by Strength Matters</b> <b>Tamayo, 1400 Larimer St, Denver, CO</b> Walking distance (0.5 miles) from hotel (walking map on last page of this agenda)</p>

## 2017 ANNUAL MEETING AGENDA

*Celebrating Ten Years of Strength Matters*

TUESDAY, SEPTEMBER 19, 2017
<p><b>6:00 AM – 8:00 AM (Hotel Breakfast Room)</b>  <b>Breakfast</b></p>
<p><b>8:00 AM – 9:00 AM (Crestone Ballroom)</b>  <b>Day 2 Opening Plenary – Reflections on Day 1 and CFO Data Survey Analysis</b>            We will reflect on the first day’s discussions and hear an overview of today’s sessions. We will also share our portfolio growth analysis, based on the information we gathered from the recent Strength Matters CFO data survey, projecting where the numbers tell us we are heading as an industry.</p> <ul style="list-style-type: none"> <li>• Frances Ferguson, NeighborWorks America (FACILITATOR)</li> <li>• Laura Vennard, Consultant, Strength Matters</li> </ul>
<p><b>9:00 AM – 10:15 AM (Crestone Ballroom)</b>  <b>Portfolio Acquisition and Divestment Strategies</b>            The focus of this session will be on strategic portfolio management – acquisitions and divestments, managing and pooling reserves, creating the right portfolio mix.</p> <ul style="list-style-type: none"> <li>• Dana Moore, President, Compass Advisors (FACILITATOR)</li> <li>• Jane Graf, President and CEO, Mercy Housing</li> <li>• Rick Wishcamper, President, Wishrock</li> </ul>
<p><b>10:15 AM – 10:45 AM (Crestone Ballroom)</b>  <b>Break</b></p>
<p><b>10:45 AM – 12:00 PM (Crestone Ballroom)</b>  <b>Competing in the Marketplace</b>            Competing for acquisitions in the marketplace is increasingly challenging with nonprofits regularly missing opportunities. In this session we will dive deeply into the structure and approach to deals by nonprofits and for-profits of similar scale competing in the same markets. We’ll also look at the impact on markets of “value add investors” that are purchasing workforce housing at unprecedented rates.</p> <ul style="list-style-type: none"> <li>• Matt Slepín, Managing Partner, Terra Search Partners (FACILITATOR)</li> <li>• Maria T. Maffei, Vice President, Acquisitions, Preservation of Affordable Housing</li> <li>• Brian Dowling, Senior Vice President, The Community Development Trust, Inc.</li> </ul>

## 2017 ANNUAL MEETING AGENDA *Celebrating Ten Years of Strength Matters*

TUESDAY, SEPTEMBER 19, 2017 (continued)
<b>12:00 PM – 1:15 PM (Crestone Ballroom)</b> Lunch
<b>1:15 PM – 2:30 PM (Crestone Ballroom)</b> <b>Preparing for the Next Ten Years</b> Bringing together elements from the previous sessions, we will explore different strategies to strengthen our missions over the next decade. Knowing that changing demographics, shifts in funding, and government retrenchment are trends that will continue, do we take more risk and look at growth and geographic expansion as the way forward? Do we look at new business lines? Or do we deepen our efforts on the mission-focused products and services that we do best and grow more slowly? <ul style="list-style-type: none"><li>• Caroline Horton, Chief Financial Officer, Aeon (FACILITATOR)</li><li>• Linda Mandolini, President, Eden Housing</li><li>• Walter Moreau, Executive Director, Foundation Communities</li><li>• Michelle Norris, EVP, External Affairs &amp; Strategic Initiatives, National Church Residences</li></ul>
<b>2:30 PM – 3:00 PM (Crestone Ballroom)</b> <b>Closing Reflections and Discussion on Collaboration</b> Tom Bledsoe and Tom Chabolla will reflect on key elements of the meeting and facilitate a discussion on how we collaborate through Strength Matters in the future to promote long-term housing affordability. How should the Strength Matters collaborative evolve to be most effective in helping the industry become stronger in the years ahead? <ul style="list-style-type: none"><li>• Tom Bledsoe, President &amp; CEO, Housing Partnership Network</li><li>• Tom Chabolla, Executive Vice President &amp; Chief Operating Officer, NeighborWorks America</li></ul>



NeighborWorks America is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org).

## 2017 ANNUAL MEETING AGENDA *Celebrating Ten Years of Strength Matters*

### WALKING MAP TO TAMAYO

