

## **ARLINGTON COUNTY COMMUNITY ARTS ADVISORY COMMITTEE**

### **GENERATING ALTERNATIVE MANAGEMENT AND SERVICE DELIVERY PROPOSALS**

#### **A Suggested Framework**

##### **Introduction**

This framework is designed to assist the CAAC subcommittees to generate and design alternatives to the current arrangements for the Scene Shop, Costume Lab, Joint Use scheduling and Mobile Stage. Its focus is therefore on the future and hopefully optimal, state, not current arrangements.

The framework takes the form of a template, which can be used as just that – a form to be completed, or as a guide or checklist, to ensure that the subcommittee has covered all the ground it should.

In order for the process described here to be most effective, the subcommittees will need to have gathered all the information they need to inform their ‘brainstorming’ and other forms of ideas generation.

**Name of Arts Service** (*e.g. the Scene Shop*):

##### ***Step one: Define the service***

*Please define the object of the sub-committee’s work in terms of a service delivered, as well as its main dimensions. For example, ‘providing access to the space, tools, tech. support and other facilities that enable groups and individuals to build scenes and sets for theatrical and other presentational uses.’*

**Step Two: Describe the overarching goal for the future state of the service**

Please express this in terms of outcomes for the community wherever and if at all possible. For example, in the case of the Mobile Stage, ‘Sustainable and equitable access for community groups to a high-quality stage, which enhances their work in placemaking and community bridgebuilding.’

**Step Three: Define the factors that will determine the achievement of this overarching goal (criteria,) how these will be measured and what you consider the ‘optimal state’ indicators for these measures**

Please start with the generic criteria that have been agreed to apply to all three types of service. Then identify any other criteria that apply specifically to the service for which the sub-committee is responsible.

CRITERIA	(Examples of) measures	Optimal Indicators
Efficiency	<ul style="list-style-type: none"> <li>▪ Usage by a target date, with increases to follow year-by-year</li> <li>▪ Visibility and market penetration</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>
Equity of Access	<ul style="list-style-type: none"> <li>▪ % of groups representing different parts of the community that access each year.</li> <li>▪ Evidence of high levels of awareness of how to access the service</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>
Quality of Facility/Service	<ul style="list-style-type: none"> <li>▪ Quality of space</li> <li>▪ Functionality of equipment</li> <li>▪ How it compares with optimal Health and Safety standards</li> <li>▪ Extent of match with users’ needs</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>
Overall Effectiveness	<ul style="list-style-type: none"> <li>▪ Increase in overall numbers using the service</li> <li>▪ Satisfaction ratings of users and other key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>
Cost sharing	<ul style="list-style-type: none"> <li>▪ Who pays what proportion of the costs of the service</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>
Criterion 6	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>
Criterion 7	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>
Criterion 8	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>

Explanatory notes:

**Step Four: Generate ideas/scenarios for the service**

- *This step relies on the completion of any information gathering necessary to inform the brainstorming and creative thinking that the step requires.*
- *Please adopt a generative, ambitious approach. The spectrum of types of arrangement in the table below may help you ensure you consider a wide range of possibilities:*

<b>Public</b>	<b>Public Partnership</b>	<b>Public Contracted</b>	<b>Public Private Partnership</b>	<b>Private Consortium</b>	<b>Private</b>
AC	AC + APS*	AC Contracts w/ Vendor	AC (+ APS) + Private Groups	Private Groups	Private Entity (Vendor)

*\* Please note that a partnership between the County and APS does not mean that we can assume that dollars from two separate budgets are available – the money comes from the same single source.*

- *You can assume that physically closing one of the current facilities, and securing the service in another way, is an option that can be considered.*
- *You will likely make use of flip charts and other tools to aid this step in the process. You can then use this part of the template to summarize each of the ideas generated:*

**Step Five: Evaluate the ideas/scenarios**

1. From the full list of ideas and scenarios generated, please sift out those that, on the basis of common sense and using your agreed criteria, measures and indicators as points of reference, seem completely impractical, inappropriate or unacceptable.
2. Build out the remaining ideas and make sure that each is as fully described as possible, to make sure that you can properly evaluate them (and as required by the County Manager.) Include, for example the kinds of operational dimensions in the example table below. **Please start the table (this one or whatever amended version you would like to use,) with the current state of the service.**

	Brief Description of Service	Direct Users	Percentage of use by each user	Funding streams	Staffing	Other main costs	Critical processes	Marketing Strategy and roles	County support required (other than \$)	Other factors
Current State										
Alternative 1										
Alternative 2										
Alternative 3										
Alternative 4										

*Explanations/commentary*

3. Please evaluate the current state and the alternatives you have generated, using the criteria, measures and indicators you have agreed. The table below is meant to be a guide:

CRITERIA and MEASURES	Optimal indicators	Current state indicators	Alternative One indicators	Alternative Two indicators	Alternative Three indicators
<b>Efficiency</b> <ul style="list-style-type: none"> <li>▪ Usage by a target date, with increases to follow year-by-year</li> <li>▪ Visibility and market penetration</li> </ul>	▪	▪	▪	▪	▪
<b>Equity of Access</b> <ul style="list-style-type: none"> <li>▪ % of groups representing different parts of the community that access each year.</li> <li>▪ Evidence of high levels of awareness of how to access the service</li> </ul>	▪	▪	▪	▪	▪
<b>Quality of Facility/Service</b> <ul style="list-style-type: none"> <li>▪ Quality of space</li> <li>▪ Functionality of equipment</li> <li>▪ How it compares with optimal Health and Safety standards</li> <li>▪ Extent of match with users' needs</li> </ul>	▪	▪	▪	▪	▪
<b>Overall Effectiveness</b> <ul style="list-style-type: none"> <li>▪ Increase in overall numbers using the service</li> <li>▪ Satisfaction ratings of users and other key stakeholders</li> </ul>	▪	▪	▪	▪	▪
<b>Cost sharing</b> <ul style="list-style-type: none"> <li>▪ Who pays what proportion of the costs of the service</li> </ul>	▪	▪	▪	▪	▪
<b>Criterion 6</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>	▪	▪	▪	▪	▪
<b>Criterion 7</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>	▪	▪	▪	▪	▪
<b>Criterion 8</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>	▪	▪	▪	▪	▪

- 4. Please summarize the results of your evaluation, describing the alternatives proposed by the subcommittee and the main reasons they are proposed and, if applicable, your subcommittee's recommended option,**

**Alternatives:**

**Alternative recommended to the CAAC by this subcommittee**