

MONTHLY REPORT TO THE BOARD OF COMMISSIONERS

Housing Authority of the City of Milwaukee

Housing Choice Voucher Program

March 2026

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 March 2026.

Below is a summary of current staffing progress:

Current Positions (ALL)	Requisition Requirement	# of Active EEs	# of Openings	Hires for the Month
Allocated FTEs				
HCV Director	1	1	0	0
FINANCE/ANALYTICS				
Special Projects Coordinator	1	1	0	0
OWNER SERVICES/INSPECTIONS				
Owner Services/Inspections Supervisor	1	1	0	0
Inspectors	2	2	0	0
Abatement Coordinator	1	1	0	0
ADMISSIONS AND LEASING				
Admissions Supervisor	1	1	0	0
Portability Specialist	1	1	0	0
Lease and Contracts Specialists	3	2	1	0
Eligibility Specialists	2	2	0	0
Wait List Specialist	1	1	0	0
Admin Support/Customer Care Specialist	1	1	0	0

OCCUPANCY AND RECERTIFICATIONS				
Program Supervisor	1	1	0	0
PBV Housing Specialist	3	3	0	0
Housing Specialist	3	2	1	0
Temp Housing Specialist	5	5	0	0
NKA Compliance and QC Manager	1	1	0	0
NKA Recertification Specialists	5	5	0	0
COMPLIANCE AND CUSTOMER SERVICE				
Customer Service/Compliance Manager	1	1	0	0
Enforcement Specialist	1	1	0	0
PIC / Reporting Analyst	1	1	0	0
Customer Service Representative	3	3	0	0
Temp Customer Service Representative	1	1	0	0
Temp Customer Service Representative (S O)	2	1	1	1
Total:	42	39	3	1
-Corporate Staff-				
Sr. Associates	-	1	-	-
Associates	-	2	-	-
Jr. Associates	-	2	-	-
QC Specialist	-	2	-	-
Total Corporate Support		7		
-Subcontractors-				
BDO Finance				
NKA Subcontractors Group				
Total Workforce Numbers				
Grand Total:	41	45	3	1

CVR will continue its relationship with NKA Subcontractors Group into 2026 to maintain the MBE requirement in year 2. NKA has shifted to processing a portion of HACM's recertifications beginning with recertifications due May 2026 and attended CVR's comprehensive recertification training process in January 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 maintain a minimum of 4 qualified and experienced 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

In March, the call center team managed approximately 4.9K total inbound and outbound calls, maintaining consistent engagement despite staffing constraints. On a daily average, staff handled 219 inbound calls and completed 148 outbound calls to support families awaiting callbacks.

Operational performance was impacted by ongoing attendance challenges, requiring the team to operate with reduced staffing levels. Despite this, service delivery remained steady, supported in part by a corporate resource who contributed significantly by handling approximately 1K calls during the month.

Leadership maintained a strong focus on attendance and punctuality through weekly team meetings, reinforcing accountability and the importance of consistent coverage to meet service expectations for families and property owners.

Additionally, staff development remained a priority, with targeted reinforcement in key operational areas, including:

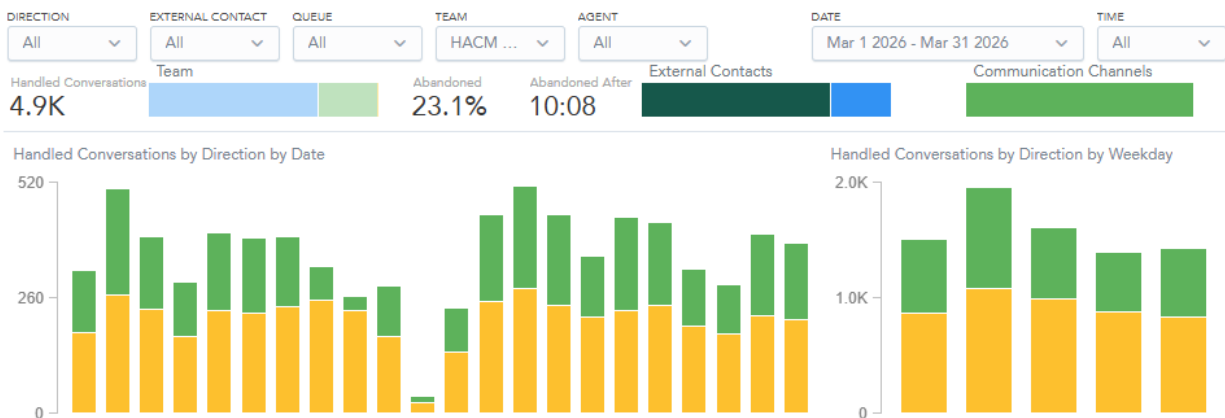
- Lobby protocol adherence
- Escalation procedures
- Documentation accuracy and completeness
- Proper use of Yardi and the Tracker for memos and uploads
- Timeline expectations
- Move and port process workflows

Key Challenges & Risks:

- Continued attendance and staffing gaps impacting capacity
- Instances of unrealistic expectations communicated to families, creating potential service and satisfaction risks

Focus Areas Moving Forward:

- Strengthening attendance accountability measures
- Aligning communication standards to ensure accurate expectation-setting with families
- Ongoing coaching and quality assurance to reinforce operational consistency

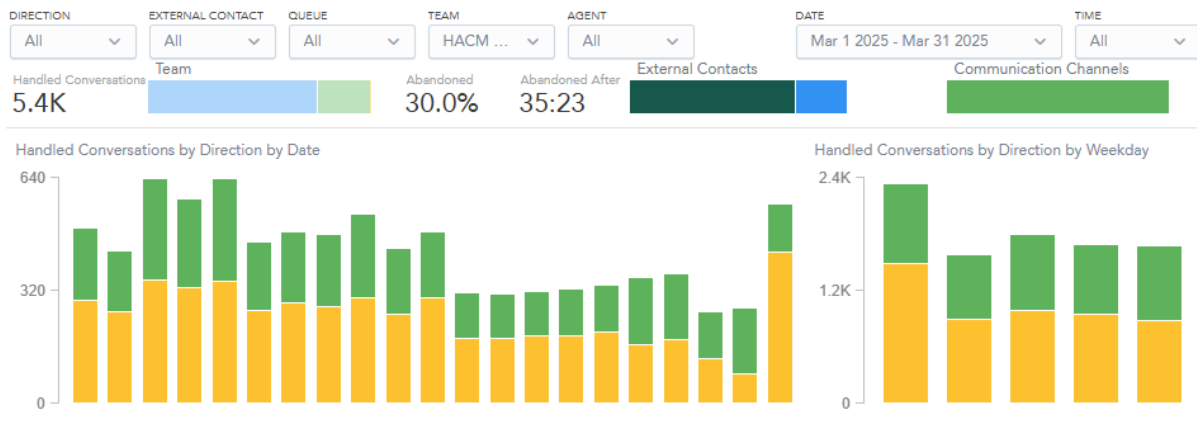


2025 – Historical Data

Historical data reflects a reduction in overall call volume and a decline in the abandoned call rate, indicating improved call management and accessibility for families.

Additionally, focused efforts to complete annual and interim reexaminations have addressed a significant area of concern for both families and property owners, likely contributing to a decrease in repeat inquiries and overall call demand.

A notable shift in call patterns has also emerged, with Tuesdays now representing the highest call volume day, surpassing Mondays. This change may reflect evolving customer behavior and should be considered when aligning staffing resources to ensure optimal coverage during peak periods.



Ticket Submissions

CVR continued to work with HACM IT and the City to identify the root cause of issues impacting the ability to send and receive tickets through general inboxes. The issue was determined to be at the City level, and on February 24, 2026, City IT successfully restored connectivity to four affected HACM inboxes.

Following resolution of the issue, CVR immediately deployed additional resources to address the backlog of impacted tickets and is actively working to bring all items current.

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 continues to make use of the kiosk and reception tracker established on September 29, 2025.



Visitor First Name

Visitor Last Name

Visitor Email

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

Visitor Type

Visit Type

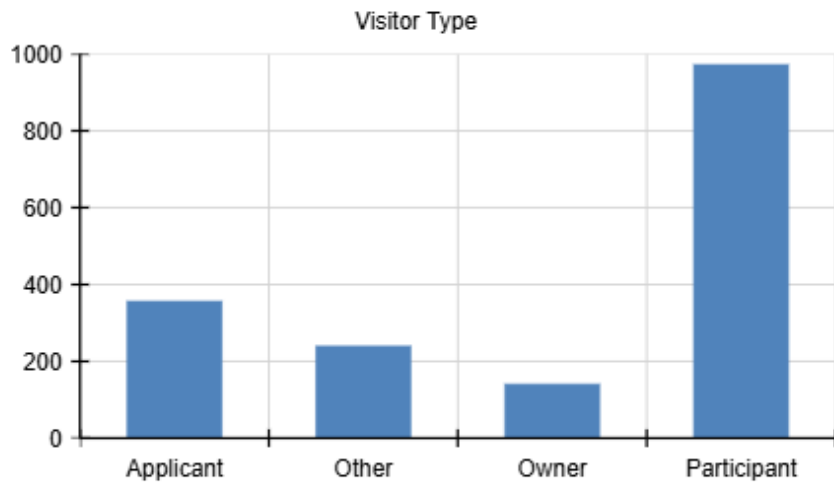
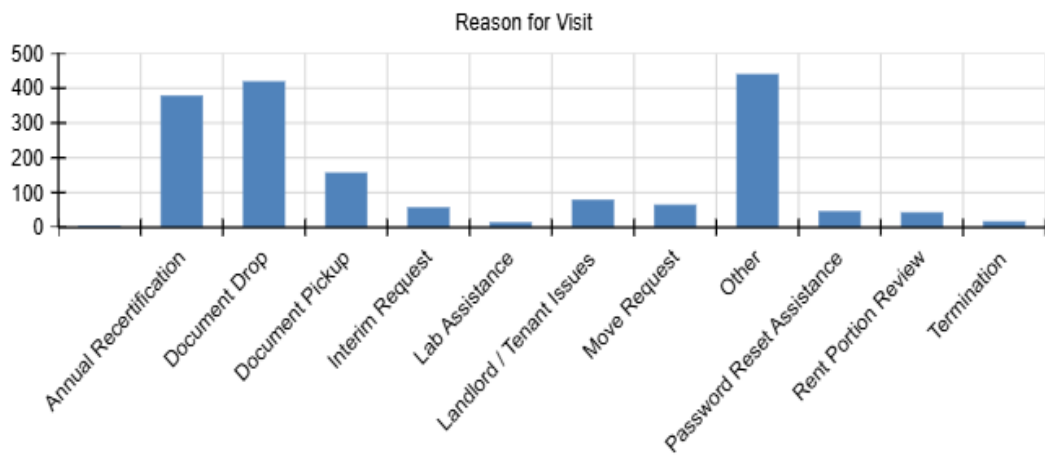
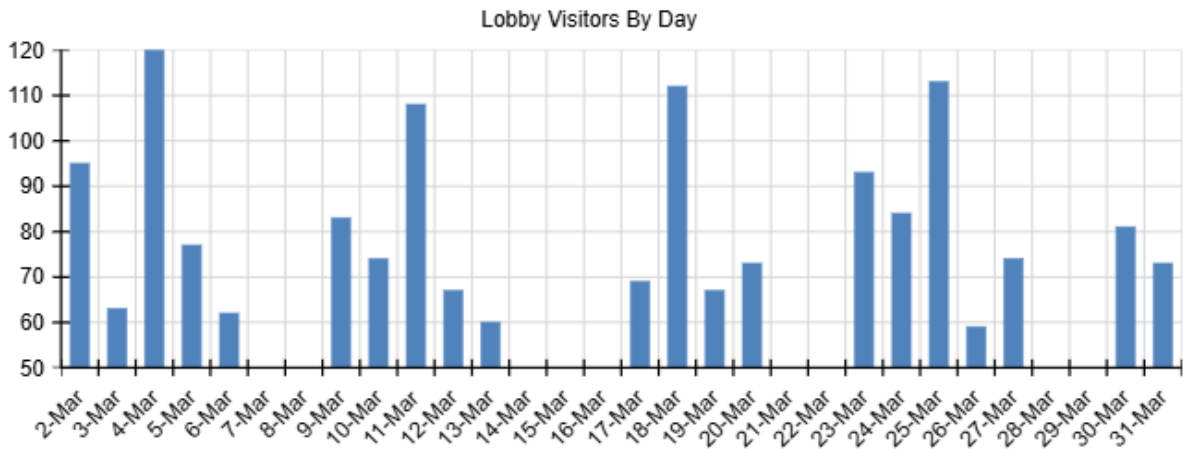
Reason for Visit

In March, Customer Service staff assisted a total of 1,704 families in the office. The majority of visits were related to Annual Recertifications, document submissions, and selections categorized as “Other.” The continued prevalence of “Other” as a visit reason suggests an opportunity to improve how customers identify and communicate their service needs. Staff have been directed to validate and, when appropriate, update visit reasons during each interaction to enhance data accuracy and inform service planning.

Ongoing attendance challenges have impacted front desk operations; however, cross-functional support from the HCV Operations team has helped sustain service levels. Their assistance has been instrumental in managing lobby traffic and maintaining an efficient and orderly customer flow. Despite these efforts, average lobby wait times have not improved and continue to range from 45 minutes to one hour from check-in to check-out, indicating a need for additional strategies to improve service efficiency and reduce overall customer processing time

Recommendations Under Review and Implementation

- Implement a standardized intake or triage process to better categorize visit reasons upon arrival, reducing reliance on “Other” and improving service routing.
- Evaluate staffing models and scheduling to address attendance gaps and ensure consistent front desk coverage during peak hours.
- Introduce or expand appointment-based services for high-volume visit types, such as Annual Recertifications, to better manage demand and reduce lobby congestion.
- Enhance customer communication (e.g., signage, website updates, pre-visit guidance) to help families select the correct service category and arrive prepared.
- Assess workflow efficiencies at the front desk and identify opportunities to streamline check-in and service processes to reduce total visit time.



INTAKE AND LEASING

Wait Lists

Type	Comments
HCV	Currently closed, 8,802 pre-applications pending from 2021-2024

CVR will begin to coordinate with HUD, HACM, and Yardi representatives to complete a random waiting list selection of 5,000 applicants from this list to regain compliance with HACM's Administrative Plan as it was determined that former HACM management did not properly randomly select 5,000 applicants when the HCV waiting list closed in August 2024, and began pulling families for eligibility and conducted a waiting list continued interest process in November 2024 that was outside of compliance with HACM's Administrative Plan.

This random lottery selection to place 5,000 of the 8,802 families remaining on the waiting list is estimated to occur in late May 2026 to early June 2026 once finalization and planning is completed with Yardi and HACM representatives. CVR anticipates an increase in call volume and lobby visits once this random selection occurs. Applicants not selected to be placed on the official HCV waiting list will not have an opportunity to appeal the random selection. For the 5,000 applicants who are placed on the official HCV waiting list, this does not mean that the families are eligible or will receive a Voucher to search right away, as HACM remains in shortfall and unable to issue new Vouchers.

Summary:

HCV waitlist remains closed. Project-based waiting lists are continuously open.

PBV Wait List

Numbers represent after generation

Property	1br	2br	3br	4br	5br
Becher Court	3,878	1,575	N/A	N/A	N/A
Becher Terrace (Referrals)	N/A	N/A	N/A	N/A	N/A
Carver Park	N/A	N/A	11,566	1,580	788
Cherry Court	4,562	N/A	N/A	N/A	N/A
Convent Hill	6,059	N/A	N/A	N/A	N/A
Highland Gardens	9,503	2,637	N/A	N/A	N/A
Holton Terrace	4,342	N/A	N/A	N/A	N/A
Lapham Park	3,423	1,268	N/A	N/A	N/A
Maskani Place (Referrals)	N/A	N/A	N/A	N/A	N/A
McKinley School (Referrals)	N/A	N/A	N/A	N/A	N/A
McAuley Apartments (Referrals)	N/A	N/A	N/A	N/A	N/A
Merrill Park	4,077	N/A	N/A	N/A	N/A
Olga Village	4,337	1,318	N/A	N/A	N/A
Prairie Apartments (Referrals)	N/A	N/A	N/A	N/A	N/A
Scat Sites	N/A	11,425	4,306	1,190	230
United House (Referrals)	N/A	N/A	N/A	N/A	N/A
Victory Manor	6196	N/A	N/A	N/A	N/A
Water Tower View (Referrals)	N/A	N/A	N/A	N/A	N/A
West Lawn	8,184	5,553	3,641	1,083	217
Riverwest (Referrals) Pending WL set up	N/A	N/A	N/A	N/A	N/A
MLK (Referrals) Pending WL set up	N/A	N/A	N/A	N/A	N/A

Summary:

The PBV waiting lists have a healthy number of people, although some of the list have people signing up as early as 2020. The PBV waiting lists were last updated with continued interest in November 2024. CVR is monitoring applicant responsiveness to determine the appropriate time to assess continued interest again may be time to do another as responses to pulls are not reflecting the number pulled, once the waitlist staff has stabilized.

Eligibility pulls were completed in February for Becher, Merrill and Highland with all three pulls including 100 or more applicants, with under 10 applicants per pull responding. Larger pulls will need to be done early April, with possible additional pulls occurring mid-month, depending on response levels.

Moves, Contracts and Leasing Summary:

Staff are dedicating considerable time to correcting incomplete or inaccurate submissions, particularly RFTAs and leases. Although rent increase requests tend to be more complete, many are not submitted within the required 90-day notice period. This, combined with gaps in landlord awareness of renewal timelines, is contributing to processing delays.

Common errors include lack of landlord or tenant signatures, lack of utility responsibility indicators (tenant or landlord), lack of unit inspection-readiness date, and/or incomplete lead-based paint disclosure forms.

Move Activities	Received
Transfer Move HCV RFTAs Received and Processed	65
PBV RFTAs Received and Processed	10

Completed Contracts/Leasing	26-Jan	26-Feb	26-Mar	26-Apr	26-May	26-Jun	26-Jul	26-Aug	26-Sept	26-Oct	26-Nov	26-Dec
Transfer Moves	80	20	33									
New Admissions	6	21	12									

Portability Activities	26-Jan	26-Feb	26-Mar	26-Apr	26-May	26-Jun	26-Jul	26-Aug	26-Sept	26-Oct	26-Nov	26-Dec
Port. Ins	2	4	3									
Port. Outs	4	6	5									

Summary: Move and portability activity is currently at a lower level and is anticipated to trend upward seasonally in the summer months when moves are more common.

Rent Increases

Rent Increases Pending Completion				
Month Effective Date	RI Requested	Completed	Denied	Pending
January 2026	92	14	3	75
February 2026	104	30	10	64
March 2026	100	53	30	17

CVR is also exploring the use of an Application Programming Interface (API) to integrate with affordablehousing.com, the platform used to conduct required rent reasonableness testing. Currently, the system experiences frequent downtime and significant delays, with testing taking an average of 40 minutes compared to the expected 5–10 minutes under normal conditions. These delays often require staff to log out and retry at a later time, impacting processing efficiency.

To address this, CVR IT established a solution that will automate the rent reasonableness process by querying and transmitting rent increase data directly from Yardi and Rent Café to affordablehousing.com. This approach would allow testing to occur without manual intervention and outside of peak system usage times, reducing delays and improving overall efficiency. CVR is also testing this solution to ensure automated results are consistent with those produced through manual review prior to implementation. With the successful testing that was completed in late March 2026, CVR anticipates a significant and measurable increase in the number of rent increases the team is able to process in April 2026.

Program Coordination & Process Improvements

During the reporting period, the Eligibility and Leasing & Contracts departments experienced significant staffing changes, with a total loss of three employees. Leasing & Contracts was most heavily impacted, including the departure of staff primarily responsible for rent increases and Housing Assistance Payment (HAP) contract generation. Concurrently, the Eligibility/Waitlist function was already operating with reduced capacity, and with an additional departure, is currently without dedicated staff.

As a result, operational priorities were adjusted. Efforts related to waitlist management were temporarily scaled back to allow for immediate support of Leasing & Contracts functions, which are critical to maintaining ongoing program operations and payments.

Operational Impact and Response

This staffing reduction occurred at a time when several HACM properties required new referrals, creating simultaneous demand across both departments. To address this:

- Priority has been placed on supporting Leasing & Contracts operations, including HAP generation and rent increase processing. CVR immediately deployed three corporate resources to aid in the lease and contract and rent increase functions to provide stability to the operation while internal staff began training in a new department.
- Existing pre-selected applicants for certain PBV properties are being leveraged to expedite referrals. Where applicable, these applicants require only updated information and eligibility confirmation to proceed.

- Cross-functional support has been implemented:
 - Staff have assisted with PBV intake workflows, which align with portability intake processes.
 - Internal capacity has been strengthened through hands-on retraining in HAP generation and RFTA processing, enabling knowledge transfer to additional team members.

Staffing and Training Strategy

A key operational focus moving forward is strengthening staff competency and role ownership.

Previously, due to urgent operational demands, staff were primarily utilized for high-volume referral processing, while more complex functions remained centralized. This resulted in incomplete role transition and limited cross-training.

To address this, the department is implementing a revised onboarding and training approach:

- All new staff will be trained end-to-end in their respective roles
- Emphasis will be placed on full ownership of responsibilities, rather than task-based support
- Cross-training will be prioritized to improve operational resilience and continuity

Outlook

While current staffing shortages present short-term challenges, the department is actively stabilizing operations through prioritization, cross-training, corporate support, and process alignment. These efforts are intended to not only address immediate needs but also build a more sustainable and resilient operational structure moving forward.

CONTINUED OCCUPANCY

CVR continues to make measurable progress in reducing the recertification backlog while maintaining a focus on compliance and participant stability. At the end of December 2025, there were 1,279 recertifications pending completion. As of March 2026, this number has been reduced to 882, reflecting significant and sustained progress in addressing the backlog.

CVR continues to experience challenges in obtaining required documentation from participating families. However, rather than defaulting to high volumes of terminations for non-compliance, staff are prioritizing extended engagement with families to obtain required documentation. This approach is intended to correct prior practices, support participant stability, and ensure households are not unnecessarily terminated due to process gaps.

CVR has increased staff oversight through regular follow-up and weekly check-ins to ensure consistent outreach to both tenants and property managers, with a focus on obtaining required documentation and advancing cases to completion. Bi-weekly meetings are conducted with PBV property partners to address outstanding and missing documentation, strengthening coordination and accountability, while internal team meetings reinforce expectations, review workload, and provide guidance on prioritization and day-to-day case management. These combined efforts are supporting continued reduction of the recertification backlog, improving timeliness, and strengthening overall compliance with program requirements.

PBV Recertifications Pending Tenant Follow-Up - March 2026				
PBV/RAD Site	Recert Workflow Incomplete	Additional Documents Required	ITT	Grand Total
Becher Court RAD	1		7	8
Becher Terrace Referral	0	0	0	0
Becher Terrace PBV (RCAC)			1	1
Carver Park RAD			2	2
Cherry Court RAD				0
Cherry Court PBV				0
Convent Hill RAD			1	1
Highland Gardens RAD			1	1
Holton Terrace RAD			9	9
Lapham Park PBV		1	1	2
Lapham Park RAD		1	4	5
McAuley PBV			1	1
MLK Apts PBV				0
Merrill Park RAD	1	2	5	8
McKinley School PBV				0
National Soldiers Homes			1	1
Olga Village RAD			1	1
Prairie Apts PBV			1	1
Highland Gardens PBV	1	1	1	3
Riverwest PBV				0
Surgeons Quarters				0
SS RAD 1				0
SS RAD 2				0
SS PBV				0
United House PBV				0
VASH			1	1
VASH Veterans Manor				0
Victory Manor RAD	1			1
Veterans Manor PBV			1	1
Westlawn Gardens			8	8
Westlawn Gardens SS			1	1
Westlawn			0	0
Westlawn 3 RAD			3	3
Westlawn 4 PBV	1		6	7
Westlawn 4 RAD			2	2
Westlawn 5 PBV		1	7	8
Westlawn 5 RAD	3	5	14	22
Westlawn 6 RAD				0
Westlawn 7 PBV	1		4	5
Westlawn 7 RAD	1	2	6	9
Water Tower PBV			1	1
GRAND TOTAL	10	13	90	113

As a result, termination rates have remained relatively low (39 in February and 35 in March), reflecting a more balanced and participant-focused approach while still maintaining program integrity.

Overall, CVR’s efforts are demonstrating continued progress toward stabilizing recertification operations, improving timeliness, and reducing the backlog, while ensuring compliance with program requirements and minimizing adverse impacts to participating families.

Recert Outcome

Year and Month	Total Due	Completed Early/On Time	Completed Late	End Participation	Port Out	Recert Date Changed - Earlier	Recert Date Changed - Later	Pending Completion
2025								
1	575	0	0	62	11		5	1
2	600	0	0	50	12		1	0
3	601	0	0	44	12		1	6
4	600	109	386	51	13		18	8
5	604	162	349	46	3	9	19	8
6	711	40	531	72	8	10	31	17
7	569	27	402	66	7	4	20	35
8	549	63	339	54	12	8	27	30
9	662	39	454	65	8	14	18	55
10	582	57	364	49	3	14	8	68
11	575	67	341	47	2	15	17	65
12	749	183	346	56	4	31	8	85
2026								
1	589	90	272	41	4	18	10	132
2	582	104	220	31	9	39	9	164
3	586	119	178	29	8	35	9	208
Grand Total	7401	1060	4182	763	116	197	201	882

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Interims Processed	524	621	562									

VETERANS AFFAIRS

CVR continues to collaborate closely with Veterans Affairs to address ongoing Veteran participant needs. A joint tracking spreadsheet is maintained and updated weekly, with updates provided to the lead VA Case Manager each Monday to ensure alignment and transparency on outstanding items.

In addition, CVR participates in bi-weekly coordination meetings with Veterans Affairs to review cases, discuss barriers, and work toward timely resolution.

HCV VASH Lease-Up Performance Dashboard (2025–2026)

Operational Performance and Lease-Up Timeline Analysis

Overview

HACM has made significant progress in improving the efficiency of the VASH lease-up process from 2025 into 2026. Internal workflows have been streamlined, resulting in faster eligibility determinations and leasing actions. While early-stage improvements are clearly demonstrated, later-stage lease-up activities remain influenced by external factors such as housing availability, landlord participation, and unit readiness.

The VA previously reported the average number of days for HACM to issue a VASH voucher is 50 days (well above the statewide average of 17 days) and the average number of days for a veteran to lease up once issued a voucher is 76 days (also above the statewide average of 55 days).

Key Comparison

Metric	Previous HACM	Current HACM	Statewide Avg
Voucher Issuance	50 days	~14 days	17 days
Lease-Up Time	76 days	~50–70 days	55 days

HACM is now issuing vouchers under the Wisconsin statewide average and is approaching the statewide average for lease up time, with external delays regarding the number of days to locate a unit, the unit’s readiness to pass inspection, and landlord responsiveness inflating current data trends.

2025 vs. 2026 Performance Summary

Process Step	2025 (Days)	2026 (Days)	Observation
Referral → Workflow Initiated	Varied / delayed	Near immediate	Significant operational improvement
Referral → Eligibility/Voucher Issued	59	14	↓ 75% faster (major gain)
Voucher → RFTA (Search)	43	38	External constraint, minimal change
RFTA → Inspection Requested	19	5	↓ 75% faster (strong leasing response)
Inspection → Move-In	Variable	Variable	Dependent on unit readiness & pass rates
Contract Sent → Finalization	Delayed	Improving	Dependent on owner response time

Total Lease-Up Time	153	In progress; 50-70 days average	Overall improved but still externally constrained
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January–February vs. March 2026 Analysis

March 2026 reflects significant acceleration in early-stage processing compared to January–February 2026. However, later-stage activities such as inspections and lease execution remain in progress.

Data Limitation Note

March data represents a cohort still progressing through the pipeline. As a result, inspection and move-in timelines are incomplete and will be reflected in future reporting.

Process Step	Jan–Feb 2026	March 2026 (In Progress)
Referral → Eligibility	~20 days	~7 days
Eligibility → Voucher	Immediate	Immediate
Voucher → RFTA	~47 days	~13 days
RFTA → Inspection	~7 days	In Progress

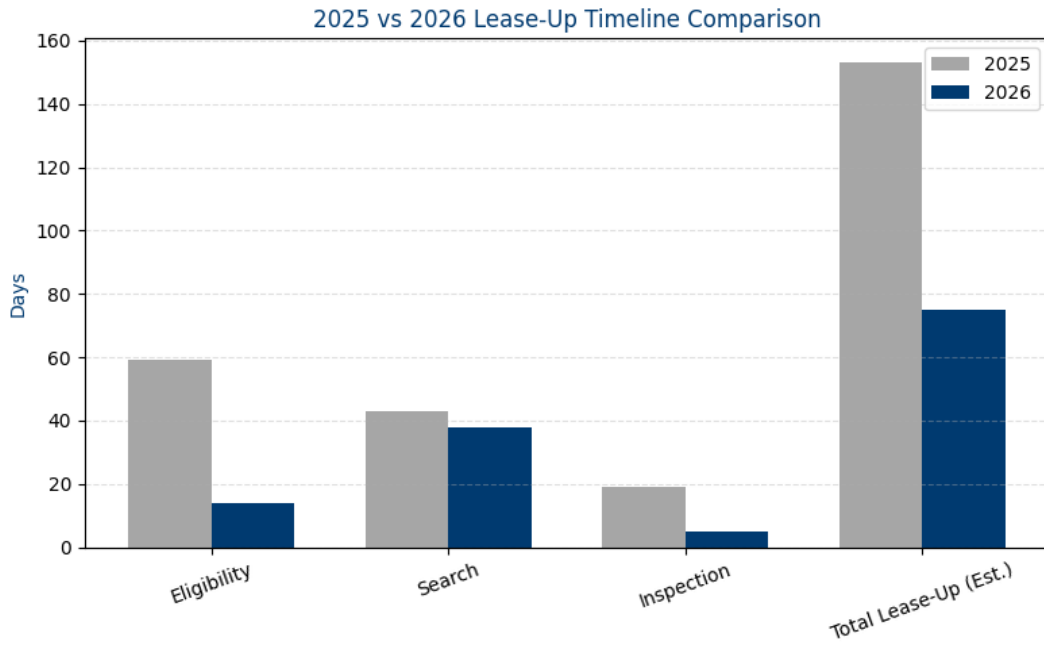
Key Insights

- Eligibility processing improved significantly.
- Voucher issuance is immediate and consistent.
- Housing search time improved but remains externally driven.
- Inspection timelines for March are still developing.

Conclusion

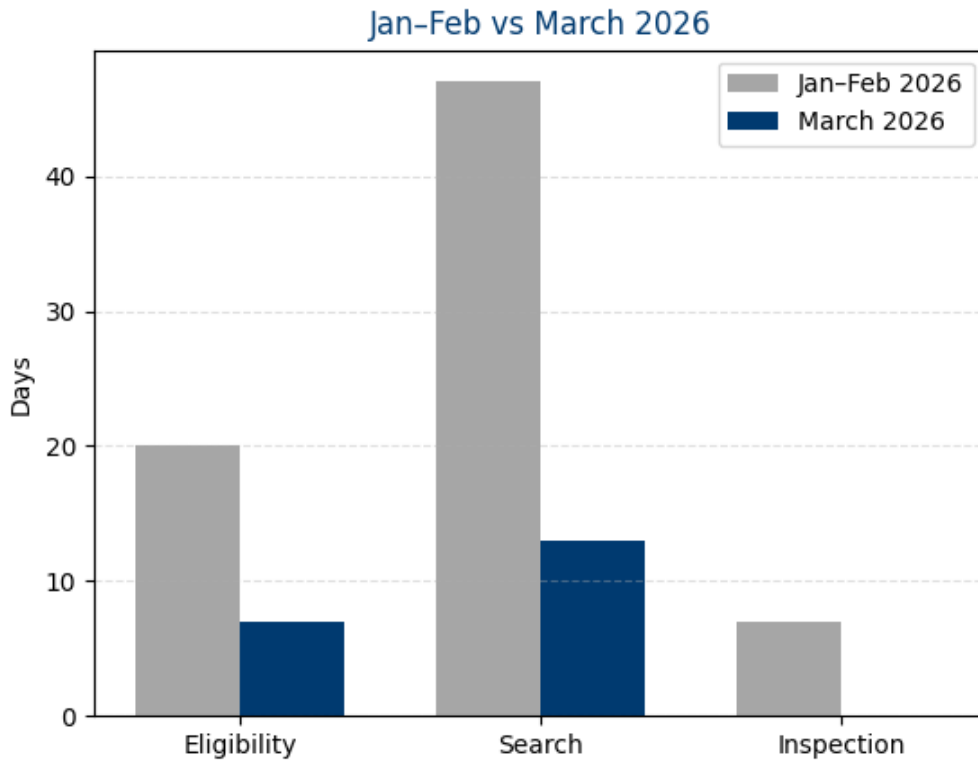
HACM has successfully optimized internal processes. Remaining delays are largely driven by external housing market conditions and unit readiness factors.

2025 vs 2026 Lease-Up Timeline:



Jan-Feb vs March 2026 Eligibility to Inspection Request Comparison:

**Inspection data is still in progress for March 2026*



HOMEOWNERSHIP

Program - Homeownership		
- RECERTS	64	
- CLOSING	0	Program is currently closed to new homeowners

FAMILY SELF-SUFFICIENCY RECONCILIATION

Below is a summary of the FSS Reconstruction Project, which began with 194 cases identified as enrolled at inception. This project was initiated due to the lack of proper Yardi implementation of FSS escrow functionality dating back to 2019. As a result, escrow balances were not being correctly generated or tracked, leading to situations where successfully graduated participants did not receive escrow disbursements in a timely manner, and current FSS participants were not accruing escrow as required.

To correct this, CVR undertook a comprehensive reconstruction of each participant file, requiring the recreation of every 50058 transaction from the point of FSS enrollment forward. This included rebuilding complex, multi-year histories involving interims, annual recertifications, unit transfers, and other program changes. Each action had to be manually reviewed and re-entered to ensure accuracy of escrow calculations and compliance with program requirements.

As of March 31, 2026 HACM has 54 HCV participants enrolled in the FSS program of the 89 slots available. CVR will be coordinating with the HACM FSS Coordinator to request additional engagement with participants to enroll additional families in the FSS program.

ENFORCEMENT

Program Integrity / Enforcement Activities

In March, department efforts focused on identifying the true operational needs to streamline work within Compliance and Enforcement. Due to ongoing attendance challenges among Enforcement staff, all clerical duties were handled by the Manager to maintain continuity. During the month, 38 emails were responded to within the Compliance inbox, with particular attention given to entering and processing the 51 submitted hearing requests, while also managing incoming notices related to vacancies, lease violations, VAWA, Reasonable Accommodations, and executive escalations.

The department prioritized stagnant Inspection Non-Compliance ITT requests and successfully issued 73 ITT notices within two weeks. At this time, an additional 100 ITT notices remain to be issued for various compliance-related reasons. New notice templates were developed to strengthen enforcement, including the Hearing Request Decision Notice, Final Termination Notice, and a Certificate of Need for Reasonable Accommodations, which is currently in progress. These notices provide Compliance with a stronger foundation for documenting and enforcing actions when families fail to meet their obligations.

Efforts to clean up the tracker and identify families requiring hearings are ongoing, with a focus on exploring alternative solutions to support tenant compliance. These actions improve workflow

efficiency, allow prioritization of critical enforcement cases, and enhance the department’s ability to ensure timely and effective compliance outcomes.

Plans for Next Month

In April, efforts will focus on streamlining and improving oversight across all compliance and enforcement operations. Key priorities include:

- **Tracker and Inbox Cleanup:** Review and reconcile the Compliance inbox and all enforcement-related tickets to ensure accuracy and timeliness of case management.
- **Enhanced Tracking & Reconciliation:** Implement additional monitoring and reconciliation across the following areas:
 - Unreported Income Reviews
 - Repayment Agreements
 - PIC Reporting
 - ITT Notices
 - Reasonable Accommodations
 - Eviction/Vacate Notices
 - Family Obligation Violations
- **Hearings Scheduling:** Once ITT Notices and hearing requests are reviewed, schedule hearings for families who remain non-compliant in the following categories:
 - Inspection Non-Compliance
 - Annual Re-examinations
 - Criminal Activity & Fraud

These efforts are designed to improve operational efficiency, ensure timely enforcement actions, and maintain accurate and transparent tracking of compliance-related activities.

Letter Type	Total Completed
Vacate Letters - Skipped	4
Eviction Letters	0
Inspection Non-Compliance	73
Terminations from Evictions/Vacates	0

Summary:

During the month, efforts were focused on issuing Intent to Terminate (ITT) notices to families with Inspection Non-Compliance. A total of 73 ITT notices were issued. In addition, 4 vacate notices were processed.

Work is currently underway to implement a standardized tracking strategy for all vacate notices received, along with corresponding follow-up actions related to violations of Family Obligations. This approach is intended to improve consistency, strengthen compliance monitoring, and streamline the termination process for repeated violations.

Unreported Income/IVT

Tasks	Totals	Comments
Reported	81	85 accounts submitted for unreported income by HS in March. There were 4 duplicates
Letters Mailed	0	

Documentation Under Review	0	
Total Accounts to Review	2164	Some accounts may have been resolved

Summary: Staff identified 81 families with potential unreported income through the EIV/IVT report. At this time, reviews have not yet commenced to validate these findings; therefore, no notices have been issued to affected families advising them of a pending review.

The initial review process is scheduled to begin this month, with the goal of determining the accuracy of the findings and calculating any applicable repayment amounts. Based on these determinations, families will either be referred for a hearing or offered the option to enter into a repayment agreement.

In total, 2,164 accounts require review, covering the period back to April 2025. This volume presents a significant workload and will require a structured and prioritized approach to ensure timely and consistent processing.

PIC Report Analysis

Report	Totals	Comments
Deceased Tenants	7	This was not properly tracked in March
Multiple Subsidy	9	
Unreported Income	0	None have been placed into EIV
Fraud, Bribery, and Other Criminal Activity Case	0	
Zero HAP/High TTP	117	As of 4/1/2026

Summary:

Tracking has not been properly tracked for the deceased tenants due to receiving updates from the property, families as well as EIV. A standardized process will be put into place to ensure that we are tracking all terminations based on the tenant being deceased.

Hearing Activity

Tasks	Totals	Comments
Hearing Requests Received	51	All hearing requests received in the compliance inbox and in person have been updated into the tracker.
ITT Rescinded (Request not warranted)	37	
Hearings Scheduled	0	No hearings were scheduled for March
Terminations Overturned by Hearing	0	No terminations were processed in March due to a hearing decision
Final Terminations Processed	68	
Hearings Held	0	

Summary:

The tracker has been updated to include hearing requests received. Currently, accounts are being reviewed to determine whether alternative resolutions can be implemented in lieu of hosting a formal hearing. A more accurate determination of hearings required will be provided in next month's report. At present, 252 hearing requests are pending review. It is important to note that

final terminations are determined based on failure to request a hearing, not on the hearing decision itself.

Terminations Detail – Reasons and amounts

Reason	Totals	Comments
Missed Inspections	13	
Failed to provide documents	22	
Fraud / Criminal Activity	1	
Unreported Income	21	
Zero Hap	1	
Vacate without Notice	1	

REASONABLE ACCOMMODATIONS AND VAWA

Reasonable Accommodations

Tasks	Totals	Comments
Received	4	
Additional Documents Requested	0	
Additional Documents Received	1	
Pending Review	40	
Approved	10	
Denied	0	

Summary:

Currently there are 40 accounts to be reviewed. We will need to either request additional supporting documentation or follow up with a decision notice. This will be prioritized for assurance that we are reviewing the requests timely.

VAWA

Tasks	Totals	Comments
Received	4	
Tenant Move Request (Pending)	4	
Rescind Letters	0	
Request Approved	1	
Cases Pending	10	

Summary:

VAWA processing has been prioritized to ensure that we are meeting the needs of the families. We have a system in place to review after submission and follow up with the family for supporting documentation or proceed with a decision. There are currently 10 accounts under review.

Repayment Agreement

Tasks	Totals	Comments
In Good Standing		Participant – 9 Owner – I will need to work with Mel on the Owner Payments -Tracker lists 0
Delinquent Accounts		Participant – 29 Owner - I will need to work with Mel on the Owner Payments
Accounts in Negotiation	0	To be reviewed

Debt Collection Activity

Total Debt Due:	\$ 319,169.00
Total Debt Collected	\$ 5,058.00

Summary:

Currently, 55 accounts are documented within the tracking system. Of these, 29 families have outstanding balances classified as past due, while 9 families are current on their repayment obligations. An additional 26 accounts reflect a past due balance of zero; however, discrepancies have been identified, and further reconciliation is required to accurately determine amounts owed and payments made. Payments are tracked in real time in the tracker to ensure the highest level of accuracy.

Delinquency notices will be issued to families with outstanding balances who have not made payments as of March 31, 2026. Ongoing reconciliation efforts will be critical to ensuring data accuracy and supporting appropriate enforcement and follow-up actions.

Recommendations

- Prioritize reconciliation of the 26 accounts with discrepancies to ensure accurate balances before further enforcement actions are taken.
- Implement a standardized tracking and validation process to improve data accuracy and reduce reporting inconsistencies.
- Establish routine monitoring of repayment activity to quickly identify delinquencies and initiate timely follow-up after the payment due date.
- I will oversee repayment tracking and reconciliation to improve accountability and efficiency.

QUALITY CONTROL AND TRAINING

In March 2026, the internal quality control team conducted reviews on 365 files.

- Conducted refresher training on Interims and Manual Payment Adjustments (March 19, 2026) to address recurring QC failures
- Provided direct feedback to staff on identified errors and required corrections
- Reinforced expectations for:
 - Proper income updates
 - Correct effective date application

- Complete and accurate documentation
- Coordinated with management to address performance gaps
- Increased monitoring of high-risk processing areas

Next Steps

- Continue targeted QC reviews focusing on interims, recertifications, and manual adjustments
- Implement additional staff coaching based on QC performance trends
- Strengthen oversight to ensure compliance with workflow sequencing requirements
- Monitor impact of refresher training on future QC outcomes
- Utilize QC data to inform ongoing training and operational improvements

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	In active leasing
Riverwest Apartments	0	0	In active leasing

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	15	7	21
Westlawn III	11	1	19
Westlawn IV	12	1	4
Westlawn V	11	0	2
Westlawn VI	5	0	30
Westlawn VII	26	5	27
Westlawn Gardens Scattered Site	3	2	0
Victory Manor	11	0	5
Lapham	10	0	7
Scattered Sites 1	1	0	0
Scattered Sites 2	3	0	0
Olga Village	0	0	1
Merrill Park	9	0	12
Holton Terrace	6	0	5
Highland Gardens	0	0	0
Convent Hill	2	5	4
Cherry Court	9	0	0
Carver Park	1	0	10
Becher Court	0	0	0

A total of 153 discrepancies have been resolved thus far. A total of 84 cases that were never processed at initial move in were completed. The total amount issued for these 84 cases were \$346,159.00. A total of 4 cases are remaining for cases that were never processed for move in for Westlawn properties. A total of 3 cases are pending for families at Convent Hill where payments are current, but documents are pending. A total of 58 cases are pending recertification.

Weekly meetings have concluded with Westlawn staff and all communication requests are by email.

A total of 12 families were withdrawn due to failure to submit required documents or failure to obtain a passed inspection after multiple attempts. Withdrawal letters were mailed to the families. For the remaining cases that are pending move in that were submitted after the deadline, the cases will be treated as a new admission, and a new inspection will be required. Payments will no longer be retroactive to 01/01/2025. Payments will begin effective the date of passed inspection.

FINANCE

BDO Monthly Activity Summary – February 2026

Bank Reconciliations:

US Bank Account - *****3846 – Section 8 Vouch Program has been reconciled through February 2026. 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 as soon as possible. We have prepared an entry. Will get approval from Kenneth during our weekly meeting.

VMS Reporting and RNP Calculation – HCV & EHV

The February VMS was submitted on 3/19/2026. CVR provided BDO with the most up to date VMS reports out of Yardi for each month from January 2025 thru February 2026. PMCs were made in the VMS for each month to agree to the most recent Yardi VMS reports.

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 February 2026. With the updated results of CY 2025 input, the Two-Year Tool is showing a shortfall of \$949,293 or 1.6% of ABA for HCV.

HCV - RNP as of February 2026 was calculated to be \$48,725 and is an increase from the negative \$506,384 reported for January 2026. The main reason for the increase is that \$5,238,097 in HAP funds were received in February while HAP expenses were only \$4,682,988. Estimates for March 2026 bring the RNP to a negative \$42,128. This is the result of receiving \$4,493,199 in HAP funds and having estimated HAP expenses of \$4,584,052.

EHV – RNP as of February 2026 was calculated to be a positive \$47,838 and is an increase from the \$40,946 calculated for January 2026. Estimates for March 2026 have the RNP at a positive \$21,278. This is the result of receiving \$39,050 in HAP funds and having estimated HAP expenses of \$65,610.

Direct Deposits

Since January 2025, the monthly email newsletter to all vendors has been advising landlords that HACM would discontinue mailing checks on July 1, 2025 and asking landlords to set up direct deposit. In the May 2025 and June 2025 check mail outs, a mailer was included with all checks with the same message asking landlords to set up direct deposit. After the November 2025 check printing, all vendors with check payments being held were contacted by phone and email again asking owners to set up direct deposit. We continue to hold HAP going back to July 2025 for 30 vendors who have yet to set up direct deposit. In February 2026, all vendors with checks being held at the office will be contacted again.

Financial Operations & HAP Processing

Created 2 MPA batches in March – 38 transactions

3 MPA batches were approved and paid with the mid-month check run totaling 85 transactions and \$17,604

9 current batches of MPAs (167 transactions) –These batches are awaiting approval and being prioritized by management for completion.

Utility Allowance Corrections

A total of 41 corrections were processed to correct the utility allowance schedule for action type 2 cases. Manual adjustments for payment differences were submitted. This was due to an error by the former HACM Data Management Specialist entering incorrect 2026 utility allowance schedules for single family homes in Yardi.

Elderly/Disabled Allowance Corrections

A total of 153 cases were processed to correct the elderly/disabled allowance due to an error by the former HACM Data Management Specialist entering an incorrect elderly/disabled allowance amount in Yardi. Manual adjustments for payment differences were submitted.

SEMAP Indicator Self-Assessment Scores (January - March 2026)

- Indicator 1 – Waiting List: 20/20 (Full points)
- Indicator 2 – Rent Reasonableness: 20/20 (Full points)
- Indicator 3 – Adjusted Income: 20/20 (Full points)
- Indicator 4 – Utility Allowance: 5/5 (Full points)
- Indicator 5 – HQS Quality Control Inspections: 5/5 (Full points)
- Indicator 6 – HQS Enforcement: 10/10 (Full points)
- Indicator 7 – Expanding Housing Opportunities: 0/5 (No points, pending briefing packet)
- Indicator 8 – Payment Standards: 5/5 (Full points)
- Indicator 9 – Annual Reexaminations: 0/10 (No points)
- Indicator 10 – Tenant Rent Calculation: 5/5 (Full points)
- Indicator 11 – Initial HQS Inspections: 5/5 (Full points)
- Indicator 12 – Annual/Biennial HQS Inspections: 10/10 (Full points)
- Indicator 13 – Lease-Up Utilization: 20/20 (Full points)
- Indicator 14 – Family Self-Sufficiency (FSS): 5/10 (Partial points)
- Indicator 15 – Deconcentration (Bonus): 0/5

CVR is now scoring 125 of 145 possible points, currently resulting in SEMAP Standard Performer status at 86.20%. 90% or more is required for SEMAP High Performer status. CVR will continue to monitor these scores throughout the year.

OWNER SERVICES

Property Transfers

Property transfers have been the most significant operational challenge within the Owner Services department during this reporting period. This is largely due to the loss of key staff previously responsible for managing the transfer process.

Historically, property transfer volume was relatively low, averaging fewer than 10 transfers per month. However, since November 2025, the department has recorded over 150 property transfers, representing a substantial increase in workload and demand.

The resulting backlog was further exacerbated by internal process changes implemented to strengthen compliance and consistency. These changes included:

- Redistribution of responsibilities across multiple staff members
- Implementation of enhanced document requirements
- Additional review and verification steps prior to completing transfers

While these updates were necessary to ensure program integrity, they initially slowed processing timelines as new workflows were established and staff adapted to revised procedures.

Operational Impact

Delays in processing property transfers have resulted in:

- Increased volume of tickets and escalations from owners
- Delayed onboarding for new property owners
- Gaps in communication, including delays in providing inspection reports to new owners, which may lead to additional operational challenges if not addressed promptly

Current Status and Improvements

The department has now established a more structured and consistent approach to property transfers. Roles and responsibilities have been clarified, and staff are becoming more proficient under the updated process.

Efforts are currently focused on:

- Reducing the existing backlog
- Improving turnaround times
- Ensuring timely communication with new owners

Outlook

While the department continues to work through the backlog, the refined processes are expected to result in more efficient and compliant transfer handling moving forward. Addressing the current delays remains a priority to prevent downstream impacts on inspections, owner relations, and overall program operations.

Owner Services and Stakeholder Engagement

Owner Services Management (OSM) continues to demonstrate a high level of engagement with housing partners through multiple channels, including:

- Monthly newsletters and partner meetings
- Timely resolution of tickets and email inquiries
- One-on-one engagement with high-volume housing partners

These efforts have contributed to improved communication, stronger relationships, and increased awareness of program requirements.

Recommendations and Continuous Improvement

Email Volume and Communication Management

The Owner Services Manager continues to manage a high volume of incoming email communications. A significant portion of these emails are related to:

- Existing tickets already in process
- Communications where Manager is copied for awareness

To improve efficiency:

- Emails are now grouped and reviewed by sender to streamline responses
- Stakeholders are being actively directed to utilize the HCVSsupport ticketing system

Encouragingly, direct email volume from housing partners has decreased. Recent trends indicate:

- Approximately 20 external emails per day, reflecting increased adoption of the ticketing system

Overall Takeaway

HACM is seeing measurable improvements in strong and sustained engagement with housing partners. Continued emphasis on communication tools and process efficiencies will further reduce administrative burden and improve response times.

Meeting Participation Trends

Recent Attendance: Participation increased in March 2026 to 50 attendees, up from 34 in February.

Read Rates: Standard monthly outreach typically targets approximately 3,300 to 3,700 recipients, with read counts generally fluctuating between 1,500 and 2,200.

Engagement Metric	Mar-26	Feb-26	Jan-26	Dec-25
Ticket Management				
# of Open Tickets (Active)	81	32	83	106
# of Owner Services Closed Tickets	150	187	186	123
# of Reply Sum to Tickets	—*	209	149	42
Digital & Direct Outreach				
Direct Email Engagements (Unique)	—	—**	76	61
Newsletter "Opened" (Constant Contact)	—	1563	1868	2,214
Landlord Engagement				
# of Landlords attending Monthly Meeting	50	34	—	—
Owner Meetings (Large Scale: +20 Tenants)	9	12	8	3
Operational & Compliance				
Available Units on AffordableHousing.com	341	341	327	—
Vendors Not Set Up for Direct Deposit	—	8	30	—

Date	Participants	Emails Sent	Emails Read	Read Rate
3/11/2026	50	3,334	1,585	48%

INSPECTIONS

In March 2026, HACM achieved strong productivity and compliance but experienced reduced efficiency from high unit failure rates and accessibility issues (no shows). Inspector output increased while safety and compliance standards remained high. The department managed an average of 53 inspections per day to meet the high demand.

- **Operational and/or programmatic challenges**
 - The department is currently focused on sustaining the high productivity levels achieved following the stabilization of the inspection team.
- **Operational Strengths**
 - Regulatory Excellence: The department sustained a 100% on-time rate for SEMAP #12, with no backlog or overdue inspections currently in the queue.
 - Productivity Gains: Following team stabilization, individual output increased to 25 inspections per person, allowing the team to manage a total volume of 1,107 inspections for the month.
 - Compliance Integrity: Data integrity remains a priority, with the False Pass Rate reaching 0%, confirming that productivity gains have not compromised inspection accuracy or safety standards
- **Recommendations for improvement**
 - Update the inspection appointment notice to include the most common NSPIRE failures (e.g., smoke detector batteries, blocked egress, water heater relief valves), tailored to the tenant and owner.
 - Increase inspector count from 2 FTE to 2.5FTE. This will allow for smaller caseload and allow the inspector more time to focus on each inspection.

<i>Inspection Type</i>	<i>Unique Volume</i>	<i>Total Volume</i>	<i>Percentage of Total</i>
<i>Annual</i>	364	402	36%
<i>Initial</i>	65	76	7%
<i>QC (Quality Control)</i>	16	16	1%
<i>Complaint</i>	10	12	1%
<i>Re-Inspection</i>	0	225	20%
<i>Emergency Re-inspection</i>	0	376	34%
<i>Total NSPIRE Volume</i>	455	1,107	100%

Key highlights:

▪ **Owner and Tenant Education and Outreach**

Recognizing the significant shift from HQS to NSPIRE, HACM has implemented a robust education and outreach strategy to ensure owners and tenants clearly understand the new inspection standards and their respective responsibilities. These proactive communication efforts are designed to promote transparency, reduce repeat deficiencies, and support timely correction of health and safety issues, while minimizing disruption to households and housing assistance payments. These efforts include:

- Distribution of written NSPIRE guidance and deficiency examples to owners and tenants.
- Pre-inspection communications explaining NSPIRE health and safety categories and correction timelines.
- Ongoing updates through the Landlord Portal, Inspection Portal, and inspection notices.
- Direct staff engagement to answer questions and clarify compliance expectations following failed inspections.

▪ **Digital Reporting and Transparency**

HACM utilizes a secure **Landlord Portal** and Inspection Portal as the primary platform for inspection communication and reporting. Inspection results. This system enhances transparency, supports owner and tenant compliance, and provides reliable information.

This information is typically posted within one business day of completion and includes:

- Detailed deficiency findings.
- Applicable NSPIRE severity classifications.
- Required correction timelines.
- Scheduled re-inspection dates.

Key Performance Highlights

- **Safety and Compliance Integrity:** The agency maintained a perfect 100% SEMAP #12 on-time rate, ensuring zero overdue inspections in the queue. Additionally, the 24-hour correction rate for life-safety repairs improved from 29% to 33%.
- **Correction Rate:** There was a significant improvement in owner responsiveness, with the 30-day correction rate rising from 68% to 77%. This indicates that deficiencies are being resolved faster, preventing long-term compliance issues.
- **Field Friction Challenges:** Despite productivity gains, the No-Show Rate increased to 14% (up from 10%), and the First-Attempt Pass Rate declined to 40% (down from 54%). These trends suggest an increase in "double-touch" inspections that will require targeted owner outreach.

Enforcement and Fiscal Trends

- **Sustained Abatement Activity:** Enforcement remains a high priority to ensure NSPIRE compliance. In March, 60 total abatements were approved, contributing to a total of 164 open abatements currently being managed by the department.
- **Mailing Efficiency and Budget:** Monthly mailing costs totaled \$3,321, representing an 11% year-over-year increase from March 2025. This variance is directly linked to the higher notification volume necessitated by the 51% initial fail rate

Performance Table: February 2026 vs January 2026

Metric Group	Feb 2026	Jan 2026	Trend Status	Operational Impact
Fail Rate	42%	48%	● Improved	Positive Impact: Initial failures decreased, which will reduce re-inspection demand.
Pass on First Attempt	54%	45%	● Improved	Efficiency Gain: More units passed immediately, reducing pressure on future schedules.
30-day Correction Rate	68%	63%	● Improved	Positive Impact: Owners are resolving deficiencies faster than the previous month.
Inspector Productivity	24	25	○ Decreased	Efficiency Loss: Output per inspector dipped slightly.
Mailing Cost YoY %	-6%	133%	● Improved	Budget Relief: Costs shifted from a high increase to savings, reflecting lower notification volume.
SEMAP #6: 30d Compliance	99%	97%	● Improved	Performance Gain: Compliance rose, ensuring the agency stays within high-performer thresholds.
SEMAP #6: 24h Compliance	99%	97%	● Improved	Safety Window: Emergency inspection compliance increased, showing better dispatch priority.
SEMAP #12: On-Time Rate	100%	100%	○ Consistent	Full Compliance: Maintained perfect execution on annual scheduling with no backlog.
Late inspection	0%	0%	○ Consistent	Queue Health: Operational flow remains strong with zero overdue inspections in the queue.
24h Correction Rate	29%	37%	● Regression	Safety Risk: Owner cure rate for emergency repairs slowed.

No-Show Rate	10%	11%	● Improved	Efficiency Gain: Lower no-show rate led to fewer unproductive trips and better use of field time.
False Pass Rate	1%	3%	● Improved	Data Integrity: False passes were reduced, ensuring higher accuracy in field reporting.

Performance Analysis:

1. SEMAP & Compliance Excellence

- SEMAP #12 (On-Time Rate): The program achieved a perfect 100% on-time rate, maintaining zero overdue inspections in the queue.
- SEMAP #6 (30-day): Performance remains strong at 99% (up from 97% in January), keeping the agency well within the "High Performer" threshold.
- Data Integrity: The False Pass Rate reached 0% (down from 1% in February), indicating that the team is maintaining high accuracy and not sacrificing quality for speed.

2. Operational Productivity

- Individual Output: Inspector productivity increased to 25 inspections per person, up from 24 in February.
- Total Volume: The department successfully managed a high-volume month with 1,107 total inspections, averaging 53 inspections per day.
- Queue Efficiency: The call center handled 1,470 conversations with an average talk time of 06:10 and a low abandonment rate.

3. Productivity vs. Field Friction

- Inspector Resiliency: Despite the increased workload, Inspector Productivity actually improved from 24 to 25 inspections per person. The team is absorbing the increased volume efficiently.
- Lost Capacity: The No-Show Rate increased to 14%. This represents a measurable loss in field capacity and fuel/vehicle resources, which is compounding the pressure caused by the lower first-pass rates.

4. Financial & Quality Indicators

- Cost Variance: Mailing Costs swung from a 6% saving in February to an 11% increase in March. This is a direct financial consequence of the higher fail rate, as more failures necessitate more formal notifications and correspondence.
- Integrity Wins: The False Pass Rate reached 0%, down from 1%. This suggests that even under higher volume and productivity pressure, the inspection team is not cutting corners or sacrificing quality for speed.

- Correction Velocity: The 30-day Correction Rate improved to 77% (up from 68%), indicating that owners are responding to deficiencies more aggressively, which helps prevent failures from turning into long-term compliance issues.

Mailing Cost:

Estimated mailing expenses for this month compared to the same month last year.

Metric	March 2026	Trend / Variance
Mailing Cost 03-2026	\$3,321	
Mailing Cost 03-2025	\$2997	
Mailing Cost Var.	\$324	
Mailing Cost YoY %	11%	▶ increased

HAP Abatement & Owner Compliance

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

Enforcement of NSPIRE Standards resulted in the following actions:

Metric	March 2026	February 2026	Variance
Open Abatements	164	146	▶ +12%
Total Abatements Approved	60	73	▶ -18%
New Effective Dates	55 (Eff. 4/1)	62 (Effective Feb 1)	▶ -11%
Retroactive Abatements	5	11	▶ -55%
Resolutions (Closed)	3	7	▶ -57%

CUSTOMER SERVICE INSPECTION

The HACM call queue showed efficient handling of inquiries:

- Conversations: Handled 1,668 conversations with an average talk time of 6 minutes and 10 seconds.
- Wait Times: The average abandonment time was remarkably low at 5 minutes and 30 seconds, with 198 total abandoned calls.

Queue	Conversations including Abandoned	Abandoned Conversations	Handled Conversations	Average Talk Time	Conversation Talk Time
HACM - Inspections (English)	1,668	198	1,470	06:10	6 days, 05h 07:41
HACM - Inspections (Spanish)	4	1	3	04:48	14:25

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)	198	16	22	36	44	05m 30s
HACM - Inspections (Spanish)	1	0	0	0	0	03m 06s

INSPECTION SUMMARY

Start Date 3/1/2026
End Date 3/31/2026

Results

Result	Quantity	Percent
Fail	510	48.53%
Pass	428	40.72%
No Show	101	9.61%
Vacant	11	1.05%
Uninhabitable	1	0.10%

Series Types

Inspection Series Type	Quantity	Percent
Annual	878	83.54%
Initial	94	8.94%
Complaint	47	4.47%
Quality Control	24	2.28%
Miscellaneous	8	0.76%

Inspection Types

Inspection Type	Quantity	Percent
Annual	378	35.97%
Re-inspection	214	20.36%
Emergency Re-inspection	207	19.70%
Emergency	156	14.84%
Initial	72	6.85%
Complaint	11	1.05%
QC	9	0.86%
Additional Repairs	4	0.38%

Inspectors

Inspector	Quantity	Percent
Mellena Hoppe	38	3.62%
Tony Smith	485	46.15%
Keeshia Fulsom	528	50.24%

Inspection Summaries

Start Date 2/1/2026
End Date 2/28/2026

Results

Result	Quantity	Percent
Pass	447	52.96%
Fail	316	37.44%
No Show	71	8.41%
Vacant	9	1.07%
Uninhabitable	1	0.12%

Series Types

Inspection Series Type	Quantity	Percent
Annual	604	71.56%
Initial	130	15.40%
Complaint	84	9.95%
Quality Control	17	2.01%
Miscellaneous	9	1.07%

Inspection Types

Inspection Type	Quantity	Percent
Re-inspection	254	30.09%
Annual	199	23.58%
Emergency Re-inspection	171	20.26%
Initial	91	10.78%
Emergency	82	9.72%
Complaint	34	4.03%
QC	10	1.18%
Additional Repairs	3	0.36%

Inspectors

Inspector	Quantity	Percent
Mellena Hoppe	15	1.78%
Tony Smith	379	44.91%
Stephen Fendt	8	0.95%
Keeshia Fulsom	442	52.37%

HAP Abatement & Owner Compliance

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

Inspections Enforcement Report

Start Date: 2/1/2026

End Date: 2/28/2026

Total Inspections:	120
Closed:	4
	116
	Compliant
Passed within 30 days	72
Re-inspected within 30 days	43
	115
	Not Compliant
Score:	100.00%

Inspection Deficiency Trends (January–February 2026)

Inspection data for February reflects both progress and emerging areas of concern when compared to January. The most frequently cited deficiency in both months continues to be missing smoke alarms; however, occurrences decreased significantly from 359 in January to 197 in February, indicating improvement in this area. Despite this reduction, the percentage of units passing re-inspection declined (93.6% in January to 87.3% in February), suggesting ongoing challenges in timely correction of deficiencies.

Electrical-related deficiencies remain a consistent issue, including unprotected outlets near water sources, inoperable GFCI outlets, and damaged outlets or switches. While the volume of these deficiencies declined overall, re-inspection pass rates also decreased in several categories, indicating that corrective actions may not be occurring as quickly or effectively as needed.

Several categories showed notable declines in re-inspection performance in February, including damaged outlets/switches (61.5% pass rate), unsecured toilets (63.6%), and window deficiencies (33.3%). Additionally, new or more severe deficiencies emerged, such as passage door issues and ceiling instability, with low or no successful re-inspections to date, indicating delays in remediation.

Overall, while the total number of deficiencies in several key categories has decreased, the lower re-inspection pass rates and higher outstanding percentages in February point to a need for stronger follow-up and enforcement to ensure timely correction of failed items. CVR is continuing to monitor these trends and is working with property owners to improve response times and compliance with inspection requirements.

Fail Item Trend - HACM

Start Date: 3/1/2026

End Date: 3/31/2026

Fail Item	# of Occurrences	% Passed on Re-inspect	% Outstanding
Smoke alarm is not installed where required.	344	90.41%	9.59%
An unprotected outlet is present within six feet of a water source.	149	88.59%	11.41%
GFCI outlet or GFCI breaker is not visibly damaged and the test or reset button is inoperable.	111	83.78%	16.22%
Outlet or switch is damaged.	43	72.09%	27.91%
Toilet is not secured at the base.	39	79.49%	20.51%
Heating system or device safety shield is damaged or missing.	19	78.95%	21.05%
Exposed electrical conductor.	18	94.44%	5.56%
Litter is accumulated in an undesignated area.	17	82.35%	17.65%
A door that is not intended to permit access between rooms has a damaged, inoperable, or missing component.	17	0.00%	100.00%
Testing indicates a three-pronged outlet is not properly wired or grounded.	14	78.57%	21.43%

Fail Item Trend - HACM

Start Date: 2/1/2026

End Date: 2/28/2026

Fail Item – Top 10 Deficiencies	# of Occurrences	% Passed on Re-inspect	% Outstanding
Smoke alarm is not installed where required.	197	87.31%	12.69%
An unprotected outlet is present within six feet of a water source.	58	84.48%	15.52%
GFCI outlet or GFCI breaker is not visibly damaged and the test or reset button is inoperable.	52	76.92%	23.08%
Outlet or switch is damaged.	39	61.54%	38.46%
A passage door component is damaged, inoperable, or missing and the door is not functionally adequate.	17	0.00%	100.00%
Ceiling has an unstable surface.	14	35.71%	64.29%
Window component is damaged or missing and the window is not functionally adequate.	12	33.33%	66.67%
Toilet is not secured at the base.	11	63.64%	36.36%
Testing indicates a three-pronged outlet is not properly wired or grounded.	11	90.91%	9.09%
Handrail is not secure.	11	81.82%	18.18%

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. CVR is working internally with staff to see which accesses are still pending resolution by the HUD office.

CVR determined that the former HACM Data Management Specialist made critical errors in loading the new 2026 Utility Allowances, which resulted in recertification, new admission, and portability move in actions after January 1, 2026 being calculated incorrectly. While CVR worked with Yardi to identify cases affected, it created additional work to ensure compliance due to an issue outside of CVR's control.

CVR continues to work through barriers in landlord compliance with NSPIRE inspection standards, resulting in an elevated number of 24 hour emergency reinspection needs, owners who are still getting used to having to supply a compliant RFTA, lease, and execute a HAP Contract, which were not formerly monitored by the prior administration.

CVR also continues to work through barriers with participants who are not used to completing their annual recertification timely each month, which continues to cause delays in processing. In addition, the Yardi Two-Factor Authentication process is causing issues for participants in gaining access to their Rent Café Portal account and many times, corrections require intervention from Yardi representatives.

At times, owner changes processed in Yardi are not being captured appropriately on the resident subsidy schedule, resulting in the former property owner/manager continuing to receive payment in error. This issue has been escalated to Yardi representatives for resolution and is pending correction.

HAP Contracts generated from Yardi are no longer correctly pulling over the appropriate utility responsibilities as required, resulting in manual generation of required information, which causes delays in the HAP Contracts being sent to the owners for signature. This issue has been escalated to Yardi representatives for a correction "plug in" to resolve the issue and is pending resolution. At times, the Yardi representative assigned to HACM will cancel weekly meetings for multiple weeks, resulting in extended timeframes for resolution and follow up of ongoing issues.

Respectfully submitted by: **Tracey Sheffield**
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