

# MONTHLY REPORT TO THE BOARD OF COMMISSIONERS

## Housing Authority of the City of Milwaukee

### Housing Choice Voucher Program

July 28, 2025

#### **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 June 2025.

#### **STAFFING UPDATE**

##### **Staffing Update**

To be fully staffed, HACM requires 49 FTEs based on the current budget. Below is a summary of current staffing progress:

##### **New Hires in June (11 total starts):**

- 1 Temp CSR
- 1 FTE CSR
- 2 Housing Specialists
  - \* 1 additional Housing Specialist was hired in June, but they had to reschedule their start date until July 7<sup>th</sup>, 2025
- 5 Remote Temp Housing Specialists (hired above budgeted FTE positions)
- 1 Portability Specialist
- 1 Temp Scanning Clerk

##### **Remaining Vacancies:**

- HCV Director – due to continued difficulty in locating a qualified candidate, the search is considered “paused” as the current Deputy Director is being considered for this role.
- PBV/Customer Service Manager – Interviews being conducted by Patrita Cummings and Tracey Sheffield

- Recertifications Manager – newly created role as the current Deputy Director is being considered for HCV Director, and currently manages the recertification department
- 2 Housing Specialist – HCV
- 1 Temporary Customer Service Rep – This position is proving especially difficult to keep filled.

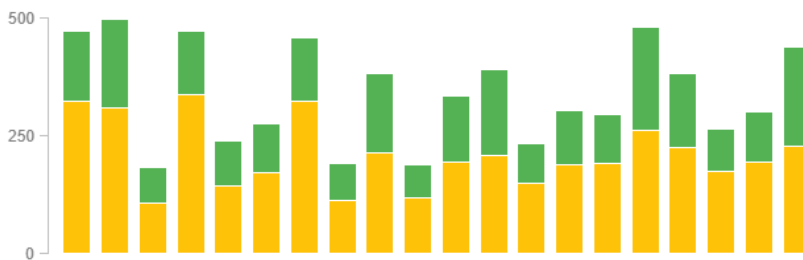
## HR Initiatives & Improvements

In June, HR finalized the draft-attendance policy (this will be applied company-wide upon approval).

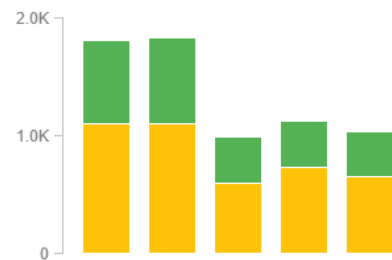
## CALL CENTER AND CUSTOMER SERVICE

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. In June 2025, CVR received approximately 4,300 calls, showing a holding pattern of reduced call trends since project inception as CVR works diligently to handle the backlog of work.

Handled Conversations by Direction by Date

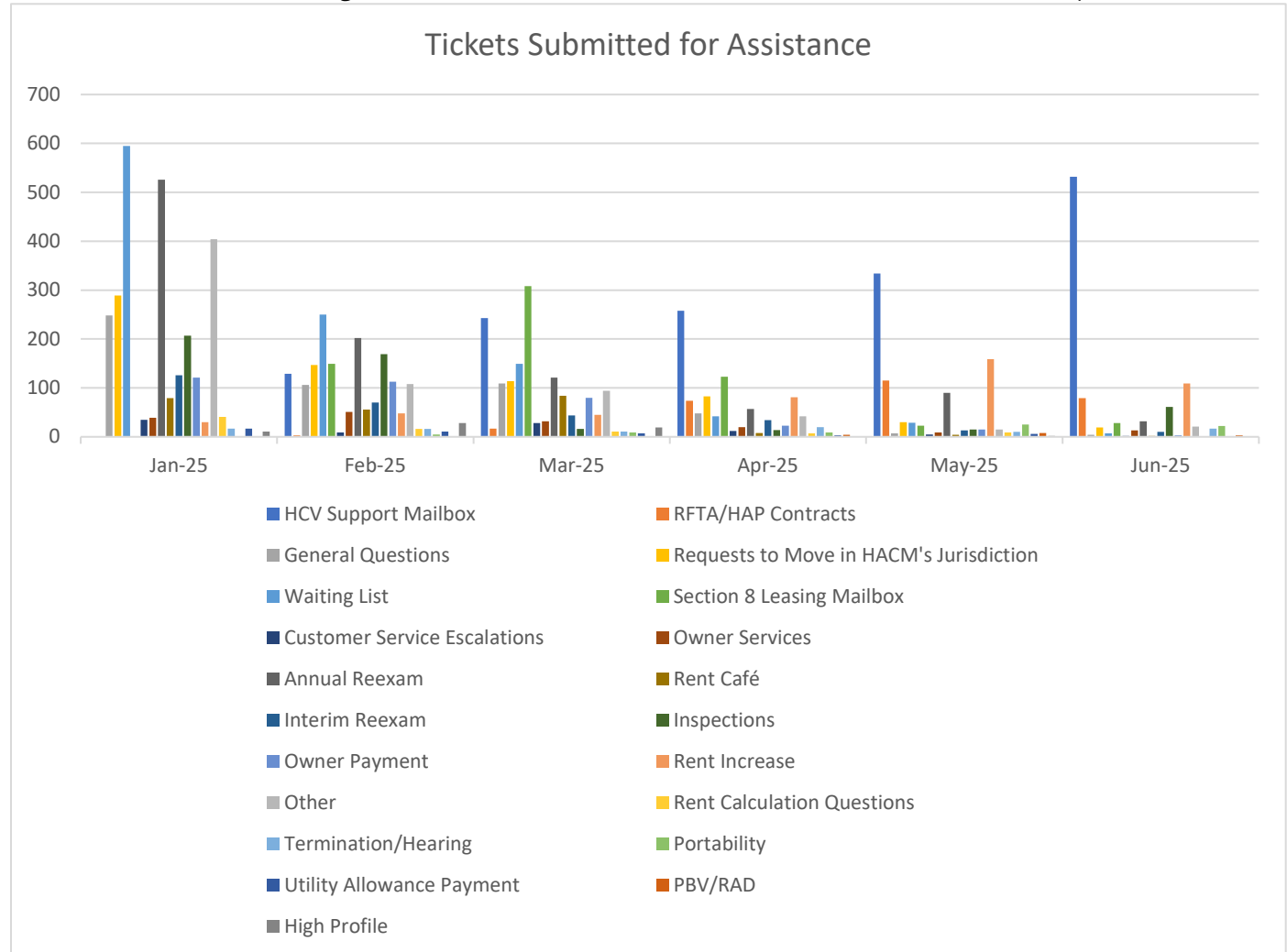


Handled Conversations by Direction by Weekday



While CVR created 6,042 tickets in CVR's Ticketing System during the first quarter of 2025, averaging 2,000 tickets per month from call center support inquiries, CVR received 966 tickets in the month of June 2025, which also shows consistency at roughly 950 tickets submitted each

month during the second quarter.



CVR also received an additional 174 HUD 9886-A form submissions in the Ticketing system, but since this was a project and requested document submission, CVR is reporting this separately.

## 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

In June, CVR continued to offer an additional lab day on Fridays for the PBV waiting list eligibility pulls to assist these applicants with their online applications in an effort to increase the volume of responses.

CVR is exploring ways to further its operations and tracking of in-person assistance requests, including prospectives of utilizing a tablet for visitors to check in, noting the reason for the visits,

and tracking times for visitors to be seen to locate additional areas of opportunities to enhance customer service further.

## INITIAL ELIGIBILITY

During the month of June, the Eligibility department moved offices to be centrally located near the computer lab. We hosted two application labs during the month of June, and over 200 applicants were invited; 26 attended. In addition, 525 applicants were selected from various waitlists. As a way to encourage application participation, the Eligibility Department will continue hosting application labs in July.

CVR received 14 incoming referrals from partnership properties, with 2 of those referrals completing their application for approval and one moving into their home. 35 approved referrals were processed and sent to various HACM properties to process for move-in.

In addition, 8 port in requests were received through portability and 4 port ins were processed and issued Vouchers and RFTA. 17 requests to port out were received and 12 were processed.

## CONTINUED OCCUPANCY

CVR acknowledges that due to the number of new hires needed, there is an increasing backlog of recertifications due while new hires are trained to enter their positions. CVR hired additional experienced corporate support in the month of June 2025 to help address the backlog and work towards getting current. Once these staff members are trained on HACM processes, they will be assisting with more recent recertifications, while the in-office staff focus on the backlog of recertifications to tackle the recertifications from both angles.

As of June 30, 2025, there are 129 families receiving zero HAP from HACM due to high incomes, and approximately 100 of these families are more than 180 days old. CVR created a new suite of documents for the enforcement team to provide notices to the families of their “zero HAP” status as well as proposed termination letters due to self-sufficiency, and notices to the landlords that the HAP Contract is proposed for termination. The impact of having these cases remain active in the system means that the number of recertifications due could be inflated due to lack of enforcement and prevents the program from being able to serve more families as these vouchers are “reserved” by families who no longer qualify for assistance.

<b>Recertifications</b>	<b>25-Jan</b>	<b>25-Feb</b>	<b>25-Mar</b>	<b>25-Apr</b>	<b>25-May</b>	<b>Jun-25</b>
Beginning Bal [Late]	616	1014	1383	1618	1930	2209
Reexams Due*	529	579	595	703	568	5222
Processed Current**	228	280	89	35	12	13
Processed Late			335	455	388	377
Processed Future			12	6	1	0
Processed as 9-Search	27	9	23	14	9	5
<b>Ending Bal</b>	<b>1014</b>	<b>1318</b>	<b>1618</b>	<b>1930</b>	<b>2209</b>	<b>2416</b>

<b>Interims</b>	<b>25-Jan</b>	<b>25-Feb</b>	<b>25-Mar</b>	<b>25-Apr</b>	<b>25-May</b>	<b>Jun-25</b>
Processed	47	155	362	364	302	351

<b>Moves</b>	<b>25-Jan</b>	<b>25-Feb</b>	<b>25-Mar</b>	<b>25-Apr</b>	<b>25-May</b>	<b>Jun-25</b>
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Transfer Moves	53	56	33	50	34	54
New Admissions	32	15	40	20	15	10
Port Ins	4	3	7	6	0	7
Port Outs	2	3	4	19	8	10

In June 2025, CVR rolled out the CVR Tracker for interims, and in July/early August 2025 it will be rolled out for reexams, port outs, and background checks and lobby reception. Trackers for PBV and leasing are still under development. This tracking system will create more visibility, case management, and oversight over staff productivity in the various areas of operations in enhanced ways that are not available through Yardi reporting.

CVR began a follow-up recertification training program June 16-27, 2025 and these training efforts will continue into July 2025.

CVR issued a formal training guide with performance expectations were rolled out to all staff. In addition, CVR started a special project to address outstanding late recertifications. All housing specialists have been assigned caseload to contact and complete no later than 7/11/2025.

MONTH	TOTAL	INITATED	IN PROGRESS	PENDING	
25-Jan	10	2	2	6	
25-Feb	25	14	10	85	Elaidie and Tiffany - HCV
25-Mar	109	14	10	85	
25-Apr	228	19	4	205	
25-May	248	11	6	231	
25-Jun	506	125	17	364	Mia, Bryce, Cherise and Iris - HCV
25-Jul	484	146	27	331	
25-Aug	498	362	25	111	Jessica, Monica, Melissa A. and Tiffany L. -HCV
25-Sep	509	420	18	71	

## **VETERANS AFFAIRS**

CVR continued to partner with Veterans Affairs, while addressing weekly case resolution using a joint spreadsheet from VA. The spreadsheet is updated and forwarded to lead VA Case Manager every Monday with updates. Ongoing meetings are held biweekly to discuss issues for resolution. 2 specific outstanding issues from 2024 currently being addressed.

Currently there are:

- 40 active VASH vouchers searching
- 4 vouchers in process
- 3 pending move ins

## **FAMILY SELF-SUFFICIENCY RECONCILIATION**

In late June 2025, CVR received assistance from HACM with assistance in creating a shared folder for FSS Contract documents, an FSS property code in Yardi, and the access to create FSS 50058s in Yardi. HACM FSS Coordinator began uploading the necessary documents to the shared drive to support this effort on June 23rd. CVR is scheduled to begin the reconstruction project in July, starting with the most current participants.

## **ENFORCEMENT**

### Evictions, Vacates, Inspections & Hearing Letters Sent

- Hearing Requests: 16
- 16 hearing requests will be scheduled for July 2025 through a Teams virtual hearing with a hearing officer
- Vacates Pending Termination: 6
- Vacates Terminated: 12
- Eviction Hearing Letters Sent: 2
- Evictions Executed (EOP'd): 2
- Inspections (Non-Compliance) Termination Letters Sent: 43
- Unauthorized Occupants Identified: 0
- Zero HAP Terminated: 5
- Zero HAP to be Reviewed: 145

CVR is creating a new suite of compliance related documents for this department, which will be finalized in June 2025, relative to proposed termination notices for landlord and tenant, hearing request, hearing schedule letters, hearing decision letters and final termination letters.

CVR has received inquiries from participants who were terminated in prior years by HACM and is also reviewing these cases to determine which need to be reinstated in the program.

CVR is also reviewing program information for other participants who were terminated but an End of Participation (EOP) Action 6 50058 was not entered in the system to determine if payments were stopped, if the termination was conducted appropriately, and taking the appropriate action to close out the file as necessary.

## **REASONABLE ACCOMMODATIONS AND VAWA**

CVR continues to receive and review Reasonable Accommodation requests and Violence Against Women Act (VAWA) cases to review and process.

### Reasonable Accommodations

Received: 28

Additional Documentation Requested: 9

Additional Documentation Received: 1

Pending Review: 4

Approved: 14

Denied: 0

### VAWA

Requests Received: 4

Tenant Moving Decision Pending – Rescind Letters: 0

Requests Approved: 4

Violence Against Women Act (VAWA) Cases Pending: 0

## **REPAYMENT AGREEMENTS**

CVR's enforcement team noted the following updates relative to participant unreported income and repayment agreements for funds owed back to HACM:

Active Repayment Agreements: 11

Non-Active Repayment Agreements (6 months delinquent): 2  
Delinquent Accounts (Not Under Contract): 3  
Sent to Department of Revenue (DOR): 0  
Final Reminders Sent: 0  
Unreported Income Cases: 329  
Fraud, Bribery, and Other Criminal Activity Cases: 8

### **QUALITY CONTROL**

A total of 430 quality control file reviews were completed in June 2025 for work completed in 2025. Deficient areas are being tracked to provide ongoing training.

In late June 2025, CVR began a follow up training series relative to annual adjusted income calculations and verifications as a result of the QC scores noted in the first quarter of 2025, and these training sessions will continue into July 2025.

### **100% File Review: 2022 – 2023**

In June 2025, NKA Contractors, LLC hired additional staffing and completed 946 file reviews for the review period of 2022-2023, an increase from the month prior of 560 file reviews. This team is on target to have all files reviewed by December 31, 2025.

### **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.

### **Moves and Lease Ups –**

RFTAs Received: 72  
New Units Processed: 95  
Rent Increases Processed: 356  
Rent Increases Pending:

- July: 12
- August: 13
- September: 29
- October: 22
- November: 4
- December: 2
- February 2026: 1

### **Updates to the Process**

Applicants receive both electronic and paper notifications about waitlist selection. They will also get workflow reminders via email and mail. CVR established a special lab day weekly starting in May to help applicants with their workflow application, aimed at reducing occupancy issues at HACM properties and increasing the response rate of applicants. An insert with lab dates will be included in the upcoming workflow reminder letter.

### **PROJECT-BASED VOUCHERS RECONCILIATION**

CVR completed additional reconciliation analysis in May 2025 relative to reconciling the records for the Project-Based Voucher program. This analysis and reconciliation is ongoing. Per HACM instruction, CVR is beginning to reconcile Westlawn Renaissance 7 and Westlawn Renaissance 5

first, and then will move onto other properties relative to retroactive move-ins and move-outs. Late recertifications are being processed for all properties.

Maskani Place aims to begin leasing units in September 2025, and is currently under constructions activities.

#### HAP Contracts Pending Execution

CVR is coordinating with HACM and the property managers to determine the current status of the preparation to place 8 units at Riverwest Apartments and 8 units at MLK Library Apartments under HAP Contract.

In June 2025, CVR:

- Determined the finalized list of units to be placed under HAP Contract
- Ensured the units pass HQS inspection
- Conducted rent reasonableness determinations

Pending:

- Determining the method in which applicants will be organized for eligibility determinations
- Ensuring that all of the required exhibit information is received relative to utility responsibility, unit listings, amenities and other information is solidified and
- Working with HACM to gain fully executed HAP Contracts

CVR also has a team that is addressing PBV rent increases, focusing first on the those that are backlogged and then moving to current.

PROPERTY	RENEWAL MONTH 2025	COMMENTS
MASKANI PLACE	FEBRUARY	Rents set in Yardi for future tenants
MERRILL PARK	FEBRUARY	Rent Increases Completed
PRAIRIE APTS	FEBRUARY	Unable to locate request; Email sent to PM on 4/22 to determine if increase was requested timely prior to CVR
SCATTERED SITES PBV	FEBRUARY	Unable to locate request; Email sent to PM on 4/22 to determine if increase was requested timely prior to CVR
WESTLAWN RENAISSANCE 4 RAD	FEBRUARY	Rent Increases Completed
VICTORY MANOR	APRIL	Rent Increases Completed
WESTLAWN GARDENS PBV	APRIL	Rent Increases Completed
WESTLAWN RENAISSANCE 4 PBV	APRIL	Rent Increases Completed
WESTLAWN RENAISSANCE 6	APRIL	Rent Increases Completed
NATIONAL SOLDIERS HOMES I AND II	APRIL	Rent Increases Completed
LAPHAM PARK RAD	MAY	Rent Increases Completed
WESTLAWN RENAISSANCE 3	MAY	Rent Increases Completed



VETERANS MANOR	MAY	Rent Increases Completed
WESTLAWN SCATTERED SITES	MAY	Rent Increases Completed
HIGHLAND GARDENS RAD	JUNE	Rent Increases Completed
OLGA VILLAGE	JUNE	Rent Increases Completed
CONVENT HILL	JULY	In Progress
WESTLAWN RENAISSANCE 7 PBV	JULY	Rent Increases Completed
BECHER COURT	AUGUST	
CHERRY COURT PBV	AUGUST	
MCKINLEY SCHOOL APTS	AUGUST	
MCAULEY APTS	AUGUST	
WESTLAWN RENAISSANCE 5 RAD	AUGUST	
SURGEONS QUARTERS	AUGUST	
CARVER PARK	SEPTEMBER	Request received 6/24; pending
HOLTON TERRACE	SEPTEMBER	Request received 6/24; pending
WESTLAWN RENAISSANCE 7 RAD	SEPTEMBER	
HIGHLAND GARDENS PBV	NOVEMBER	
UNITED HOUSE	NOVEMBER	
WATER TOWER VIEW	NOVEMBER	
WESTLAWN RENAISSANCE 5 PBV	NOVEMBER	
BECHER TERRACE	DECEMBER	
CHERRY COURT RAD	DECEMBER	
LAPHAM PARK PBV	DECEMBER	
SCATTERED SITES 1 Y 2 RAD	DECEMBER	
WESTLAWN GARDENS RAD	DECEMBER	

### **WE Energies**

CVR has been able to obtain the WE Energies account numbers and apply them to Yardi for all current URP recipients and will continue to work with WE Energies to keep the information current to prevent delays in the payments being posted the participants account. CVR continues to only have a very small amount of checks that were directed to the participant and greatly appreciate staffs help in this area noticing when a tenant is now receiving an URP.

### **RENT CAFÉ/YARDI VOYAGER**

CVR attends weekly meetings with Yardi representatives relative to Yardi and Rent Café configurations and troubleshooting.

Integrating the Rent Cafe rent increases into the CVR Tracker. Due to the Rent Café process, CVR is still working out a smooth process for assigning the requests. Requests for rent increases that come through Rent Café as Pending are not always complete. There is no way to assign the

specific request to the leasing and contracts team in Rent Cafe. They are assigned and then staff has to go to Rent Cafe to approve and send to Voyager. In time, CVR will work out a smooth process to eliminate reviewing the pending requests multiple times and ensuring it is assigned in the Tracker.

In addition, work continues with the Rent Café representative on preparing the following workflows in Rent Café.

- Online Tenant Briefing
  - CVR reviewed the current briefing presentation and CVR's video development team is developing a new Briefing video that will be imbedded in this process
- RFTA Submission
- HAP Contract Execution

CVR is developing a new Tenant Briefing video and Briefing Packet that will be loaded into Rent Café.

### Inspections

The following tables reflect the various inspection statistics for the month of June 2025. We have increased our QC inspections and have provided coaching to our inspectors, which has resulted in a 23% increase in the number of units receiving a fail rating.

#### Inspection Summaries

Start Date            6/1/2025  
End Date              6/30/2025

Results	Current		Previous	
	Quantity	Percent	Quantity	Percent
Pass	237	41.87%	515	62.05%
Fail	256	45.23%	187	22.53%
No Show	67	11.84%	107	12.89%
Vacant	6	1.06%	20	2.41%
Uninhabitable	0	0%	1	0.12%

#### Series Types

Inspection Series Type	Quantity	Percent	Quantity	Percent
Annual	357	63.07%	674	81.20%
Initial	95	16.78%	98	11.81%
Quality Control	72	12.72%	0	0%
Complaint	35	6.18%	51	6.14%
Miscellaneous	7	1.24%	7	0.84%

## Inspection Types

Inspection Type	Quantity	Percent	Quantity	Percent
Annual	131	23.14%	523	63.01%
Re-inspection	184	32.51%	169	20.36%
Initial	79	13.96%	83	10.00%
Complaint	18	3.18%	23	2.77%
Emergency Re-inspection	64	11.31%	22	2.65%
Emergency	52	9.19%	10	1.20%
QC	31	5.48%	0	0%
Additional Repairs	7	1.24%	0	0%

## Inspectors

Inspector	Quantity	Percent	Quantity	Percent
Mellena Hoppe	52	9.19%	0	0
Ryan Kinsella-Alba	235	41.52%	283	34.10%
Tony Smith	235	41.52%	269	32.41%
Joshua Schumell	44	4.77%	278	33.49%

## Late Inspections

There are approximately 81 units showing late inspections that fall under the following statuses.

Current	1
Excluded	0
Occupied No Notice	1
Notice	0
Notice Unrented	0
<b>Grand Total</b>	<b>1</b>

## Enforcement

The enforcement score provides a measure of timely follow-up on failed inspections. The average inspection enforcement rate for Q1 is 87.40% compared to the average of 99.61% for the first two months of Q2. The figure indicates that follow-up actions were generally timely in Q1 but significantly improved in Q2 month one.

	5/1/2025 5/31/2025	4/1/2025 4/30/2025	3/1/2025 4/30/2025	Q1 Total
Total Inspections:	128	98	130	252
Closed:	8	5	3	10
	120	93	127	262

Extension  
Passed within 30 days  
Re-inspected within 30 days

Compliant	Compliant	Compliant	Compliant
0	0	0	6
69	64	69	135
51	29	57	88
120	93	126	229

Emergency follow up not performed on time  
Not re-inspected within 30 days

Not Compliant	Not Compliant	Not Compliant	Not Compliant
0	0	0	5
0	0	1	8
	0	1	13

Score: 100.00% 100.00% 99.21% 87.40%

CVR's Inspections Management system experienced a systematic issue that began in June and is expected to be resolved in July 2025. Due to this error there were some instances where reinspections were conducted on the 31<sup>st</sup> day from the original inspection and may push files out of the required reinspection period for enforcement compliance.

### Abatement Counts

CVR determined that abatements to stop property owner HAP payments in instances where the property owner/agent did not maintain Housing Quality Standard (HQS) inspection protocols were not in practice prior to CVR's contract inception. CVR was advised by staff that HACM employees were "waiting on the CVR contract to start" to comply with program rules and process cases. Unfortunately, this is a common trend in nearly every component of program operations, where staff had previously stopped productively working, addressing applicant, participant, and landlord inquiries for several months prior to CVR's contract start. Now that abatements are being enforced under CVR's leadership, HACM should expect to receive complaints from property owners that were previously not required to comply with HQS regulations without enforcement.

Month	6/30/2025	5/31/2025	4/30/2025
Beginning Bal - Unresolved	214	178	30
Abatements Placed	46	18	87
Closed	49	14	26
Ending Bal	119	146	91

### Customer Service Inspection

The CVR Inspection team received over 800 calls from clients, for various reasons, a decrease of 3% from last month. The decrease in calls is an indication that clients are finding resolutions to questions through self-service channels, such as the inspection portal. This month we saw a 51% decrease in abandoned calls, which represents clients that were not attended at the time of the call.

### Conversations including Abandoned

Queue	Conversations including Abandoned	Abandoned Conversations	Handled Conversations	Average Talk Time	Conversation Talk Time
HACM - Inspections (English)	874	98	714	02:39	1 day, 10h 21:3200
HACM - Inspections (Spanish)	2	0	2	02:18	04:35

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)	98	8	12	18	27	04m 44s
HACM - Inspections (Spanish)	0	0	0	0	0	0

### 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**  
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