

Things We've Done the Last Few Years

Organization Wide

- **Staff trainings**
Implemented a training system that will track completion of assigned trainings to all employees. Standardized and required trainings are identified per position.
- **Yardi**
Started to implement and utilize the full functionality of HACM's enterprise software system – Yardi. Section 8 housing and financial modules were fully integrated in Jan 1, 2023. We started set up for the Public Housing and other auxiliary modules for full implementation by Jan 1, 2025. HACM University was implemented allowing us to deploy and track individual trainings through the Yardi Aspire system.
- **Financial & Business Analysts hires**
Hired a Financial System Analyst and a Business Analyst dedicated to ensuring effective deployment and consistent use of the enterprise software system and maximizing its full capability for efficient management and financial reporting.
- **Rent Café for residents/applicants/landlords**
In conjunction with the full enterprise software implementation, process integration is also implemented to enhance the customer service experience through the deployment of the Rent Café portal. This will provide electronic interaction between HACM and its program participants, allowing residents to request work orders and provide some certification materials electronically. The system is currently being rolled out in the various housing types.
- **Increased use of 3rd party vendors overall** (both Hsg Ops & HCV [inspectors])
To provide better service and maximize deployment of housing assistance, HACM had engaged various vendors to assist in service delivery.
- **Absorbed units from Friends of Housing**
HACM took over property management of 1000 units previously managed by Friends of Housing in the last few years and are now in the process of buying 40 Section 202 units previously owned by Friends of Housing.
- **IT activities**
HACM reopened five supervised computer centers (at Lapham [COS bldg], Convent Hill, Cherry Court, Highland Gardens and Hillside Terrace) and five unsupervised mini computer labs (at Holton Terrace, Merrill Park, Lincoln Court, Riverview and Mitchell Court) after closure due to COVID. HACM is also in process of updating all security cameras to better monitor all developments, with three developments (Mitchell Court, College Court and Becher Court) completed and four to be completed by May 2024 (Locust Court, Arlington Court, Lincoln Court and Riverview).

Modernization and Development Construction

- **New construction**
Completed construction of 141 additional affordable housing units in the Westlawn Choice Neighborhood project. All Public Housing replacement units at Westlawn are now completed as required per the grant agreement with HUD.
- **Modernization/rehabilitation**
Completed rehabilitation of 122 affordable housing units and received funding to rehab another 114 units with the project starting in April 2024.

Public Safety

- **New Chief, new Asst. Chief**
Marlon E. Davis joined HACM in September 2023 after serving with the City of Milwaukee Police Department for 26 years where he held multiple positions with the department before retiring as a Police Lieutenant with the Criminal Investigation Bureau in May 2019. After his retirement, Marlon has been working in leadership roles in the healthcare and retail safety and security space where he led operations that ensured the safety and the security of those places and their visitors and guests. Marlon believes that developing strong partnerships is the foundation of everything he seeks to do, both professionally and personally to encourage the safety of people and environments
- **New strategies for deployment**
 - a. The Public Safety Department answering calls for service, patrols, and parking enforcement. The Department provides a proactive presence within the Housing Authority developments by deploying Public Safety Specialists and Public Safety Supervisors to all HACM properties utilizing a decentralized approach.
 - b. Utilizing a decentralized patrol approach model helps to maximize public safety coverage to all HACM properties by dividing the city into North, South, and Central patrol areas of responsibility.
 - c. Additionally, the Public Safety Department utilizes "hot spot saturation" patrols where resources are directed to individual developments or locations that have shown through data to have an increase in reported incidents. Hot Spot Deployment is based on the availability of resources, when patrols are unobligated elsewhere. Public Safety Specialists, when not on calls or other obligated tasks, will post at the respective identified Hot Spot and conduct tours at the location for, but not limited to, the following:
 - i. Parking Violations
 - ii. Unauthorized persons
 - iii. Loitering
 - iv. Criminal ActivityPublic Safety Specialists are to remain at the Hot Spot location until dispatched to another location for response. Upon clearing the dispatched location Public Safety Specialists are to return to the Hot Spot location, notifying the Public Safety Dispatcher upon arrival.

- **Expanded partnerships with third party vendors**
To assist with supplementing the current staff of the Public Safety Department, HACM has partnered with multiple third-party security service providers to provide coverage at our most incident-challenged developments. The addition of these contracted partners adds an extra layer of presence and protection for the identified developments, in the absence of resources available from the Public Safety Department.
- **Increased number of cameras (one-time HUD grant)**
HUD funds were granted to install additional surveillance cameras to the HACM system. Through the use of these funds, HACM IT, in collaboration with the Public Safety Department, has installed over seventy-five Rhombus Solutions surveillance cameras. Rhombus Solutions systems manufactures a cloud based, low-cost security surveillance camera system. These cameras provide a 360-degree coverage area and have facial and vehicle registration plate recognition.

Housing Operations

- **HOTMA (Housing Opportunity Through Modernization Act)**
Signed into law in 2016, HOTMA makes numerous changes to the statutes governing HUD's rental assistance programs, including Section 8, as well public housing, with the goal of streamlining administration and easing the burden on private owners and public housing authorities (PHAs). The changes under HOTMA touch upon multiple areas, including standards for income determination, resident self-certification, and interim reexaminations
- **NSPIRE (National Standards for the Physical Inspection of Real Estate)**
Regarding the inspection of the physical properties including resident units and indoor/outdoor common areas, HUD's new NSPIRE model prioritizes health, safety, and functional defects over appearance. It implements inspections that better reflect the true physical conditions of the property. The NSPIRE model supports the adoption of sound, year-round maintenance practices.
- **Recovery plan**
HUD has required that we turn our vacant units and house a new tenant within 45 days, maintain an occupancy rate of 97% and implement a year-round preventative maintenance plan. We report out to HUD each month on our progress.
- **\$250K from the City of Milwaukee for maintenance staff**
HACM will hire 5 individuals (3 have already started) to help maintain the cleanliness at our properties, which will allow our maintenance technicians to focus on work orders exclusively.
- **Pest control third-party vendor**
We have hired Platinum Pest Control in April 2023 to help HACM respond timely in delivering pest control treatments to our residents, to supplement the services provided by HACM's pest control specialists.
- **Westlawn Victory Manor: HVAC maintenance partner**
We have entered into a service contract with Southport HVAC for the Victory Manor.

Vouchers including Section 8 (aka Rent Assistance or Housing Choice Vouchers), Project-Based Vouchers, etc.

- **Outreach specialist**
Hired a dedicated Outreach Specialist to exclusively focus on increased participation by landlords in the Housing Choice Voucher program, working to increase both retention of current landlords and the addition of new landlords, using a variety of touchpoints including meetings with realty groups, as an example.
- **Increased number of recipients** (“Utilization”)
Added a net additional 250 families housed via Housing Choice Vouchers during the year, increasing housing assistance payments paid to various Milwaukee landlords by roughly \$2 million.
- **Related to the HUD’s audits/Corrective Action Plans (CAPs)**
The two corrective action plans (“MKE” and “QAD”) are extensive. Here are some of the key items currently in process or completed:
 - a. A 100% review and reconstruction of financial data for 2017 - 2022 is underway.
 - b. Board members and staff have completed training on HUD financial recording and reporting, with ongoing training to continue.
 - c. HACM is continuing an agency-wide software conversion that will increase efficiency and provide cohesive records throughout the organization.
 - d. An RFP for operation of the Section 8 program, which includes a 100% participant file review, was issued on January 19, 2024.
 - e. All staff that process certifications now consistently use and document their use of the Enterprise Income Verification system for all annual and interim recertifications.
 - f. HACM is instituting updated standard operating procedures for the main functions of the Section 8 programs.
 - g. Additional quality control measures have been implemented for file documentation, including items such as tenant rent calculations and housing assistance payments to landlords.

Supportive Services (Partial List)

- **Choice Neighborhood Initiative (CNI) Resident Case Management**
Through case management in our CNI grant program, HACM has increased the full and part time employment rate at Westlawn of work able residents from 45% in 2016 to 62% at 09/30/2023.
- **@Promise Resident Training Program**
A HACM initiative geared toward young adults interested in pursuing a college education and gaining job skills, it offers supportive services like life skills training, part-time employment and tuition assistance that together can transform

residents' lives. @Promise provides motivated residents with the opportunity to overcome barriers that could otherwise keep them locked into a cycle of poverty.

- **Make Your Money Talk**

MYMT is a partnership with the Wisconsin Women's Business Initiative Corporation to provide financial wellness program for HACM residents with a 4:1 matched individual development accounts (IDA).

For the time period 2020-2023, the program results were:

Make Your Money Talk Graduates:	734
IDA Accounts opened	115
IDA Accounts used for the following household assets:	
Purchase a home	25
Post-secondary education	11
Starting a business	16
Purchasing or repairing a vehicle	80
Pay off debt needed for credit repair	343

- **Jobs Plus**

Jobs Plus is a \$2.3 million HUD grant to connect Hillside Terrace residents with employment, education, and financial empowerment services. It incentivizes employment and earnings increases through the earned income disregard for participating families, and by providing services designed to support work including: employer linkages, job placement and counseling, educational advancement and financial counseling. The grant ended on 1/31/2024.

As of 9/30/2023:

- 56.7% of Hillside residents that enrolled and are being actively case managed are employed (127 out of 224). This is a decrease from last quarter (61.4%) and is due to the new enrollment of 17 unemployed residents into the case management program during the quarter.
- This number is higher than the overall employment rate of all work-able residents in Hillside of 49.7%, showing the impact of case management.
- During the grant, HACM has assisted 89 residents in starting new full time employment, 67 for new part-time employment, and 96 have improved their employment through promotion or more hours.
- Through the earned income disregard incentive, Hillside residents have been able to keep more than \$1.5 million total that would normally have been paid as rent over the 4-year grant period.

- **Partial List of Current Organizations Working in Partnership with HACM:**

- a. Wisconsin Womens Business Initiative Corporation (WWBIC)
- b. Lutheran Social Services of Wisconsin and Upper Michigan
- c. Hunger Task Force
- d. Boys & Girls Club of Greater Milwaukee (Hillside)
- e. Progressive Community Health Center (Hillside clinic)
- f. Tomorrow's Future Early Childhood Center (Hillside)
- g. Day Care Services for Children (Parklawn)
- h. Central City Cyberschool (Parklawn)
- i. Browning Elementary School (Westlawn Gardens)
- j. Silver Spring Neighborhood Center (Westlawn Gardens)

- k. Employ Milwaukee
- l. Homebuyer Counseling Agencies, including: ACTS Housing; Housing Resources, Inc.; Select Milwaukee, Neighborhood Assistance Corporation of America; United Community Center

Responsive & Transparent Communications

- **Keeping Stakeholders Informed**

HACM is committed to transparency in our communications with internal and external stakeholders. We promptly respond to inquiries received generally or through the public records request process. Additionally, HACM utilizes a variety of communication channels, such as websites, email, social media, digital signage, tours, meetings, and newsletters to share information about the agency's operations. Our goal is to keep stakeholders informed and engaged in our efforts to advance HACM's mission.

- **Produced contact sheets for all residents & voucher recipients**

Contact sheets were provided to all current residents/recipients to ensure access to information on commonly-asked questions, including contact information for HACM and various stakeholders, providing multiple avenues for services in one simple, standardized document.

Opportunities (People, Policies and Resources)

- Using this visibility to develop new partners. In addition to dollars, possibility also people or organizations to work with staff and residents.
- Mtg w/ HUD PMAS Monocchio to widen up restricted funds for additional developments and identification of additional HUD support and resources.
- Will be looking to go to WHEDA with additional avenues of funding. (CA model of either including some affordable housing units in ALL developments or providing dollars to a state fund to develop affordable housing – beyond Tax Credit funds. Could include a similar requirement for TIF Funding.)
- Deepen relationships with Congressional officials for future asks.
- Continue to develop opportunities for Travaux.