

Housing Authority City of Milwaukee Proposed Recovery Plan

TABLE OF CONTENTS

Section	Page(s)
Background	1-2
I. Capital Funds	2
II. Physical Action Plan	2-3
III. Management Action Plan	
a. Existing and Ongoing Actions	4-6
b. YARDI Voyager Software Conversion	6-7
c. Unit Turnover	8-10
d. Leasing and Compliance	10-12
e. Intake and Wait List Management	12-13
Summary	14
Attachment 1—Summary of Recovery Plan Items	15-19
Attachment 2—Leasing and Compliance Org Chart	20
Attachment 3—Job Descriptions	21-24

Housing Authority City of Milwaukee Proposed Recovery Plan

HACM was designated Substandard by HUD based on our 2017 Public Housing Assessment System (PHAS) score, which included a Physical Score 22 (of 40), Capital Fund Score 5 (of 10), Management Score 10 (of 25), and Financial Score 25 (of 25), with a point reduction for a late audited financial submission. This resulted in an overall score of 61 (of 100). While HACM scored perfectly in the Financial portion of the PHAS Indicators, we underperformed in 3 areas: Physical, Capital Fund and Management. As a result, the HACM has been directed by HUD to put together a Recovery Plan to increase our PHAS Score in the identified areas above.

As indicated in your September 10, 2019 letter, when a public housing agency becomes physically substandard, it typically has either (1) failed to prioritize capital funding or (2) failed to correct deficiencies identified in previous REAC inspection reports. First, we show you how we have used Capital Funds since our 2017 scores and how we plan to build on that program. Secondly, HACM has evaluated our REAC process and is taking corrective actions to ensure that we are using previous inspections and other material to help maintain our properties improve our score and offer a better product to our residents.

When a public housing agency becomes management substandard, generally it has failed to maintain an acceptable occupancy level in its developments. Since 2017, HACM has put forth a number of initiatives that have helped to increase our occupancy. We will highlight those initiatives and offer new plans and ideas to continue our efforts. The plan below will identify what we will do to improve our substandard score. Where appropriate, we will provide graphics to communicate our goals and objectives. We are committed to improving our PHAS score and have taken immediate corrective actions.

Additionally, as you read through the recovery plan you will find a number of activities that HACM has done to maintain and improve our occupancy rate. We will continue to build on those initiatives and implement new strategies to advance our overall management. In this document, we will introduce new ideas and communicate how we plan to raise our REAC scores, increase our occupancy rate and reestablish our designation. The plan lays out how HACM will restructure and realign staff to favorably impact outcomes and restore efficiencies. Finally, while the plan gives a full overview of what HACM will do to recover, below are a few highpoints that are worth noting upfront;

- HACM's current occupancy rate as of 10/14/19 is 91.63%
- As a result of our 2018 Long Term Strategy to turn and lease 127 units, all units will be occupied by 12/31/19.
- We will continue to aggressively turn and lease units as they become vacant and achieve 96% occupancy by 7/1/20.

- We will reduce the number of days to turn a unit from an average turnaround time of 45-60 days to 30 days or less, by 9/30/20.

Finally, to fully appreciate all of the activities that HACM is doing to recover and reestablish its designation, we are providing a Summary of Recovery Plan Action Items within this document. Please refer to Attachment 1, located on pages 15-19 for your review.

I. Capital Funds

The purpose of the physical upkeep of the building and grounds is to ensure that the public housing units and overall property is decent, safe, sanitary and maintained in good repair. In order to help make certain that the properties are maintained in good repair, HUD has made available Capital Funds. Additionally, Capital Funds are also used to modernize and develop units while improving overall occupancy.

However, it must also be said that during the last decade, capital fund appropriations for public housing have dwindled, and have not kept up with annual new capital needs much less the large backlog of work improvements needed by housing authorities nationwide. Housing authorities face the difficult decisions of how to best use their decreased capital funds to perform major deferred repairs and to keep units occupiable.

The Capital Fund PHAS score of 5 out of 10 is determined primarily by low occupancy rates. Thus, action items related to improving this score are addressed primarily in the Management Area below (namely: unit turnaround; leasing and compliance; and intake and wait list). In addition, HACM has been proactive in using capital funds to increase occupancy even prior to this Recovery Plan. Our 2018 Occupancy Initiative (described on page 5-6) targeted over \$1.4 million of HACM's capital funds towards a focused effort to repair 127 long-term vacant units that needed capital repair and modernization during calendar 2019.

II. Physical Action Plan

REAC is a physical inspection of all HUD's public housing portfolio, assessing the condition of the property to ensure that decent, safe and sanitary housing is being provided to residents. While there are several variables impacting our drop in score, from fewer resources to a reduction in staff and aging properties, our site staff is committed to preserving and maintaining the physical makeup of our facilities and HACM is very troubled by the 2017 REAC score.

As a result, we are taking the necessary action steps below to improve our scores:

1. Creation of a Quality Control Team to ensure that all maintenance mechanic work on work orders is executed fully and in accordance with UPCS standards.	Already done as of August 2019
2. Review prior REAC Reports and create development-specific Action Plans to address noted deficiencies. These REAC Action Plans will be shared with the local HUD office.	3/31/2020
3. Summarize common findings/themes in REAC reports to help refine training/education needs and to include these common issues as part of our Annual.	3/31/2020
4. Develop and provide refresher REAC training to existing maintenance staff, including REAC video training, REAC USPC Manuals, and information from the review of HACM-specific REAC reports. This will include ensuring that staff use a "REAC Eye" when performing normal work orders or maintenance in apartments or common areas---that is, actively looking for and immediately addressing potential REAC deficiencies that are outside the scope of the current work order. This training will also be incorporated into any onboarding training of new employees.	1/31/2020
5. Hold a series of special meetings in each housing development to engage and educate residents on the importance of reporting deficiencies and work orders, and on what residents can do to assist with REAC inspections. We will use Managers Newsletters, written literature, resident meetings, a brochure and HTVN Videos to educate residents.	2/1/2020 to 3/31/2020
6. HACM will realign our annual inspections with a stated goal date of completion for both the inspection and work orders issued. We will focus significant attention on completing the annual inspection work orders. The annual inspections will be completed by May 31st with related work orders from the inspection to be finalized by August 31 st . Additionally, when HACM is notified of a REAC inspection, we will send a senior representatives from Housing Operations and Maintenance operations to conduct a pre-REAC walk-through of all common areas and selected units. HACM believes that a combination of additional REAC Training, a realignment of our annual inspections, a focus on completing the annual inspection work orders more timely, and pre-REAC walk-throughs of properties will help improve our REAC score.	1/1/2020

7. HACM will continue to use any major capital deficiencies in the annual and REAC inspection results to help us prepare budgets for capital work in our housing developments.	Ongoing
--	---------

III. Management

When a public housing agency becomes substandard in the area of management, it has failed to maintain an acceptable occupancy level.

a. Action Plan--Existing and Ongoing Actions

As vacancy rates began to increase in 2017 and 2018, HACM proactively implemented a number of activities to address the increased vacancy rates in public housing developments.

Over the last two years, HACM has implemented a number of initiatives to improve our occupancy rate. We have seen modest success and are optimistic about what lies ahead. We will continue to build programming on what we have learned. These initiatives have helped HACM to maintain and improve our occupancy.

Below is a listing of HACM's current, short term and long term initiatives.

Current

- Partnered the Service Corp Consortium (Expanding Staffing Structures) Established June 2017
- Occupancy Work Group Formed February 2018
- Scattered Sites Physical Needs Assessment Began July 2018
- Housing Operations – 2018 Carryover Vacancy Initiative
- Established Contractual Arrangement with PIC Specialist

Short-Term

- Realigning Staff to Ensure Occupancy Process is Fluid
- Establish Quality Control Team
- Restructured to Create Make-Ready Team

Long-Term

- Section 18 Disposition

MANAGEMENT ACTIONS ALREADY TAKEN	Timetable
<p>1. Partnerships with Community Organizations: In September 2017, HACM began partnerships with various community service organizations such as Milwaukee Christian Center, Northcott Neighborhood House, and Milwaukee Community Service Corps to contract out work to speed up some of the steps to unit turnaround, such as removing debris from an apartment or basic cleaning. This allowed HACM staff to focus on the other steps related to unit turnaround.</p>	<p>Starting in September 2017</p>
<p>2. Creation of Occupancy Work Group: In February 2018, HACM created the Occupancy Work Group to bring together representatives from all HACM divisions that impact occupancy. We work together as a coordinated team to discuss and streamline occupancy processes. We also determine effective solutions to quickly and substantially improve the occupancy rate.</p> <p>This work group includes Willie Hines (Associate Director), Greg Anderson (Senior Asset Manager), Beverly Johnson (Senior Asset Manager), Nyles Walker (Senior Asset Manager), Jim Wellman (Maintenance Director), Jim Hoeffler (Senior Maintenance Supervisor), Pat Schmidtknecht (Intake Manager) and Ken Barbeau (Director of Community Programs).</p>	<p>Ongoing, beginning in February 2018</p>
<p>3. Scattered Site Portfolio Assessment: Beginning in November 2018, HACM staff performed an Internal Assessment of HACM's Scattered Sites portfolio (387 units).</p>	<p>November 2018 to Present</p>
<p>4. 2018 Occupancy Initiative: Additionally, as of December 17, 2018, HACM's Occupancy Work Group identified 127 vacant units in need of capital repairs. We allocated \$1,478,000 of Capital Funds to repair these 127 long-term vacant units during calendar year 2019. The scope of work for the units included but was not limited to the replacement of cabinets, countertops, cove base, floors, doors, tub surrounds, etc. With the success of the 2018 Occupancy Initiative, the agency has adopted a new best practice which includes our Maintenance Make Ready Team. The new unit turnover process is detailed on page 9.</p>	<p>Ongoing</p>

Creation of Occupancy Work Group	Partnership with Community Service Corporations	Scattered Sites Portfolio Assessment
<ul style="list-style-type: none"> • Identify variables that impact vacancies • Understand the relationship between funding and vacancies to ensure efficient use of resources • Develop and implement strategies to increase occupancy across agency • Monitor the system closely and make adjustments as necessary 	<ul style="list-style-type: none"> • Supplement existing resources • Diversifying staffing structure for more flexibility 	<ul style="list-style-type: none"> • Assessed 387 Scattered Sites units in HACM's inventory • Most immediate threat is erosion and water diversion • Deferred maintenance (older housing stock, foundations, overgrowth of plants and trees) • Identified units for disposition

As a result the coordinated actions on the 2018 Occupancy Initiative, HACM is on track to meet its goal of completing all 127 units and having them occupied before December 31, 2019. The targeted unit completion is below:

Date	Target Unit Competition
June 2019	38 Units
August 2019	68 Units
October 2019	98 Units
December 2019	127 Units

As of 12/5/2019, HACM staff have completed the physical turnaround for all 127 units in the 2018 Occupancy Initiative, so we are well ahead of schedule. Of these, 125 have already been leased, 2 have an approved applicant scheduled to lease and occupy the apartment by December 2019.

b. Yardi Voyager Software Conversion

The Housing Authority of the City of Milwaukee (HACM) is converting our software from Visual Homes to Yardi Voyager. Our existing software, Visual Homes, was purchased by Yardi Voyager and is no longer being supported. The Yardi Voyager suite of products

covers all areas of residential property management, including; public housing, section 8 administration, affordable housing, market rate housing, inspections, work orders, accounting, procurement and compliance. We have also purchased Yardi Housing Café which includes online applications, applicant portal, resident portal and landlord portal.

Converting to Yardi Voyager will provide many process improvements to include but not limited to;

- Maximize processes with automation across all aspects of managing subsisted housing programs;
- Extend computerization and manage properties and compliance for all programs in one integrated and centralized system with intuitive, user-friendly interface and configurable workflows;
- Increase compliance oversight and create consistent quality control; and
- Move forward with the latest in web-based and browser-independent products.

The conversion project started in January 2019 and went live in August/September 2019. The conversion project team is made up of super users from every impacted department. There has been three phases to training. Training took place onsite in April 2019 and July 2019 for super users to test the conversion data. Yardi Trainers were onsite to show us how to navigate the system and we were able to test data that was brought over from Visual Homes into Yardi. The third phase of training took place in late July 2019 for all remaining staff to be trained.

Conversion Milestones

Step	Complete
Sample Phase Training	4/23/2019 - 4/25/2019
Sample Phase Complete	4/26/2019
Data Extract for PILOT Phase	5/9/2019
PILOT Phase Training	7/9/2019 – 7/11/2019
PILOT Phase Complete	7/12/2019
Data Extract for Final Conversion	7/31/2019
Final Conversion Complete	8/12/2019
Go Live Support Training	8/27/2019 – 8/29/2019
Client is Live	8/30/2019

The Yardi Software System will help HACM to stay in compliance with HUD regulations while allowing for customized features and standard reports. We believe that Yardi will

help to simplify HACM's management process, provide more effective reporting and monitoring, and will assist productivity.

c. Management Action Plan: Unit Turnover

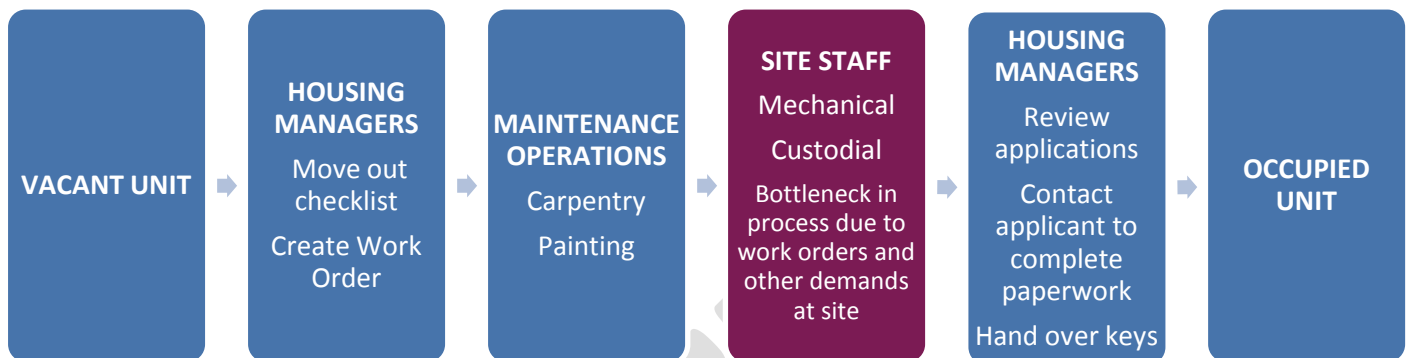
In addition to the above actions, we evaluated our unit turnaround process and have made changes to how we turn units. Previously, when turning units, property managers did their move-out inspection and forwarded work orders to Maintenance Operations. Maintenance Operations began turning the units and did all of the carpentry and painting work. After Maintenance Operations' work was completed, the unit was returned back to the development manager so that site maintenance staff could complete the mechanical and custodial work. Unfortunately, due to work orders and other demands at the site, some units were not being completed timely, thus adversely impacting our occupancy rate.

As a result, HACM created a Maintenance Make-Ready Team that will be responsible for turning units in preparation for occupancy. As of September 2019, Maintenance Operations is responsible for overseeing the entire physical unit turn process through completion. Upon completion of all mechanical and custodial work, the unit will be turnkey ready for leasing.

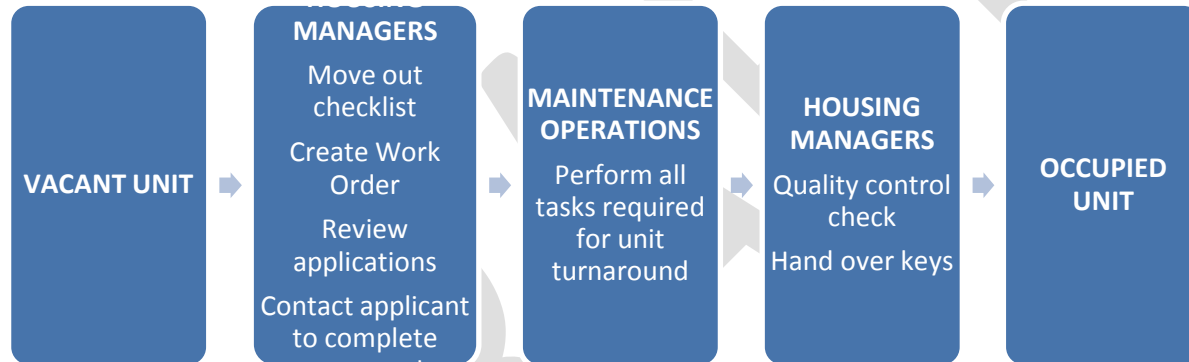
New Unit Turnover Process

- Site staff is removed from the unit turn around activities and will focus on daily work orders.
- When residents move out, managers will continue to complete a move-out checklist.
- Managers will create a work order and contact Maintenance Operations to begin the unit turnaround work.
- Maintenance Operations will let the site manager know when the unit turnaround work is completed.
- Managers will review their application list and re-engage the potential resident to confirm or establish the move in date.
- Maintenance Operations Make-Ready Team executes all unit turnaround activities (Extermination, Carpentry, Painting, Mechanical, Custodial, etc.) and returns the unit back to site managers.
- Site manager finalizes the applicant's paperwork and schedules the leasing
- Applicant receives keys and prepares to move in
- Adding the Make Ready Team will allow HACM to turn units within 30 days. Additionally, it will allow us to address onsite work orders sooner.

Prior Unit Turn Process (BEFORE):



New Unit Turn Process (AFTER):



MANAGEMENT: UNIT TURNOVER ACTION STEPS	Due By
1. Creation of a Centralized Maintenance Make-Ready Team that will be responsible for all physical work involved in turning units in preparation for occupancy (extermination, carpentry, painting, mechanical, minor repairs, cleaning).	9/30/2019
2. Site maintenance staff will now be freed up to focus on standard work orders.	9/30/2019
3. After initial review of the apartment, Maintenance Operations communicates expected unit turn completion dates to Property Manager so that property manager can begin to engage potential residents in setting up lease dates.	10/31/2019
4. Review and refine if necessary standardized procedures for identifying any units to be “on-hold” in PIC.	12/31/2019

As of 12/5/2019, HACM has a total of 213 vacant units remaining for a current occupancy rate of 91.9% (see below). The current status of these vacant units is below:

Total Vacant Units = 213

Total Units Available = 2,629

Current Occupancy Rate = 91.9%

Downtime Total	25
Make Ready Total	155
Lease Up in Progress	9
Leasing Date Identified	12
Undergoing RAD/LIHTC Rehabilitation	12
Total	213

Our goal is to achieve 96% occupancy by 7/1/2020.

d. Management Action Plan: Leasing and Compliance

As HACM continues to reposition, we have created a new division that will oversee Quality Assurance, Compliance and Leasing (the division structure is included as an attachment). The Leasing and Compliance Manager will work with the property managers, Intake Department and applicants. The new position will help to streamline the leasing process and get units occupied more quickly. This new process will begin in the first Quarter of 2020.

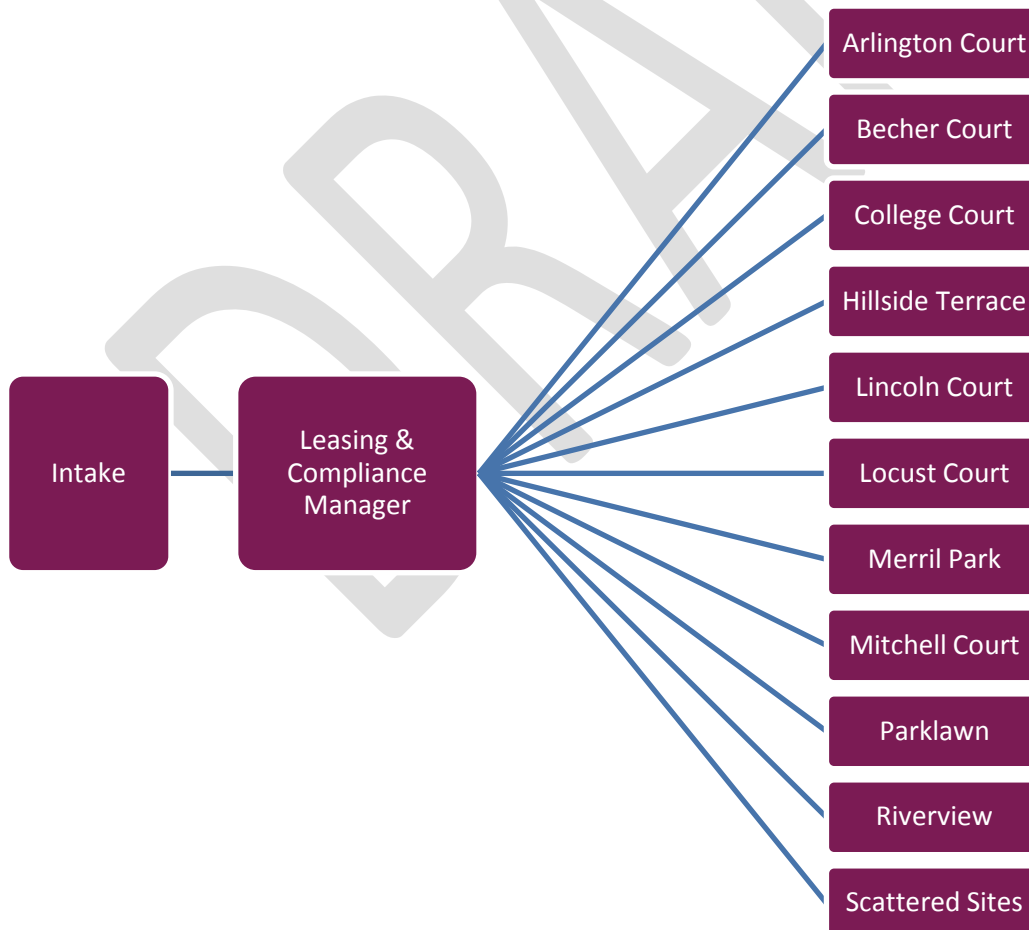
The new Leasing and Compliance Manager will be the point person in communicating between Property Managers and the Intake Section. He/she will work directly with property managers to identify any upcoming vacancies and/or need for additional approved applications and will communicate these needs to the Intake Section immediately. This will assist in more timely and accurate communication of vacancies and a need for applications between Intake and Property Management.

A new Quality Control Specialist position will report to the Leasing and Compliance Manager, as well as the three Senior Housing Assistants that work on recertification. The Leasing and Compliance Manager will ensure that regulations and policies regarding leasing, rent calculations, 50058's and other items are being adhered to and properly executed. Job descriptions are attached for the Leasing and Compliance Manager and for the Quality Control Specialist.

Below are items that the Leasing and Compliance Manager (job description included) will be responsible for:

- Ensure that all 50058s are properly being entered into PIC
- Execute office and file audits for compliance and uniformity
- Assist with the training of staff on Yardi Software

Public Housing Developments



MANAGEMENT: LEASING AND COMPLIANCE ACTION STEPS	Due By
1. Establish a contract with an external PIC Specialist to ensure that any PIC errors are reconciled with HUD and corrected. We will keep the PIC Specialist on retainer and use as needed.	9/12/2019
2. Creation of a new Leasing and Compliance Department, with creation of two new positions (Leasing and Compliance Manager, Quality Control Specialist) and three existing Senior Housing Assistants. These duties are currently being executed by Conyunn West, Beverly Johnson, Greg Anderson and Nyles Walker and will continue until the implementation of the new positions.	1/31/2020
3. Prepare standard process and/or reports for communication between Intake and Property Managers.	2/28/2020
4. Begin to perform periodic file audits	6/30/2020

e. Management Action Plan: Intake and Wait List Management

HACM continues to assess our waiting list and tenant selection processes to ensure they are efficient and will contribute to a quicker lease-up. For instance, in April 2018, HACM approved new suitability procedures related to reviewing an applicant's history of paying financial obligations related to rent, reducing the amount of a look back period so that we focus on more recent rental history and not on older landlord debts. This has increased the number of applicants able to be approved for housing. We will continue to review Intake procedures for other possible improvements.

MANAGEMENT: INTAKE AND WAIT LIST MANAGEMENT ACTION STEPS	Due By
1. HACM will continue to assess our waiting list and tenant selection processes to ensure they are efficient and will contribute to a quicker lease-up.	Ongoing

MANAGEMENT: INTAKE AND WAIT LIST MANAGEMENT ACTION STEPS	Due By
<p>2. By December 31, 2019, HACM will conduct a review of its tenant unit turndown policy to see if any change would make it more effective. HACM's current ACOP policy is that applicants are made a unit offer (usually from a development that had been pre-selected by the applicant as a preference) and if a household rejects the unit without good cause, they will be dropped from the waiting list. If they reject with good cause, they will remain on the waiting list. Good cause currently includes reasons related to health and proximity to work, school, or childcare.</p>	12/31/2019
<p>3. HACM's Intake Section currently approves applicants and forwards applications to a housing development that had been identified by an applicant as their preference as soon as they are approved, so that managers always have a group of approved applicants that have expressed interest in their housing development to contact for vacancies. One suggestion has been that it may be better to centrally hold the approved applications and only forward to Property Managers when requested to fill an immediate or upcoming vacancy. By December 31, 2019, HACM will evaluate whether such a process change will reduce or increase the time to lease a unit and will implement it if it is beneficial.</p>	12/31/2019
<p>4. HACM's intake section has not done a purge of its waiting list in several years, partially because applicants on the senior/disabled waiting list are fairly recent and the family waiting list was opened in late 2017. At this point, however, an increasing number of family applicants pulled off the waiting list have bad addresses. HACM's Intake section will do an update and purge of its waiting lists during calendar 2020.</p>	6/30/2020
<p>5. Evaluate whether to open public housing family wait list in 2020</p>	6/30/2020

Summary

HACM will work in partnership with our Local HUD Field Office to further improve our performance and scores. We will submit to the Local HUD Office, occupancy reports monthly and long-term vacancy reports, vacant unit turnover reports and waiting list activities, quarterly. Additionally, HACM will provide information on our QC Team and the

Unit Turnover/ Make Ready Team. We appreciate the opportunity to work more closely with our Local HUD office and look forward to strengthen our partnership.

HACM's staff work closely with the Board of Commissioners and will continue to do so. The monthly and quarterly reports provided to HUD will be shared with HACM's Board of Commissioners.

This year, HACM celebrated 75 years of providing quality housing services to over 170,000 clients. In addition to delivering housing for residents, HACM has also offered supportive services. Over the 75 year journey, HACM has secured a number of grants, awards and recognitions for our hard work. HACM is very appreciative of the many partners that we have worked with over the years. We know that without their support, HACM would not have been as successful.

Additionally, over the 75 years, HACM has also faced a number of challenges which has impacted our performance. While we have overcome challenges in the past, we currently face another opportunity to be dynamic, creative and turn this task into another success.

Despite the challenges that HACM faces today, we are currently realigning and repositioning our organization to excel. HACM is determined to increase its occupancy, improve the quality of our structures and increase our PHAS score. The above Recovery Plan will allow HACM to continue providing high quality housing and services to our residents.

Attachment 1— Reporting Requirements

The following are reports which will be provided to HUD and HACM's Board of Commissioners.

Report Name	Description	Occurrence
Occupancy Report	Occupancy report by AMP and bedroom size	Monthly – Due by 20 th of every month
Vacant Unit Turnover Report	Describe efficiency of unit turnover by the following metrics: <ul style="list-style-type: none">- Down Time: Starts on the move-out date- Make Ready Time: starts when the property manager informs maintenance that the unit is empty.- Lease-up Time: Lease-up starts when maintenance informs the property Manger that the unit is rent ready to the time unit is leased.	Quarterly – Due by 20 th day following quarterly month-end (January 20 th , April 20 th , July 20 th and October 20 th)
Long-Term Vacancy Report	For units over 90 days, provide a unit-by-unit report on status	Quarterly – Due by 20 th day following quarterly month-end (January 20 th , April 20 th , July 20 th and October 20 th)
Waitlist Status Report	Describe current status of waitlist applicants, number of monthly pulls, last time waitlist was refreshed and the last time waitlist was purged	Quarterly – Due by 20 th day following quarterly month-end (January 20 th , April 20 th , July 20 th and October 20 th)
Site and Unit Inspection	Complete annual inspections of all sites and develop narrative of findings to submit to senior management	Annual – Inspection to take place by October 31 st and narrative of findings due by December 31 st

Attachment 2 —Summary of Recovery Plan Action Items

PHYSICAL INSPECTION ACTION STEPS	Due By
1. Creation of a Quality Control Team to ensure that all maintenance mechanic work on work orders is executed fully and in accordance with UPCS standards.	Already done as of August 2019
2. Review prior REAC Reports and develop development-specific Action Plans to address noted deficiencies. These REAC Action Plans will be shared with the local HUD office.	3/31/2020
3. Summarize common findings/themes in REAC reports to help refine training/education needs and to include these common issues as part of our Annual or Biannual inspections.	3/31/2020
4. Develop and provide refresher REAC training to existing maintenance staff, including REAC video training, REAC USPC Manuals, and information from the review of HACM-specific REAC reports. This will include ensuring that staff use a “REAC eye” when performing normal work orders or maintenance in apartments or common areas---that is, actively looking for and immediately addressing potential REAC deficiencies that are outside the scope of the current work order. This training will also be incorporated into any onboarding training of new employees.	1/31/2020
5. Hold a series of special meetings in each housing development to engage and educate residents on the importance of reporting deficiencies and work orders, and on what residents can do to assist with REAC inspections. We will use Managers Newsletters, written literature, resident meetings, a brochure and HTVN Videos to educate residents.	2/1/2020 to 3/31/2020
6. HACM will realign our annual inspections with a stated goal date of completion for both the inspection and work orders issued. We will focus significant attention on completing the annual inspection work orders. The annual inspections will be completed by May 31st with related work orders from the inspection to be finalized by August 31 st . Additionally, when HACM is notified of a REAC inspection, we will send a senior representatives from Housing Operations and Maintenance operations to conduct a pre-REAC walk-through of all common areas and selected units. HACM believes that a combination of additional REAC Training, a realignment of our annual inspections, a focus on completing the annual inspection work orders more timely, and pre-REAC walk-throughs of properties will help improve our REAC score.	1/1/2020

PHYSICAL INSPECTION ACTION STEPS	Due By
7. HACM will continue to use any major capital deficiencies in the annual and REAC inspection results to help us prepare budgets for capital work in our housing developments.	Ongoing

MANAGEMENT ACTIONS ALREADY TAKEN	Timetable
<p>1. Partnerships with Community Organizations: In September 2017, HACM began partnerships with various community service organizations such as Milwaukee Christian Center, Northcott Neighborhood House, and Milwaukee Community Service Corps to contract out work to speed up some of the steps to unit turnaround, such as removing debris from an apartment or basic cleaning. This allowed HACM staff to focus on the other steps related to unit turnaround.</p>	Starting in September 2017
<p>2. Creation of Occupancy Work Group: In February 2018, HACM created the Occupancy Work Group to bring together representatives from all HACM divisions that impact occupancy. We work together as a coordinated team to discuss and streamline occupancy processes. We also determine effective solutions to quickly and substantially improve the occupancy rate.</p> <p>This work group included Willie Hines (Associate Director), Greg Anderson (Senior Asset Manager), Beverly Johnson (Senior Asset Manager), Nyles Walker (Senior Asset Manager), Jim Wellman (Maintenance Director), Jim Hoeffler (Senior Maintenance Supervisor), Pat Schmidtkecht (Intake Manager) and Ken Barbeau (Director of Community Programs).</p>	Ongoing, beginning in February 2018
<p>3. Scattered Sites Portfolio Assessment: Beginning in November 2018, HACM staff performed an Internal Assessment of HACM's Scattered Sites portfolio (387 units).</p>	November 2018 to Present
<p>4. 2018 Occupancy Initiative: Additionally, as of December 17, 2018, HACM's Occupancy Work Group identified 128 vacant units in need of capital repairs. We allocated \$1,478,000 of Capital Funds to repair these 128 long-term vacant units during calendar year 2019. The scope of work for the units included but was not limited to the replacement of cabinets, countertops, cove base, floors, doors, tub surrounds, etc. With the success of the 2018 Occupancy Initiative, the agency has adopted a new best practice which includes our Maintenance Make Ready Team. The new unit turnover process is detailed on page 9.</p>	Ongoing

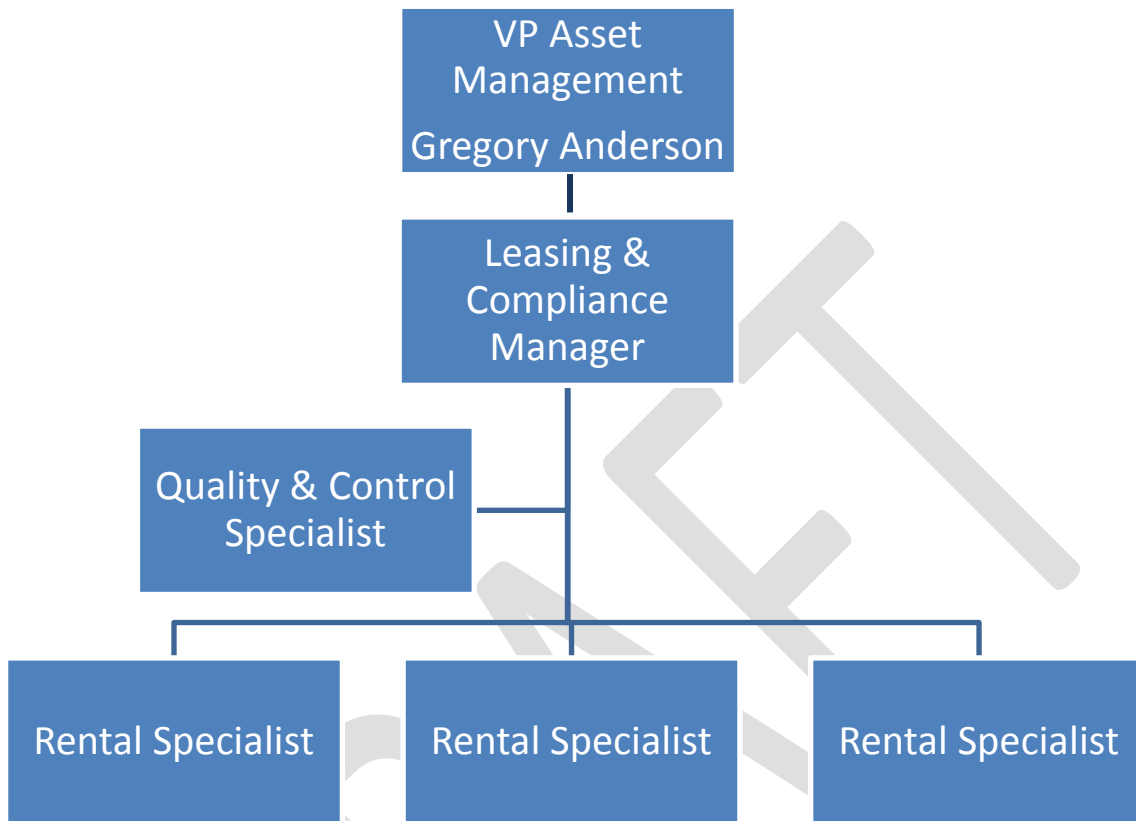
MANAGEMENT: UNIT TURNOVER ACTION STEPS	Due By
1. Creation of a Centralized Maintenance Make-Ready Team that will be responsible for all physical work involved in turning units in preparation for occupancy (extermination, carpentry, painting, mechanical, minor repairs, cleaning).	9/30/2019
2. Site maintenance staff will now be freed up to focus on standard work orders.	9/30/2019
3. After initial review of the apartment, Maintenance Operations communicates expected unit turn completion dates to Property Manager so that property manager can begin to engage potential residents in setting up lease dates.	10/31/2019
4. Review and refine if necessary standardized procedures for identifying any units to be “on-hold” in PIC.	12/31/2019

MANAGEMENT: LEASING AND COMPLIANCE ACTION STEPS	Due By
1. Establish a contract with an external PIC Specialist to ensure that any PIC errors are reconciled with HUD and corrected. We will keep the PIC Specialist on retainer and use as needed.	9/30/2019
2. Creation of a new Leasing and Compliance Department, with creation of two new positions (Leasing and Compliance Manager, Quality Control Specialist) and three existing Senior Housing Assistants. These duties are currently being executed by Conyunn West, Beverly Johnson, Greg Anderson and Nyles Walker and will continue until the implementation of the new positions.	1/31/2020
3. Prepare standard process and/or reports for communication between Intake and Property Managers.	2/28/2020
4. Begin to perform periodic file audits	6/30/2020

MANAGEMENT: INTAKE AND WAIT LIST MANAGEMENT ACTION STEPS	Due By
1. HACM will continue to assess our waiting list and tenant selection processes to ensure they are efficient and will contribute to a quicker lease-up.	Ongoing

MANAGEMENT: INTAKE AND WAIT LIST MANAGEMENT ACTION STEPS	Due By
<p>2. By December 31, 2019, HACM will conduct a review of its tenant unit turndown policy to see if any change would make it more effective. HACM's current ACOP policy is that applicants are made a unit offer (usually from a development that had been pre-selected by the applicant as a preference) and if a household rejects the unit without good cause, they will be dropped from the waiting list. If they reject with good cause, they will remain on the waiting list. Good cause currently includes reasons related to health and proximity to work, school, or childcare.</p>	12/31/2019
<p>3. HACM's Intake Section currently approves applicants and forwards applications to a housing development that had been identified by an applicant as their preference as soon as they are approved, so that managers always have a group of approved applicants that have expressed interest in their housing development to contact for vacancies. One suggestion has been that it may be better to centrally hold the approved applications and only forward to Property Managers when requested to fill an immediate or upcoming vacancy. By December 31, 2019, HACM will evaluate whether such a process change will reduce or increase the time to lease a unit and will implement it if it is beneficial.</p>	12/31/2019
<p>4. HACM's intake section has not done a purge of its waiting list in several years, partially because applicants on the senior/disabled waiting list are fairly recent and the family waiting list was opened in late 2017. At this point, however, an increasing number of family applicants pulled off the waiting list have bad addresses. HACM's Intake section will do an update and purge of its waiting lists during calendar 2020.</p>	6/30/2020
<p>5. Evaluate whether to open public housing family wait list in 2020</p>	6/30/2020

Attachment 3 —Leasing and Compliance Org Chart



Job Descriptions

Quality Control Specialist

<u>BAND</u>	<u>GRADE</u>	<u>SUBGRADE</u>	<u>FLSA STATUS</u>	<u>Department</u>	<u>Reports To</u>
C	4	1	Exempt	Housing Management	Leasing and Compliance Manager

CLASS SUMMARY:

This position ensures the successful coordination and execution of the Agency's tenant file management, and serves as a vital link between all participants, property management and support services staff.

TYPICAL CLASS ESSENTIAL DUTIES: (These duties are a representative sample; position assignments may vary.)

1.	Monitor the calculated tenant rent for admission, interim, annual and special re-examinations with accuracy and efficiency.
2.	Determine initial rent.
3.	Monitor administrative/record-keeping functions including maintenance of participant files.
4.	Monitor staff in working with tenants to process rent recertification and set up payment plans.
5.	Assist with monthly reports, lease generation.
6.	Collect, enter and validate data
7.	Assist with files audits, as needed.
8.	Perform other duties as assigned.

LICENSING REQUIREMENTS (positions in this class typically require):

Licensing Requirements:

- Public Housing Manager Certification
- Valid Wisconsin Driver License

TRAINING AND EXPERIENCE (positions in this class typically require):

Bachelor's degree in related field; 3-5 years of related experience; or, an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job such as those listed above.

KNOWLEDGE (position requirements at entry):

Knowledge of:

- Phone etiquette;
- Computers and related software;
- Microsoft Office;
- Basic Accounting;
- Exceptional customer service;

SKILLS (position requirements at entry):

Skill in:

- Using computers and related software;
- Yardi trainer (new and exist staff;
- Overseeing department operations;
- Utilizing communication and interpersonal skills as applied to interaction with coworkers, supervisor, the general public, and others sufficient to exchange or convey information.

PHYSICAL REQUIREMENTS:

Positions in this class typically require: reaching, standing, walking, fingering, grasping, feeling, talking, hearing, seeing, and repetitive motions.

Sedentary Work: Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Walking and standing are required only occasionally.

NOTE:

The above job description is intended to represent only the key areas of responsibilities; specific position assignments will vary depending on the business needs of the department.

Job Description

Leasing and Compliance Manager

<u>BAND</u>	<u>GRADE</u>	<u>SUBGRADE</u>	<u>FLSA STATUS</u>	<u>Department</u>	<u>Reports To</u>
C	4	2	Exempt	Housing Management	VP Asset Management

CLASS SUMMARY:

This position is responsible for managing all aspects of compliance and lease up activities for organizations portfolio.

TYPICAL CLASS ESSENTIAL DUTIES: (These duties are a representative sample; position assignments may vary.)

1.	Evaluate agency requirements and implement compliance procedures for all LIHTC properties.
2.	Review applications to determine eligibility for the specific affordable housing communities within our portfolio.
3.	Ensure that all properties meet compliance requirements for LIHTC, Section 8 and all housing programs.
4.	Complete initial lease up procedures for LIHTC properties.
5.	Maintain an effective system for reporting and monitoring compliance for all properties.
6.	Complete monthly/quarterly/annual compliance reports as required.
7.	Manage resident re-certifications, rent increases, and utility allowance schedules.
8.	Field incoming inquiries from the site staff with questions directly related to income, asset and student status eligibility, legal rents, and property specific compliance requirements.
9.	Conduct periodic internal file audits for review of compliance and standardization.
10.	Consistent monitoring to ensure each facility is in compliance with regulatory requirements specific to the facility.
11.	Prepare for and attend LIHTC audits performed by state and regulatory agencies.
12.	Follow up with sites on file audits to ensure corrections have been completed. Keep a log of files audited and to be audited.
13.	Review site audit noncompliance corrections and submit to the state finance agency.
14.	Provide and/or coordinate training for property management and program staff, also assist Senior Asset Manager as needed.

TRAINING AND EXPERIENCE (positions in this class typically require):

Bachelor's degree in related field; 3-5 years of related experience; or equivalent combination of education and experience sufficient to successfully perform the essential duties of the job such as those listed above.

<p><u>LICENSING REQUIREMENTS</u> (positions in this class typically require):</p> <p>Licensing Requirements:</p> <ul style="list-style-type: none"> • Public Housing Manager Certification • Valid Wisconsin Driver License
<p><u>KNOWLEDGE (position requirements at entry):</u></p> <p><u>Knowledge of:</u></p> <ul style="list-style-type: none"> • <u>Applicable federal, state, and local laws, rules, and regulations.</u> • <u>Computers and related software.</u> • <u>Supervisory principles.</u> • <u>Budgetary principles</u> • <u>Methods of preparing reports.</u> • <u>Methods of performing inspections.</u> • <u>LIHTC compliance methods.</u>
<p><u>SKILLS (position requirements at entry):</u></p> <p><u>Skill in:</u></p> <ul style="list-style-type: none"> • <u>Using computers and related software.</u> • <u>Supervising staff.</u> • <u>Overseeing department operations</u> • <u>Enforcing compliance with laws, rules, and regulations.</u> • <u>Preparing budgets and reports.</u>
<p><u>PHYSICAL REQUIREMENTS:</u></p> <p><u>Positions in this class typically require: reaching, standing, walking, fingering, grasping, feeling, talking, hearing, seeing, and repetitive motions.</u></p> <p><u>Sedentary Work: Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Walking and standing are required only occasionally.</u></p>
<p><u>NOTE:</u></p> <p><u>The above job description is intended to represent only the key areas of responsibilities; specific position assignments will vary depending on the business needs of the department.</u></p>