



FAIRFAX ECONOMIC SUCCESS STRATEGIC PLAN

SUCCESS INDICATORS AND PERFORMANCE MEASURES DATA BOOKLET

2019

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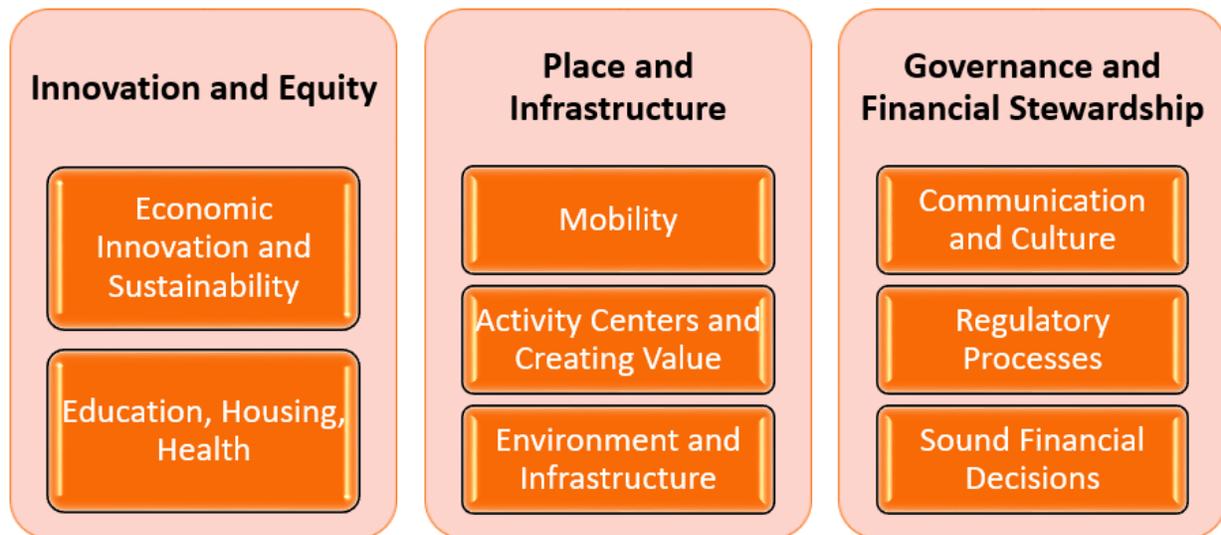
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INTRODUCTION

PURPOSE

The ESSP performance data booklet was first published in December 2017 to provide performance measurement support to the county's Economic Success Strategic Plan. Thirty-five success indicators were identified and then categorized into three overarching themes and eight sub-themes to provide a holistic and integrated view of the county's economic performance in areas related to innovation, education, equity, mobility, the environment, community engagement, and government operations. The themes and sub-themes are presented below.



Together, the 35 indicators represent a diverse and broad-based perspective related to the success of the county's economic development efforts. County policies and programs may directly influence some indicators (internal data sources), while others are influenced by wider regional and national trends (external data sources). Over time, it is expected that these indicators will continue to evolve in order to inform the plans and projects of internal and external stakeholders by providing goals, targets, and priorities.

This is an annual update to the initial publication containing current information for the 35 indicators and includes available performance data, charts, as well as visualization of data through infographics and mapping applications. Note that not all 35 indicators have updated information as data may not have changed or is not available from the previous year.

BACKGROUND

In March 2015, the Fairfax County Board of Supervisors adopted the [Strategic Plan to Facilitate the Economic Success of Fairfax County](#). This wide-ranging plan conceives of economic success from a broad perspective that encompasses not only aspects of business, innovation, and entrepreneurial activity, but also incorporates the creation of place as an economic driver, as well as natural and physical infrastructure, equity, education, and transportation. Each of these components are evident in the plan's [six strategic goals](#):

1. **Further Diversify Our Economy**
2. **Create Places Where People Want to Be**

3. **Improve the Speed, Consistency, and Predictability of the Development Review Process**
4. **Invest in Natural and Physical Infrastructure**
5. **Achieve Economic Success Through Education and Social Equity**
6. **Increase the Agility of County Government**

In 2016, the county worked with [Virginia Tech’s School of Public and International Affairs \(SPIA\)](#) to identify a set of performance indicators in order to demonstrate progress on the county’s Economic Success Strategic Plan (ESSP). The process to develop a set of meaningful indicators was extensive and emphasized engagement with a range of internal and external stakeholders. The team distributed a survey to approximately 200 stakeholders and met with over 60 internal and external stakeholders in group and one-on-one sessions to identify and refine the indicators based on common interests, themes, and to prioritize what is most important.

The result of the planning effort produced the 35 ESSP indicators of success that were approved by the Economic Advisory Commission-Implementation Team in the spring of 2017. As noted above, the indicators are organized around a set of overarching themes (3) and sub-themes (8) based on the linkages between the ESSP strategic goals. When considering the measures for the goals, the project team noted confluence and commonalities in several areas. Rather than developing indicators that were tied directly to the ESSP goals, the team organized the indicators around themes based on the natural affinity between goals 1 and 5, goals 2 and 4, and goals 3 and 6.

[Innovation and Equity](#) (Goals 1 and 5) indicators focus on measuring the health of the county’s economy, its innovation ecosystem, and how county residents access economic success. This theme contains 17 indicators.

- ❖ [Economic Innovation and Sustainability \(9 indicators\)](#)
- ❖ [Education, Housing, Health \(8 indicators\)](#)

[Place and Infrastructure](#) (Goals 2 and 4) indicators focus on illustrating the interconnectedness of land use, infrastructure, and transportation in creating places and environments that are accessible and positively contribute to county residents’ quality of life. This theme contains 11 indicators.

- ❖ [Mobility \(3\)](#)
- ❖ [Activity Centers and Creating Value \(5\)](#)
- ❖ [Environment and Infrastructure \(3\)](#)

[Governance and Financial Stewardship](#) (Goals 3 and 6) indicators focus on measuring efforts made by the county government to improve transparency, stakeholder engagement, internal processes, and accountability. This theme contains seven indicators.

- ❖ [Communication and Culture \(2\)](#)
- ❖ [Regulatory Processes \(2\)](#)
- ❖ [Sound Financial Decisions \(3\)](#)

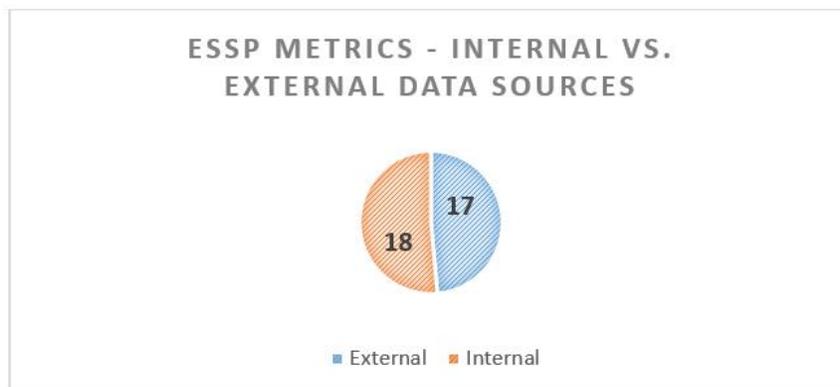
The grouping of the indicators into the eight sub-themes allows for a quick and high level interpretation of the overall economic health of Fairfax County. For example, the sub-theme, “Economic Innovation and Sustainability” contains an eclectic group of measures covering areas related to new business starts, employment levels, worker education, wage growth, and venture capital. Collectively, the nine indicators measure the health and strength of the county’s economy, employment levels, and innovative and sustainable ecosystems.

ECONOMIC INNOVATION AND SUSTAINABILITY (9 INDICATORS):



METHODOLOGY

In developing the ESSP success indicators, the goal was to identify a robust and balanced mix of internal county data sources as well as information owned and maintained by external organizations. The data sources for the indicators and the correlating performance measures are composed of both internal county data as well as external data. Indicators that collect data from internal county resources will be maintained and managed by designated county staff. Data that is collected from external sources will be retrieved by Office of the County Executive staff on an annual basis. Future updates to the data booklet will be contingent upon regular updates and accessibility to these data sources.



It should be noted that several of the success indicators and correlating performance measures were being collected and analyzed for the first time, therefore there may be a need for additional work and analysis to be completed in order to determine trends and identify benchmarks and targets. Most indicators will be assessed on an annual basis.

INTERACTIVE DATA INFOGRAPHICS

In an effort to create enhanced visualization of information as well as interactive representation of data, [several infographics](#) were developed using various internal county and external data sources. External data sources included the U.S. Census Bureau and the U.S. Bureau of Labor Statistics, while internal data sources were retrieved from the Department of Tax Administration. The infographics are designed to be user-friendly, visual and organized, and provide interactive capabilities to enable users to sort and filter data by year and demographics.

INTERACTIVE AND STATIC MAPPING TOOLS

Several interactive and static mapping resources were developed to assist county staff and the public in understanding the geographic data being used to address applicable economic success indicators. In addition to standard interactive map functionality of turning layers on and off and clicking features on a map to see more information about them, configurable tools have been deployed in these apps to add more complex analysis capabilities that, in the past, were confined to desktop mapping applications.

For example, advanced searching and filtering tools allow for focused browsing of the apps to find and view information for adjustable subsets of the data. Other tools give the user the functionality to select a feature in one layer and use it to quickly select and summarize the coincident features of another layer in the map. Lastly, the addition of time-enabled layers and tools adds the ability to view and analyze data temporally as well as spatially. These advanced tools assist the users of these apps to more effectively interact with the maps and better understand the underlying data.

Static maps were also created to provide a visual geographic representation of how various data sources (i.e., access to park entrances, hotel revenue, walkability, and transportation modes) influence economic decision making within the county.

The County Executive's Office has been a long-standing advocate of GIS integration to support county operations and business. With the development, implementation, and future maintenance and enhancement of these maps, it is expected that the County Executive's Office will increase its utilization of GIS to help achieve the county's goal of economic success, as well as utilize data to facilitate informed decision making. These data driven mapping applications will undoubtedly become valuable resources for economic success stakeholders as well as the community who live, work, and visit Fairfax County.

ECONOMIC ACTIVITY CENTERS

Several of the indicators pertain to the county's [35 economic activity centers](#). The ESSP places a focus on the planning and development of mixed-used communities that provide multi-modal transportation options, contain employment opportunities, a mix of housing types and price points, as well as vibrant retail and entertainment options. The activity centers are generally composed of the following (Fairfax County Government, 2017):

1. **Community Business Centers** – these centers typically are planned for over 1,000,000 sq. ft. of commercial space. Historically older community-serving commercial areas that emerged along major

roadways, community business centers are areas where redevelopment should encourage a mix of uses focused around a core area of higher intensity, such as a town center or main street in a pedestrian-oriented setting. Transitions in intensity and compatible land uses should protect surrounding stable residential neighborhoods.

2. **Transit Station Areas** – these areas encompass Metrorail stations (where applicable, a TSA might also be adjacent to a Metrorail station in a neighboring locality) and are directly influenced by the presence of access points to the Metrorail system. Transit station areas promote a land-use pattern that supports Metrorail by encouraging a mix of uses in a compact, pedestrian-friendly urban form within walking distance of the rail station. The transit-oriented development (TOD) area may be generally defined as a quarter-mile radius from the station platform with a density and intensity tapering to within a half-mile radius from the station platform or a 5-10 minute walk. Within the region, Metrorail provides a vital public transportation choice that enhances accessibility and reduces the reliance upon single occupancy vehicle use. Transit station area boundaries are strongly influenced by the area's access characteristics and the relationship of the station to surrounding stable neighborhoods.
3. **Suburban Centers** – suburban centers are employment centers located along major arterials. These areas are evolving to include mixed-use cores such as transit station areas and town centers that are more urban in character. The core areas are generally surrounded by transitional areas of lesser intensity.
4. **Tysons Urban Center** – Tysons is a significant economic engine to the region. The vision for Tysons includes a dynamic urban center marked by the socioeconomic diversity of residents and workers; a wide range of opportunities and activities; the quality of buildings, aesthetics, and open spaces; and connections and accessibility for all. Tysons includes four transit-oriented development (TOD) areas surrounding four Metrorail stations.

COUNTY DEPARTMENT PARTICIPATION

The following Fairfax County departments contributed information to the data booklet:

- ❖ Department of Information Technology
- ❖ Department of Management and Budget
- ❖ Department of Planning and Zoning
- ❖ Department of Tax Administration
- ❖ Park Authority
- ❖ Health Department
- ❖ Land Development Services
- ❖ Neighborhood and Community Services
- ❖ Office of the County Executive
- ❖ Office of Public Private Partnerships
- ❖ Office of Public Affairs

ECONOMIC SUCCESS STRATEGIC PLAN INDICATORS

Click on the indicator to view more information to include a description, performance measure, available data, analysis, data source, and if applicable, an interactive infographic or map. Data in blue indicate an update from last year's publication.

THEME	SUB-THEME	INDICATOR (To view a specific indicator, click on the title)	DATA
INNOVATION AND EQUITY	ECONOMIC INNOVATION AND SUSTAINABILITY	NEW BUSINESS STARTS	2,454 (2017)
		EMPLOYMENT BY SECTOR	601,870 (2017)
		BUSINESS ESTABLISHMENTS	37,198 (2017)
		POPULATION WITH POSTGRADUATE DEGREES	31.8% (2017)
		WAGE GROWTH ACROSS SECTORS	\$84,112 (2017)
		VENTURE CAPITAL EXPENDITURES	\$10M (2018)
		ANGEL INVESTMENT	\$3.4M (2018)
		RESEARCH AND DEVELOPMENT DOLLARS	47% (2017)
		PATENTS	446 (2015)
	EDUCATION, HOUSING, HEALTH	MEDIAN HOUSEHOLD INCOME TO AVERAGE HOUSEHOLD INCOME	1.26 (2017)
		HOUSING AND TRANSPORTATION BURDEN	31.1% (2017)
		EMPLOYMENT BY RACE AND EDUCATIONAL LEVEL	96.6% (2017)
		KINDERGARTEN STUDENTS REACHING LITERACY BENCHMARKS	88% (2017)
		ADVANCED ACADEMIC ENROLLMENT AND COMPLETION BY SUBGROUP	70% (2017)
		STUDENTS EARNING CAREER CREDENTIAL	86% (2017)
CHILD OPPORTUNITY INDEX		73.6% (2013)	
SOCIAL AND ECONOMIC FACTORS RANKING		5 (FY18)	
PLACE AND INFRASTRUCTURE	MOBILITY	WALKABILITY SCORE IN ACTIVITY CENTERS	52 (2018)
		MODE SHARE	70.9% (2017)
		45 MINUTE COMMUTE	73.1% (2017)
	ACTIVITY CENTERS AND CREATING VALUE	DENSITY IN TRANSIT STATION AREAS	8.8 (2017)
		ART ACCESS	28 (2018)
		ASSESSED VALUE/ACRE IN ACTIVITY CENTERS	\$1.8M (2017)
		HOTEL REVENUE GENERATED IN ACTIVITY CENTERS	2.9% (2018)
		RETAIL ACCESS	779 (2017)
	ENVIRONMENT AND INFRASTRUCTURE	PARKS ACCESS	19.6% (2016)
		AIR QUALITY	99.7% (2017)
		MAINTENANCE INVESTMENT OF COUNTY ASSETS	\$210M (FY19)
GOVERNANCE AND FINANCIAL STEWARDSHIP	COMMUNICATION AND CULTURE	COMMUNITY ENGAGEMENT	82.5% (2016)
		VOLUNTEERISM	85% (FY18)
	REGULATORY PROCESSES	DEVELOPMENT REVIEW TIMELINE	18 (FY18)
		DEVELOPMENT PROCESS CUSTOMER SURVEY	94% (2018)
	SOUND FINANCIAL DECISIONS	TOTAL ASSESSED VALUE – COMMERCIAL AND RESIDENTIAL	3.59% (FY19)
		COMMERCIAL/INDUSTRIAL PROPERTY VALUES AS PERCENTAGE OF REAL ESTATE TAX BASE	19.43% (FY19)
		DEBT RATIOS	8.52% (FY19)

INNOVATION AND EQUITY INDICATORS AND PERFORMANCE MEASURES

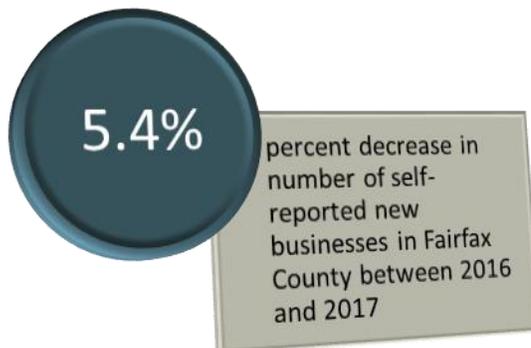
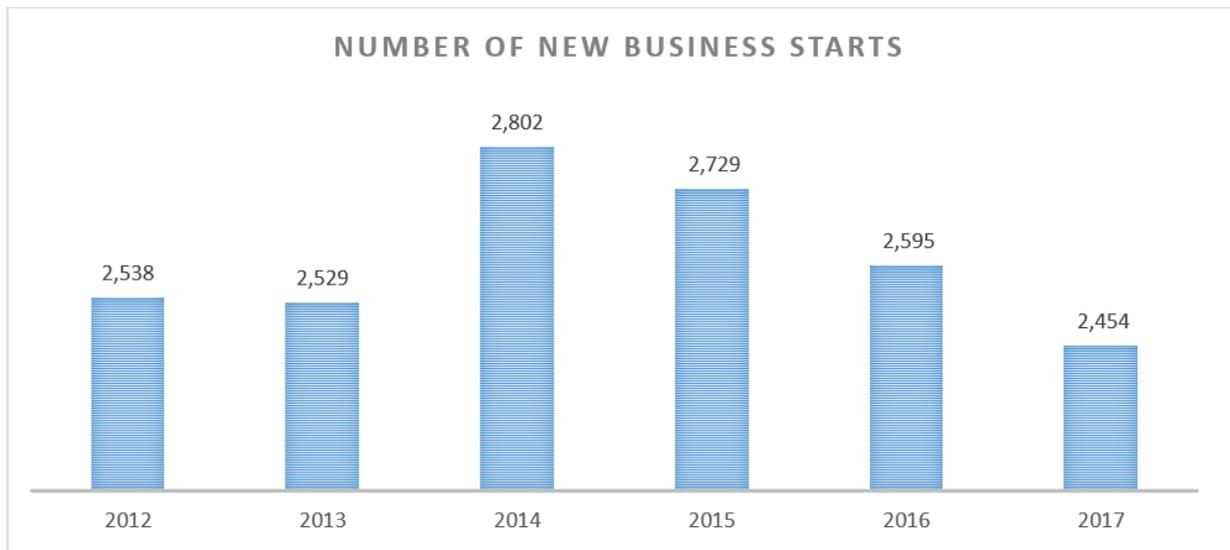
ECONOMIC INNOVATION AND SUSTAINABILITY

NEW BUSINESS STARTS

Description: Fostering new businesses facilitates a culture of entrepreneurship and fuels economic growth. To grow and support this culture, the county must fully understand both the characteristics of the existing employment market and the pipelines needed for cultivating the workforce of the future.

Performance Measure: *Number of New Business Starts* – represents the total number of new businesses operating in Fairfax County that registered and obtained a Business Professional and Occupational License (BPOL) tax to the Department of Tax Administration (DTA) during the tax year. Because BPOL is a self-reported tax, it may not provide a complete accumulation of total new business starts within the county. Data may not include businesses that may operate within a residential dwelling and have not registered yet with DTA.

Data: [Infographic – Business Professional and Occupational License](#)



Interpretation: New business starts that have been self-reported to the Department of Tax Administration has been declining since 2014.

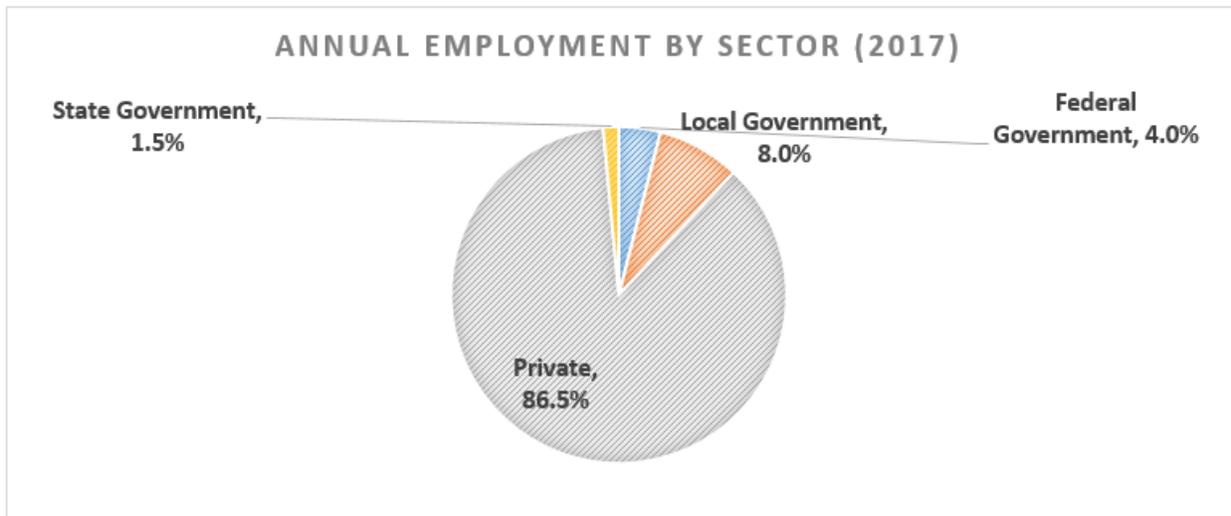
Source: [Fairfax County Department of Tax Administration](#)

EMPLOYMENT BY SECTOR

Description: Similar to business starts, rising employment indicates increased economic activity. Tracking employment by sector, closely with business starts, will help the county assess in which sector the largest employment growth is happening. Furthermore, private sector job growth is integral to future economic growth as it reflects a culture of innovation and entrepreneurial activity.

Performance Measure: *Percent of Annual Employment by Sector* – measures the annual percent of employment for the three government (federal, state, and local) and private sectors within Fairfax County.

Data: [Infographic – Employment and Wage](#)



Percent of Employment by Sector					
Year	Federal Government	Local Government	Private	State Government	Total Employment (thousands)
2012	4.1%	8.1%	86.2%	1.6%	590.5
2013	4.1%	8.0%	86.2%	1.6%	586.8
2014	4.1%	8.2%	86.1%	1.7%	579.5
2015	4.1%	8.1%	86.1%	1.6%	586.9
2016	4.0%	8.0%	86.4%	1.6%	595.3
2017	4.0%	8.0%	86.5%	1.5%	601.9



Interpretation: Total employment across all sectors slightly increased by 1.1% from 2016, while the percent of employment by sector has remained consistent over the last six years.

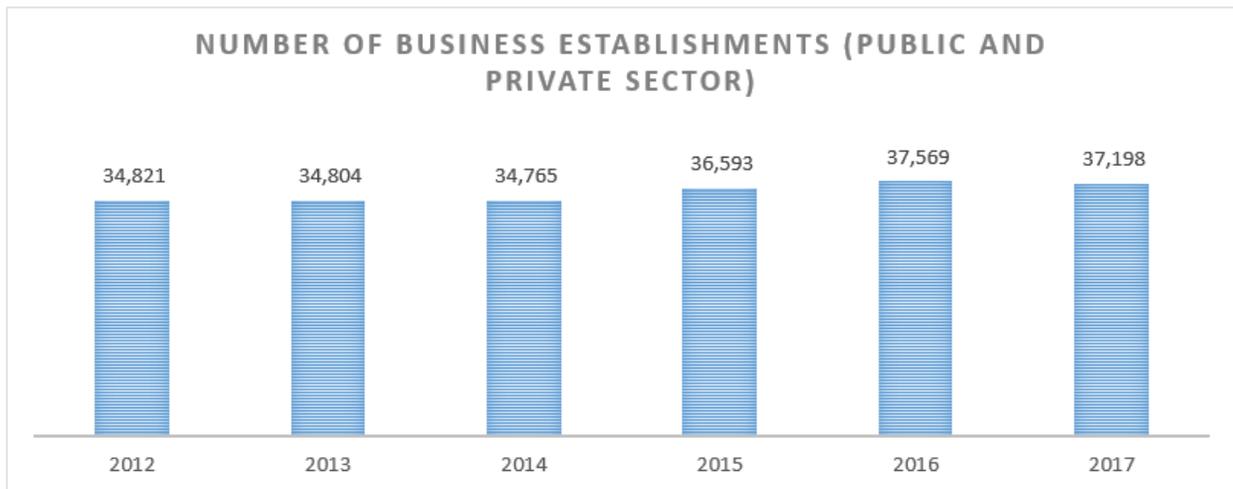
Source: [U.S. Bureau of Labor Statistics](#)/Quarterly Census of Employment and Wages

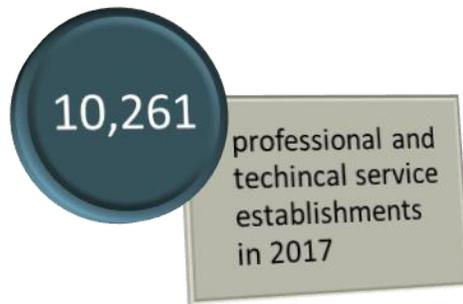
BUSINESS ESTABLISHMENTS

Description: By tracking the number of business establishments, the county can ensure that the benefits of a growing economy are accruing to workers across the full breadth of the county's diverse economy.

Performance Measure(s): *Number of Business Establishments* – measures the number of public and private sector business establishments in Fairfax County.

Data: [Infographic – Business Establishment for Public and Private Sectors](#)





Interpretation: Negligible decrease (1%) in business establishments in Fairfax County from the previous year (2016).

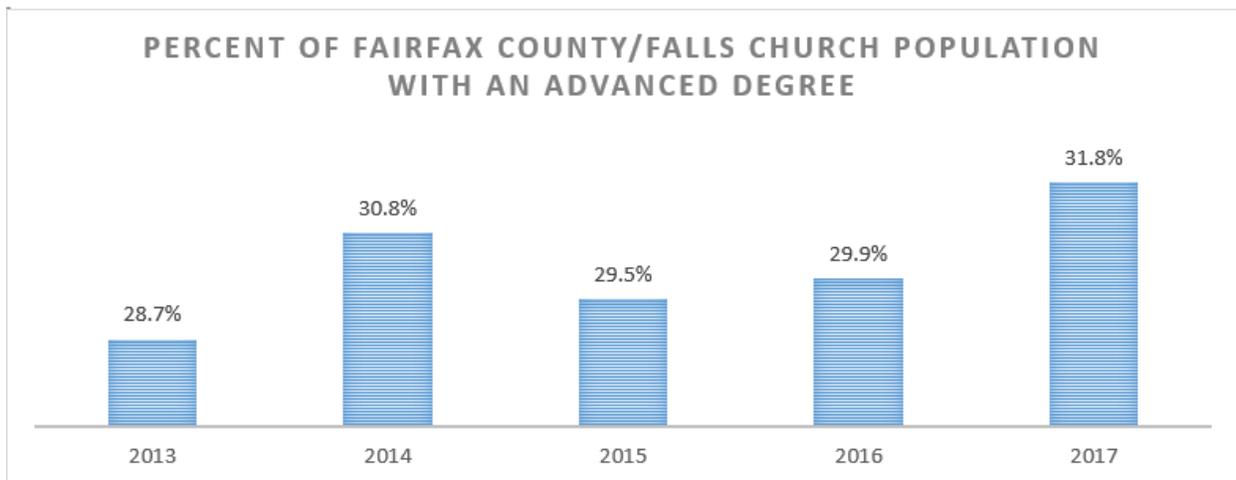
Source: [U.S. Bureau of Labor Statistics](https://www.bls.gov)/Quarterly Census of Employment and Wages, 2013 to 2017

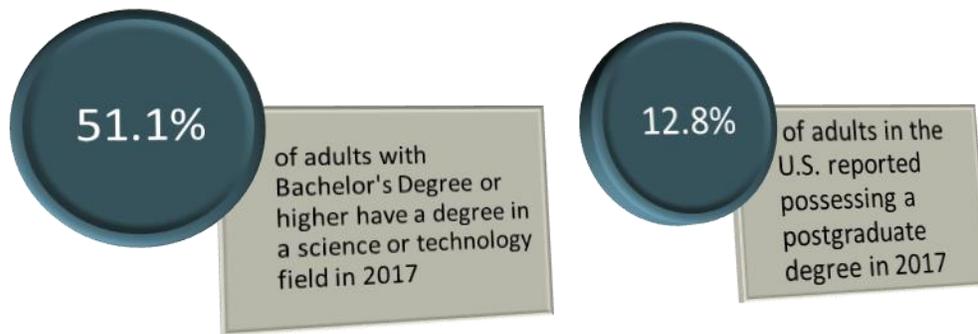
POPULATION WITH POSTGRADUATE DEGREES

Description: Given the professional, technical, and entrepreneurial orientation of much of the growth in the county’s economy, the county needs to maintain a focus on attracting a highly-skilled and educated workforce.

Performance Measure: *Percent of Population with a Postgraduate Degree* – measures the percent of Fairfax and Falls Church area residents (ages 25 years and older) that possess a postgraduate degree (i.e., master’s, PhD, and professional degrees beyond a bachelor’s degree).

Data: [Infographic – Educational Attainment](#)





Interpretation: Fairfax County continues to have a highly educated population with 31.1% possessing a postgraduate degree in 2017. In 2017, based on data collected from the Census Bureau’s Current Population Survey, 12.8 percent of adults (ages 25 and over) reported possessing an advanced degree (United States Census Bureau, 2017).

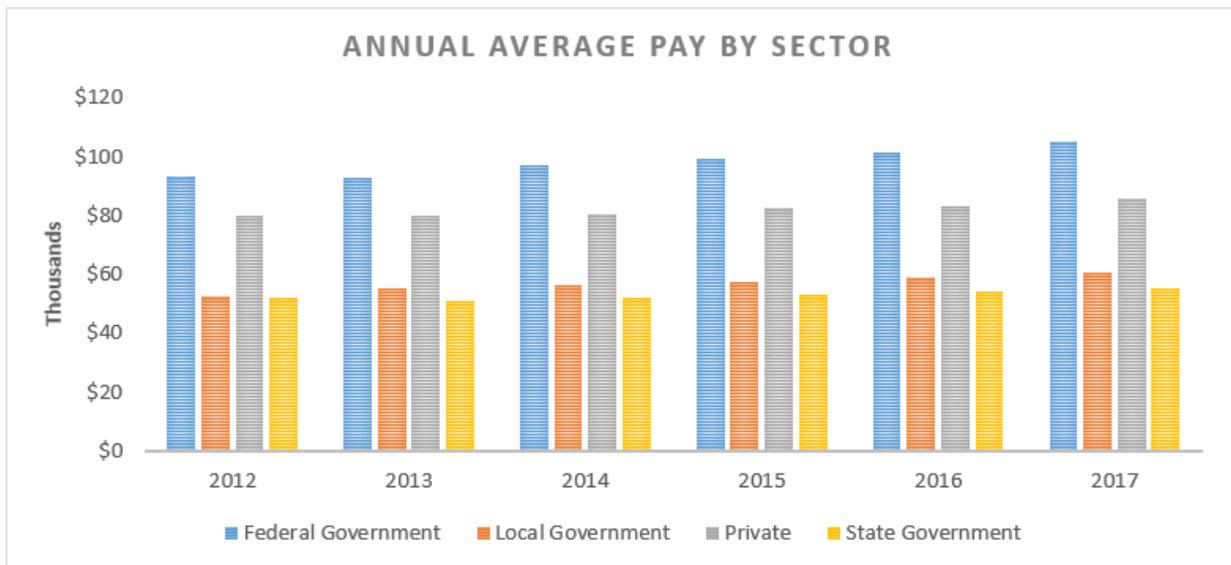
Source: [U.S Census Bureau](#), One-Year American Community Survey, PUMS Files, 2017

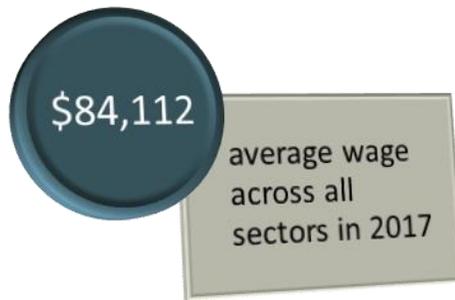
WAGE GROWTH ACROSS SECTORS

Description: Wage growth across sectors is important to track as the county wants to have quality jobs that pay well and enable workers to live in the county.

Performance Measure: *Annual Average Pay by Sector* – measures and compares the average annual pay for federal, state, and local governments, and the private sector within Fairfax County.

Data: [Infographic – Employment and Wage](#)





Interpretation: The average wage in each of the four sectors has marginally increased over the last six years (2012 to 2017).

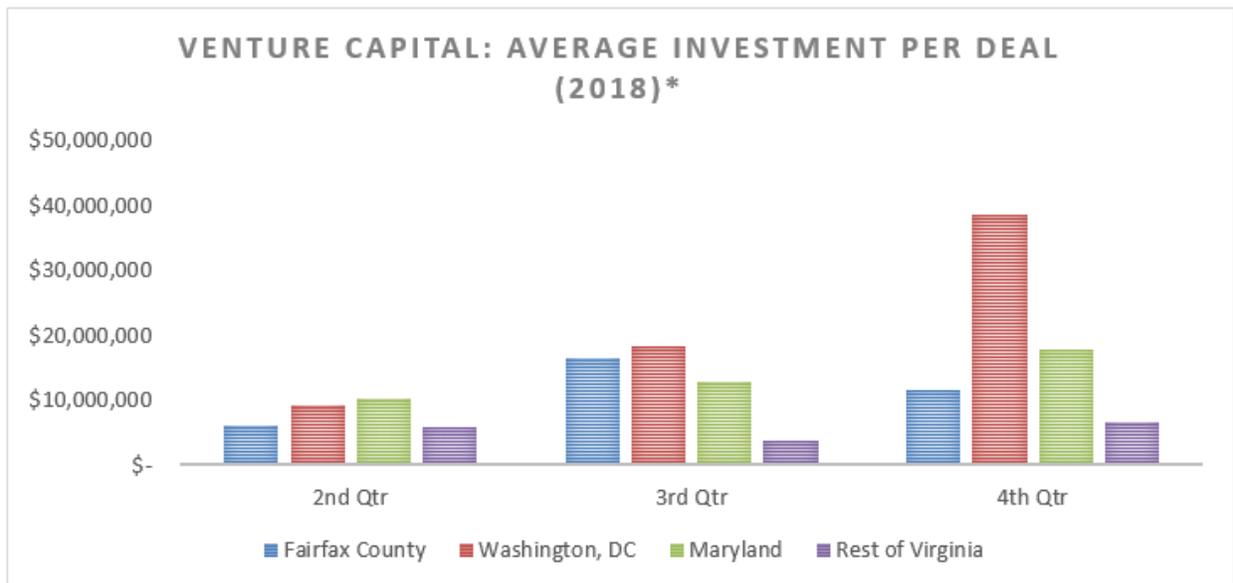
Source: [U.S. Bureau of Labor Statistic](https://www.bls.gov)/Quarterly Census of Employment and Wages, 2013 to 2017

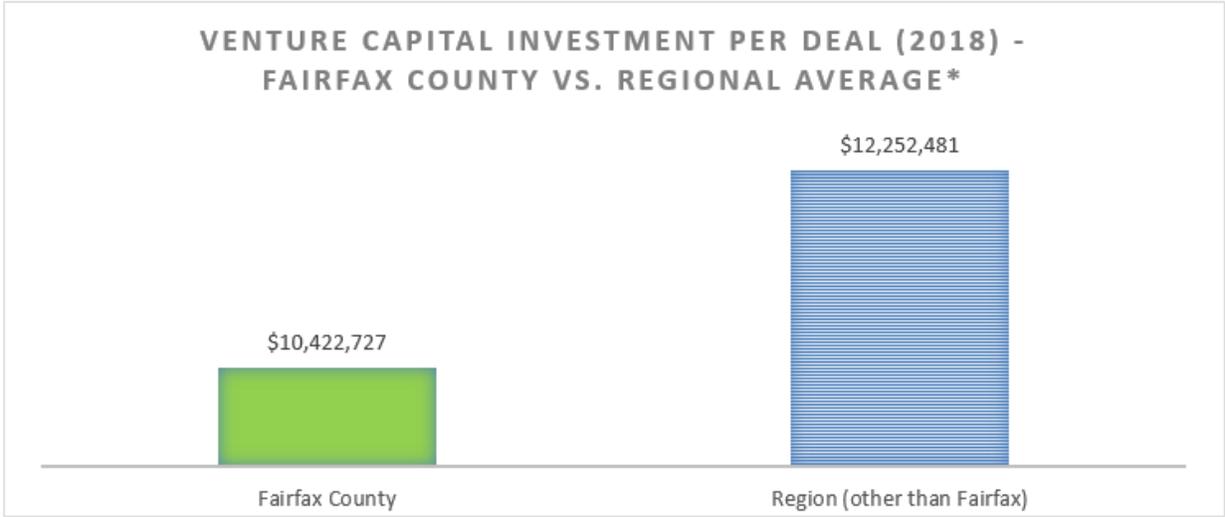
VENTURE CAPITAL EXPENDITURES

Description: Venture capital helps translate innovative ideas into commercial applications. While not all ventures will be successful, creating opportunities for entrepreneurs to connect with capital increases the probability of bringing innovative ideas to market. Over the long term, this can lead to new business starts, job creation, and overall economic growth.

Performance Measure: Average Venture Capital Investment per Deal – compares the average investment per venture capital deal for Fairfax County against the Washington DC, Maryland, and Virginia regional area. This is based on disclosed investments deals.

Data: This is new data being collected and analyzed by the Fairfax County Economic Development Authority. Currently, only 2nd (April 1 to June 30), 3rd (July 1 to September 30), and 4th (October 1 to December 31) quarter 2018 data is available.





*Based on disclosed investment deals

Area	Number of Deals	Number of Disclosed Deals	Total Investment	Average per Investment (disclosed deals)
Fairfax County	13	11	\$114,650,000	\$10,422,727
Washington, DC	32	28	\$601,710,000	\$21,489,643
Maryland	62	59	\$771,560,000	\$13,077,288
Rest of Virginia	51	46	\$256,310,000	\$5,571,957

Interpretation: In 2018, the Fairfax County Economic Development Authority (FCEDA) obtained new capital investment data that will provide for enhanced data analytics, benchmarking, and reporting. Based on available data (April 1 through December 31, 2018), Fairfax County’s average venture capital investment deals were slightly behind the regional (Maryland, Washington, DC, and the rest of Virginia) average by approximately \$1.8 million.

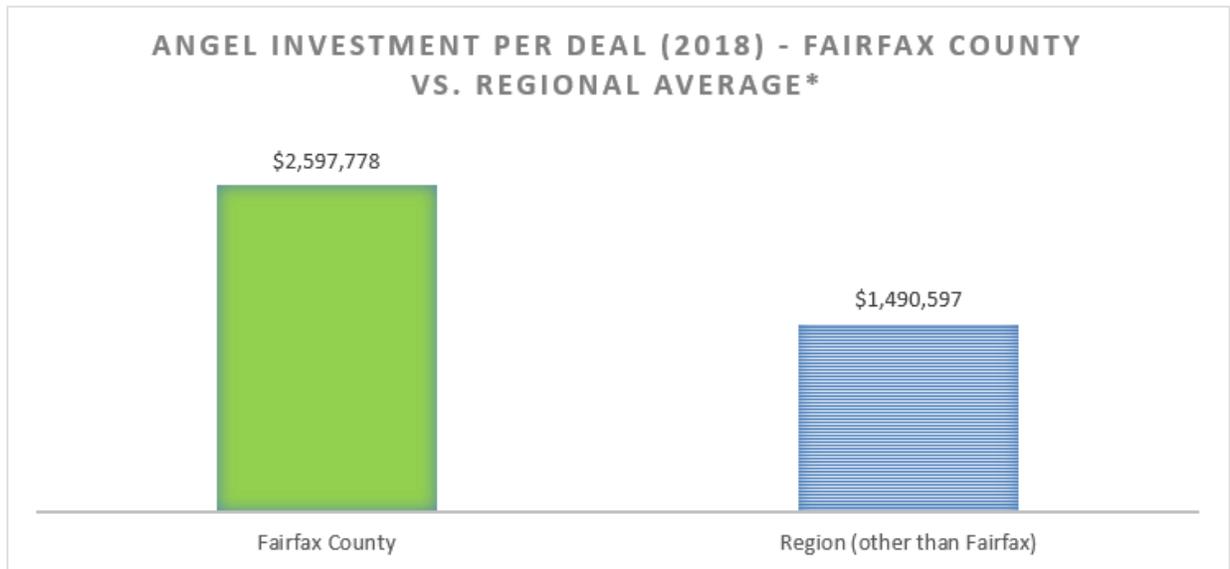
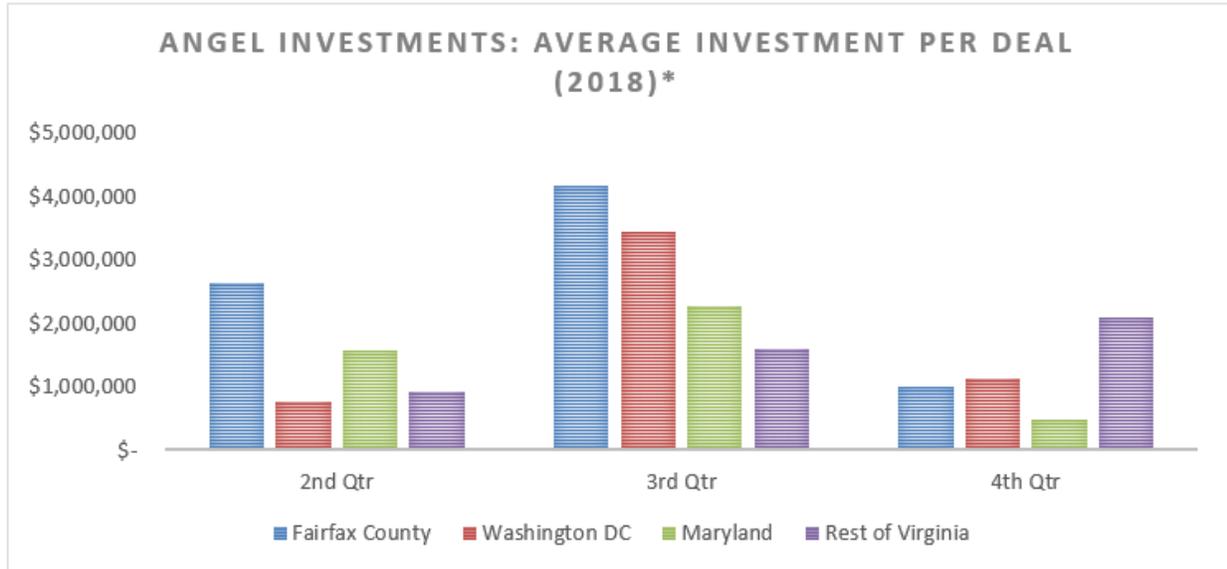
Source: [Fairfax County Economic Development Authority](#)

ANGEL INVESTMENT

Description: Angel investors are almost always wealthy individuals and commonly band together in investor networks. Often these networks are based on regional, industry, or academic affiliation. Similar to venture capital, angel investment, which typically occurs in earlier stage companies, as compared to venture capital investment, helps translate innovative ideas into commercial applications. The combination of angel investment and venture capital investment can help innovative companies launch and mature.

Performance Measure: Average Angel Investment per Deal – compares the average investment per angel investment deal for Fairfax County against the Washington DC, Maryland, and Virginia regional area. This is based on disclosed investments deals.

Data:



*Based on disclosed investment deals

Area	Number of Deals	Number of Disclosed Deals	Total Investment	Average per Investment (disclosed deals)
Fairfax County	9	9	\$ 23,380,000	\$2,597,778
Washington, DC	13	13	\$ 16,710,000	\$1,285,385
Maryland	26	25	\$ 39,420,000	\$1,576,800
Rest of Virginia	29	29	\$ 43,740,000	\$1,508,276

Interpretation: In 2018, the Fairfax County Economic Development Authority (FCEDA) obtained new capital investment data that will provide for enhanced data analytics, benchmarking, and reporting. Based on available data, (April 1 to December 31, 2018), Fairfax County’s average angel investment deal was approximately \$1.1 million more than the regional (Maryland, Washington, DC, and the rest of Virginia) average.

Source: [Fairfax County Economic Development Authority](#)

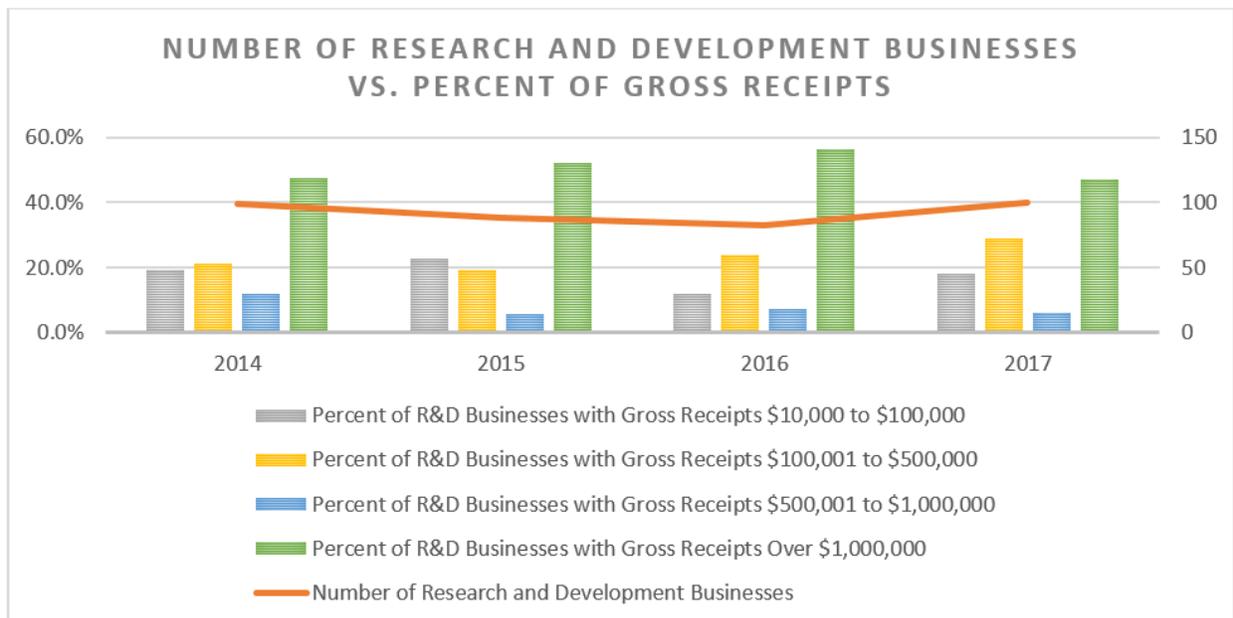
RESEARCH AND DEVELOPMENT DOLLARS

Description: Existing firms and organizations must develop new and innovative approaches in order to keep their organizations competitive and growing. Transferring the technological developments from universities and existing firms into commercial applications creates the cycle of an innovation ecosystem—research, translated into applications, leading to entrepreneurial activity and new ventures that fund further research, innovation, and economic growth.

Performance Measure(s):

- ❖ **Number of Research and Development Businesses Established in Fairfax County** – measures the number of research and development businesses self-reported to the Fairfax County Department of Tax Administration.
- ❖ **Percent of Research and Development Business Gross Receipts Over \$1,000,000** – measures the percent of research and development businesses self-reported to the Fairfax County Department of Tax Administration that yielded gross receipts between \$10,000 and over \$1,000,000.

Data:



Reporting Year	Research and Development Businesses in Fairfax County	Percent of R&D Businesses with Gross Receipts \$10,000 to \$100,000	Percent of R&D Businesses with Gross Receipts \$100,001 to \$500,000	Percent of R&D Businesses with Gross Receipts \$500,001 to \$1,000,000	Percent of R&D Businesses with Gross Receipts Over \$1,000,000
2014	99	19.2%	21.2%	12.1%	47.5%
2015	88	22.7%	19.3%	5.7%	52.3%
2016	83	12.0%	24.1%	7.2%	56.6%
2017	100	18.0%	29.0%	6.0%	47.0%

Note: Due to [Virginia Code 58.1-3, secrecy of information](#), actual dollar amounts cannot be provided.

Interpretation: The number of research and development businesses operating in Fairfax County has increased by 20.5% between 2016 and 2017. Gross receipts yielding over \$1,000,000 decreased from 56.6% in 2016 to 47.0% in 2017.

Source: [Fairfax County Department of Tax Administration](#)

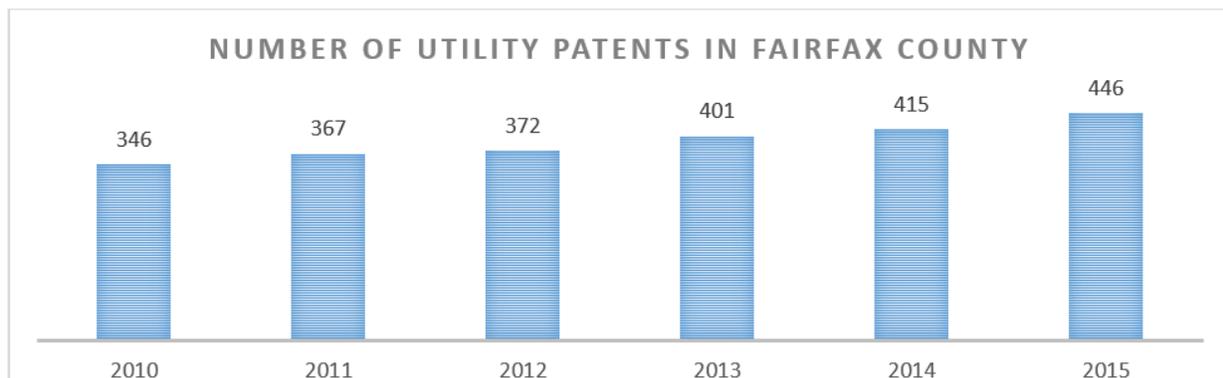
PATENTS

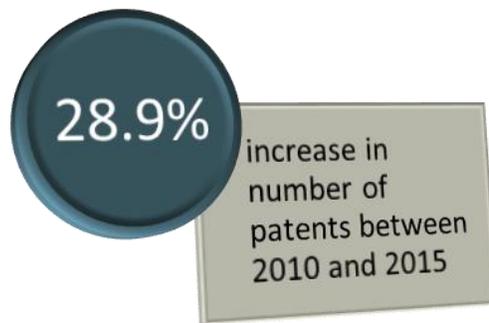
Description: Although most patents are not translated into commercial applications, an increase in patents, particularly patents filed by existing firms or research institutions, signals a creative community in which research and development dollars have the best opportunity to generate increases in economic activity.

Performance Measure: *Number of Patents in Fairfax County* – measures the number of utility patent activity originating within Fairfax County. The geographic distribution of the patents is based on the residence, at grant, of the inventor whose name appears first on the printed patent (i.e., the first-named inventor). Click [here](#) for more information.

Utility Patent - Issued for the invention of a new and useful process, machine, manufacture, or composition of matter, or a new and useful improvement thereof, it generally permits its owner to exclude others from making, using, or selling the invention for a period of up to 20 years from the date of patent application filing, subject to the payment of maintenance fees. Approximately 90% of the patent documents issued by the USPTO in recent years have been utility patents, also known as "patents for invention" (U.S. Patent and Trademark Office, 2017).

Data: [U.S. State Patenting – Breakout by Regional Component \(Fairfax County = 51059\)](#)





Interpretation: The number of utility patents increased again over the prior year in 2015, rising 31 to 446 (7.5% increase), thereby signaling an entrepreneurial environment.

Source: [United States Patent and Trademark Office](#)

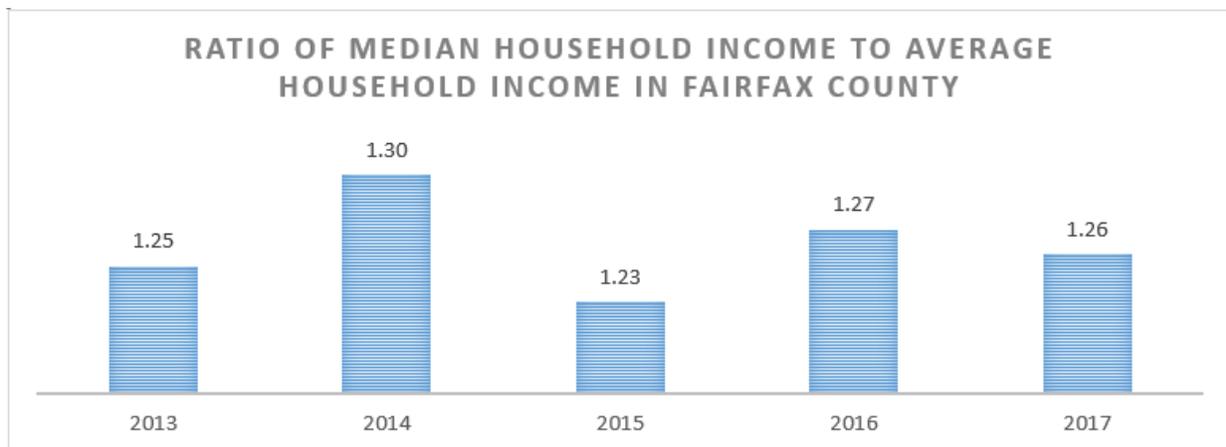
EDUCATION, HOUSING, HEALTH

MEDIAN HOUSEHOLD INCOME TO AVERAGE HOUSEHOLD INCOME

Description: Income inequality increases when high-income households experience more rapid income growth than low-income households. The median reflects the income level where half of the households are above and half are below. When the household income distribution is symmetrical, average and median will be the same and the average to median ratio will equal one. When income increases more rapidly for high-income households, the ratio shown will increase. When income grows faster for low-income households, the ratio will decrease. When income grows equally among households, the ratio will remain stable.

Performance Measure: *Ratio of Median Household Income to Average Household Income in Fairfax County* – measures the ratio of the median household income in the Fairfax/Falls Church area to the average household income. Income inequality increases when high-income households experience more rapid income growth than low-income households.

Data: [Infographic – Household Income](#)





Interpretation: Based on currently available data (2013 to 2017), the ratio of median income to average income in the Fairfax County/Falls Church area exceeded 1.0 again in 2017, thereby signaling that high-income households continue to have a greater share of total household income.

Source: [U.S Census Bureau](#), One-Year American Community Survey, PUMS Files, 2013 to 2017

HOUSING AND TRANSPORTATION BURDEN

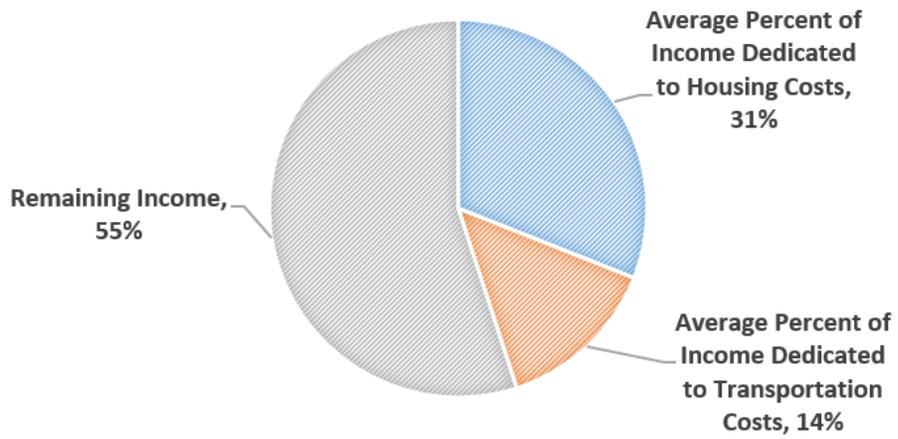
Description: Assessing the basic cost of living is essential for understanding the circumstances under which people live. To do so effectively, it is important to look at the two largest expenses for most families - housing and transportation. Breaking it down by demographic characteristics will facilitate an understanding of how these cost burdens compare across the economic spectrum. It will help identify segments of the population struggling to make ends meet from those making a lifestyle choice.

Performance Measure: *Average Percent of Income Dedicated to Housing and Transportation Costs* – the [Housing and Transportation Index](#) (H+T Index) combines housing and transportation costs and sets the benchmark at no more than 45% of household income.

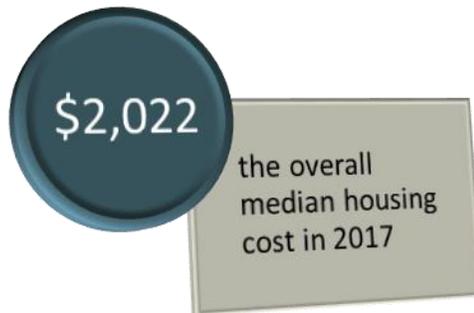
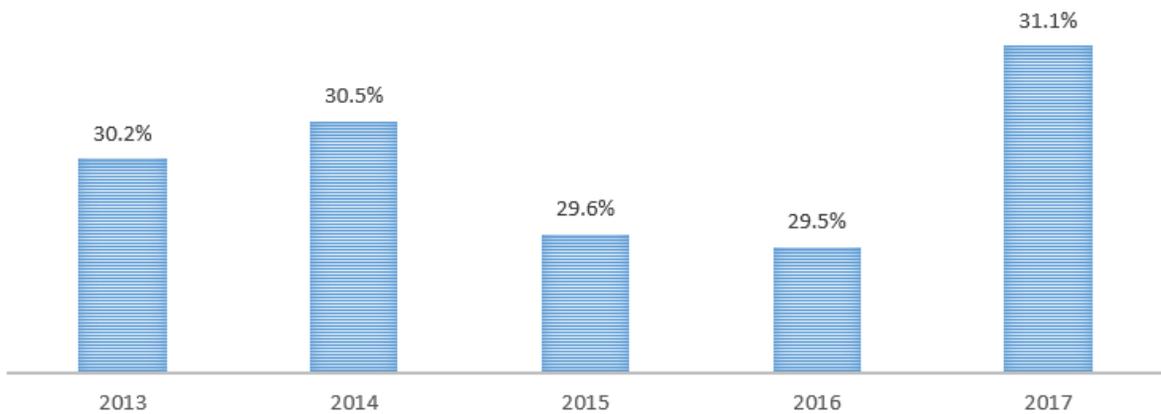
Data:

- ❖ [Housing and Transportation Fact Sheet: Fairfax County, Virginia](#)
- ❖ [Infographic – Housing Costs, Fairfax, Falls Church Area](#)

AVERAGE HOUSING + TRANSPORTATION COSTS (2015)



PERCENT OF FAIRFAX-FALLS CHURCH RESIDENTS SPENDING 30% OR MORE OF INCOME ON HOUSING COSTS



Interpretation: The average percent of income dedicated to housing and transportation is 45%. 31% is dedicated to housing costs, while 14% is dedicated to transportation costs. According to the American Community Survey

PUMS data (see [infographic](#)), approximately 30 percent of households spent 30 percent or more of their income on housing in each of the following years: 2013 to 2017.

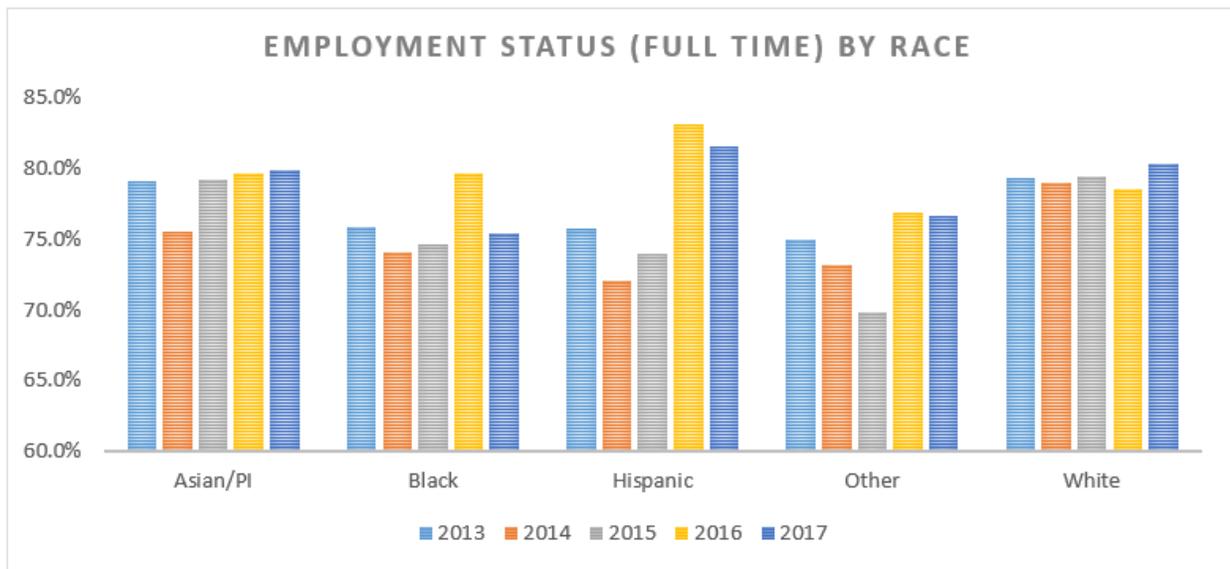
Source: [H+T Affordability Index](#) and the [U.S. Census Bureau](#), One-Year American Community Survey, PUMS Files, 2013 to 2017

EMPLOYMENT BY RACE AND EDUCATIONAL LEVEL

Description: It is important to consider the employment prospects for workers across different demographic groups. Ideally, equity should exist across different populations with respect to reasonable wages, opportunities, and job stability. This metric aims to monitor the percent of the population that is employed full time and whose education attainment is at the minimum a bachelor’s degree level. Ideally there would not be any significant difference among races.

Performance Measure(s): *Employment Status (Full Time) by Race* – measures the percent of residents by race (Asian/Pacific Islander, Black, Hispanic, White, and Other) who are employed full time.

Data: [Infographic – Employment Status](#)



Reporting Year	Asian/PI	Black	Hispanic	Other	White
2013	79.1%	75.9%	75.7%	75.0%	79.3%
2014	75.5%	74.1%	72.1%	73.2%	79.0%
2015	79.2%	74.6%	74.0%	69.8%	79.4%
2016	79.7%	79.7%	83.1%	76.9%	78.5%
2017	79.9%	75.4%	81.6%	76.6%	80.3%

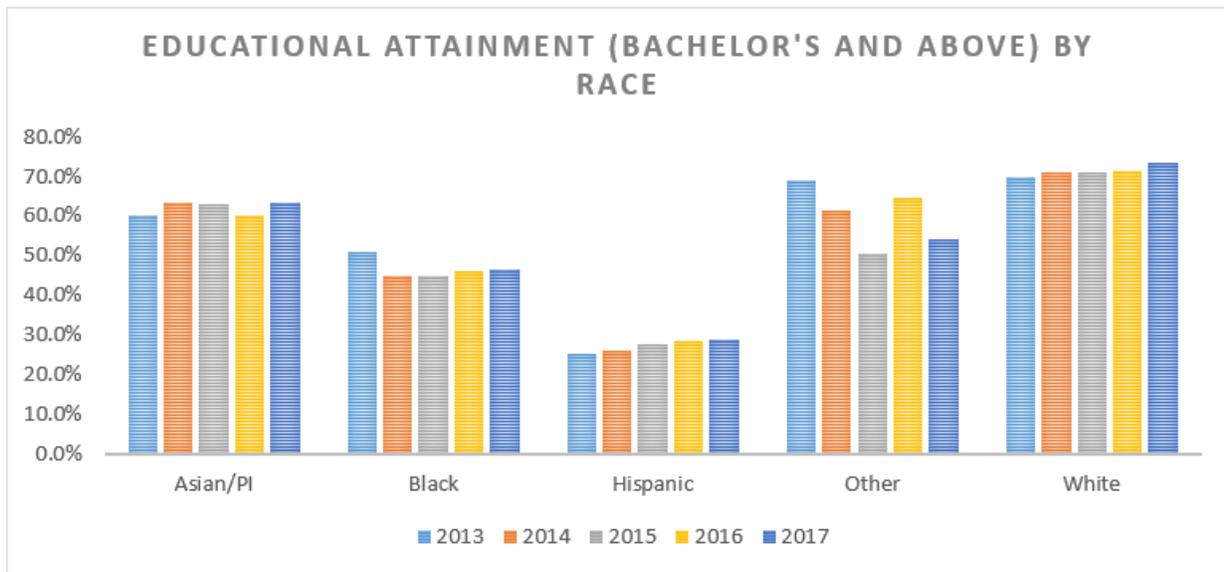


Interpretation: Employment status by race remained relatively consistent from 2013 to 2017, but there are notable differences among the groups.

Source: [U.S. Census Bureau](#), One-Year American Community Survey, PUMS Files, 2013 to 2017

Performance Measure(s): Educational Attainment by Race – measures the percent of residents by race (Asian/Pacific Islander, Black, Hispanic, White, and Other) whose educational attainment is a bachelor’s degree or above.

Data: [Infographic – Educational Attainment](#)



Reporting Year	Asian/PI	Black	Hispanic	Other	White
2013	60.2%	50.8%	25.1%	68.8%	69.6%
2014	63.4%	44.8%	26.0%	61.5%	70.8%
2015	63.1%	45.0%	27.8%	50.6%	70.8%
2016	60.2%	46.1%	28.3%	64.7%	71.4%
2017	63.5%	46.4%	28.8%	54.0%	73.6%

Interpretation: From the previous year (2016), the percentage of Asians that possess a bachelor’s degree and above increased by 3.3% while other races decreased by approximately 11%. All other races remained relatively the same.

Source: [U.S. Census Bureau](#), One-Year American Community Survey, PUMS Files, 2013 to 2017

KINDERGARTEN STUDENTS REACHING LITERACY BENCHMARKS

Description: While literacy is only one educational goal, children who achieve basic literacy skills prior to kindergarten have been shown to be more likely to do well in school. While literacy does not necessarily predict success, it is highly correlated with other factors that do, such as more advanced educational opportunities later in a child’s life.

Performance Measure: *Percentage of Kindergarten Students Meeting Early Intervention Reading Initiative (EIRI) Benchmark* – measures the percentage of a subset of Fairfax County Public School (FCPS) kindergarten students who are assessed for early literacy and have met the EIRI benchmark. The EIRI—established by the Virginia Acts of Assembly in 1997— was designed to reduce significantly the number of children with reading problems through early diagnosis and immediate intervention. Not all FCPS kindergarten students receive this assessment. FCPS has guidelines for schools and teachers to determine students that may opt out from this assessment, including children with limited English language proficiency, Individual Education Program (IEP), and/or other factors.

Data:

Reporting School Year	Number of Kindergarten Students Assessed	Number of Kindergarten Students Meeting EIRI Benchmark	Percentage of Kindergarten Students Meeting EIRI Benchmark
2017 Fall Assessment	12,507	11,004	88%

Interpretation: This indicator has been revised from the previous reporting year. Starting on School Year 2017, and approved by the Virginia Department of Education, FCPS is administering a new adaptive assessment protocol for kindergarten literacy. The new protocol consists of a combination of two complimentary assessments, offering a more holistic evaluation of student performance and growth. This assessment protocol enables teachers to systematically observe, record, and evaluate changes in each student’s reading performance, and provides actionable insight into student needs. The indicator reported in this report is based on the Fall Assessment, which measures student literacy upon entry to Kindergarten.

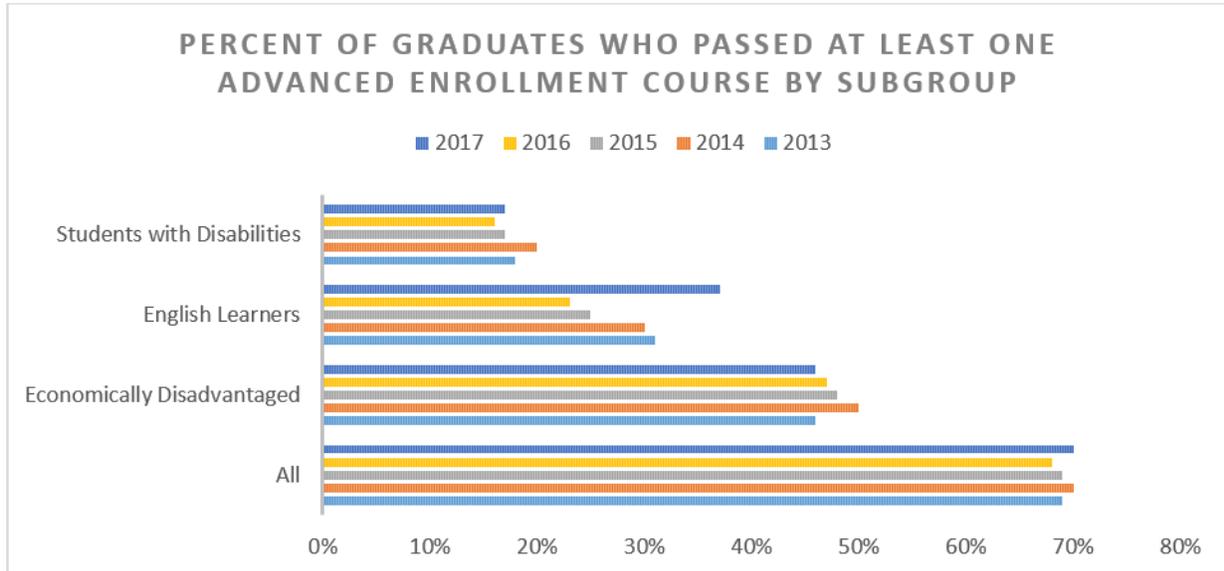
Source: [Fairfax County Public Schools](#)

ADVANCED ACADEMIC ENROLLMENT AND COMPLETION BY SUBGROUP

Description: This measure is often used as a proxy for school quality. Residents and businesses are attracted to areas with high quality schools. While any particular metric of school quality cannot encompass the full breadth of what a school does, perceptions of school quality are important in that they drive location decisions for parents and companies.

Performance Measure: Percent of Graduates Who Passed at Least One Advanced Enrollment Course by Subgroup – measures the percent of Fairfax County high school graduates that have passed at least one AP/IB/Dual enrollment course by subgroup (economically disadvantaged, English learner, and students with disabilities).

Data: [Student Success – Report to the School Board \(April 2018\) – page 9](#)



Reporting Year	All	Economically Disadvantaged	English Learners	Students with Disabilities
2013	69%	46%	31%	18%
2014	70%	50%	30%	20%
2015	69%	48%	25%	17%
2016	68%	47%	23%	16%
2017	70%	46%	37%	17%

Interpretation: A significant increase in the percent of English learners who have passed at least one AP/IB/Dual Enrollment course. All subgroups remain steady at 70%. Typically, this data may be interpreted as college readiness for students within a certain subgroup.

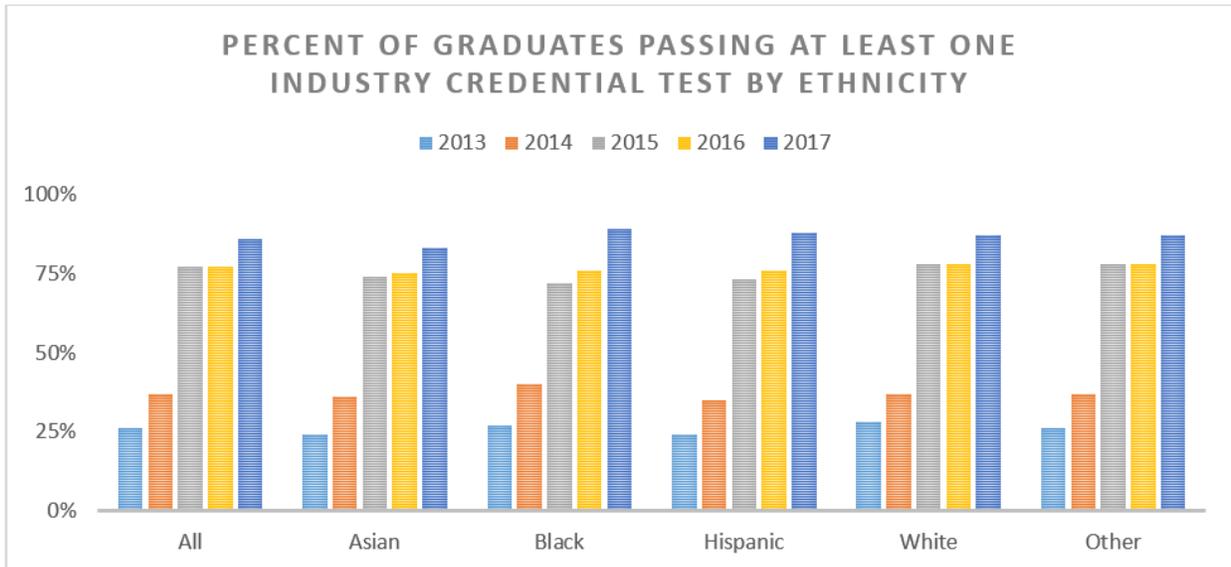
Source: [Fairfax County Public Schools](#)

STUDENTS EARNING A CAREER CREDENTIAL/CTE PROGRAMS

Description: A successful educational system puts students in a position to succeed; this metric acknowledges that college preparation is not the only path to success. Tracking career credentials of high school graduates helps show whether the full spectrum of students is prepared for a range of jobs. Tracking across different populations may identify areas in which students are not adequately trained, as well as areas for which there are not sufficient job prospects matching the training. This information may be useful in targeting potential employers or industries.

Performance Measure: *Percent of Graduates Passing at least One Industry Credential Test by Ethnicity (Asian, Black, Hispanic and White)* – measures the percent of Fairfax County high school graduates that have passed at least one credential test by ethnicity.

Data: [Student Success – Report to the School Board \(April 2018\) – page 84](#)



Interpretation: The percentage of students passing at least one industry credential increased across all races from the previous year (2016).

Source: [Fairfax County Public Schools](#)

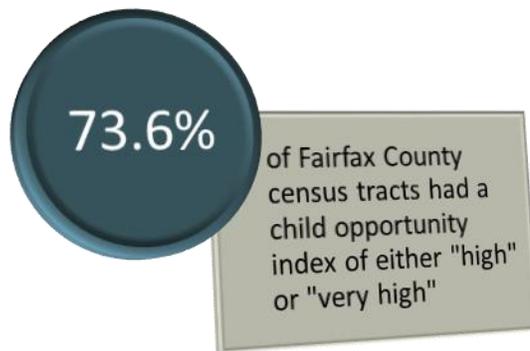
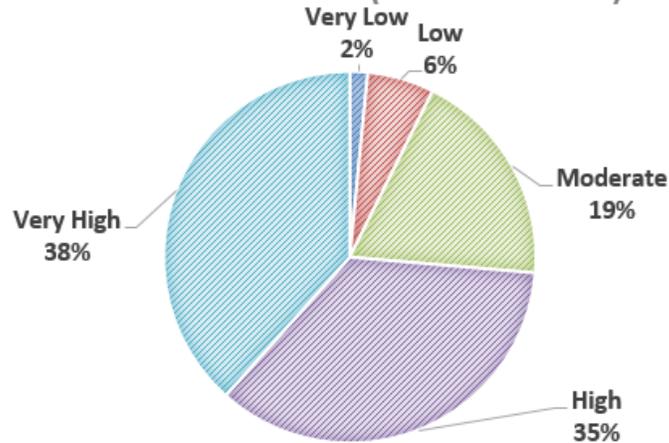
CHILD OPPORTUNITY INDEX

Description: The Child Opportunity Index is a composite measure of neighborhood-based opportunities, at the census tract level, that influence children’s health and development. The index includes measures in three domains of neighborhood opportunity: educational opportunities (e.g., quality early childhood education), health and environmental opportunities (e.g., availability of healthy food), and social and economic opportunities (e.g., low poverty). The index overlaid geographically identifies key areas for both the county and partner stakeholders to target efforts to expand opportunities.

Performance Measure: *Percent of Census Tracts in Fairfax County that have a Child Opportunity Index Rated as High or Very High* – measures the relative opportunity across a metropolitan area calculated based on indicators of educational opportunity, health and environmental opportunity, and social and economic opportunity. For more details about the diversitydatakids.org – Kirwan Institute Child Opportunity Index, click [here](#).

Data: [Static Map – Fairfax County Child Opportunity Index Map](#)

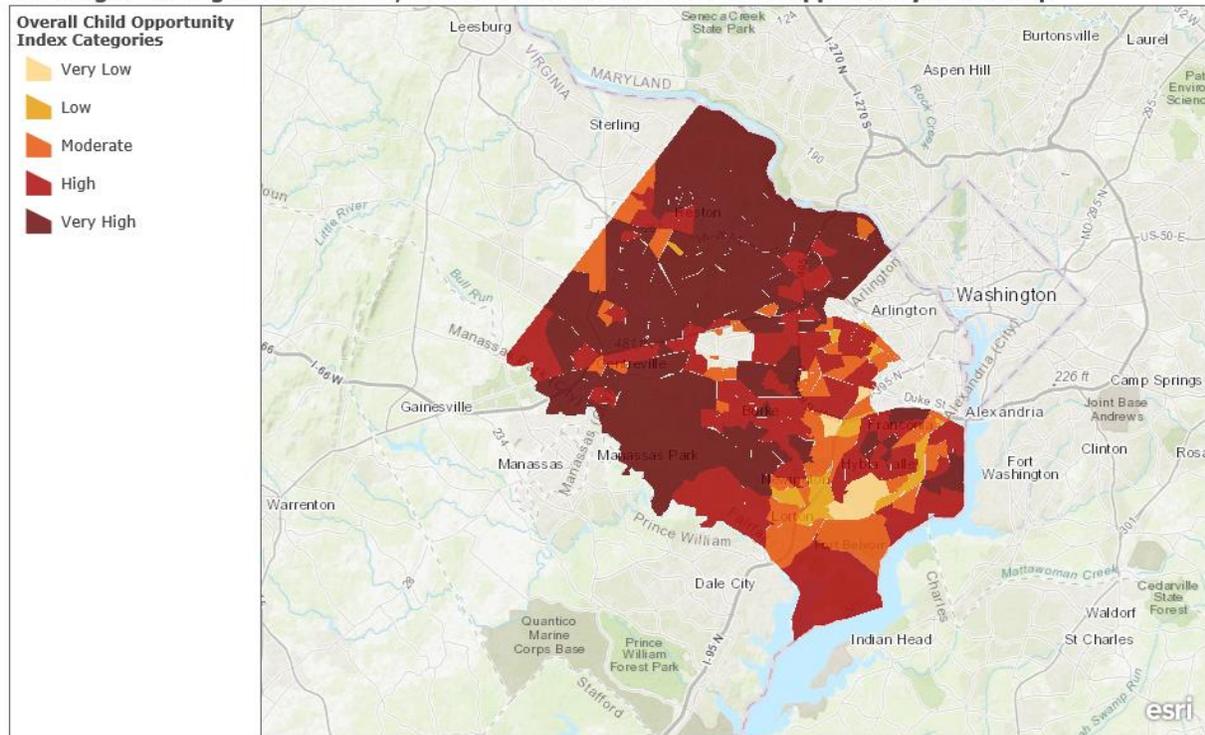
CHILD OPPORTUNITY INDEX BASED ON CENSUS TRACT IN FAIRFAX COUNTY (2010 TO 2012)



Interpretation: Approximately 74% of Fairfax County census tracts have a Child Opportunity Index rated as “high” or “very high.” While the Child Opportunity Index may be higher in Fairfax County relative to the Washington Metro Area (DC-VA-MD-WV), it is important to note the prevalence of significant disparities across communities within Fairfax County. The southeastern portion of the county has the lowest Child Opportunity Index, including the communities of Lorton, Newington, Mt. Vernon and Springfield (PolicyLink, 2015).

In addition to influencing economic growth, the COI is a component of a much larger community effort targeting equitable growth in Fairfax County. Equitable growth provides a path to a sustainable economic environment and creates avenues to good jobs, connecting younger generations with older ones, integrating immigrants into the economy, building communities of opportunity, and ensuring education and career pathways for all youths (PolicyLink, 2015). Learn more about [equitable growth in Fairfax County](#).

Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area Child Opportunity Index Map



Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area Child Opportunity Index Map

Esri, HERE, Garmin, USGS, NGA, EPA, USDA, NPS

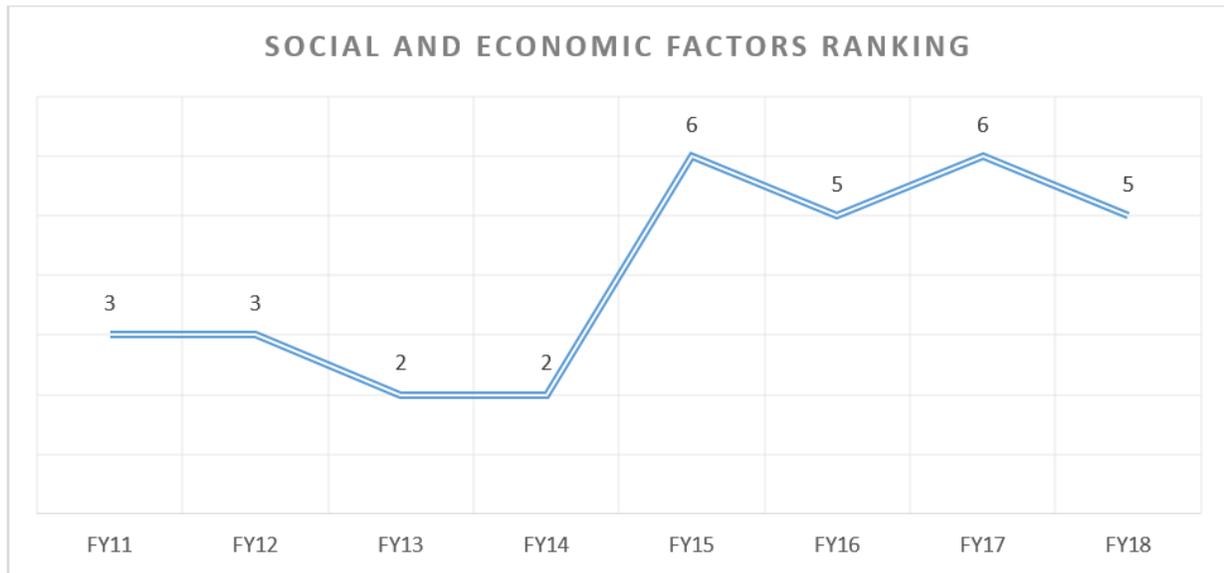
Source: [U.S. Census Bureau](https://www.census.gov): Decennial Census 2010, American Community Survey 2007-2011, Zip Business Patterns 2009; State Department of Education 2010-2011; National Center for Education Statistics, Common Core of Data 2010-2011; diversitydatakids.org Early Childhood Database (State Early Childhood Care and Education Licensing Database 2012 and 2013, National Center for Education Statistics, Common Core of Data 2009-2010, National Association for the Education of Young Children Accredited Program Database, 2012 and 2013); ESRI Business Analyst 2011; Department of Housing and Urban Development, Neighborhood Stabilization Program 2010; Environmental Protection Agency, Toxic Release Inventory Program 2010.

SOCIAL AND ECONOMIC FACTORS RANKING

Description: A healthy community is a more prosperous community. Improving the health of residents can support economic growth through improved productivity. Social and economic factors strongly influence the health of the individual and community. Studies repeatedly show a strong correlation between socioeconomic status and health outcomes. Understanding how a community compares to surrounding areas in terms of key social indicators such as educational attainment and crimes rates as well as understanding the comparative economic status of a community is necessary to determine the types of community health programs needed.

Performance Measure: *Social and Economic Factors Ranking* – shows the ranking of the county in social and economic factors according to the County Health Rankings. The ranking is based on a summary composite score calculated from the following measures: high school graduation, some college, unemployment, children in poverty, income inequality, children in single-parent households, social associations, violent crime rate, and injury death rate (Community Health Dashboard, 2017).

Data: [Community Health Dashboard – Social and Economic Factors Ranking](#)



Interpretation: Ranking is out of 133 Counties (or county equivalents) and are ranked relative to the health of other counties in the same state on a variety of health measures. Those having high ranks, e.g. 1 or 2, are considered to be the "healthiest." Use caution when comparing current ranking to previous time periods as ranking criteria may have changed (Community Health Dashboard, 2017). View more information regarding [Fairfax County's overall health outcomes](#).

Source: [County Health Rankings and Roadmaps – Fairfax County](#)

PLACE AND INFRASTRUCTURE INDICATORS

MOBILITY

WALKABILITY SCORE IN ACTIVITY CENTERS

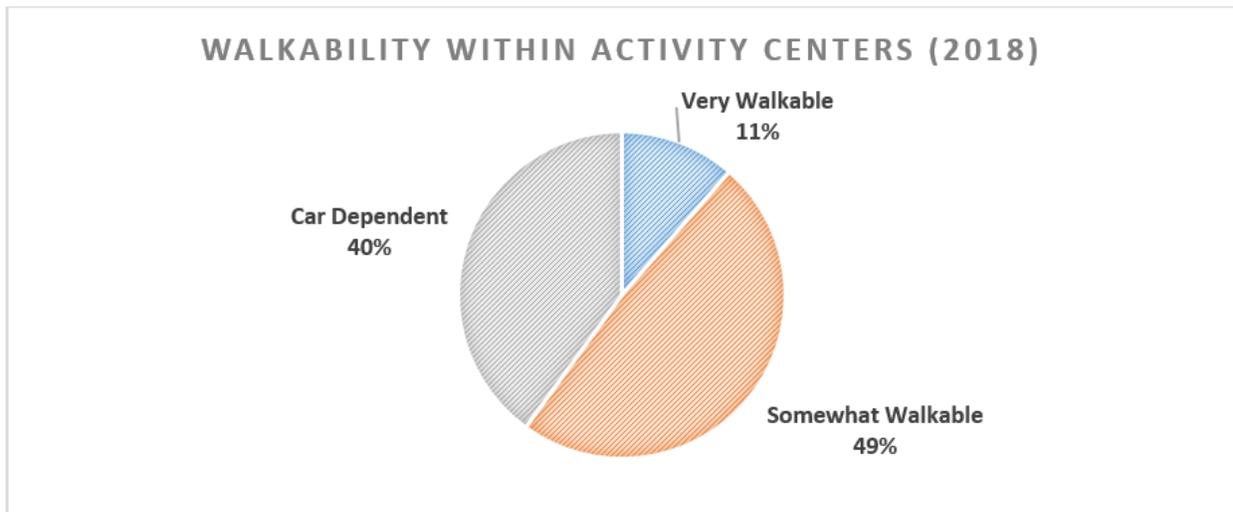
Description: The walkability score is a metric that considers access to sidewalks, safe street crossings, and dense, diverse development. When communities are more walkable, they are more vibrant and lively, have less congestion, better health, and often higher levels of social capital/interactions among community residents.

Performance Measure: Average Walk Score of Activity Centers – measures the average walk score of central nodes within all activity centers. Nodes have been identified by the Department of Planning and Zoning, and were determined to be locations where pedestrian activity should be monitored within each activity center. Walk scores of 70 or above are considered “very walkable” where most errands can be accomplished on foot. Learn more about the walk score methodology [here](#). Provided below is how walk scores are categorized (Walk Score, 2017):

Walk Score®	Description
90-100	Walker's Paradise Daily errands do not require a car.
70-89	Very Walkable Most errands can be accomplished on foot.
50-69	Somewhat Walkable Some errands can be accomplished on foot.
25-49	Car-Dependent Most errands require a car.
0-24	Car-Dependent Almost all errands require a car.

Data:

- ❖ [Static Map – Walkability of Activity Centers](#)



Interpretation: This information was collected by the Department of Planning and Zoning (DPZ) in the fall of 2017 and will be maintained and analyzed on an annual basis in order to determine trends and facilitate ideas for improvement. In the 2018, DPZ staff refined the data collection and analysis methodology in an effort to improve the accuracy of the information that is being presented. This effort resulted in additional data points were analyzed to obtain an enhanced aggregate for each area.

Source: [Fairfax County Department of Planning and Zoning](#) and [WalkScore](#)

MODE SHARE

Description: Single-driver car transportation is the least efficient means of travel. People who utilize multiple modes of transportation contribute less to congestion and facilitate growth and development of more efficient transit options. Further, overreliance on one transportation mode degrades those systems faster; when multiple modes are used, the relative stress on any one system decreases and the system life spans increases. The desired outcome is that the working population is utilizing alternate modes of travel such as carpool or transit. A decrease in single drivers can potentially result in less wasted time as well as a decrease in environmental risks and hazards.

Performance Measure: *Percent of County Residents that Commute to Work Alone* – measures the percent of Fairfax County residents that drive alone when commuting to work.

Data: The data tables shown below represent the total population that has accessibility to the listed transportation modes within the defined distances.

- ❖ [Static Map – Transportation Accessibility – All Modes](#)
- ❖ [Static Map – Transportation Accessibility – Rail](#)

Distance	Population
¼ mile	19,328.0
½ mile	201,503.0
¾ mile	212,889.5
1 mile	116,160.8
1 ½ mile	197,021.1

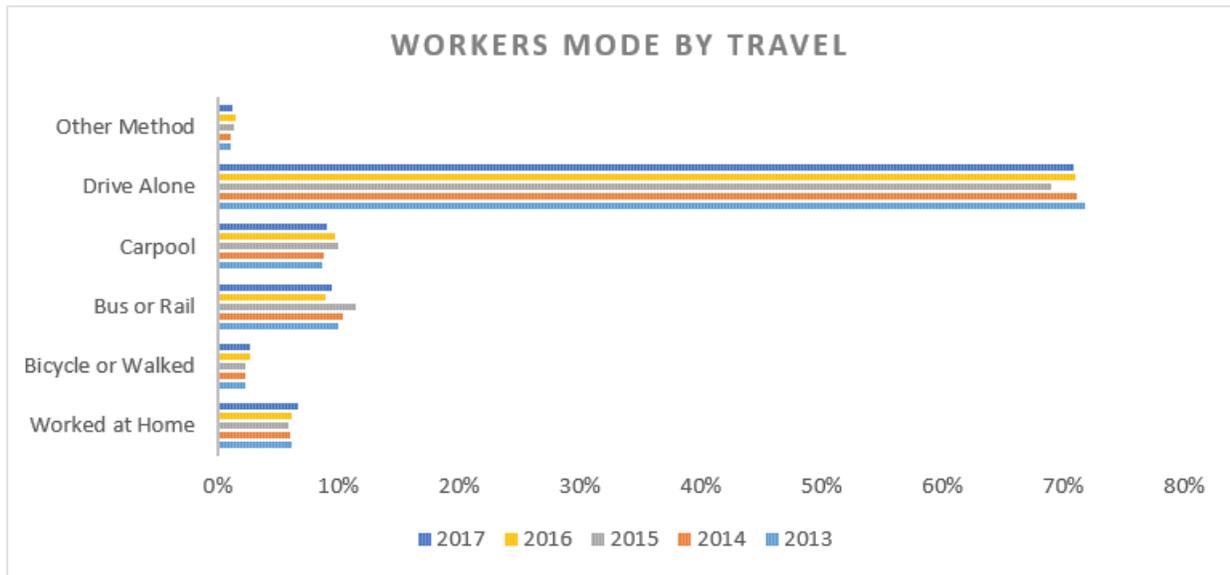
- ❖ [Static Map – Transportation Accessibility – Bus \(Fairfax Connector and Metro\)](#)

Distance	Population
100 feet	8,392.6
250 feet	222,477.8
500 feet	241,241.7
1,000 feet	480,944.9
2,500 feet	366,362.1

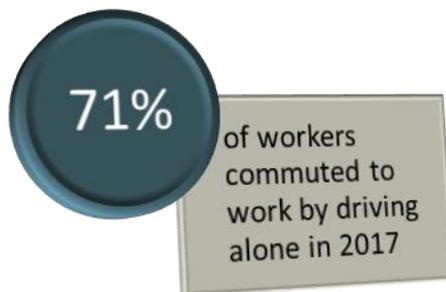
❖ [Static Map – Transportation Accessibility - Bike](#)

Distance	Population
150 feet	21,057.2
300 feet	48,131.8
450 feet	68,165.2
700 feet	94,574.0
1,000 feet	105,782.1

❖ [Infographic – Commuting Characteristics](#)



Reporting Year	Drive Alone	Worked at Home	Bicycle or Walked	Bus or Rail	Carpool	Other Method
2013	71.7%	6.1%	2.3%	10.0%	8.7%	1.2%
2014	71.2%	6.1%	2.5%	10.4%	8.9%	1.1%
2015	69.0%	5.9%	2.3%	11.5%	10.1%	1.4%
2016	71.0%	6.1%	2.7%	9.0%	9.8%	1.5%
2017	70.9%	6.7%	2.7%	9.4%	9.0%	1.3%



Interpretation: Based on available data (2013 to 2017), there has been relatively constant shares among the modes during the three-year period, with a significant majority of workers driving alone.

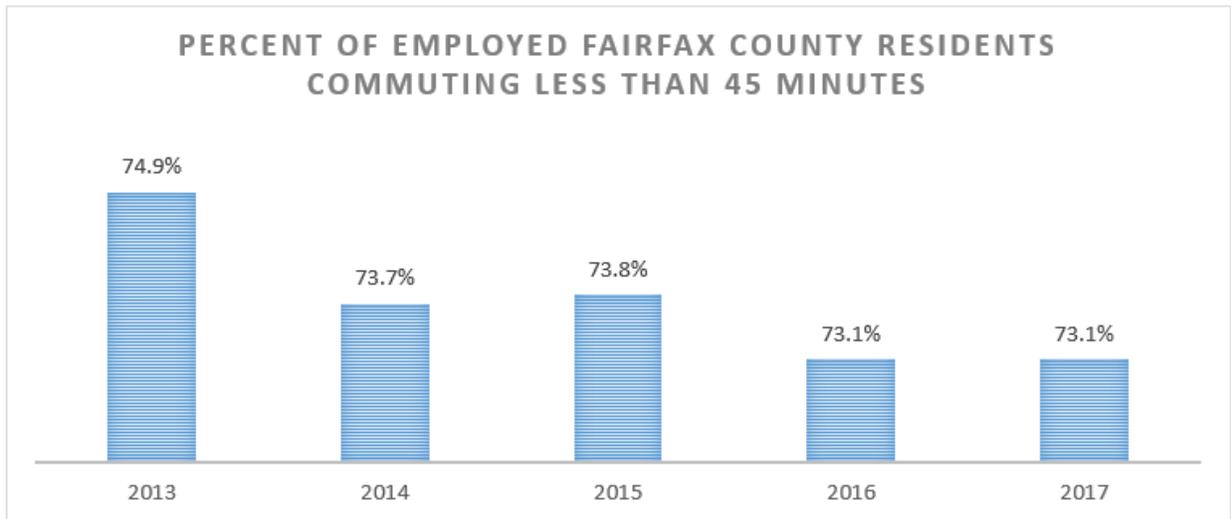
Source: [U.S Census Bureau](#), One-Year American Community Survey, PUMS Files, 2013 to 2017

45-MINUTE COMMUTE

Description: Long commutes create strains both for the individuals who endure the time-intensive commutes and for the transportation infrastructure. Shorter commutes are associated with better air quality, infrastructure longevity, individual health, and job recruitment and retention. Additionally, short commutes may encourage further business development, as firms may be wary of locating in areas that lend themselves to long commutes due to difficulties recruiting employees and decreased productivity.

Performance Measure: *Percent of Employed Fairfax County Residents Commuting Less than 45 Minutes* – measures the percent of Fairfax County residents whose commute to their place of work is less than 45 minutes.

Data: [Infographic – Commuting Characteristics](#)



Interpretation: Based on available data (2013 to 2017), the percent of county residents commuting to their place of work in less than 45 minutes has remained relatively constant over the past five years.

Source: [U.S Census Bureau](#), One-Year American Community Survey, PUMS Files, 2013 to 2017

ACTIVITY CENTERS AND CREATING VALUE

DENSITY IN TRANSIT STATION AREAS

Description: Increasing density near transit station areas helps the county achieve multiple goals. When residents live and/or work near transit, they are more likely to use multiple modes of travel and contribute less to congestion. Dense mixed-use development centralizes activity and improves the prospects of sustainable entrepreneurial activity.

Performance Measure: *Population per Acre (Transit Station Areas)* – measures the aggregate density (population per acres) within county activity centers that are designated as transit station areas.

Data: [Interactive Map – Rail Station Area Population](#)

Transit Station Area	Transit Type	Acres (1/4 mile buffer)	2017 Density	2020 Projected Density	2030 Projected Density	2040 Projected Density
Van Dorn Street	Metro	64	0.0	0.0	6.9	15.4
Eisenhower Ave	Metro	46	1.0	1.0	1.1	1.3
Vienna/ Fairfax - GMU	Metro	126	15.2	16.9	20.4	24.7
Huntington	Metro	126	19.5	20.0	27.4	35.0
West Falls Church -VT/UVA	Metro	116	4.8	4.8	6.9	9.4
Franconia-Springfield	Metro	126	1.7	1.7	1.8	1.8
Dunn Loring - Merrifield	Metro	126	41.7	56.5	57.2	58.0
Mclean	Metro	126	3.5	10.8	31.9	39.5
Wiehle-Reston East	Metro	126	9.6	14.9	26.1	38.7
Tysons Corner	Metro	126	5.4	5.4	8.2	11.5
Greensboro	Metro	126	2.9	11.6	46.5	69.4
Spring Hill	Metro	126	11.3	20.2	55.0	83.6
Reston Town Center	Metro	126	0.0	0.0	10.2	22.7
Herndon	Metro	126	0.5	0.5	11.2	24.3
Innovation Center	Metro	122	7.7	12.6	18.3	23.2
Backlick Road	VRE	126	9.9	9.9	10.2	10.5
Burke Centre	VRE	126	7.5	7.5	8.0	8.6
Rolling Road	VRE	126	9.3	9.3	9.3	9.3
Lorton	VRE	126	5.7	5.7	5.9	6.1
Total Density*	All	2,238	8.8	12.0	20.0	27.2

*Total density is inclusive of ¼ mile buffer outside each identified transit station, therefore population counts may be duplicative.

Interpretation: This data will be regularly tracked and monitored annually in order to determine trends and conduct analysis. Based on current data for 2017, the Dunn Loring metro station has the highest density (41.7) of all transit station areas. Acreage includes a quarter-mile buffer surrounding the transit station area.

Source: [Fairfax County Department of Planning and Zoning](#); and [Fairfax County Department of Information Technology – Geographic Information Systems](#)

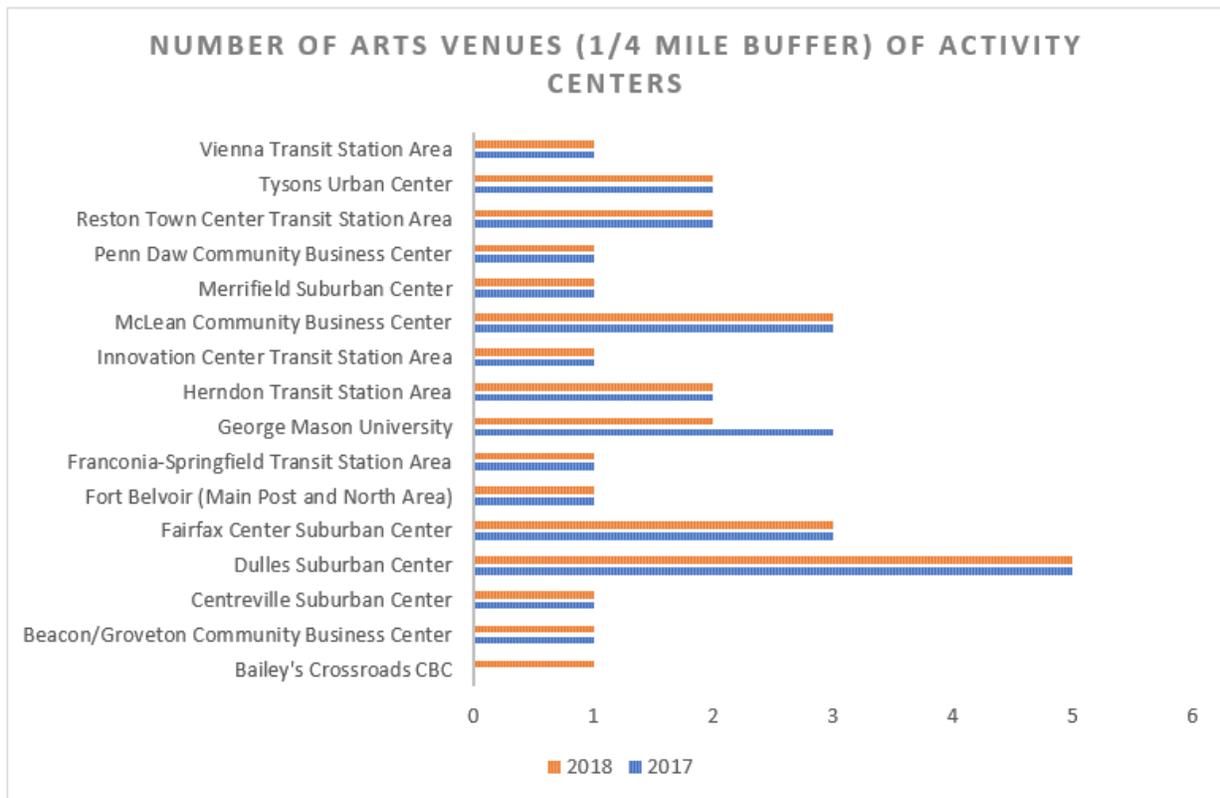
ART ACCESS

Description: Access to the arts has been shown to increase economic activity nearby, improve neighborhood social capital, increase land values, and contribute to positive educational outcomes. Cultural, performing, and public art all also contribute to place making and vibrancy.

Performance Measure(s):

- ❖ **Number of Art Venues Located within a Quarter Mile Buffer of Activity Centers** – counts the number of public art venues located within a quarter mile of all activity centers.
- ❖ **Percent of Art Venues Located within Activity Centers to Total Number of Art Venues in Fairfax County** – measures the percent of public art venues that are located within all activity centers to total number of public art venues within Fairfax County.

Data: [Interactive Map – Performing and Visual Arts Venues in Washington Metropolitan Region](#)





*Because a quarter mile buffer outside of each activity center may intersect with another or several other activity centers, there are duplicate counts.

Interpretation: 19% of all public art venues in Fairfax County are located within an activity center. There was no increase or decrease in total number of art venues in within all activity centers. For more information about art venues in Fairfax County, visit ARTSFAIRFAX (www.artsfairfax.org).

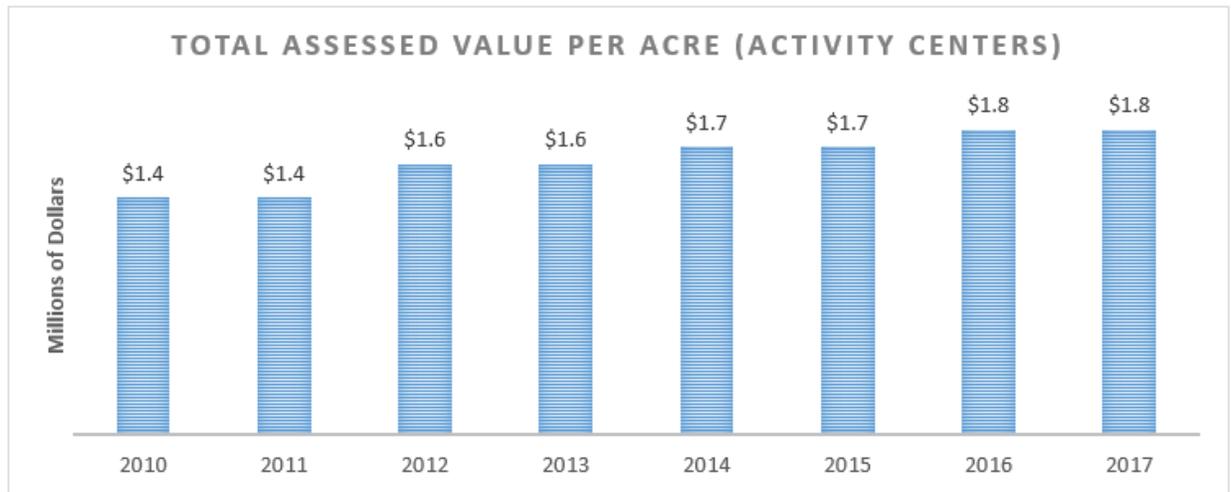
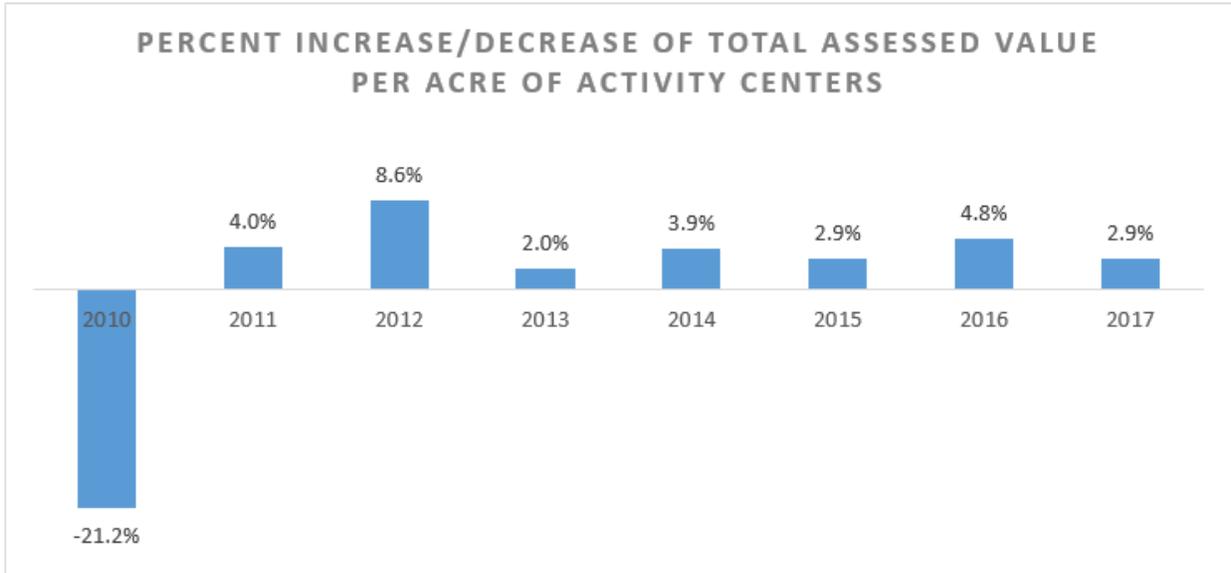
Source: [Arts Council of Fairfax County](#) and [Fairfax County Department of Information Technology – Geographic Information Systems](#)

ASSESSED VALUE/ACRE IN ACTIVITY CENTERS

Description: Fairfax County’s goal is to concentrate new development in mixed-use centers, including commercial revitalization districts (CRDs). Collectively, these areas are also referred to as activity centers. Dense development is a more efficient use of land, leveraging investment in public infrastructure. The density/colocation creates a vibrant, desirable destination, which usually correlates to higher real estate values because of the popularity of such locations and the amenities typically offered.

Performance Measure: *Total Assessed Value per Acre (Activity Centers)* – measures the percent increase or decrease in the collective assessed value per acre for all activity centers.

Data: [Interactive Map – Assessed Value of Activity Centers](#)



\$72B

 total assessed value of all economic activity centers in 2017

Interpretation: The total acreage of all activity centers in 2017 was 39,323.6 acres. The total assessed value per acre of all activity centers increased by 3.0% between 2016 and 2017.

Source: [Fairfax County Department of Planning and Zoning](#); and [Fairfax County Department of Information Technology – Geographic Information Systems](#)

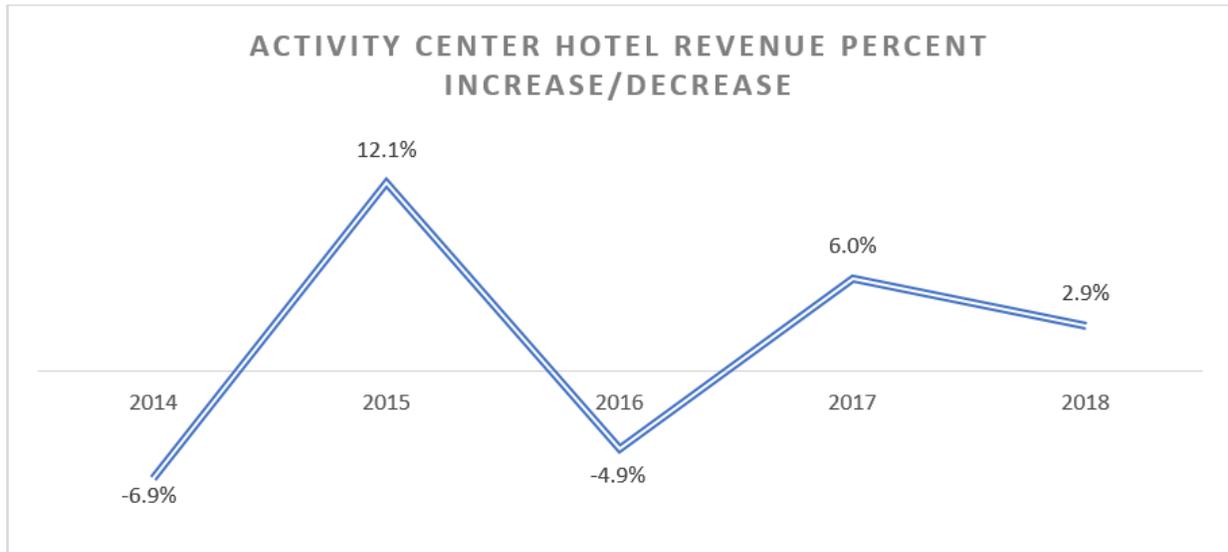
HOTEL REVENUE IN ACTIVITY CENTERS

Description: Fairfax County’s tourism and business travel assets generate tax revenue and help to lessen the county’s reliance on the resident taxpayer.

Performance Measure: *Percent Increase/Decrease of Total Activity Center Hotel Revenue* – measures the cumulative increase or decrease of hotel revenue within the economic activity centers.

Data:

- ❖ [Static Map – Percent Change in Hotel Revenue 2014-2018](#)



Interpretation: Total hotel revenue across all economic activity centers continued to increase in 2018. Of the 21 activity centers that reported hotel revenue, 14 (67%) experienced an increase from the previous year.

Source: [Fairfax County Department of Tax Administration](#)

RETAIL ACCESS

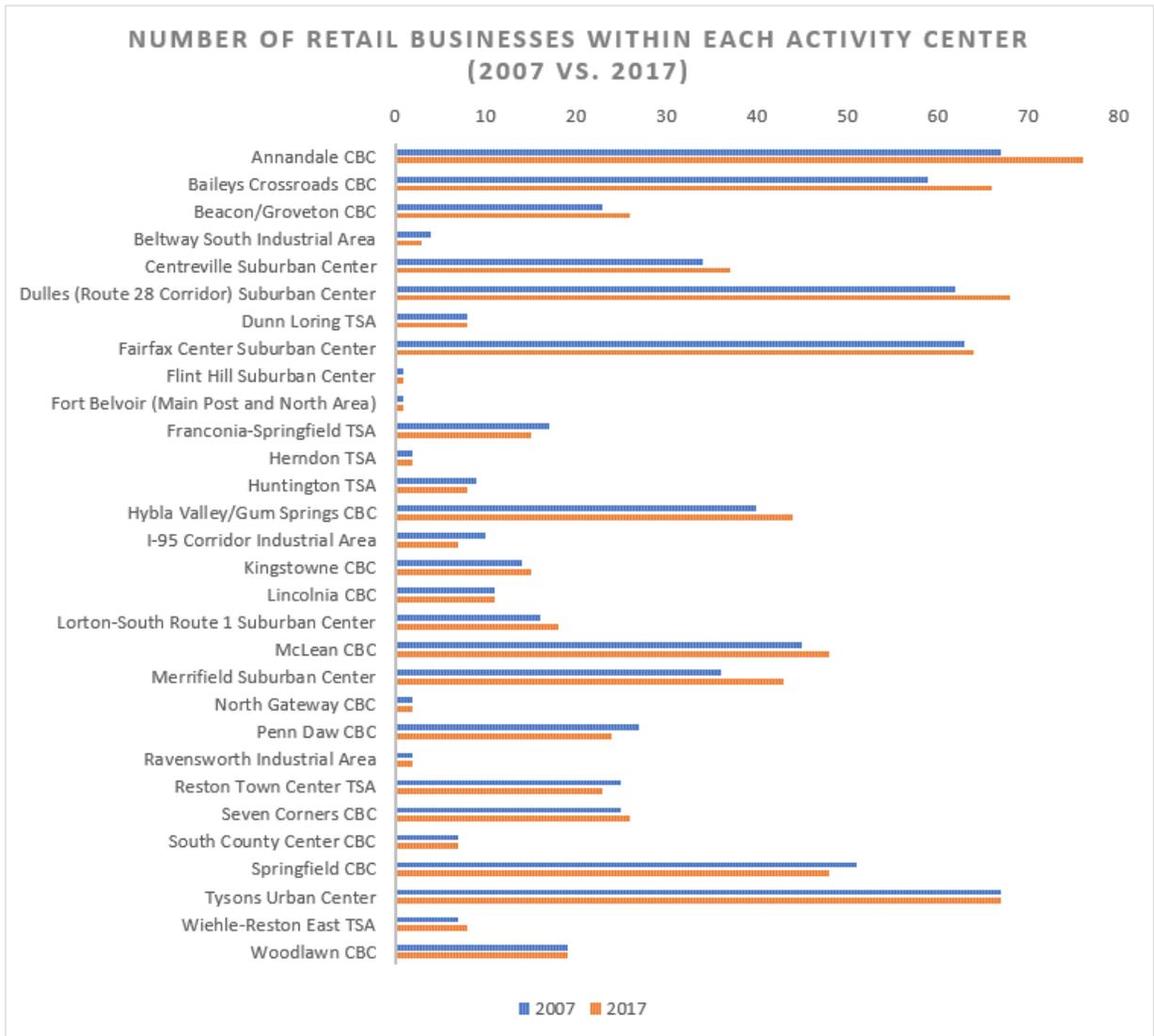
Description: In the ever-changing and highly competitive climate for retail sales, it is increasingly important to create vibrant places that include amenities with interesting urban design features. Successful retail places oftentimes include a mix of land uses with infrastructure that supports pedestrian access and walkability.

Performance Measure: *Number of Retail Establishments Located within each Activity Center* – counts the number of retail establishments located within each of the 35 economic activity centers. For the purpose of this data collection effort, the following retail and business structures were included in the data collection and analysis:

- Food and dining establishments
- Banks
- Shopping centers
- Small retail stores
- Department stores
- Large regional shopping malls

Data:

❖ [Static Map – Retail Access in Activity Centers](#)



779

number of retail establishments in all economic activity centers

Interpretation: This information is being collected and analyzed for the first time using Fairfax County Department of Tax Administration data. During tax year 2017, there were a total of 779 retail establishments located within all 35 economic activity centers – with the most located within the Annandale Commercial Business Center (76). There has been a slight increase (3.3%) in the number of establishments since tax year 2007.

Source: [Fairfax County Department of Tax Administration](#)

ENVIRONMENT AND INFRASTRUCTURE

PARKS ACCESS

Description: Access to parks improves community health, spurs social capital development and increases property values. People are more likely to perceive parks as accessible when they are located within a quarter mile of their home.

Performance Measure: *Percent of Fairfax County Population that Live within a Quarter Mile of a County Park Entrance*

Data: [Static Map – Access to Parks – Areas within ¼ Mile Walk to a Park Entrance \(2017\)](#)



Interpretation: Based on data analyzed by the Fairfax County Park Authority in 2016, approximately 20% of county residents lived within a quarter-mile walk of a park entrance. [Similar data analysis](#) yielded that approximately 56% of residents lived within half-mile walk of a park entrance. Parkland distribution, trail and sidewalk infrastructure, and population density are the primary factors that impact residents' park access. The county's population growth is largely forecasted to occur in areas that currently lack adequate parkland and walking infrastructure to provide park access (Fairfax County Park Authority, 2017). This data is currently being updated, but was not available at the time of this publication.

Over the last year, the Park Authority has been working internally and with partners to build broader support and elevate the importance walkable access to parks. Below are some of our efforts.

- The Partnership for a Healthier Fairfax (PFHF) new 5-year Community Health Improvement Plan (CHIP) includes several key actions related to improving walk access to parks and recreation facilities. Draft goals

and key actions are being shared with targeted stakeholders over the next month and the final plan is scheduled for approval at the end of the year (2018).

- The Park Authority Board adopted a new 5-year Strategic Plan in June 2018. The plan includes a strategic objective, supporting action steps and performance measures related to improving walkability (1/4 mile and 1/2 mile walk) to parks. We're working to align staff/resources to support this now. One of our first steps will be to develop a countywide park access plan that will help to assess gaps and identify priority areas for improvements based on key factors such as equity and health.
- In support of a grant application the Park Authority submitted this past March, Chairman Bulova signed on to the nationwide 10-Minute Walk campaign in support of our commitment and efforts to improve park quality and access. We also received letters of support from OCR, FCDOT, FCHD, PFHF, NCS, and the DC ULI chapter. Although the Park Authority unfortunately was not selected for the grant, it demonstrates the broad support and recognition of this as a priority for quality of life in our community.

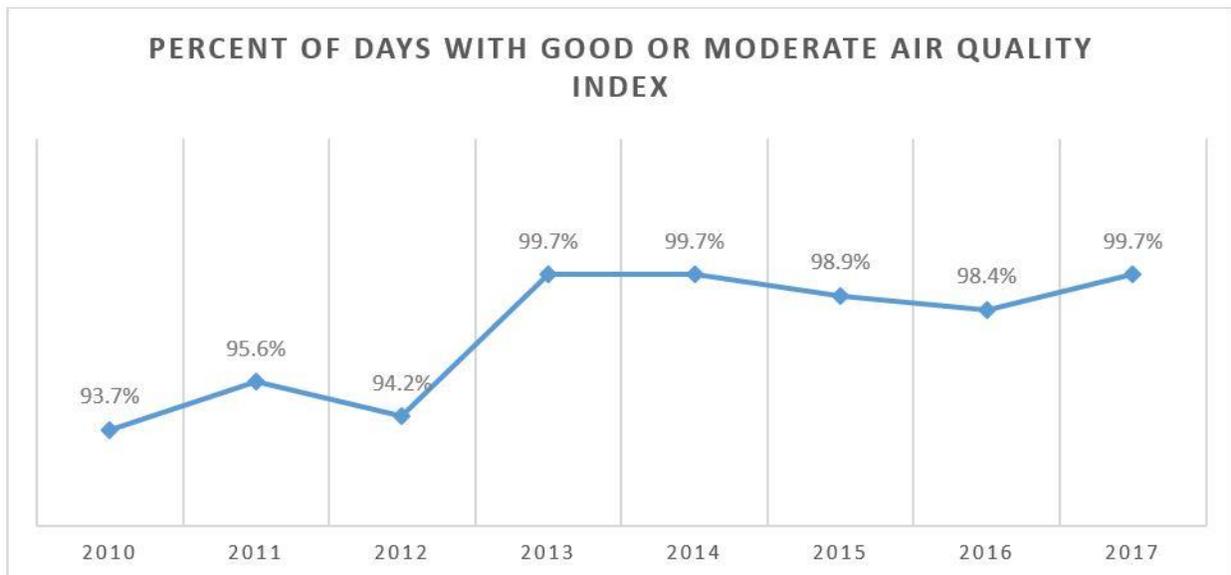
Source: [Fairfax County Park Authority](#)

AIR QUALITY

Description: Air quality can serve as a proxy for environmental quality in general. While there are many aspects of environmental quality to consider, air quality has been shown to be highly correlated with other environmental measures such as water quality, tree canopy, and health issues related to environmental problems.

Performance Measure: *Percent of Days with Good or Moderate Air Quality Index* – measures the percent of days within a calendar year when the air quality was reported as being either moderate or good. Learn more about outdoor air quality data [here](#).

Data: [Air Quality Index Report](#)



Interpretation: The air quality index in Fairfax County has remained at or above 98% over the past five years indicating good environmental quality thereby supporting the health of county residents.

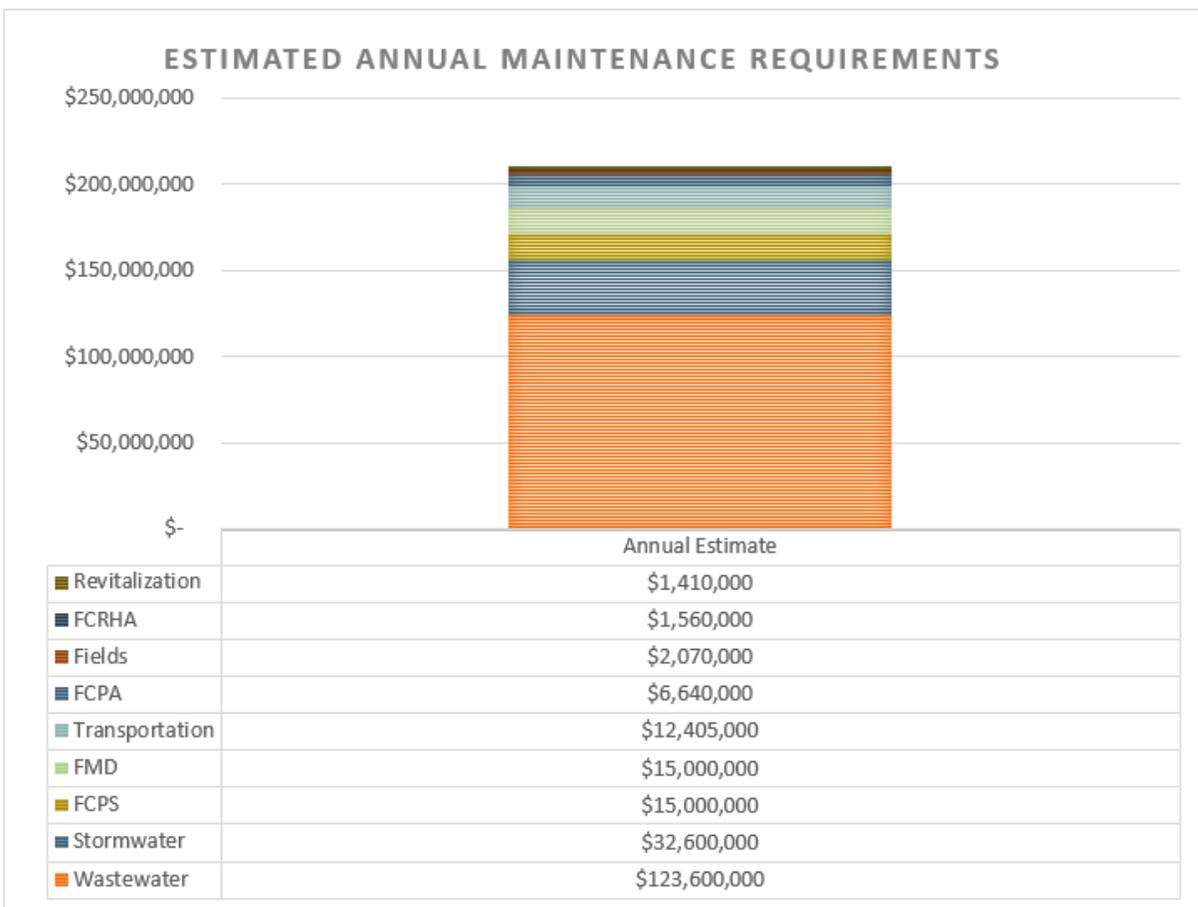
Source: [United States Environmental Protection Agency](#)

MAINTENANCE INVESTMENT OF COUNTY ASSETS

Description: Maintenance of existing infrastructure lessens the risk of system failure and ensures that systems can be utilized for their entire expected life cycle. Deferring needed maintenance results in higher maintenance costs in the long run than investing in maintenance needs on an ongoing basis. County infrastructure maintenance is also an essential component to creating high quality places and maintaining the county’s overall livability.

Performance Measure: *Estimated Annual Maintenance Requirements* – measures the estimated annual maintenance investment identified in the county’s capital improvement program.

Data:



Interpretation: This data reflects annual maintenance investment estimates identified in the FY 2019 - FY 2023 Capital Improvement Program. Reinvestment in older facilities is necessary to maximize the life of facilities, avoid obsolescence and prevent failure. These projects include a range of infrastructure such as bus shelters, walkways, office buildings, trails, parks, schools, sewer lines, and stormwater management facilities. Maintenance projects include the planned replacement of building subsystems such as roofs, electrical systems, HVAC systems and plumbing, as well as the repair and upgrading of other infrastructure. This data does not include new construction or total facility replacement.

Maintenance projects have long been part of the Capital Improvement Program (CIP) but FY 2019 was the first time long term data was presented in a consolidated approach and continued refinement of cost identification

may inform future reports. Maintenance components are focused only the greatest known needs. The prioritization may change due to emergencies or unplanned machinery failures. Additionally, capital projects can span multiple fiscal years and so can the costs. The budgets shown are supported by a range of different funding sources and the life cycle costs and the needs served by these projects are different, which limits comparison between projects and categories.

Additionally, this data does not include costs for state maintenance of public roads performed by the Virginia Department of Transportation, or drinking water infrastructure, which is the responsibility of Fairfax Water.

Source: [Fairfax County Department of Management and Budget](#)

GOVERNANCE AND FINANCIAL STEWARDSHIP INDICATORS

COMMUNICATION AND CULTURE

COMMUNITY ENGAGEMENT – METHODS AND OPPORTUNITIES

Description: We can build upon our already successful social media strategy and presence over the last eight years by considering additions to our existing strategies and by continuing to use a variety of mediums to connect with the community. We should continue to promote engagement on social media to raise awareness of issues that are relevant, timely and actionable that affect the community. Reaching out via social media provides ways for individuals to be involved without the time commitments and challenges of more direct engagement.

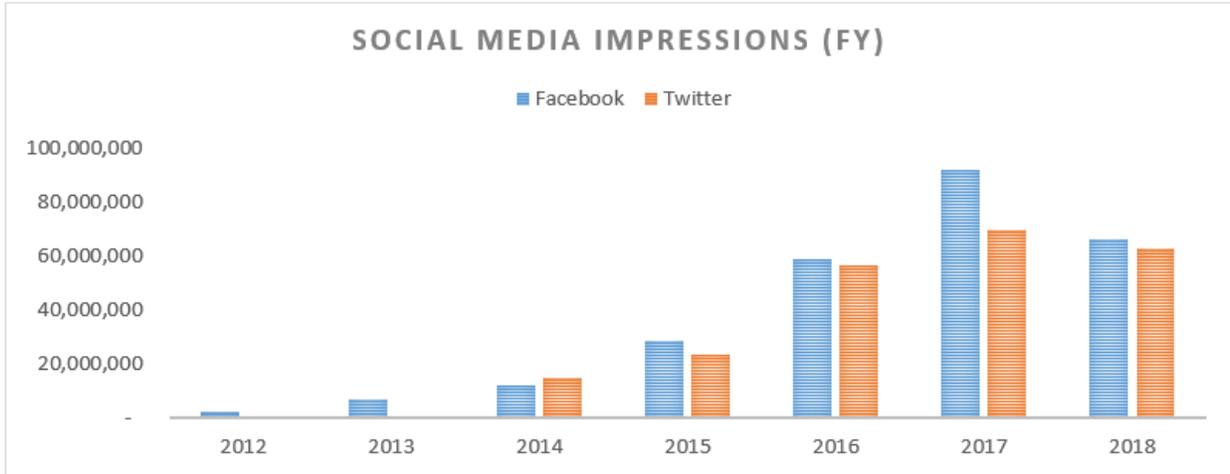
Active participation in community outreach meetings and events is another opportunity for individuals to interact with each other and with county representatives and staff face-to-face. While not all members of the community can attend outreach events, when more people do attend, they enhance the community dialogue, and allow the county representatives to hear diverse perspectives and identify areas of potential consensus.

Performance Measure:

- ❖ ***Number of Social Media Impressions (Facebook and Twitter)*** – number of social media impressions related to Fairfax County Government found on Facebook and Twitter.
- ❖ ***Percent of Registered Voters that Voted in the General Election*** – percent of registered voters in Fairfax County that voted in the general election.

Data:

- ❖ [FY18 Facebook Metrics](#)
- ❖ [FY18 Twitter Metrics](#)

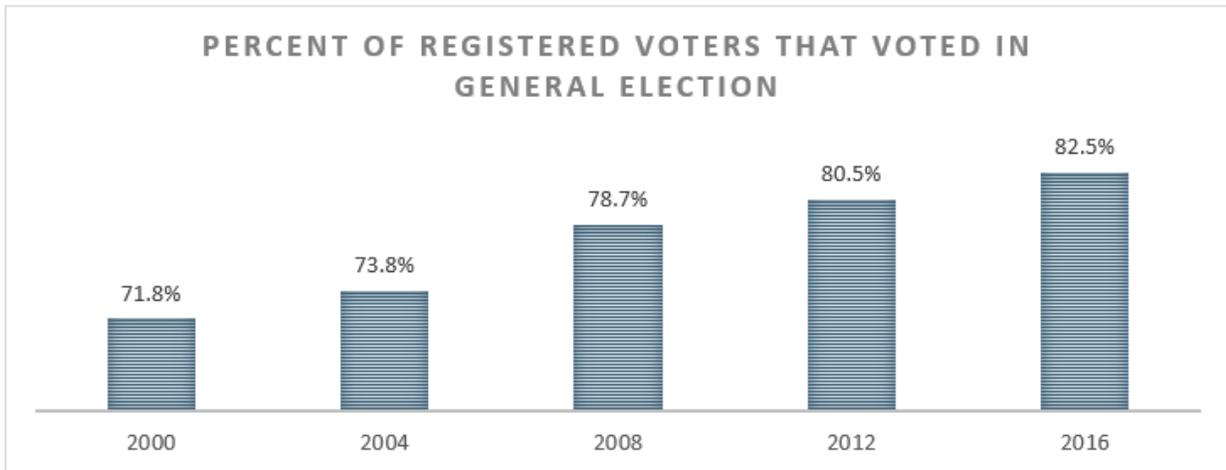


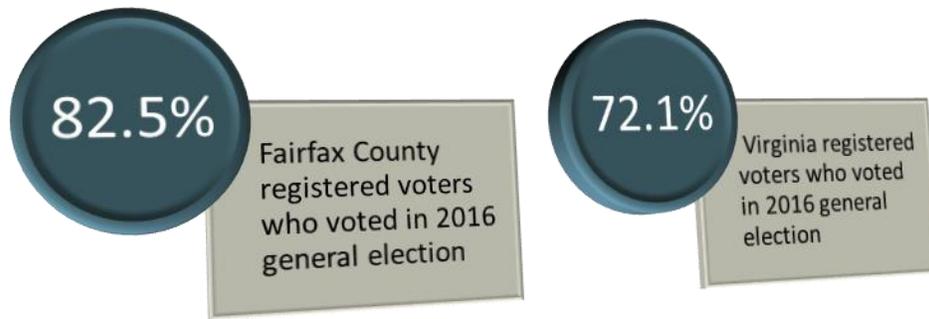
Interpretation: Twitter impressions and Facebook reach are but two of the many measures the county tracks for its social media presence. Over the last nine years, the Office of Public Affairs has been agile in training county social media publishers on an ongoing basis to focus on interesting, unique and helpful content for the community. This ongoing staff development, along with consistently publishing and engaging on official channels, as well as the continued rise of smartphones (where most people see our social media posts) have led to significant social media views year after year (despite algorithm changes by social media companies, especially in FY18).

The metrics demonstrate an increased exposure to government information. Social media is particularly vital before, during and after emergencies or major incidents and spikes do occur during those events. As social media tools evolve, the Office of Public Affairs will continue to provide policy, strategic and tactical counsel to county social media publishers, therefore meeting the larger goals of increasing community engagement, transparency, and ensuring the agility of county government on social media.

Source: [Fairfax County Office of Public Affairs](#)

Data: [Interactive Map – November 8, 2016 General Elections – Precinct Viewer – Fairfax County Results Only](#)





Interpretation: The percent of Fairfax County registered voters who actually voted in the 2016 General Election increased by 2 percentage points compared to 2012. Compared to the state, Fairfax County’s registered voter participation is approximately 10 percent higher (Virginia Department of Elections, 2017).

Source: [Office of Elections](#) and [Virginia Department of Elections](#)

VOLUNTEERISM

Description: Volunteerism is associated with a number of positive community outcomes. Volunteers are committed to and involved in their communities. Volunteer activities provide opportunities for community members from diverse backgrounds to interact with one another, and to improve their communities.

Performance Measure(s):

- ❖ **Number of individuals registered to support Fairfax County programs and services** – number of individuals registered in the [Volunteer Management System \(VMS\)](#).
- ❖ **Number of volunteer service hours** – number of volunteer service hours recorded in the Volunteer Management System (VMS).
- ❖ **Value of volunteer service** –estimated value of volunteer service = volunteer hours multiplied by the [Independent Sector](#) hourly rate for Virginia.
- ❖ **Percent of VMS volunteer survey respondents who felt connected to their communities as a result of volunteering** – service quality measure included in annual survey sent through VMS asking volunteers about community engagement as part of data collection for the [Human Services Report Card](#).

Data:

Reporting Year	Number of individuals registered to support Fairfax County programs and services	Number of volunteer service hours	Value of volunteer service (hours x average hourly rate for volunteers in Virginia)	Percent of VMS volunteer survey respondents who felt connected to their communities as a result of volunteering
FY16	23,843	1,295,832	\$ 33,808,247 (@\$26.09)	82.9% (n=1,876)
FY17	32,415	1,306,976.65	\$35,236,088.06 (@\$26.96)	85% (n=1,524)
FY18	39,493	1,499,646.40	\$40,430,465.99 (@ \$26.75)	85% (n= 2,276)



Interpretation: Between FY17 and FY18, the number of individuals registered to support Fairfax County programs has increased by 21.8%, value of volunteer service has increased by 14.7%, and the percentage of volunteers who felt more connected to their communities remained the same at 85%.

Source: [Fairfax County Office of Public-Private Partnerships](#)

REGULATORY PROCESSES

DEVELOPMENT REVIEW TIME

Description: The need to provide relatively predictable outcomes at a relatively predictable pace is important in creating a climate conducive to economic investment and sustainability.

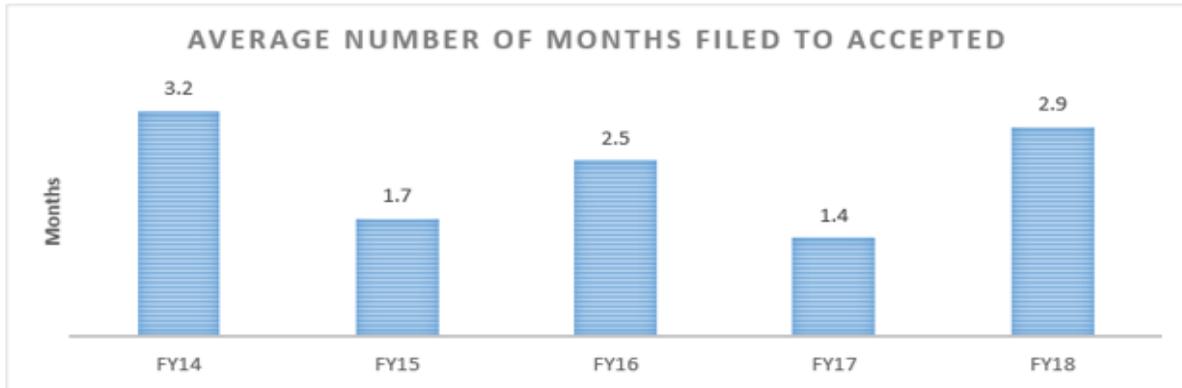
There are two groups of performance measures that capture the development review time – (1) the entitlement process for mixed use applications and (2) multi-use commercial project review process.

Performance Measure(s): Entitlement Process for Mixed Use Applications

- ❖ **Average Number of Months a Mixed-Use Application is Filed to Acceptance** – once an application is filed with the Zoning Evaluation Division (ZED), acceptance staff work with the applicant through an iterative process to ensure applications are complete and ready for review.
- ❖ **Average Number of Days a Mixed-Use Application is Accepted to Assigned** – when an application has been formally “accepted” it is reviewed and assigned by a ZED branch chief to an appropriate staff coordinator.
- ❖ **Average Number of Months a Mixed-Use Application is Accepted to Staff Report** – staff coordinators work with county review agencies to coordinate a comprehensive analysis of the application. Once complete, staff coordinators create and publish a staff report that describes the application, outlines the analysis and provides a staff recommendation of approval or denial to the Planning Commission and Board of Supervisors.
- ❖ **Average Number of Months a Mixed-Use Application is Filed to Staff Report** – measures the application’s life cycle steps interfacing with ZED, from filing up until the staff report is published by ZED staff coordinators. Staff reports are published approximately two weeks prior to the Planning Commission Public Hearing.
- ❖ **Average Number of Months a Mixed-Use Application is Filed to BOS Public Hearing** – measures the application across all of its life cycle steps leading up to approval by the Board of Supervisors - acceptance,

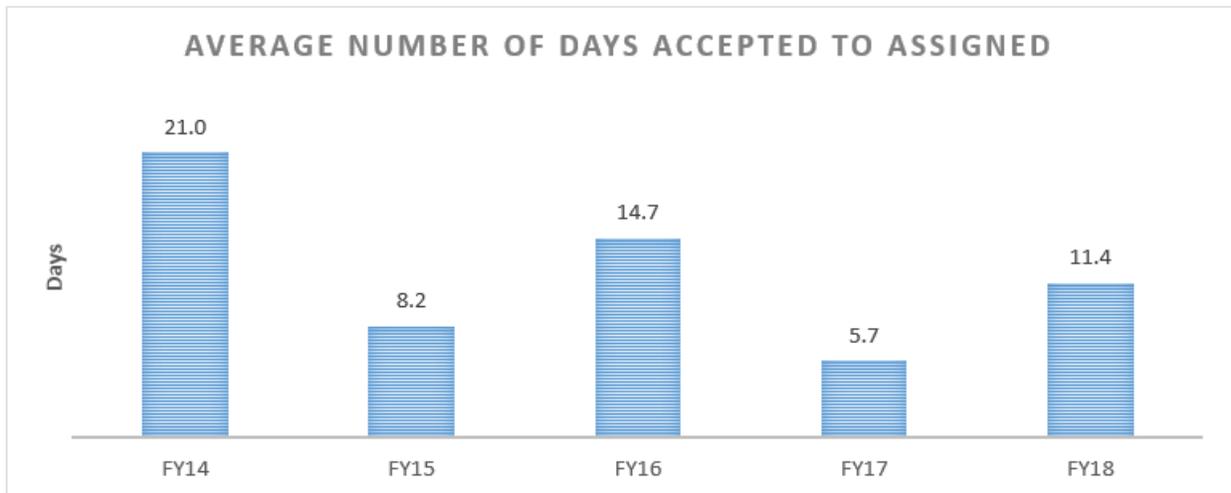
assigned, staff review/report, and public hearings before the Planning Commission and the Board of Supervisors.

Data: All data provided below is related to mixed-use applications approved in the fiscal year noted. To qualify as a mixed-use project, zoning applications have to be for large-scale, mixed-use construction – either as a new build or as a significant addition to an existing development. The mixed-use applications approved in FY18 included two of the “original” Tysons cases (cases filed in the first year of the new Tysons plan) and one case filed in anticipation of the zoning ordinance amendment to increase the allowable intensity in the PDC (Planned Development Commercial) zoning district.



Year	FY14	FY15	FY16	FY17	FY18
Number of Cases	8	5	7	3	10

Interpretation: The average number of months a mixed-use application approved in FY18 took to move from filed to acceptance was 2.9, based on ten applications. This may reflect the quality of the initial submission, the length of time or level of complexity in staff review, or the length of time it took an applicant to respond to comments.



Year	FY14	FY15	FY16	FY17	FY18
Number of Cases	7	5	7	3	10

Interpretation: The average number of days a mixed-use application approved in FY18 took to move from acceptance to assigned was 11.4, based on ten applications. This measures how quickly an application can start being reviewed by staff, and how quickly an applicant knows who their contact will be.



Year	FY14	FY15	FY16	FY17	FY18
Number of Cases	8	5	6	3	10

Interpretation: The average number of months a mixed-use application approved in FY18 took to move from acceptance to staff report was 13.4, based on ten applications. This measures the staff review portion of the case lifecycle, and may reflect the length of time or complexity of staff review and/or the length of time it takes an applicant to address staff comments and resubmit.



Year	FY14	FY15	FY16	FY17	FY18
Number of Cases	8	5	6	3	10

Interpretation: The average number of months a mixed-used application approved in FY18 took to move from filed to staff report was 15.9, based on ten applications. This measures the acceptance and staff review portions of the case lifecycle, and may reflect the length of time or complexity of staff review and/or the length of time it takes an applicant to address staff comments and resubmit. Staff reports are usually published two weeks prior to the scheduled public hearing before the Planning Commission.



Year	FY14	FY15	FY16	FY17	FY18
Number of Cases	8	5	7	3	10

Interpretation: The average number of months a mixed-use application approved in FY18 took to move from filed to public hearing was 16.6, based on ten applications. This measures the total life cycle of the application.



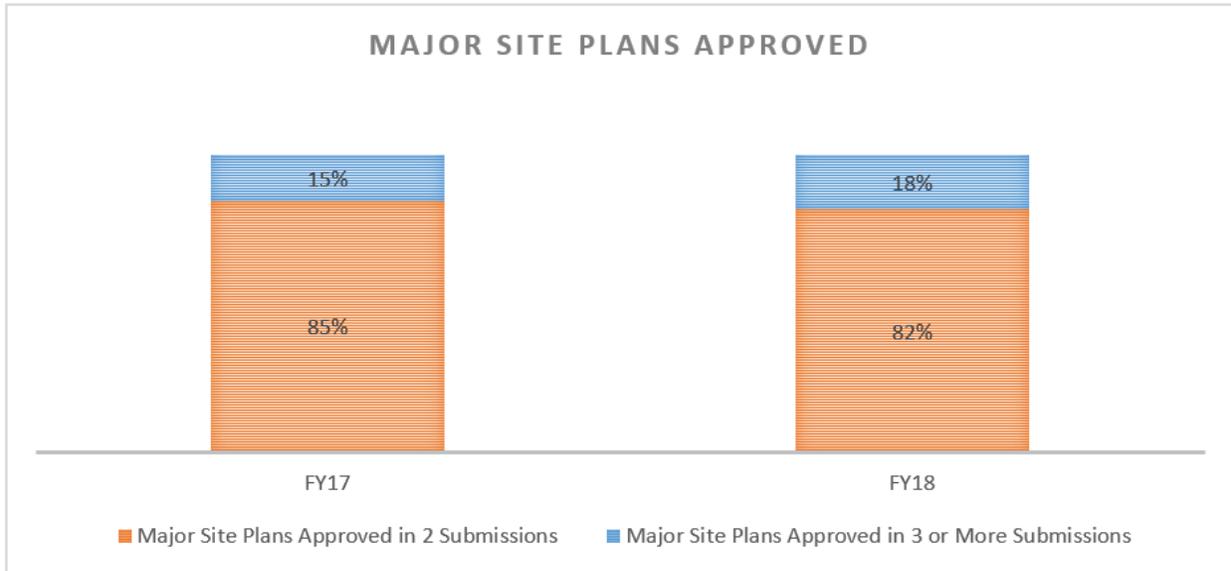
Source: [Department of Planning and Zoning](#)

Performance Measure(s): Multi-Use Commercial Project Review

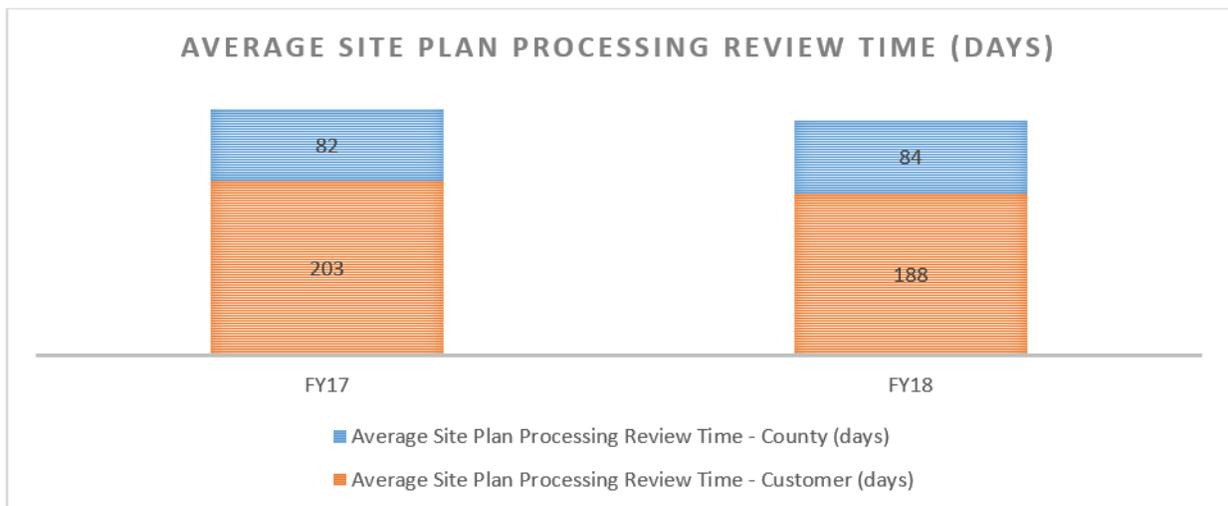
- ❖ **Major Site Plans Approved** – measures the number of major site plans that were approved in two (2) submissions and three or more submissions during the fiscal year.
- ❖ **Average Processing Time of Major Site Plan Reviews (days)** – measures the average processing time for both county and customer processes for major site plan reviews.
- ❖ **Average Processing Time of Building Plan Reviews (days)** – measures the average processing time for both county and customer processes for building plan reviews.

- ❖ **Average Processing Time of Major Site and Building Plan Reviews (months)** – measures the average total processing time (site and building plan review) for multi-use commercial projects.

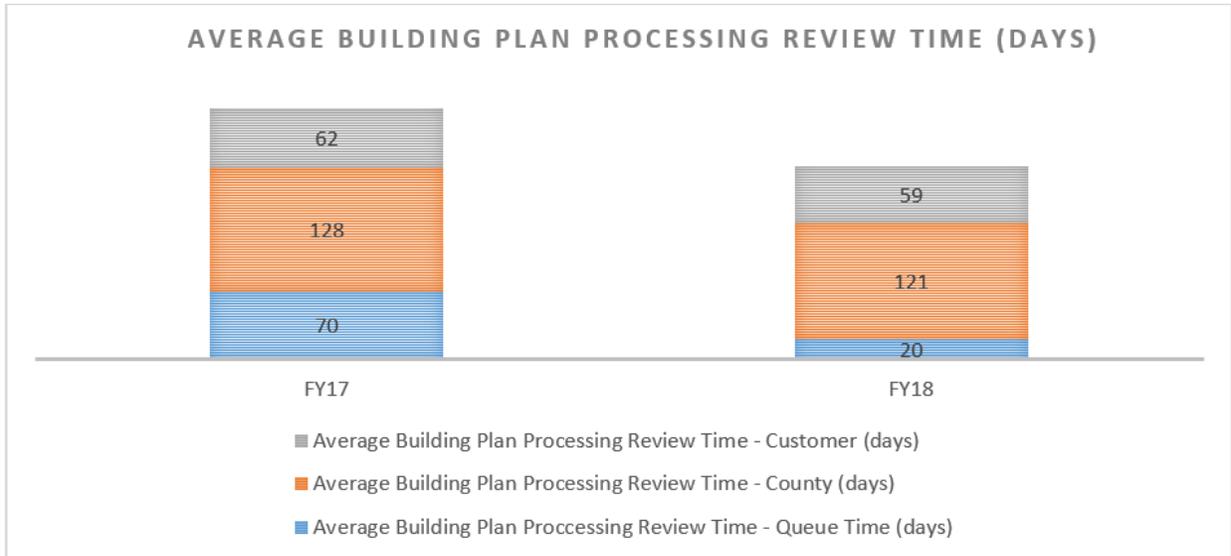
Data:



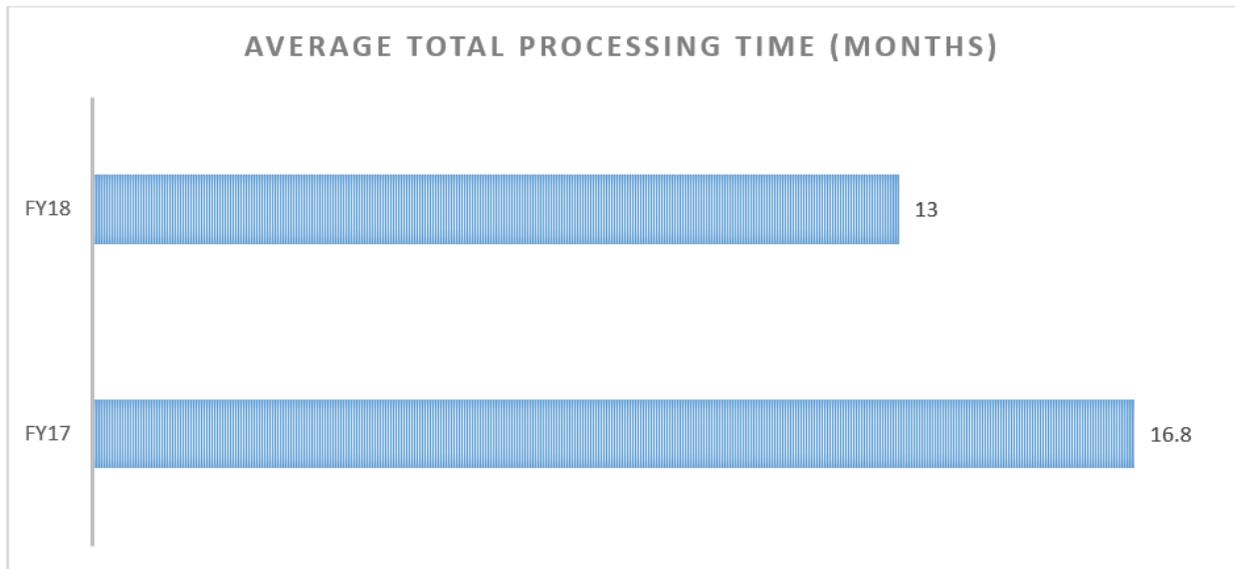
Interpretation: In FY 2017, a total of 72 major site plans were approved. Of those, 85% (61) were approved in 2 submissions. In FY 2018, a total of 55 major site plans were approved. Of those, 82% (45) were approved in 2 submissions.



Interpretation: In FY 2017, below, projects with 2 site plan submissions averaged a total of 285 days, distributed between County review (2.75 months) and Customer review (6.75 months). In FY 2018, projects with 2 submissions averaged a total of 272 days, distributed between County review (3 months) and Customer review (6 months).



Interpretation: On the building plan side, based on a review of major commercial building permits approved in FY 2017, the total process took approximately 190 days (plus an average queue time of 70 days), split between the County (4 months) and the Customer (2 months). In FY 2018, the total process takes approximately 180 days (plus an average queue time of 20 days), split between the County (4 months) and the Customer (2 months).



Interpretation: In FY 2017, the total processing time averaged 16.75 months for commercial projects (site and building plan review and approval). In FY 2018, the average total processing time improved to approximately 13 months. The total process was reduced from FY 2017 as there was significantly more overlap between the site and building plan reviews. This effectively reduced the total plan review time by 3.75 months.

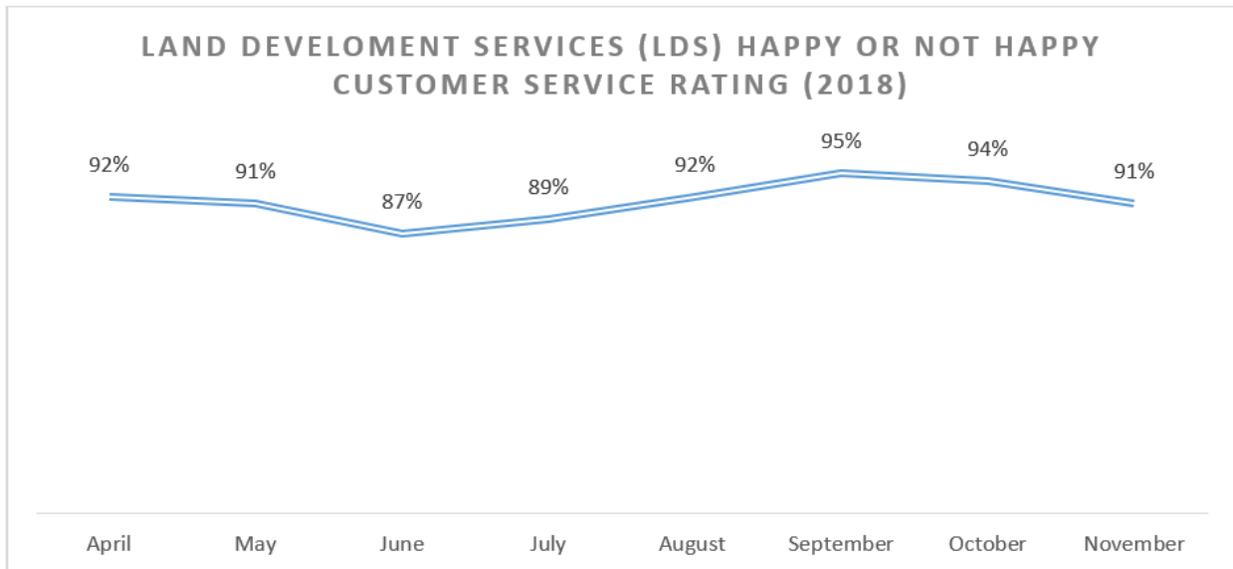
Source: [Land Development Services](#)

DEVELOPMENT PROCESS CUSTOMER SURVEY

Description: Customer surveys should be utilized to evaluate the customer service being provided to land development applicants and their consultants.

Performance Measure: *Percent of Land Development Services Customers Rating Their Experience as “Happy” – the percentage of respondents who rated their customer experience as “happy”*

Data:



Interpretation: In April 2018, Land Development Services (LDS) launched a customer service rating program called “Happy or Not”. Each stand-alone kiosk displays a single question and four button option showing different levels of satisfaction or happiness (green), satisfied (light green), unsatisfied (pink), and unhappy (red). While LDS does not presently use the results to evaluate individual performance, the data, specifically looking at the responses for specific times of day and days of the week, has allowed for adjustments in procedures to provide better customer service. The percentages shown in the line graph above correspond to the percentage for the highest “Happy” rating. Through November 2018, there have been a total of 5,839 responses for an average of 730 responses a month. The ratings range from a low index of 87 to a high of 97 with an average of over 94 on the Happy Index.

Source: [Fairfax County Land Development Services](#)

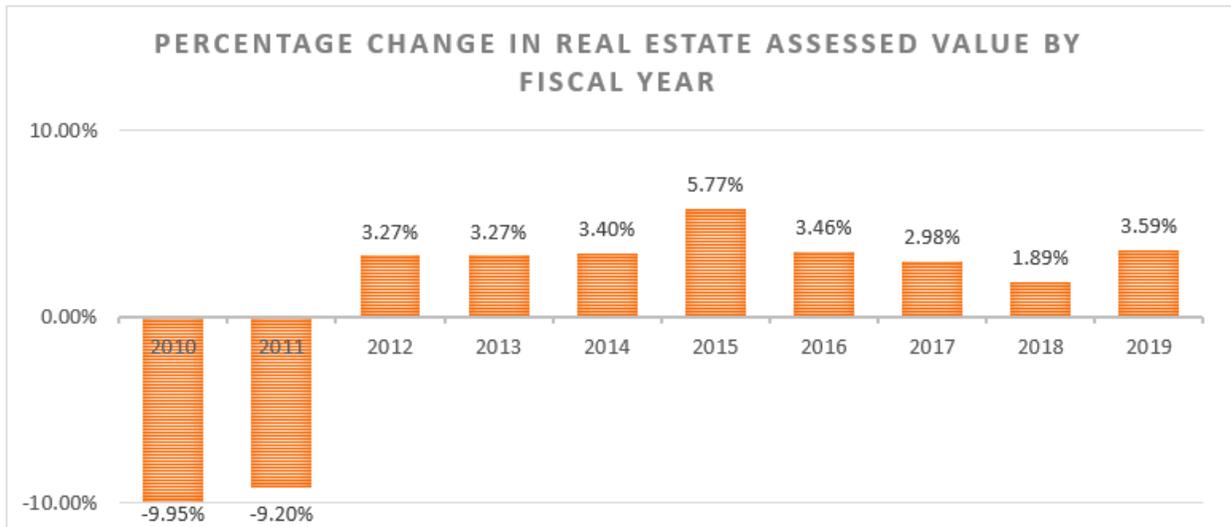
SOUND FINANCIAL DECISIONS

TOTAL ASSESSED VALUE – COMMERCIAL AND RESIDENTIAL REAL ESTATE

Description: The tax on real estate is the largest source of revenue for all localities in Virginia. Real estate taxes are anticipated to represent over 65% of the county’s total General Fund revenue in the current Fiscal Year (FY19) Budget. Because counties in Virginia only have those powers expressly granted to them by the Virginia General Assembly, Fairfax County’s flexibility to raise revenue, diversify its tax base, and reduce its over-reliance on real estate taxes is limited. Consequently, real estate values are a critical driver of the county’s ability to provide services and maintain a high quality of life for residents and businesses.

Performance Measure: *Percentage Change in Real Estate Assessed Value by Fiscal Year* – shows the percentage change in the assessed value of real estate in the county by fiscal year. Fairfax County reassesses real estate values on an annual basis. Real estate must be assessed uniformly and at 100% of the fair market value. Changes in residential real estate assessed values are impacted by housing market dynamics such as the supply of homes for sale on the market, demand for new homes, and affordability. Commercial real estate values are impacted by vacancy rates, rent rates, and new development. Total assessed value includes all categories of both residential properties and commercial properties. Different categories of property may experience different changes in assessed value based on location or differences in demand for different building products.

Data:



Interpretation: Assessments have increased for eight straight years. The 3.59 percent increase in FY19 is comprised of an increase of 2.58 percent in the market value of property and an increase of 1.01 percent is attributable to construction, remodeling or rezoning, a higher rate of increase overall and within each category compared with FY 2018. Of note, the values for mid- and high-rise office properties, the largest component of the nonresidential tax base, experienced a 2.82 percent increase in FY 2019 after declining 1.39 in FY 2018.

Source: [Fairfax County Department of Management and Budget](#) Please see [the FY 2019 Adopted Budget Plan General Fund Revenue Overview](#) additional information.

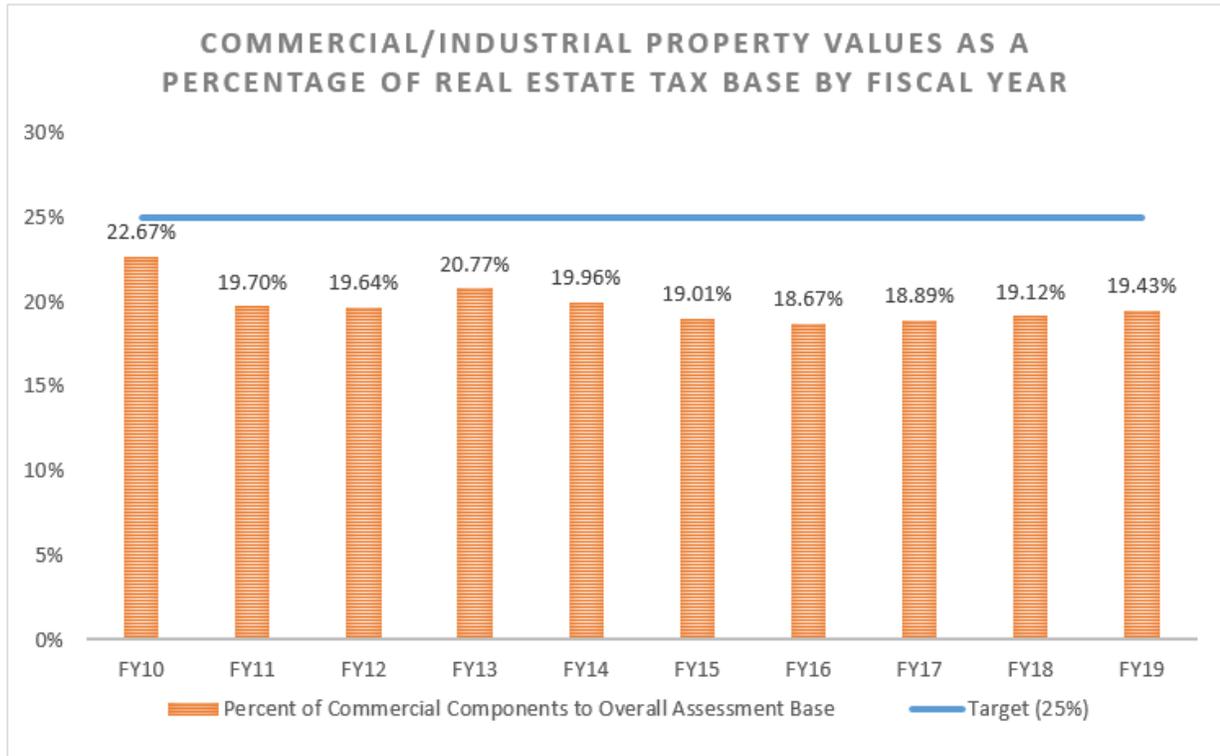
COMMERCIAL/INDUSTRIAL PROPERTY VALUES AS A PERCENTAGE OF REAL ESTATE TAX BASE

Description: Achieving a blend of residential and commercial properties is important to sustaining vibrant communities, creating opportunities of business and supporting the county’s tax base. Increasing the commercial tax base while retaining high quality residential opportunities is an important goal of the Economic Strategic Success Plan.

Performance Measure: *Commercial/Industrial Property Value as a Percentage of Real Estate Tax Base by Fiscal Year* – shows the assessed value of commercial and industrial property as a percentage of the total real estate tax base. The commercial and industrial percentage includes all non-residential properties except for multi-family apartments, which make up 6.76% of the county’s real estate tax base in FY19. Historically, the target has been for

commercial and industrial property to be 25 percent of the total real estate tax base. This target was last met in FY01.

Data:



Interpretation: Since this measure reports the share of commercial and industrial property relative to total real estate values, a change in percentage may be attributable to a change in either or both residential or commercial values and this measure should be viewed in conjunction with total assessed value. The Commercial/Industrial percentage of the county’s FY 2019 real estate tax base was 19.43%, an increase of 0.31 percentage points. The increase was primarily attributable to new office construction and slower residential growth.

Source: [Fairfax County Department of Management and Budget](#). Please see the [FY 2019 Adopted Budget Plan, General Fund Revenue Overview](#) for additional information.

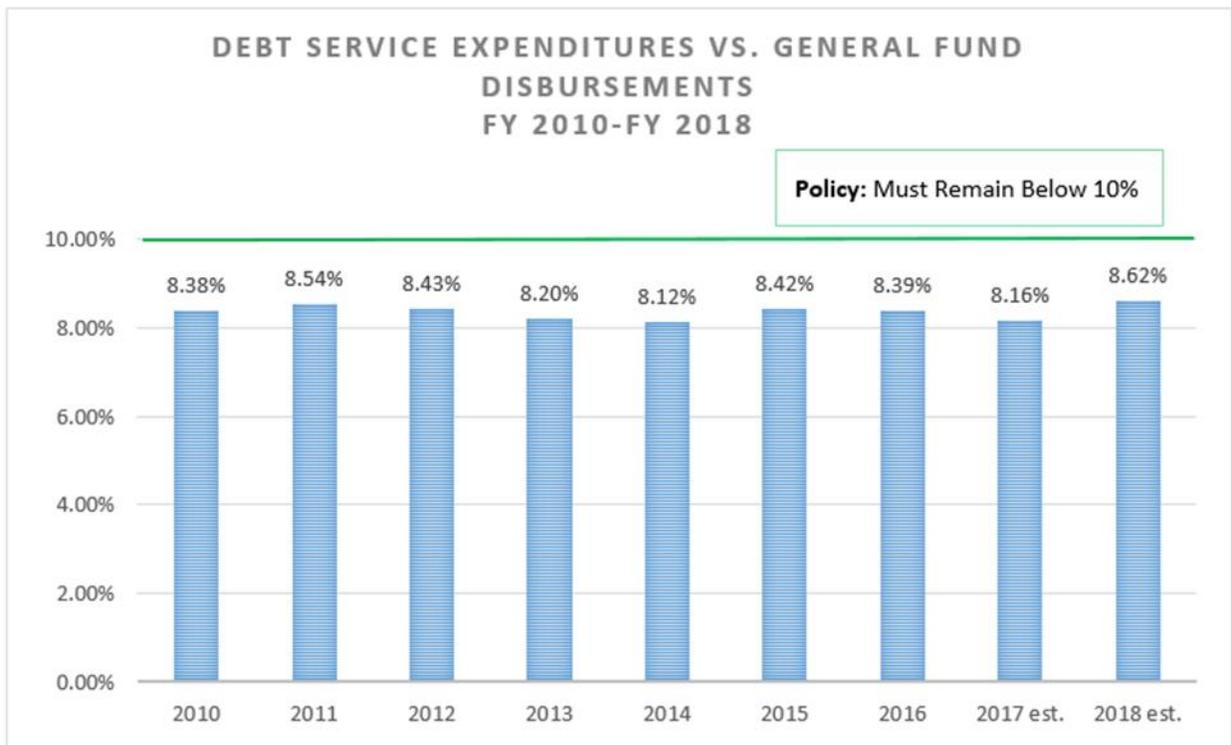
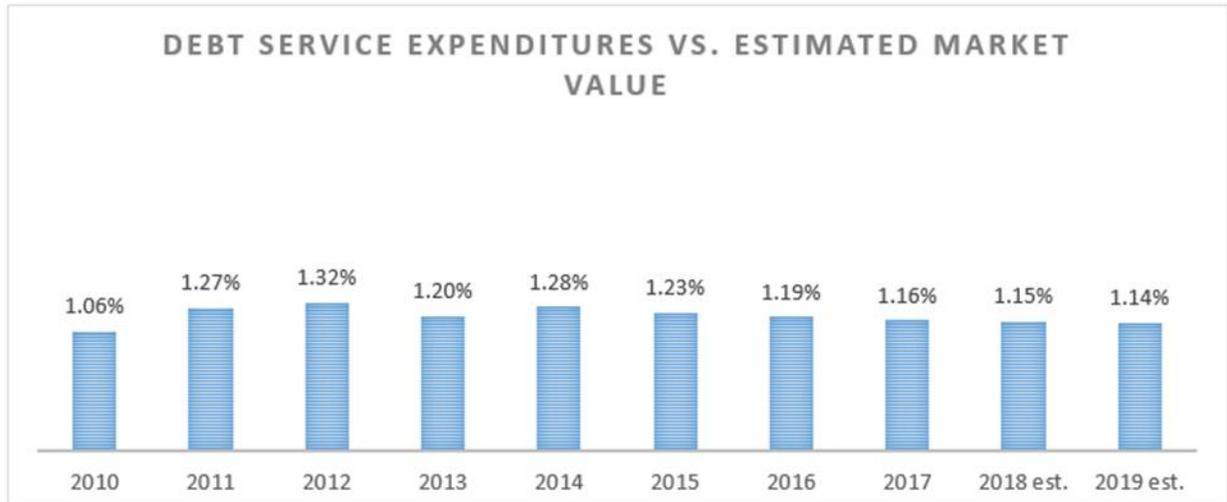
DEBT RATIOS

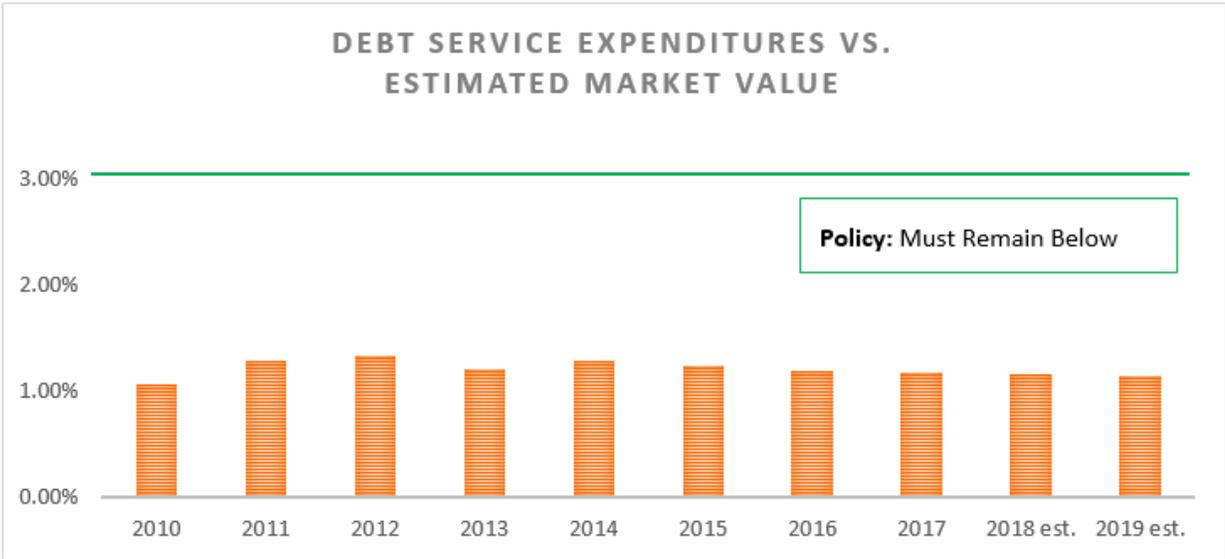
Description: Responsible management of debt allows the county to leverage the bond market to facilitate the delivery of capital projects and infrastructure for the community while holding down the cost of debt to avoid impacts on other programs and services. The Fairfax County Board of Supervisors has adopted the [Ten Principles of Sound Financial Management](#) to set county debt policies to ensure that the county retains the highest possible municipal bond rating. As a result of these robust financial policies, prudent fiscal management and a strong economy, Fairfax County has been awarded the strongest credit rating possible, triple-A, from the three major national rating services. As of January 2018, Fairfax County is one of only 12 states, 46 counties and 32 cities to hold a triple-A rating from all three services. This high rating allows the county to finance borrowing at a lower

cost; since the county received the triple-A rating in 1975, the associated savings are estimated at \$532.87 million and, including savings from refunding sales, the total benefit equates to \$815.91 million.

Performance Measure: Debt Service Expenditures vs. General Fund Disbursements – county debt policies include two separate debt ratio goals: first, net debt as a percentage of the estimated market value of taxable property should always remain less than three percent, and second, the ratio of debt service expenditures as a percentage of combined disbursements should remain under ten percent, as indicated in green below.

Data:





Interpretation: Both debt ratios have always remained below the ratios established in the [Ten Principles](#) and are well below their respective targets in FY18. Debt is managed to ensure that the debt ratio policies are met while supporting the Fiscal Year 2019-2023 Capital Improvement Program as well as projected capital expenditures through FY28.

Source: [Fairfax County Department of Management and Budget](#). Please see the [FY 2019 Adopted Budget Plan, Fund 20000, Consolidated County and Schools Debt Service Fund](#), for additional information.

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- ❖ Danielle Barlow (DPZ)
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- ❖ Victoria Kairys (NCS)
- ❖ Fatima Khaja (DMB)
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- ❖ Anne Rosenblum, Fairfax County Economic Development Authority

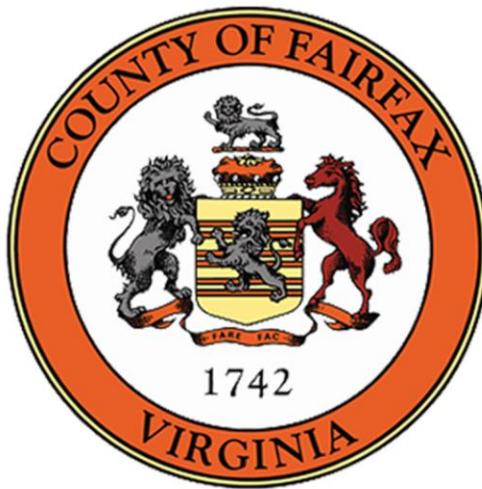
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