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MEMORANDUM

To: Dave Turner, Director, Oswego County Department of Community Development, Tourism, and Planning
Mike Treadwell, Executive Director, Operation Oswego County

From: Victoria Storrs

Date: 9/8/2017

Re: **Performance Metrics for Oswego County Economic Advancement Plan**

This memo presents our recommendations for metrics to include in the performance measurement template for Oswego County, based on our review of elements of the *Economic Advancement Plan*, including particularly the *Action Plan Matrix*. This is the *Oswego County Economic Advancement Annual Performance Update – 2017*. We ask that you review the attachment and provide input on whether there are any metrics that you would like to add, delete or substitute, or about which you would like further information.

The purpose of this deliverable, which is described as Task #8 in our scope, is to develop a model performance measurement dashboard that can be published online and that will be updated as the county implements the plan. Metrics are designed to show progress toward the plan's goals. All metrics use sources of information that are free, reliable, and online, such as the U.S. Bureau of Labor Statistics, and each source is identified.

Once a finalized set of metrics is established, we will provide a working copy of the template and of the Microsoft XL workbook that supports it. Camoin Associates has collected most of the data points for the 2017 update, and where data is requested from the county or Operation Oswego County it is noted in the list below.

Recommended Metrics

Implementing the Strategy

Note: Views to the OOC Website is a total for 2017 and a bar graph. The graph has placeholder language that can be removed. The final version can start with 2016 and be mostly blank as years are filled in, or it can start one or two years earlier if OOC can provide the data.

- Views to the OOC Website, summary and graph 2017 - forward
- Community advocates engaged and active. The current number reflects participation in stakeholder interviews. Going forward, this number would be the community advocates as described in Objective 2.A. of the *Action Plan Matrix*.
- Major Accomplishments (text list)

Targeted Industries:

Metrics are included for each of: Energy, Advanced Manufacturing, Tourism and Recreation, Food Processing



Note: Food processing jobs, as discussed earlier in the project, are underreported in our regular data sources. We would like Operation Oswego County to provide a current number of food processing jobs, and assist with developing good statistics for 2012 – 2016.

- Jobs: total, trend 2012 – 2017 and forward
- Jobs changes
- New businesses since 2017

Economic Diversification

Note: Tax base is for 2017, from the County Assessor. If 2016 distribution can be obtained, the metric can include year-over-year change. Otherwise, remove the language about change until the 2018 dashboard.

- Tax base pie chart: shows commercial, residential, both, with a placeholder for change 2016 – 2017
- Number of private, non-agricultural employees and trend
- Average private wage in dollars, with trend
- Bar graph of labor force unemployed, 2015 – 2016 and forward
- Gross Domestic Product per Capita, 2015 and forward

Tourism

- Travel spending, 2016 and change from 2015
- Dollars spent on lodging, 2016 and change from 2015
- Dollars spent on recreation, 2016 and change from 2015

Finishing the Annual Performance Update 2017

The steps to complete this document are:

1. Review and comments, and discussion – Oswego County, OOC, Camoin Associates
2. Revisions – Camoin Associates
3. Approval – Oswego County, OOC
4. Delivery of model document and supporting XL workbook – Camoin Associates
5. Online publication of Update 2017 – Oswego County or OOC, TBD
6. 2018 and ongoing information gathering – Oswego County or OOC, TBD, with guidance as needed from Camoin Associates

Using the XL Workbook

Camoin Associates has created a workbook in Microsoft XL that includes data and, where applicable, the graphic for each metric. Updating the data will update the graphic, which can then be copied into the 2018 and later Updates.