







Scorecard >

1.0 Customer		As of Date	Actual	Goal	FYTD Actual	FYTD Goal
<a href="#">Increase the number of eligible families that move into affordable housing through Miami-Dade Housing Agency services and resources</a>						
<a href="#">Number of individuals selected from the Waiting List for Public Housing and Section Eight vouchers</a>						
<a href="#">Total number of families currently living in affordable housing through MDHA assistance</a>						
<a href="#">Total number of families moved into affordable housing through MDHA assistance</a>						
<a href="#">Increase the stock of affordable housing in Miami-Dade County</a>						
<a href="#">Total number of available affordable housing units</a>						
<a href="#">Total number of affordable housing units completed</a>						
<a href="#">Maximize customer satisfaction with the services provided by the Miami-Dade Housing Agency</a>						
<a href="#">Number of complaints to MDHA</a>						
<a href="#">Resident Satisfaction Survey: Availability of affordable housing</a>						
	FY05	17.22 %	n/a	17.22 %	n/a	
	Secret Shopper Score (Housing Agency)	Cal04	3.5	4.0	3.5	4.0
2.0 Financial		As of Date	Actual	Goal	FYTD Actual	FYTD Goal
<a href="#">Meet Budget Targets [Housing]</a>						
	Revenue: Total (Housing Agency)	FY06 Q2	\$73,552 K	\$70,000 K	\$238,264 K	\$200,000 K
	Expen: Total (Housing Agency)	FY06 Q4	\$62,151 K	\$75,861 K	\$246,394 K	\$303,442 K
<a href="#">Ensure the expenditure of allocated funds for new housing construction and/or substantially rehabilitated units</a>						
<a href="#">Dollars allocated to MDHA for investment in new affordable housing projects</a>						
<a href="#">Dollars committed by MDHA to develop new affordable housing units (Open Projects)</a>						
<a href="#">Dollars expended by MDHA to develop new affordable housing units (Completed Projects)</a>						
3.0 Internal		As of Date	Actual	Goal	FYTD Actual	FYTD Goal
<a href="#">Increase the completion of new affordable housing units</a>						
<a href="#">Units planned through projects under contract/funded by MDHA</a>						
<a href="#">Units under construction through projects under contract/funded by MDHA</a>						
<a href="#">Average calendar days to complete an affordable housing project</a>						
<a href="#">Minimize the time for eligible families to move into an affordable home</a>						
<a href="#">Process Time (move into affordable home)</a>						
<a href="#">Process Time (rehabilitate substandard housing)</a>						
<a href="#">Achieve and maintain the highest possible HUD performance ratings</a>						
	Public Housing Assessment System (PHAS Composite Score)	FY04	87	90	87	90
	Section Eight Management Assessment Program	FY05	60.7 %	90.0 %	60.7 %	90.0 %

**4.0 Learning and Growth**|  ADD

As of Date      Actual      Goal      FYTD Actual      FYTD Goal

Maximize the staffing level with high-performing, qualified personnelEmployee morale/satisfactionContinually improve the skills of MDHA staffMDHA Training (HUD certificates and other critical training) MDHA Training (Degrees and other formal education)

FY07 Q1


15

18

15

18

Conduct quarterly Procurement and Support Services workshops to educate MDHA division operations on the "How to" process relating to Procurement, Fleet Management, Safety and Insurance**Initiatives >**

Name	Start	Finish	Complete
<u>Implementation of Housing Assistance Grant Program</u>	10/1/2006	9/30/2009	
<u>Housing Central website</u>	8/1/2006	9/30/2007	
<u>Enhance customer service throughout MDHA</u>	7/1/2006	9/30/2007	
<u>Improve US HUD Public and Indian Housing Information Center (PIC) score</u>	7/1/2006	9/30/2007	
<u>Vacancy reduction plan</u>	7/1/2006	9/30/2007	
<u>CAHSA</u>	1/1/2007	9/30/2007	
<u>Affordable Housing Master Plan</u>	1/1/2007	9/30/2007	
<u>Housing One Stop Center</u>	11/1/2006	9/30/2007	
<u>Community Land Trust Feasibility</u>	12/12/2006	3/31/2007	
<u>Preservation (Mod Rehab)</u>	9/5/2006	3/2/2007	
<u>MDHA Director Recruitment</u>	8/1/2006	12/31/2006	100%
Budget:      Timing: 			
<u>MDHA Management Assistance Team</u>	5/26/2006	3/31/2007	
<u>Transition MDHA to asset-based management</u>	3/27/2006	9/30/2007	
<u>Hope VI (Scott/Carver Homes)</u>	10/1/2000	9/30/2008	
<u>Hope VI (Ward Tower)</u>	10/1/2000	9/30/2007	

**Scorecard Details >****Exception Report****Owners****Monitors****Scorecard Name:** HousingWarren, KrisCurry, Cynthia Morlote, Mario**Description:**

The Miami-Dade Housing Agency scorecard has been redesigned to include a department scorecard and division scorecards. The department scorecard focuses on summary measures of "results to the community," with more information available through drilling into the measure details. The division scorecards support the department results, but provide a space to expand on operational measures that allow the division to manage its own performance. The Infill functions have been rolled into GSA, within the Real Estate section of the Facilities and Utilities Management division. However, GSA will maintain a separate scorecard for Infill, to facilitate reporting. Both the Infill scorecard and the DLAD scorecard, overseen by Finance, remain linked to the MDHA scorecard.

**Parent Scorecards**ACM Scorecard - Curry, Cynthia**Child Scorecards**Management Information SystemsDirector's Office (MDHA)Public HousingPrivate Rental Housing - Section Eight

[Applicant and Leasing Center](#)  
[Housing, Planning and Development](#)  
[Administration- MDHA](#)  
[Finance- MDHA](#)  
[Infill Housing \(GSA FUMD - Real Estate Services\)](#)  
[Development and Loan Administration \(O.C.E.D. - Surtax and S.H.I.P.\)](#)

**External Applications >**

**Attachments >**

Title	Status	Check Out
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### Customer Perspective

Objective Name	Owner(s)
Increase the stock of affordable housing in Miami-Dade County	Kishore Rao

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives

Parent Objectives

Measure	Owner(s)
Total number of available affordable housing units	Kishore Rao

Performance				
Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

Initiatives Linked To Measure	Owner(s)

Child Measures Linked To Measure				
Ind	Name	Actual	Goal	Date
	Public Housing (Total number of units)	9,284	n/a	Jul 2006
	Private rental units	n/a	n/a	
	MDHA Owned Rental Section Eight units	536	536	FY07 Q2



**Measure** **Owner(s)**

Total number of affordable housing units completed

Kishore Rao

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	



**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
	Affordable Units (new private rental housing units available for occupancy)	n/a	n/a	
	Affordable Units (new public housing units ready for occupancy)	n/a	n/a	
	Rehabilitation (total units completed)	n/a	n/a	

**Objective Name** **Owner(s)**

Increase the number of eligible families that move into affordable housing through Miami-Dade Housing Agency services and resources Kishore Rao

**Initiatives Linked To Objective** **Owner(s)**

**GrandParent Objectives**

**Parent Objectives**

**Measure** **Owner(s)**

Number of individuals selected from the Waiting List for Public Housing and Section Eight vouchers

Kishore Rao

Add specific programs (shelter plus, mod rehab, sro and sub rehab)

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	



**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
	Families assisted (Families placed in the Mobile Unit Ready Pool)	n/a	n/a	
	MDHA Families (Families forwarded to Private Rental Housing Division for placement)	n/a	n/a	
	MDHA Families (Families forwarded to Public Housing Division for placement)	n/a	n/a	
	Waiting List (total average time)	n/a	n/a	

**Measure** **Owner(s)**

Total number of families currently living in affordable housing through MDHA assistance

Ivette Barbeite-Locay

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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**Measure** **Owner(s)**

Total number of families moved into affordable housing through MDHA assistance

Sheila Martinez Arlene Olivera John Prats Marta Silva

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
	Number of families that became home owners through a loan from the Section Eight Homeownership Program	n/a	n/a	
	Number of families that moved into private rental housing through the Section Eight program	n/a	n/a	
	Number of families that moved into MDHA Public Housing	n/a	n/a	



**Objective Name****Owner(s)**

Maximize customer satisfaction with the services provided by the Miami-Dade Housing Agency

Kishore Rao

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Number of complaints to MDHA

Kishore Rao

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
	Average resolution time for complaints to MDHA	n/a	n/a	



**Measure** **Owner(s)**

Resident Satisfaction Survey: Availability of affordable housing

Kevin Kirwin

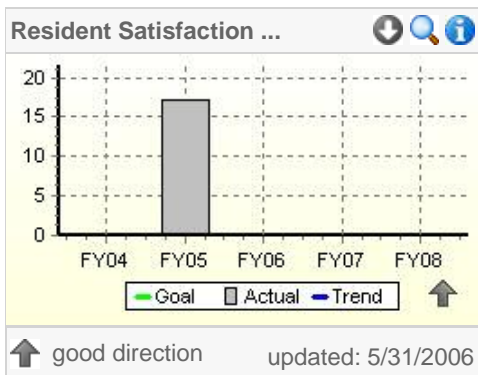
**Performance**

Ind	Actual	Goal	Variance	Date
	17.22 %	n/a	n/a	9/30/2005

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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**Measure** **Owner(s)**

Secret Shopper Score (Housing Agency)

This measures the satisfaction of secret shoppers with the department's services at its points of contact with the public. The goal of 4.0 on a 1.0 - 5.0 scale, 5.0 being best, is based on the 4 out of 5 goal stated in the Miami-Dade County Strategic Plan under Enabling Strategies (ES1).

**Performance**

Ind	Actual	Goal	Variance	Date
■	3.5	4.0	(0.5)	12/31/2004

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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## Financial Perspective

Objective Name	Owner(s)
Ensure the expenditure of allocated funds for new housing construction and/or substantially rehabilitated units	Graciela Cespedes Kishore Rao Dennise Suarez

### Initiatives Linked To Objective

Owner(s)

### GrandParent Objectives

### Parent Objectives

Measure	Owner(s)
Dollars allocated to MDHA for investment in new affordable housing projects	Graciela Cespedes Kishore Rao

### Performance

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

### Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure				
Ind	Name	Actual	Goal	Date



**Measure****Owner(s)**

Dollars committed by MDHA to develop new affordable housing units (Open Projects)

Ivette Barbeite-Locay

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
	Unexpended dollars allocated by MDHA to develop new affordable housing units (Open Projects)	n/a	n/a	
	Expended dollars allocated by MDHA to develop new affordable housing units (Open Projects)	n/a	n/a	

**Measure****Owner(s)**

Dollars expended by MDHA to develop new affordable housing units (Completed Projects)

Ivette Barbeite-Locay

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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**Objective Name**

**Owner(s)**

Meet Budget Targets [Housing]

Ivette Barbeite-Locay Kishore Rao

**Initiatives Linked To Objective**

**Owner(s)**

**GrandParent Objectives**

**Parent Objectives**

**Measure**

**Owner(s)**

Revenue: Total (Housing Agency)

Ivette Barbeite-Locay Kishore Rao

Total revenue in \$1,000s (from FAMIS)

**Performance**

Ind	Actual	Goal	Variance	Date
▲	\$73,552 K	\$70,000 K	\$3,552 K	3/31/2006

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
▲	Documentary Stamp Surtax	10,946	10,556	FY06 Q4
▲	Family Self Sufficiency-FSS	16	16	FY06 Q4
▲	Federal Grants	1,684	1,273	FY06 Q4
▼	HAP-Section 8 New Construction	756	775	FY06 Q4
▼	HOPE VI	274	495	FY06 Q4
▲	Interest Income	1,207	288	FY06 Q4
▼	Lakeside and Park Lake Revenues	589	831	Cal06
▲	Loan Servicing Fees	246	125	FY06 Q4
▲	Miscellaneous Non-Operating Revenue	875	250	FY06 Q4
▲	Other	1,830	17	FY06 Q4
▲	Section 8 Admin Fee	4,607	3,403	FY06 Q4
▲	SHIP Carryover	5,329	3,750	FY06 Q4
▲	SHIP Operations	2,828	1,300	FY06 Q4
	Surtax Committed Loan Carryover	n/a	n/a	
	Surtax Loan Payback	n/a	n/a	
▼	Sale of Properties-Homeownership	122	875	FY06 Q4
▼	Rental-Tenant Rent Collected	4,125	4,200	FY06 Q4
▲	Housing Assistance Payments	36,533	34,939	FY06 Q4
▲	Public Housing Subsidy	6,656	6,398	FY06 Q4
	Miscellaneous Revenue	n/a	n/a	



**Measure**

**Owner(s)**

Expen: Total (Housing Agency)

Ivette Barbeite-Locay Kishore Rao

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

**Performance**

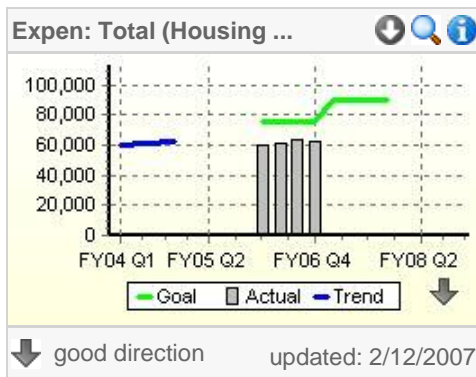
Ind	Actual	Goal	Variance	Date
▲	\$62,151 K	\$75,861 K	\$13,710 K	9/30/2006

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
▼	Expen: Personnel (Housing Agency)	\$12,015	\$10,450	FY06 Q4
▼	Expen: Other Operating (Housing Agency)	\$12,103	\$8,859	FY06 Q4
▲	Expen: Capital (Housing Agency)	\$266	\$308	FY06 Q4
▼	Other Non-Operating Expenditures	37,767	56,244	FY06 Q4



# Internal Perspective

## Objective Name

Minimize the time for eligible families to move into an affordable home

## Owner(s)

Kishore Rao

## Initiatives Linked To Objective

## Owner(s)

## GrandParent Objectives

## Parent Objectives

## Measure

Process Time (move into affordable home)

## Owner(s)

Kishore Rao

## Performance

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

## Initiatives Linked To Measure

## Owner(s)

## Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
	Process Time (mortgage approval to closing for home ownership)	n/a	n/a	
	Process Time (move into rental unit)	n/a	n/a	
	Process Time (move into public housing unit)	n/a	n/a	



**Measure****Owner(s)**

Process Time (rehabilitate substandard housing)

Kishore Rao

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
	Process Time (Single Family Rehabilitation Loan Program)	n/a	n/a	
	Process Time (substantial rehabilitation of public rental housing)	n/a	n/a	
	Process Time (moderate rehabilitation of public rental housing)	n/a	n/a	

**Objective Name****Owner(s)**

Achieve and maintain the highest possible HUD performance ratings

Kishore Rao

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Public Housing Assessment System (PHAS Composite Score)

Kishore Rao

**Performance**

Ind	Actual	Goal	Variance	Date
■	87	90	(3)	9/30/2004

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
▲	Resident Assessment Subsystem (RASS Composite Score)	9	9	Cal05

**Measure**

**Owner(s)**

Section Eight Management Assessment Program (SEMAP Final Score)

Arlene Olivera Kishore Rao

SEMAP is a performance measure tool designed to assess whether the housing choice voucher (HCV) program is assisting eligible families to afford decent, safe, and sanitary housing at the correct subsidy cost; measure PHA performance in key areas of the HCV program to ensure program integrity and accountability; identify PHA management capabilities and deficiencies to target technical assistance more effectively; and assist PHA's in assessing and improving their own program operations. During the fiscal year, MDHA must track their performance on the 14 SEMAP indicators and the deconcentration bonus indicator if applicable. Each indicator is assigned a numerical value, and there are four possible overall ratings: High performer rating (90% or higher); Standard performer rating (60-89%); Troubled performer rating (score of less than 60%); Modified or withheld rating (only when warranted by special circumstances).

**Performance**

Ind	Actual	Goal	Variance	Date
▼	60.7 %	90.0 %	(29.3) %	9/30/2005

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
▼	Section Eight Management Assessment Program (SEMAP Raw Score)	85	140	FY05



**Objective Name**

**Owner(s)**

Increase the completion of new affordable housing units

Kishore Rao

**Initiatives Linked To Objective**

**Owner(s)**

**GrandParent Objectives**

**Parent Objectives**

**Measure**

**Owner(s)**

Units planned through projects under contract/funded by MDHA

Rachel Baum Graciela Cespedes Kishore Rao Dennise Suarez

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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**Measure****Owner(s)**

Units under construction through projects under contract/funded by MDHA

Kishore Rao Francisco Trujillo

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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**Measure****Owner(s)**

Average calendar days to complete an affordable housing project

Ivette Barbeite-Locay

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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# Learning and Growth Perspective

## Objective Name

Owner(s)

Maximize the staffing level with high-performing, qualified personnel

Madeline Clodfelter Stan Krafick

## Initiatives Linked To Objective

Owner(s)

## GrandParent Objectives

## Parent Objectives

## Measure

Owner(s)

Employee morale/satisfaction

Madeline Clodfelter Stan Krafick

This will report the results of an agency-wide employee survey to be done for the first time this summer. The instrument and process are designed to be able to repeat from year to year to track progress on items identified in survey.

## Performance

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

## Initiatives Linked To Measure

Owner(s)

## Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
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**Objective Name****Owner(s)**

Continually improve the skills of MDHA staff

Madeline Clodfelter Stan Krafick Francisco Trujillo

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

MDHA Training (HUD certificates and other critical training)

Patrick Brown Madeline Clodfelter Stan Krafick Freddie Nay Sonia Vargas

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure****Owner(s)**

Ensure all current MDHA employees complete the Ethics Phase V Madeline Clodfelter

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
	Housing Quality Standards Training	100	100	FY07 Q1
	Maintenance Certification	n/a	n/a	
	Section 8 Occupancy Certification	n/a	n/a	
	Percent of staff trained in VCA	n/a	n/a	
	Ethics Phase V online	98	100	FY07 Q1



**Measure**

**Owner(s)**

MDHA Training (Degrees and other formal education)

Madeline Clodfelter Stan Krafick

Number of employees enrolled in Colleges and Universities to obtain a degree.

**Performance**

Ind	Actual	Goal	Variance	Date
■	15	18	(3)	12/31/2006

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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**Measure**

**Owner(s)**

Conduct quarterly Procurement and Support Services workshops to educate MDHA division operations on the "How to" process relating to Procurement, Fleet Management, Safety and Insurance

Indira Rajkumar Kishore Rao

**Performance**

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
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**Initiatives Linked To Scorecard**

Name	Project	Status	%	\$		Owner(s)
Implementation of Housing Assistance Grant Program		Not Started	%	n/a	n/a	Kishore Rao Grisel Rodriguez
Housing Central website		Not Started	%	n/a	n/a	Kishore Rao
Enhance customer service throughout MDHA		Not Started	%	n/a	n/a	Kishore Rao
Improve US HUD Public and Indian Housing Information Center (PIC) score		Not Started	%	n/a	n/a	Freddie Nay Arlene Olivera Kishore Rao Marta Silva
Vacancy reduction plan		Not Started	%	n/a	n/a	Patrick Brown Freddie Nay Kishore Rao Francisco Trujillo
CAHSA		Not Started	%	n/a	n/a	Kishore Rao
Affordable Housing Master Plan		Not Started	%	n/a	n/a	Kishore Rao
Housing One Stop Center		Not Started	%	n/a	n/a	Kishore Rao Grisel Rodriguez
Community Land Trust Feasibility Preservation (Mod Rehab)		Not Started	%	n/a	n/a	Kishore Rao
MDHA Director Recruitment	12/1/2006	Complete	100%	n/a		Cynthia Curry
MDHA Management Assistance Team		Not Started	%	n/a	n/a	Cynthia Curry
Transition MDHA to asset-based management		Not Started	%	n/a	n/a	Ivette Barbeite-Locay Patrick Brown Freddie Nay Kishore Rao
Hope VI (Scott/Carver Homes)		Not Started	%	n/a	n/a	Kishore Rao Francisco Trujillo
Hope VI (Ward Tower)		Not Started	%	n/a	n/a	Kishore Rao Francisco Trujillo