



# CAPABILITY STATEMENT

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A partnership that  
supports your goals and  
ensures a vibrant outcome  
for your community.



# CAPABILITY STATEMENT

For over forty years, Nan McKay and Associates, Inc. (NMA) has been recognized as one of the most **effective, strategic, and knowledgeable** professional service companies in the affordable housing industry. NMA is a full-service firm that offers professional services solutions nationwide to affordable housing providers administering the following programs:

Low Income Housing Tax Credit (LIHTC)

Project Based Rental Assistance (PBRA)

Housing Choice Voucher (HCV)

Project Based Voucher (PBV)

Rental Assistance Demonstration (RAD)

Public Housing

HOME

NMA's staff not only understand the complexities of U.S. Department of Housing and Urban Development (HUD) regulations; the compliance requirements of Section 42 of the Internal Revenue Code (IRC) and related regulations; state and local agency requirements; and industry best practices, they also have real-life professional experience in the field.

What sets NMA apart is our subject matter experts' **diverse knowledge** across affordable housing programs and our **practical experience** working for state allocating agencies, property management companies, public housing authorities (PHAs), and performance-based contract administrators (PBCAs). With access to NMA's deep bench of experts, our clients are always aware of the latest regulatory changes impacting the industry – ensuring affordable housing providers have the resources they need to

reach their goals. As trusted advisors in the affordable housing industry nationwide, we've developed a dynamic approach to compliance that focuses on customer service and exceeding individual agency goals.

## Service Areas

NMA's markets are the contiguous United States, Hawaii, Guam, the U.S. Virgin Islands, and Puerto Rico. Our team is located all over the United States across all time zones, allowing for full coverage for each engagement.

## Capacity

With over 1,000 team members throughout the country, we are committed to performance excellence and recognize that success is directly linked to the effective performance of individual staff. NMA administers over 100,000 housing contracts and \$1B in federal housing assistance funds throughout the country annually.

As a **Women-Owned Business Enterprise (WBE)** and **Section 3 Business Concern**, we leverage our workforce with diverse experiences to collaboratively develop solutions for our partners.

NMA's mixed finance team has almost 100 years of combined affordable housing experience. Our subject matter experts are former PBCA administrators, LIHTC auditors, and PHA personnel with deep and specific experience with HUD, state allocating agency, and PJ audit requirements.

## Key Personnel

NMA's dynamic group of professionals brings an invaluable history of working collaboratively with affordable housing providers across the nation and will utilize this extensive experience to exceed performance expectations. We pride ourselves on providing unprecedented levels of customer service.



**Sheryl Putnam**  
SENIOR DIRECTOR OF  
PROFESSIONAL SERVICES  
[sputnam@nanmckay.com](mailto:sputnam@nanmckay.com)

Sheryl Putnam serves as the Senior Director of Professional Services at NMA. She has over three decades of experience in low-income housing. Before joining NMA in 2011, she managed, directed, and coordinated local and state-wide housing programs at a state housing finance agency, including the PBRA, LIHTC, HOME, public housing, and the HCV programs. In addition to serving on NMA's management team and directing all of NMA's training and consulting activities, she specializes in regulations and training for the LIHTC and HOME programs. Sheryl frequently trains housing professionals, including state allocating agency staff, at National Council of State Housing Agency (NCSHA) events. She reviews hundreds of files each year and provides technical assistance to low-income housing providers all over the county. She is also a designated proctor for the HCCP exam.



**Samantha Sowards**  
SENIOR MANAGER OF  
PROFESSIONAL SERVICES  
[ssowards@nanmckay.com](mailto:ssowards@nanmckay.com)

Samantha Sowards has been a full-time trainer and consultant at NMA since 2008 and currently serves as the Senior Manager of Professional Services and a Senior Trainer. She works with hundreds of PHAs, management companies, state agencies, and owner/agents each year in the areas of program operations, policy development, training, file reviews/approvals, and compliance. Mrs. Sowards specializes in regulations and operations for a wide array of low-income housing programs, including the HCV, public housing, PBV, HOME, and LIHTC programs as well as the

RAD program and other public housing repositioning programs. She frequently trains housing professionals, including state allocating agency staff, at National Council of State Housing Agency (NCSHA) events. She is also a designated proctor for the HCCP exam.



**Heather Sievers**  
SENIOR CONSULTANT  
[hsievers@nanmckay.com](mailto:hsievers@nanmckay.com)

NMA trainer and consultant Heather Sievers leverages nearly two decades of affordable housing expertise as a subject matter expert in HUD's multifamily programs and the LIHTC program to provide unparalleled compliance service to NMA's customers. Throughout her career, she has overseen and monitored properties with a wide spectrum of funding such as PBRA, LIHTC, HOME, and the USDA Rural Development (RD) program and directed the acquisition and rehabilitation of these properties as well as the certification and relocation of residents. As compliance manager and quality assurance auditor at a state housing finance agency, Heather was part of the team that oversaw the ongoing state compliance programs as the state allocating agency for the LIHTC program. Since joining NMA in 2018, she has been a LIHTC and multifamily housing subject matter expert, training and consulting with owners, agents, and PHAs in LIHTC and multifamily housing compliance. She is also a designated proctor for the HCCP exam.

“Teaming with NMA allows you to access our deep bench of industry experts.”



# CONSULTING SERVICES

NMA offers a wide array of consulting solutions across affordable housing programs that can be tailored to meet the needs of our clients. While we recognize that each property's needs are unique, below is a listing of some of the products and services we offer for the LIHTC, HOME, and Multifamily Section 8 programs:

- **File reviews**
  - File pre-approvals for LIHTC, PBRA, and HOME
  - Quality control reviews for LIHTC, PBRA, and HOME
- **LIHTC first-year lease-up assistance**
  - Rental Assistance Demonstration (RAD) conversions
  - Policy development
    - Tenant Selection Plan (TSP)
    - Multifamily EIV Use & Security Policy
  - Model forms review and development
  - Procedure review and development
  - Fair Housing consulting
  - Remote or onsite one-time or ongoing technical assistance
  - Multifamily EIV technical assistance
  - PBRA rent adjustment and contract renewal services
  - Mock MOR and MOR prep
  - MOR audit response services
  - Program and operation assessments
  - Staff coaching and mentoring

## File Review Services

NMA delivers exceptional file audit services for both file pre-approvals and ongoing quality assurance both in-person and remotely for the LIHTC, PBRA, and HOME programs. While each engagement differs depending on our client's needs, a typical NMA file review service engagement includes three phases:



Phase 1  
Discovery



Phase 2  
File Review




Phase 3  
Delivery of Findings

During the *Discovery Phase*, NMA facilitates an introductory conference call with key stakeholders and reviews documents relevant to the project to create customized tools for the engagement.

Depending on the needs of our clients, the *File Review Phase* may be conducted either onsite or remotely via a secure electronic file storage system. For each program, the following services are offered:

- For the **LIHTC program**, NMA will review move-in and/or annual recertification tenant income certifications (TICs) and file documentation following the requirements of the Internal Revenue Code (IRC) and related regulations, the requirements of the applicable state allocating agency, and industry best practices. NMA will perform LIHTC file reviews using a proprietary file review spreadsheet customized to state agency requirements.
- For the **HUD Multifamily Section 8 program**, NMA will review move-ins, initial certifications, and/or annual recertifications for compliance with U.S. Department of Housing and Urban Development (HUD) regulations and HUD Handbook 4350.3 REV-1, CHG 4 using the categories described in Addendum A, Tenant File Review Worksheet (HUD-9834).
- For the **HOME program**, NMA will review move-in and/or annual certifications to ensure compliance with 24 CFR Part



92, any PJ-specific requirements, and industry best practices using a proprietary file review checklist.

For each file, and as applicable to each program, NMA will ensure that:

- All household members are properly identified and defined;
- Documentation of the household's student and marital status (as required by applicable funding sources) were properly obtained and completed;
- Household income and assets (and adjusted income, where applicable) were properly verified and computed;
- Third-party written verification forms (including forms required by the state allocating agency or PJ) were properly obtained and completed;
- The appropriate utility allowance was used for the unit;
- For the LIHTC program:
  - Applicable state agency requirements related to file compliance are met;
  - Tenant income certifications (TICs) were completed correctly;
  - Appropriate rent and income limits were used considering the unit's set-aside requirements;
- For the Section 8 program:
  - Form HUD 50059s were completed correctly (including tenant and O/A signatures);
  - All HUD required documents such as the Form HUD-92006 and Form HUD9887/9887A are present in the file and completed correctly;
  - The appropriate model lease is used and contains all required signatures, and for move-ins, the initial lease term meets

all federal requirements.

During the *Delivery of Finding Phase*, NMA will provide a written finding report for each applicant/resident file. Findings will be delivered electronically via email for each file. For file pre-approvals, NMA will also categorize each applicant as meeting one of the criteria below:

- Approved for occupancy;
- Conditionally approved for occupancy pending submission of additional documentation; or
- Recommended for denial of occupancy with regulatory citations identifying areas of ineligibility.

For those files that are not approved for occupancy, NMA may also provide follow-up file approvals on an as-needed basis.

## LIHTC Sample File Review Findings Report

On the follow pages, please find a sample initial file review findings report for the LIHTC program. NMA customizes each of our file review offerings for the LIHTC program to specific state agency requirements and can further customize our reporting to meet each client's individual needs.

“ NMA offers a wide array of consulting solutions across affordable housing programs that can be tailored to meet the needs of our clients ”

# NMA Initial Certification Audit Worksheet

GENERAL INFORMATION		
Auditor	Property Name	Income/Rent % <input type="checkbox"/> 50% <input type="checkbox"/> 60% <input type="checkbox"/> Other: _____
Review Date	HOH Name	TIC Effective Date
Unit Number	# of Bedrooms	Household Size
<p style="text-align: center;">Review Status</p> <input type="checkbox"/> Initial Review <input type="checkbox"/> Re-Review <input type="checkbox"/> Second Re-Review <input type="checkbox"/> Third Re-Review <input type="checkbox"/> Fourth Re-Review		
<p style="text-align: center;">Approval Status</p> <input type="checkbox"/> Approved for occupancy <input type="checkbox"/> Unable to determine eligibility due to insufficient information <input type="checkbox"/> Conditionally approved for occupancy pending additional information <input type="checkbox"/> Denied		
APPLICATION		Comments
Is the application complete, including signed and dated by the applicant and the owner/agent?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Additional comments about the application		
TIC		Comments
Is the O/A using the TIC required by the HFA?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the TIC signed and dated by the appropriate parties?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
FORMS		Comments
Is there a completed/signed certification of student status for all household members age 18 and older?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
[ Insert other HFA required forms ]		
LEASE		Comments
Is the initial lease term 6 months or longer?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the lease been signed and dated by all adult members of the household and by the owner/agent?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Additional comments about the lease		

VERIFICATION		Comments
[ Insert any general state verification requirements (if any) ]		
Are all verifications dated with 120 days of the effective date of the TIC?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>EMPLOYMENT:</b> Does verification contain all HFA required elements? [ Insert HFA requirements ]	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>SELF-EMPLOYMENT:</b> Does file contain all HFA required elements? [ Insert HFA requirements ]	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>SOCIAL SECURITY:</b> Does file contain 3 <sup>rd</sup> party verification of benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>RETIREMENT ACCOUNTS:</b> Does file contain 3 <sup>rd</sup> party verification of benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>PUBLIC ASSISTANCE:</b> Does file contain 3 <sup>rd</sup> party verification of benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>UNEMPLOYMENT:</b> Does file contain 3 <sup>rd</sup> party verification of benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>UNEMPLOYMENT:</b> Does the file contain an unemployment affidavit?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>ALIMONY:</b> Does file contain 3 <sup>rd</sup> party verification?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>CHILD SUPPORT:</b> If applicant declares they receive child support, does file contain 3 <sup>rd</sup> party verification?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>CHILD SUPPORT:</b> If minor children are present, and both parents are not HH members, and applicant claims no child support is received, is there a child support affidavit and third-party verification of non-receipt of child support?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>RECURRING CONTRIBUTIONS/GIFTS:</b> Does file contain verification?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>ASSETS UNDER \$5000:</b> Is the Under \$5,000 form filled out correctly? Do the TIC and form match?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>ASSETS OVER \$5000:</b> Does file contain 3 <sup>rd</sup> party verification of all assets?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
<b>MISC. AUDIT COMMENTS</b>		

# (continued) NMA Initial Certification Audit Worksheet

ASSETS						
FAMILY MEMBER	ASSET DESCRIPTION	TIC CASH VALUE	TIC INCOME FROM ASSET	CALCULATION	AUDITOR CASH VALUE	AUDITOR INCOME FROM ASSET
		\$	\$		\$	\$
		\$	\$		\$	\$
		\$	\$		\$	\$
		\$	\$		\$	\$
TIC Total Net Family Assets		\$		Auditor Total Net Family Assets	\$	
TIC Total Actual Asset Income		\$		Auditor Total Actual Asset Income	\$	
TIC Final Asset Income		\$		Auditor Final Asset Income	\$	

INCOME				
FAMILY MEMBER	INCOME SOURCE	TIC INCOME	CALCULATION	AUDITOR INCOME
		\$		\$
		\$		\$
		\$		\$
		\$		\$
		\$		\$

TIC			
TIC Total Asset Income	\$	Auditor Total Asset Income	\$
TIC Total Annual Income	\$	Auditor Total Annual Income	\$
TIC Income Limit	\$	Auditor Income Limit	\$
TIC Tenant Paid Rent	\$	Auditor Tenant Paid Rent	\$
TIC Utility Allowance	\$	Auditor Utility Allowance	\$
TIC Rental Assistance	\$	Auditor Rental Assistance	\$
TIC Gross Rent	\$	Auditor Gross Rent	\$
TIC Rent Limit	\$	Auditor Rent Limit	\$



## LIHTC First-Year Lease Up Services

NMA delivers exceptional first year lease up services for the LIHTC program. Depending on the needs of the client, these services can be provided completely onsite or can be accomplished through a mix of onsite and remote work. While each engagement differs depending on our client's needs, a typical NMA first-year lease up engagement includes three phases:



During the *Discovery Phase*, NMA facilitates an introductory conference call with key stakeholders to review the scope of services, clarify goals and expectations, and review the project approach. The NMA team will also schedule the onsite work, create an interview schedule, and request electronic documents related to the scope of services during this phase.

During the *Interview and Document Collection Phase*, NMA consultants will perform onsite interviews with applicant/residents based on the NMA-provided interview schedule and collect all relevant documents, as applicable.

The *File Completion and Approval Phase* may be conducted either onsite or remotely depending on client requirements. During this phase, NMA will use documentation collected for each applicant/resident to complete files and create TICs for owner and applicant/resident signature.



# COMPLIANCE TRAINING

NMA is nationally recognized as the industry leader in training. NMA offers over 50 training courses delivered in a variety of formats, including classroom-based onsite trainings and live or recorded online seminars. Our trainers have taught more than 150,000 housing professionals in over 8,000 seminars across the United States, outlying commonwealths, and territories.

In keeping with NMA's commitment to meeting the professional development needs of its customers by delivering the highest quality training and products, **NMA is the only housing training company with status as an International Association of Continued Education Training (IACET) provider (authorized to award CEUs).**

Additionally, certain NMA trainers are authorized to proctor the National Association of Home Builders (NAHB) Housing Credit Certified Professional (HCCP) exam.

NMA's compliance trainings for the Multifamily, LIHTC, and HOME programs include:

- Blended Occupancy Management (BOM):
  - LIHTC/RAD PBRA/PBRA/PBV/RAD PBV/  
Public Housing/HOME\*
  - LIHTC/RAD PBRA\*
  - LIHTC/PBRA\*
  - LIHTC/RAD PBV\*
  - LIHTC/PBV/HOME\*
  - LIHTC/RAD PBV/HOME\*
  - LIHTC/RAD PBV/PBV\*
  - Custom courses available upon request
- Fundamentals of Low-Income Housing Tax Credit (LIHTC) Management\*
- Multifamily Housing Specialist (MHS)\*
- Fair Housing and Reasonable Accommodation\*
- Managing Multifamily HAP Contracts
- Management and Occupancy Review (MOR) Prep
- Multifamily EIV Workshop
- Multifamily Rent Calculation\*
- PBRA Overview
- UPCS Fundamentals\*

\* Certification exams available upon request







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**Contact Us Today!**

800.783.3100

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