



Housing Choice Voucher Program

SEMAP Corrective Action Plan—Key Actions/Milestones Accomplished

- The new contractor, CVR Associates, has put in place new standard operating procedures as well as an improved quality control system with additional staff training.
- Thirteen Findings (1-1, 1-2, 1-4, 2-1, 3-1, 4-1, 5-1, 5-2, 6-1, 6-2, 7-1, 12-1, and 12-2) are completed and have been closed by HUD as of 8/22/2025.
- Three Findings (1-3, 7-2, and 7-3) continue in process and have not been closed yet.



Housing Choice Voucher Program

Quality Assurance Division (QAD) Corrective Action Plan-- Key Actions/Milestones

- Through an RFP process, HACM awarded the management and operation of the HCV program to CVR Associates, Inc., which has similar engagements in other cities. They began to manage the program 1/1/2025.
- Independent 100% financial transaction forensic audit for 2017 to 2022 was completed and the nature of the HCV reconciling items that had been noted by QAD were uncovered by HACM Finance in January 2025.
- QAD is working with HACM to develop a repayment agreement for the \$2,911,712 in questioned/inappropriate costs owed back to HUD.
- CVR is on track to complete the 100% participant file review required by QAD by 12/31/25 or soon thereafter. This also includes a 100% review of Family Self Sufficiency (FSS) participants.



Sustainability Plan Update

Where We Stand:

- The Sustainability Plan contains 24 findings with a total of 67 corrective actions.
- 13 findings of a total of 24 findings are fully completed and are closed out by HUD as of 8/22/2025
- 49 of the 67 corrective actions have been completed by HACM as of 11/30/2025.

Sustainability Plan Progress	# Corrective Actions	Complete		In Process		Open	
Governance/Management	27	20	74%	3	11%	4	15%
Financial	10	6	60%	1	10%	3	30%
Physical	22	17	77%	4	18%	1	5%
Capital Fund	8	6	75%	1	12.5%	1	12.5%

- HACM has made good progress on the sustainability plan, but our true focus is on achieving PHAS scores required under the recovery agreement:
 - PHAS score of 56 for PHAS assessment for fiscal year ending 12/31/2025
 - PHAS score of 60 for PHAS assessment for fiscal year ending 12/31/2026



Sustainability Plan: Key Actions/Milestones Accomplished

Governance

- Full Board as of August 2025. Training for Board of Commissioners was completed in May 2025 for five Commissioners; training for last two Commissioners to be in early 2026.
- Updated HACM Board and instrumentality bylaws to clarify the HACM Board's responsibilities over instrumentalities, etc. as well as required communications from instrumentalities to the HACM Board.
- Developed a comprehensive data-driven Asset Management Plan and strategy for the Board review.

Financial

- Performed review of staffing levels and skill deficiencies and review of financial policies to identify needs for improvement.
- Provided reporting on accurate cash positions and other financial reporting to HUD and the Board and other stakeholders.

Physical

- Developed standard operating procedures and processes for: (1) work order process (including quality control procedures); (2) inspection process/procedure; (3) post-inspection procedures; (4) preventative maintenance plan and schedule; and (5) unit turn process.
- HACM has improved its average PHAS NSPIRE inspection scores from 54.3/100 in 2024 to 71.3/100 in 2025.

Capital Fund

- Complete physical needs assessments (PNAs) and energy audits for all public housing properties.
- Evaluated and revised capital planning and budget policy/process to incorporate input from various sources including PNAs; NSPIRE deficiencies; property management; finance; and other stakeholders.