



# City of Milwaukee

P.O. Box 324  
Milwaukee, WI 53201-0324

## Meeting Minutes

### HOUSING AUTHORITY

**CHARLOTTE HAYSLETT, Chair**

**Karen Gotzler, Vice Chair**

**Irma Yepez Klassen, Jackie Burrell, and Ald. Sharlen Moore**

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Wednesday, July 9, 2025

4:00 PM

City Hall, Room 301-B

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Live Stream Link:

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City of Milwaukee Livestream One

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**The mission of the Housing Authority of the City of Milwaukee (HACM) is to foster strong, resilient and inclusive communities by providing a continuum of high-quality housing options that support self-sufficiency, good quality of life, and the opportunity to thrive.**

#### Call to Order

*Meeting called to order at 4:00 p.m.*

#### Roll Call

**Present:** 5 - Gotzler, Yepez Klassen, Moore, Hayslett, Burrell

#### A. APPROVAL OF THE CONSENT AGENDA

##### CONSENT AGENDA – ITEMS RECOMMENDED FOR APPROVAL

(All items listed under the Consent Agenda will be enacted by one motion unless a Commissioner requires otherwise, in which event, the item will be removed from the Consent Agenda and considered separately.)

1. [R13609](#) Approval of the minutes of the regular Board meeting held on June 11th, 2025

**Sponsors:** THE CHAIR

**Attachments:** [HACM Meeting Minutes for June 11, 2025](#)

A motion was made by Irma C. Yepez Klassen, seconded by Jackie Burrell, that this Motion be APPROVED. This motion PREVAILED by the following vote:

**Aye:** 5 - Gotzler, Yepez Klassen, Moore, Hayslett, and Burrell

No: 0

2. [R13610](#) Approval of the minutes of the Special Board meeting held on June 24th, 2025

**Sponsors:** THE CHAIR

**Attachments:** [HACM Meeting Minutes for June 24, 2025](#)

A motion was made by Irma C. Yepez Klassen, seconded by Jackie Burrell, that this Motion be APPROVED. This motion PREVAILED by the following vote:

Aye: 5 - Gotzler, Yepez Klassen, Moore, Hayslett, and Burrell

No: 0

## B. REPORTS AND DISCUSSION ITEMS

1. [R13611](#) Discussion with Clifton Larson Allen regarding the Reperformance Observations and Recommendations Report for 2017 to 2022 (a.k.a. the 100% financial transaction review for the voucher program)

**Sponsors:** THE CHAIR

**Attachments:** [CLA HCV 100% Financial Transaction Review – Reperformance Report](#)

*Jordan Boehm, Principal at CliftonLarsonAllen (CLA), presented the results of the reperformance audit conducted on the Section 8 Program for the period of January 1, 2017, through December 31, 2022. He explained that the audit was conducted as part of the Corrective Action Plan requirements issued by the U.S. Department of Housing and Urban Development (HUD).*

*Mr. Boehm explained that part of CLA's role is to identify items that may be subject to disallowance; however, the final determination rests with HUD, which will review the report as part of the Corrective Action Plan process. He noted that while nine key themes were identified, the majority of the disallowed costs stemmed from a single issue: the improper advancement of Section 8 Program funds to other funds within the Authority. This issue accounted for approximately 98% of the \$2.9 million in disallowed costs observed during the audit period from January 1, 2017, through December 31, 2022. Mr. Boehm recommended implementing a consistent review process for expenses and revisiting the allocation methodology annually to ensure it remains accurate and up to date. Mr. Boehm emphasized that one step the organization can take is investing in technology and automation, which involves upfront costs, but allows for the implementation of system-based controls that enhance efficiency and accountability. Additional recommendations are outlined on page 12 of the report, provided with the agenda.*

*Brad Leak, HACM's Chief Financial Officer, further explained that in 2025, HACM implemented the Procure-to-Pay (P2P) process within the Yardi software system. This system includes built-in levels of authority, initiating with a purchase requisition through the appropriate procurement methods, which leads to the approval of invoices, then reviewed at the accounting level, and routed for final approval based on designated authority thresholds tied to the dollar amount.*

*The Commissioners discussed the current Section 8 Corrective Action Plan in relation to the Public Housing Sustainability Plan, as well as the review and timing of updates to the Accounting Department's Accounting and Financial Policies and Procedures Manual. They also explored ways the Board could support the organization to help improve practices going forward.*

*Mr. Boehm recommended a thorough vetting of the individuals responsible for overseeing the implementation of policies and procedures that the Board would adopt for the organization. He also suggested conducting internal audits—typically performed by an internal audit group that reports directly to the Board, not to management. These audits could focus on specific departments to evaluate compliance with their respective policies and procedures, and as a result, develop or enhance best practices.*

*Commissioners inquired about the available channels for reporting fraud and if there was a whistleblower policy in place. Amy Hall, HACM's Marketing and Communications Officer, informed the Board that a fraud form is available on the HACM website for individuals to submit concerns. Todd Slusar, HACM's Senior Human Resources Business Partner, added that the Employee Handbook includes a whistleblower policy to protect individuals who come forward.*

2. [R13612](#)

Resolution approving amended and restated Bylaws and Articles of Incorporation for Crucible, Inc

**Sponsors:** THE CHAIR

**Attachments:** [Crucible Inc. Amended and Restated Bylaws - Redline](#)  
[Crucible Inc. Amended and Restated Bylaws - All Changes Accepted](#)  
[Crucible, Inc. Amended and Restated Articles of Incorporation - Redline](#)  
[Crucible, Inc. Amended and Restated Articles of Incorporation - All Changes](#)

*Ken Barbeau, HACM's Interim Secretary-Executive Director, and Attorney Tom Gartner of Michael Best & Friedrich LLP, addressed the amended and restated Bylaws and Articles of Incorporation for Crucible, which were included with the meeting agenda. Attorney Gartner explained that these proposed redlines are based on the recent redlined versions of the Bylaws and Articles for Travaux, as those were previously reviewed by HUD and approved by the Board. The intent behind these updates is to ensure consistency across HACM's instrumentalities, thereby simplifying administration for staff. Attorney Gartner noted that HUD will also need to approve the amended Bylaws and Articles for Crucible. Additionally, once Crucible is activated, Attorney Gartner recommended establishing a Cooperation Agreement between HACM and Crucible, similar to those already in place between HACM and both the City of Milwaukee and Travaux to allow for the sharing of staff, resources, and collaborative operations.*

**A motion was made by ALD. MOORE, seconded by Karen Gotzler, that this Housing Authority Resolution be ADOPTED. This motion PREVAILED by the following vote:**

**Aye:** 5 - Gotzler, Yopez Klassen, Moore, Hayslett, and Burrell

**No:** 0

3. [R13613](#) Resolution approving a request to the U.S. Department of Housing and Urban Development for the reallocation of twenty-five (25) Veterans Affairs Supportive Housing (VASH) vouchers from the Housing Authority of the City of Milwaukee (HACM) to the Wisconsin Housing and Economic Development Authority (WHEDA), removing them from HACM's Consolidated Annual Contribution Contract, with the goal of increased utilization

**Sponsors:** THE CHAIR

*Ken Barbeau, HACM's Interim Secretary-Executive Director, explained that Veterans Affairs Supportive Housing (VASH) vouchers are designated for homeless veterans, with referrals provided by the Veterans Administration (VA). HACM currently receives 372 VASH vouchers from HUD —271 of which are tenant-based, while 101 are project-based and tied to units at the National Soldiers Home, located on the VA grounds. Mr. Barbeau noted that since accepting the VASH vouchers, HACM has never reached full utilization. Typically, the agency is actively administering between 275 and 290 vouchers, with the rest unused. In May 2025, the Milwaukee VA Medical Center approached HACM about a reallocation of 25 of HACM's tenant-based VASH vouchers from HACM to the Wisconsin Housing and Economic Development Authority (WHEDA). Both HUD and WHEDA, along with HACM, support the reallocation, recognizing that WHEDA has the staffing capacity and broader geographic reach to better utilize the vouchers. WHEDA currently maintains a 98% utilization rate and is well-positioned to house individuals more quickly and provide veterans with more housing options.*

*Commissioners asked if there were any negatives to this reallocation. Mr. Barbeau emphasized that this reallocation would benefit HACM by transferring underutilized and therefore unfunded vouchers to an agency that can put them to immediate use—raising HACM's utilization percentage, but most importantly, ultimately helping more veterans access stable housing and supportive services.*

**A motion was made by Jackie Burrell, seconded by Karen Gotzler, that this Housing Authority Resolution be ADOPTED. This motion PREVAILED by the following vote:**

**Aye:** 5 - Gotzler, Yepez Klassen, Moore, Hayslett, and Burrell

**No:** 0

4. [R13614](#) Public Listening Session

The Listening Session is an opportunity for the public to provide input to the Board; for the Board to receive that information for their consideration. Persons who wish to comment may do so in person, via eComment on the internet, and via mail.

Those wishing to speak in person should register in person at the meeting and will be called in the order in which they signed up. As a courtesy to others and to ensure the widest breadth of input, all speakers will be limited to speak for two minutes.

Those wishing to provide written comment in person may provide the comments to the staffer who is also registering speakers, and those comments will be shared with the Board of Commissioners.

Those wishing to provide written comment via mail should send their correspondence to: Attention Public Comment, Housing Authority of the City of Milwaukee, P.O. Box 324, Milwaukee WI 53201-0324. In order to be included in this meeting, all written comments for this meeting must be received two days before the meeting. If any comments are received after that date, they will be shared with the Board of Commissioners prior to their next regular meeting.

Those wishing to provide comment via the internet must do so prior to 11am the day of the Board Meeting by visiting the City's eComment system and accessing this agenda, once made available, at <http://milwaukee.legistar.com/calendar>. After 11am the day of the Board Meeting, no further comment will be able to be taken via the internet for this meeting.

**Sponsors:** THE CHAIR

*Cornelius Sawyer, RAB, Highland Gardens – Mr. Sawyer referred to a complaint regarding an employee's behavior that he brought before the Board on September 11th, 2024. He also referred to a complaint from Convent Hill, which he said was found to be legitimate. In addition, he mentioned a concern regarding the amount of money that is allegedly owed to the Resident Organizations. Mr. Sawyer stated that he hopes to get these issues resolved soon and looks forward to working with the Board and staff.*

*Mary Howell, Cherry Court – Ms. Howell expressed concern regarding the level of violence occurring at the property. She is requesting an increased public safety presence, particularly during the evening and overnight hours, to help ensure the safety and well-being of residents.*

*Tangalisa Riley, Scattered Sites - Ms. Riley stated that she wished to share a formal complaint regarding the management at the Scattered Sites office. She noted that she has been a HACM resident for 28 years, which she believes reflects her credibility and longstanding relationship with the agency. Her concerns include multiple rent increases within a short period without receiving the required 30-day notice, documents lost by staff when attempting to add her mother to the lease, and the denial of the opportunity to file a grievance, contrary to HACM policy. She referenced Chapter 14 of the Admissions and Continued Occupancy Policy (ACOP), which outlines a resident's right to file a grievance, and indicated that supporting documentation is available upon request.*

5. [R13615](#)

Presentation of the June Travaux Board Meeting Documents

**Sponsors:** THE CHAIR

**Attachments:**     [June 26, 2025 Travaux Board Agenda](#)  
                              [1a. Travaux Meeting Minutes for May 29, 2025](#)  
                              [2a. Travaux Inc. Restated Articles of Incorporation - Redline](#)  
                              [2b. Travaux Inc. - Restated Articles of Incorporation - All Changes Accepted](#)  
                              [2c. Travaux Inc Amended and Restated Bylaws - Redline](#)  
                              [2d. Travaux Inc. Amended and Restated Bylaws - All Changes Accepted](#)  
                              [3a. 2024 Audit Recap - Distributed at 6-26-25 Meeting](#)  
                              [3b. 2024 Financial Audit Lapham Park LLC](#)  
                              [3c. 2024 Financial Audit WL Renaissance LLC](#)  
                              [3d. 2024 Financial Audit WL Renaissance II LLC](#)  
                              [3e. 2024 Financial Audit WL Renaissance III LLC](#)  
                              [3f. 2024 Financial Audit WL Renaissance IV LLC](#)  
                              [3g. 2024 Financial Audit WL Renaissance V LLC](#)  
                              [3h. 2024 Financial Audit WL Renaissance VI LLC](#)  
                              [3i. 2024 Financial Audit WL Renaissance VII LLC](#)  
                              [4a. Travaux Project Summary as of June 13, 2025](#)  
                              [4b. Highland Gardens Buyout & Change Order Tracking](#)  
                              [4c. Section 8 Project-Based Voucher Utilization Update](#)  
                              [4d. Public Housing Days Vacant & Move Ins / Move Outs](#)  
                              [4e. Public Housing 12MO Occupancy & 2MO Work Order Report](#)  
                              [4f. Affordable Housing 12MO Occupancy & 2MO Work Order Report](#)  
                              [4g. Market Rate Housing 12MO Occupancy & 2MO Work Order Report](#)

*Mr. Barbeau noted that, in alignment with the Sustainability Plan, the agenda and attachments from the June 26th Travaux Board meeting were provided to the HACM Board. While he did not review all the materials in detail, he invited Brad Leak, HACM's Chief Financial Officer, to present a summary of the 2024 LLC financial audits which have been completed to date, and are included in the agenda. Mr. Leak reported that HACM has completed eight of the twelve required audits, with the remaining audits expected to be finalized by the end of July 2025. He informed the Board that auditors identified accounting irregularities at the LLC level, consistent with findings previously presented by Jordan Boehm. These issues have contributed to additional debt for HACM. Mr. Leak further explained that funds from Becher Court and Lapham Park had been used to cover payroll expenses for Travaux employees, which was a contributing factor in the audit findings. As a result, HACM will implement cost-reduction measures related to Travaux's overhead within the next three weeks. An update will be provided to the Board once all the LLC audits are complete. He reaffirmed HACM's commitment to fiscal responsibility and its residents and recipients.*

*In response to the Commissioners' questions regarding audit deadlines, Mr. Leak provided the following timeline:*

- The entity-wide Fiscal Audit 2023 is expected to be completed by September 30, 2025*
- The entity-wide Fiscal Audit 2024 is expected to be completed by September 30,*

2025

•SVA Certified Public Accountants, the auditor for the LLCs, is expected to complete its work by July 31, 2025

Commissioners inquired about Becher Court and Lapham Park reaching the end of their 15-year compliance period, the repayment plan, and the projected timeline being put in place with investors.

Commissioners requested that a comprehensive organization-wide analysis be provided to the Board to ensure HACM is fully aligned in terms of employee positions, responsibilities, salaries, and related competencies, along with a detailed cost reduction plan, and to be updated on the progress of both. In addition, Commissioners requested a clear timeline for implementing cost reduction measures. Mr. Barbeau stated that MRA, the firm contracted to conduct an organizational analysis as part of the Sustainability Plan, is currently carrying out such a review, with the final report expected to be presented to the Board by December 31, 2025.

6. [R13616](#)

Report from the Secretary-Executive Director

**Sponsors:** THE CHAIR

**Attachments:** [Summary of HACM Income Statement Dec 2024](#)  
[Income Statement December 2024](#)  
[Public Safety Analytics & Initiatives Report](#)  
[2025 Sustainability Plan Update](#)  
[CVR Update](#)

Brad Leak, HACM's Chief Financial Officer, presented the Summary of HACM Income Statement December 2024 included with the agenda. He provided an overview of the organization's cash flow, broken down by department, and outlined the financial requirements necessary to operate the Authority—such as vendor payments, employee salaries, pension obligations, and healthcare costs. Mr. Leak reported that during Fiscal Year 2024, the agency experienced a cash loss of approximately \$1.2 million from operations. Mr. Leak acknowledged and commended Pamela Watson, HACM's Interim Financial Director, for her efforts in preparing the financial reports and for her continued work in managing the agency's cash flow.

Commissioners discussed maintenance operations and the pros and cons of the use of private contractors to help cover the demand for work at the developments.

Chief Marlon Davis of HACM's Public Safety Department, directed Commissioners to page 2 of the Analysis and Initiatives Report, which outlines the department's ongoing efforts to enhance safety through targeted deployments and rotational patrols across housing communities, increasing visibility to help deter criminal and disruptive activity.

Captain Nicole McCade of HACM's Public Safety Department, highlighted a new outreach initiative: the distribution of magnets in English or Spanish which list emergency and Public Safety contact numbers. These magnets are designed to be simple, easy to read, and placed in a visible spot within residents' homes. She added that translations into additional languages can be provided if needed. Chief Davis also noted that the same contact information will be displayed on digital monitors at developments, where possible. Before proceeding with a full distribution, the department is gathering feedback from residents and property managers after a trial



*distribution at Westlawn.*

*Commissioners requested that the magnets also be distributed to both HACM and Travaux Board members, as well as the Common Council.*

*Dena Hunt, HACM's Chief Operations Officer, spoke of the attached CVR Report, stating that she continues to work closely with CVR to address ongoing staffing challenges. In May, CVR hired nine new employees and plans to onboard five additional staff beyond the original contract to help meet the demands of daily operations. Ms. Hunt noted that CVR continues to rely on corporate support to help resolve inherited discrepancies and meet critical deadlines.*

*Ms. Hunt also provided an update on the Operational Section of the 2025 Sustainability Plan, emphasizing the importance of aligning strategy with communication across all levels of the organization. While cost control remains a priority, she stressed that operations must be guided by thoughtful strategies that enable HACM to continue delivering safe and stable housing. Ms. Hunt addressed the importance of strengthening maintenance operations and the need to both attract and retain top talent. She referred to progress metrics within the Sustainability Plan: the Governance Section is 59% complete, the Financial Section, 60%, Physical 77%, and the Capital Fund Section is 50% complete.*

*She explained that the completion of these Sustainability Plan corrective measures should also positively impact HACM's Public Housing Assessment System (PHAS) score. Strategic and consistent execution of physical operations is key to improving those scores. Ms. Hunt emphasized that maintenance plays a central role in this effort—not only by completing work orders but also by working closely with property managers in the lead up to inspections. Additionally, discussions are underway to reinstate a three-shift system for maintenance staff. This move is aimed at reducing fatigue among first-shift workers and enhancing overall efficiency. To further strengthen operations, HACM is deploying three senior property managers to lead in their areas of expertise: inspections, rent collections, and lease-ups.*

*Commissioner Gotzler inquired about the Greater Milwaukee Foundation and whether HACM had received any funding. Mr. Barbeau confirmed that HACM received \$1.9 million from HACM's Endowment Fund. He explained that these funds will be allocated to the appropriate accounts for the required purposes in accordance with HUD agreements. Commissioners then discussed the process for fund drawdowns and the rationale behind how and why the funds are distributed.*

## **Adjournment**

*There being no further business, Commissioner Burrell made a motion to adjourn the meeting at 6:10 p.m. Commissioner Yépez-Klassen seconded the motion. There being no objections, the motion carried.*

*Minutes prepared by: Patricia Dee and Maria Martinez-Planas*

Upon reasonable notice, efforts will be made to accommodate the needs of persons with disabilities through sign language interpreters or auxiliary aids. For additional information or to request this service, contact the Housing Authority ADA Coordinator at 286-5824, (FAX) 286-0833, (TDD) 286-3504 or by writing to the Coordinator at PO Box 324, Milwaukee, WI 53201-0324.



Persons engaged in lobbying as defined in s. 305-43-4 of the Milwaukee Code of Ordinances are required to register with the City Clerk's Office License Division. Registered lobbyists appearing before a Common Council committee are required to identify themselves as such. More information is available at <http://city.milwaukee.gov/Lobbying>.

Be hereby notified that three (3) members of the Crucible, Inc. Board of Directors may be present at the meeting of the HACM Board of Commissioners, as some members serve on both boards. While a quorum of the Crucible, Inc. Board may be present at the HACM meeting, they will not exercise the responsibilities, authority, or duties vested in the Crucible, Inc. Board of Directors.