

MONTHLY REPORT TO THE BOARD OF COMMISSIONERS

Housing Authority of the City of Milwaukee

Housing Choice Voucher Program

OVERVIEW:

This report details the activities currently under the direction of the Housing Choice Voucher Program.

SYNOPSIS:

CVR Associates, Inc. began its management of the Housing Authority of the City of Milwaukee’s Housing Choice Voucher Program effective January 2, 2025. At project inception, the program has a SEMAP rating of Troubled and is in shortfall. CVR has taken immediate action to begin to address backlogs in every area of operations including but not limited to annual recertifications, interims, late HQS inspections, program enforcement, and leasing and move-ins. The information below highlights the current status of our efforts at increasing staffing, compliance, addressing inherited backlogs, and overall operations for the month of December 2025.

Below is a summary of current staffing progress:

Staffing Numbers for Monthly Board Meeting - HACM Engagement				
Current Positions (ALL)	Requisition Requirement	# of Active EE's	# of Openings	Hires for the Month
Allocated FTE's				
Deputy Program Director	1	1	0	0
HCV Program Supervisor	1	1	0	0
HR Generalist	1	1	0	0
PBV/Customer Service Manager	1	1	0	0
Customer Service Representative (Bi-lingual)	2	2	0	0
Customer Service Representative (FTE)	4	3	1	0
Inspections/Owner Services Supervisor	1	1	0	0
Inspectors	2	2	0	0
Abatement Coordinator	1	1	0	0
Owner Services Coordinators	1	1	0	0
Admissions Supervisor	1	1	0	0
Admin Support (admissions)	1	1	0	0
Eligibility Specialist	2	1	1	0
Portability Specialist	1	0	1	0
Wait List Specialist	1	1	0	0
Team Lead (or Project Manager) Leasing	1	1	0	0
Team Lead (or Project Manager) PBV	1	1	0	0
Team Lead (or Project Manager) HCV	2	2	0	0

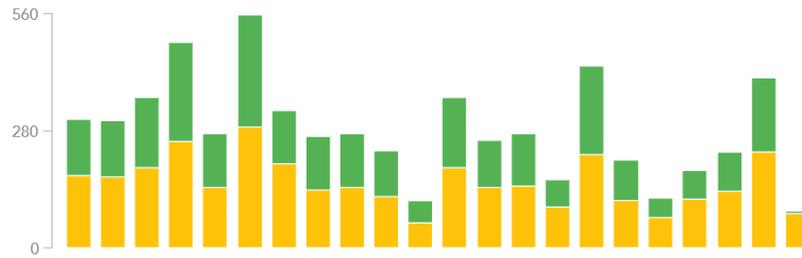
Housing Specialists (Leasing Contract)	1	1	0	0
Housing Specialists (Recert)	11	11	0	0
Housing Specialists (PBV)	3	2	1	0
Housing Specialists (Additional Support)	4	0	4	0
Performance Management Manager	1	0	1	0
Quality Control Specialist	1	1	0	0
Enforcement Specialist	1	1	0	0
PIC / Reporting Analyst	1	0	1	0
Total FTEs:	48	38	10	0
-Temporary Staff-				
Temp Customer Service Representative	3	2	1	0
Temp Housing Specialist - Remote (Additional Support)	5	5	0	0
Total Temps:	8	7	1	0
-Corporate Staff-				
Sr. Associates	-	2	-	-
Associates	-	2	-	-
Jr. Associates	-	1	-	-
QC/Scanning Manager	-	1	-	-
QC Specialist	-	3	-	-
-Subcontractors-				
BDO Finance				
NKA Subcontractors Group				
Total Workforce Numbers				
Grand Total:	59	54	11	0

CVR will continue its relationship with NKA Subcontractors Group into 2026 to maintain the MBE requirement in year 2. NKA will shift to processing a portion of HACM's recertifications beginning with recertifications due May 2026, and will attend CVR's comprehensive recertification training process in order to prepare them for their new role. CVR will maintain staff on-site in the Milwaukee office to continue processing HOME, FSS, PBV, and some HCV recertifications and to continue offering lab assistance on Wednesdays for any families who need hands on assistance. NKA will be providing a minimum of 4 qualified and experience housing specialists for this work and have a quality control manager. CVR will also conduct a percentage of quality control file reviews each month to ensure accuracy and completion, and the subcontractor will have a dedicated point of contact from CVR who will meet with them regularly.

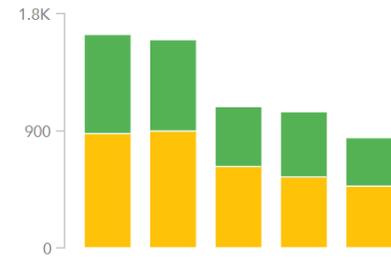
CALL CENTER AND CUSTOMER SERVICE

CVR began taking customer support calls on January 2, 2025 relative to the HCV and PBV programs. In the first quarter of 2025, CVR handled an average of 5,300 calls per month, the 2nd quarter averaged 4,200 calls per month and the 3rd quarter averaged 4,800 calls per month. In December 2025, CVR handled approximately 4,300 calls.

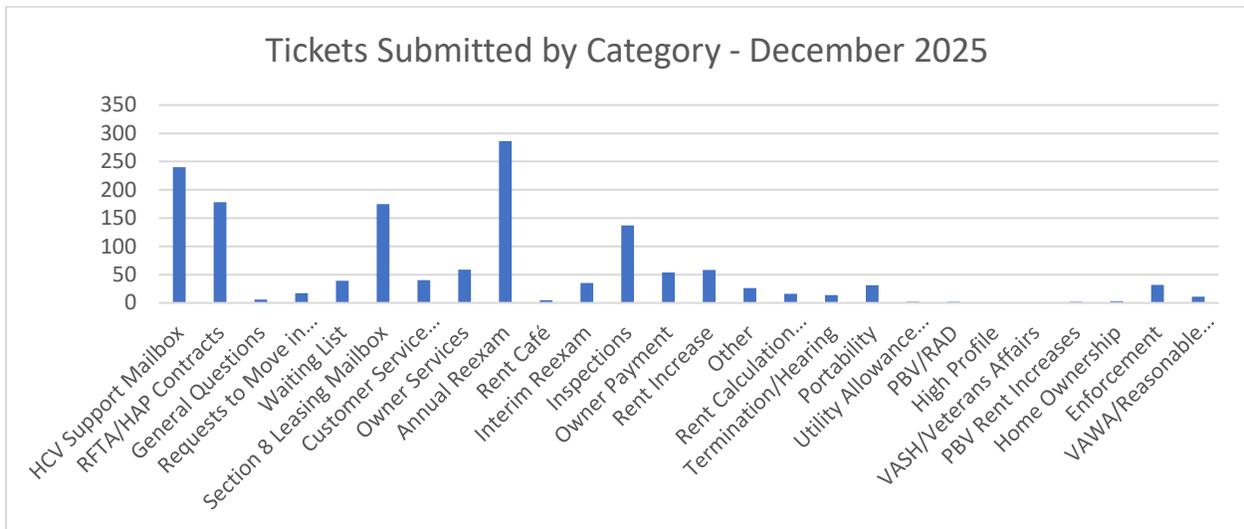
Handled Conversations by Direction by Date



Handled Conversations by Direction by Weekday



While CVR created 6,042 tickets in CVR’s Ticketing System during the first quarter of 2025, averaging 2,000 tickets per month and 2,852 tickets during the second quarter of 2025, averaging 951 tickets per month. CVR received 1,469 tickets in the month of December 2025. Annual recertifications, owner payments, and Requests for Tenancy Approval (RFTAs) and HAP Contracts represented the largest reasons why a ticket was submitted.



LAB IN-PERSON ASSISTANCE

CVR’s team continues to hold lab hours each Wednesday for applicants and participants to receive in-person assistance in morning and afternoon sessions. On average, 20-25 persons are assisted in each session. The main reasons for assistance include:

- Rent Café credential resets
- Assistance in completing the annual recertification process

CUSTOMER SERVICE LOBBY

CVR explored ways to further its operations and tracking of in-person assistance requests and developed custom lobby check-in webform that was loaded onto a kiosk in the main lobby, where visitors will check themselves into the lobby upon arrival, providing brief information about who they are and the reason for their visit. The system tracks their time of check in, reason for visit, assistance times, and links to CVR’s Reception Tool for the customer service representatives to use to receive a preview of the reason for the visit. As data is continued to be tracked, it will

continue to provide valuable insight into data-driven needs. CVR began fully utilizing this kiosk on September 29th, 2025.



Housing Authority of the City of Milwaukee
Rent Assistance Department

Visitor First Name
Enter your first name

Visitor Last Name
Enter your last name

Visitor Email
Enter your email

by completing this form, you may receive a survey asking for feedback on your experience

Visitor Type
Select visitor type...

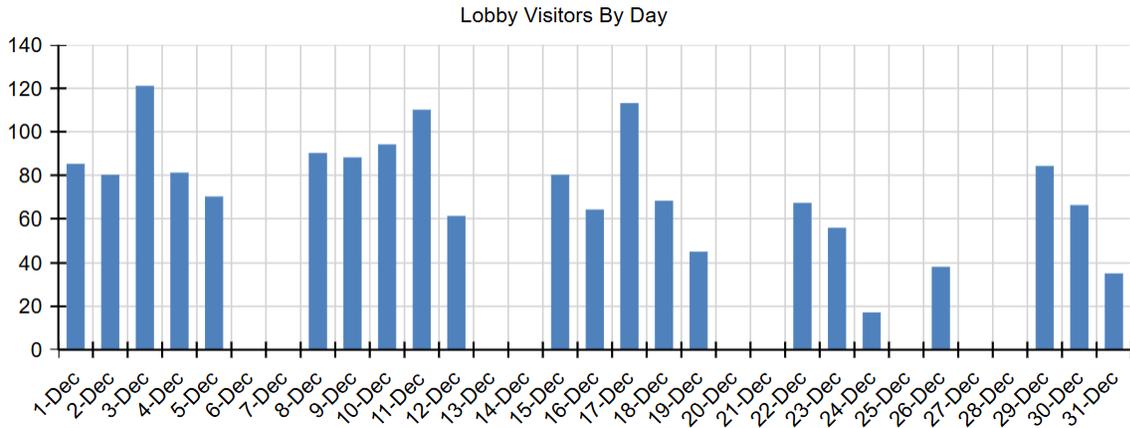
Visit Type
Select visit type...

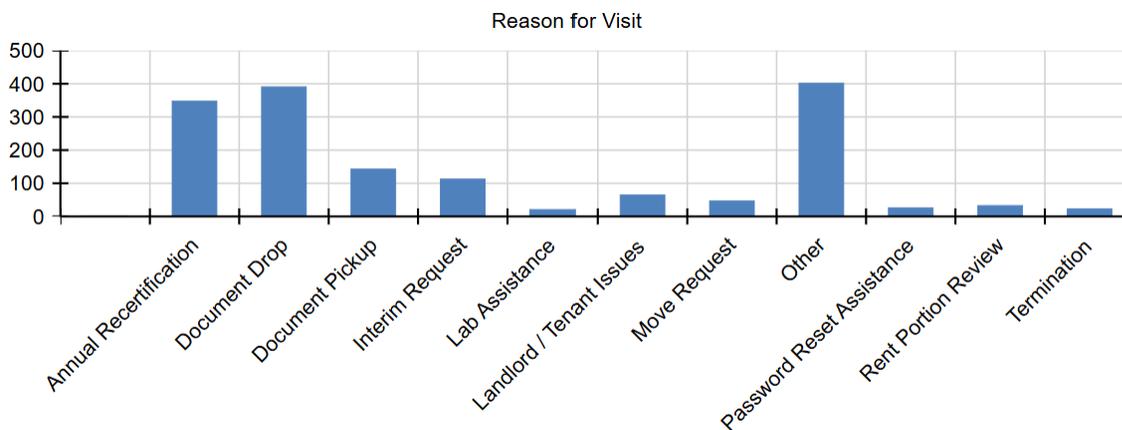
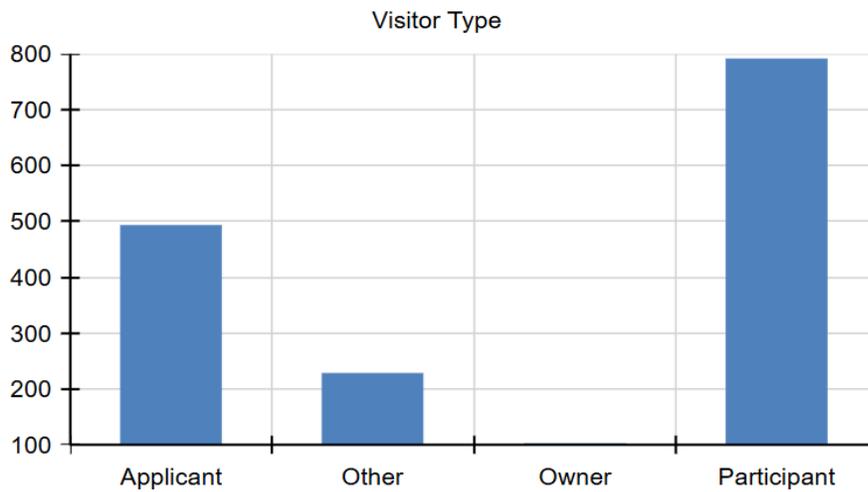
Reason for Visit
Select reason for visit...

Check In

Reset Form

The chart below represents visitor information for December 2025. In October, we received 2,138 visitors and this number dropped in December to 1,613 visitors for the month, averaging 73 visitors per day. The lobby was closed for half a day on 12/24 and 12/31 and closed all day on 12/25.





INTAKE AND LEASING

Due to HACM being in shortfall, only Project-Based Voucher (PBV) units, administered port-ins, and VASH referrals are actively being housed. CVR continues to work with HACM and HUD representatives on scheduled calls to coordinate next steps and planning.

Property	Number of New Admissions
htrad	5
lpb	1
lprad	1
mlkpb	1
mppb	8
mspbv	1
vash	4
vicrad	2
vmpb	1
wgrad	2
wlpb	2
wr3rad	2
wr4pbv	2
wr6rad	1
wr7rad	11
wtpb	1
Grand Total	45

CONTINUED OCCUPANCY

Our team is working diligently to resolve discrepancies, ensure compliance with program requirements, and, most importantly, to make families whole in situations where they were negatively impacted by prior errors. There are 1,279 reexams left to be completed for 2025, as we continue to work through and reduce the backlog.

Recert Outcome								
Year and Month	Recerts Due	Completed Early/On Time	Completed Late	End Participation	Port Out	Date Changed - Earlier	Date Changed - Later	Pending Completion
2025								
1	575	307	180	62	11		14	1
2	600	281	246	45	12	3	10	3
3	601	73	423	42	12	11	24	16
4	600	111	377	47	12	10	18	25
5	604	164	330	37	4	17	18	34
6	711	42	479	58	8	12	28	84
7	569	30	341	45	6	9	20	118
8	549	72	282	42	10	17	21	105
9	662	39	334	47	8	17	14	203
10	582	58	258	28	1	26	3	208
11	575	73	211	35	2	32	15	207
12	749	216	185	32	4	50	7	255
Grand Total		1466	3646	520	90	204	192	1259

Interims	25-Jan	25-Feb	25-Mar	25-Apr	25-May	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Processed	47	155	362	364	302	351	270	289	53	61	324	416

Moves	25-Jan	25-Feb	25-Mar	25-Apr	25-May	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Transfer Moves	53	56	33	50	34	54	51	22	40	56	46	66
New Admissions	32	15	40	20	15	10	33	43	25	20	71	45
Port Ins	4	3	7	6	0	7	7	1	3	7	6	5
Port Outs	2	3	4	19	8	10	6	14	21	4	11	15

VETERANS AFFAIRS

Ongoing issues are being addressed weekly using joint spreadsheet from Veterans Affairs; updated and forwarded to lead VA Case Manager every Monday with updates. CVR participates in ongoing Bi-weekly Meetings on Wednesdays to discuss issues for resolution.

Program - Veterans Affairs	Totals	Comments
- National Soldiers Homes	75	LATE -3
- Vets Manor (PBV)	18	LATE - 0
- VASH	186	LATE - 9

- Vets. Manor (PBV VASH)	13	LATE - 4
- Searching	7	
- VO to be issued	5	

HOMEOWNERSHIP

Program - Homeownership		
- RECERTS - LATE	23	
- CLOSING		

FAMILY SELF-SUFFICIENCY RECONCILIATION

Below is a summary of the FSS Reconstruction project, with 194 cases reported as enrolled at the inception

- As of 12/31, the final cases remaining required intervention and assistance from Yardi representatives and we are coordinating to get a meeting scheduled.

ENFORCEMENT

In December, the enforcement team worked on proposed termination cases, totaling 591.

- 112 of these cases were reviewed
 - 70 clients have been terminated with dates from 12/31/25 or prior to.
 - 7 are pending a hearing. However, after a review, we might be able to work with clients, so hearing is not necessary.
 - 25 clients were re-instated, ITT canceled. Either a recertification was completed, client was ported out or inspection was completed.
 - 10 cases are pending caseworker review or certification to be completed.

QUALITY CONTROL

In December 2025, the internal quality control team conducted reviews on 510 files. Frequent issues identified included incorrect or missing verification of assets, errors in calculating utility allowances, income calculation errors related to SS and SSI, absent EIV reports, and failure to provide tenants with a 30-day notice prior to rent increases. These areas of deficiency are monitored and used for future training efforts to improve accuracy and compliance. To help reduce these errors, staff will participate in targeted refresher trainings, and updated checklists are being implemented.

100% File Review (2022-2023)

NKA Contractors, LLC completed 607 file reviews in December 2025 as part of the comprehensive review initiative for the 2022-2023 period, thereby concluding the special file review project. A detailed report summarizing the findings for this review period is currently in preparation.

PROJECT-BASED VOUCHERS RECONCILIATION

CVR compiled the following PBV discrepancies regarding leased units on the HCV side of Yardi vs the property management's records to date. This analysis and reconciliation is ongoing. Thus far CVR has compiled the following:

Non-HACM Properties

Property	Total Occupied	Discrepancy	Comments
Becher	48	3	3 cases are pending recertification. 2 cases have been submitted for termination for failure to recertify.
Maskani	0	TBD	Maskani have gone bankrupt and closed their doors. Recently purchased by another developer (Wells Street Advisors) to reopen. HAP contract pending.
McKinnley School Apartments	6	0	Reconciliation complete.
McAulley Apartments	12	0	Reconciliation complete
Prairie	3	3	Rent roll received. Review in progress. Follow up sent to PM to resolve discrepancies.
United House	9	0	Reconciliation complete
Veterans Manor	TBD	TBD	Being handled by Tina Royalty
Water Tower View	15	0	Reconciliation complete
MLK Apartments	0	0	No active residents listed
Riverwest Apartments	0	7	PM sent over a list with 7 active residents. Property is determining which units they want to include in the HAP Contract. Units in AHAP does not match email request sent to HACM IT.

CVR has been unsuccessful in receiving any response from Dave Steward with Prairie Apartments. Multiple email follow-ups were sent. The last response received was on 07/22/2025.

HACM Properties- Reconciliation

Property	Discrepancies Resolved	Total Cases Pending Documents/Inspections to Process Move-In	Pending Recertification
Westlawn Gardens	4	18	21
Westlawn III	8	4	19

Westlawn IV	10	3	7
Westlawn V	11	0	7
Westlawn VI	3	2	30
Westlawn VII	19	12	27
Westlawn Gardens Scattered Site	3	2	0
Victory Manor	9	2	4
Lapham	9	1	13
Scattered Sites 1	1	0	9
Scattered Sites 2	2	1	2
Olga Village	0	0	3
Merrill Park	7	2	21
Holton Terrace	6	0	7
Highland Gardens	0	0	1
Convent Hill	0	7	4
Cherry Court	9	0	4
Carver Park	1	0	15
Becher Court	0	0	2

- Completed 47 move-ins since September, the total amount issued for payouts made are \$248,310.00.
- There are 3 cases which were processed for the December special check run totaling: \$12,303.00, not included in the amount above. Total payout for this project \$260,313.00
- Weekly meetings with Westlawn leadership to assist with obtaining missing documents such as the Tenancy Addendum and RFTA and any moving documents.
- Recent discoveries of Westlawn staff not cooperating with Inspections Team to complete/conduct inspections. Email sent to Ken regarding this concern.
- Bi-Weekly meetings conducted with all properties regarding missing documents.
- Property managers are directly going to the units for unresponsive families and Public Safety will also go out to assist. RAP staff are calling and emailing families for missing documents.
- RAP will send out withdrawal notices to non-compliant families, property management has been made aware. – This did not happen, due to notices not yet being approved.

FINANCE

WE Energies

All past WE Energies payments have been applied by WE Energies and new URP recipients are converted to WE Energies after the first check is processed. WE Energies provides account numbers for all newly tenants to their list and they are updated before the next check run. This process seems to be running very smoothly at this time.

BDO Monthly Activity Summary – December 2025

Bank Reconciliations:

US Bank Account - *****3846 – Section 8 Vouch Program has been reconciled through December 2025. Please note - there are deposits in transit and outstanding checks on the reconciliation dating back to 2021 and we recommend that they get cleaned up before the 12/31/2025 year end.

VMS Reporting and RNP Calculation – HCV & EHV

- Per the Two-Year Tool, WI002 Housing Authority of the City of Milwaukee’s RNP (Restricted Net Position) for the HCV and EHV programs agrees with HUD’s calculated RNP amount through December 2025. With the results of December 2025 input, the Two-Year Tool is projecting a shortfall of \$469,784 or 0.8% of ABA for HCV.
- HCV - RNP as of December 2025 was calculated to be a negative \$469,779 and is a decrease from the positive \$762,877 reported for November 2025. The main reason for the decrease is that \$3,471,750 in HAP funds were received in December. The amount received each month is normally around \$5.2 million. Estimates for January 2026 bring the RNP back up to a positive \$278,805. This is the result of receiving \$5,271,568 in HAP funds and having HAP expenses of \$4,522,984.
- EHV – RNP as of December 2025 was calculated to be a positive \$41,264 and is an increase from the \$27,672 calculated for November 2025. Estimates for January 2026 have the RNP at a positive \$55,051. This is the result of receiving \$74,238 in HAP funds and having HAP expenses of \$60,451.

INSPECTIONS

Effective October 1, 2025 NSPIRE inspections went into effect and replaced the prior Housing Quality Standards (HQS). CVR is continuing to note an increase in emergency fail inspections due to GCFI outlets, smoke detectors, and other trending areas. CVR is working on additional methods to reach landlords prior to the inspection date to ensure property owners are checking their units against the new standards prior to inspection to try to alleviate this increase and increase owner awareness.

Inspection Summaries

Start Date 12/1/2025
End Date 12/31/2025

Results

Result	Quantity	Percent
Fail	555	53.47%
Pass	389	37.48%
No Show	88	8.48%
Vacant	6	0.58%

Series Types

Inspection Series Type	Quantity	Percent
Annual	781	75.24%
Initial	161	15.51%
Complaint	74	7.13%
Miscellaneous	13	1.25%
Quality Control	9	0.87%

Inspection Types

Inspection Type	Quantity	Percent
Annual	272	26.20%
Emergency Re-inspection	238	22.93%
Re-inspection	216	20.81%
Emergency	170	16.38%
Initial	114	10.98%
Complaint	22	2.12%
Additional Repairs	6	0.58%

Inspectors

Inspector	Quantity	Percent
Mellena Hoppe	155	14.96%
Tony Smith	596	57.53%
Stephen Fendt	229	22.10%
Keeshia Fulsom	56	5.41%

HAP Abatement & Owner Compliance

During this period, the agency enforced HAP abatements for property owners failing to maintain NSPIRE standards.

- **Abatement Volume:** A total of 53 abatements were approved this month.
- **Effective Dates:** 50 abatements are effective 1/1/2026, while 3 are retroactive to 12/1/2025 and prior.
- **Resolutions:** Seven (7) abatements were successfully closed following verified repairs and successful inspection outcomes.

Customer Service Inspection Calls

Call Center Volume: The HACM Inspections queue handled 1,309 conversations with an average talk time of 3 minutes and 46 seconds. However, the average time of abandonment of 14 minutes and 46 seconds suggests caller frustration during peak periods.

Queue	Conversations including Abandoned	Abandoned Conversations	Handled Conversations	Average Talk Time	Conversation Talk Time
HACM - Inspections (English)	1,551	160	1,309	03:46	3 days, 15h 32:31

Queue	Abandoned Conversations	Abandoned under 15 Sec	Abandoned under 30 Sec	Abandoned under 45 Sec	Abandoned under 60 Sec	Avg Abandon Time
HACM - Inspections (English)	160	11	18	24	29	14m 46s

BARRIERS

CVR has requested PIC/EIV access for its users starting in December 2024. To date, there are still several staff members that do not have the appropriate access.

Respectfully submitted by: **Tracey Sheffield**
 Project Director
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