

Concepts for a Life Cycle Performance Scorecard

For Rebuilding Lower Manhattan
and Related Regional Revitalization

*Sept. 18, 2002 Presentation (Revised Oct. 6, 2002) to the
Civic Alliance to Rebuild Downtown NY*

By Paul D. Epstein (epstein@pipeline.com, 212-349-1719)

Epstein and Fass Associates (www.epsteinandfass.com)

American Society for Public Administration (www.aspanet.org):

Center for Accountability & Performance and

New York Metro Chapter (www.nymetroaspa.org)

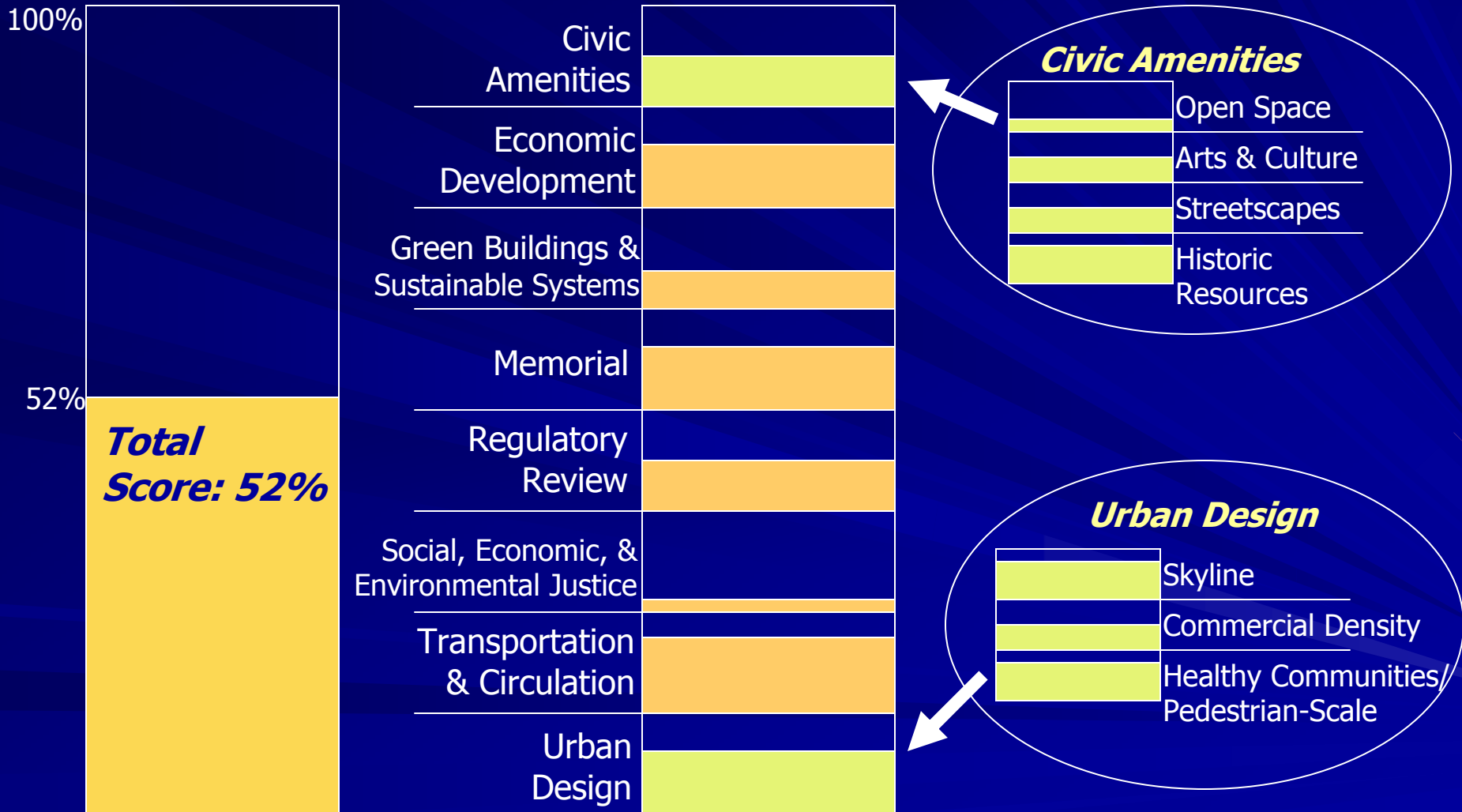
Why a “Life Cycle Scorecard”?

- Provide public accountability through life cycle of rebuilding & revitalization:
 - From **planning**, to **funding**, to **implementing**,
 - To achieving desired **outcomes**.
- Stimulate repeated media attention on “rebuilding performance” for many years.
- Promote continuing **civic dialog** and **improve rebuilding strategies** over time.

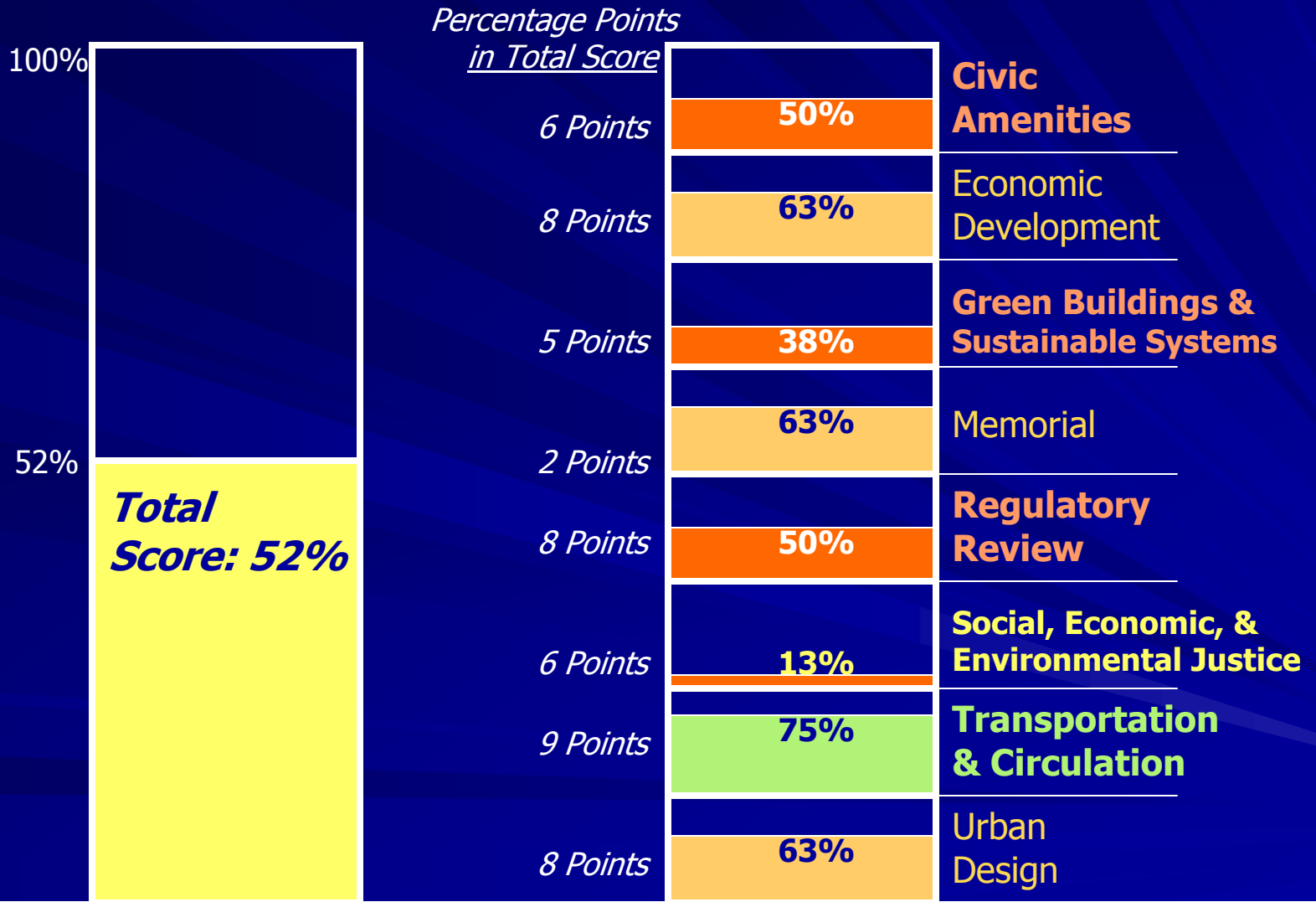
Two Main Scorecard Dimensions

- **Time:** *Where we are vs. Where we should be.*
- **Performance:** A “Layered Index”:
 - Two Outer Layers:
 - **Total Score for Rebuilding & Revitalization:**
A composite index of 5 to 10 major “Issue Scores”
 - **An “Issue Score” for each major policy issue or set of high-level goals,** each based on an “Issue Scorecard” (composite index).
 - **Detailed “inner layers” of performance data for each “Issue Scorecard”**

Building the "Total Score" from "Issue Scores" on Each "Issue Scorecard"



Periodic Public Communication of Results *Total Score and Issue Scores grab attention*



Periodic Public Communication of Results

Full Transparency:

Backup data on Web enables “drill down” for any issue.

The *Inner Layers* of Performance

- Each “Issue Scorecard” involves “**Key Initiatives**” that are “**scored**” for each reporting period & combined into a composite index or “Issue Score.”

The *Time Dimension*

- “**Score**” for each initiative based on “**where we are**” vs. “**where we should be**” at that point in time.
- “Where we should be” is based on a “**Planning and Implementation Timeline**”

Sample Planning & Implementation Timelines

	Planned	Funded	Implemented	Desired Outcomes												
<i>Sample Initiatives</i>	In adopted plans of cognizant organizations	In approved public or private budgets or commitments	Major milestones achieved.	Performance measures, baseline data, future targets.												
<u>Economic Development</u>																
<i>Communications Infrastructure</i>	Date <u>Expected</u>	Date <u>Expected</u>	Date <u>Expected</u>	<i>Percent downtown office space meeting guidelines.</i>												
<ul style="list-style-type: none"> •Area-wide utility improvements •Guidelines & incentives •New buildings meet guidelines 	<ul style="list-style-type: none"> •Verizon Mar 2003 •LMDC Jan 2003 •X sq ft Jun 2003 •Y sq ft Jun 2004 •Z sq ft June 2006 	<ul style="list-style-type: none"> •\$2 Bill. Sep 2003 •250 Mil Apr 2003 •X sq ft Sep 2003 •Y sq ft Sep 2004 •Z sq ft Sep 2006 	<ul style="list-style-type: none"> •Ver. Phase1 Sep 2004 •Phase 2 Sep 2006 <i>New built to guidelines</i> <ul style="list-style-type: none"> •X sq ft Sep 2004 •Y sq ft Sep 2005 •Z sq ft Sep 2007 	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><u>Baseline</u></td> <td style="text-align: center;"><u>Date</u></td> </tr> <tr> <td style="text-align: center;">20%</td> <td style="text-align: center;">Sep 2002</td> </tr> <tr> <td colspan="2" style="text-align: center;"><u>Targets</u></td> </tr> <tr> <td style="text-align: center;">24%</td> <td style="text-align: center;">Sep 2004</td> </tr> <tr> <td style="text-align: center;">32%</td> <td style="text-align: center;">Sep 2005</td> </tr> <tr> <td style="text-align: center;">40%</td> <td style="text-align: center;">Sep 2007</td> </tr> </table>	<u>Baseline</u>	<u>Date</u>	20%	Sep 2002	<u>Targets</u>		24%	Sep 2004	32%	Sep 2005	40%	Sep 2007
<u>Baseline</u>	<u>Date</u>															
20%	Sep 2002															
<u>Targets</u>																
24%	Sep 2004															
32%	Sep 2005															
40%	Sep 2007															
<u>Social, Economic, & Environmental Justice</u>																
<i>Job Creation and Workforce Strategies</i>	Date <u>Expected</u>	Date <u>Expected</u>	Date <u>Expected</u>	<i>Percent middle income & lower level workers who made a defined career advance in last 3 years.</i>												
<ul style="list-style-type: none"> •Workforce development incentives. •Initiatives targeting growth of industries with accessible middle class jobs & good career ladders. 	<p style="text-align: center;"><i>For no. workers</i></p> <ul style="list-style-type: none"> • 50,000 Jan 2003 •100,000 Jan2004 <p style="text-align: center;"><i>New jobs targeted</i></p> <ul style="list-style-type: none"> •20,000 Jan 2003 •40,000 Dec 2003 •60,000 Dec 2004 	<p style="text-align: center;"><i>For no. workers</i></p> <ul style="list-style-type: none"> • 50,000 Apr 2003 •100,000 Apr2004 <p style="text-align: center;"><i>New jobs targeted</i></p> <ul style="list-style-type: none"> •20,000 Apr 2003 •40,000 Apr 2004 •60,000 Apr 2005 	<p style="text-align: center;"><i>No. workers benefiting</i></p> <ul style="list-style-type: none"> • 40,000 Apr 2004 • 90,000 Apr 2005 <p style="text-align: center;"><i>Targeted jobs added</i></p> <ul style="list-style-type: none"> •20,000 Apr 2004 •40,000 Apr 2005 •60,000 Apr 2006 	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><u>Baseline</u></td> <td style="text-align: center;"><u>Date</u></td> </tr> <tr> <td style="text-align: center;">20%</td> <td style="text-align: center;">Sep 2002</td> </tr> <tr> <td colspan="2" style="text-align: center;"><u>Targets</u></td> </tr> <tr> <td style="text-align: center;">30%</td> <td style="text-align: center;">Sep 2005</td> </tr> <tr> <td style="text-align: center;">40%</td> <td style="text-align: center;">Sep 2006</td> </tr> <tr> <td style="text-align: center;">50%</td> <td style="text-align: center;">Sep 2007</td> </tr> </table>	<u>Baseline</u>	<u>Date</u>	20%	Sep 2002	<u>Targets</u>		30%	Sep 2005	40%	Sep 2006	50%	Sep 2007
<u>Baseline</u>	<u>Date</u>															
20%	Sep 2002															
<u>Targets</u>																
30%	Sep 2005															
40%	Sep 2006															
50%	Sep 2007															
<i>NOTE: Initiatives, measures, & numbers in this figure are illustrative only and are not meant to be realistic.</i>																

Organizing Players for Scorecards

- Examples of Potential Civic Resources:
 - Civic Alliance members and other active civic organizations with issue-specific expertise.
 - Organizations with public performance measurement expertise, e.g., ASPA, Straphangers.
- A cognizant civic oversight group for each major issue.
 - *Invite issue-cognizant public agencies to participate and provide support.*
- A core scorecard team for overall scorecard.
 - *Invite agencies with broad rebuilding mandate (e.g., PA, LMDC) to participate and provide support.*

Developing Scorecards

- Develop **issue structure** for overall scorecard.
- Develop **basic framework** for major issues, focusing on **major initiatives & desired outcomes**.
- Provide opportunities for **public involvement** to revise framework & outcomes, help determine broad **weighting schemes**, and participate in future **data collection**.
- Work with **public agencies**, where possible, to develop **planning & implementation timelines** and **how to score** each initiative over time.
- Formulate **performance measures** for outcomes.
- Obtain **baseline data & set future targets** for measures.

Determining Results for Each Periodic Report

- Collect data.
- Score each initiative based on its timeline.
- Roll up initiative scores to issue scores.
- Roll up issue scores to total score.
- Occasionally recalibrate scoring system:
 - Technical Recalibration: by cognizant group.
 - Normative or “Value” Recalibration (e.g., re-weighting issues): Involve the public.
 - Clearly disclose all recalibration.