

**רְפָּאָה נְסִיחָה וְנִסְיוֹן זָכָר מִתְּחִלָּה בְּעֵת צָרָה
שֶׁלֹּא כִּי מִצָּד וְשֶׁלֹּא מִבְּצֵד מִשְׁתַּדְּלִים לְעֵת צָרָה
בְּמִשְׁכָּל הַיָּמִים לְעֵת צָרָה**

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 November 2025.

Below is a summary of current staffing progress:

Staffing Numbers for Monthly Board Meeting - HACM Engagement				
Current Positions (ALL)	Requisition Requirement	# of Active Employees	# of Openings	Hires for the month of: November 2025
Allocated FTEs				
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	2	0	0
Portability Specialist	1	0	1	0
Wait List Specialist	1	1	0	0
Team Lead (or Project Manager) Leasing	1	1	0	0

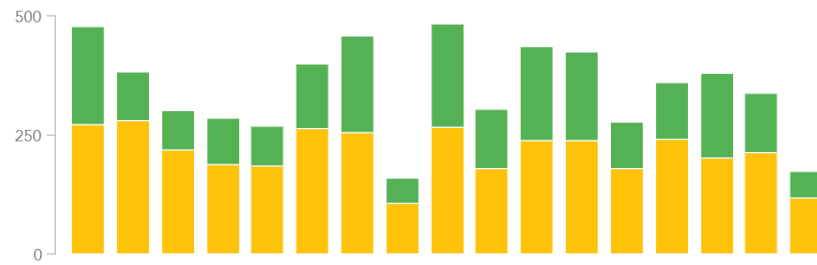
Team Lead (or Project Manager) PBV	1	1	0	0
Team Lead (or Project Manager) HCV	2	1	1	0
Housing Specialists (Leasing Contract)	1	1	0	1
Housing Specialists (Recert)	11	10	1	0
Housing Specialists (PBV)	3	3	0	1
Performance Management Manager	1	0	1	0
Quality Control Specialist	1	1	0	0
Enforcement Specialist	1	1	0	0
PIC / Reporting Analyst	1	1	0	0
Total FTEs:	44	39	5	2
-Temporary Staff-				
Temp Scanning Clerk	2	2	0	0
Temp Customer Service Representative	3	2	1	0
Temp Housing Specialist - Remote (Additional Support)	5	5	0	0
Total Temps:	10	9	1	0
-Corporate Staff-				
Sr. Associates	-	4	-	-
Associates	-	1	-	-
Jr. Associates	-	1	-	-
QC/Scanning Manager	-	1	-	-
QC Specialist	-	3	-	-
Total Corporate Staff Assistance (Temporary):		10		
-Subcontractors-				
BDO Finance				
NKA Subcontractors Group				
Total Workforce Numbers				
Grand Total:	54	48	6	2

As year one is nearing completion, CVR is also exploring ways to maintain an MBE sub-contractor into year two.

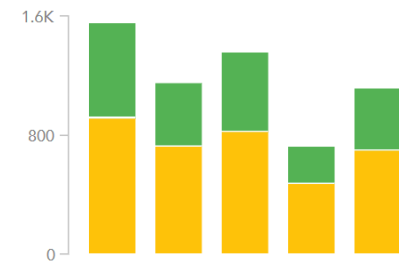
CALL CENTER AND CUSTOMER SERVICE

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 November 2025, CVR handled approximately 3,900 calls, showing slight decrease in the number of calls handled on average in comparison to average Q3 numbers.

Handled Conversations by Direction by Date

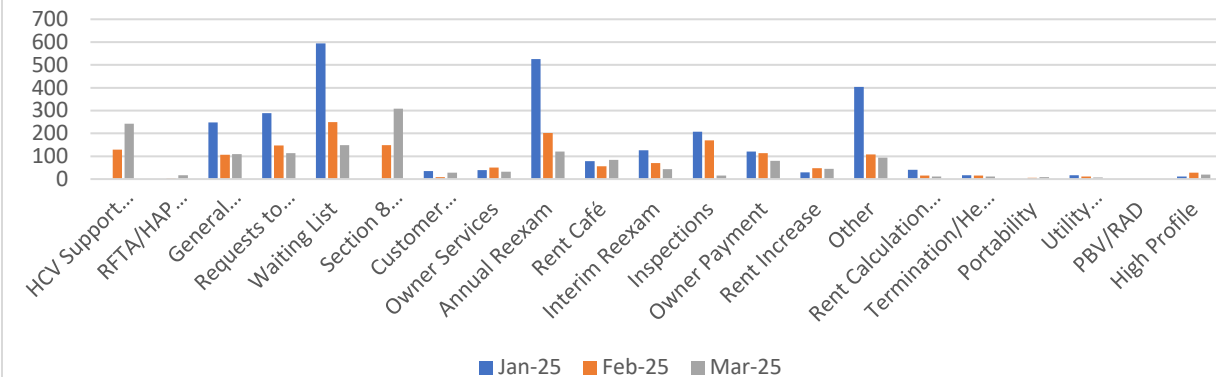


Handled Conversations by Direction by Weekday

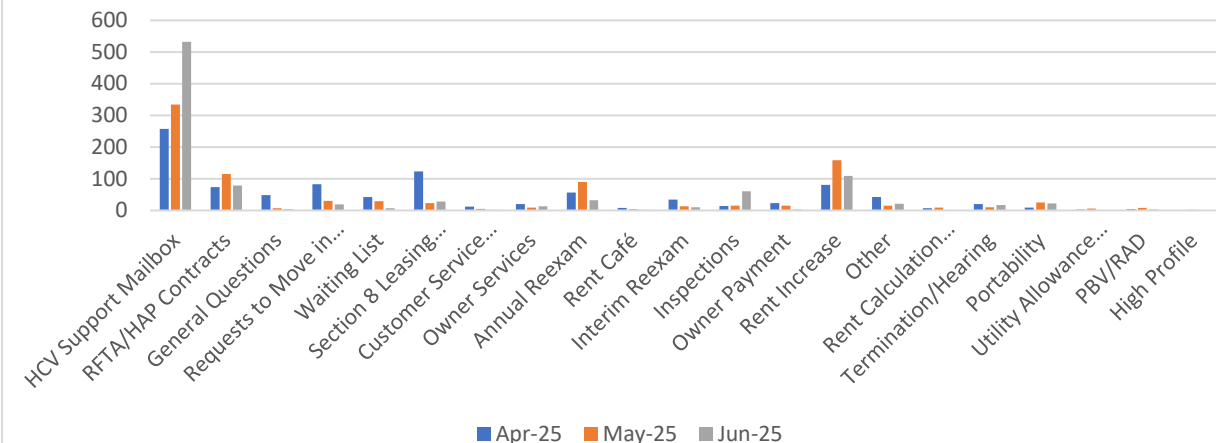


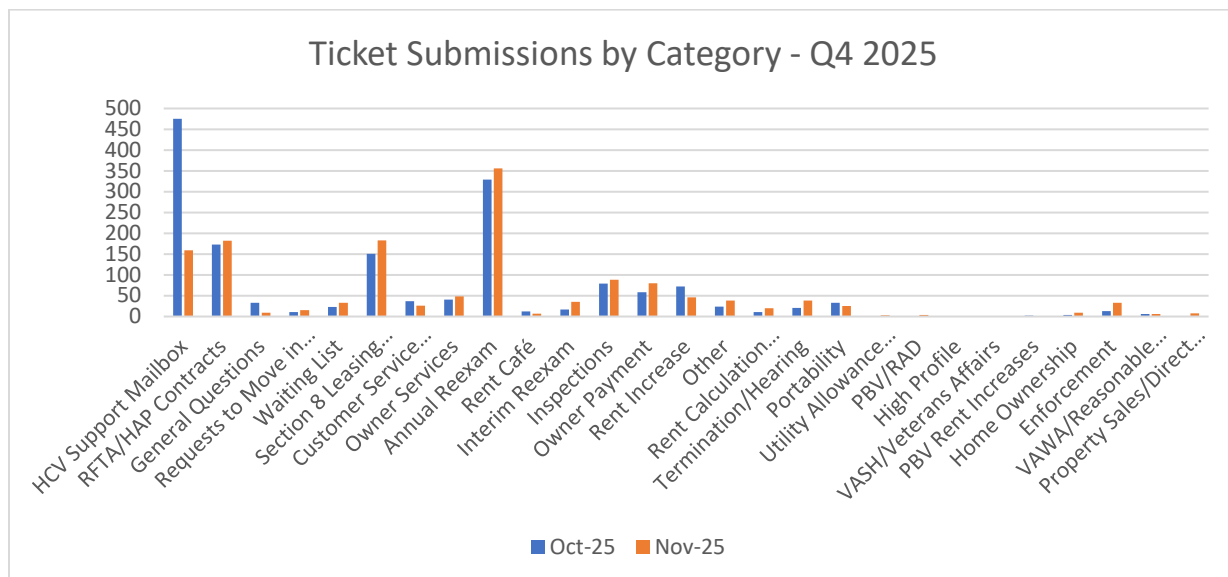
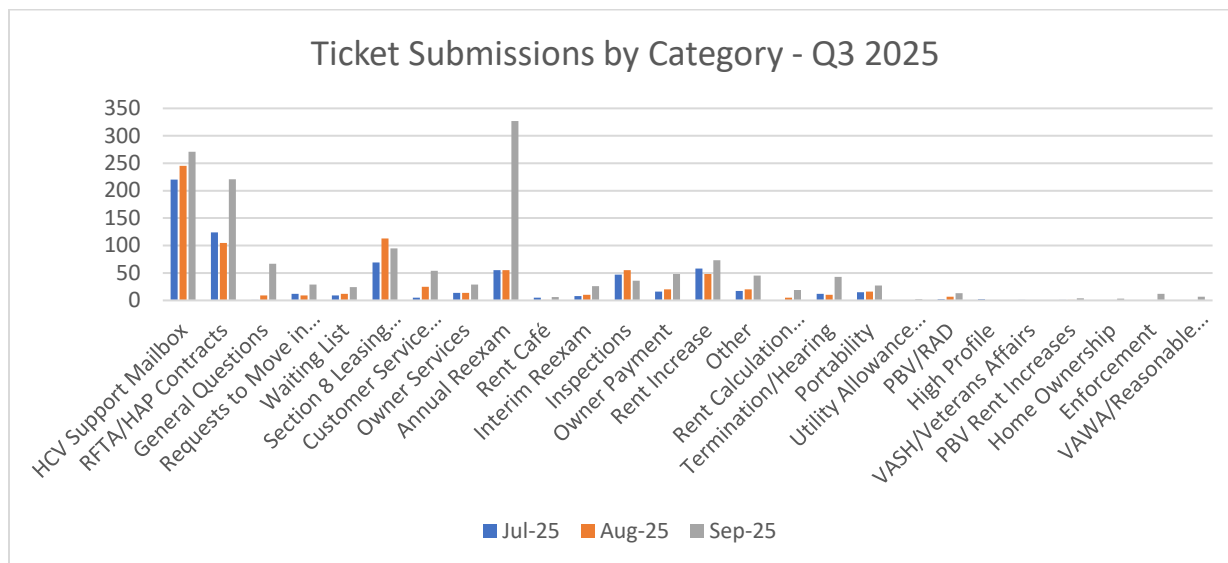
While CVR created 6,042 tickets in CVR's Ticketing System during the first quarter of 2025, averaging 2,000 tickets per month and 2,852 tickets during the second quarter of 2025, averaging 951 tickets per month. CVR received 1,453 tickets in the month of October 2025, which represented an increase in the number of tickets received in November. Annual recertifications, owner payments, and Requests for Tenancy Approval (RFTAs) and HAP Contracts represented the largest reasons why a ticket was submitted.

Ticket Submissions by Category - Q1 2025



Ticket Submissions by Category - Q2 2025





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...

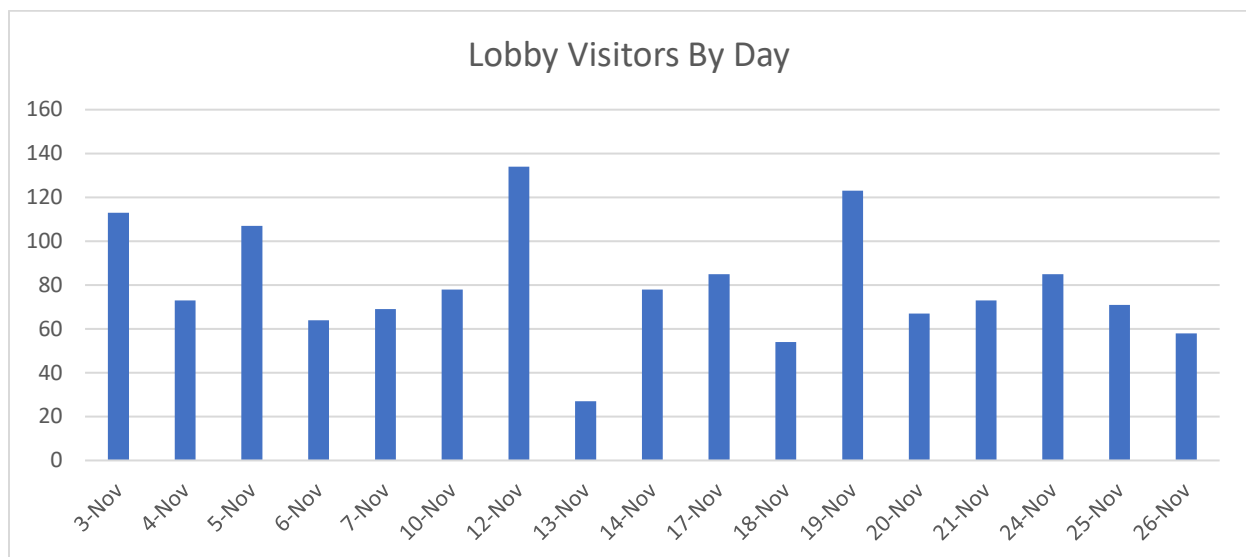
Reason for Visit

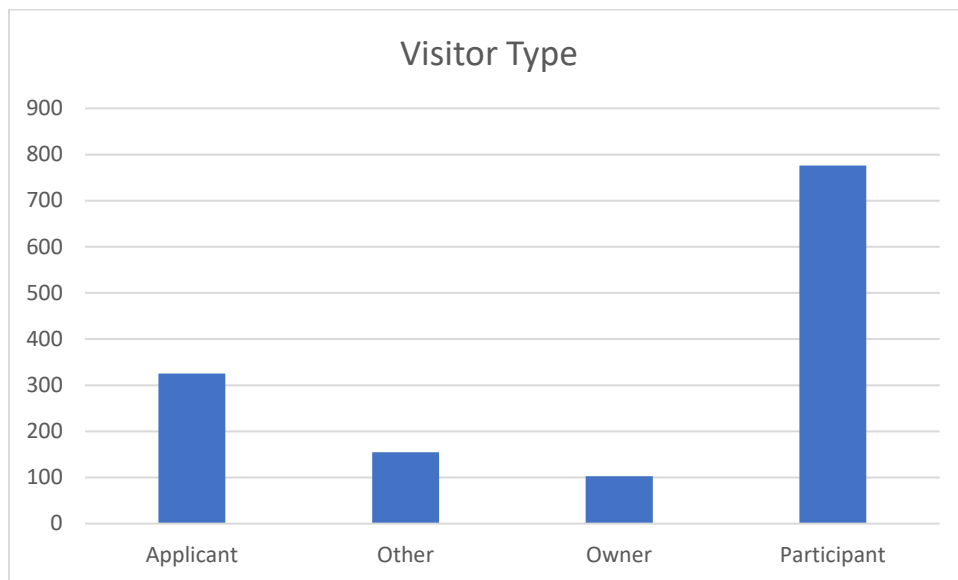
Select reason for visit...

Check In

Reset Form

The chart below represents visitor information for November 2025. In October, we received 2,138 visitors and this number dropped in November to 1,359 visitors for the month, averaging 80 visitors per day.





Visitor Type	Visit Type	Reason for Visit	#
Applicant	Lab Assistance - Wednesday Only	Annual Recertification	32
		Document Drop	1
		Interim Request	4
		Lab Assistance	14
		Move Request	1
		Other	8
		Password Reset Assistance	2
		Rent Portion Review	1
	PBV Lab Assistance - Friday Only	Document Drop	1
	Walk-In	Annual Recertification	44
		Document Drop	55
		Document Pickup	22
		Interim Request	15
		Landlord / Tenant Issues	4
		Move Request	12
		Other	92
		Password Reset Assistance	11
		Rent Portion Review	4
		Termination	2
Other	Lab Assistance - Wednesday Only	Annual Recertification	7
		Document Pickup	3
		Lab Assistance	2
		Landlord / Tenant Issues	2
		Move Request	1
	PBV Lab Assistance - Friday Only	Annual Recertification	1
		Document Pickup	1

	Walk-In	Interim Request	2
		Annual Recertification	23
		Document Drop	37
		Document Pickup	21
		Interim Request	3
		Landlord / Tenant Issues	6
		Move Request	1
		Other	39
		Password Reset Assistance	3
		Rent Portion Review	1
		Termination	2
Owner	Lab Assistance - Wednesday Only	Document Pickup	3
		Landlord / Tenant Issues	1
		Other	1
	PBV Lab Assistance - Friday Only	Interim Request	1
		Password Reset Assistance	1
	Walk-In	Annual Recertification	20
		Document Drop	11
		Document Pickup	14
		Interim Request	7
		Landlord / Tenant Issues	24
		Other	18
		Rent Portion Review	2
Participant	Lab Assistance - Wednesday Only		1
		Annual Recertification	55
		Document Drop	2
		Interim Request	1
		Lab Assistance	28
		Landlord / Tenant Issues	1
		Other	1
		Rent Portion Review	1
		Termination	2
	PBV Lab Assistance - Friday Only	Annual Recertification	1
		Document Drop	1
	Walk-In	Annual Recertification	114
		Document Drop	194
		Document Pickup	84
		Interim Request	24
		Landlord / Tenant Issues	25
		Move Request	27
		Other	172

		Password Reset Assistance	8
		Rent Portion Review	21
		Termination	13

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.

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. In September, we noted our first reduction of recertifications due and October furthered this progress on getting recertifications caught up.

Recertifications	25-Jan	25-Feb	25-Mar	25-Apr	25-May	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
Beginning Bal [Late]	616	1014	1254	1374	1459	1752	1925	2022	2275	2243	2065
Reexams Due*		529	579	595	703	568	522	644	531	494	577
Processed Current**	228	280	89	35	12	13	7	8	71	106	102
Processed Late			335	455	388	377	407	365	314	432	410
Processed Future			12	6	1	0	0	3	33	44	149
Processed as 9-Search	27	9	23	14	9	5	11	15	29	19	25
Processed EOP									116	71	35
Ending Bal	1014	1254	1374	1459	1752	1925	2022	2275	2243	2065	1921

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

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

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 -24
- Vets Manor (PBV)	18	LATE - 6
- VASH	186	LATE - 18
- Vets. Manor (PBV VASH)	13	LATE - 3
- Searching	7	
- VO to be issued	5	

HOMEOWNERSHIP

Program - Homeownership		
- RECERTS - LATE	44	4 ITT
- CLOSING	1	9/ 1/ 2025

FAMILY SELF-SUFFICIENCY RECONCILIATION

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

- As of 11/ 30, the final cases remaining required intervention and assistance from Yardi representatives and we are coordinating to get a meeting scheduled.

ENFORCEMENT

The work continues relative to unreported income cases.

125 cases reviewed:

- 66 calculations were completed. Letter has been emailed to the client, and they are waiting on instructions to sign repayment agreement.
 - CVR has started working on preparing the repayment agreements for those who have a balance owed less than \$5,000.
 - If over \$5,000, clients will need to reduce the balance down to \$5000 or less in order to enter into a repayment agreement.
- 41 clients were re-instated in the program. No repayment agreement is necessary.
 - Letter has been emailed to the client and uploaded to Yardi.
 - Notice from Yardi has been cancelled.
- 16 cases to work on repayment agreement. Accounts were already reviewed, clients were called, emails were sent requesting employment verifications/ unemployment and or SS award letters.
 - 11 need EIV/ IT report pulled
 - Clients were called, follow up with emails requesting information from the client and provided a deadline.
 - Employment verifications went out to employers.
 - Notes added in Yardi and CVR tracker.
 - As of today, 213 mail items have been received and uploaded to Yardi.
- 2 cases have been terminated.

QUALITY CONTROL

In November 2025, the quality control team completed 326 file reviews. Common error trends included missing disability verification, incorrect utility allowance calculations, missing EIV reports, absent rent reasonableness documentation for approved rent increases, missing asset verification, and failure to provide tenants with a 30-day rent increase notice. Deficient areas are monitored and used to guide future training to improve compliance and accuracy. To reduce these errors, targeted refresher trainings and updated checklists are being implemented for staff.

100% File Review: 2022 – 2023

The remainder of the file scanning project was completed in November 2025. NKA, CVR's subcontractor, will be finalizing the remaining 100% file reviews for 2022-2023 in December on time.

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 I 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

A total of 102 discrepancies have been resolved thus far. A total of 54 cases that were never processed at initial move in were completed. The total amount issued for these 54 cases were \$287,231.00. A total of 54 cases are remaining for cases that were never processed for move in. These cases are either pending signatures from the families or are pending initial inspection. A total of 196 cases are pending recertification.

Weekly meetings are scheduled with Westlawn to discuss any discrepancies. Westlawn agreed to provide all document requests to HACM within 7 days of request. For any missing documents that Westlawn and Horizon are unable to locate, the documents will be requested from the families or re-created for compliance purposes. Westlawn has advised that violation notices will be sent to families that fail to sign required documents needed to process move-ins.

The request to receive documents from Westlawn properties have exceeded the 7-day deadline to submit documents. Request for documents date back to October 2025 and were requested

numerous times without success. There are cases where inspections were scheduled multiple times and the results were either inconclusive/no show or a failed inspection. Requests have been submitted to the property to advise on the inspection status and when the inspections should be rescheduled. Westlawn has advised that their staff have made multiple attempts to request signatures from families without success. Based on this information and multiple inconclusive/ failed inspections, it is likely that these families will need to be withdrawn from the PBV program. CVR will continue to work with the properties to close out all outstanding cases.

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 – October 2025

Bank Reconciliations:

US Bank Account - *****3846 – Section 8 Vouch Program has been reconciled through October 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

- The October VMS was submitted on 11/20/2025. CVR provided us with the most up to date VMS reports out of Yardi for each month from January 2025 thru October 2025. 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 October 2025. With the results of October 2025 input, the Two-Year Tool is projecting a shortfall of \$688,642 or 1.2% of ABA for HCV.
- HCV - RNP as of October 2025 was calculated to be a positive \$750,086 and is a decrease from the \$1,093,361 reported for September 2025.
- EHV – RNP as of October 2025 was calculated to be a positive \$28,423 and is a decrease from the \$31,259 calculated for September 2025.

INSPECTIONS

Effective October 1, 2025 NSPIRE inspections went into effect and replaced the prior Housing Quality Standards (HQS).

The following tables reflect the various inspection statistics for the month of November 2025. For the period from November 1 to November 30, 2025, the inspection data will be presented in the summaries that follow. The report will compare current and previous quantities for each inspection result, offering insight into trends and performance changes over the specified timeframe.

Results	Current		Previous	
	Quantity	Percent	Quantity	Percent
Pass	210	40.00%	295	41.43%
Fail	253	48.19%	314	44.10%
No Show	50	9.52%	94	13.20%
Vacant	12	2.29%	9	1.26%
Uninhabitable	0	0%	0	0%

Series Types

Inspection Series Type	Quantity	Percent	Quantity	Percent
Annual	344	65.52%	434	60.96%
Initial	101	19.24%	152	21.35%
Quality Control	14	2.67%	56	7.87%
Complaint	58	11.05%	59	8.29%
Miscellaneous	8	1.52%	11	1.54%

Inspection Types

Inspection Type	Quantity	Percent	Quantity	Percent
Annual	118	22.48%	176	24.72%
Re-inspection	124	23.62%	197	27.67%
Initial	79	15.05%	110	15.45%
Complaint	29	5.52%	10	1.40%
Emergency Re-inspection	100	19.05%	118	16.57%
Emergency	68	12.95%	79	11.10%
QC	5	0.95%	17	2.39%
Additional Repairs	2	0.38%	5	0.70%

Inspectors

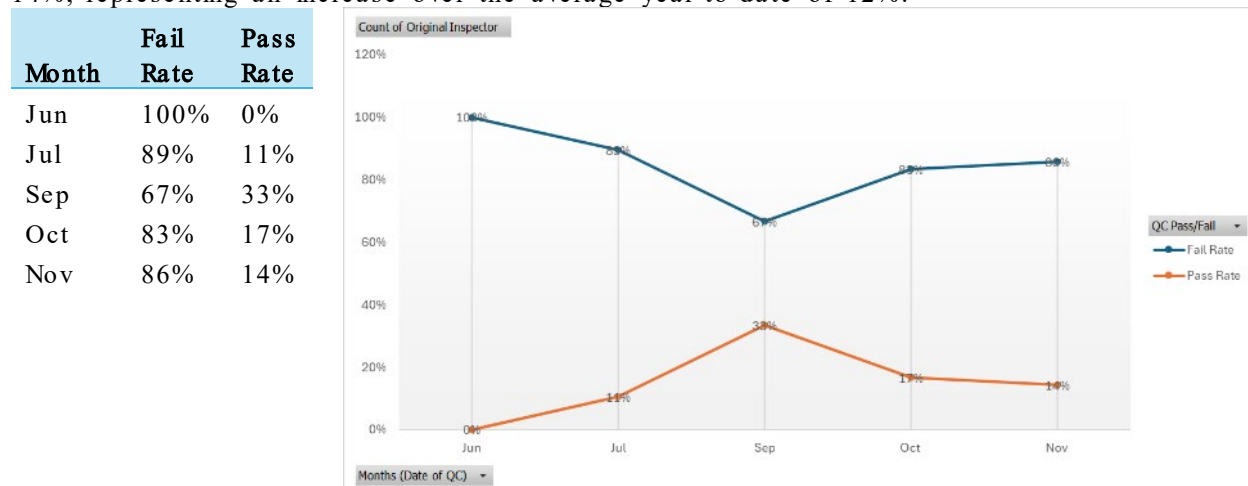
Inspector	Quantity	Percent	Quantity	Percent
Mellena Hoppe	32	6.10%	30	4.22%
Ryan Kinsella-Alba	0	0%	253	35.58%
Tony Smith	421	80.19%	416	58.51%
Stephen Fendt	71	13.52%	12	1.69%
Jeny Moran Pina	1	0.19%	0	0

QC Performance Chart Analysis

Overview

QC Performance measures how accurately inspectors identify failures during inspections by comparing their findings to those of the QC inspector. An acceptable rating requires a pass percentage above 90%.

A total of 7 QC inspections were conducted this month, resulting in an overall QC pass rate of 14%, representing an increase over the average year-to-date of 12%.



Late Inspections

Late inspections are identified by comparing the scheduled due date—established as part of the biennial inspection cycle—with the actual date the inspection was completed. If an inspection occurs after its assigned window within the two-year period, it is considered late. Tracking these occurrences ensures that facilities adhere to regulatory timelines and helps quantify process gaps for improvement. Such determinations typically rely on a review of inspection logs, scheduling records, and compliance tracking systems to verify whether inspections align with their mandated schedule.

There are 11 late inspections reported during this period, 7 of which are lates due to tenants being on notice or no current HAP.

Enforcement

The enforcement score provides a measure of timely follow-up on failed inspections. The average inspection enforcement rate for November is 100% compared to the average of 99.25% for Q3. The figure indicates that follow-up actions were above average for this month.

The accompanying data table details inspection activity for November, outlining the total number of inspections and their status within that period. In November there were 86 inspections receiving a fail rating. Out of these, only two (2) inspections were marked as closed. The overall enforcement score of 100% or higher indicates adherence to regulatory timelines and timelier follow-up on inspection failures.

	Nov Total	Q3 Total	Q2 Total	Q1 Total
Total Inspections:	86	275	435	252
Closed:	2	8	35	10
	84	267	400	262

	Compliant	Compliant	Compliant	Compliant
Extension	0	0	0	6
Passed within 30 days	23	178	254	135
Re-inspected within 30 days	61	87	145	88
	84	265	399	229

	Not Compliant	Not Compliant	Not Compliant	Not Compliant
Emergency follow up not performed on time	0	2	0	5
Not re-inspected within 30 days	0	0	1	8
	0	2	1	13
Score:	100.00%	99.25%	99.75%	87.40%

Abatement Counts

CVR determined abatement of HAP in cases where the property owner or agent did not maintain Housing Quality Standard (HQS). This month, **30 abatements** were approved with effective date 12/1/2025 (25 total) and retroactive dated going back to 6/1/2025 (5 total). This suggests that potential abatements for 11/1 and prior may not have been entered promptly, or results were not updated prior to the month-end cutoff. Additionally, three (3) abatements were closed following successful inspection outcome.

Customer Service Inspection

Looking at the conversations related to HACM Inspections, there were 1,016 conversations in total, of which 80 were abandoned. This translates to an 8% abandonment rate, reinforcing the observation that service accessibility and responsiveness have improved. Collectively, these figures point to ongoing enhancements in operational performance and customer experience within the inspection services.

Conversations including Abandoned

Queue	Conversations including Abandoned	Abandoned Conversations	Handled Conversations	Average Talk Time	Conversation Talk Time
HACM - Inspections (English)	1,016	80	882	03:18	2 days, 4h 06:19

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)	80	6	8	13	18	04m 32s

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
tsheffield@cvrassociates.com