



Optimizing your Back-Office Accounting and Financial Functions

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Overview

CFOs and financial leaders are stepping into new roles beyond accounting and finance (ESG, investor relations, digital transformation, etc.), meaning it is more difficult for leaders to put the time into optimizing their back-office.

Benefits of a streamlined back office:

Ensures a smooth functioning real estate business.

Allows leaders to focus on their front office without being burdened with administrative tasks.

Allows for efficient processes and financial reporting, enhanced communication, and improved data accuracy.

Ultimately leading to internal client satisfaction and business growth.

Finding a single solution by consolidating vendors and using one firm that can do it all may save financial leaders considerable time and money in the long run.



Agenda

- Overview of Baker Tilly x Moss Adams
- Managed services
 - Addressing client challenges
- Five key strategies for optimizing your back office
- Q&A



**More than a
merger.
A multiplier.**



**Starting on June 3, 2025, Baker Tilly
and Moss Adams joined forces,
creating something exponential.**

At Baker Tilly, we bring a legacy and commitment to helping our clients embrace what's next.

With more than 11,000 professionals from coast to coast and internationally, our resources fuel our ability to offer clients deep industry insights, bold thinking and holistic solutions. Our ranking as the sixth-largest advisory CPA firm* means we're actively shaping the industry landscape across markets.



6th largest U.S. accounting firm*



11,000+ team members, 1,000+ principals



100+ years in business



~3,400 Certified Public Accountants



\$3B+ firm revenue in 2024



100+ worldwide office locations



300+ workplace and culture awards

Connecting you with the global reach of Baker Tilly International



47,000 worldwide professionals



10th largest global network



700+ offices



\$6B+ combined revenue (U.S. dollars)



140+ territories

*2025 Inside Public Accounting (IPA) Top 100 firms report

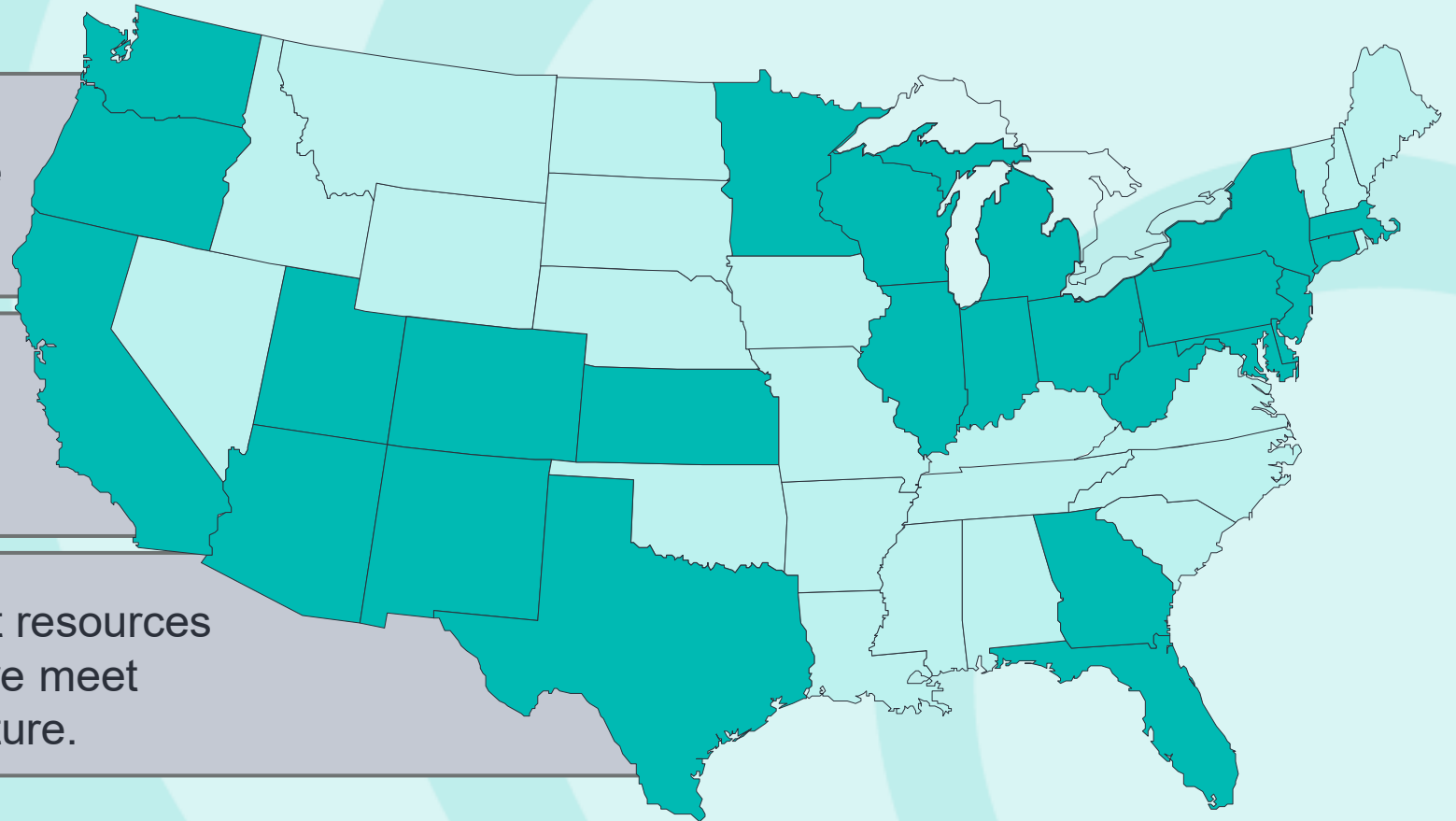
Our offices

We started by planting strong roots more than a century ago. From there, we never stopped growing. Since our founding, we have grown to encompass 75 different business combinations, each with its own rich history. We have augmented our scope industries, services and areas of expertise to better serve our clients. And we have expanded our reach from coast to coast and around the globe.

100+ worldwide offices

25 states and nine countries

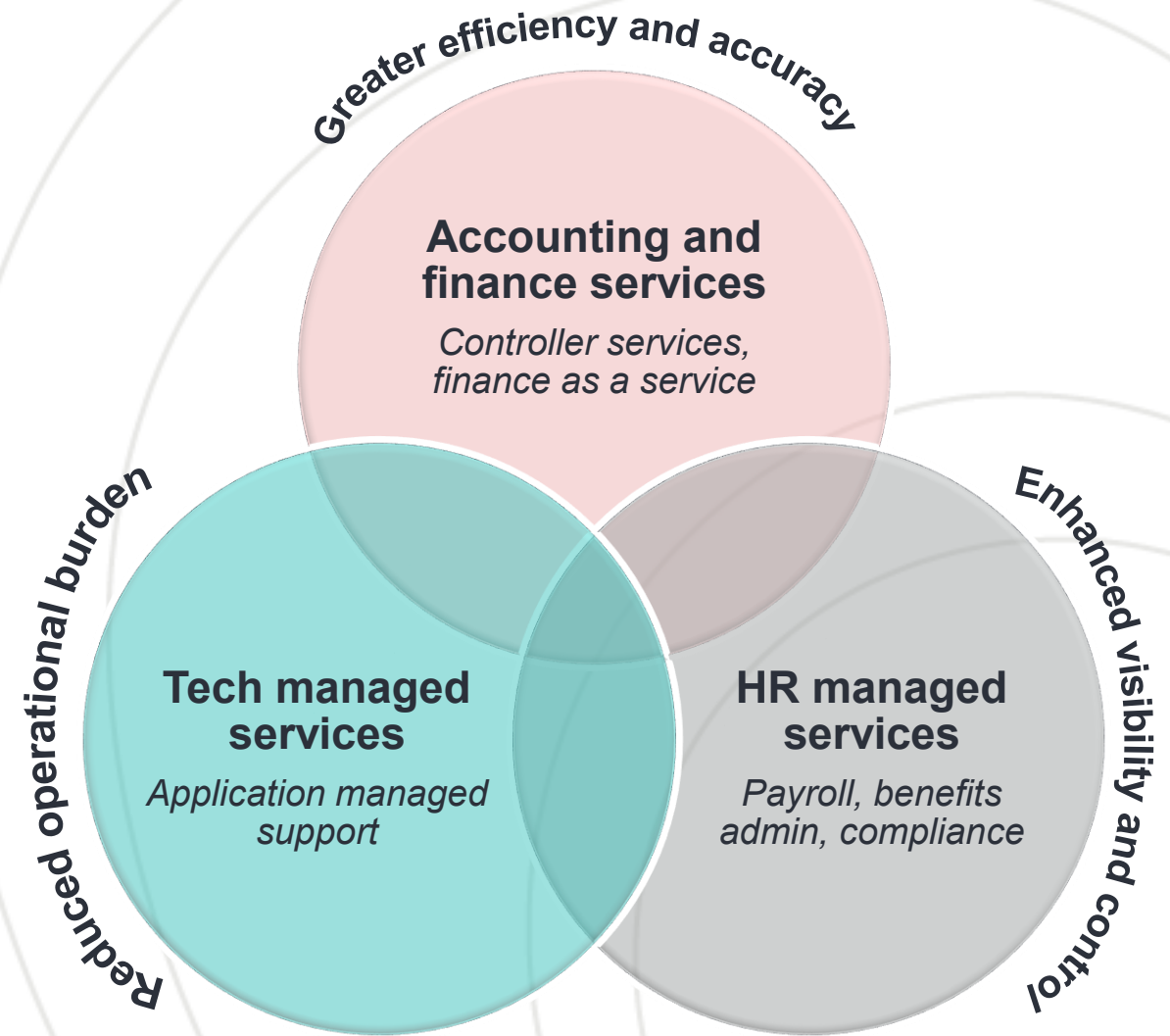
Our local offices, coast-to-coast resources and international reach mean we meet your needs now and into the future.



**Managed services:
How we deliver optimized back-office
accounting and financial functions**

What we do

- **Strategically transform back-office operations and unlock critical insights** with our tech-enabled, industry-focused approach
- **Integrate finance, HR, and technology into one coordinated operating model** that delivers measurable efficiency, accuracy and visibility for private equity and venture capital firms
- **Gain a competitive edge by reducing operational burden**, accelerating decision-making and freeing your team to focus on strategic priorities



More time for strategic priorities



The value we bring

END-TO-END CAPABILITIES



We strategically support our client's back-office function(s) in a way that compliments their organization. With transactional, controller and transformational capabilities, we can serve strategic placement or full back-office managed support.

AI, ANALYTICS & MODERN TECH



Baker Tilly's state of the art tech stack offers real-time reporting, actionable insights, drill down dashboards and automated processes that reduce workload and improve day-to-day efficiencies.

INDUSTRY EXPERTISE



Industry expertise is embedded in all we do. Our managed solutions account for the complexities and regulations impacting the verticals we serve. Our industry expertise affords a tailored experience focused on the right KPIs.

DEDICATED TALENT



Our team is a strategic augmentation to our client's back office. Dedicated capabilities, with an innovative delivery model can meet the demands of our clients while evolving with them.

INTEGRATED SERVICES



Through our innovative tech stack and delivery model, we can offer value to our clients through integrated and actionable insights.




Addressing client challenges

Organizations use our managed services platforms to focus on their core competencies, increase support value while reducing cost.


Client challenges

- **Limited access and retaining high performing talent** in FPA, accounting, HR, digital, etc.
- **Lack of upskilled and lower performing teams** with process leading practices automation, AI and digital aptitude
- **Reduce operational costs** across functions to a scalable and optimal delivery model for growth

Key benefits our clients can achieve through managed services

 **Improved operations**

- **Optimized** operational costs and freeing working capital
- **Enhanced** synergies across functions and governance
- **Access** to high performing talent supply

 **Enhanced effectiveness and efficiency**

- **Standardized and streamlined** business processes
- **Increase** in service delivery quality and internal customer satisfaction

 **Better strategic capabilities**

- Managed Services can serve as **hubs for technology and process innovation**
- Transitioning transactional activities can allow retained staff to focus on more **value-add activities**, such as data analytics to support business decision
- Identify **continuous improvement and AI** opportunities

 **Typical savings levers***

Drivers	Typical Savings Range
Labor arbitrage	20% - 40%
Process harmonization	10% - 15%
IT standardization	20% - 25%
Retained team alignment	15% - 20%
Regional consolidation	10% - 15%
Performance service levels	10% - 15%

**As percentages of total savings (indicative, dependent on current situation); not cumulative*



**What are some challenges
you are currently experiencing?**

Capabilities and solutions

End-to-End Process Standardization & Harmonization



Industry tailored offerings



Defined Ideal Client Profiles



Aligned analytics and AI



Ongoing support for operations and management

FINANCE & ACCOUNTING



- Accounts payables
- Accounts receivables
- Credit and collections
- General accounting (ledger maintenance, journal entries, etc.)
- Close, consolidation and reporting
- Account reconciliations
- Fixed assets management
- Waterfall calculations
- Standard reporting (monthly, qtlly & annual)

TREASURY



- Monitoring cash balances and movement
- Debt management
- Cash flow planning and projections
- Design control procedures
- Spend management

REPORTING



- Reconciliations and financial close
- Financial statement preparation
- GAAP compliance
- Audit preparation
- Consolidated reporting

FP&A



- Budgeting and forecasting
- Performance and trend analysis
- Strategic financial planning
- Key metric benchmarking

HUMAN RESOURCES & PAYROLL



- HR and payroll compliance
- Payroll processing
- Timekeeping
- Employee data management (fulfillments & garnishments)
- Compensation management
- Benefits administration
- Retirement TPA
- Performance management
- Training administration
- HR apps support (ADP)
- Recruitment operations (screening & on/off boarding)

TAX COMPLIANCE



- Tax planning and strategy
- Federal and state tax filings
- Sales tax reporting and remittance
- 1099 and other informational filings

MANAGED CAPACITY



- Supplement critical talent (interim and ongoing)
- Train and support internal team
- Full outsource of key functions

APPLICATION MANAGED SERVICES



- Maintenance
- Enhancements
- Reporting & Analytics

Five key strategies for optimizing your back-office

Integration/consolidation of software

Consolidation of various software to one property management or business data management software (e.g., Yardi, Workiva).

- Allows you to access data in one place, improves accounting and financial accuracy without having to cross reference numbers across platforms.
- Integrating with a cloud-based software allows for information sharing, accessibility, data recovery, etc.
- Using software with information sharing allows you to work with vendors easily to consolidate and standardize property management data into automated financial close workpapers, dashboards and SEC reporting.

Benefits of integrating/consolidating software



Improved efficiency: A unified system reduces the need to switch between multiple applications, streamlining workflows and saving time for users.



Cost savings: Consolidation often lowers overall software licensing, maintenance, and support costs by reducing the number of subscriptions and simplifying vendor management.



Enhanced data accuracy and consistency: Centralizing data in one system minimizes errors and discrepancies caused by manual data entry or syncing across disparate platforms.



Better reporting and analytics: Integrated software provides a holistic view of operations, enabling more comprehensive and timely reporting and data-driven decision-making.



Simplified IT management: Managing one platform reduces complexity for IT teams, easing system updates, security management, and troubleshooting.

Benefits of integrating/consolidating software (cont.)



Improved collaboration: A single platform fosters better communication and collaboration across departments by providing shared access to data and tools.



Scalability and flexibility: Consolidated systems are often more scalable and adaptable to changing business needs compared to multiple disconnected applications.



Enhanced user experience: Users benefit from a consistent interface and reduced training requirements, improving adoption and productivity.



Stronger security and compliance: Centralized control over data and access helps enforce security policies and regulatory compliance more effectively.

**What software have you used
that have made an impact on
your business?
Any new software that has
been amazing?**

Implement a tax transformation strategy

- Ditch traditional tax operations by implementing an automated tax system to help you organize data.
- This eliminates human error, provides more accurate calculations and saves tax professionals from doing manual work.
- Creating a tax strategic plan can optimize potential tax opportunities – minimizing tax burdens and accelerating tax deductions.



Tax services

Tax planning and strategy: Developing proactive tax strategies to optimize federal, state, and local tax positions for individuals, businesses, and organizations.

Tax compliance: Preparing and reviewing accurate and timely tax returns, ensuring compliance with all applicable tax laws and regulations.

Business tax services: Advising on tax implications related to business formation, mergers and acquisitions, restructuring, and succession planning.

International tax: Assisting clients with cross-border tax issues, including transfer pricing, foreign tax credits, and compliance with international tax regulations.

Tax credits and incentives: Identifying and securing available tax credits and incentives to reduce tax burdens and support business growth.

IRS and state tax controversy support: Representing clients in audits, appeals, and negotiations with tax authorities to resolve disputes efficiently.

Tax transformation services

Tax technology implementation:

Advising on and deploying advanced tax software and automation tools to streamline tax data management, reporting, and compliance processes.

Process optimization: Analyzing and redesigning tax workflows to reduce manual effort, minimize errors, and improve turnaround times.

Data integration and analytics: Integrating tax data with broader financial systems and applying analytics to provide deeper insights and better decision-making.

Change management and training:

Supporting organizations through the transition to new tax technologies and processes, including training tax teams to adapt effectively.

Tax function assessment: Evaluating the current state of the tax department to identify gaps, risks, and opportunities for improvement.

Continuous improvement: Establishing ongoing monitoring and refinement practices to keep the tax function aligned with evolving business needs and regulatory requirements.

Minimize your team's workload

- Delegate time-consuming tasks such as fund accounting, financial reporting, waterfall administration, capital event management, investor relations, month-end financial reporting, cost segregation, 1099 review, lease administration, etc. to a vendor without having to recruit, hire and train new team members.
- A vendor can also identify best practices processes and procedures to help ensure information is complete and accurate.

STRATEGY #3

Fund administration services

Operational efficiency: Fund administrators handle complex back-office tasks such as accounting, investor reporting, NAV (Net Asset Value) calculations, and compliance monitoring, allowing fund managers to focus on investment decisions and strategy.

Accuracy and transparency: Professional fund administrators use robust systems and controls to ensure precise calculation of fund performance, fees, and distributions, enhancing transparency and trust with investors.

Regulatory compliance: Fund administration firms stay up to date with evolving regulatory requirements and industry best practices, helping funds maintain compliance and avoid costly penalties or legal issues.

Scalability: As funds grow or launch new products, fund administrators provide scalable services that can adapt to increased complexity and volume without the need for significant internal resource expansion.



STRATEGY #3

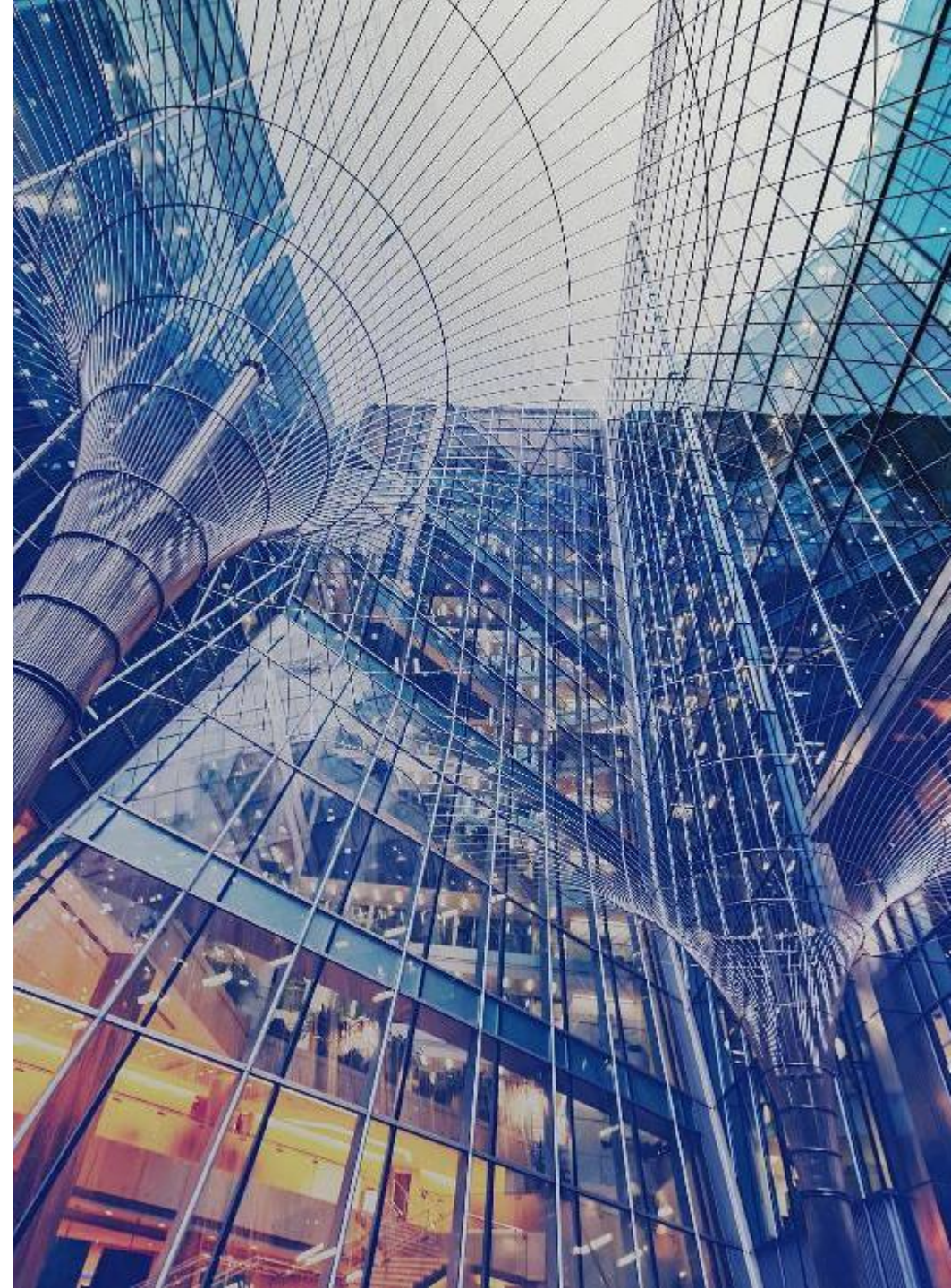
Fund administration services (cont.)

Risk mitigation: By outsourcing fund administration, managers reduce operational risks associated with errors, fraud, or inadequate controls, as administrators implement strong governance and audit-ready processes.

Cost efficiency: Outsourcing fund administration can be more cost-effective than building and maintaining an in-house team and infrastructure, especially for smaller or emerging funds.

Enhanced investor relations: Timely and accurate investor communications, including statements, capital calls, and distributions, improve investor confidence and satisfaction.

Access to technology: Fund administrators typically deploy advanced software platforms that provide real-time data access, reporting capabilities, and integration with other financial systems.



Outsourced accounting services



Cost savings: Outsourcing accounting functions can be more cost-effective than maintaining an in-house team, as it reduces expenses related to salaries, benefits, training, and technology investments.



Scalability and flexibility: Outsourced accounting services can easily scale up or down based on your business needs, accommodating growth, seasonal fluctuations, or special projects without the challenges of hiring or layoffs.



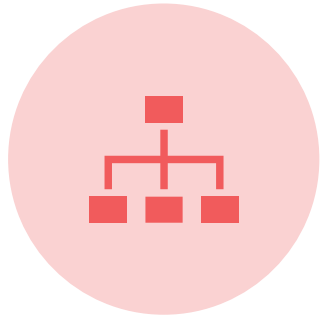
Access to expertise: Outsourced firms bring specialized knowledge and experience across industries and accounting standards, ensuring accurate financial reporting and compliance with evolving regulations.



Improved focus on core business: By delegating accounting tasks, your internal team can concentrate on strategic initiatives and core operations that drive business growth.



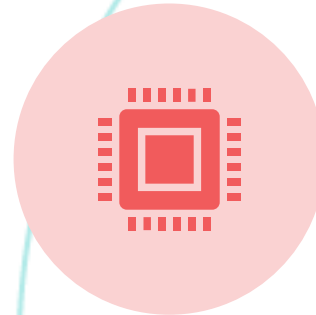
Outsourced accounting services (cont.)



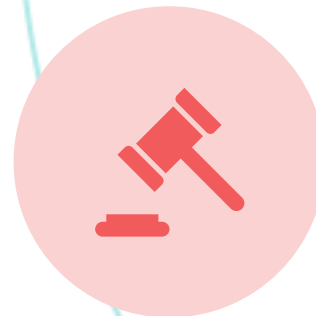
Enhanced accuracy and reduced risk: Professional accounting firms use robust processes and technologies to minimize errors, improve internal controls, and reduce the risk of compliance issues or financial misstatements.



Timely and reliable reporting: Outsourced accounting providers deliver consistent, accurate financial reports and insights that support better decision-making and financial planning.



Access to advanced technology: Outsourced firms often leverage the latest accounting software and automation tools, providing more efficient and timely financial processes without requiring your organization to invest in these technologies.



Regulatory compliance: They stay current with tax laws, accounting standards, and regulatory requirements, helping your organization avoid penalties and maintain good standing.



Look at pre- and post-transaction support

- Research and work with a provider that has a deep understanding of properties, market trends and transactions—this will allow you to get a holistic and strategic view on the entirety of your transaction lifecycle.
- Rely on them to complete your due diligence, decision support and analysis, integration, and valuation needs.



Real Estate valuation and advisory services

- **Property valuation:** Conducting independent, credible appraisals that comply with industry standards to determine fair market value for transactions, financial reporting, tax planning, and litigation support.
- **Market research and analysis:** Utilizing robust market data and insights to help clients understand current trends and future outlooks in real estate markets.
- **Strategic advisory:** Offering tailored advice on real estate investments, portfolio optimization, development feasibility, and risk management to align with clients' financial and operational goals.
- **Due diligence and transaction support:** Assisting clients throughout the acquisition, disposition, financing, and refinancing processes with thorough valuation and advisory services.
- **Financial modeling and forecasting:** Developing detailed models to project property performance and investment returns under various scenarios.



Consolidate vendors

Benefits of working with one firm that can offer tax, accounting and advisory services:

- Streamlines efficiencies
- Enhances communication

Industry pain point: Juggling multiple different vendors can cause more work and less focus on your day-to-day tasks.

Bringing a value-based approach



A team that knows your organization and works with a similar client base



Frequent check-ins and timely responses to your inquiries



Controlled costs through a service approach designed for your organization; no surprise billing or add-on charges



Knowledge retention through a commitment to staff continuity



Full range of service solutions to grow with your needs



Proactive ideas and industry insight shared year-round via complimentary articles, toolkits, webinars, e-books, alerts, thought papers and newsletters



Practical, flexible and collaborative approach designed for your unique situation



Timely responses to your questions, comments or concerns included



Use of innovative technology and software tools to support real-time communication, efficiencies and compliance



High level of experienced principal, director and manager involvement for a big-picture perspective



Cost benefits of consolidating vendors



Reduced administrative costs: Managing multiple vendors requires more time and resources for coordination, communication, contract management, and invoicing. Using one firm streamlines these processes, lowering administrative overhead.



Volume discounts and pricing efficiency: Engaging a single, trusted firm for multiple services often enables better pricing arrangements or volume discounts compared to negotiating separately with multiple providers.



Improved efficiency and faster turnaround: A single firm with integrated teams can share knowledge and resources internally, reducing duplication of effort and accelerating project timelines, which can translate into cost savings.



Consistent quality and reduced risk: Working with one reputable firm helps ensure consistent service quality and reduces the risk of errors or miscommunication that can arise when multiple vendors are involved, potentially avoiding costly issues.

Cost benefits of consolidating vendors (cont.)



Better strategic alignment: A consolidated provider gains a holistic understanding of your business, enabling more tailored advice and solutions that can improve overall financial performance and reduce costs.



Simplified billing and budgeting: One consolidated invoice and predictable pricing simplify budgeting and cash flow management, reducing financial complexity.



Enhanced technology integration: Firms can leverage integrated technology platforms across services, improving data accuracy and reducing manual work, which lowers operational costs.



Optional offshoring abilities: Firms can leverage offshore teams, enabling companies to reduce costs, improve efficiency, and maintain high-quality service.



Questions?



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