

AED-Cultural Affairs Division

Targeted Assessment

Key Findings and Recommendations

Spring 2024



Aligning our work to a new Strategy for Economic Development



ARLINGTON:
AN ALL-IN DESTINATION
FOR JOB CREATORS,
THINKERS,
ENTREPRENEURS AND
CREATIVES.

AED STRATEGIC PLAN (2024-2028)

New Strategy for Economic Development focuses on 5 key goals

1

All In on Business Investment

We will build and promote a world-class business environment ready for investment

2

All In on Thriving Commercial Areas

We will reimagine and bolster the vitality of our commercial centers and corridors

3

All In on Tech Jobs

We will attract and retain tech businesses and develop our talent pipeline to cement our position in the tech economy

4

All In on Our Small Business Ecosystem

We will support the small businesses that make Arlington unique and inclusive

5

All In on Our Global Arts and Culture

We will invest in arts and culture, while bolstering our creative and tourism industries

Targeted Assessment Focus

Near Term Challenge:

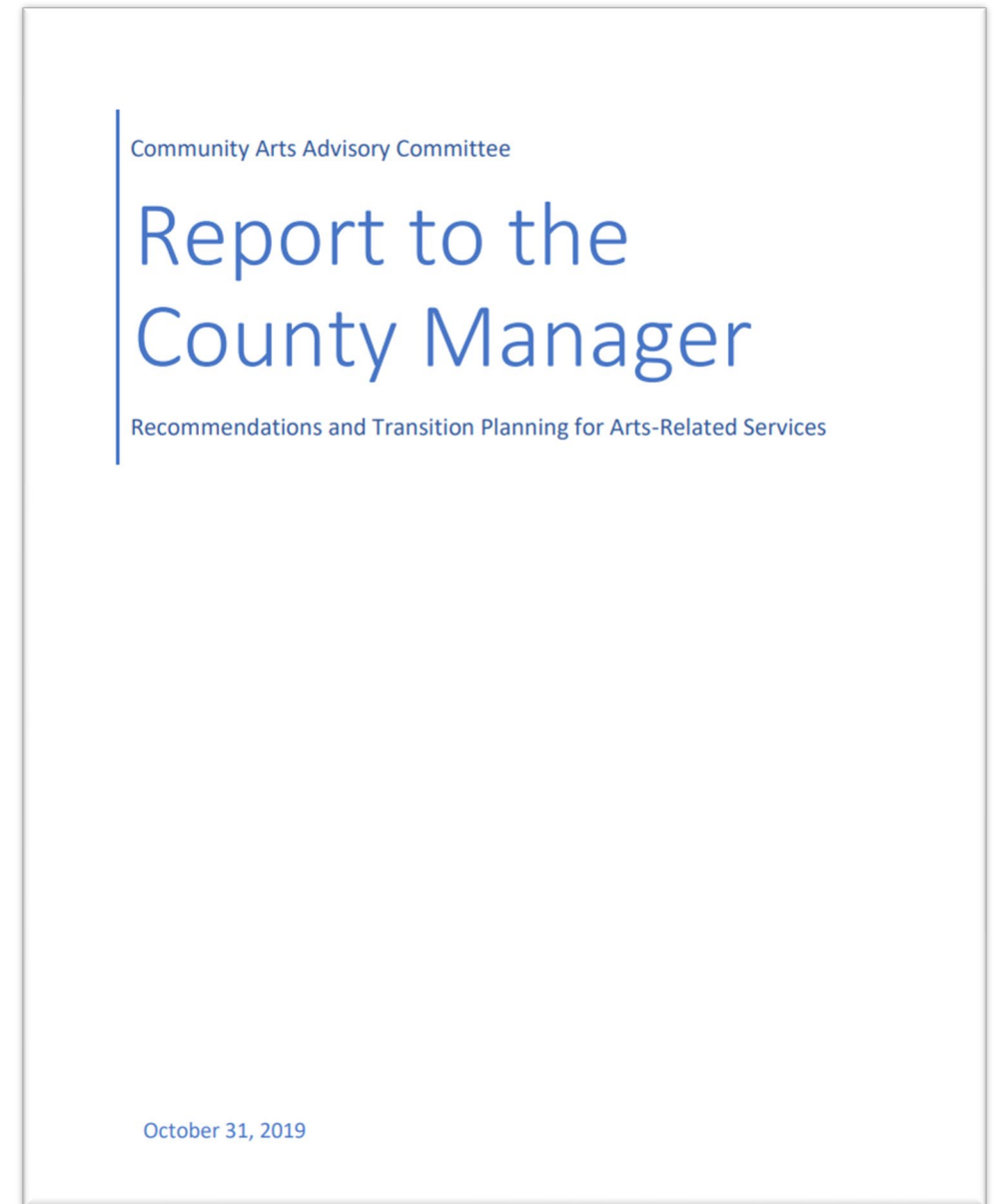
Addressing systemic budget issues related to temporary staffing.

- What are the **key drivers of temporary staff** demands?
- Where can we find **operational efficiencies** with no or minimal impact to our customers?
- How can we **best structure our direct support services** to be in better alignment with the varying needs of our arts community given resources?

Targeted Assessment Approach

Analysis and Engagement

- Needs assessment (interviews with arts groups and CAD Staff)
- Internal facility usage and staffing analysis
- Review of Community Arts Advisory Committee (CAAC) Recommendations (*see appendix for status update*)



Needs Assessment Interviews – Key Themes

Supported Arts Groups

- **Public Support for Arts/Cultural Organizations**
- **County Facilities**
- **Growth & Sustainability of Arts/Cultural Organizations**
- **Promotion of Arts/Cultural Organizations**
- **Enhanced Communication and Engagement with AED**

CAD Staff

- **Facility Operations, Maintenance and Programming**
- **Permanent and Temporary Staffing**
- **Facility Usage Scheduling, Tracking and Billing**

Key Findings

FY 2024 Temp Staff Support Cost by Activity

Activity Type	Hours*	Cost*
Temp support for theater space (grantees and non-grantees)	1,919	\$47,975
Additional CAD-activity temp support		
3700 Rehearsal Space	3,562	\$89,050
Scenic Studio (estimate)	416	\$10,400
LAC Studio (estimate)	1,700	\$42,500
Lubber Run Amphitheater (estimate)	536	\$13,400
Theaters – Misc. Work Calls	192	\$4,800
Tech Support Misc.	313	\$7,825
Art Truck	180	\$4,500
Mobile Stage (estimate)	168	\$4,200
Literary Support	270	\$6,750
Social Media Support	525	\$13,125
Subtotal	7,862	\$196,550
Total	9,781	\$244,525

Highlights:

- ✓ Temp staff needs highest for **theater rehearsal space at 3700**
- ✓ Temp staff needs second highest for **performances** at APS Theaters and 3700 Theater on the Run

*Projected cost is based on 18 temporary employees with a range between (\$19 to \$38) averaging \$25/hour

Summary Insights

- **Temporary Staffing Costs Overbudget** Over the past five years, costs for temporary staffing have exceeded budgeted amounts by an average of \$145K annually.
- **Cost Drivers** The primary drivers of temporary staffing can be attributed to the following:
 - The **“say yes” culture of service delivery** for arts user groups seeking access to both APS/ACG facilities is enabled by the fact that **there are currently no budgetary limits to use, rather it is limited only by availability of the facilities**. Therefore, once use is approved, staff support must be provided.
 - Temporary staff are also supporting several other areas of CAD programming including LAC Studios, communications and other technical support for arts-related activities.
- **Long Term Impacts** These budget deficits have been absorbed within AED’s overall budget by staffing vacancies, employee turnover, overtime budgets, deferred initiatives, etc. which continues to leave gaps in stabilizing/expanding FTE capacity and advancing new programs.

Key Recommendations

Recommendations

Short Term Management and Operational Changes

- Changing the operating hours at 3700 and Scene Shop – estimated **savings of \$28K annually**
- Repurposing existing FTE roles and responsibilities associated with consolidation and expansion of activities at 3700 and departmentwide communications and marketing support realignment – estimated **savings of \$55K annually**
- Additional operating efficiencies – **savings TBD**
 - Rec Trac Implementation
 - Reduction in number of Lubber Run Summer Concerts

Long Term Actions – Despite these savings, an **estimated budget gap of at least \$100K annually remains**. Additional recommendations include:

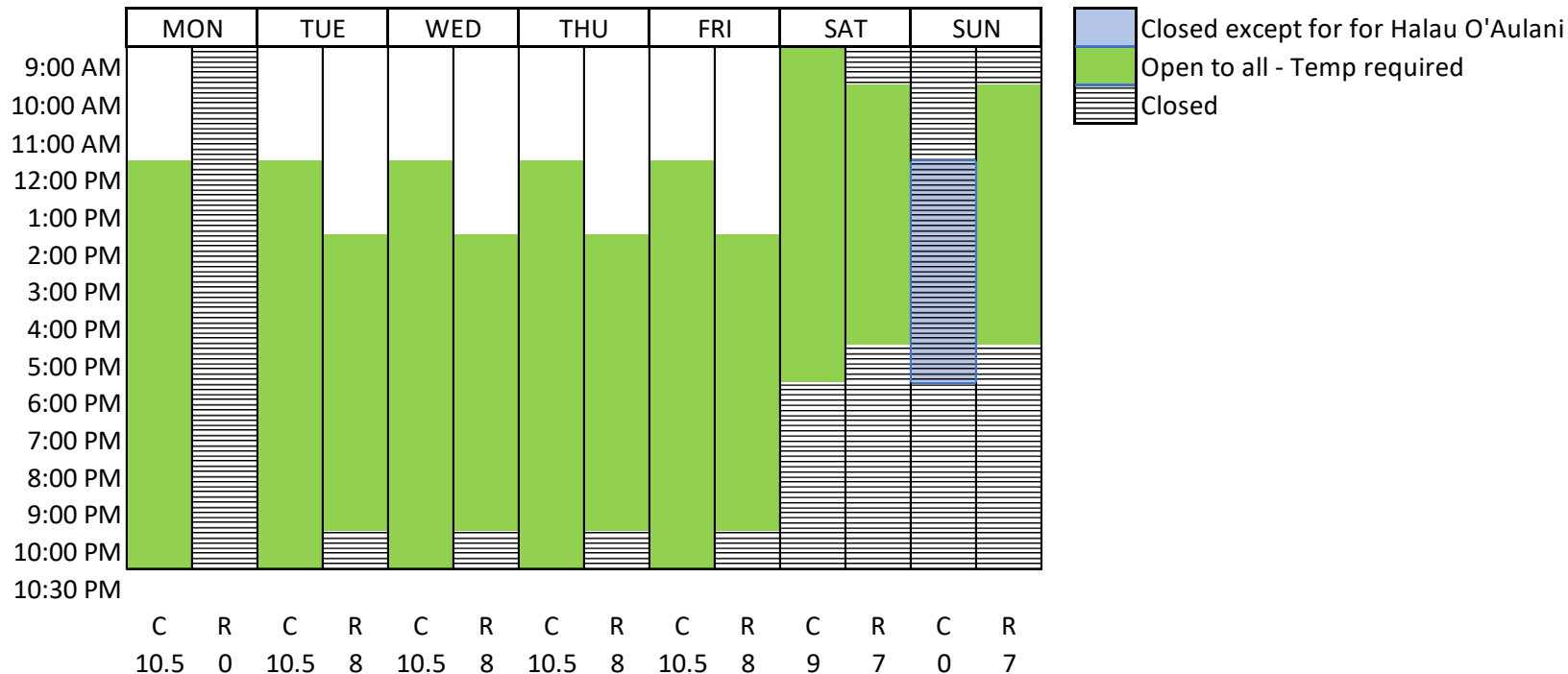
- Exploration of **cost recovery models**, updating the arts policies and associated guidance for arts groups/artist support priorities, and reviewing the APS/ACG Joint Use Agreements.
- **Seek additional funding** through the County’s annual budget process

Short Term Management and Operational Details

- **Change the Operating Hours at 3700 and Scene Shop** – Reduce operating hours from Mon. – Sat. 10.5 hours a day with closure on Sundays*; to Tue.–Sun. 8 hours a day with closure on Mondays. Adjust the 6-day a week schedule to shift the closed day from Tuesday to Monday.
- **Redeploy Full Time Equivalent (FTE) Staff Resources with Facility Consolidation** – The relocation and full consolidation of LAC Studios to 3700 combined with unfreezing the Full Time Equivalent (FTE) Program Coordinator position for the new 2700 space in FY 26–27 provides opportunities to shift some of the temporary staff job responsibilities back to FTEs. Additionally, we see an opportunity to revisit our communications and PR approaches across departments.
- **Lubber Run Amphitheater Program and Staffing** – Reduce the number of summer performances at Lubber Run from 28 to 24. This programmatic change also better aligns with FY2019 reduction in staff (elimination of the Sound Engineer FTE) and the need to adjust FTE schedule to better align with seasonal performance needs.
- **Implement the county’s RecTrac system.** Enables more seamless management of reservations, scheduling and billing. Currently used by DPR for all county rec facilities. Of note, this still requires double entry into APS EMS system, however this will still yield some improved efficiencies.

**single user currently on-site on Sundays.*

Adjust Operating Hours @ 3700 – Detail



Current hours (C) available for rehearsal is 61.5. Exception: Halau O'Aulani uses 2 rooms on Sunday for 6 hrs
 Recommended hours (R) available for classes/rehearsals = 46

**single user Halau O'Aulani currently on-site Sundays which is the only day they can assemble given organizational mission. Operational change will allow them to retain use of space, but also open facility up to additional users on Sundays.*

Highlights:

- Reduces total weekly operating hours available from 61.5 to 46 hours per week to reflect current usage demands and better align with resources
- Changes hours of operation from 7 days per week (with Sundays limited to one user) to 6 days per week with multiple users on Sundays

Implementation Schedule:

- Currently piloting 12 pm weekday opening.
- Will begin 2pm weekday and 10am weekend opening in September.

Implementation Timeline

✓ **Short Term Actions**

- ✓ **Operating Hours of Scene Shop** – Piloting changes now (Spring/Summer 2024)
 - ✓ **Lubber Run Amphitheater Program and Staffing** – Programming adjustments now (Spring 2024) with performance reductions and staffing changes in Summer 2024.
 - ✓ **Operating Hours at 3700** – Plan to pilot changes in Fall of 2024 with direct communications to user groups during the summer months
 - ✓ **Implement the county's RecTrac system** – Awaiting AED Project Manager to be hired (Summer/Fall 2024). Will work on implementation workplan (1-3 months) and communications strategy once new hire is on board.
 - ✓ **Redeploy Full Time Equivalent (FTE) Staff Resources Aligned with Facility Consolidation** – Will begin planning for redeployment of FTE staff resources now and begin implementation in Summer 2025
- ✓ **Longer Term Actions** – In FY 25, will begin scoping and planning for activities related to exploration of cost recovery models, arts policy and arts grants program refinements, and ArlCo/APS Joint Use Agreements. (see appendix for details)

Next Steps

- ✓ County Manager Brief
- ✓ County Board Liaison Brief
- ✓ Arts Commission Brief
- ✓ Webinar and additional communication to user groups (by end of June)
- Implementation

Arts Grant Program Discussion

FY 2025 Arts Grants Context

- FY25 Operating Budget adopted by the County Board on April 20 includes **\$250,000 in new funding for arts grants**, a mixture of \$150,000 in ongoing funds and \$100,000 in one-time funding. This is in addition to the \$215,810 of ongoing funding that was included in the base budget.

FY 2025 Arts Grants Funding	
Ongoing Funding	\$365,810
One Time Funding	\$100,000
Total Funding for FY 2025	\$465,810

- General direction from County Board that grants demonstrate measurable outcomes and scope be inclusive of youth well-being.

Current Issues of Arts Grant Program

- One size fits all approach does not recognize varying needs of different arts groups and organizations
- Overly long process from application to disbursement (May to Jan)
- Non-staff managed grants program is counter to best practices and approaches to other county-based grant programs
- Current program lacks grantee performance evaluation based on impacts and outcomes
- Current arts policy not flexible enough to changing demands and needs

Staff Recommendations

FY 2025

- “Plus up” existing program with \$150,000 in ongoing funds for a total program of \$365,810 with an emphasis on measurable outcomes to be disbursed by January 2025
 - Establish a new Arts Ecosystem Framework to align grant funding with performance outcomes
 - Increase grant awards to individual artists
- New arts and placemaking pilot program using FY25 one-time funding of \$100,000

FY 2026

- Shift grants program management to staff to mirror other AED programs; Arts Commission will continue to provide feedback and participation in selection process
- Continue to incrementally evolve arts grant program to incorporate more outcome-based performance criteria, the Arts Ecosystem Framework and lessons learned from pilot

New Arts Ecosystem Framework

Arts Typology	Defining Features	Expected Outcomes	FY 25 Funding Levels Subject to Final Score & Availability
Placemaking Anchor Operating Support	<ul style="list-style-type: none"> • Own or lease real estate in a mixed- use district used for programs or performances • Regular schedule of programs/events • Professional staff 	<ul style="list-style-type: none"> • Generate jobs • Drive foot traffic • Attract tourists • Commercial tax revenue • Contributes to a culture of the arts in Arlington • Annual milestones of strategic plan are being met 	Up to 20% of annual revenue with a max of \$75,000 .
General Operating Support I	<ul style="list-style-type: none"> • Small entrepreneurial arts organization • Professional staff • Paid Artists • Regular schedule of program/events 	<ul style="list-style-type: none"> • Potential for growth into a placemaking anchor retained in Arlington. • Annual milestones of strategic plan are being met • Connectedness for participants 	Up to 20% of annual revenue with a max of \$30,000 .
General Operating Support II	<ul style="list-style-type: none"> • Mix of professional and/or amateur artists • Focus on local talent • Affordable for children and families • Offers lifelong arts participation 	<ul style="list-style-type: none"> • Community engagement, participation and/or education • Connectedness for participants • Introduction to different arts genres and opportunities • Social Impact 	Up to 20% of annual revenue with a max of \$20,000 .
Folk, Cultural Heritage & Traditional Arts Operating Support Grant	<ul style="list-style-type: none"> • Rooted in the cultural life of a community. • Artistic traditions are preserved and passed down. 	<ul style="list-style-type: none"> • Sharing of cultural practices with community • Public event benefitting the community 	Up to 20% of annual revenue with a max of \$15,000 .
Individual Artist Entrepreneurs Grant	<ul style="list-style-type: none"> • Experienced artists in any genre, including craft. • Funding materials and artist compensating for a new project 	<ul style="list-style-type: none"> • Projects should enhance and benefit a community in Arlington • For emerging Public Art practitioners adhere to Public Art guidelines 	\$15,000 per grantee. A maximum of four (4) grants will be awarded.

Grants Program Next Steps

- AED staff updates grants program materials for FY 2025
- Rollout of materials and notices of grant funding applications the week of July 1st.
- Application process and review period will be truncated.
 - Applications July – August
 - Review Period August – September
- Grant awards will be disbursed according to the original schedule
 - January 2025

APPENDIX

CAD Assessment Details

Cultural Affairs Division

What we do



Public Art and Placemaking

- Permanent and temporary installations
- Civic design leadership
- Portable works
- Artist in Residence in Affordable Housing Communities



Festivals, Events, Programs and Partnerships

- Columbia Pike Blues and Rosslyn Jazz Fest
- Music at the Metro
- Lubber Run Summer Concerts
- Community Gallery
- Arlington Art Truck
- Moving Words



Artist and Arts Organization Support

- NEA Grants and Arts Commission Grants
- Professional Development Workshops
- Shared Studios –Textiles/Printmaking/Ceramics
- 3700 Rehearsal and class space
- Joint-Use Theaters and Technical Support
- Mobile Stage
- Scenic Studio



Facility Inventory, Direct Services & Tech Support

APS FACILITIES

Gunston Middle School Theater

- Theater 1 (Black Box) is used by Cultural Affairs for theater performances and related tech/rehearsals by CAD grantee organizations. (not used by APS)
- Theater 2 is used by APS and Cultural Affairs for theater performances and related tech/rehearsals by CAD grantee organizations.

Scenic Studio (located inside Gunston Middle School)

- 8,600 sq. ft. custom-built scenery and set building facility. Primary users include The Arlington Players, Mosaic, Encore Stage & Studio, Farragut, 1st Stage, WSC Avant Bard, and Dominion Stage.

Thomas Jefferson Middle School (TJMS)

- Used for joint-use theater performances and related tech/rehearsals by CAD grantee organizations (primarily The Arlington Players and Encore Stage and Studio).
- CAD also provides technical support for student productions during school hours.

Theaters — Miscellaneous Work Calls

- Biannual Theater Facility Maintenance — April/October

Kenmore Middle School Theater (Not a joint-use facility per the understanding)

- CAD provides technical support for cultural heritage organization use (Festival Argentina and Prio Bangla).



Facility Inventory, Direct Services and Tech Support

COUNTY FACILITIES & OTHER SUPPORT

LAC Studios (Langston Blvd open thru Fall 2024)

- Fully equipped professional studios for artists working in ceramics and printmaking

Lubber Run Amphitheater

- CAD presents the Lubber Run Summer Concert series

3700 South Four Mile Run

- Theater on the Run (TOTR) – 80-seat black box theater
- Rehearsal rooms and dance studios.
- CAD headquarters
- New shared studios (FY 2025, replacing LAC Studios and adding a textile studio)

Art Truck (AAT)

- Onsite assistance with AAT activations

Mobile Stage

- Available for rent and used for local festivals and events; CAD staffs any events that use the stage

Other

- Literary – Manages poetry programs.
- Social Media – Social Media Manager for CAD
- Ad hoc tech support (e.g., County RACE Equity program, Dia De Los Muertos, MLK Day, etc.)
- 2700 South Nelson – Temporary outdoor space (Begins Winter 2025)



Arts Groups Interviews

Key Topics and High-Level Takeaways

- **Public Support for Arts/Cultural Organizations** – the county’s grant funding, facilities, and technical assistance continue to be critical to the operations and growth of arts/cultural organizations. However, concern was expressed that resources for arts/cultural organizations had not increased over time and that the current “one-size fits all” model of financial and in-kind support should be replaced with a tailored and outcome driven model that is more adaptive to each organization’s unique needs.
- **County Facilities** – performance and rehearsal spaces are limited and expensive to operate and/or maintain which makes the county’s facilities (including APS) vital to many arts/cultural organizations. Optimizing the availability of spaces within county facilities through enhancements to scheduling and hours of operation would be an improvement. Timely maintenance of and updates to facilities is also a priority for users.
- **Growth & Sustainability of Arts/Cultural Organizations** – many organizations have adopted long-term strategies for growth and sustainability and in some cases have hired professional staff with expertise in fundraising, grant writing and nonprofit management to support implementation of these plans. AED can offer additional assistance through small business development resources like BizLaunch.
- **Promotion of Arts/Cultural Organizations** – many organizations need help with promotion and marketing of performances, exhibits, events, etc. This includes building stronger relationships with the business community which could drive interest in the organizations through the recruitment of audiences and corporate philanthropy.
- **Enhanced Communication and Engagement with AED** – there was universal agreement that arts/cultural organizations would benefit from increased communication and engagement with AED staff. This would afford organizations insight into and an opportunity to engage in decision-making processes that may have a direct impact on their operations.

Staff Insights

- **Facility Operations, Maintenance and Programming:**

- There is an opportunity for adjustment to the public hours of operation at 3700 based on usage/demands by different arts groups. These adjustments could reduce temp staffing demands.
- The Lubber Run Outdoor Summer concert series has seen a drop off in attendance in the month of August coupled with increases in volatile weather which suggest the potential for revisiting summer programming.
- The deferred maintenance of equipment and need for upgrades in APS Joint Use Theater Facilities continues to have an impact on arts organization performances and technical support demands.
- Arts group needs and capabilities vary greatly in terms of rehearsal and performance space facility usage, scene shop, technical support and promotion.

- **Permanent and Temporary Staffing:**

- Temporary staffing remains one of the most variable costs in the CAD budget due variable demands of external users of facilities. Use of county facilities by arts organizations is currently limited only to schedule availability, not budget or staffing resource constraints.
- Procedures for temporary employee scheduling will benefit from stronger management (already implementing) which will reduce some temporary staffing costs as has already been seen in FY 24.
- In FY 25/26/27, the full consolidation of facilities at 3700 to include the LAC Multimedia Studios, and the new 2700 outdoor creative space presents longer term opportunities to revisit both FTE and temporary staffing approaches.
- Given existing FTEs, there is a lack of redundancy in technical skills required to provide support services specific to the scene shop as well as lighting and sound related to performance needs of arts organizations. This regularly necessitates specialty support for temporary staffing.

- **Facility Usage Scheduling, Tracking and Billing:**

- Scheduling, tracking and billing for usage of facility space by arts user groups needs improvement. Current procedures include manual and double data entry along with multiple software systems that lack interoperability. This creates scheduling and billing errors and delays.

FY 2024 Theater Space Utilization (hours): Table

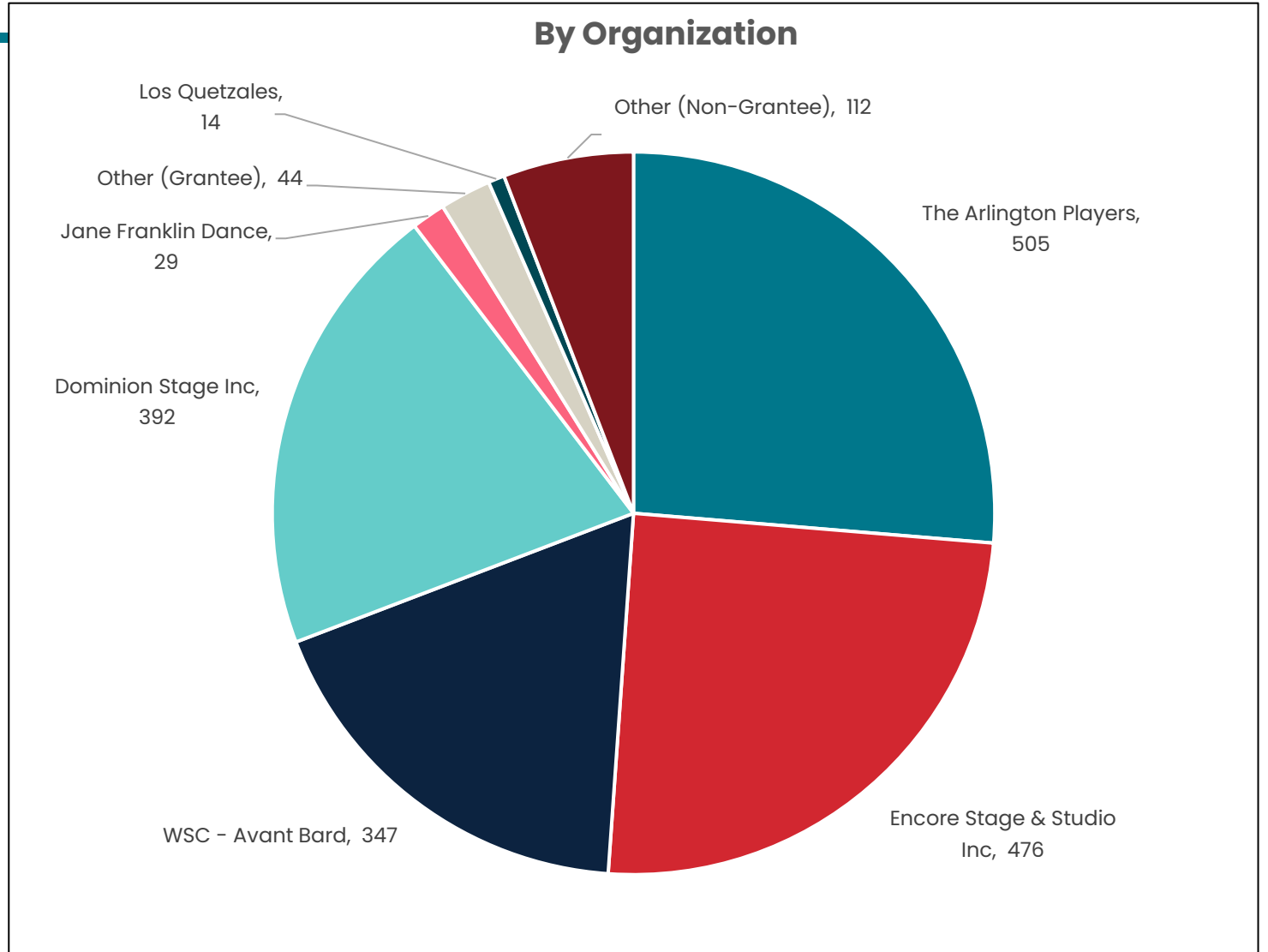
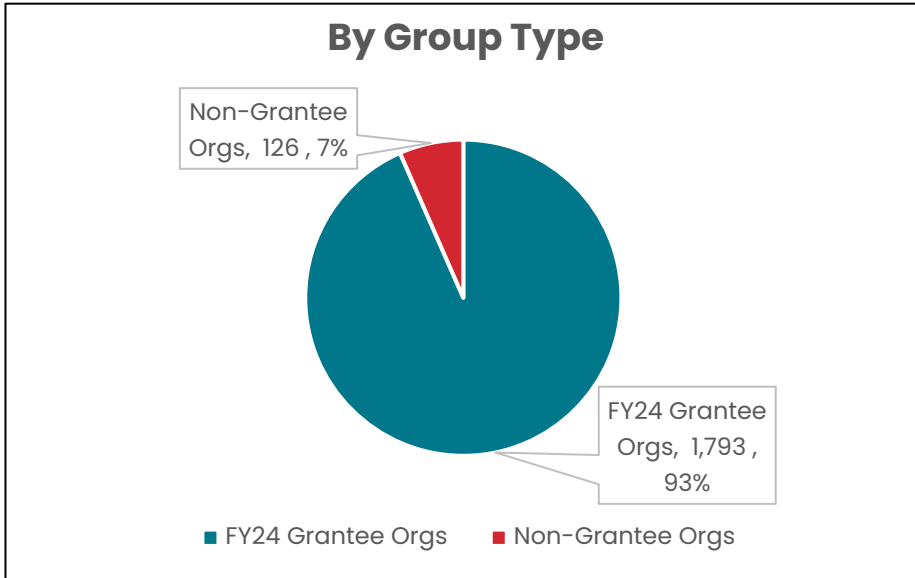
Group Type/Org	Gunston	TJMS	Kenmore	3700 TOTR	Total Hours
FY24 Grantee Orgs					
The Arlington Players	-	505	-	-	505
Encore Stage & Studio Inc	113	319	-	44	476
WSC - Avant Bard	347	-	-	-	347
Dominion Stage Inc	294	-	-	98	392
Jane Franklin Dance	-	-	-	29	29
Other (Grantee)	25*	-	19	-	44
Non-grantee Orgs					
Born 2 Dance	-	-	-	-	-
Mosaic	-	-	-	-	-
Farragut	-	-	-	-	-
Los Quetzales	14*	-	-	-	14
1 st Stage	-	-	-	-	-
Other (Non-Grantee)	8	89	15	-	112
Total	801	913	34	171	1,919

Highlights:

- **Majority of facility use by four (4) organizations**
- **APS Facilities at Gunston and TJMS in highest demand**

* Includes use of Gunston Theater 1

FY 2024 Theater Space Utilization (hours): Graph



Recommendations 1 & 2: Adjust Operating Hours @ 3700 and Scene Shop

- Reduces total operating hours @ 3700; Change the closed days for both facilities to Mondays.

IMPACTS AND OUTCOMES		
Arts Organizations & Community	County Operations	County Financial Impact
1. Operating Hours @ 3700		
<ul style="list-style-type: none"> • Reduction in total hours available for use of rehearsal space, yet proposed adjustment aligns better with current usage demands • Sunday's now open for other user groups 	<ul style="list-style-type: none"> • Aligns operations with FTE staffing levels 	<ul style="list-style-type: none"> • Reduces temporary staffing expenditures annually. Reduction in temp hours of by 21.5 per/wk and 1,118 per/yr. Estimated savings \$27,950.
2. Operating Hours for Scene Shop		
<ul style="list-style-type: none"> • Maintains available hours for scene shop, yet shifts closed day to match current usage. 	<ul style="list-style-type: none"> • Aligns operations with specialized FTE levels 	<ul style="list-style-type: none"> • No impact

Recommendation 3: Adjust Summer Programming and Staffing @ Lubber Run

- Adjust total number of performances by four (from 28 to 24) and the staffing mix between FTEs and TEMPs for Lubber Run Summer Concert Series to better align with available resources.

IMPACTS AND OUTCOMES

<i>Arts Organizations & Community</i>	<i>County Operations</i>	<i>County Financial Impact</i>
<ul style="list-style-type: none">• Reduction in the quantity of live summer performance events at Lubber Run	<ul style="list-style-type: none">• Aligns staffing and programming with available resources. Also reflects deferred operational changes due to the impacts of FY 2019 reduction in staff.	<ul style="list-style-type: none">• More efficiently utilizes staff resources during summer months which will result in modest cost savings

Recommendation 4: Implement RecTrac Scheduling & Billing Software

- Shift to a cloud-based software solution for managing reservations, schedules and billing by early FY 2025. RecTrac program already in wide use by County's Department of Parks and Recreation for use of facilities.

IMPACTS AND OUTCOMES

<i>Arts Organizations and Community</i>	<i>County Operations</i>	<i>County Financial Impact</i>
<ul style="list-style-type: none"> • More transparency in scheduling (online portal and schedule availability) • Reduction in scheduling errors • More convenience for customer as scheduling requests can happen online at all hours 	<ul style="list-style-type: none"> • Creates resiliency in service delivery – ability to train multiple staff, eliminate gatekeeper. • Improves account reconciliation and reduces errors – leads to more efficient management of service 	<ul style="list-style-type: none"> • Reduces time and effort for calls and data entry. Frees up staff for other operational needs, thereby reducing temporary staff demands. • Facilitates more accurate billing and timely payments.

Longer Term Actions Details

Additional Insights and Recommendations

Explore Cost Recovery/Sharing Models

- **Insights:** The use of County and APS owned facilities by artists and arts organizations consistently exceeds the CAD annual budget in the form of temporary staffing, technical services and, for APS facilities, reimbursement for custodial fees. At the same time, these facilities are highly desirable for Arlington's arts community because of their historical low or no-cost availability. Given current resources, the county could benefit from a review of its CAD programs, grants and fees associated with facility use and services to **determine if there is an opportunity to apply a cost recovery model.** Doing so could help to better align cost and resources to market demand.
- **Recommendations:**
 - Conduct a cost-recovery analysis for major CAD facility use and technical assistance services
 - Advance study recommendations

Additional Insights and Recommendations

Revisit APS/Arlington County Joint Use Agreement

- **Insights:** The availability of Arlington Public Schools (APS) facilities for use by local arts organizations and APS users is a significant asset for the community. However, **the goals, programming, intended outcomes, cross-purpose opportunities, management and operations, capital planning and maintenance and promotion of these facilities has not been reviewed in some time.** This has created near term challenges and some missed opportunities in maintaining the quality of these venues and/or expanding use for varying user needs. It also presents challenges to effectively schedule and staff these events.
- **Recommendations:**
 - Establish a joint use facility working group
 - Define problem areas, conduct analysis and develop an action plan

Additional Insights and Recommendations

Refine the Arts Policy

▪ Insights:

The Arlington County **Policy for the Support of Arts Organizations and Artists** dates from 1990 and the Public Art Policy from 2000. With the adoption of the updated Public Art Master Plan in 2021, the current Comprehensive Plan update process, and AED's new Strategic Plan in 2024, which includes the goal of investing in arts and culture for enhanced placemaking throughout the County, **we recommend a revision to both arts policies to reflect current County and AED priorities, plans, goals, and strategies.**

Recommendations:

- Convene a Working Group from the Economic Development Commission, the Arts Commission and Public Art Committee to lead the effort to refine current Arlington arts policies.
- Create a scope of work, community engagement plan, and draft policy recommendations with the assistance of a contracted facilitator.

Arts Grants Program

Refinement of Program Process and Framework

- **Insights:** During outreach conversations with arts organizations, staff and stakeholders, concerns were raised about scope, scale and impact of the annual Arts Grants and the Direct Services for Arts Organizations and Individual Artists. Specifically, there is a wide range of groups operating in Arlington with different needs and impacts on the community. **The preliminary idea is to create a framework or typology of arts organizations and artists to better reflect the range, diversity, needs and impact of these different groups and increase arts grants resources accordingly.** This framework could in turn help aid in decision-making around future investments and resources for arts groups and artists – such as the current arts grants program; and potentially expand opportunities for new and more diverse groups to access the county’s resources.
- **Recommendations:**
 - Develop new framework to guide program
 - Rollout new program and approach to arts grant funding

2019 CAAC Status Update

2019 CAAC Recommendations Status

CAD Asset	Recommendation	Status
Scenic Studio	<ol style="list-style-type: none"> 1. County retains Scenic Studio at Gunston expanding service from 5 to 6 days. 2. Increase fees for Scenic Studio use. 3. Move Scenic Studio to Arts & Industry District 	<ul style="list-style-type: none"> ✓ Complete (FY21) ✓ Complete - Fees revised (FY21) ☐ TBD
CostumeLab	<ol style="list-style-type: none"> 1. Move textile equipment to 3700 for "Maker Space" 2. Investigate a Shared Costume Rental Service with Signature 	<ul style="list-style-type: none"> ☐ Textile Studio is one of the new Shared Studios @3700. Completion est. FY25 ✓ Shared Rental deemed not feasible. Rental Service discontinued (FY21). Inventory ready for surplus pending approval.
Mobile Stage	<ol style="list-style-type: none"> 1. Dispose of Mobile Stage 2. Contract with vendor for service and provide subsidy for use through a grant 	<ul style="list-style-type: none"> ☐ Mobile Stage in operation; currently working to redirect users to current contracted options. ☐ Present options in FY25 and move towards implementation.
Joint-Use Scheduling	<ol style="list-style-type: none"> 1. A collaborative performance and rehearsal planning calendar app 2. An APS/ACG/Performing Arts operations and coordination group 	<ul style="list-style-type: none"> ☐ Currently looking at use of County's RecTrac System as interim step. ☐ Joint-Use Policy Review still needs to be initiated. Timing TBD*

** From the CAAC Report "...This policy references two key documents, the Gunston MOA (1996) and the Jefferson MOA (1988)...The age and vagueness of the memoranda did spark some discussion about rethinking how these joint use agreements work with respect to collaboration between APS and the arts; however, as this was out of the scope of the Advisory Committee, such conversations are best reserved for a later time."*