



Economic Success Strategic Plan Measures and Indicators

September 29, 2016

fairfaxcounty.gov/success

Vision, Fundamentals, Goals, 92 Actions

Overarching Vision



"...No community has a preordained right to prosperity. Prosperity can only be achieved and sustained when a community's citizens, businesses and government work in concert for everyone's benefit..."

...Our vision is a community where businesses, residents, and employees of a variety of ages, abilities, and experiences want to live, work, play, learn, and thrive..."

Goal One

Further Diversify Our Economy

Goal Two

Create Places Where People Want to Be

Goal Three

Improve the Speed, Consistency, and Predictability of the Development Review Process

Goal Four

Invest in Natural and Physical Infrastructure

Goal Five

Achieve Economic Success through Education and Social Equity

Goal Six

Increase Agility of County Government



Virginia Tech Role

- Deliverables
- Stakeholder Process
 - Survey
 - Sent to about 200 stakeholders
 - Met with approximately 50 internal and external stakeholders in group and one-on-one sessions
 - Diverse group, touching on each of the goals



Virginia Tech Role

- Identify our goals
 - What are we trying to achieve broadly
 - Talk to stakeholders
- How do different stakeholders perceive what we should be doing?
 - Identify themes
- Look for patterns of similarity across the different stakeholder groups
- Look for areas where there is disagreement and try to understand why
 - Prioritize
 - Identify and develop “good” measures for each prioritized theme
 - Measure, analyze, decide



Characteristics of Good Measurements

1. Have stakeholder buy-in
2. Are not output or input measures
3. Are not simply about efficiency
4. Are contextually oriented
5. Rely on more than one item
6. Can be feasibly measured
7. Are adaptable
8. Do not start out as symbolic
9. Adequately ambitious
10. Realistically achievable

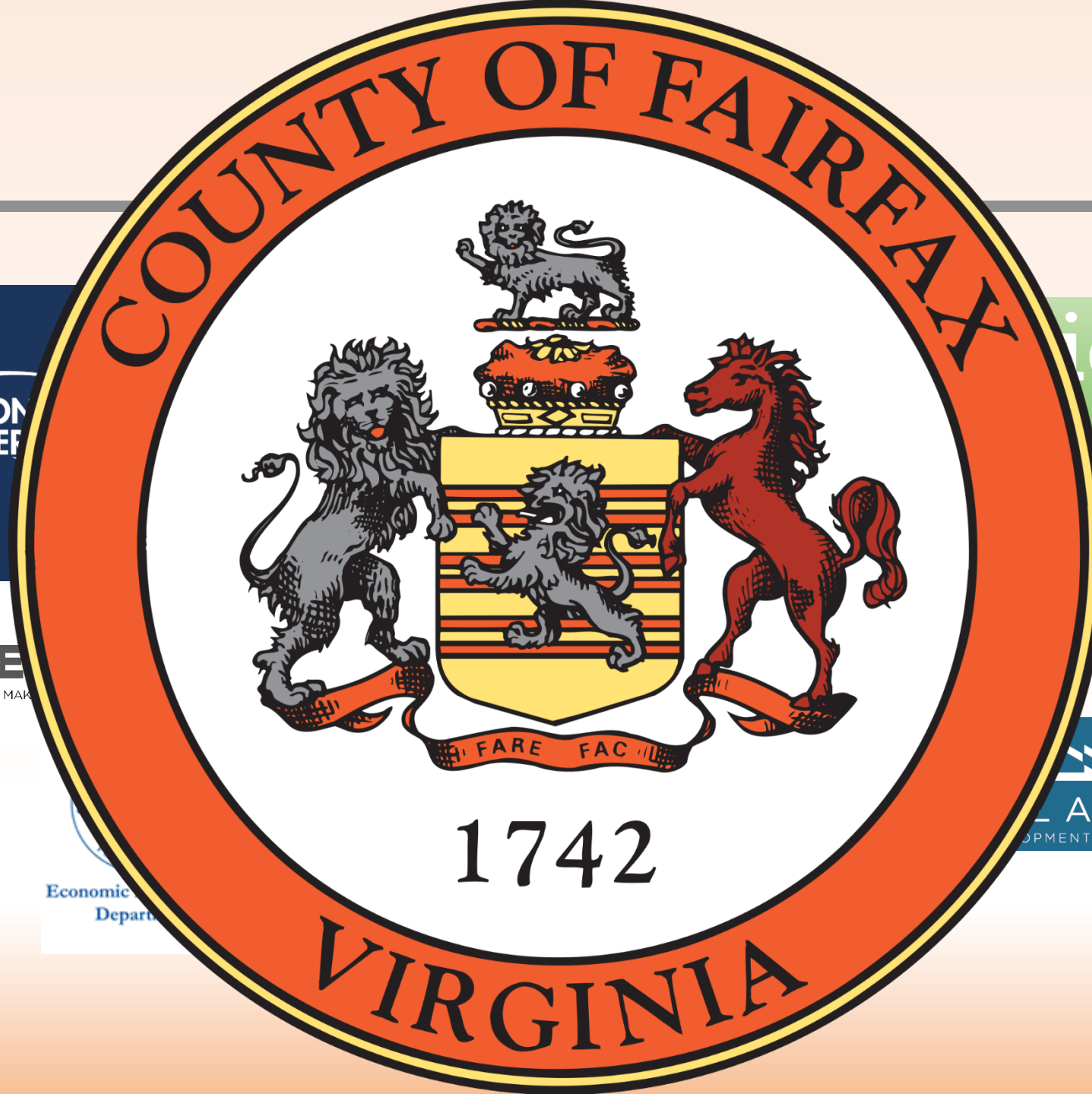


America's Next Top Model Jurisdiction

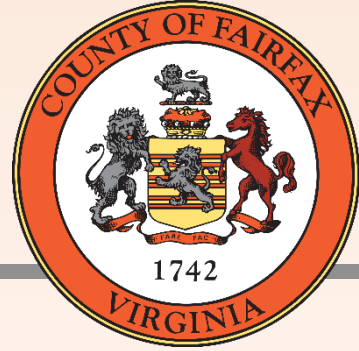


Economic Development
Department





Uniquely Fairfax



- Measures should serve as galvanizing force both internally and with external stakeholders.
 - Stakeholders should see themselves and their interests in their measures
 - Measures should influence plans and programs
- Measures should reflect the goals of the Economic Success Strategic Plan
 - Measures should be meaningful and effective internal management tools
 - Measures should be holistic and interdisciplinary
- Measures should reflect a Fairfax point of view



In Practice

- Working with internal and external stakeholders
 - Metrics fatigue
 - Sentimental favorite metrics
- Political Realities
 - Comparing ourselves to others
 - Difference between working with consultants vs. academics
 - Never underestimate the intoxicating power of good graphics
- Translating the work in a meaningful way
 - Evoking an emotional response
 - Metrics as a call to action



Implementation

- Tiered approach?
 - Marquis strategic indicators
- Annual review of measures
- Annual report on action items
 - Report on Plan's 92 action items in October



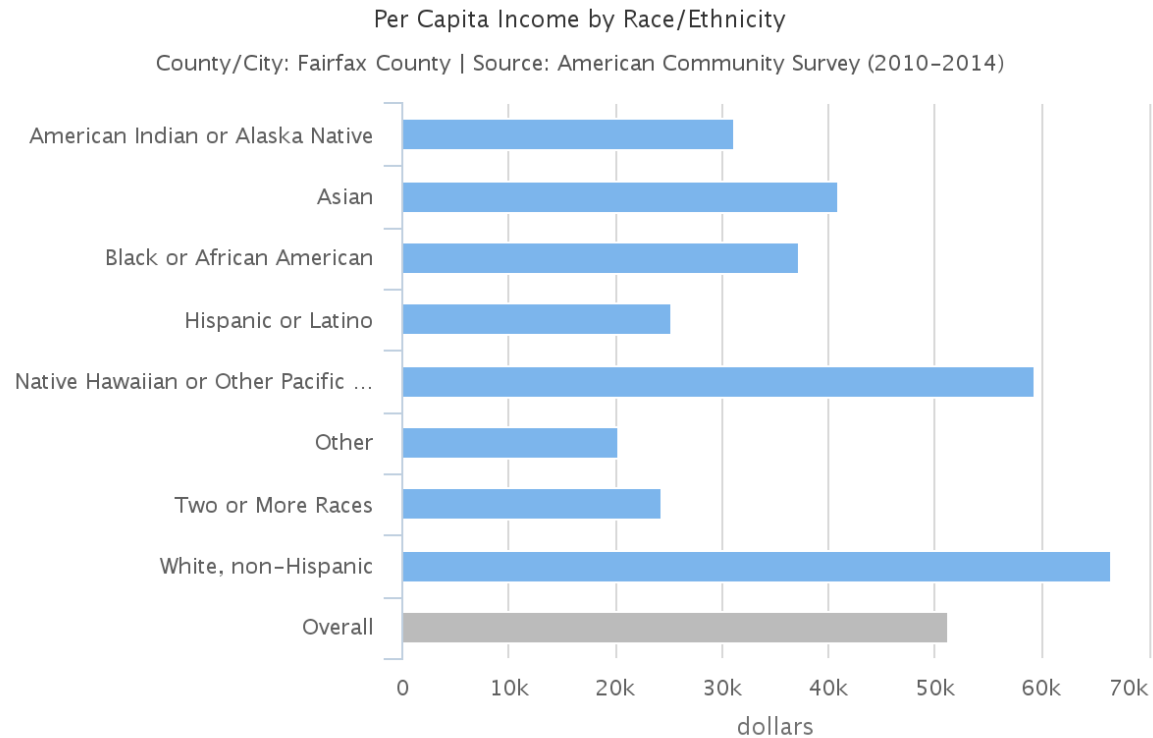
Strategic Indicators: Innovation and Equity

Theme	Sub-themes	Indicators
Innovation and Equity	Economic innovation and sustainability	New business starts by sector
		Employment by sector
		Total job growth
		Innovation index
		(Consider creating index to include: VC deployment; Research & Development expenditures and employment; patents. Can also include expenditures on education; exports; new business density, employment in STEM fields)
	Health, housing and education	Ratio of Median income to Average Income
		Housing and transportation burden
		Employment by race and educational level
		Percent of kindergarten students reaching literacy benchmarks
		8th grade math SOL scores
		Percent of students earning a career credential
		Child opportunity index
		Health quality index

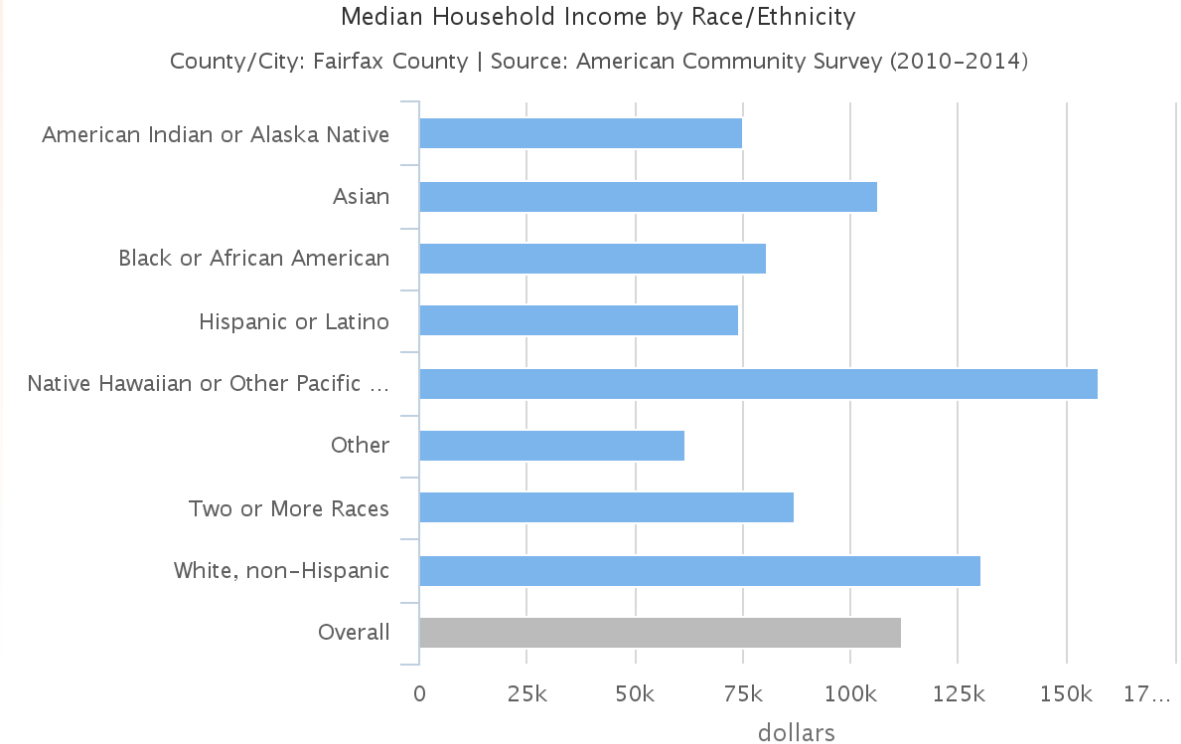


Health, Housing, and Education

Indicator: Per Capita Income (4 yr avg) – overall \$51,137

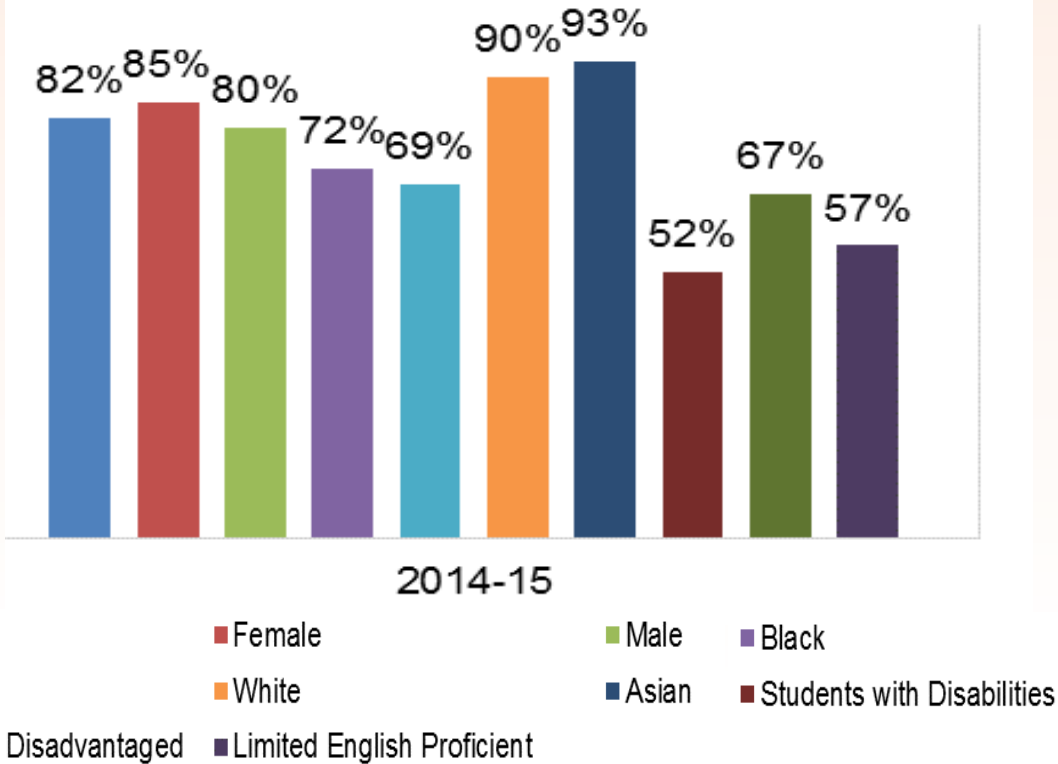


Indicator: Median Household Income (4 yr avg) - overall \$112,102



Health, Housing, and Education

Indicator: 8th Grade Math SOL Pass Rates

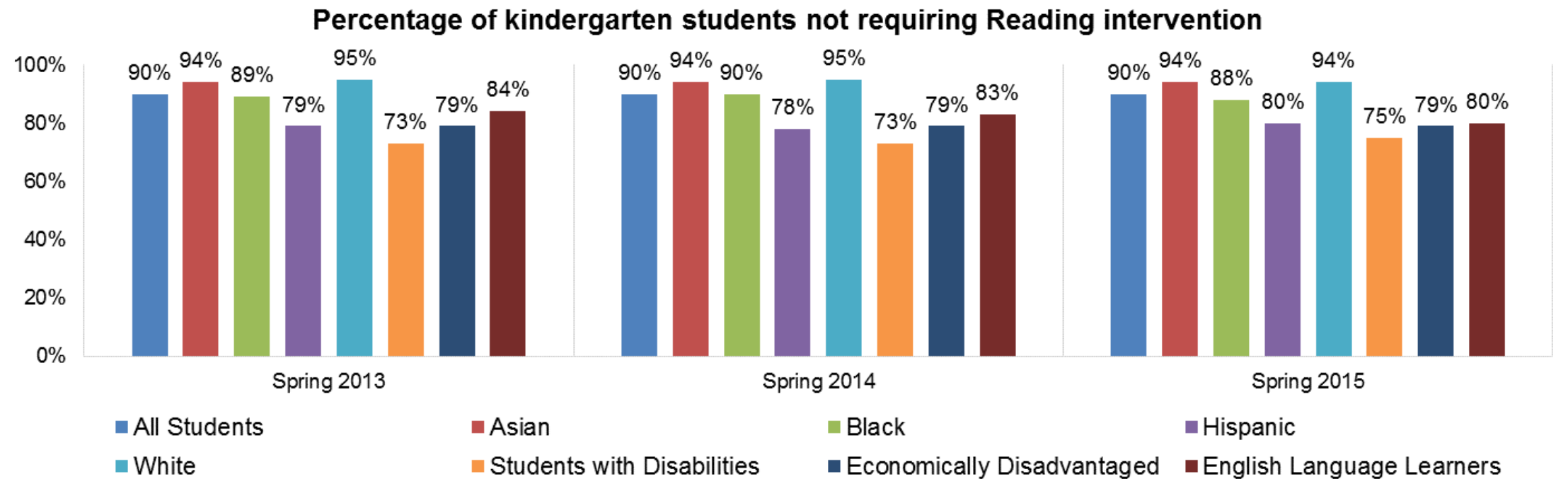


Indicator: Housing Burden (by age)



Education, Housing, Health

Indicator: Percent of kindergarten students reaching literacy benchmarks



Strategic Indicators: Places and Infrastructure

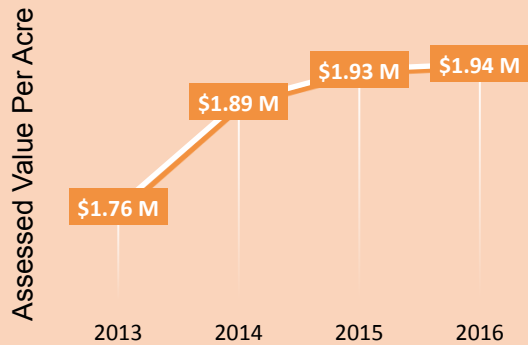
Theme	Sub-themes	Indicators
Places and infrastructure	Economic innovation and sustainability	Walkability Score in Activity Centers
		Mode Share
		Jobs within a 45 minute commute
	Activity Centers and creating value	Density near transit
		Assessed Value/Acre in Activity Centers and CRDs
		Hotel revenue generated
		Retail sector access (1/4 mi)
	Environment and infrastructure	Parks access (1/4 mi)
		Air Quality
		Ratio of total dollar investment in maintenance per total dollar value of county assets



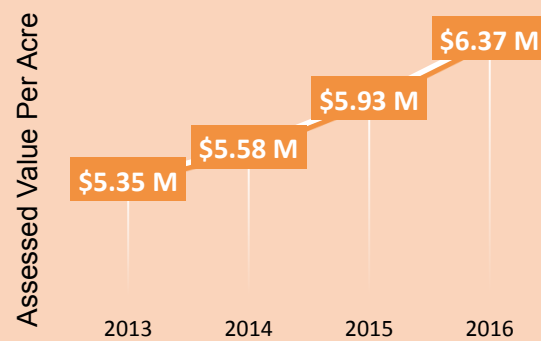
Activity Centers and creating value

Indicator: Assessed Value per Acre in Activity Centers & CRDs

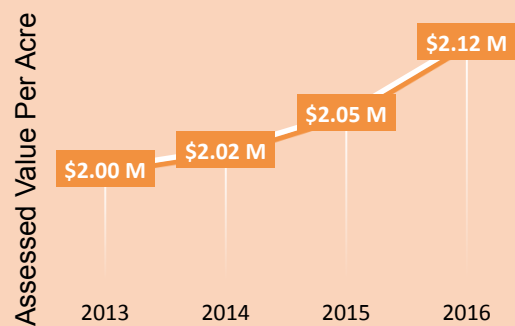
RICHMOND HIGHWAY CRD
699 Acres



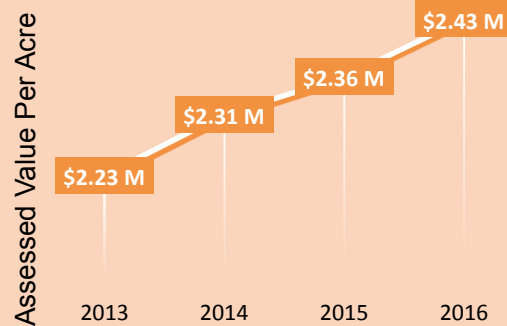
TYSONS URBAN CENTER
2140 Acres



SPRINGFIELD CRD
250 Acres



SEVEN CORNERS CBC
255 Acres



Map: [Economic Activity Centers](#)

Indicator: Hotel Revenue Generated

General Fund: Transient Occupancy Tax

Fiscal Year

Revenues

FY 13

\$18,990,201

FY 14

\$18,329,279

FY 15

\$20,040,188

FY 16

\$20,504,253

http://www.fairfaxcounty.gov/dmb/fy2017/adopted/overview/15_general_fund_revenue_overview.pdf



Strategic Indicators: Places and Infrastructure

Theme	Sub-themes	Indicators
Governance and financial stewardship	Communication and culture	Social media Clicks, Interactions
		Community-wide resident feedback
	Regulatory Processes	Development review time
		Development process feedback
	Sound financial decisions	Total assessed value - commercial
		Ratio of commercial vs. residential real estate tax base
		Debt ratio

Communication and Culture

Indicator: Social Media Clicks and Interactions

OFFICE OF PUBLIC AFFAIRS AGENCY DASHBOARD			
Key Data	FY 2014	FY 2015	FY 2016
1. Facebook Reach (all County accounts)	11,603,306	28,313,758	58,827,954
2. Twitter Reach (all County accounts)	14,746,461	23,550,698	56,295,975
3. NewsCenter Page Views ⁽¹⁾	NA	NA	706,391
4. County YouTube Minutes Watched	278,726	408,656	558,436
5. Emergency Information Blog Views ⁽²⁾	499,967	349,977	343,718
6. 703-FAIRFAX Customer Service Interactions	59,652	62,816	61,977
7. NewsWire Posts	1,754	1,869	2,459
8. NewsLink Emails to Employees	246	246	248
9. Team Fairfax Insider Issues	22	24	22

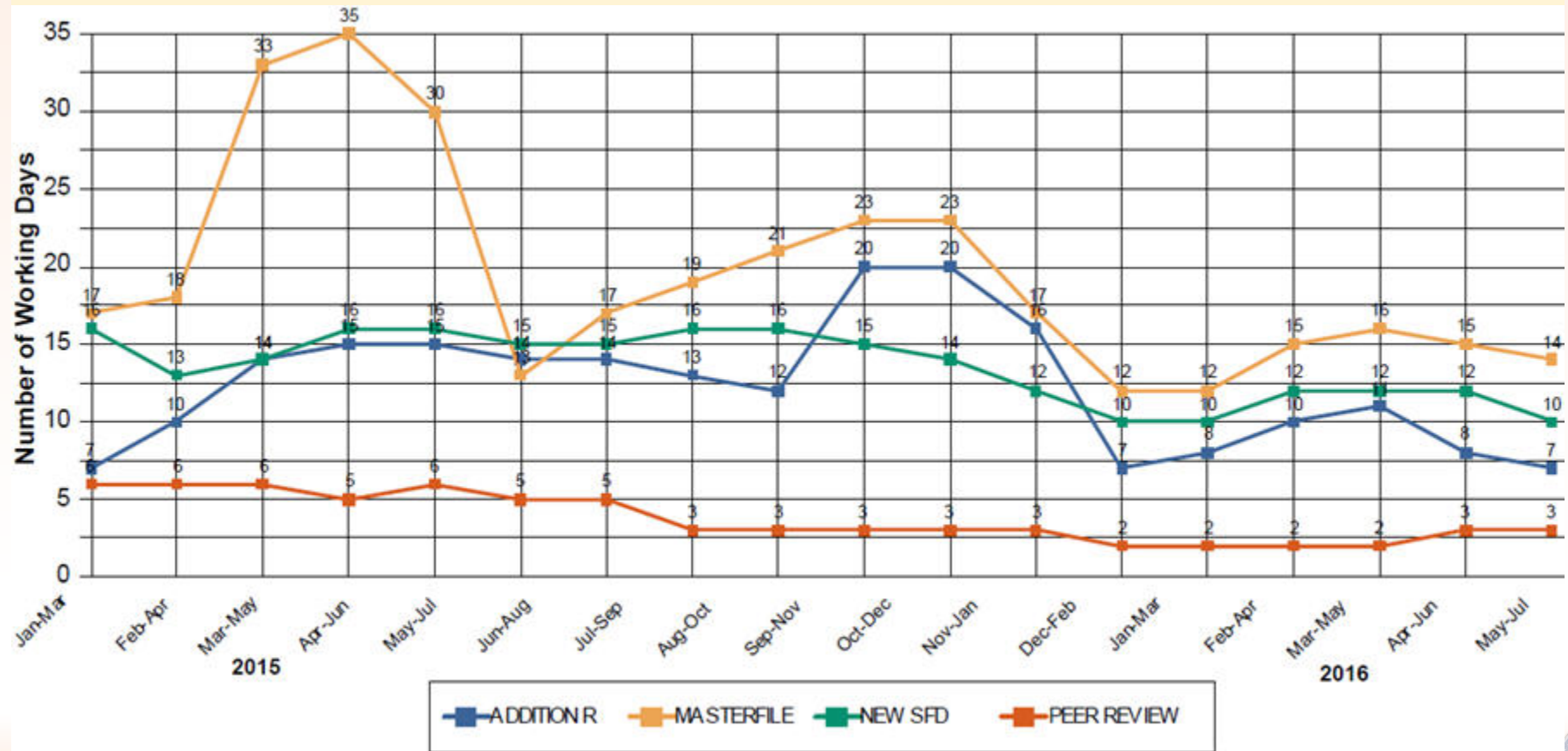
(1) NewsCenter began August 2015 (FY 2016); therefore, data represent 11 months.

(2) FY 2014 Emergency Blog Views were primarily related to snowstorms. Over the next two fiscal years, use of Facebook and Twitter as sources of information during weather-related events steadily increased.



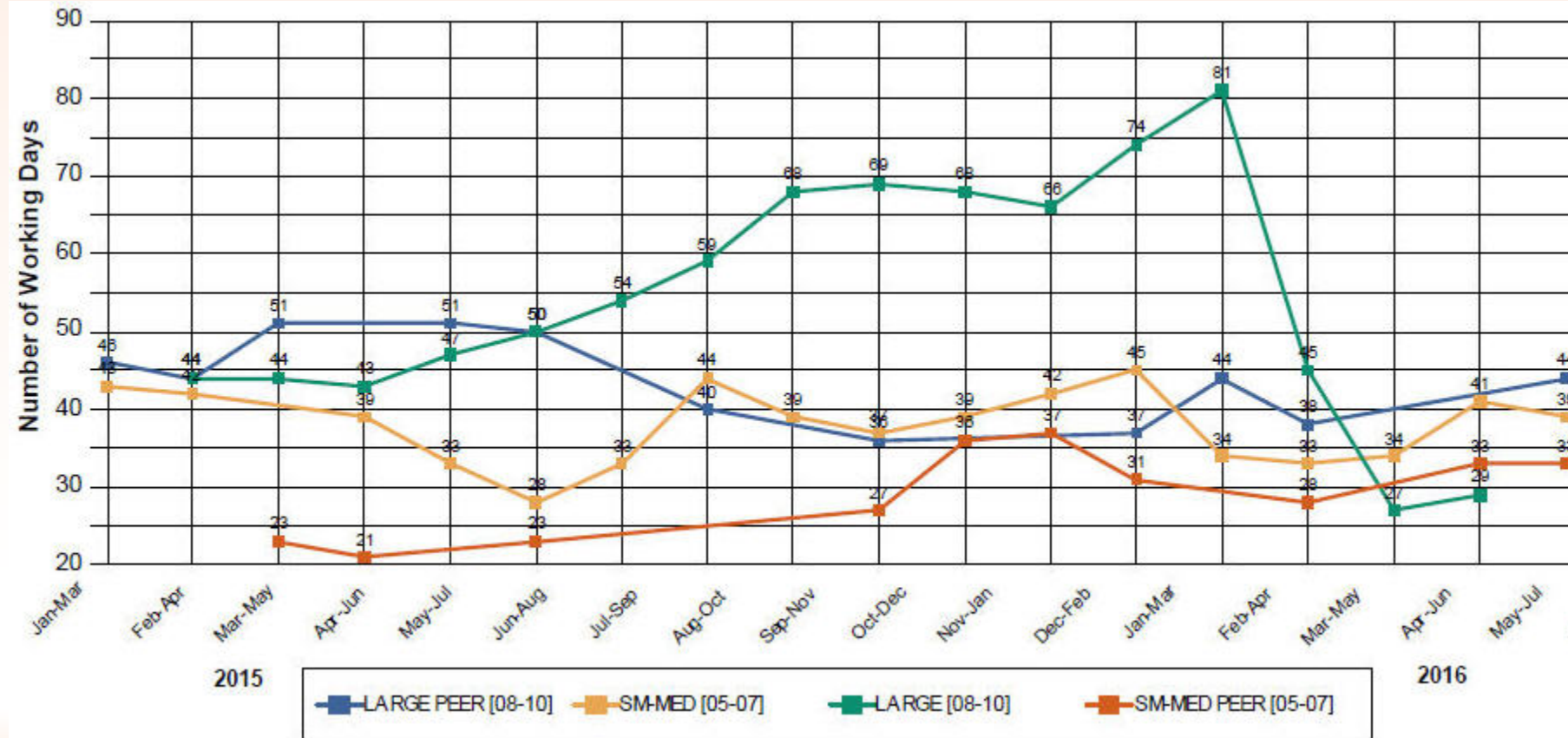
Regulatory Processes

Indicator: Residential Review Times



Regulatory Processes

Indicator: New Commercial Construction Review Times



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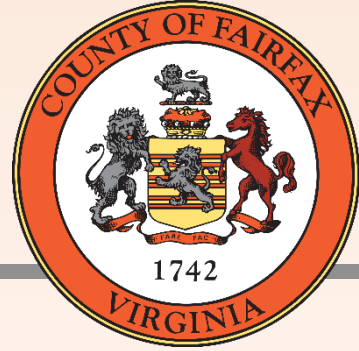
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Next Steps



- Goal setting process
 - Goals that are ambitious
 - Goals that are attainable
 - Identify targets
- Annual review
- Report in October

