

Community Arts Advisory Committee

Meeting #3

August 29, 2019 | 6:30 – 8:30 p.m.

3700 South Four Mile Run Drive

agenda

INTRODUCTIONS – 5 minutes

- Welcome
- Introductions

LEVEL SETTING – 10 minutes

- Review Agenda
- Ground Rules, Expectations & Responsibilities
- Review of Project Scope & Work Plan
- Report out from County Manager's Office

MOVING FORWARD – 90 minutes

- Subcommittee Report Out (Scenic Shop/Costume Lab; Joint Use; Mobile Stage)
 - Definition of Service(s)
 - Overarching Goal
 - Measures & Indicators
 - Initial Brilliant Ideas
 - What information is still required?
 - What are the key questions?

WRAP-UP & NEXT STEPS – 15 minutes

introductions

welcome

introductions

level setting

ground rules, expectations & responsibilities

review of project scope & work plan

report out from county manager's office

ground rules & working agreements

Agreements create a safe space for dialogue, critical conversation and decision-making, while aiming to create equity of voice for this work.

- Listen to each other
- Participate fully
- Respect and share air time
- Be brief – share air time
- Assume positive intent
- One person talks at a time – **signal intent to speak (using name tents)**
- **Think creatively**
- Remain positive and forward looking
- Speak for yourself, not on behalf of others
- Differences of opinion are natural and useful

expectations & responsibilities

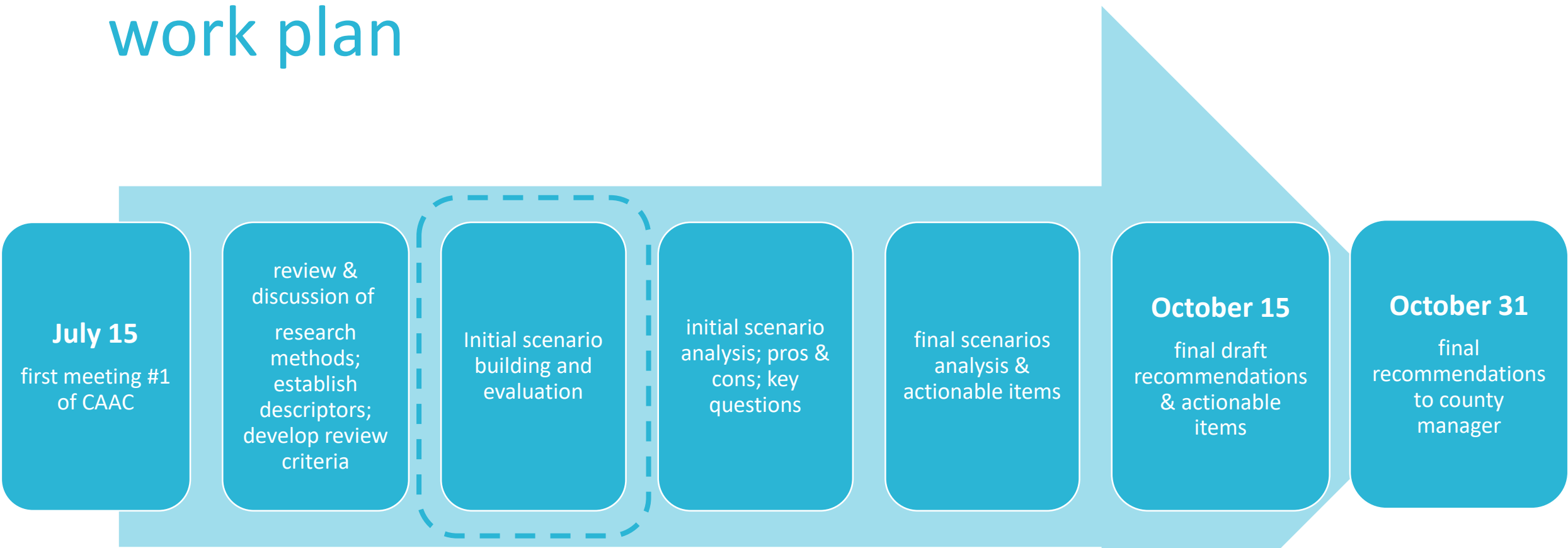
- The process is explicit, rational, and fair.
- I was treated well and my inputs were heard.
- I can live with and commit to the outcome.

from consensus prime – decision making

project scope

1. **catalogue** public and private **arts services** in arlington and the region to include audio-visual services, costumes and scenery construction;
2. develop and analyze **alternative management and service delivery proposals** and funding sources for scenic studio, costumelab and mobile stage operations including a proposed transition for future operations;
3. evaluate and propose **public-private partnerships** for audio-visual services, costumes and scenery construction;
4. develop a new **scheduling process for joint-use theater space** in partnership with arlington public schools.

work plan



July, August, September, October

moving forward

subcommittee report out

subcommittee report out

Scene Shop and CostumeLab	Joint Use Theater Scheduling	Mobile Stage
<ul style="list-style-type: none">▪ Maggie Boland▪ Sara Duke▪ Jane Franklin▪ Tom Prewitt▪ Steven Yates	<ul style="list-style-type: none">▪ Pam Farrell▪ Carol Cadby▪ Ava Boston and Yasmina Mansour▪ Janet Kopenhaver▪ Leslie Peterson▪ Matthew Randall	<ul style="list-style-type: none">▪ Pryalal Karmakar▪ Amy McWilliams▪ Kat Williams

THIRTY MINUTES OR LESS...

- definition of service(s)
- overarching goal
- measures & indicators
- initial brilliant ideas
- what information is still required?
- what are the key questions?

define the service(s) | overarching goal

scenic shop & costumelab

define the service(s)

- tools
- instruction
- space (width & height)
- storage
- safety – in shop & on stage
- accessibility – ADA + hours
- expertise
- maintenance
- transportation/truck – loading bay

overarching goal

- facilitate better shows;
- higher production values to attract more interest by the public;
- build skills;
- build community
- soft skills (leadership, mentorship, teamwork, project management, etc);
- enabling any group/person/etc to have access to have these services for their artistic endeavors (public good);
- maker space;
- recreation

measures & indicators | scenic shop & costumelab

criteria	(examples of) measures	optimal indicators
Efficiency	<ul style="list-style-type: none"> ▪ Number of groups that get access ▪ Capacity ▪ Access & use – number of hours available to groups. ▪ Smooth administration/scheduling ease ▪ Travel distance ▪ Cost per user group (aligned with standards) 	<ul style="list-style-type: none"> ▪ Enough access to the service to produce the quality of work required for all groups.
Equity of Access	<ul style="list-style-type: none"> ▪ Availability of the service is known to the potential users ▪ % of groups representing different parts of the community that access each year ▪ Evidence of high levels of awareness of how to access the service ▪ Various populations know of services ▪ Ease of understanding HOW to access the services 	<ul style="list-style-type: none"> ▪ ▪

measures & indicators | scenic shop & costumelab

criteria	(examples of) measures	optimal indicators
Quality of Facility/Service	<ul style="list-style-type: none"> ▪ Quality of space ▪ Functionality of equipment ▪ How it compares with optimal Health and Safety standards ▪ Extent of match with users' needs ▪ "State of the art" equipment ▪ Quantity & quality of expertise ▪ Accessibility (hours) 	<ul style="list-style-type: none"> ▪ ▪
Overall Effectiveness	<ul style="list-style-type: none"> ▪ Increase in overall numbers using the service ▪ Satisfaction ratings of users and other key stakeholders 	<ul style="list-style-type: none"> ▪ ▪
Cost sharing	<ul style="list-style-type: none"> ▪ Who pays what proportion of the costs of the service ▪ Real cost of the service is aligned with typical standards (arts market place) 	<ul style="list-style-type: none"> ▪ Affordable/sustainable
Overall Artistic Impact (NEW)	<ul style="list-style-type: none"> ▪ Do the services meet the goals & missions of the user groups? (The "wow" factor) 	

initial brilliant ideas | scenic shop

- Marketing
- Update fees
- Update hours
- provides storage space for a fee
- open shop hours for the public
- provides scenic support to APS
- Have granted users decide schedule, needs, and hours
- contract out the running of the scene shop
- Convert to turn-key operation (funds for tool maintenance and compliance/safety?)
- Shut it down and either:
 - Find/build another
 - Cover org's set building costs
 - Tell orgs tough luck

initial brilliant ideas | costumelab

- Marketing
- Offer more workshops
- Offer commissioning/building of costumes for a fee
- Offer use of sewing machines/dye vat for a fee
- expanded/modify collection to include more children's sizes
- Let APS use
- Donate collection to a local university, discount for Arlington Arts orgs
- contract out the running of the costume lab
- Convert to turn-key operation
- Convert to design, build, and advisory service (no inventory)
- Shut down the costume lab, maybe provide more funding to groups

information still needed | key questions

scenic shop & costumelab

information still needed

- County's comfort with risk in turn-key operations

key questions

- What is "sustainable" for the county?
- Access is controlled by cultural affairs, how is that influenced?

define the service(s) | overarching goal

joint use theater scheduling

define the service(s)

- Access to and supported use of Thomas Jefferson and Gunston to whole community for performances, rehearsals and festivals which matches the specific needs of each user group.

overarching goal

- To provide theatrical & festival opportunities to as many groups as possible in a simple, concise and affordable manner.

measures & indicators | joint use theater scheduling

criteria	(examples of) measures	optimal indicators
Efficiency	<ul style="list-style-type: none"> • Extent to which the theater scheduling is maximized • Schools & community is satisfied that needs are met. • Smooth operations (none or limited friction) • Matching of user group needs with best facility 	<ul style="list-style-type: none"> • Satisfaction by users • Conflict resolution is managed • Calendar can be viewed by all users
Equity of Access	<ul style="list-style-type: none"> ▪ % of groups representing different parts of the community that access each year. ▪ Evidence of high levels of awareness of how to access the service ▪ Matching needs (technical services available) ▪ All non-school groups to have equal access (rental v surcharge) 	<ul style="list-style-type: none"> ▪ ▪
Quality of Facility/Service	<ul style="list-style-type: none"> • Quality of service (scheduling) • Technical support • Functionality of equipment • Maintenance & repair of equipment • How it compares with optimal Health and Safety standards • Extent of match with users' needs • Size of the spaces • Scheduling works smoothly 	<ul style="list-style-type: none"> • Example: Returned to rep. plot (lighting) • Equipment working & operable – 100 percent of the time • Working HVAC • Things work smoothly
Overall Effectiveness	<ul style="list-style-type: none"> • Increase in the overall numbers of people experiencing the outcome of the use of services • Supported group satisfaction • Transparent process • Notification of space • Arrangement sustainable over time (carry-over from year to year) – not “reinventing the wheel” 	<ul style="list-style-type: none"> ▪ ▪
Cost sharing	<ul style="list-style-type: none"> ▪ Who pays what proportion of the costs of the service (surcharge) 	<ul style="list-style-type: none"> ▪ ▪

initial brilliant ideas | joint use theater scheduling

- Cultural affairs tech team (TD, facilities managers) continue to provide maintenance and support of joint use spaces and work with drama teachers across APS.
- Continue to use EMS for scheduling. Dates are collected by the Cultural affairs tech team (or designee). Someone from this team works as the liaison/advocate between cultural/ arts groups and APS and works to resolve conflicts in a transparent process. Key stakeholders (arts/culture groups, facilities managers, cultural affairs tech team, others) meet together on a regular basis (bi-annually?, quarterly?) to oversee the entire process.
- Notice of space assignments for cultural/arts groups in February (or earlier). Agreement between Cultural Affairs and APS to slot spaces into the calendar provisionally (good faith) and then confirm after April 15 date. Gunston 2 can be scheduled earlier since it functions independently.
 - Potential to work 2 years in advance so seasons can be planned accordingly?
 - Opportunity to include drama teachers in the scheduling process?
- Cost remains at 10% surcharge rate

information still needed | key questions

joint use theater scheduling

information still needed

- nothing at this time

key questions

- Can we provisionally book dates prior to April 15?
- Non-supported groups? How is space allocated? (1st TIER OF MOU)
- Would adding other spaces to the agreement help with scheduling conflicts at TJ and Gunston? Make the program more accessible to the entire community?

define the service(s) | overarching goal

mobile stage

define the service(s)

- Provision of a high quality functioning mobile stage

overarching goal

- Sustainable, affordable and equitable access for community groups to a high-quality mobile stage, which enhances their work in placemaking and community bridgebuilding

measures & indicators | mobile stage

criteria	(examples of) measures	optimal indicators
Efficiency	<ul style="list-style-type: none"> Usage by a target date, with increases to follow year-by-year Visibility and market penetration 	<ul style="list-style-type: none"> Frequency of use
Equity of Access	<ul style="list-style-type: none"> % of groups representing different parts of the community that access each year. Evidence of high levels of awareness of how to access the service 	<ul style="list-style-type: none"> How did each group learn the stage was available? Is the cost fairly priced?
Quality of Facility/Service	<ul style="list-style-type: none"> Quality of facility Functionality of equipment Optimal Health and Safety standards Extent of match with users' needs 	<ul style="list-style-type: none"> Maintenance and upkeep Towing – cost Does stage meet needs?
Overall Effectiveness	<ul style="list-style-type: none"> Increase in overall numbers using the service Satisfaction ratings of users and other key stakeholders 	<ul style="list-style-type: none">
Cost sharing	<ul style="list-style-type: none"> Are all of the costs being covered? Who pays what proportion of the costs of the service? 	<ul style="list-style-type: none">

initial brilliant ideas | mobile stage

- Arlington County contracts with a vendor for the 13 events that use the stage now, and users pay portion of cost
- Public Private partnership – corporate sponsorship
- Stage co-op
- Each group on their own to contract with stage vendor

information still needed | key questions

mobile stage

information still needed

- Does APS use the stage – would they?
- Assessment of current stage and suggested uses
- County's priority and criteria of use – how is that defined
- What is the pricing criteria

key questions

- Is there a regional demand for mobile stages?
- When exactly does the stage get decommissioned?
- What is the life span of the stage (years, number of uses per year)?
- How has the County promoted the availability of the stage

the next phase

- double-checking of measures and optimal indicators (step three in template)
- step five
 - (if needed/appropriate) initial “common sense” sifting out of scenarios/ideas
 - building out the remaining ideas
 - evaluation
- sub-committee work results explored by committee of whole, stage-by-stage, September 19 and October 10

the next phase

- will likely require additional type of work:
 - market research (e.g. into potential demand for scene building service)
 - feasibility checking (e.g. by talking with facility managers)
 - costing out options

- therefore, different approaches:
 - allocation of desk work
 - bilateral calls
 - written document
 - project team support

wrap up & next steps

- continued discussion
- sub-committee work
 - schedule time for work & check-in times
 - revisit step 3 & start step 5 (per “the next phase” slides)
- next meeting: September 19 @ 6:30 pm