

# MONTHLY REPORT TO THE BOARD OF COMMISSIONERS

## Housing Authority of the City of Milwaukee

### Housing Choice Voucher Program

June 26, 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 May 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 May (9 total):**

- 3 Temp CSRs (2 retained, 1 position reopened)
- 2 FTE CSRs
- 2 Housing Specialists
- 1 Temp Scanning Clerk
- 1 Eligibility Specialist

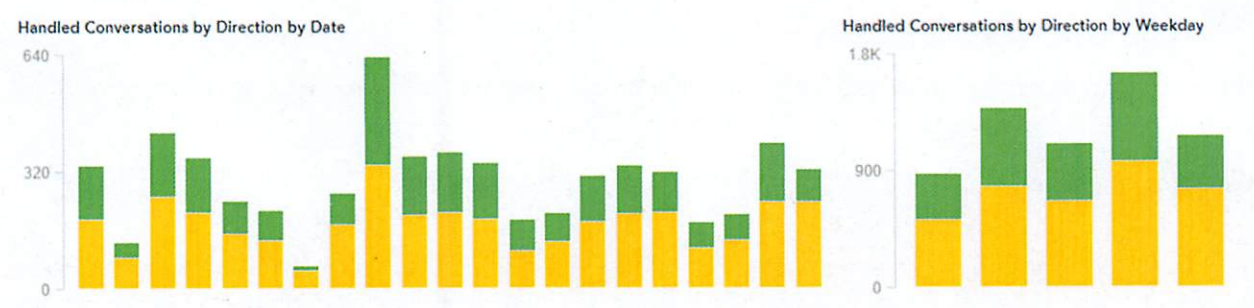
##### **Remaining Vacancies:**

- HCV Director – the search remains active
- 2 Housing Specialist – 1 HCV (backfill) and 1 PBV (backfill)
- 1 Temporary Customer Service Rep – 1 left directly after training – resignation
- 1 Portability Specialist – (backfill)

In June 2025, CVR expects to hire at least 5 additional Housing Specialists, above and beyond the budgeted number of specialists to assist with the backlogs and bridge the gap with the number of staffing vacancies.

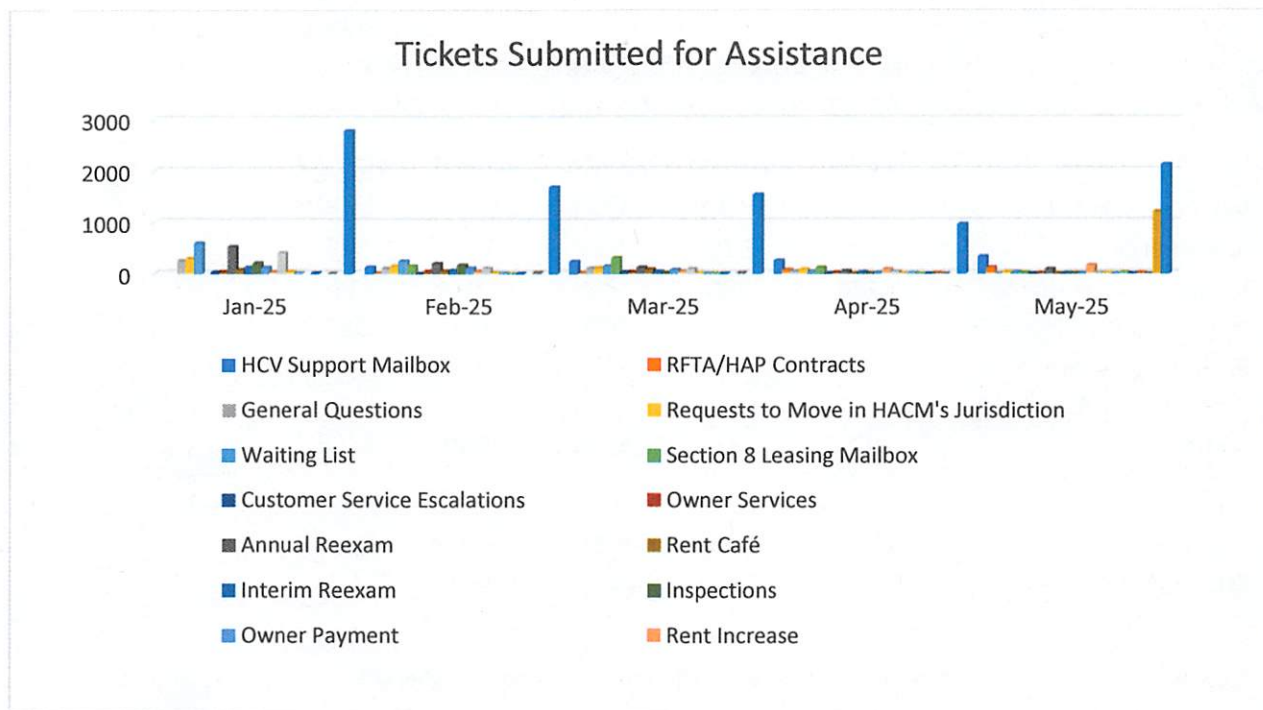
**CALL CENTER AND CUSTOMER SERVICE**

CVR began taking customer support calls on January 2, 2025 relative to the HCV and PBV programs. In the first quarter of 2025, CVR received an average of 5,300 calls per month. In May 2025, CVR received approximately 3,800 calls, showing a continued downward trend as CVR works diligently to handle the backlog of work.



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 923 tickets in the month of May 2025, which also shows a continued downward trend from first quarter data for the same categories. CVR added a new ticketing category in the month of May, labeled HUD 9886-A, which CVR used to capture submission of these Authorization of Release of Information forms, which were left out of recertification packets due to a Yardi system error. CVR received an additional 1200 tickets in the month of May for this category as these forms were submitted by participants. As these forms were received, CVR’s customer support team would attach them to the respective Yardi. CVR is using its proprietary CVR Tracker system to track the submission of these forms as these forms are submitted by participants.





## 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 May, CVR added 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.

## 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 is bringing in additional corporate support in the month of June 2025 to help address the backlog and work towards getting current.

As of May 31, 2025, there are 130 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>May-25</b>
Beginning Bal [Late]	616	1014	1383	1618	1930
Reexams Due*	529	579	595	703	568
Processed Current**	228	280	89	35	12
Processed Late			335	455	388
Processed Future			12	6	1
Processed as 9-Search	27	9	23	14	9
<b>Ending Bal</b>	<b>1014</b>	<b>1318</b>	<b>1618</b>	<b>1930</b>	<b>2209</b>

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

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

CVR finalized the process with the Yardi Rent Café representative to initiate the process where families can report an interim household change as well as the process where HCV landlords can report a requested rent increase via the Rent Café system.

In April 2025, CVR rolled out its CVR Tracker for rent increases, repayment agreements, proposed terminations, and reasonable accommodations. In June 2025, CVR will be rolling out the CVR Tracker for interims, and in July 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.

### **WE Energies**

CVR amended the HACM Authorization of Release of Information form to include WE Energies and will be coordinated with Rent Café representatives to also add custom fields to both the initial and recertification applications asking for the participant’s WE Energies account number and the name of the account holder. CVR is simultaneously working with its own IT department to see if this data can be pulled once completed by the family and batch updated in Yardi for any future utility reimbursement payment the family may be eligible for in the future. Our efforts are ongoing.

### **FAMILY SELF-SUFFICIENCY RECONCILIATION**

As of May 31, 2025 CVR is still waiting on 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. Therefore, there are no updates to this project to report.

## 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

Reasonable Accommodations Received: 6

Reasonable Accommodations Pending Additional Documentation: 1

Approved: 5

Denied: 0

#### VAWA

Tenant Moving Decision Pending – Rescind Letters: 0

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: 10

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: 330  
 Fraud, Bribery, and Other Criminal Activity Cases: 3

## QUALITY CONTROL

A total of 301 quality control file reviews were completed in May 2025 for work completed in 2025. Deficient areas are being tracked to provide ongoing training. CVR noted through its quality control file reviews that the staff need additional follow up training relative to annual adjusted income calculations and verifications, with training scheduled for May 19-20<sup>th</sup>.

In May 2025, CVR conducted a follow up training relative to annual adjusted income calculations and verifications as a result of the QC scores noted in the first quarter of 2025.

## 100% File Review: 2022 – 2023

In May 2025, NKA Contractors, LLC hired additional staffing and completed 560 file reviews for the review period of 2022-2023, an increase from the month prior of 328 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.

## 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. Thus far CVR has compiled the following updates:

Property Name	Number of Move Outs Pending	Number of Move Ins Pending	Number of Late Recertifications	Other	Total
Becher Court RAD PBV	7	1	1		9
Becher Terrace	<i>PM has been nonresponsive for 1 month regarding rent roll requests</i>		1		1
Carver Park Town Homes RAD	2	1	0	1	4
Cherry Court PBV and RAD	1	2	1	6	10
Convent Hill RAD	0	7	0	0	7
Highland Gardens PBV and RAD	7	0	0	1	8
Holton Terrace RAD PBV	2	7	2	2	13
Lapham Park PBV and RAD	10	7	0	8	25
Maskani Place Project Based	VACANT				0
McAuley Project Based	1	0	1	1	3
McKinley School Apartments	0	0	0	0	0
Merrill Park RAD	9	4	4	1	18



MLK Library PBV	Pending HAP Execution				0
National Soldiers Home			18		18
Olga Village RAD	0	0	0	1	1
Prairie Apartments Project Based	PM has been nonresponsive for 1 month regarding rent roll requests		1		1
Riverwest PBV	Pending HAP Execution				
Scattered Sites I RAD		2		1	3
Scattered Sites II RAD	1	1		2	4
Scattered Sites Project Based	Pending Reconciliation		1		1
Surgeons Quarters Project Based			1		1
United House Project Based	0	0	0	0	0
VASH Veterans Manor Project Based	2		1	4	7
Veterans Manor Project Based			3	1	4
Victory Manor RAD	2	9		7	18
Water Tower View Project Based	0	2	2	4	8
Westlawn Gardens PBV and RAD		15	1	15	31
Westlawn Gardens Scattered Sites RAD	1	2	2	3	8
Westlawn Renaissance III RAD PBV		9	4	13	26
Westlawn Renaissance IV PBV and RAD		17	1	7	25
Westlawn Renaissance V PBV and RAD		6	3	7	16
Westlawn Renaissance VI RAD PBV	2	6	11	96	115
Westlawn Renaissance VII PBV and RAD		18	4	44	66
TOTAL					451

CVR also conducted a review of the HAP Contracts and unit listing in Yardi for properties in HACM's PBV portfolio.

Project Based Voucher HAP Contract Review		
PBV Site	HAP Contract Notes	Unit Notes
Becher Court- RAD		120 Allocated, 120 in Yardi, units are correct
Cherry Court	Missing HAP Contract	Unknown as there is no HAP contract.
Cherry Court-RAD		70 Allocated, 70 in Yardi, units are correct
Convent Hill -RAD	Missing Exhibits B-E	42 Allocated, 42 in Yardi, units are correct

Highland Gardens	Missing Exhibits B-E, Original HAP was 11/1/2019-10/31/2019, there is an extension in the file with effective date 12/1/2020- 11/30/2035.	34 Allocated, 34 in Yardi, units are correct
Highland Gardens -RAD	Missing Exhibits B-E	46 Allocated, 46 in Yardi, units are correct
Holton Terrace -RAD	Missing Exhibits B-E	120 Allocated, 120 in Yardi, units are correct
Lapham Park	Missing Exhibits A-D	Unknown, missing detailed unit report.
Lapham Park-RAD	Missing Exhibits B-E	Unknown, missing detailed unit report.
Merrill Park -RAD	Missing Exhibits B-E	120 Allocated, 120 in Yardi, units are correct
National Soldiers Home	2 separate HAP contracts	101 Allocated, 101 in Yardi, units are correct
Olga Village-RAD	Missing Exhibits B-E	37 Allocated, 37 in Yardi, units are correct
Scattered Sites II		12 Allocated, 12 in Yardi, units are correct
Scattered Sites II -RAD	Missing Exhibits B-E	12 Allocated, 12 in Yardi, units are correct
Scattered Sites -RAD	Missing Exhibits B-E	24 Allocated, 24 in Yardi, units are correct
Townhomes At Carver Park- RAD	Missing Hap Contract	Unknown as there is no HAP contract.
VA Surgeons Quarters	MOD Rehab? Detailed unit report is missing.	13 Allocated, 13 in Yardi, Detailed unit report is missing.
Victory Manor -RAD	Detailed unit report is missing.	44 Allocated, 44 in Yardi, Detailed unit report is missing.
Westlawn Renaissance	Missing Exhibits A-D	Unknown, missing detailed unit report.
Westlawn Renaissance III -RAD	Missing Exhibits B-D	84 Allocated, 85 in Yardi, Detailed unit report is missing.
Westlawn Renaissance IV	Missing Exhibits A-D, Not signed by owner.	Unknown, missing detailed unit report.
Westlawn Renaissance IV - RAD	Missing Exhibits A-D	Unknown, missing detailed unit report.
Westlawn Renaissance -RAD	Not a RAD PBV Contract- Missing exhibits B-D.	64 Allocated, 65 in Yardi, Detailed unit report is missing.
Westlawn Renaissance V	Missing HAP Contract	Unknown as there is no HAP contract.



Westlawn Renaissance V – RAD	Missing HAP Contract	Unknown as there is no HAP contract.
Westlawn Renaissance VI -RAD	Missing Exhibit C	136 Allocated, 137 in Yardi. 5416 N. 68th St. is not in HAP contract.
Westlawn Renaissance VII	Missing HAP Contract	Unknown as there is no HAP contract.
Westlawn Renaissance VII -RAD	Missing HAP Contract	Unknown as there is no HAP contract.
WG Scattered Sites -RAD	Exhibit A- belongs to Scattered Sites RAD, not WG Scattered Sites	18 Allocated, 24 listed in HAP Contract, 36 in Yardi. 5416 N. 68th St. is not in HAP contract.
<b>NON HACM Owned PBVs</b>		
Becher Terrace	Missing detailed unit listing	HAP Contract lists 56 units, but no details...Yardi spreadsheet only has 42.
Maskani		37 Allocated, 37 in Yardi, units are correct
McKinnley School Apartments	Missing owner signature	8 Allocated, 8 in Yardi, units are correct
McCulley Apartments	Missing HAP Contract	Unknown as there is no HAP contract.
Prairie	Expired HAP Contract	16 Allocated, 16 in Yardi, units are correct
United House	Expired HAP Contract	14 Allocated, 15 in Yardi, Detailed unit report is missing.
Veterans Manor		52 Allocated, 35 PBV in Yardi, 20 Vash in Yardi. Detailed unit report is missing.
Water Tower View		17 Allocated, 17 listed in HAP Contract, 20 in Yardi. Units #205, #310, and #311 are not in HAP contract.

#### 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.

CVR held a meeting with HACM and the property management firm for both properties in May to continue coordination. Part of this coordination is:

- Determining the finalized list of units to be placed under HAP Contract
- Ensuring the units pass HQS inspection
- Determining the method in which applicants will be organized for eligibility determinations

- Conducting rent reasonableness 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	In Progress
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	In Progress
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	In Progress
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	

#### RENT CAFÉ/YARDI VOYAGER

CVR attends weekly meetings with Yardi representatives relative to Yardi and Rent Café configurations and troubleshooting. CVR worked with the Rent Café representative on initiating a workflow process for the following operational areas:

- HCV Rent Increase Requests
- Tenant Interim Submissions for changes in household composition or income

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.

#### INSPECTION

The following tables reflect the various inspection statistics for the month of May 2025:

##### Inspection Summaries

Start Date            5/1/2025  
End Date              5/31/2025

##### Results

Result	Quantity	Percent
Pass	515	62.05%
Fail	187	22.53%



No Show	107	12.89%
Vacant	20	2.41%
Uninhabitable	1	0.12%

#### Series Types

Inspection Series Type	Quantity	Percent
Annual	674	81.20%
Initial	98	11.81%
Complaint	51	6.14%
Miscellaneous	7	0.84%

#### Inspection Types

Inspection Type	Quantity	Percent
Annual	523	63.01%
Re-inspection	169	20.36%
Initial	83	10.00%
Complaint	23	2.77%
Emergency Re-inspection	22	2.65%
Emergency	10	1.20%

#### Inspectors

Inspector	Quantity	Percent
Mellena Hoppe	0	0
Ryan Kinsella-Alba	283	34.10%
Tony Smith	269	32.41%
Joshua Schumell	278	33.49%

#### Late Inspections

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

<b>Current</b>	<b>64</b>
Excluded	1
Occupied No Notice	63
<b>Notice</b>	<b>17</b>
Notice Unrented	17
<b>Grand Total</b>	<b>81</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.

	4/1/2025 4/30/2025	3/1/2025 3/31/2025	Q1 Total
Total Inspections:	98	130	252
Closed:	5	3	10
	<b>93</b>	<b>127</b>	<b>262</b>
	<b>Compliant</b>	<b>Compliant</b>	<b>Compliant</b>
Extension	0	0	6
Passed within 30 days	64	69	135
Re-inspected within 30 days	29	57	88
	<b>93</b>	<b>126</b>	<b>229</b>
	<b>Not Compliant</b>	<b>Not Compliant</b>	<b>Not Compliant</b>
Emergency follow up not performed on time	0	0	5
Not re-inspected within 30 days	0	1	8
	<b>0</b>	<b>1</b>	<b>13</b>
<b>Score:</b>	<b>100.00%</b>	<b>99.21%</b>	<b>87.40%</b>

#### 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	5/31/2025	4/30/2025
Beginning Bal - Unresolved	178	30
Abatements Placed	18	87
Closed	14	26
Ending Bal	146	91

## Customer Service Inspection

The CVR Inspection team received over 800 calls from clients, for various reasons, a decrease of 36% 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. There were 17% abandoned calls, which represents clients that were not attended at the time of call.

Queue	Conversations including Abandoned	Abandoned Conversations	Handled Conversations	Average Talk Time
HACM - Inspections (English)	888	148	678	03:23
HACM - Inspections (Spanish)	12	0	3	02:32

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)	148	10	24	28	36	05m 50s
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.

CVR is experiencing longer than normal delays in getting HACM credentials setup for new staff.

Respectfully submitted by: Tracey Sheffield  
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