



Management Solutions for the Affordable Housing Industry



FOUNDED
on Experience

BUILT
on Performance

CVR is a full service consulting firm focused on providing the housing industry with specialized services including:

Agency-Wide Services

- » Strategic Planning
- » Technical Assistance
- » Operational Assessments
- » Program Management
- » Operations Management
- » Process Improvement
- » Business Re-engineering
- » Quality Control
- » File Review & PIC Submissions
- » Policy & Procedure Development
- » Technical Assistance to Troubled PHAs
- » Regulatory Compliance
- » Customized Training Programs

Modernization & Development

- » Development Consulting
- » Mixed Finance & HOPE VI
- » Financial Advisory Services
- » Construction Management
- » Contracting Technical Assistance
- » Physical and Management Needs Assessments
- » Modernization & Capital Programs Administration
- » Asset Management
- » Procurement

Housing Choice Voucher Program

- » Program Management
- » Technical Assistance
- » Administrative Plans
- » Moving to Work Initiatives
- » Participant/Owner Handbooks & Newsletters
- » Call Center Operations/Management
- » File Reviews & PIC Submissions
- » SEMAP



CVR ASSOCIATES is a dynamic, results-oriented management consulting firm comprised of accomplished professionals with distinguished careers in the field of affordable housing. Founded in 1995, the CVR team offers real life experience and extensive knowledge of both the public and private sector. CVR's focus is to assist clients in realizing organizational efficiencies by providing technical assistance and program management to Public Housing and Housing Choice Voucher Programs.



CVR's dedicated consulting teams are committed to meeting our clients' needs. Our technical expertise, interpersonal skills, and understanding of the uniqueness of each organization enable us to effectively consult with agency personnel, agency clients, and community officials.

CVR ASSOCIATES specializes in providing management solutions for affordable housing programs including:

- » Housing Choice Voucher Program
- » HOPE VI and Mixed-Finance Development
- » Modernization and Capital Funds
- » Public Housing

With a clear vision of the client's goals and objectives, CVR forms a seamless working relationship built on trust and cooperation.

CVR's approach and methodology include:

- » Comprehensive understanding of the project's objectives to ensure a shared vision with the client
- » Clear and concise establishment of roles and responsibilities
- » Maximum involvement of stakeholders
- » Special attention to the most demanding and difficult tasks

CVR is certified by the General Services Administration (GSA) of the U.S. government as an approved contractor to provide consulting services in the areas of Management, Operational, and Business Improvement Services (MOBIS). This important designation from the federal government sets CVR ASSOCIATES apart from many other consulting firms in our field.

The CVR Team is composed of housing professionals — Attorneys, CPAs, MBAs, Architects and Engineers — who have held every senior level position at major Public Housing Authorities (PHAs). Our considerable experience with the challenging issues confronting PHAs helps us develop successful, long-term partnerships with our clients.



On behalf of the U.S. Department of Housing and Urban Development (HUD), CVR has participated in take-over teams for operationally and financially troubled organizations, conducting initial assessments, developing detailed action plans, and implementing improvement plans.



Modernization & Development

Having successfully assisted and represented numerous PHAs in their revitalization and development efforts for over a decade, CVR can deliver the expertise and vision you need for such engagements. We have managed over \$1 billion in HOPE VI Redevelopment projects, assuring compliance with development milestones and HUD requirements. Under the modernization and capital improvement programs, CVR has administered over \$700 million in property rehabilitation, providing procurement, contract administration, and construction management services.

CVR Associates has successfully managed Capital Fund program activities for its clients, ranging from preparing mission statements and strategic plan development, to operational assessments and improvement plans, to direct management of all modernization and development activities and programs.

Mixed Finance Development Consulting & Project Implementation

CVR Associates has the necessary talent and experience to successfully assist with revitalization and development efforts. The services we provide are specific to each client's unique needs. Services include:

- » Developer partner selection
- » Contract negotiation and contract oversight
- » Development of a feasible mixed finance program and budget
- » Preparation of HUD rental and/or home ownership program term sheets and evidentiary submissions
- » Assuring compliance with HUD program and legal document requirements throughout the construction period

HOPE VI Program Management Services

CVR personnel have been involved with the HOPE VI program since its inception and have successfully managed all aspects of over a dozen HOPE VI projects nationwide. By exclusively representing the interests of PHAs, CVR can focus on delivering a superior level of efficiency and expertise. This approach continues to result in award-winning projects for our clients. Services range from issue-specific consultation to complete program management, including:

- » Grant application
- » Procurement
- » Financial advisory services
- » Pre-development activities
- » Implementation activities
- » Construction management
- » Close-out

Financial Advisory Services

CVR has extensive experience in real estate financing, including:

- » Low Income Housing Tax Credits in multiple states
- » FHA and private mortgage tools
- » Federal Home Loan Bank programs
- » Tax Increment Financing
- » Section 108 Loan Financing
- » HOME, CDBG and other local financing.

We have assisted in securing over \$500 million in real estate financing for affordable housing. CVR works closely with PHAs in leveraging limited resources, including HOPE VI funds, Capital Funds, and Replacement Housing Funds.

Modernization & Capital Program Administration

CVR works with large PHAs to manage and provide technical assistance in the management of Modernization Programs. We have overseen the modernization of more than 60,000 units with budgets exceeding \$700 million. We do it all — develop capital plans based on physical needs assessments, procure design and construction professionals, and provide related contract administration services, and capital program budget management. In this role, CVR ensures that the entire process — from planning, procurement, and construction, to closeout — is performed on time, within budget, and in compliance with HUD rules and regulations.



CVR develops capital plans based on physical needs assessments, procures design and construction professionals, and provides related contract administration services and capital program budget management.

Housing Choice Voucher Program



The challenges of administering the Housing Choice Voucher Program are greater today than ever before. CVR Associates provides program administrators with an array of services to improve program operations. The CVR team has managed over 30,000 vouchers for both large and small programs. Our professionals have a strong track record of implementing program initiatives that are effective, innovative, and compliant with all applicable rules and regulations. Services include:

Program Operations

CVR has the capacity to manage the Housing Choice Voucher Program on behalf of the agency. CVR has experience in managing both small and large programs and has successfully turned under-performing programs into high performers. Our team can manage your entire HCV program or a single component or function, such as Application Processing and new Tenant Intake.

Operational Assessments & Technical Assistance

CVR has performed operational assessments of Housing Choice Voucher Programs to help agencies improve operations and SEMAP scores. Our proven methods of identifying problems and developing comprehensive action plans have consistently provided exceptional results. In the current environment it is critical to achieve maximum utilization of resources. This is not only essential for SEMAP, but for additional funding in future years. CVR assists with the development and implementation of strategies designed to achieve and maintain maximum leasing levels. CVR's team includes professionals accomplished in managing high performing agencies and programs. This experience is valuable when performing workflow assessments and process re-engineering to identify non-value added processes, streamline operations, and reduce costs.

Administrative Plan (Review, Update, Rollout & Implementation)

CVR's team of experienced professionals will prepare a detailed outline of all recommended components for your Administrative Plan including related policies, procedures, forms, and letters. Rollout and implementation strategies are then developed to facilitate an easy transition. CVR also assists in the development of communications components to ensure a smooth implementation.

Quality Control

Quality Control is an underlying theme throughout CVR's methodology and approach. We develop and implement quality control systems to ensure operational efficiencies and full compliance with the specific myriad rules and regulations that apply to your housing program.

File Reviews / RIM Reviews

File review is a key component of good quality control. Obtain a better understanding of your processes with an independent file review and analysis from CVR, complete with recommendations and a plan of action to improve performance.

PIC Submissions

Many agencies face challenges in meeting the 98% reporting rate required in PIC (IMS-Integrated Management Systems). Our team assists in cleaning up PIC submissions, transmitting missing data, and improving reporting rates. CVR professionals identify common errors and then develop a training and action plan to keep the agency in compliance.

Independent SEMAP and other Quality Control Reviews

CVR performs independent and objective assessments of current performance versus SEMAP indicators, applicable HUD rules and regulations, as well as agency specific policies and procedures. We then develop Corrective Action Plans and provide technical assistance during the implementation phase.

Call Center Management

In today's market, everyone strives for superior customer service within their Call Center, and with CVR's help you can reach that goal. Our services include complete management and operation of your Call Center designed to meet your specific needs. Not only will CVR improve the level of service to your customers, you will also realize improved operational efficiencies through our comprehensive assessments of technology, staffing levels, and peak call times.

Additional Services

- » Development of Participant & Owner Handbooks, Newsletters, and related literature
- » Strategic Planning, including the development and implementation of Moving-to-Work initiatives
- » Assistance with the implementation and operation of special purpose programs such as Project-Based Vouchers, Family Self-Sufficiency, Homeownership Programs, and Enhanced Vouchers
- » Customized training programs to meet the unique needs of your agency
- » Utilization of Vouchers as part of Mixed Finance Developments



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