

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
<i>Big Picture (City)</i>			
Relationship to Broader City Goals	<ul style="list-style-type: none"> • Many of the Pottery program's values align with the values outlined in the Boulder Valley Comprehensive Plan (i.e., economics, physical health, wellbeing) • The current pottery program is somewhat meeting the needs of <i>a portion</i> of the City's target groups: seniors, teens, youth, adults, and people with disabilities. • Although a City goal is to utilize public transportation, it's not available for pottery students 	<ul style="list-style-type: none"> • Many of the Pottery Lab's values align with the values outlined in the Boulder Valley Comprehensive Plan (i.e., economics, physical health, wellbeing) • The new pottery program will successfully serve the City's targeted groups: seniors, teens, youth, adults, people with disabilities • Public transportation could be used by moving (some) programs to a facility more easily accessed by public trans. or, bringing public trans. closer to the pottery lab 	<ul style="list-style-type: none"> • All bullets from Column 2
Broader City Government Support of Arts	<ul style="list-style-type: none"> • Currently, the City provides a subsidy for the pottery program. • In recent years, the funding has been cut annually, creating the perception that the City doesn't want to support pottery as a form of recreation 	<ul style="list-style-type: none"> • The City continues to subsidize. • There is no confusion, the pottery program is a thriving arts program and the City formally recognizes it as a form of recreation within the P & R's division • The City's assurance of long term, continuous support is essential 	<ul style="list-style-type: none"> • All bullets from Column 2, PLUS • The City's assurance of a long term, continuous support is essential for sustainability to be achieved.
Connection to Broader Art Community (Collaboration)	<ul style="list-style-type: none"> • Currently limited 	<ul style="list-style-type: none"> • A priority is to have an ongoing connection between the pottery program and local artists and art organizations 	<ul style="list-style-type: none"> • All bullets from Column 2

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
<i>Big Picture (Pottery Lab)</i>			
Credibility of the Pottery Lab	<ul style="list-style-type: none"> The City is to be recognized for the 50+ years of supporting the pottery program Credibility is high among participants in City of Boulder's Pottery program Generally, Boulder's citizens are unaware of the Pottery program The process that the PLWG is currently undergoing is increasing credibility with City officials. 	<ul style="list-style-type: none"> The City is to be recognized for the 50+ years of supporting the pottery program Credibility is high among participants in City of Boulder's Pottery program Increase community awareness of all pottery programs through marketing <p style="text-align: center;">See Credibility Addendum</p>	<ul style="list-style-type: none"> All bullets from Column 2
Sustainability	<ul style="list-style-type: none"> The pottery program must be able to demonstrate cost recovery of 90 to 100%, the criteria used for long-term sustainability in the Recreation Program and Facilities Plan. 	<ul style="list-style-type: none"> It is not likely that the pottery program will be able to attain a cost recovery of 90 to 100% Create unique, sustainable criteria for the City arts programs 	<ul style="list-style-type: none"> Determine the amount of City subsidy that would enable sustainability 6 month/12 month evaluation Ongoing annual evaluations
Timeline Implementation	<ul style="list-style-type: none"> Funding for 2013 has already been allocated to the Pottery program. While a set amount of funding for 2013 has been established, there is some flexibility regarding how the Pottery Lab spends this money If additional funds are raised by the pottery sale, they can be used the same year 	<ul style="list-style-type: none"> Funding for 2013 has already been allocated to the Pottery program. Planning for 2014 will be based on the outcome of this project. While a set amount of funding for 2013 has been established, allocation flexibility needs to be created so that implementation of changes can happen as planned. To provide for opportunistic planning, additional funds raised for the Pottery program can be used to 	<ul style="list-style-type: none"> A 3 to 5 year transition must be city supported with a seamless transition. All Logistical issues (financial, facility, etc.) need to be determined so that a smooth, transparent, transition occurs, with commitment from the City for long term, sustainability. Learn about the BMOCA, Dairy, Boulder History Museum contracts with the City to better serve the Pottery program transition to a PPP

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
		<p>support the program in the same year</p> <ul style="list-style-type: none"> All accepted recommendations will require an implementation timeline of 1 to 3 years An ongoing analysis of the effects of the recommendations will be required 	<ul style="list-style-type: none"> Decide how to work toward a PPP to best serve the City and the pottery community. A new, different approach is needed for the PPP process. Formation of a 501c3 would need to happen Could be sole-sourced or RFP Pottery community and the City would need to commit to back up a PPP and timing would need to be identified and vetted Align with City's budget cycle
Proposed Outcomes of Each Option	TBD	TBD	TBD
<i>Programming</i>			<ul style="list-style-type: none">
Labor and Staffing (and Volunteers)	<p>The Pottery program requires an experienced, ceramics trained staff.</p> <p>Current Staffing:</p> <ul style="list-style-type: none"> 2.0 FTEs seasonal volunteers <p>Staff manages 4 task areas:</p> <ul style="list-style-type: none"> 1-Instruction/Teaching 2-Administrative 	<p>All bullets from Column 1, PLUS</p> <p>Return to previous staff level (prior to June 2011), which would be:</p> <ul style="list-style-type: none"> 3 FTEs seasonal staff (as current) volunteers (as current) <p>Employ adequate <i>additional</i> staff for new programs:</p> <ul style="list-style-type: none"> Teaching at/Staffing of a satellite 	<ul style="list-style-type: none"> All bullets from Column 2, PLUS Hire development staff/executive director for administrative duties and fundraising Volunteers can be managed by development person, allowing more time for other staff to increase programming Outsource accounting, marketing, legal services, etc. (similar to

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
	<p>Functions</p> <ul style="list-style-type: none"> • 3-Work-In-Process Management • 4-Facility Mgt. and Maintenance <p>Volunteer Hours:</p> <ul style="list-style-type: none"> • 1500 hours/year of volunteer hours: <ul style="list-style-type: none"> • City officially designated positions • Pottery sales • Community Service • 40 hours/week of enrolled Student volunteerism: peer to peer instruction, cleaning, organizing <p>See Labor and Staffing Addendum for details</p>	<p>location</p> <ul style="list-style-type: none"> • Volunteer coordinator, part-time • Workshop management • Fundraising, grant writing • Increased marketing • Outreach to Home School and other potential participants • Utilize Graduate students/internships <p>Review City rules that affect and constrain the hiring/firing/timing of hires</p>	<p>Boulder History Museum)</p> <ul style="list-style-type: none"> • Pay employees similar salary to what standard salaries are at Pottery Lab and include health insurance and access to 401k • Timing of hiring would be less cumbersome (as with City)
Mission/Vision (Education, Arts)	<ul style="list-style-type: none"> • The Pottery program mission is to teach the art and science of ceramics to the community • Boulder Parks & Recreation Department Mission: Provide safe, clean, and beautiful parks and facilities and high-quality leisure activities for the community. These services shall enhance residents' health and well-being and promote economic vitality for long-term community sustainability. We will 	<p>All bullets from Column 1, PLUS</p> <p>Wording in P & R mission needs to include the arts.</p> <p>Take a "DO and VIEW art" approach as stated in the 2005 Boulder Cultural Master Plan objectives. Boulder consists of people who want to appreciate art AND those who want to create it. Ensure that the mission statement includes both groups.</p>	<ul style="list-style-type: none"> • Same as Column 1, except: <ul style="list-style-type: none"> -delete "beautiful parks" from Boulder Parks and Recreation Department Mission -replace introductory classes with all levels in the Recreation Program & Facilities Plan • Variety of educational models (workshops, Artists in Residence) • Broader, more flexible and art focused mission • Professional development

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
	<p>accomplish this through creative leadership, environmentally sustainable practices, and the responsible use of available resources.</p> <ul style="list-style-type: none"> Recreation Program & Facilities Plan Guiding Principles: Champion Diversity; Contribute to personal health and wellness; ... <p>...Continued on Mission/Vision Addendum</p>		<ul style="list-style-type: none"> Teaching for community and provide gallery space Opportunities for community (artists, teachers) Resource for artists (clay, tools, aprons, etc.) Sustainability
Management Structure, Role of City	<ul style="list-style-type: none"> City of Boulder owns and maintains the Pottery Lab building and manages the Pottery Program within City guidelines, using the P&R model Pottery Coordinator selects staff, P&R approves Utilizes City accounting structure 	<ul style="list-style-type: none"> City of Boulder owns and maintains the Pottery Lab building Change the model of management, so that the while still under City management, the program is run as an arts program Pottery Coordinator selects staff, P&R approves Pottery Program utilizes City accounting structure, <i>but</i> group together the arts, special interests, and pottery so expenses/revenue of all creates the cost recovery percentage Involve Pottery staff in long range program planning to expand programming Utilize City administrative staff with 	<ul style="list-style-type: none"> City of Boulder owns and maintains Pottery Lab building City of Boulder leases building to PPP and transfers right to use existing equipment Board of Directors is established to provide oversight in budget and programming. Depending on financial support, City might have 1-2 seats, possibly will include representatives from PRAB and Council. Board of Directors could operate like BMoCA where the Executive Director comes before the Arts Commission 4 times/year. Financial support from City of Boulder to be determined

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
		<p>a focus on collaborations, grant writing, development, marketing, etc.</p>	<ul style="list-style-type: none"> • Pottery Lab should be acknowledged, embraced and identified with City • PPP responsible for staffing decisions • Management of Pottery Lab closer to programs, education, won't have to mirror other Recreation programs • Financial contributors will have involvement in how money is spent • Expand services (master classes— can't rely on beginning students to carry financial burden) • Market driven • Management could be more integrated with students (not as much time in meetings, etc) • Management autonomy • Utilize administrative staff • Management structure different from City, burden is on PPP employees (City includes insurance, PERA, other benefits) • Seamless transition to public • Space for Artist in Residence program • Profit—paid staff/Non-profit-volunteers

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
Marketing	<ul style="list-style-type: none"> • Use of <i>Parks & Rec Guide</i> for class registration • Email blasts and newspaper ads for pottery sales • Participation in Parks & Rec special events, such Green Streets, Camp Days <p>Constraints:</p> <ul style="list-style-type: none"> • All advertising has to go through the Parks & Rec marketing department • Marketing for new classes, specialized classes, outreach is limited by capacity of current facility 	<p>All bullets from Column 1, PLUS</p> <p>Develop a longer range, 3 to 5 year marketing plan to include:</p> <ul style="list-style-type: none"> • Partnering with Arts associations • Partnering with Boulder’s business community • Increasing awareness of the pottery program offerings in the community, including Outreach programs • Organizing events to benefit the broader community and the pottery program <p>See Marketing Addendum for details</p>	<ul style="list-style-type: none"> • All bullets from Column 2, PLUS • More flexibility with marketing • Cross market—outsource some marketing, use Recreation Guide, Arts Commission, Potters Guild, and other arts related entities • Market where arts people look for arts programs • Collaborative marketing efforts with other non-profits that aren’t arts related (non-profits are willing to work with other non-profits) • Take registration through PPP, but have a link from COB website, especially during transition
Serving the Community/Outreach (EXPAND, Seniors, Children)	<ul style="list-style-type: none"> • Current Pottery programs serve EXPAND, Seniors, and children through schools (Watershed; Uni-Hill Elementary), private clubs, home schooling, birthday parties, camps, scout groups • Parks & Rec mission is to serve beginning and entry-level students 	<p>All bullets from Column 1, PLUS</p> <ul style="list-style-type: none"> • Expand and improve program offerings to the community, such as: <ul style="list-style-type: none"> • Partnerships with educational facilities such as BVSD, CU, Front Range Community College for workshops and classes • Electric kiln firing classes • Short intensive programs (i.e., over a weekend or date 	<ul style="list-style-type: none"> • All bullets from Column 2, PLUS • Serve ceramic students of all ability levels

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
		nights) <ul style="list-style-type: none"> Design programming for diverse social and economic populations Establish Senior Center programs 	
Program Instruction	<ul style="list-style-type: none"> Focus is: <ul style="list-style-type: none"> Entry level students EXPAND and youth (age appropriate) classes Participate in Reduced Rates programs Provide scholarships <p>See Program Instruction Addendum for details</p>	<p>All bullets from Column 1, PLUS</p> <p>To increase our cost recovery rate, these options should be analyzed:</p> <ul style="list-style-type: none"> Offer a greater variety of classes Offer additional ceramic related classes Utilize additional locations offering classes with <i>dedicated</i> space and electric kilns (If at a rec center, there would be options for family members to do other activities) Increase instructional funding to allow staff to model work and informally instruct students beyond the 15 min. prep time <p>See Program Instruction Addendum for details</p>	<ul style="list-style-type: none"> All bullets from Column 2
Options for Expanding Focus Beyond Ceramics	<p>Parks and Rec has offered drawing classes at the lab through the Art department but, income from these does not flow to Pottery program; two depts.: arts and special interests both managed by current Pottery Program Manager</p>	<ul style="list-style-type: none"> Allow expenses/revenue from all the Pottery/Arts/Special Interests to be linked together for cost recovery calculation, thus combining the programs (Pottery, Lego camp, drama, other camps, et al) Establish a vigorous ceramic 	<ul style="list-style-type: none"> All bullets from Column 2

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
		<p>enrichment curriculum, such as classes in pottery design, drawing for ceramic artists, ceramic art history</p> <ul style="list-style-type: none"> • Jewelry classes, bead making <p>Constraint: Currently the space is limited, but with additional dedicated space and staff, a broader scope of arts classes would be possible</p>	
Professional Development for Staff	<ul style="list-style-type: none"> • City provides employee training- such as first aid, conflict mediation, etc. 	<ul style="list-style-type: none"> • All bullets from column 1, PLUS • Offer Ceramic-specific art education for staff in the form of: <ul style="list-style-type: none"> • Attendance to conferences such as NCECCA • In-house training in ceramic arts • Staff tours in other ceramic facilities 	<ul style="list-style-type: none"> • All bullets from Column 2
<i>Space</i>			
Space & Building (Types of Space: Teaching, Open Lab, Work in Process, Kilns, Storage, Staff/Office,	<ul style="list-style-type: none"> • The exterior of the historical building cannot be changed. Renovations have been discussed in the past as ways to expand the useable space at the pottery lab. 	<p>Additional space will allow more classes to be held, create better work flow, and utilize staff time more efficiently; all of these increase revenue.</p>	<ul style="list-style-type: none"> • All bullets from Column 2, PLUS • Utilize current space, show success • Consider alternative space in 3-5 years including another building or

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
Parking,)	<p>(Potential funding for these changes has not been identified.)</p> <ul style="list-style-type: none"> • The current facility's interior space: <ul style="list-style-type: none"> ○ 2469 ft² not including stairwell ○ 1500 ft² programming space ○ 1000 ft² storage • Plus — ft² exterior storage space • Current facility's limited space prohibits offering additional classes of any type, so generating more revenue (to reach a higher cost recovery rate) is not an option. • Additional storage space is used at building 13. • Storage space for work-in- progress and working space is greatest limiting factor at the lab. • Parking is extremely limited. 	<p>Exterior Space, Current Facility:</p> <ul style="list-style-type: none"> • Build a non-attached insulated or heated 10' by 28' storage/work area on the east side of the building; move electric kilns and clay storage here. • Cover the 12' x 45' area on the south side of the building for more work-in-process/storage. Roof could also serve as 2nd story floor, its use TBD • Parking: Cooperation with the City's transportation department is essential to create additional parking at the current facility <p>Interior Space, Current Facility:</p> <ul style="list-style-type: none"> • An ADA compliant elevator or cargo lift for moving heavy material using 10' x 10' of floor space • Investigate space utilization with the goal of creating space for more classes/programs • Investigate space utilization for efficient work flow (time/motion studies) • Determine if there is a different balance of classes, camps, 	<p>annex</p> <ul style="list-style-type: none"> • 5,000 square feet is optimum • Join with other arts programs for a space • Explore renting space that could be more efficient • Realize that with more space there are economies of scale

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
		<p>seminars, workshops to more efficiently use space</p> <p>New, Satellite Space:</p> <ul style="list-style-type: none"> • In <i>addition to</i> current facility, or • <i>Replacing</i> the current facility <ul style="list-style-type: none"> • Provides additional benefit of supplying adequate parking • Will require additional staff and possibly, office space for them • For Instruction: <ul style="list-style-type: none"> • Use an existing city-owned facility • Rent additional facility space • Purchase a new , larger facility with adequate parking • Build a new, larger facility with adequate parking • For exhibition and sales: <ul style="list-style-type: none"> • Establish a dedicated space to exhibit and sell pottery, either on site and/or at other City owned facilities. <p>See Space Addendum for details</p>	

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
<i>Financial</i>			
Revenue	<p>Revenue is generated from:</p> <ul style="list-style-type: none"> • Classes • Pottery sales <p>Constraints: Lack of space to expand any program offerings</p>	<p>All bullets from column 1, PLUS</p> <p>Revenue increases incrementally as program offerings increase:</p> <ul style="list-style-type: none"> • Offer price differential for classes • Create space to make room for more instruction/storage so that more classes can be offered (addressed in space section) • During session breaks, identify times available for additional programming/revenue: <ul style="list-style-type: none"> ○ offer Open Studio ○ school programs ○ workshops ○ focus series • Structure some classes to fit with CU students' schedules • Allow expenses/revenue from all the Pottery/Arts/Special Interests to be linked together for cost recovery calculation, thus combining the programs (Pottery, Lego camp, drama, other camps, et al) <p>See Revenue, Marketing Addendums, and, Fund Raising section below</p>	<ul style="list-style-type: none"> • All bullets from Column 2, PLUS • Explore subsidies from the COB similar to BMOCA and the Dairy Center for the Arts • Develop business model • Need one time capital from COB, \$50-100K for improvements/additions • Determine ongoing maintenance and/or operations subsidy from Parks and Recreation and/or Arts Commission • Operate out of Pottery Lab rent free • Apply for funding from Scientific Cultural Facilities District (SCFD)

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
Fundraising	<ul style="list-style-type: none"> • Hold pottery Sales 	<ul style="list-style-type: none"> • Hold Pottery Sales <ul style="list-style-type: none"> • at Pottery Lab • at Libraries, Recreation Centers, Farmers Market and additional City supported events (some on-going) • Establish dedicated grant writing for the pottery program • Solicit resources from existing organizations (PLAY, Boulder County Arts Alliance , Boulder Arts Commission) • Create membership program • Include a donation option with registration for class participants to donate to the Pottery Lab • Solicit donations and create partnerships with local businesses (i.e., restaurants) • Establish an Estate Plan giving program • Utilize volunteers and pottery community to help raise funds • Deposit funds raised into a separate account (OCA) for tracking purposes <p>See Marketing Addendum for additional fund raising ideas</p>	<ul style="list-style-type: none"> • All bullets from Column 2, PLUS • Fundraising could be easier for a nonprofit than for a government program

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
Expenses (Operating)	<ul style="list-style-type: none"> Currently consists of salaries, materials, supplies, utilities. 2011 expenses were lower than 2010 and on track for 2012 to be reduced further due to the loss of one full time staff. This has positively affected cost recovery, but negatively impacted staff's ability to complete all tasks in a timely and efficient manner. 	<ul style="list-style-type: none"> Salary expense will increase when staffing returned to 3.0 FTEs Materials, supplies, utilities remain constant with current program offerings Expenses will increase incrementally when program offerings increase 	<ul style="list-style-type: none"> All bullets from Column 2 including paying for utilities Identify all resources currently available to Pottery Lab operations from the COB and determine which would no longer be available and need to be part of the budget (Attorneys, Planning, FAM, Payroll, Accounting, etc.)
Capital	<ul style="list-style-type: none"> Capital improvements towards generating increased revenue have not been targeted Short term capital planning occurs during conversations regarding shutdowns and is related to safety. 	<ul style="list-style-type: none"> Capital improvements of \$50-\$100K are projected. Committee/staff could cost out improvements and identify ways they will positively affect revenue. Bring to PRAB in March 2013 (if we add space, what types of programming/revenue opportunities would there be and how much additional revenue annually would be generated) 	<ul style="list-style-type: none"> Need \$50-\$100K for improvements for efficiency. Committee/staff could cost out improvements and identify ways they will positively affect revenue. Bring to PRAB in March 2013 (if we add space, what types of programming/revenue opportunities would there be and how much additional revenue annually would be generated)
Accounting Structure	<ul style="list-style-type: none"> Pottery program uses the City Accounting Structure; Organizational Cost Accounts (OCAs) are assigned to categories (adult pottery, youth pottery, facility, camps, etc.) Programs/courses can be tracked by the individual course number Prices are set per class according to expenses 	<p>All bullets from Column 1, with these exceptions:</p> <ul style="list-style-type: none"> Use a Cost Recovery Model appropriate for arts programs. Offer classes with different pricing models Re-group OCAs, to allow expenses/revenue from all the Pottery/Arts/Special Interests to be 	<ul style="list-style-type: none"> Offer classes with different pricing models: <ul style="list-style-type: none"> -Register for a class and pay a lower fee than currently charged for class which would include 25 lbs. of clay and <u> </u> hours of Open Lab. Charge additional fees for additional clay and Open Lab time OR -Register for a timeslot and pay

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
	<ul style="list-style-type: none"> Classes are modeled at one fee that includes 50 lbs. of clay and up to 12 hours/week Open Lab time Uses Cost Recovery Model identified in the Recreation Program and Facilities Plan 	<p>linked together for cost recovery calculation,(Pottery, Lego camp, drama, other camps, et al)</p>	<p>according to level: Beginner—lowest fee, includes 1 bag of clay Intermediate---medium fee includes 2 bags of clay Advanced—highest fee includes 3 bags of clay. Additional clay could be purchased, but the fee would be higher than the incremental increase in class costs. OR -Reduce class size to open up time/storage for Membership/Open Studio Program---charge more for this time. OR -other options</p> <ul style="list-style-type: none"> Outsource accounting Prices are set per class according to expenses Offer classes with different pricing models
Affordability / Price Point	<ul style="list-style-type: none"> Provide affordable opportunities consistent with all City programs (scholarships, reduced rate program) <p>Concern: Anecdotal evidence that the Jan 2011 price increase has resulted in a decline of enrollment, and perhaps more so for new student enrollments</p>	All bullets from Column 1	All bullets from Column 2

Pottery Lab Working Group - Constraints/Variables Worksheet

Variables/ Constraints	City Option (A) Column 1 (current)	City Option (A) Column 2 (future)	PPP (B) (Sole Source or RFP)
Economic Benefit to Community (Arts-Business Connection)	<ul style="list-style-type: none"> • 20% of students are non-residents who shop/dine in Boulder when they visit the pottery lab for class and open lab • Out of state visitors come for workshops who shop/dine/sleep in Boulder • Children’s camps create a window of time for an adult to shop/dine while their child is in class • Program generates professional potters who go on to join the Potter’s Guild, show work in galleries, sell their work, generate sales tax revenue • Chamber promotes the pottery program as part of Boulder’s arts • The facility itself is a stop for tourists and visitors (Billy’s Bus makes it a stop on the route) • Pottery program provides employment and volunteer opportunities • The facility provides safe setting for community service workers 	<p>All bullets from Column 1 would be enhanced by the focused intention to increase the pottery program’s connection to the business community.</p> <p>See Marketing Addendum for details</p>	All bullets from Column 2