

7:30 – 8:30 **DAILY** Breakfast

*Grand Ballroom
(Willow, Birch & Dogwood)*

Wednesday, September 17 6.4 CPEs available

8:30 – 10:15 Welcome and Opening Plenary – A Critical Moment for Our Industry

Grand Ballroom

10:30 – 12:00 **CONCURRENT SESSIONS**

Telling Your Story

Cypress

A primer in how to present and discuss your financials and tell your organization’s story successfully to different audiences. This includes a discussion of internal messaging, talking to lenders and investors, public partners, foundations and other relevant parties. It will highlight the importance of getting folks on the right page and getting in front of and managing any issues that you need to address.

Property Management – The Fork in the Road

Poplar Room

With portfolios continuing to struggle due to continued collection issues and higher than anticipated operating expenses, the need to drive operational excellence in the management of our properties is critical. Come listen to a discussion about how major industry players have grappled with the decision to exit self-management of their portfolios in favor of retaining third party property managers.

Foundation and Private Funding Sources

Pomodoro

How is philanthropy stepping up to support the affordable housing industry and our organizations as funding cuts threaten our mission, impact, and in some cases our sustainability as organizations? Panelists from an array of foundation segments will discuss how they see and are addressing this moment.

Talent in an Uncertain Landscape

Oak Room

From messaging and branding as a talent recruitment strategy to remote work, where is the labor market and what are the key trends driving recruitment and retention of talent? Expert industry recruiters will discuss the state of the talent market and current hiring trends.

12:00 – 1:30 Networking Lunch

Grand Ballroom

1:30 – 3:00 **CONCURRENT SESSIONS**

Lender and Investor Response to Current Environment

Cypress

The landscape for LIHTC and lending is changing in light of market volatility, rising costs, prospective tax code changes, etc. Where are the lenders and investors tightening up in underwriting new transactions? How are they evaluating counterparties differently? Are deal structures changing? This session will provide insight into the changing credit markets.

Looking for a detailed agenda?

Check out the conference app Materials tab.

Scan the QR code for our conference app!

Access learning objectives, speaker bios, participant lists and more!



**WIFI: Omni Meeting
Password: SM2025**

Wed.
1:30-3:00

Managing Volatility & Scenario Planning

Poplar Room

Whether it is the possibility of tax code changes, elimination of CRA, loss of project-based vouchers or escalating materials costs, this session will discuss strategies for managing volatility in your business. This will include a discussion of scenario planning as a tool to help drive meaningful business decisions. This will explore everything from building a war chest amidst the uncertainty to eliminating lines of business. Learn how a panel of your peers are addressing these times: monitoring for change, following metrics and using proactive strategies for moving through this volatility.

Succession Planning

Pomodoro

Do not leave your organization vulnerable to departure of key staff. Succession planning is critical to ensuring a seamless transition and continuity, particularly in these volatile times. We will explore the key elements of effective succession planning and the essential tools and strategies you need for long-term success.

ERM 2.0

Oak Room

Now that you understand what Enterprise Risk Management is, come explore the implementation of robust ERM systems. This session will focus on best practices and, through case studies with three organizations, reveal the benefits ERM implementation has brought them.

3:15 – 4:45

CONCURRENT SESSIONS

Workouts - Disposition Strategies

Cypress

This session will address asset disposition as a strategy for resolution of a workout. This will dive into, through use of case studies, negotiating a discount with your hard debt lender, negotiating with soft lenders, sale with regulatory agreements in place, and other mechanisms in a disposition framework for exiting a problem property.

Practical Uses of AI

Poplar Room

A discussion and review of three new AI applications by CIOs in peer companies who are utilizing AI in the day-to-day operations of their companies. This will be a hands-on demonstration of three new AI applications and the practical use of these tools in peer companies.

Resident Services: Delivery Systems and Business Models

Pomodoro

Under the double pressure of increased resident need and constrained resources, organizations are reviewing the services they deliver, their service targets and their delivery systems. Panelists will discuss the balance and tension between virtual and in-person service delivery and how to create a viable business model.

Managing Consultants - The Consultant's Perspective

Oak Room

From time to time, there is a need for specialization and expertise that needs to be filled through outsourcing. How do you set up a successful engagement with clearly defined scopes of work, manage to a budget, and get the desired work product that you are looking for? This session will approach consultant engagement from the perspective of consultants supporting the industry and what has made for "successful" engagements.



Materials QR Code

Get the conference app for access to all session materials, participants, conference schedule and more!

Materials will also be posted to

<https://strengthmatters.net/2025-conference-materials/>



Thursday, September 18 6.4 CPEs available

8:30 – 10:00 Plenary – Leading Amidst Uncertainty *Grand Ballroom*

10:15 – 11:45 CONCURRENT SESSIONS

Developing Your Finance Team

This session will provide practical tools for performing a skill set assessment to identify the development needs for your team. It will also delve into the training and development you'll need to put in place and look at training resources and programs that can support implementation.

Cypress

Challenges of Rapid Growth

This session will address management of rapid growth by starting with a framework for identifying the common pitfalls and challenges experienced during a period of rapid growth. High growth organizations will then share strategies for managing growth and avoiding the pitfalls (or correcting).

Poplar Room

Navigating Volatility in Public Funding

The stress of the volatility and approach of the current administration's policies is impacting both the private and public sector. Understanding the impact on our public partners is critical to understanding how to build successful collaborations. There are a number of initiatives from our public partners underway to bridge gaps in federal funding. This session will explore the public partner perspective on the challenges they are facing and the innovations that are surfacing.

Pomodoro

Single Family Innovations

Nonprofit organizations are stepping into the single-family homeownership market with creative models that expand access, preserve affordability, stabilize neighborhoods, and build equitable wealth. This panel will highlight approaches that nonprofits are advancing to meet today's housing challenges, with specific initiatives that have perspectives on both the supply and demand sides of the market with real world examples.

Oak Room

12:00 – 1:15 Lunch *Grand Ballroom*

1:15 – 2:45 CONCURRENT SESSIONS

Workouts - Lender and Investor Perspective

Loan and investment workouts are on the rise, what makes for a successful approach in dealing with a troubled asset from the perspective of your lender(s) and investor(s). What makes for a "successful" workout? What drives your lender and investor partners? What advice can they provide you prior to a problem emerging?

Cypress

Treasury Management Modernization

Is your treasury management system state of the art? Are you getting a direct feed from your bank into your accounting system? Are your accounts secure and adequately protected? Are you maximizing your returns on your deposits? This session will cover the state of the art in treasury management services from the perspective of three treasury management experts.

Poplar Room

Business Combinations

Business combinations driven by CEO succession issues, financial opportunity, and business need are driving combinations to the highest level of activity in the last 10 years. This session will dive into the nuts and bolts of business combinations from the perspective of organizations that have completed or are substantially through the combination process.

Pomodoro



Thurs. 1:15 – 2:45	Systems Implementation 2.0 Last year, the IT track discussion centered around how to choose a consultant, select software, and begin deployment. Implementation 2.0 explores wringing the efficiency out of the systems, eliminating the bugs, and remapping processes. What is working and not working and what steps have been taken to maximize your investment(s) in technology.	Oak Room
3:00 – 4:30	CONCURRENT SESSIONS	
	Insurance Alternatives This session will explore alternative ways to address insurance coverages and premiums. Discussion topics will include self-insurance, managing cost through deductibles, telling your unique story directly to the insurers. Hear about successful approaches from nonprofit organizations that have implemented these innovations.	Cypress
	Federal Policy - Legislation in Motion: Implications for Affordable Housing Finance & Leadership A discussion of where we are in terms of Administration priorities and efforts that impact affordable housing from the perspective of CEOs and their lobbyists. This session will cover the impact on the housing industry of the Big Beautiful Bill. Topics will include NMTC, Opportunity Zones and LIHTC.	Poplar Room
	Strategies for Housing Preservation This session will discuss efforts to address the challenges facing housing preservation including post Year 15 property with insufficient reserves for recapitalization, restricted affordability covenants that hinder successfully generating capital for renovation through refinancings, and property condition on red alert. Topics to be discussed will include efforts to monetize losses as a means of raising capital (post tax credit investor exit), and other innovative strategies for raising capital to address the physical needs and preserve the affordability of the properties.	Pomodoro
	Pipeline Management This session will explore managing development pipelines and organizational exposure to predevelopment funding in the face of increased risk and unpredictability of traditionally non-volatile sources of subsidy. How are your peers approaching their development pipelines differently? What risks are organizations no longer comfortable with? What are the hedging strategies or approaches to moving forward with development? How are organizations approaching management of development pipelines in 2025-2026?	Oak Room
6:00	Optional Evening Activity – Baseball Game (<i>Advance registration required</i>)	
Friday, September 19 2.6 CPEs available		
8:45 – 10:15	CONCURRENT SESSIONS	
	Accounting Standards Panel A perennial favorite, this session will address key accounting and industry trends from the perspective of our accounting partners. The panel will share what they are seeing across their customer base as well as trends and pressures the accounting firms are experiencing directly.	Poplar Room
	Workout Fundamentals The session will provide a primer on workouts, providing a structure for engagement with your lender and investor, outlining key tips and strategies for engagement, and discuss how to frame the "ask".	Pomodoro
10:30 – 11:30	Closing Plenary – The Road Ahead	Grand Ballroom
11:30	Adjourn	

