

2025 Financial Management Conference

Developing Your Finance Team

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STRENGTHMATTERS[®]



Continuing Professional Education (CPEs) Requirements for CPAs

- Please find the **SESSION HOST** to **SIGN IN** at the beginning and **SIGN OUT** at the end of every session. We use that attendance log to verify your participation for CPE credits.
- Please **submit all conference evaluations**. Evaluation links are emailed to registrants daily. The session host monitoring the sign-in process has paper evaluations if you prefer.
- For more information on CPE credits, contact Lindsay Wells at consult.lwells@gmail.com.

Agenda

- Introductions
- Review **Learning Objectives**
- Overview of session plan and timing
- Q&A
- Wrap up

Learning Objective

- Explain the elements of a robust and disciplined approach to developing a finance team.

Questions

- We will pause during presentation and again at the end for Q&A. We will begin with a polling question for you.

David Ebenzer

DEVELOPING YOUR FINANCE TEAM

Team culture

- What is it?
- What is made up of?
- What is impacted by lack of strong team culture?
- What are the benefits of a strong team culture?



Team culture

- What is it?
 - ✓ *Personality of the team*
- What is made up of?
 - ✓ *Shared values, beliefs & practices*
- What is impacted by lack of strong culture?
 - ✓ *Team collaboration, decision making & productivity*
- What are the benefits of a strong team culture?
 - ✓ *Team togetherness, sense of belonging*



Team culture fit

- What is it?
- What is it not?

Team culture fit

- What is it?
 - ✓ *Identifying individuals with diverse skills and perspectives*
 - ✓ *Ability of a person to adapt to team values & environment*
- What is it not?
 - ✓ *It is not about hiring clones of existing employees*

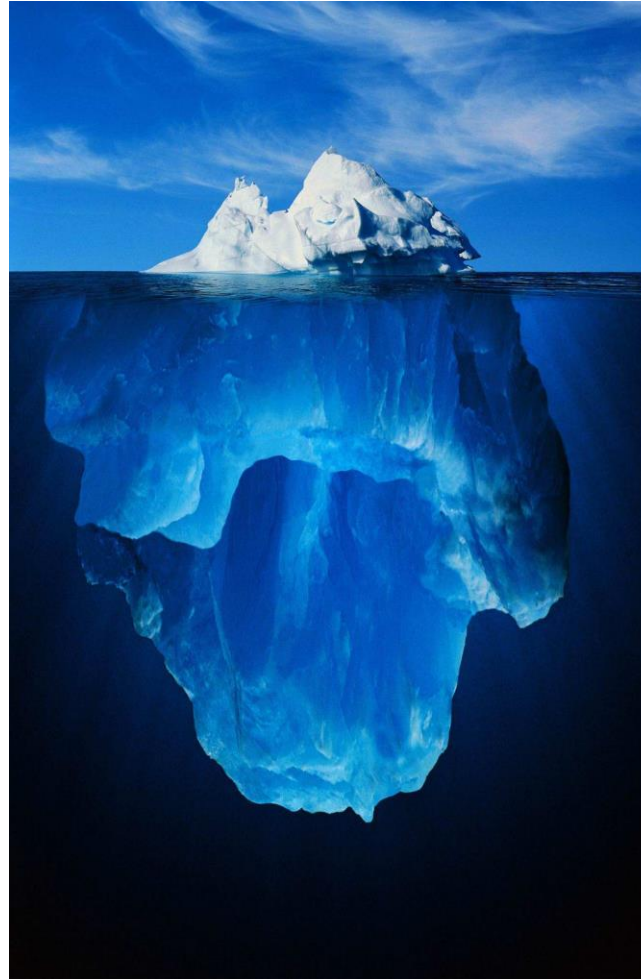
Team culture ~ the iceberg analogy

Observable

Results, Behavior

Unnoticeable

Beliefs, values, thoughts



Ingredients for Team success



**Success = R_____ + P_____ +
R_____**

Ingredients for Team success



Success = Relationships + Process + Results

Leadership

Is your leadership T_____ or
T_____ or a mix of both?

Leadership

Is your leadership Transactional or Transformational or a mix of both?

Angela Bruno

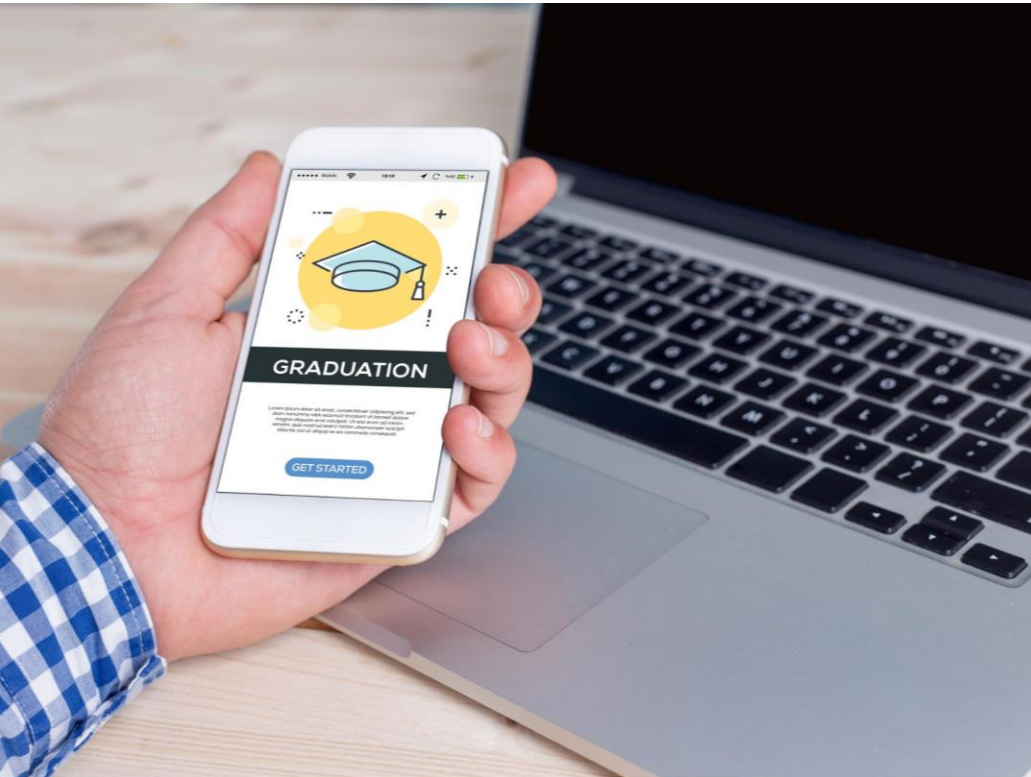
DEVELOPING YOUR FINANCE TEAM

Effective In-House Training and Onboarding for Finance Teams: Building Flexibility, Resilience, and Future-Readiness

STRATEGIES TO PREPARE FINANCE TEAMS FOR FUTURE CHALLENGES



Core Components of a Successful Onboarding Process



Clear Orientation

Providing new hires with a comprehensive introduction to the company culture and policies ensures smooth integration.

Role-Specific Training

Customized training equips employees with the skills needed to perform their specific job duties effectively.

Access to Resources

Providing easy access to tools and information empowers new hires to work independently and confidently.

Setting Expectations

Clearly defining goals and performance expectations helps align new employees with company objectives.

Tailoring Training for Roles and Responsibilities



Customized Training Content

Training must align with specific accounting duties to increase effectiveness and practical use in daily work.



Key Finance Focus Areas

Training should cover financial reporting, compliance, and audit support to cover critical accounting responsibilities.



Enhancing Practical Application

Ensuring training relevance improves skill application and job performance in accounting roles.

Sample Training Schedule for Accounting Staff

	New Hires	Property Accounting	Corporate Accounting	Corporate & Construction Accounting	Property & Construction Accounting	All teams
Onboarding or w/in 60 days	<ul style="list-style-type: none"> Software/systems based training IT Meeting and set up for all our folders/pages Handbook follow up questions SharePoint walkthrough and training Walkthrough to ensure all network accesses and applications can be accessed Walk through of portfolio GL System 	<ul style="list-style-type: none"> Budget Walkthrough– operating properties Equity Roll forward Debt – Managing amortization schedules; True up; reclassification Fees– Management, IMF, PMF etc. 		<ul style="list-style-type: none"> Invoice approval system 		<ul style="list-style-type: none"> Balance sheet reconciliation Bank reconciliation Payroll systems refresher training
Monthly			<ul style="list-style-type: none"> Development Pipeline meetings Regional Cash Based Financials Presentation Meetings 		<ul style="list-style-type: none"> Walk through portfolio Financial statements 	<ul style="list-style-type: none"> Staff Meetings – Outlining events around the corner as well as reminders for best practices
Quarterly			<ul style="list-style-type: none"> Regional Tasks/Responsibilities Training Lease-up costs training Stabilization training DSCR/ECR training 50% Test training 10% Test Training Cost certifications Construction Draw Process 			<ul style="list-style-type: none"> Complex Centralized Bank Reconciliation Training (high risk) Cash Financials Training (Cash Basis FS, needing repetitive focus)
Semi-Annual					<ul style="list-style-type: none"> Security Deposits for Affordable Housing Portfolio 	
Annual			<ul style="list-style-type: none"> Cash Flow Distribution Training Resident Service Contract Training 		<ul style="list-style-type: none"> Budget Kick off Meeting for entire team lead by FP&A 	<ul style="list-style-type: none"> Interim Audit Kick off Meeting Joint Education Session with external auditors with multiple topics and focus- a day of training Insurance Premium Escrows and Payments

Benefits of Cross-Training in Finance Teams



Enhances Team Flexibility

Cross-training allows team members to perform multiple roles, increasing adaptability to changes and workloads.

Improves Collaboration

Sharing skills across team members fosters better communication and teamwork in accounting processes.

Reduces Dependency

Cross-training minimizes reliance on specific individuals, ensuring continuity during absences or turnover.

Prepares for Dynamic Workloads

Teams become better equipped to handle fluctuating workloads efficiently through cross-training.

Strategies for Implementing Cross-Training Programs



Job Rotation

Rotating employees through different roles broadens skills and promotes understanding of various job functions.

Mentoring

Experienced employees guide others to transfer knowledge and develop new skills.

Paired Tasks

Pairing employees to complete tasks together enhances collaboration and skill sharing.

Documented Procedures

Clear documentation ensures consistent knowledge transfer and supports ongoing training.

Understanding the Impact of AI and Automation on Accounting Roles

Automation of Routine Tasks

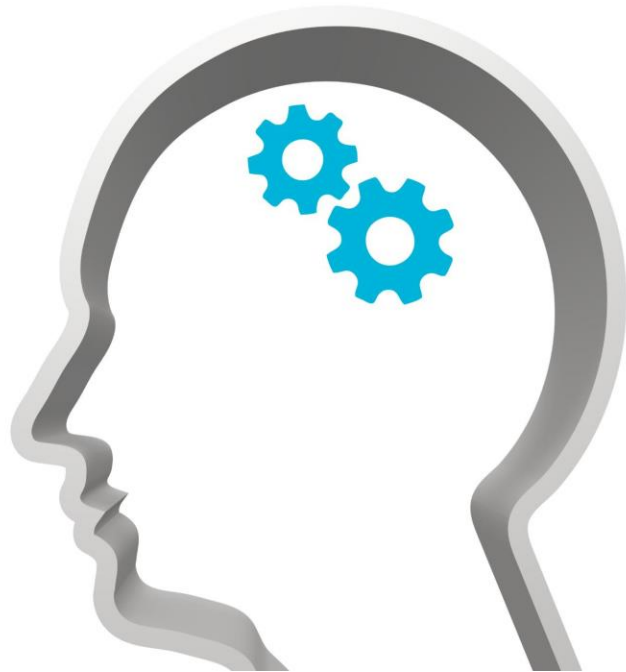
AI automates repetitive accounting tasks, increasing efficiency and reducing human error in financial processes.

Focus on Strategic Analysis

Automation frees accountants to concentrate on high-level strategic financial analysis and decision-making.



Identifying Essential Future Skills and Competencies



Data Analytics

Data analytics skills enable professionals to interpret and use data to make informed decisions.

Technology Literacy

Technology literacy is essential for using digital tools and platforms in finance and other sectors.

Critical Thinking

Critical thinking helps evaluate complex problems and develop effective solutions in changing environments.

Adaptability

Adaptability allows individuals to respond flexibly and thrive amid rapid changes in finance landscapes.

Polling Question 1

- *Have you adopted any AI tools to drive efficiency in your Finance Department ?*
 - Yes
 - No

Strategies for Continuous Upskilling and Workforce Adaptation

Culture of Continuous Learning

Encourage a learning environment where employees engage in ongoing training to stay updated with industry changes.

Mentoring Programs

Implement mentoring to provide personalized guidance that supports career growth and skill development.

Access to Upskilling Resources

Provide employees with digital tools and resources to facilitate continuous upskilling and adaptability.



Polling Question 2

- *Is your organization struggling with staff turnover? By show of hands, vote for all those that apply.*
 - A. *Retirement*
 - B. *Competitive salaries offered by other companies*
 - C. *Lack of upward mobility to promote staff*
 - D. *Other*

Michelle Bush

DEVELOPING YOUR FINANCE TEAM

The Talent Pipeline Challenge

- Retirement wave of baby boomer CFOs and senior leaders
- Fewer students pursuing accounting degrees
- Affordable housing finance roles are mission-driven but competitive
- Compensation often higher in the private sector

Recruitment Strategies

- Emphasize purpose, impact, and community contribution
- Highlight hybrid work, growth, and development opportunities
- Use nontraditional pipelines: universities, colleges, associations

Retention and Engagement

- Invest in training, upskilling, and mentorship
- Promote the purpose/mission and importance of the Finance team
- Leverage flexibility to attract talent or to balance compensation gaps
- Use cross-training and scenario planning for transitions

Polling Question 4

- *Are you leveraging outsourcing as a way to bridge staffing or skill set gaps in your organization?*
 - A. Yes
 - B. No
- *Why? Indicate all of those that apply to your organization.*
 - A. Access to expertise
 - B. Cost effective (don't need full time support)
 - C. Continuity
 - D. Project based (scalability/seasonality)

Leverage Outsourcing

- Access to a firm, not an individual, with to specialized non-profit accounting expertise
- More cost-efficient than hiring full-time staff
- Scalable support during audits, grants, or growth phases
- Ensures continuity during staff turnover or transitions

Evaluation Reminder

- Please submit all conference evaluations.
- Look for the electronic evaluation link in your email.
- Contact consult.lwells@gmail.com if you do not receive the link.

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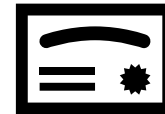
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