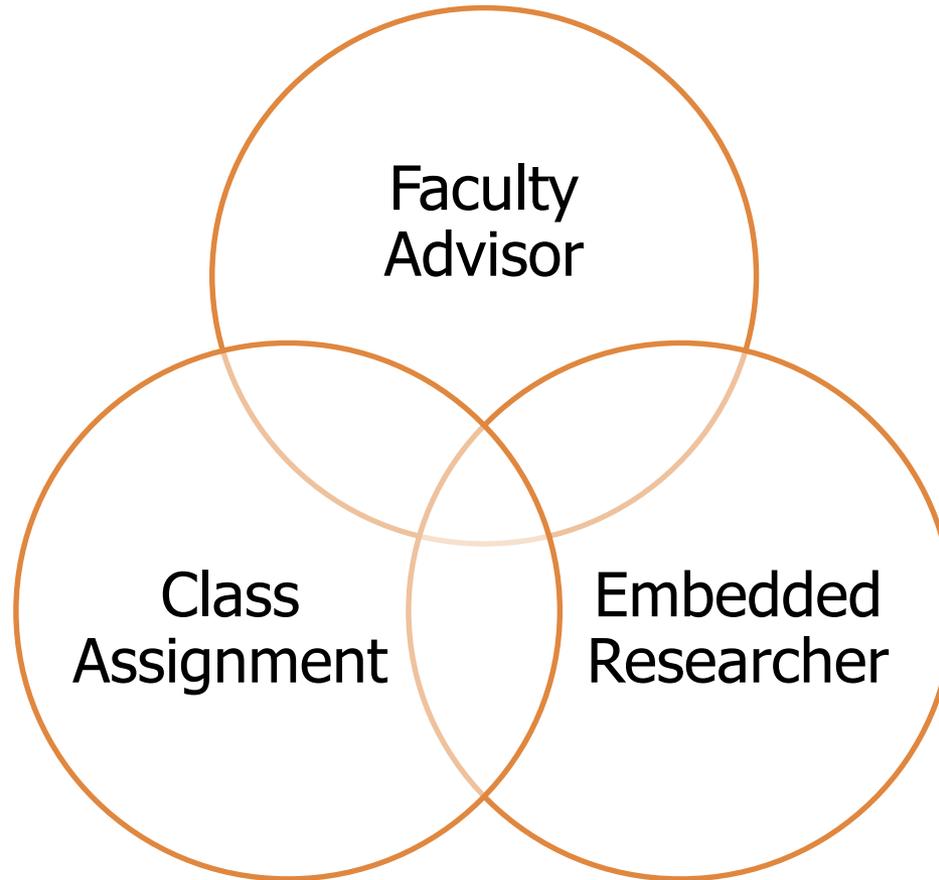


# Arlington Metrics Initiative (AMI)

- Project Catalyst
  - Existing relationship between local government and VT.
    - Informal and formal relationship with Arlington Economic Development Department (AED).
    - VT sits on Economic Development Commission (EDC).
  - Realized local government need.
    - County push and prioritization of economic competitiveness.
    - Outgrowth of EDC Task Force work
      - Competitiveness
      - Metrics
      - Messaging

# AMI Background and Context

## Pilot Structure



## Pilot Timeline



- Initial Project Scoping
  - Outlined two primary deliverables:
    - 10-20 metrics useful for understanding, tracking, and communicating about the County's economic competitiveness.
    - Inventory of existing data
  - Guided by two primary goals:
    - Further economic sustainability work of AED and EDC.
    - Provide an engaging and practice-based experience for students.

# AMI Broader Goal

**To create contextually meaningful  
and validated metrics.**

- Data-driven governance as a goal.
  - What does this mean?
    - Collecting the right data and using it wisely.
    - Data provides information not answers.
    - Decisions are made on a theory. If you are making decisions on data you are treating the symptom not the problem.
  - Arlington seemed to understand this – 1 of the 20 Grant Thoughts for economic sustainability is “Measuring What Matters.”
    - *“Benchmark and track measures that reflect the community’s values.”*
  - Our work has been focused on putting this on the ground. Operationalizing “measuring what matters.”
    - Class Assignment
    - Embedded Metric Work

# AMI Class Assignment

- Part 1 –
  - The first assignment asked students to identify, describe and define the key concepts that Arlington County believes are important for economic competitiveness. These were informed by materials provided to students, as well as presentations given by lead AED staff.
- Part 2 –
  - The second assignment asked students to take the concepts identified and defined in the first assignment and to develop a plan to specifically measure the concepts on an on-going basis. For each of the measurements identified the students were then asked to provide a justification based on theory, literature and the context of Arlington County.

- Office Market Principles
  - 10 Principles that will guide the County's approach to office market changes.
  - Align embedded metric work with these market principles.
  - Developed from a meeting with lead AED staff.
  - A need, a desire, and an opportunity.
    - Need for immediate support.
    - Desire to measure program and policy effectiveness.
    - Opportunity for longer term and integration of metrics into their work.
  - Pilot process for developing metrics for these principles.
    - Selected two principles as "proof-of-concept".

- Research
  - Existing and emerging frameworks and report on concepts central to the County's economic development goals and values.
    - Innovation, Innovation Districts
    - Intelligent Communities
    - Economic Development Field + Metrics
  - Brief(s) on these to support their work.

# AMI – Factors of Success

- Organizational culture and capacity – openness to change.
- Key leader buy-in and engaged in work.

- Project scoping and design is critical.
  - Helps to keep everyone engaged and on the same page.
  - Helps to preserve the role of embedded researchers.
  - However, flexibility is also necessary to learn what is needed and feasible given time and budget. \*Iterative process\*
  - It is continuous.
- Embeddedness
  - Need to understand the benefits for all parties of having an individual embedded.
  - Difference between the work of an embedded researcher versus student, or consultant. How does this inform project design and deliverables?

**Thanks!**

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