

CAAC: Evaluation of Scenarios

Summary of the evaluations of scenarios: SCENE SHOP

Scenario	Impact rating	Rating: staff and net tax increases good	Rating: staff and net tax increases bad	Main reasons and arguments provided in evaluations	Go Forward/Not?	Recommend?
<p>FOUR:The County relocates the scenic studio to 3700 S. Four Mile Run Drive or 2700 Nelson St. or other warehouse space as available. It would become an integral and vital component of potential A&I District ecosystem. The service would offer both oversight of and support for, designing and building sets and props, and set storage. The service would be open to arts organizations regionally, who join a “membership” scheme. Separate fees would be charged for use of the facility and for specific other services. Advantageous terms would be available for eligible Arlington groups. The facility would be run as a “creative business,” either by County staff members or by a contractor in an arrangement similar to that in Scenario Two (including by Signature.)</p>	21	25	17	<ul style="list-style-type: none"> - Significantly greater use and access likely to a wider range of groups in a vibrant, independent and collaborative community. - Greater use, incl. by groups outside County, will bring economies of scale. The A&I District will give access to pool of artists and artisans and potentially increase quality of service. - Most ambitious of options: assumes County will proactively engage with performing arts to achieve community goals and remove restrictions of taxes, signage and parking rules. - Major investment for County; higher running costs than now for these services. - Real risk is that the District doesn't happen at all. - Creative business approach could mean less access for current users and higher costs. - Opportunity to invest in more advanced equipment. 		
<p>FIVE: Arlington County develops and promotes the scene shop and a scene construction service at Gunston as a community resource for any group or individual who needs and wants to create large scale aids to performance and/or to teach others to learn how to do this. County employed staff and/or contract workers would provide the on-site support and teaching. There would be specific educational opportunities, including classes and workshops in scenic arts and related skills and crafts. Current users and other performing arts groups would be given preferential consideration within the overall scheduling: there could be special sign-up times for types of user (the library card idea is relevant here.) Fees would be charged to all users at ‘reasonable’ rates. A designated manager in the County would be responsible for the success of the venture, and for promotion and outreach. The approach/philosophy of this scenario is similar to that of a Maker Space. Storage space would not be offered.</p>	18	24	12	<ul style="list-style-type: none"> - Marketing is critical but this and the enhanced staffing could mean significant increases in users, therefore equity and efficiency (current users may not necessarily gain - competing interests and crowds) - Embedding in community, education and outreach and more users could broaden base of support among taxpayers for performing arts. - Both County and current user costs will increase, though additional staffing described in option seems excessive. - Risks are lack of interest in the community and ongoing vulnerability to APS' needs. 		
<p>THREE: The County retains the scene shop at Gunston and ensures the provision of a moderately enhanced service, which would include a staff., which would oversee the maintenance and safety of the facility and provide basic expertise on set construction on an as needed basis. There would be no storage on-site. Users would be selected by the grant process, which could enable the County to increase access to the facility to groups beyond the current users to other Arlington eligible arts organizations. Users would collaborate together and with the staff to decide on scheduling and needs. Fees would be increased to a ‘reasonable’ level for the use of the shop and for additional services.</p>	9	4	14	<ul style="list-style-type: none"> - Means gains in effectiveness and equity. - As the option nearest the status quo, risks of cuts remain. County costs can be controlled by using hourly tech. staff. - Positive opportunity for groups to manage and work effectively and efficiently. - Costs will go up for users but should be manageable by most; option to cap fees for eligible groups. - This option does not address needs for tech. support in APS - a significant loss. 		
<p>TWO: The County awards a professional contract to a third party to oversee set building services at Gunston and the provision of theater and other tech. support to the schools. A specific version of this model was proposed, in which Signature Theatre are given a contract by the County to manage the facility. This has the advantage of offering users access to additional expertise and a greater likelihood of attracting potential users of the service because of Signature’s brand recognition and positive reputation. Under this option, Signature would operate the Gunston facility in addition to its own scene shop.</p>	8	3	13	<ul style="list-style-type: none"> - Costs likely to be higher for groups; difference of view over whether this affordable. - Increased marketing and expanded hours envisaged should increase equity of access. - County grant would really have to cover most of the costs - not viable otherwise and County has to have means to control the conditions of the contract. - One concern about artistic control and exclusion of smaller groups by Signature as issue: option needs to be focused on "an independent contractor." - Gives continuity and possible association with large theater group. - Like all options retaining Gunston, is vulnerable to needs of APS. - Risks of costs of contract administration wiping out some financial advantages. 		

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<p>SIX:The County provides significant one-time funding and/ or another building for a scene shop and general maker space in Arlington and hands it off to an independent organization to run, as a creative business on behalf of Arlington groups and users and the community at large. This independent organization could be Signature Theatre, another arts-related organization, or a collective of groups, possibly in the form of a 501 c 3 nonprofit like that established for this purpose in Philadelphia. As an independent organization, it would obviously assume full responsibility for every aspect of operations and governance. The organization would likely charge fees and receive some subsidy from the County. A condition of the capital investment by the County, and of the subsidy, is that the services provided would be open to all arts groups and 'makers' groups in the region but that there would be preferential terms available for Arlington based performing arts groups and a provision that ensures set construction facilities are readily available for them. An alternative to the subsidy to the organization is a program of grants to eligible Arlington groups.</p>	-2	-6	2	<ul style="list-style-type: none"> - The consortium of groups version of this option would allow for efficient management of use. - Economics, independence and the conditions of the County investment and subsidy could increase usage significantly and so increase impact. - Critical that County investment is sufficient to create an attractive shop. - Investment would in a sense be offset by the freeing up of Gunston for APS use. - Major risks are that demand cannot sustain the operation: only model of an organization serving small nonprofits depends on private foundation grants (in Philly.) - In order to survive, organization may have to charge fees that are not sustainable by current users. 		
<p>ONE: The County closes the scenic studio at Gunston. Surplus all building equipment and supplies for sets. Users would make their own arrangements for set construction. The County would offer cash grants to assist Arlington eligible arts organizations with costs to design and build sets. This change would happen over 2 to 3 years (a "tiered demise," of the Scene Shop at Gunston,) and users will obtain assurances from the County that grants specifically for set construction will be available for a minimum number of years. The money for the grants would be additional to the current grants budget.</p>	-39	-44	-34	<ul style="list-style-type: none"> - Costs of building sets will increase significantly; unless grants cover most of higher costs, artistic quality will reduce, prices may have to rise, excluding new groups and reducing audience numbers and diversity. - Users would have to travel far. - Encore loses educational opportunities. - High opportunity costs for groups because they will need to make new arrangements. - Risk of less stringent and consistent health and safety management. - Risk of squeeze on grants budget. - The County's efficiency, effectiveness will improve and its costs go down- grants easier and cheaper to manage. - Space would be freed up for the schools. - Other possible effects: less learning of tech. arts, groups leaving County for more 		

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<p>Summary of the evaluations of scenarios: COSTUME LAB</p> <p>TWO:The County closes the current Lab and establishes at 3700 S. Four Mile Run Drive a fee-based costume building service, which would include commissions, equipment hire, costume rental and workshops. The service could be part of a maker space at 3700 and/or part of the potential Arts and Industry District. As part of the move the County would curate important pieces from existing collection and surplus the remainder and move equipment and costumes to 3700. A designated manager in the County would be responsible for the success of the venture, and for promotion and outreach. Freelance workers would provide the on-site support and teaching. In the time during which such an option would be planned and executed, the facilities at Gunston would remain open for eligible Arlington arts group use</p>	21	30	12	<ul style="list-style-type: none"> - Considerable increase in efficiency: 3700 has staff and other resources and is used by arts groups and artists ,which also means there will likely be significantly increased awareness of service and, possible, usage. - If A&I district, access will increase further, for all parts of the community. - The Design and build service and the outreach and education activity will also increase awareness and usage. - Costs will increase for current users. - The Gunston space will be freed up. - Aggressive marketing is essential, positioning the service as a friendly resource for the community/Maker Space. - Risks: lack of interest; 3700 is crowded right now - where will this go? 		
<p>THREE: Signature Theatre are given a contract by the County to manage and develop the service. As well as rationalizing the inventory, such development could include linking/merging the inventory with Signature's own and using Signature's brand and reach to provide regional theater groups with costume services. Current user groups would have access to Signature's additional expertise and advice. Charges would be increased to a 'reasonable' level – within a range suggested by both current users and the experience and economics of other groups in the region. This option could involve keeping the operation at Gunston or a move to a new site. This effort would be in addition to Signature's own costume shop.</p>	11	11	11	<ul style="list-style-type: none"> - Big difference in management terms between running costume inventory and this plus design and build/equipment hire and use. - Current users will pay more but costs should be reasonable under the contract. - Major benefits: expertise, reputation, continuity, combined inventories, access for APS, marketing clout. - Will only work if arrangement is cost neutral for Signature. - A concern about Signature: control, costs for groups, possible no interest in education opportunities. Risks: professional evaluation shows collection to be of low value; lack of demand; pressures for space from APS. 		
<p>FOUR:The County retains the Costume Lab at Gunston and ensures the provision of a service. The County would provide a staff, which would oversee the maintenance and safety of the facility and provide basic expertise on costume design and construction on an as needed basis. Users would be selected by the grant process, which could enable the County to increase access to the facility to groups beyond the current users to other Arlington eligible arts organizations; the facility would be open to APS users. Users would collaborate together and with the staff to decide on scheduling of appointments for costume search and rental and use of the equipment. Fees would be increased to a 'reasonable' level for the use of the inventory and equipment and for additional services. They would be set within a range suggested by both current users and the experience and economics of other groups in the region. This option is nearest to the status quo. The main differences are the involvement of the current users in managing scheduling and the increases in fees.</p>	0	4	-4	<ul style="list-style-type: none"> - This would return the staffing level to that before the FTE position was eliminated in July. - If increase in marketing is achieved, as recommended in grad. student proposed strategic plan, should be possible to see increase in use. - Key to open use to Arlington groups, individuals, APS users and outsiders. - Will be some increase in costs to groups. - Option doesn't change enough: current prices are high compared to thrift stores and discount retailers; no services to the broader community envisaged. - Risks: ongoing lack of interest; professional evaluation shows inventory to be of low value; APS space needs; vagaries of funding. 		
<p>ONE:The County closes the Costume Lab at Gunston and surpluses all costumes and equipment. Groups make their own arrangements and the County offers cash grants to assist Arlington eligible arts organizations with costs to design and build costumes. This change would happen immediately.</p>	-6	-10	-2	<ul style="list-style-type: none"> - Creation of new grants category makes grants process more burdensome - better to increase general grants budget. - Use of grants has advantages: frees up space for either APS or for the groups to manage the facility efficiently; can provide groups not able to use Lab stock with opportunity to make good use of costumes; - Downside: only organizations with good grantwriters/larger staffs benefit; groups that use Lab now might not win grant. - Real losses: one-stop shopping for costumes and costume building equipment and higher costs to build costumes (?) - Current inventory sale proceeds could be reinvested in arts, given to service groups or costumes could be given to service organizations. 		

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<p>Summary of the evaluations of scenarios: MOBILE STAGE</p> <p>FOUR: The County sells or otherwise disposes of the current stage and contracts with a vendor and gets a discount on market rates that groups would otherwise have to pay, which allows County departments and any group in the County to access state-of-the-art services for an affordable price. The affordability could be enhanced by a County subsidy, corporate sponsorship, or both.</p>	6	4	8	<ul style="list-style-type: none"> - Contracted services should increase efficiency. - Assuming that the County subsidy and any sponsorship achieved allows current costs to users to be maintained, this is a sustainable option. - If the option to use the opportunity to tap the contract for the service is marketed to more groups, increasing events held in the County should see an increase in audiences overall. - Contract management is critical and requires staffing, but there would no longer be any storage or maintenance obligations. - Risks: contract failure or changes in the circumstances of the contractor. 		
<p>THREE: The County continues to own and rent out the Mobile Stage for its remaining useful life, offering towing and tech. support, with a rational fee structure for rental, towing and the tech. support. Priority would be given to Arlington County departments and community groups, broadly defined, which add significant social value to the Arlington Community. Arlington for-profits could also rent the Stage, as could entities of any kind from outside the County. Enhanced marketing, including branding, would be an important contributor to this option's success. Corporate sponsorship in return for brand exposure and/or other benefits could further enhance affordability and social return on investment. A variant of this scenario is that the County buys a new, improved stage when it is most economically advantageous to do so and, as described in this option, aggressively seeks financial and social returns on its investment over the life of the new stage.</p>	3	5	1	<ul style="list-style-type: none"> - Rational price structure that is fair to all types of user is important. Acknowledged that some users may face an increase in costs. - By marketing the stage and increasing the number of users, there is an opportunity to increase overall audience reached and community impact. - Chance, through extra marketing envisaged and rentals to outside groups, to enhance the finances of the stage. 		
<p>ONE: Train County temps (external contractors) to operate and provide basic tech support for existing mobile stage. Charge users* for towing; Charge users for basic tech support; Rent would be charged; All charges will be part of a transparent and fair price structure. This structure would provide for advantageous terms for County nonprofit users. *User = client who rents stage</p>	-1	0	-2	<ul style="list-style-type: none"> - Current users' costs likely to increase and more "moving parts" for County or County contractor to manage. - If number of users is increased, current non-profits should be given priority. - Obviously critical that contractors are competent. - This scenario suggests a more equitable level of charges among user groups, and a more equitable division of costs between County and users. Costs will increase for some users. - If the stage can be used more often by more groups, then there should be an increase in the overall audience reached in the community. - Risks: external contractors pose increased risk. - As in other scenarios, expected life of the stage may determine sustainability. - For user groups, the anticipated increase costs may make this scenario out of reach financially. 		
<p>TWO: County disposes of existing mobile stage: offer cash grants to subsidize market rates for private rental.</p>	-2	-4	0	<ul style="list-style-type: none"> - No overall efficiency as each user group will need to pursue their own rental. - Depends on size of cash grants, relative to cost of stage - if sufficient, then cost sharing will be sustainable and community impact will remain the same as now. - Risks: budget cuts. 		
<p>SIX: The County hands off the current stage to another entity, which would most likely be for-profit but could be non-profit. This organization would undertake to manage, maintain and promote the stage. No specific conditions would be attached to the hand-off, which is effectively the free transfer of a revenue producing asset. The County and the other party would perhaps agree that the new owner will in general attempt to ensure that organizations in the County would be important customers but no more than this.</p>	-5	-5	-5	<ul style="list-style-type: none"> - No guarantee of access may mean losses of access, effectiveness, quality and impact. - No clarity about costs. 		

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<p>SEVEN: The County sells or otherwise disposes of the current stage. Groups or County departments that currently use the stage and require mobile stage services go onto the commercial market and negotiate their own rates. An adaptation of this model is that several groups band together to get volume discounts and/or corporate sponsorship, without County involvement. This scenario could be combined with Scenario Two, in which the County makes grants to cover the costs of hiring a mobile stage service.</p>	-8	-10	-6	<ul style="list-style-type: none"> - Entirely dependent on what user groups can afford: access, use, impact all likely to reduce. - Potential negative impact on the community if events are stopped due to unaffordability. - 		
<p>FIVE: The County hands off the current stage to another entity, which could be for- or non-profit and would manage, maintain and promote the stage as described in 1, above. Conditions would be attached to the hand-off, which is effectively the free transfer of a revenue producing asset. The County would stipulate in a contract with the new owner a minimum type of use by user organizations that it considers are likely to be in need of a mobile stage service and offer the County social and cultural value. In return for these conditions, the County would provide an annual subsidy that enables the service to be provided at an affordable cost to any Arlington group or organization that offers particular social value to Arlington. (Alternatively, the subsidy could be provided directly to the end user.) Specific provisions would be made in the contract concerning County departments use of the stage.</p>	0	0	0			
<p>Summary of the evaluations of scenarios: JOINT USE SCHEDULING Create an arts groups-only performance planning calendar and adopt a collaborative approach through which all the performing arts groups who require spaces for performances identify and work out, with the help of a member of County staff, potential scheduling conflicts, before having their performance dates entered into the EMS of APS. In order to oversee coordination and liaison of scheduling in the school spaces and make decisions on any changes of operational policy, create a APS/County/Performing arts groups operational planning team, whose members could include the 2 facilities managers from TJ and Gunston and representatives of the groups. This team could ensure that there is an agreed approach and system for resolving issues. Continue to make full use of EMS, the comprehensive APS facility scheduling system, making it fully accessible for viewing by participating groups. Introduce the habit of planning two years ahead – establish awareness in APS of the pattern of performances by the arts groups and ensure that the groups understand and acknowledge the needs of APS. Seek a practical way of enabling performing groups to be allocated their times and spaces in February (not April)</p>	13	10	16	<ul style="list-style-type: none"> - Longer scheduling cycles and working group to manage and coordinate should mean smoother running, including more effective troubleshooting. - Working group increases transparency and is likely to reduce frustration of groups, despite needing to attend coordinating meetings. Gives groups greater stake in process. - Critical is providing schedules earlier so seasons can be publicized earlier. Potential for higher quality productions. - Need to coordinate with rehearsal scheduling. - This doesn't address the potential capacity constraint that would arise if more groups want to use the spaces. - Scheduling needs to include ensuring that HVAC, lights etc. are working for performances. - Technical maintenance of school theater spaces remains an issue. - Remains a need for at least a P/T staff person to support scheduling but, overall, the County will save. - Depends on continuing functioning of APS EMS system. 		