I. Informational:

   • Director
     o Responses to Robert Goler requested clarification from County Board member Eric Gutshall about the "public benefit" provisions of various County agreements – ARC3409 artist studios, Marymount-Ballston Auditorium, and Latitude Artist Space. (The responses are included as an attachment to this report.)
     o Ballston Quarter meeting between CAD staff – Michelle, Josh, and Angela – and GM John Moore and Marketing Coordinator Kirsten Crofford yielded positive results. We were able to communicate the resources Cultural Affairs can bring to the table – expertise in curation and programming – and share contacts for Cody Gallery – Marymount, Arlington Arts Center, Columbia Pike Studio Artists, and Arlington Artist Alliance. Josh is working with their team on programming outdoor space. Angela will assist with public art.
     o Arts and Industry District @ 4MRV – AED is working with a team of MBA students from The George Washington University who are conducting research for a soon to be convened Technical Advisory Panel that will be evaluating up to 6 different models of arts districts/hubs that could be applied to the 4MRV Area. (The syllabus is attached to this report.)

   • Facilities and Technical Services
     o Staff provided lighting, sound and projection support to the Arlington Martin Luther King Celebration at Wakefield High School.
     o The unit is starting a partnership with the Wakefield HS Drama department to assist with their production of Chicago in May.
     o We have started to receive Space and Service requests for the FY20.
     o Construction on the Alice West Fleet Elementary School (in the TJ parking lot) appears to be on schedule to open in September so we are fulling expecting to have a normal season at TJ.

   • Arts Enterprise – Joan is out for personal matter

   • Cultural Development: Following the established cycle of planning/programming, the months of December-February have traditionally been dedicated to planning. Planning in progress includes:
• Arlington Art Truck – Rachel Schmidt, Paul Shortt, Neil Feather have all been confirmed with final activation TBD
• Art on The Art Bus - Gail Rehban confirmed for next exhibit. Opening reception at Courthouse in March, date TBD
• Rosslyn Jazz Festival – The Suffers confirmed to headline (embargoed until 5/16), rest of lineups pending.
• Columbia Pike Blues Festival - Lauren Calve Band and Hardway Connection confirmed with offer for headline performance still pending.
• Lubber Run – Review in process with offers pending.
• First Fridays – Winter/spring series begins 2/1 with Lil Red & The Renegades
• All Arlington exhibition at Marymount Cody Gallery -- September 7-October 26, 2019. Call for artists open until May 15th. Up to three individual artists who live, work, study or maintain a studio in Arlington County will be selected.

• Marketing
  • Collaborated with Arlington Arts Commission engagement committee on the successful launch of “Meet the Arlington Arts Commission” campaign via Arlington Arts social media channels.
  • Managed design, printing and on-time delivery of Arlington Arts’ Winter/Spring Rack Card.
  • Managing launch of WMATA Digital Display pilot program, including curation of images.

• Public Art
  • Public Art Master Plan – draft is with the CMO; awaiting approval to distribute to PAC/ACA and then begin public review
  • Community Coin Collection for Donald Lipski Western Gateway Project – completed. Nearly 4,000 coins from over 100 countries were collected and sent to artist to incorporate into the sculpture base. Project is due to deliver later this year.
  • Arlington Public Art’s 35th Anniversary Year – working with Holt Smithson Foundation and local museums to plan a special event, possible symposium around August 1st DSP Day.

II. Action: none

III. Discussion: none
Dear Marsha and Robert:

I had the opportunity to meet with County Board member Erik Gutshall on January 10 along with Cindy Richmond, Shannon Flanagan-Watson, Angela Adams, and Elizabeth Carriger to brief him on the progress of the Public Art Master Plan (PAMP) and to address your questions regarding how the Board evaluates the implementation and effectiveness of the public benefits negotiated through the site plan process that it awards to developers.

Ensuring that the full public benefits of negotiated site plan conditions are realized by our residents is important to both the Board and staff. As active community leaders in the arts we thank you for bringing your concerns to our attention. Generally, site plan conditions are enforced by the Zoning Administrator. There are also conditions that require a management plan, which is the case with the ARC3409 Artist Studios. After consulting with other staff members, I am able to address the specific questions raised in your e-mail.

1. **Marymount-Ballston Auditorium** - Arlington’s Zoning Administrator has determined that the intent of the auditorium – based on the specific language in site plan #64 condition #62 and the discussion in the staff report – is to essentially make the space available as “supplemental facilities” for civic and community meetings. As a supplemental facility, the free use of the auditorium is limited to the County government and agencies, civic associations, and County-based or -sponsored non-profit groups. Providing the auditorium gratis to music performance and other arts groups are not provided for under this condition nor any of the other site plan conditions.

2. **ARC3409 Artist Studios** – Site Plan #377, condition #59(e) stipulates that “The developer agrees to submit a management plan of the art gallery/studio space located at grade along the north property line, for review and approval of the County Manager or his designee.” The current management plan, approved by the County Manager, and on file with the Zoning Administrator stipulates that “the Art Studios were intended to be subsidized by the Property Owner as part of the community benefits package associated with the entitlement of the entire development project. As such, full-service rents charged to Artists for leasing an Art Studio shall not exceed the sum on an annual basis of: 1) costs of basic utilities such as electricity (costs of above standard electrical usage for special equipment can be an additional rent pass through), water, and sewer, either on an individually-metered basis or calculated as a pro-rata share of utilities directly related to the Artist studios; 2) pro rata share of property taxes; 3) common area maintenance (CAM) charges attributable to internal and external areas for which the Tenants have continual access, but excluding amortization of major capital expenses associated with the building structure; 4) amortization at a reasonably accepted interest rate of tenant improvements internal to the Art Studios funded by the Property
Owner or the Artist Manager on behalf of the tenant and specifically agreed to as part of a lease agreement; and, 5) a property management fee not to exceed 6% of the sum of items 1 through 3.” Staff from our Real Estate Development Group and myself will be meeting with HOA Board members later this month to formulate a plan to ensure the studios are occupied.

3. Latitude Art Space – The delay in the opening of a cultural space as stipulated by site plan #426 condition #80 has nothing to do with County Budget constraints. The Latitude building has changed ownership twice since it was delivered in 2017, resetting lease negotiations each time. The new owners, Greystar, are finalizing a lease agreement with GMU, with programming anticipated to begin in Fall 2020.

I hope these responses satisfactorily answer your questions. Please feel free to contact me if you need further information. Thank you once again for sharing your concerns with us. And please share with the Arts Commission.

Michelle Isabelle-Stark
Division Director
Arlington Cultural Affairs | Arlington Arts
Arlington Economic Development
1100 North Glebe Road, Suite 1500 | Arlington VA 22201
Misabelle-Stark@arlingtonva.us | 703.228.0867 direct

Any email sent to/from Arlington County email addresses may be subject to disclosure under the Freedom of Information Act (FOIA).
If you have received this email in error, please notify the sender immediately and delete the email from your inbox, sent items and deleted items.
COURSE NUMBER: 201901_MGT_6271_10 CRN 48290_201901

COURSE TITLE: Consulting Practicum

COURSE DESCRIPTION: This course provides students an opportunity to learn and apply the integrative problem-solving, teamwork, client-relationship skills, and communications skills required to be a successful management consultant by actually participating in a team-based, consulting assignment for a client.

The problems represent current issues/challenges that the client is currently facing and wants the team of student consultants to tackle. Clients make themselves available for interim and final reviews and provide ample access to their organizations in order to create the most realistic consulting experience.

This year the Arlington Economic Development (Arlington County) under the leadership of Victor Hoskins, Executive Director, will be evaluating different operating structures for its first arts district in South Arlington for the Four Mile Run Valley (4MRV) Area.

A technical task force comprised of members of the County’s Economic Development Commission and Arts Commission will begin meeting in January for a period of six months to evaluate the strengths and weaknesses of different operating structures for the district.

Working directly with Michelle Isabelle-Stark, Division Director for Arlington Cultural Affairs & Arlington Arts at Arlington Economic Development the GWSB team will develop their recommendations to support the task force’s efforts. (See attached project description).

This course is taught by Dr. Shyam Giridharadas, a former McKinsey partner, who will serve as the Engagement Director and faculty member on this project. As needed, Dr. Giridharadas will introduce concepts in strategic thinking, operations management and organizational design that could be applied to the client problem.
Professor: 

Dr. Shyam Giridharadas  
Tel: 301-648-2722  
E-mail: rxg129@gwu.edu  

Dr. Shyam Giridharadas is an Adjunct Professor of Management at the George Washington University School of Business. He holds a degree in Chemical Engineering from the Indian Institute of Technology; a post-graduate diploma in business from Xavier Institute, India; an MBA from Harvard University; and a Doctor of Management from Case Western Reserve University. He was a Principal at McKinsey & Company in Cleveland, Ohio and Paris, France. He was the founder and Managing Director of Prism Consulting International. He serves as an external faculty member for McKinsey Learning in the training and development of their next generation of leaders.

Learning Objectives:

1. Develop practical skills necessary to be a successful consultant  
2. Develop collaborative, team-work skills  
3. Strengthen abilities to make compelling, executive-level presentations

Readings & Materials: Readings will be selected to reflect the emerging needs of the project and will be posted on BlackBoard, as appropriate.

Evaluation & Grading: While the overarching goal is to develop your capabilities to be more effective as a management consultant, 60% of your grade will be assessed through the client’s satisfaction with your delivered end-product for this project. The remaining 40% will come from a combination of my assessment and a peer-evaluation of your contribution to the effectiveness and success of the team.
**PROJECT DESCRIPTION**

Arlington County will be evaluating different operating structures for its first arts district in South Arlington, a direct result of the planning process for the Four Mile Run Valley (4MRV) Area Plan, which calls for the implementation of such a district within Subarea B as shown in map below, where continued light industrial and service commercial uses are envisioned, along with new arts and complementary retail uses. **Incentives for inclusion of new arts-oriented uses (such as creative “maker” spaces) are to be explored in this Subarea.** Until a formal name is chosen the identifier AI@4MRV – Arts and Industry @ 4MRV- is being used to refer to the district.

A technical advisory committee comprised of members of the County’s Economic Development Commission and Arts Commission will begin meeting in January for a period of six months to evaluate the suitability of various operating structures for the district.

**OBJECTIVES**

Three student teams will be formed to assist the technical advisory committee with its evaluation of suitable operating structures for the AI@4MRV.

1. Team #1 will be charged with developing an economic modeling tool that can be used to estimate, for each operating structure under consideration, the proportion of revenue needed from public and private sources to offset a given level of expense.
2. Team #2 will be charged with examining partnership opportunities between AI@4MRV and other entities, including businesses in the district, artists and cultural organizations in the region, Artspace, and the new Alexandria Old Town North Arts and Cultural District.

3. Team #3 will be charged with examining a sample of arts districts regionally, nationally and internationally to identify the critical attributes and best practices of successful arts districts. (see file “Characteristics Framework” in References as a starting point)

**SCHEDULE**

Before January a possible tour of the facilities and proposed district.

- **January 15** 4:30 – 7:00
  - Topic: Process
  - Location: 3700 S Four Mile Run, Arlington

- **February 12** 4:30 – 7:00
  - Topic: Check-in
  - Location: 3700 S Four Mile Run?

- **March 5** 4:30 – 7:00
  - Topic: Presentation
  - Location: 3700 S Four Mile Run, Arlington

**BACKGROUND**

The Four Mile Run Valley (4MRV) process was initiated in 2016 as a comprehensive planning effort, combining staff efforts to develop an Area Plan for the mostly industrial area south of Four Mile Run Drive and east of Shirlington Road; a Park Master Plan for Jennie Dean Park, Shirlington Park and Shirlington Dog Park; and, the ongoing design of the Nauck Town Square. The County Board adopted a 4MRV Policy Framework in May 2018 that included major concepts that had been discussed to that point and outlined a vision for the study area, and outlined the significant policy-related actions and recommendations to be undertaken to support the vision.

**CONTEXT**

From time to time, Arlington County initiates planning studies for specific areas within the County in response to community interest, market pressures or other factors. These planning studies lead to the adoption of Area or Sector Plans that establish a vision for that specific area and provide guidance for future public and private investment. In the early 2000s, a planning study was initiated for an area that encompassed what is now identified as the Nauck Village Center Special Revitalization District on the General Land Use Plan (GLUP) and the mostly industrial area to the south and east of that district. In 2004, The Nauck Village Center Action Plan was adopted by the County Board, however planning work for the industrial area was not completed. Since that time, the County kept this industrial area, now known as 4MRV on the list of “future studies” as other County planning efforts have been completed.
REFERENCES

1. Four Mile Run Valley (4MRV) planning process
   All documents for 4MRV can be found here: 4MRV Documents

   The following documents will be of interest in considering options for AI@4MRV:
   • Artspace Preliminary Feasibility Study
   • Artspace Arts Market Study
   • 4MRV Documents

2. Arts Districts

   • The Snaig, Final Report of the 4MRV Working Group, Arts District Committee
   • Cultural District Funding Structures, AFTA
   • Virginia Arts Districts (from 2016, with contact information)
   • Characteristics Framework
   • Planning for your Cultural District, AFTA
   • Creating Capacity: Strategic Approaches to Managing Arts, Culture, And Entertainment Districts
Primary Client Contact

Michelle Isabelle-Stark
Division Director
Arlington Cultural Affairs | Arlington Arts
Arlington Economic Development
1100 North Glebe Road, Suite 1500 | Arlington VA 22201
Misabelle-Stark@arlingtonva.us | 703.228.0867 direct