2025 SEMAP Corrective Action Plan
Housing Authority of the City of Milwaukee
Housing Choice Voucher Program

May 29, 2026

Executive Summary

Prior to CVR's engagement in January 2025, HACM's Housing Choice Voucher Program was designated as a Troubled Performer under SEMAP, reflecting compliance, operational, and performance challenges that had developed over multiple years. Recovery from a Troubled designation is not an immediate process, particularly for a large and complex program serving approximately 7,000 vouchers.

Based on industry experience, large Housing Choice Voucher programs recovering from Troubled status often require 12-24 months to stabilize operations, implement sustainable process improvements, address backlogs, strengthen quality control measures, and demonstrate measurable performance improvements across SEMAP indicators.

Since assuming management responsibilities, CVR has focused on establishing foundational controls, reducing processing backlogs, improving compliance monitoring, strengthening supervisory oversight, standardizing procedures, correcting legacy data inconsistencies, and enhancing data validation and reconciliation processes. These efforts have resulted in measurable operational improvements and have established a framework for sustained compliance.

CVR has completed a comprehensive review of HACM's Fiscal Year 2025 SEMAP results and developed a corrective action plan focused on achieving Standard Performer status for Fiscal Year 2026 while continuing to strengthen long-term program compliance and operational effectiveness.

Progress Summary and Corrective Action

1. **Waiting List:**
   Fiscal Year 2025: (15/15)
   The program received all points for this indicator in fiscal year 2025.

   Projected 2026: (15/15)
   January – March 2026 QC scores show 100% compliance for full points

2. **Rent Reasonableness:**
   Fiscal Year 2025: (0/20)
   Projected 2026: (15-20/20)
   Quality Control scores January – March 2026 show 100% compliance for full points

   Corrective Actions:

- Implementation of standardized rent reasonableness workflows

- Implementation of API automation with AffordableHousing.com to improve consistency by pulling unit data directly from Yardi, thus reducing human error, and downloading the corresponding rent reasonableness report to CVR's Tracker effective late March 2026.
- Staff training and enhanced QC reviews prior to approval

3. Adjusted Income:
   Fiscal Year 2025: (0/20)
   Projected 2026: (15-20/20)
   Quality Control scores January – March 2026 show 100% compliance for full points

   Corrective Actions:
- Ongoing increased QC oversight and file review processes
- Ongoing retraining on income calculation and documentation standards
- Focus on correcting legacy files and improving consistency going forward

4. Utility Allowances:
   Fiscal Year 2025: (5/5)
   The program received all points for this indicator in fiscal year 2025.
   Projected 2026: (5/5)
   The program is in compliance and will receive full points for fiscal year 2026.

5. Quality Control Inspections
   Fiscal Year 2025: (5/5)
   The program received all points for this indicator in fiscal year 2025.

   Projected 2026: (5/5)
   January through March 2026 reporting shows 100% compliance for full points.

6. Inspections Enforcement
   Fiscal Year 2025: (0/10)
   Projected 2026: (10/10)
   Quality Control scores January 2026 – February 2026 show 100% compliance for full points

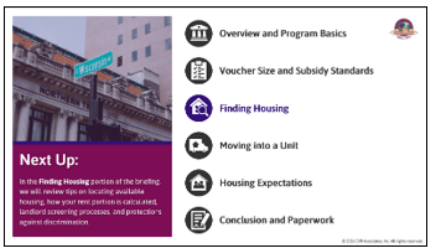
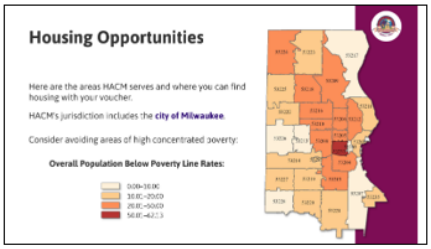
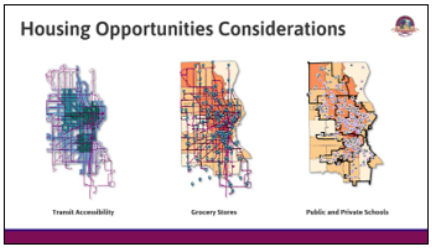
   Corrective Actions:
- Strengthening enforcement tracking and timelines
- Reinforced use of CVR's Inspections Management System (IMS) Abatement Tracking
- Improved coordination between inspections and case management teams
- Implementation of stricter follow-up protocols for failed inspections

7. Expanding Housing Opportunities
   Fiscal Year 2025: (0/5)
   Projected 2026: (5/5)
- Full points anticipated for fiscal year 2026.

   Corrective Actions:
- Expanding affordable housing maps are completed.

- Mapping information and language about exploring housing areas of opportunities added to near final briefing materials. Finalization expected by June 30, 2026.

HACM HCV Participant Briefing Storyboard

Finding Housing Now that we've discussed eligibility, let's explore how to find housing. In this portion of the briefing, we will review tips on locating available housing, how your rent portion is calculated, landlord screening processes, and protections against discrimination.	
Housing Opportunities HACM offers over 4,000 affordable apartments and homes for families, seniors, and individuals with disabilities throughout the City of Milwaukee. The map shows areas where you can search for housing with your voucher. The map also highlights neighborhoods that may offer different levels of access to resources and opportunities for families: • Lighter shaded areas may offer greater access to higher-performing schools, job and career opportunities, safer environments, community resources, and may give you more flexibility to rent a unit at a higher price Exploring a range of neighborhoods can provide more options and resources that support long-term stability and success for your household. Your voucher can be used anywhere that meets program requirements, as long as the unit passes inspection and the rent is approved.	
Housing Opportunities (Continued) When considering areas of opportunity for housing, it's also important to consider where resources are that may be helpful or a consideration to your family such as bus routes; grocery stores, schools; or social service offices, like the Social Security Administration office. For information on assisted properties, browse affordablehousing.com, which will be discussed later in this briefing.	

8. Payment Standards
   Fiscal Year 2025: (5/5)
   Projected 2026: (5/5)
   The program is in compliance for fiscal year 2026.

9. Annual Reexaminations
   Fiscal Year 2025: (0/10)
   December 31, 2025 PIC reports show 81% compliance in timely annual recertifications.
   Projected 2026: (5-10/10)
   April 30, 2026 PIC report shows 88% compliance in timely annual recertifications. HACM will receive 5 points for 90-94% compliance, or 10 points for 95% or higher as of December 31, 2026.
   April 30, 2026 PIC report shows 97% PIC Reporting Rate, above 95% required for compliance.

Corrective Actions:

- Conducted targeted PIC data reconciliation and correction efforts related to historical portability transactions and End of Participation (EOP) actions that were not accurately reflected in PIC. These efforts increased HACM's PIC Reporting Rate from 94% to 97% as of April 30, 2026, exceeding the SEMAP threshold of 95%.
    - HACM continues to perform extensive reconciliation of historical Yardi and PIC records to improve data accuracy and ensure program records are fully aligned. As additional legacy discrepancies are identified and corrected, reporting metrics may experience minor fluctuations; however, these efforts are expected to strengthen overall data integrity, reporting accuracy, and long-term compliance.
- As of 12/31/2025, PIC reported 1,307 late recertifications. As of April 30, 2026, late recertifications have been reduced to 824.
- Increased staff oversight, weekly check-ins, and workflow restructuring
- CVR established weekly meetings with the HACM PBV property managers to go over cases for targeted coordination
- Effective March 26, 2026 established a weekly subscription report to be sent to HACM Lead Director of Property Management that provides information on each of the PBV/RAD families who have not logged in to complete their annual recertification which includes, PBV property, Tenant ID, Tenant Name, Recertification effective date, Recertification workflow due date, and protocol for how to coordinate with CVR Program Supervisor to extend workflows that previously expired due to tenant non-action
- Effective May 12, 2026, CVR added robo-calls to be sent to participants who have not completed their workflow in Rent Café and encouraging them to come to our Wednesday computer lab assistance days if they need assistance in completing their recertification
- Weekly coordination calls with Yardi representatives regarding MFA configuration causing issues that prohibit participants from being able to log into their account to complete their recertification

10. Tenant Rent Calculations

Fiscal Year 2025: (0/5)

December 31, 2025 PIC report shows 100% compliance and would have otherwise received all points for this indicator if the PIC Reporting Rate was 95% or higher.

Projected 2026: (5/5)

April 30, 2026 PIC report shows 100% compliance in tenant rent calculations.

April 30, 2026 PIC report shows 97% PIC Reporting Rate, above 95% required for compliance.

Corrective Actions:

- Conducted targeted PIC data reconciliation and correction efforts related to historical portability transactions and End of Participation (EOP) actions that were not accurately reflected in PIC. These efforts increased HACM's PIC Reporting Rate from 94% to 97% as of April 30, 2026, exceeding the SEMAP threshold of 95%.
    - HACM continues to perform extensive reconciliation of historical Yardi and PIC records to improve data accuracy and ensure program records are fully aligned. As additional legacy discrepancies are identified and corrected, reporting metrics

may experience minor fluctuations; however, these efforts are expected to strengthen overall data integrity, reporting accuracy, and long-term compliance.

11. Pre-Contract Inspections

Fiscal Year 2025: (0/5)

December 31, 2025 PIC Report shows 100% of inspections were conducted prior to HAP Contract execution and would have otherwise received all points for this indicator if the PIC Reporting Rate was 95% or higher.

Projected 2026: (5/5)

April 30, 2026 PIC report shows 100% compliance in ensuring unit pass inspection prior to HAP Contract execution.

April 30, 2026 PIC report shows 97% PIC Reporting Rate, above 95% required for compliance.

Corrective Actions:

- Conducted targeted PIC data reconciliation and correction efforts related to historical portability transactions and End of Participation (EOP) actions that were not accurately reflected in PIC. These efforts increased HACM's PIC Reporting Rate from 94% to 97% as of April 30, 2026, exceeding the SEMAP threshold of 95%.
    - HACM continues to perform extensive reconciliation of historical Yardi and PIC records to improve data accuracy and ensure program records are fully aligned. As additional legacy discrepancies are identified and corrected, reporting metrics may experience minor fluctuations; however, these efforts are expected to strengthen overall data integrity, reporting accuracy, and long-term compliance.

12. Biennial Inspections

Fiscal Year 2025: (0/10)

In fiscal year 2025, 99% of inspections were conducted timely and would have otherwise received all points for this indicator if the PIC Reporting Rate was 95% or higher.

Projected 2026: (10/10)

April 30, 2026 PIC report shows 98% compliance for this indicator, with 95% or higher required for full points.

April 30, 2026 PIC report shows 97% PIC Reporting Rate, above 95% required for compliance.

Corrective Actions:

- Conducted targeted PIC data reconciliation and correction efforts related to historical portability transactions and End of Participation (EOP) actions that were not accurately reflected in PIC. These efforts increased HACM's PIC Reporting Rate from 94% to 97% as of April 30, 2026, exceeding the SEMAP threshold of 95%.
    - HACM continues to perform extensive reconciliation of historical Yardi and PIC records to improve data accuracy and ensure program records are fully aligned. As additional legacy discrepancies are identified and corrected, reporting metrics may experience minor fluctuations; however, these efforts are expected to strengthen overall data integrity, reporting accuracy, and long-term compliance.

13. Utilization

Fiscal Year 2025: (20/20)

Projected 2026: (20/20)

The program received all points for this indicator in fiscal year 2025. The agency remains in HUD funding shortfall status and is not permitted to issue vouchers other than VASH, and PBV leasing activities.

14. Family Self Sufficiency

This Indicator has shared responsibility between CVR and HACM's FSS Coordinator.

Fiscal Year 2025: (0/10)

In fiscal year 2025, HACM would have received 5 of 10 points if the PIC Reporting Rate was 95% or higher.

Projected 2026: (5/10)

April 30, 2026 PIC reporting shows HACM is currently set to receive 5 of 10 points.

April 30, 2026 PIC report shows 97% PIC Reporting Rate, above 95% required for compliance.

Corrective Actions:

- Conducted targeted PIC data reconciliation and correction efforts related to historical portability transactions and End of Participation (EOP) actions that were not accurately reflected in PIC. These efforts increased HACM's PIC Reporting Rate from 94% to 97% as of April 30, 2026, exceeding the SEMAP threshold of 95%.
    - HACM continues to perform extensive reconciliation of historical Yardi and PIC records to improve data accuracy and ensure program records are fully aligned. As additional legacy discrepancies are identified and corrected, reporting metrics may experience minor fluctuations; however, these efforts are expected to strengthen overall data integrity, reporting accuracy, and long-term compliance.
- Coordinated with the HACM FSS Coordinator to increase FSS participation and marketing. FSS Coordinator provided FSS Marketing brochures which were placed in the 5011 W. Lisbon Office and the customer service staff were advised to discuss the program with participant visitors in the office.
- HACM FSS Coordinator and staff are actively conducting targeted outreach to families who may be good candidates to gauge interest in the program, such as families who have existing engagement with supportive services, families currently receiving TANF, families who may have recently reported an increase in earned income, etc.
- CVR encouraged FSS Coordinator to coordinate with Amy Hall (HACM) to provide more information about FSS on HACM's webpage.
- HACM FSS Coordinator and CVR established monthly meetings to coordinate activities.

Respectfully submitted by: Tracey Sheffield
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