MONTHLY REPORT TO THE BOARD OF COMMISSIONERS
Housing Authority of the City of Milwaukee
Housing Choice Voucher Program

OVERVIEW:

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

SYNOPSIS:

CVR Associates, Inc. began its management of the Housing Authority of the City of Milwaukee's Housing Choice Voucher Program effective January 2, 2025. At project inception, the program has a SEMAP rating of Troubled and is in shortfall. CVR has taken immediate action to begin to address backlogs in every area of operations including but not limited to annual recertifications, interims, late HQS inspections, program enforcement, and leasing and move-ins. The information below highlights the current status of our efforts at increasing staffing, compliance, addressing inherited backlogs, and overall operations for the month of January 2026.

Below is a summary of current staffing progress:

Staffing Numbers for Monthly Board Meeting - HACM Engagement				
Current Positions (ALL)	**Requisition Requirement**	**# of Active EEs**	**# of Openings**	**Hires for the Month**
Allocated FTEs				
HCV Director	1	1	0	0
HCV Program Supervisor	1	1	0	0
PBV/Customer Service Manager	1	1	0	0
Customer Service Representative (FTE) (2 bi-lingual)	3	3	0	0
Customer Service Representative (FTE) (2 CVR Temp)	2	2	0	0
Inspections/Owner Services Supervisor	1	1	0	0
Inspectors	2	2	0	0
Abatement Coordinator	1	0	1	0
Special Projects Coordinator	1	1	0	0
Admissions Supervisor	1	1	0	0
Admin Support (admissions)	1	1	0	0
Eligibility Specialist	2	1	1	0
Portability Specialist	1	1	0	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	1	1	0	0
Housing Specialists (Leasing Contract)	1	1	0	0
Housing Specialists (Recert)	11	8	3	0
Housing Specialists (PBV)	3	2	1	0
Quality Control Specialist	2	2	0	0
Enforcement Specialist	1	1	0	0
PIC / Reporting Analyst	1	1	0	0
Total FTEs:	**41**	**35**	**6**	**0**
-Temporary Staff-				
Temp Customer Service Representative	3	3	0	0
Temp Customer Service Representative (S|O)	1	1	0	0
Temp Housing Specialist - Remote (Additional Support)	5	5	0	0
Total Temps:	**9**	**9**	**0**	**0**
-Corporate Staff-				
Sr. Associates	-	1	-	-
Associates	-	1	-	-
Jr. Associates	-	1	-	-
QC Specialist	-	3	-	-
Total Corp. Support		**6**		
-Subcontractors-				
BDO Finance				
NKA Subcontractors Group				
Total Workforce Numbers				
Grand Total:	**50**	**50**	**6**	**0**

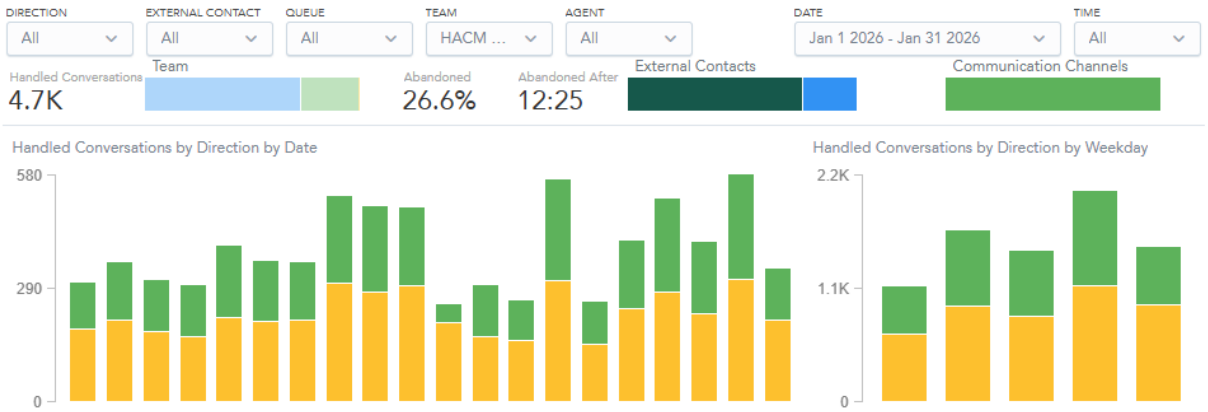
CVR will continue its relationship with NKA Subcontractors Group into 2026 to maintain the MBE requirement in year 2. NKA will shift to processing a portion of HACM's recertifications beginning with recertifications due May 2026, and attended CVR's comprehensive recertification training process in January 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 be providing a minimum of 4 qualified and experience housing specialists for this work and have a quality control manager. CVR will also conduct a percentage of quality control file reviews each month to ensure accuracy and completion, and the subcontractor will have a dedicated point of contact from CVR who will meet with them regularly.

CALL CENTER AND CUSTOMER SERVICE

Summary:

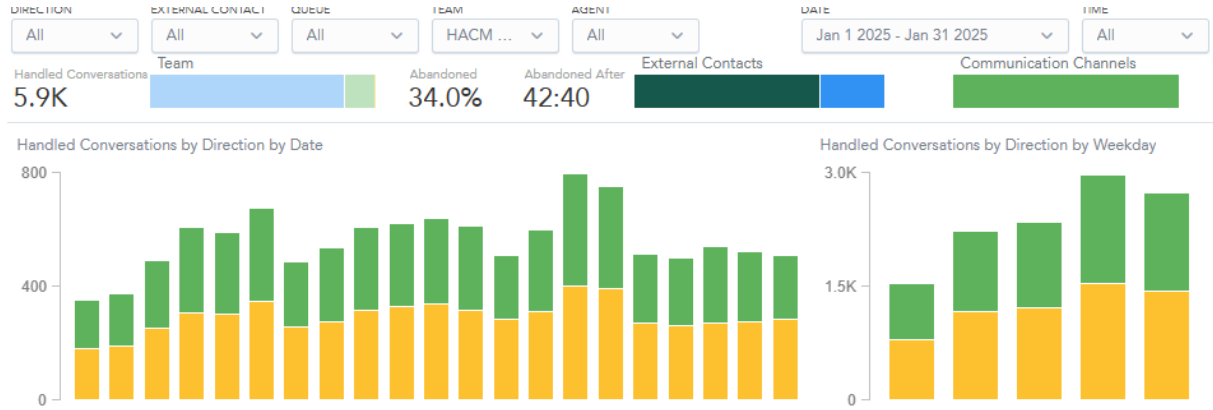
- Call center staff handled 4.7K inbound and outbound calls during January 2026.
- On average, staff are handling 275 inbound calls a day, while making an average of 190 outbound calls daily.

- Call volume has been impacted by staffing challenges. We are actively addressing attendance and performance through established management processes to stabilize operations and improve responsiveness.
- Resolution to staffing challenges:
    - Staff has been trained from onsite operations to assist during high call volume days.
    - Conducted training for 1 corporate staff to assist with phones.
    - Assistance from Inspections call center staff during high volume days.
- Customer Service Meeting and covered topics such as:
    - Escalation Process
    - Phone Status
    - Owner Change Process
    - Security
    - Phone handle times
- Productivity / QC Process for all phone staff to ensure proper call handling and ticket creation.
- Call volume is the highest on Tuesday & Thursday, will ensure that we have sufficient staff to handle the call volume.



January 2025 – A Retroactive Look

Looking back, our call center volumes are down 1,200 calls when comparing January 2025 to January 2026. Abandoned call rates have dropped as well. Thursdays remain a high volume call day.



Ticket Submissions

During a detailed review of customer service operations, CVR identified a potential communication gap between HACM's general HCV support inboxes and CVR's Ticketing System used to assign and respond to customer inquiries.

Under the current process, emails received in HACM's general inboxes are forwarded into CVR's Ticketing System for staff assignment and response. However, we identified instances where:

- Customers did not receive responses sent by staff through the Ticketing System, resulting in repeat inquiries and increased call volume
- Documents submitted by customers via email were not consistently appearing in the Ticketing System, creating delays in processing and requiring resubmission
- Staff were unable to locate customer-submitted documents in real time, even when customers confirmed they were sent correctly

These issues have contributed to inefficiencies in service delivery, including duplicate contacts, longer resolution times, increased lobby and call center volume, and customer frustration.

CVR partnered with its internal IT team to assess whether the issue originated within the Ticketing system. Based on that review, CVR IT recommended validating whether emails and attachments were being received at the source inbox level.

As a result, CVR coordinated with HACM IT to obtain direct access to the relevant inboxes to further investigate whether communications are being received but not properly transferring into the Ticketing System.

This review continued through February 2026 through collaborating with HACM IT and HACM IT escalated the issue to the City of Milwaukee IT department to identify the root cause. The root cause was determined to be at the City level and the City IT department successfully reconnected four HACM inboxes that were affected by this issue on February 24, 2026.

CVR immediately deployed additional resources to work through the tickets that were affected by this external ticket and are still working through resolution to get these tickets brought current.

LAB IN-PERSON ASSISTANCE

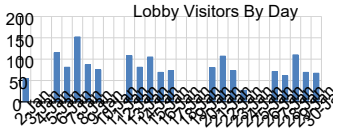
CVR's team continues to hold lab hours each Wednesday for applicants and participants to receive in-person assistance in morning and afternoon sessions. On average, 20-25 persons are assisted in each session. The main reasons for assistance include:

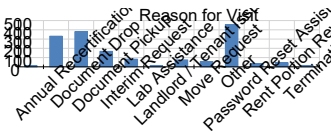
- Rent Café credential resets
- Assistance in completing the annual recertification process

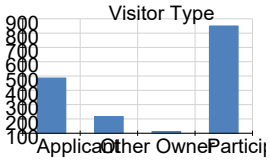
CUSTOMER SERVICE LOBBY

CVR 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.

- CVR assisted 1,665 families in person during the month of January for a variety of service needs.
- Due to staffing constraints, operations staff have been temporarily reassigned to support front desk coverage, and alternative scheduling has been implemented to manage lobby demand.
- The average lobby wait time is currently approximately one hour, reflecting the impact of high volume and staffing limitations.
- To improve service delivery and reduce wait times, the following actions are underway:
    - Strengthening staff training to ensure efficient account review and appropriate redirection of routine requests to self-service tools (e.g., Rent Café)
    - Enhancing follow-up protocols between front desk and operations staff to ensure timely resolution of customer needs
    - Reinforcing escalation procedures to address complex cases more effectively
    - Improving document intake processes to ensure completeness and reduce repeat visits
    - Increasing internal communication and coordination through more frequent operational updates
    - Reinforcing standard procedures for both tenant and owner interactions to ensure clarity and consistency


Lobby Visitors By Day
200
150
100
50
0





INTAKE AND LEASING

Wait Lists

Types	Comments
HCV	Currently closed

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	3,948	1,569	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	11,498	1,562	786
Cherry Court	4,525	N/A	N/A	N/A	N/A
Convent Hill	6,009	N/A	N/A	N/A	N/A
Highland Gardens	9,607	2,636	N/A	N/A	N/A
Holton Terrace	4,311	N/A	N/A	N/A	N/A
Lapham Park	3,377	1,267	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	4,180	N/A	N/A	N/A	N/A
Olga Village	4,294	1,318	N/A	N/A	N/A
Prairie Apartments (Referrals)	N/A	N/A	N/A	N/A	N/A
Scattered Sites	N/A	11,373	4,234	1,167	230
United House (Referrals)	N/A	N/A	N/A	N/A	N/A
Victory Manor	6,165	N/A	N/A	N/A	N/A
Water Tower View (Referrals)	N/A	N/A	N/A	N/A	N/A
West Lawn	8,149	5,511	3,576	1,060	215
West Lawn Gardens Highrise	6,134	N/A	N/A	N/A	N/A
MLK (Referrals) Pending WL set up	N/A	N/A	N/A	N/A	N/A
Riverwest (Referrals)	N/A	N/A	N/A	N/A	N/A

Summary: PBV waiting lists remain adequately populated; however, a significant portion of applicants have been on the lists for more than three years. As a result, a review and potential purge of outdated or unresponsive applicants may be necessary to improve responsiveness and leasing efficiency.

- Current activity indicates a lower level of active applicant engagement, which may impact timely unit referrals.
- Applicant volume varies by property, with some properties maintaining stronger demand than others.
- During the reporting period, waiting list pulls were conducted for Becher, Highland, and Merrill.
- Additionally, Westlawn maintains two one-bedroom waiting lists, and the Highrise waiting list has now been updated to include these applicants, where it was not previously reflected.

Moves, Contracts and Leasing

Move Activities	Received
HCV RFTA	59
PBV RFTA	10

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. Targeted landlord education and communication improvements are being explored to address these issues.

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											
New Admissions	6											

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											
Port. Outs	12											

Summary: Portability activity is currently at a lower level and is anticipated to trend upward seasonally in the coming months.

Rent Increases

Rent Increases Pending Completion				
Month Effective Date	RI Requested	Completed	Denied	Pending
January 2026	73	17	0	1

Waiting List Strategy

CVR is exploring opportunities to streamline the PBV waiting list process by grouping properties with similar eligibility criteria. This approach would allow applicants to be considered across multiple properties without the need to establish separate waiting lists for each new property.

This strategy is expected to:

- Improve applicant responsiveness
- Accelerate lease-up timelines
- Reduce administrative burden associated with maintaining multiple waiting lists

We are currently evaluating the feasibility of this approach and its alignment with program requirements.

Program Coordination & Process Improvements

Internal discussions identified the need for a standardized welcome letter to accompany tenancy documents provided by property managers (e.g., Tenancy Addendum and Statement of Responsibilities), improving clarity for new participants.

CVR is working to strengthen communication and engagement with landlords. As part of this effort, a landlord support lab/session is being planned to assist with portal usage, as this has been identified as a common challenge.

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. CVR continues to see progressive steps at reducing the recertification backlog. At the end of December 2025, there were 1,279 recertifications left to be

completed. As of January 2026, this number has drastically reduced to 871. CVR continues to push through difficulties in gaining required documents from participating families, but are prioritizing actively working with families for longer-than-standard periods to gain the documents over a large volume of program terminations due to recertification non-compliance to correct common practices of the prior administration and reset expectations of program compliance.

Recert Outcome								
Year and Month	Recerts Due	Completed Early/On Time	Completed Late	End Participation	Port Out	Date Changed - Earlier	Date Changed - Later	Pending Completion
2025								
1	575			62	11		6	**1**
2	600	279	246	48	12		11	**1**
3	601	73	427	44	12	3	25	**7**
4	600	110	384	50	13	5	18	**12**
5	604	162	345	46	4	13	18	**12**
6	711	40	526	69	8	12	30	**26**
7	569	28	391	63	6	6	20	**50**
8	549	63	333	54	12	11	24	**39**
9	662	39	425	62	8	15	14	**93**
10	582	58	321	41	2	21	5	**124**
11	575	71	288	45	2	23	15	**119**
12	749	191	276	48	4	42	6	**158**
2026								
1	589	91	192	24	4	41	8	**229**
Grand Total	**7376**	**1205**	**4154**	**656**	**98**	**192**	**200**	**871**

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

Moves	**26-Jan**	**26-Feb**	**26-Mar**	**26-Apr**	**26-May**	**Jun-26**	**Jul-26**	**Aug-26**	**Sep-26**	**Oct-26**	**Nov-26**	**Dec-26**
Transfer Moves	40											
New Admissions	33											
Port Ins	3											
Port Outs	14											

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	79	LATE -
- Vets Manor (PBV)	16	LATE -
- VASH	191	LATE - 9
- Vets. Manor (PBV VASH)	18	LATE -
- Searching	7	
- VO to be issued	5	

HOMEOWNERSHIP

Program - Homeownership		
- RECERTS - LATE	59	
- CLOSING		

FAMILY SELF-SUFFICIENCY RECONCILIATION

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

- As of 1/31, the final cases remaining required intervention and assistance from Yardi representatives and we are coordinating to get a meeting scheduled.

ENFORCEMENT

ITT – Terminations

- 191 Pending Hearing Request
    - 77 Unreported Income –
    - 65 Hearings Completed
        - 49 Pending Hearings to be scheduled
- 529 Sent ITT
    - 363 Failure to provide docs
        - 65 hearings completed
        - 105 frauds
        - 1 Violations
        - 3 skips
        - 51 unreported incomes
        - 4 vacate
        - 2 Zero HAP
- Repayment Agreements
    - 55 repayment agreements signed and completed
        - Totaling a sum of $320,169.00
        - Paid as of 3/10/26: $87,401.22
        - Left to be paid by tenants $232,767.78
    - 32 default files as of 3/10/26

Change of Ownership

- 145 pending changes of ownership pending
    - 27 completed change of ownership

QUALITY CONTROL

In January 2026, the internal quality control team conducted reviews on 460 files. Frequent issues identified included incorrect or missing verification of assets, errors in calculating utility allowances, income calculation errors related to SS and SSI, absent EIV reports, and failure to provide tenants with a 30-day notice prior to rent increases. These areas of deficiency are monitored and used for future training efforts to improve accuracy and compliance. To help reduce these errors, staff will participate in targeted refresher trainings, and updated checklists are being implemented.

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

Westlawn PBV Discrepancy Resolution Update

- A total of 135 discrepancies have been resolved to date.
- Of these, 71 cases that were not processed at initial move-in have now been completed, resulting in $341,304 in issued payments.
- 18 remaining move-in cases are still pending, primarily due to outstanding family signatures or pending initial inspections.
- In addition, 147 cases are currently pending recertification.

Process Improvements & Accountability Measures

- Weekly coordination meetings have been established with Westlawn to review discrepancies and track progress.
- Westlawn has agreed to provide all requested documentation within 7 days of request.
- For documents that cannot be located, Westlawn and Horizon will:
    - Request documentation directly from families, or
    - Recreate documents as needed to maintain compliance

- Westlawn has also implemented violation notices for families who fail to complete required documentation necessary for move-in processing.

Escalation & Enforcement Actions

- Despite established timelines, many document requests—some dating back to October 2025—were not fulfilled after multiple follow-ups.
- Several units experienced repeated inspection issues, including no-shows, inconclusive results, or failed inspections.
- As a result, withdrawal letters were issued to affected families in January 2026.
- Following further discussions with property leadership, a final deadline of January 30, 2026 was established for document submission.
    - Cases meeting this deadline were processed as new admissions, requiring new inspections
    - Payments are no longer retroactive to January 1, 2025, and will instead begin based on the date of passed inspection

Current Status

- 18 cases remain pending inspection, all of which have confirmed scheduled inspection dates
- These cases are being closely monitored for final processing or withdrawal, as appropriate

FINANCE

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.

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.

1099 Preparation

- Completed vendor data cleanup to address duplicate naming conventions in preparation for 1099 processing
- Removed duplicate tax information for all active vendors; final cleanup was completed in early February
- Partnered with BDO to successfully generate and distribute 2,026 1099 forms

Accounting & HAP

- Total Housing Assistance Payments (HAP) for January: $4,765,965.80

    - VMS reported: $4,522,984 across 6,556 end-of-month vouchers
- Processed 84 Manual Payment Adjustments (MPAs) (currently open and pending posting)
- Issued $83,106 in Utility Reimbursement Payments (URP) to WE Energies

Process Improvements & System Efficiency

- There are currently 357 items in the check run corrections tracker, representing over 1,800 individual transactions pending resolution
- Ongoing efforts to process MPAs and file corrections are expected to:
    - Reduce system processing time
    - Minimize Yardi system downtime during check runs
- MPAs are now being processed within the same week of approval; minor delays in posting remain as final approval workflows are being refined

BDO Monthly Activity Summary – December 2025

Bank Reconciliations:

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

VMS Reporting and RNP Calculation – HCV & EHV

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

INSPECTIONS

CVR's inspections performance in January 2026 demonstrates significant operational resilience and efficiency gains, despite the challenges associated with a period of reduced capacity. The agency successfully maintained high safety and compliance standards while increasing overall inspector output.

Key Performance Highlights

- Improvement in Unit Quality: The initial fail rate dropped from 61% in December to 49% in January, indicating that higher-quality units are being presented for inspection.

- Increased First-Attempt Success: There was a notable rise in units passing on the first attempt, increasing from 27% to 37%.
- Operational Productivity: Despite navigating a staff resignation in previous month, inspector productivity increased from 19 to 23 inspections per inspector.
- Safety and Compliance Integrity: The agency maintained a perfect 100% 24-hour correction rate for life-safety repairs and achieved a 100% SEMAP #12 on-time rate, ensuring no backlog of inspections exists.
- Reduced No-Shows: The no-show rate improved from 14% to 12%, minimizing wasted trips to sites.

Enforcement Trends

- Increased Abatement Activity: There was a significant push in enforcement, with 73 total abatements approved compared to 33 in the previous month.

Performance Table: January 2026 vs December 2025

Metric Group	Jan 2026	Dec 2025	Trend Status	Operational Impact
Fail Rate	49%	61%	Improved	Significant reduction in initial failures, lowering re-inspection demand.
Pass on First Attempt	37%	27%	Improved	Efficiency Gain: More units passed immediately, optimizing inspector schedules.
30-day Correction Rate	65%	66%	Decreased	Negative Impact: Owners are taking slightly longer to resolve deficiencies.
Inspector Productivity	23	19	Improved	Correction: Output per inspector increased.
SEMAP #6: 30d Compliance	95%	94%	Improved	Correction: Performance improved slightly, maintaining high compliance.
SEMAP #6: 24h Compliance	85%	69%	Improved	Correction: Safety window compliance for emergency inspections increased.
SEMAP #12: On-Time Rate	100%	100%	Consistent	Correction: Remained at full compliance; no scheduling drop noted.
Late inspection	0%	0%	Consistent	Queue Health: No backlog of inspections exists.
24h Correction Rate	100%	100%	Consistent	Correction: Life-safety repairs verified within 24 hours at a perfect rate.
No-Show Rate	12%	14%	Improved	Reduction in wasted trips to sites.
False Pass Rate	0%	2%	Improved	Quality Control: Units that pass are remaining compliant for at least 90 days.

Performance Analysis:

Inspection Outcomes & Unit Quality

- Fail Rate Reduction: The fail rate significantly improved from 61% in December to 49% in January. This 12% drop indicates a higher quality of units presented for inspection, which helps lower re-inspection demand.
- First-Attempt Success: There was a notable efficiency gain as units passing on the first attempt rose from 27% to 37%, allowing for better optimization of inspector schedules.
- No-Show Rate: Tenant and owner attendance improved, with the no-show rate dropping from 14% to 12%, reducing wasted trips to sites.

Compliance & Safety (SEMAP)

- Emergency Responsiveness: The agency maintained a perfect 100% 24-hour correction rate for life-safety repairs. Additionally, SEMAP #6 24h compliance improved significantly from 69% to 85%.
- Timeliness and Scheduling: The agency achieved a consistent 100% SEMAP #12 on-time rate and 0% late inspections, confirming that no backlog exists and scheduling remains on track.
- 30-Day Compliance: Performance for SEMAP #6 30d compliance rose slightly from 94% to 95%. However, the 30-day correction rate dipped slightly to 65% from 66%, indicating owners are taking a marginally longer time to resolve non-emergency deficiencies.

Operational Capacity & Efficiency

- Increased Productivity: Productivity increased from 19 to 23 inspections per inspector.
- Quality Control (QC): There was a sharp increase in the QC pass rate, which jumped from 0% to 78%, reflecting a substantial improvement in units passing internal quality reviews. (note, no QC inspections were conducted in December).
- Fiscal Trends: While year-over-year mailing costs rose 127%, this represents a significant slowing in the rate of increase compared to the 660% recorded in December.

HAP Abatement & Owner Compliance

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

Fail Item Trend - HACM

Start Date: 1/1/2026

End Date: 1/31/2026

Fail Item – Top 10 Deficiencies	# of Occurrences	% Passed on Re-inspect	% Outstanding
Smoke alarm is not installed where required.	359	93.59%	6.41%
An unprotected outlet is present within six feet of a water source.	147	88.44%	11.56%
GFCI outlet or GFCI breaker is not visibly damaged and the test or reset button is inoperable.	89	89.89%	10.11%
Outlet or switch is damaged.	34	73.53%	26.47%
Exposed electrical conductor.	33	90.91%	9.09%
Window component is damaged or missing and the window is not functionally adequate.	29	75.86%	24.14%
Testing indicates a three-pronged outlet is not properly wired or grounded.	26	88.46%	11.54%
Toilet is not secured at the base.	24	79.17%	20.83%
Litter is accumulated in an undesignated area.	22	50.00%	50.00%
Smoke alarm does not produce an audio or visual alarm when tested.	20	95.00%	5.00%

Enforcement of NSPIRE Standards resulted in the following actions:

Metric	December 2025	January 2026	Variance
Total Abatements Approved	33	73	⚐ -75%
New Effective Dates	30 (Effective Jan 1)	62 (Effective Feb 1)	⚐ -66%
Retroactive Abatements	3	11	⚐ -100%
Resolutions (Closed)	12	7	⚐ -100%

Customer Service Inspection

The HACM call queue showed efficient handling of inquiries:

- Conversations: Handled 1,571 conversations with an average talk time of 4 minutes and 18 seconds.
- Wait Times: The average abandonment time was remarkably low at 7 minutes and 18 seconds, with 180 total abandoned calls.

Queue	Conversations including Abandoned	Abandoned Conversations	Handled Conversations	Average Talk Time	Conversation Talk Time
HACM - Inspections (English)	1,571	179	1,244	04:18	4 days, 04h 39:20
HACM - Inspections (Spanish)	5	1	4	05:07	20:29

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)	179	9	21	24	29	07m 18s
HACM - Inspections (Spanish)	1	0	0	0	0	01m 21s

Inspection Summaries

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

Results

Result	Quantity	Percent
Pass	543	46.02%
Fail	533	45.17%
No Show	96	8.14%
Vacant	8	0.68%

Series Types

Inspection Series Type	Quantity	Percent
Annual	987	83.64%
Initial	91	7.71%
Complaint	70	5.93%
Miscellaneous	22	1.86%
Quality Control	10	0.85%

Inspection Types

Inspection Type	Quantity	Percent
Annual	404	34.24%
Re-inspection	258	21.86%
Emergency Re-inspection	258	21.86%
Emergency	171	14.49%
Initial	54	4.58%
Complaint	20	1.69%
QC	9	0.76%
Additional Repairs	6	0.51%

Inspectors

Inspector	Quantity	Percent
Mellena Hoppe	40	3.39%
Tony Smith	540	45.76%
Stephen Fendt	134	11.36%
Keeshia Fulsom	466	39.49%

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 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. CVR is working with Yardi to get an exact listing of all transactions affected by this error and the error was escalated to HACM Executive Director, Ken Barbeau. CVR will bring in additional staff to help fix this unforeseen issue.

HACM general inboxes connected to CVR's Ticketing system were disconnected for an extended period at the City level. This resulted in applicants, participants, and landlords not getting responses sent from the ticketing system by CVR staff appropriately, CVR staff not being able to receive responses, inquiries and documents submitted by stakeholders, and overall frustration from the public. Secondarily, it caused a backlog of inquiries to resolve that were aged once the errors were fixed by the City on February 24, 2026 and the connection restored.

Respectfully submitted by: Tracey Sheffield
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