



OFFICE OF THE COUNTY AUDITOR

Craig Glendenning, CPA
County Auditor

MEMORANDUM

October 16, 2020

MEMO TO: Council Members

FROM: Craig Glendenning 
County Auditor

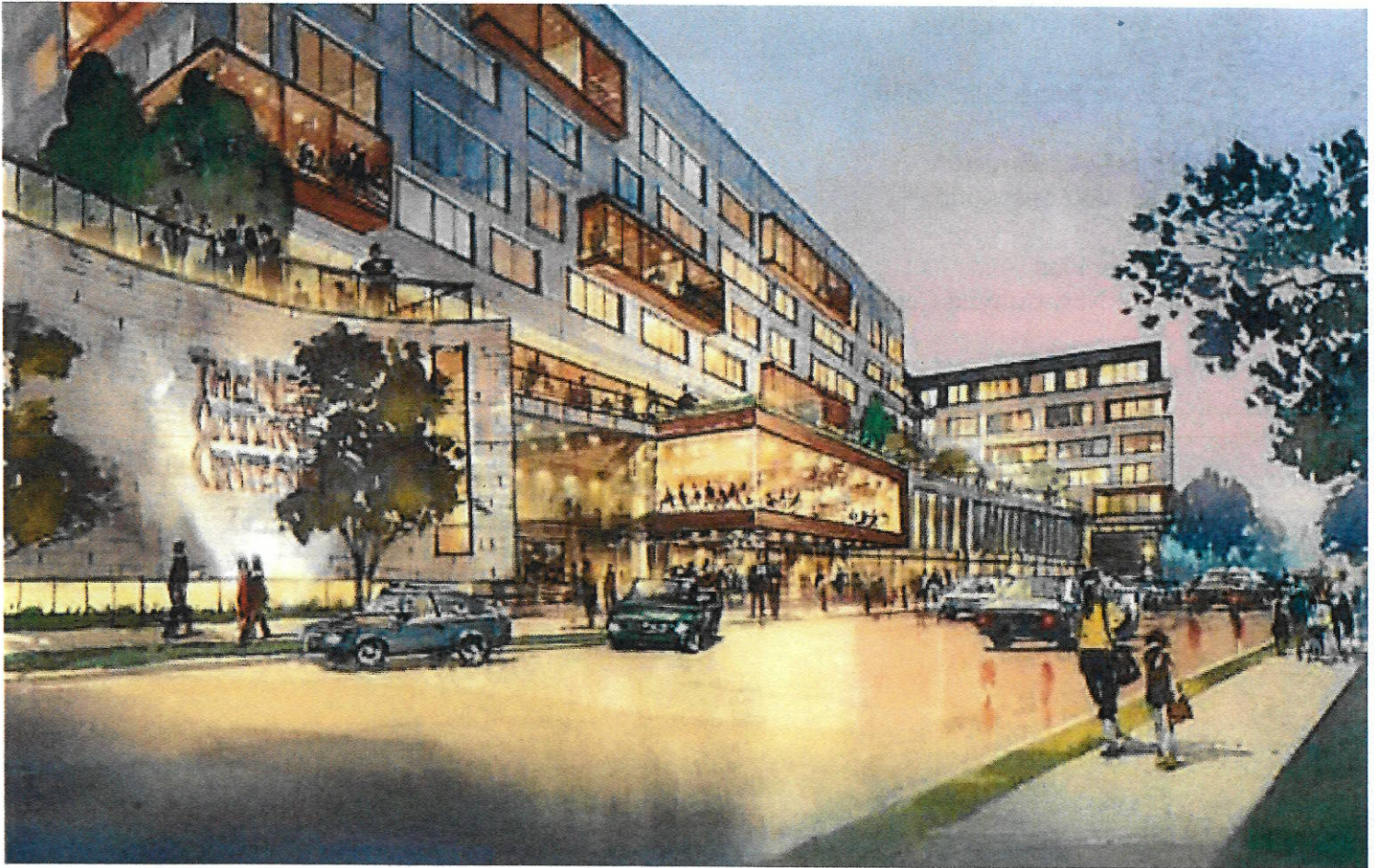
SUBJECT: TAO1-FY2021

Per Section 5.400(d)(2) of the Howard County Code, if the County Auditor cannot submit the fiscal analysis on or before the required submission deadline, the County Auditor must notify the Council Chair of the delay, the reason for the delay, and the revised delivery date. I have notified the Council Chair that the fiscal analysis will not be provided to the Council prior to the mandated deadline for the following reasons:

- I was provided with the Administration's 11-page testimony at 8:43pm on October 13, 2020, two days before my analysis was due. Considering that we had a total of 9 pieces of legislation to review, there was not adequate time for the Office of the County Auditor to perform a thorough review of this TAO.
- We were advised that although two appraisals have been initiated to value the property, they will not be complete for 2-3 weeks.
- The Business Plans for Toby's and CCTA are a work in process. Attached is the Business Plan for the Department of Recreation and Parks, which we received October 14, 2020.
- The Administration has not provided detailed cost estimates for construction of the building and garage.
- The Administration has not provided details of parking. They will be providing Council with three scenarios to review. This may affect the cost of the project.

This is a large and complex project that will require an in-depth review in order to be able to report the full fiscal impact to the taxpayers. I hope our conscientious review will also be an asset to the Council Members and help with their decision making. I have requested an additional 30 days to afford my team time for a thorough review, which was approved by the Council Chair.

The New Cultural Center Business Plan



Howard County
RECREATION & PARKS



PURPOSE

This document outlines the Center's organizational plan. The plan provides directions and includes:

- Facility Overview
 - Focus
 - Amenities Overview
 - Demographics
 - SWOT Analysis
- Strategic Focus 2025-2030
- Management Structure
 - Job Descriptions
- Program Plan
 - New Cultural Center Program Proposal
- Financial Plan
 - Revenue Projection
 - Proposed Operating Budget
- Marketing Plan

FOCUS

The focus at the New Cultural Center is to provide an excellent environment in which to develop one's interest in the arts - music, theater, art, dance and performance.

FACILITY OVERVIEW

The New Cultural Center, operated by Howard County Recreation & Parks, will focus attention on the arts and become a true cultural asset. It will be a place where children, young people, adults and seniors can meet to engage with people of similar interests in photography, painting, ceramics, creative writing, filmmaking, drama, music, sculpture/3-D art, and crafts. In addition to exhibitions and small-scale performances, the center will offer classes for all ages, particularly programs for children during summer and school vacations. Its program offerings will be designed in response to participant interests.

Features of the New Cultural Center include:

- Toby's Dinner Theatre (managed and operated by CCTA)
- Youth Theatre
- Black Box Theatre
- Exhibit Gallery
- Dance studios
- Instructional Cooking Kitchen
- Activity rooms available for programs, birthday parties, meetings, and rentals
- Café

Located within the New Cultural Center is Toby's Dinner Theatre and Youth Theatre, operated by the Columbia Center for Theatrical Arts (CCTA). CCTA is a non-profit 501(c)(3) organization that is funded, in part, by the National Endowment for the Arts, the Maryland State Arts Council, and the Howard County Arts Council.

The New Cultural Center is uniquely situated within the Downtown Columbia Art and Cultural District. Features of the district include:

- Merriweather Post Pavilion
- Merriweather Park at Symphony Woods (Chrysalis)
- Columbia Lakefront
- Central Branch of the Howard County Library System
- Downtown Columbia Pathway (Howard County General Hospital to Blandair Park)
- Metropolitan Promenade

DEMOGRAPHICS

Howard County (based on 2015 Census)

Total population – 313,414

Residents under the age of 9 – 40,730

Residents age 10 to 19 – 43,812

Residents age 20 to 49 – 123,953

Residents over the age of 50 – 104,919

Female Residents – 160,297

Columbia – 21044 Zip Code (based on 2015 Census)

Total population – 41,704

Residents under the age of 9 – 4,883

Residents age 10 to 19 – 5,169

Residents age 20 to 49 – 17,634

Residents over the age of 50 – 14,018

Female Residents – 21,996

Average Household Size – 2

Race

White – 23,846

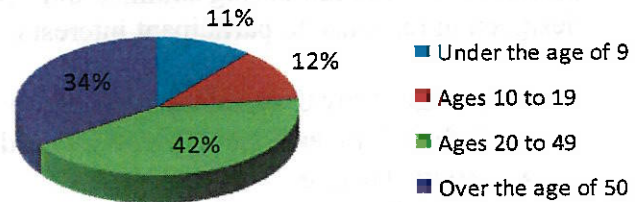
Black or African American – 10,608

American Indian – 131

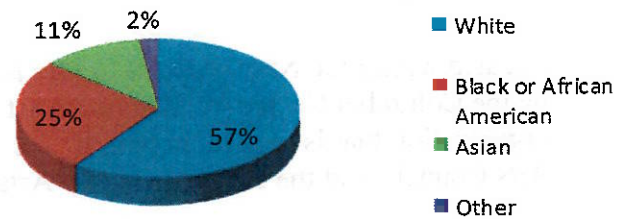
Asian – 4,450

Other – 818

Columbia - 21044 Gender



Columbia - 21044 Race



SWOT ANALYSIS



Strengths

- **Location** – The Center is in downtown Columbia, next to the Library and Merriweather Post Pavilion. Future development will include a new library, fire station and elementary school. This setting creates a cohesive design for patrons where they can access a variety of services.
- **Health & Wellness** – There is an increase in focus on health and wellness throughout the country. This location provides a dance and aerobics room, with outdoor space on the terrace for programming. Outdoor pathway connects the Hospital to the Center and on to Blandair Park.
- **LEED Certification** – The facility strives to receive a Silver LEED Rating to follow through with Department and County sustainability initiatives.
- **Reputation** – Howard County is one of only 172 agencies nationally accredited by the National Recreation and Parks Association. Previously, the Department earned the County the honor of being named one of only eight communities nationwide to receive “Good Sports Community of the Year” by Sports Illustrated based on its ability to promote values such as sportsmanship, fair play, skill development, helpful parent involvement and positive coaching methods.
- **Amenities Offered** – Facility features many great amenities that other County facilities do not provide, such as theatre space, exhibit galleries and an instructional cooking kitchen.
- **Partnerships with Other Departments** – The Center serves as a multi-generational gathering place. The partnership between Recreation & Parks and CCTA allows for a range of services and programs offered that enhance the quality of life for residents from preschool through older adults.
- **Rental Opportunities** – A variety of rental spaces are available for meetings, artistic events, and special occasions. Rental rates are very reasonable, and the Center staffs a Rental Coordinator to facilitate space usage.
- **Parking and Resources** – The Center has abundant options for parking, including an onsite garage. Overflow parking is available at other local garages and the site is walkable.

Weaknesses

- **Location** – The location is towards a stream area that in the past has been prone to flooding. New traffic patterns and construction create problems for users.
- **Name Recognition** – A specific name is required for this facility that addresses what is the function of the facility. Is it a cultural facility or an arts facility.
- **Visibility** – How folks will enter the facility or see the facility with the evolving construction and traffic flow may be problematic. This facility will also represent yet another art-focused amenity within the Downtown region, where many new groups have recently started.
- **Partnership** – Partnerships will be very important for this facility to operate. While partnerships are good they can also restrict potential programming or other efforts.

Opportunities

- **Community Support** – The facility, which residents supported for many years prior to its opening, creates a “wow” factor in the surrounding area and county.
- **Location** – The location of the facility and its County-wide focus.
- **Economy** – When the economy is doing well, people have more discretionary income to put towards leisure time pursuits.
- **Local Schools** – The center’s proximity to the local elementary and middle schools can be an opportunity to partner for services and programs.
- **Partnerships** – Constantly pursuing inter-generational programs, events, and services in partnership with CCTA and other art focused groups.

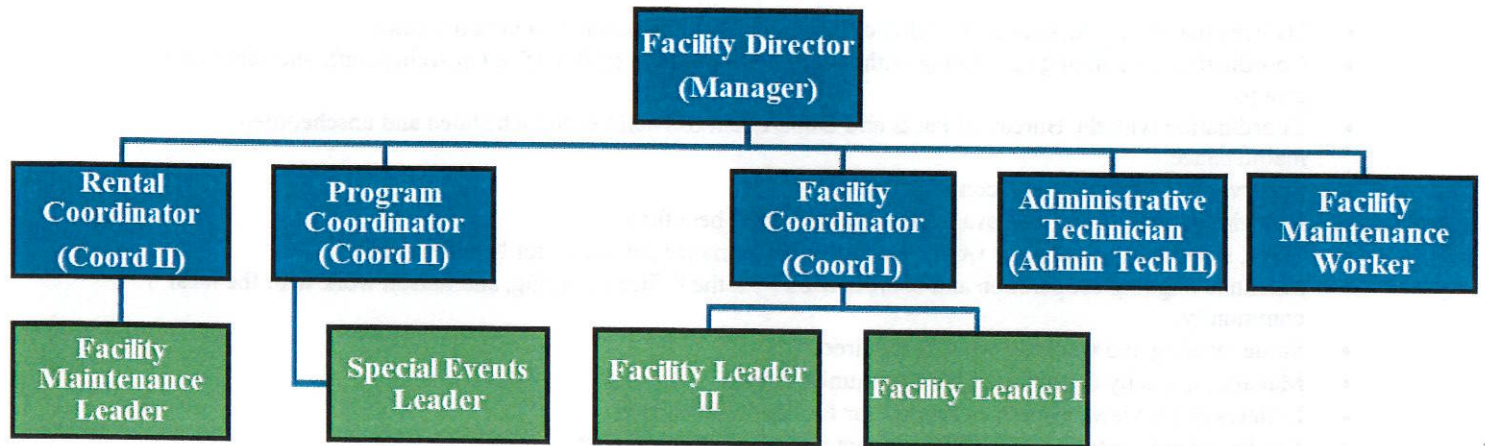
Threats

- **Competition** – There are other art program providers in the area. In recent years, a religious-affiliated community center has been seeking zoning approval nearby, which could compete for rental income.
- **Economy** – Center staff have noticed a trend of customers holding onto their money longer, therefore waiting as long as possible to register for programs and events. This can be an issue when minimums must be met for programs to run, or for properly planning space and supply accommodations. COVID-19 type of events is also a factor.
- **Funding** – Center will have a revenue goal that needs to be met to pay the Debt Service.
- **Name Recognition** – Not only does the facility need a proper name and to distinguish itself from other nearby art facilities, but if naming rights are sold, the choice must not be viewed negatively by public.
- **Location** – Some folks will not look at first to an art facility for potential rentals. New construction and building efforts (the new Library) will create competition for participation in programs, thereby threatening revenue generation.
- **Partnerships** – CCTA provides similar art focused events and programs to their clientele, which can compete with or limit the scope of what Recreation & Parks can offer.

STRATEGIC FOCUS 2025-30

NEW CULTURAL CENTER FOCUS	FY25	FY26	FY27	FY28	FY29
Work continually and cooperatively with CCTA and HCAC on shared policies, procedures and marketing of the facility.	X	X	X	X	X
Expand program and special event offerings in arts, music and cooking with our Recreation programming staff.		X		X	
Explore relationships/partnerships with non-profit groups, schools and local PTAs for programming/outreach with a focus on community art involvement.	X		X		X
Research and implement strategies to continue facility operations during health emergency situations, such as COVID-19	X			X	
Research and implement promotional strategies to increase facility rentals and center attendance.		X		X	
Review offerings and rates from competitors (Columbia Association, MNCPPC, HCC, Montgomery Co, etc.) and remain competitive.		X		X	
Maintain, replace and/or improve facility (furniture, equipment, supplies).				X	X

MANAGEMENT



JOB DESCRIPTIONS

Art Center Manager

POSITION SUMMARY

To manage, supervise and coordinate the programs and activities of the New Cultural Center facility within the Department of Recreation and Parks.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following: Other duties may be assigned.

- Oversee the management and operation of a regional, multifunctional community center.
- Coordination of building scheduling with Department program staff, Office On Aging staff, and other user groups.
- Coordination with the Bureau of Parks and Department of Facilities for scheduled and unscheduled maintenance.
- Supervision of full time and contingent staff.
- Recruits, selects, trains, and evaluates contingent and benefited staff.
- Plans, schedules, and assigns work. Conducts performance appraisals for benefited staff.
- Facilitate ongoing cooperation and coordination with the Office on Aging, and liaison work with the local community.
- Some evening and weekend work is required.
- Manages the daily operation of the community center.
- Initiates and reviews inspection reports for facility maintenance.
- Works towards ensuring the safety and security of patrons and staff.
- Completes, reviews and submits incident, injury, accident, or other related reports to the Recreation Services Division Superintendent.
- Manages maintenance and repair issues with fitness equipment with the appropriate contractor and communicates with Department program staff.
- Manages and coordinates operating budget. Completes fiscal and financial reports as required.
- Ensures staff compliance with Department and County policies for cost accounting, PDQ card, petty cash, and purchasing.
- Works with Department of Recreation and Parks Marketing Team, the Office On Aging, and the Public Information Office to develop marketing strategies for programs, events, and rentals.
- Coordinates and submits information for the Department's seasonal brochure. Prepares and submits Public Service Announcements.
- Coordinates all rentals and other agency use of the building. Resolves all schedule conflicts.
- Maintains an active, working knowledge of recreation and aging programs, trends, and needs.
- Responsible for identifying and applying good sustainability practices into all aspects of Department operations.

SUPERVISORY RESPONSIBILITIES

Directly supervises three to four supervisory and/or non-supervisory full time and 20+ contingent employees in the Department of Recreation and Parks. Manages 20+ service provider contracts on an annual basis. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; addressing complaints and resolving problems.

Assistant Art Center Manager (Program Coordinator)

POSITION SUMMARY

Assist with the management, coordination, and supervision of the New Cultural Center.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following: Other duties may be assigned.

Oversee the management and operation of a regional, multifunctional community center.

- Coordinate all building scheduling with Recreation & Parks program staff, Office On Aging staff, and other County agencies and internal user groups. Facilitate ongoing cooperation and coordination between agencies.
- Coordinate all rentals and use of the building by individual renters, community and nonprofit organizations, and other external user groups.
- Coordinate pavilion and skate park scheduling and rentals.
- Provide event planning assistance and preparation for all rentals and reservations, and program support for Recreation & Parks activities.
- Manage all security deposit and rental fee payments and refunds via cash, check, and credit card, and establish payment plans as needed.
- Implement detailed daily, monthly, and yearly planning to anticipate and avoid facility use issues. Resolve all schedule conflicts. Coordinate all rental and program reorganization in the event of inclement weather or emergency.
- Provide special project and on-site event management.
- Provide on-call assistance for evening, weekend, and holiday events, programs, and general facility operations.
- Oversee the general operation of the center in the absence of the Center Manager.
- Supervise assigned full-time and contingent staff.
- Recruit, select, train, and evaluate contingent staff.
- Plan, schedule, and assign work. Determine job priorities and assist with the coordination of staff assignments based on the needs of scheduled rentals, programs, meetings, and special events.
- Serve as a liaison with the local community. Actively meet with community groups and the general public to provide support and represent the needs and services of Recreation & Parks and the Center. Develop partnerships to achieve mutually beneficial goals and to enhance the North Laurel/Howard County community.
- Develop and implement marketing strategies for memberships, programs, events, and rentals.
- Coordinate and submit information for the Department's seasonal brochure. Create supplemental marketing materials such as brochures, banners, posters, fliers, postcards, newsletters, and promotional giveaways. Coordinate printing and distribution.
- Prepare and submit Public Service Announcements.
- Work towards ensuring the safety and security of patrons and staff.
- Complete, review and submit incident, injury, accident, or other related reports to the Center Manager and Recreation Services Division Superintendent.
- Coordinate with the Bureau of Parks and Department of Facilities for scheduled and unscheduled maintenance.
- Assist with maintenance and repair issues with fitness equipment with the appropriate contractor and communicate with Department program staff.
- Assist with the development and management of the operating budget. Complete fiscal and financial reports as required.
- Ensure staff compliance with Department and County policies for cost accounting, PDQ card, petty cash, and purchasing.
- Participate on Department of Recreation & Parks and inter-agency teams and committees.
- Some evening and weekend work is required.
- Maintain an active, working knowledge of recreation and aging programs, trends, and needs.

- Responsible for identifying and applying good sustainability practices into all aspects of Department operations.

SUPERVISORY RESPONSIBILITIES

Directly supervises 20+ contingent employees in the Department of Recreation and Parks. Assists with managing 20+ service provider contracts on an annual basis. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; addressing complaints and resolving problems.

Assistant Art Center Manager (Rental Coordinator)

POSITION SUMMARY

Assist with the management, coordination, and supervision of the New Cultural Center.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following: Other duties may be assigned.

Oversee the management and operation of a regional, multifunctional community center.

- Coordinate all building scheduling with Recreation & Parks program staff, Office On Aging staff, and other County agencies and internal user groups. Facilitate ongoing cooperation and coordination between agencies.
- Coordinate all rentals and use of the building by individual renters, community and nonprofit organizations, and other external user groups.
- Coordinate pavilion and skate park scheduling and rentals.
- Provide event planning assistance and preparation for all rentals and reservations, and program support for Recreation & Parks activities.
- Manage all security deposit and rental fee payments and refunds via cash, check, and credit card, and establish payment plans as needed.
- Implement detailed daily, monthly, and yearly planning to anticipate and avoid facility use issues. Resolve all schedule conflicts. Coordinate all rental and program reorganization in the event of inclement weather or emergency.
- Provide special project and on-site event management.
- Provide on-call assistance for evening, weekend, and holiday events, programs, and general facility operations.
- Oversee the general operation of the center in the absence of the Center Manager.
- Supervise assigned full-time and contingent staff.
- Recruit, select, train, and evaluate contingent staff.
- Plan, schedule, and assign work. Determine job priorities and assist with the coordination of staff assignments based on the needs of scheduled rentals, programs, meetings, and special events.
- Serve as a liaison with the local community. Actively meet with community groups and the general public to provide support and represent the needs and services of Recreation & Parks and the Center. Develop partnerships to achieve mutually beneficial goals and to enhance the North Laurel/Howard County community.
- Develop and implement marketing strategies for memberships, programs, events, and rentals.
- Coordinate and submit information for the Department's seasonal brochure. Create supplemental marketing materials such as brochures, banners, posters, fliers, postcards, newsletters, and promotional giveaways. Coordinate printing and distribution.
- Prepare and submit Public Service Announcements.
- Work towards ensuring the safety and security of patrons and staff.

- Complete, review and submit incident, injury, accident, or other related reports to the Center Manager and Recreation Services Division Superintendent.
- Coordinate with the Bureau of Parks and Department of Facilities for scheduled and unscheduled maintenance.
- Assist with maintenance and repair issues with fitness equipment with the appropriate contractor and communicate with Department program staff.
- Assist with the development and management of the operating budget. Complete fiscal and financial reports as required.
- Ensure staff compliance with Department and County policies for cost accounting, PDQ card, petty cash, and purchasing.
- Participate on Department of Recreation & Parks and inter-agency teams and committees.
- Some evening and weekend work is required.
- Maintain an active, working knowledge of recreation and aging programs, trends, and needs.
- Responsible for identifying and applying good sustainability practices into all aspects of Department operations.

SUPERVISORY RESPONSIBILITIES

Directly supervises 20+ contingent employees in the Department of Recreation and Parks. Assists with managing 20+ service provider contracts on an annual basis. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; addressing complaints and resolving problems.

Art Center Program Coordinator

POSITION SUMMARY

Assist the Center Manager and Assistant Center Managers with the general operation and supervision of the New Cultural Center.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following: Other duties may be assigned.

Oversee the management and operation of a regional, multifunctional community center and community park.

- Coordination of building scheduling with Department program staff, Office On Aging staff, and other user groups.
- Coordination with the Bureau of Parks and Department of Facilities for scheduled and unscheduled maintenance.
- Assist with the supervision of contingent staff, to include contingent staff scheduling and payroll.
- Recruits, selects, and trains contingent staff.
- Assist with planning, scheduling, and assigning work. Facilitate ongoing cooperation and coordination with the Office On Aging, Recreation & Parks staff, other County agencies and liaison work with the local community.
- Regular evening and weekend work is required.
- Assist with managing the daily operation of the community center and community park, to include coordination of facility access control keying and security and camera systems.
- Plans, directs and coordinates center programming and special events at the facility and park, to include special projects.
- Initiate inspection reports for facility maintenance as needed and submit work orders.
- Work towards ensuring the safety and security of patrons and staff.
- Complete, review and submit incident, injury, accident, or other related reports, to the Center Manager and Recreation Services Division Superintendent.
- Oversee preventative maintenance contracts and repair issues of fitness equipment.

- Inspects work done by contractors and developers to approve prior to payment.
- Ensure staff compliance with Department and County policies for cost accounting, PDQ card, petty cash, and purchasing.
- Coordinates, supervise and oversees all volunteer programs.
- Assist with developing marketing strategies for programs, events, and rentals.
- Assists supervisor with budget input, preparation, and fiscal oversight.
- Coordinate and submit information for the Department's seasonal brochure.
- Prepare and submit Public Service Announcements.
- Assist with the supervision of rentals and other agency use of the building.
- Maintain an active, working knowledge of recreation and aging programs, trends, and needs.
- Performs playground inspections and maintenance to the park playground. Utilizes playground certification to assist supervisors and park planners in determining playground safety. Audits, records and maintains a log for repairs and recommends replacements as needed.
- Oversees work tasks, inspects work in progress, approves completed jobs, and enforces safety regulations and procedures. Inspects work done by contractors. Trains staff on maintenance techniques and tool/equipment safety operation.
- Performs snow removal duties and assists during inclement weather conditions and county emergencies.
- Develops specification and purchasing documents for special projects, supplies/materials, tools, and equipment.
- Determines job priorities and sets long and short term goals to be accomplished, and assigns staff to jobs.
- Estimates supplies and materials for maintenance tasks and jobs. Develops supply requisitions for supervisors approval. Is responsible for keeping an inventory current for tools, supplies and materials, and chemicals.
- Responsible for identifying and applying good sustainability practices into all aspects of Department operations.

SUPERVISORY RESPONSIBILITIES

This job has no supervisory responsibilities. This employee does assist the Center Manager and Assistant Center Manager with monitoring the performance of contingent workers. Occasionally is involved with recruiting, interviewing, and training of contingent employees.

Customer Service Technician

POSITION SUMMARY:

Provide registration and customer service support to the New Cultural Center including customer service, data processing, reception, program statistics, financial reports and accounting functions.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following: Other duties may be assigned.

- Processes registrations via telephone, walk-in, Internet, fax and mail.
- Maintains accurate program information on the Registration Network and the data entry of the seasonal brochure.
- Processes refunds by method of payment credit cards, checks, and Refund Payment Claims.
- Reconciles and verifies daily deposits; compiles a cost analysis of registrant and brochure expense.
- Compiles data for seasonal reports.
- Provides customer service to both the internal and external clients.
- Works cooperatively with Office On Aging staff to achieve quality customer service.
- Maintains information and brochure displays and event signage.

Facility Maintenance Worker

POSITION SUMMARY:

Maintenance worker for the New Cultural Center. Responsible for assisting the Department with custodial work, meetings, trainings, functions (i.e. set-up and take-down). Provides a security presence and works on special projects involving building maintenance.

ESSENTIAL DUTIES AND RESPONSIBILTIES include the following: Other duties may be assigned.

- Check in with supervisor for daily duties and to check work log for special projects.
- Performs janitorial duties not covered under the janitorial contract (may operate buffers, carpet cleaners, safe use of chemical cleaners, hand tools, paint refinishing supplies)
- Sets up table/chair arrangements and props for meetings, trainings (may include projectors, overheads, easles, etc..)
- Provides a physical presence from beginning to end of all scheduled meetings/trainings.
- Assists North Laurel Community Center personnel with all needs.
- Must have the ability to act in a polite/professional manner with all staff & public.
- In charge of opening and securing the North Laurel Community Center building and complex, making sure all staff and the public enter and exit safely.
- Refuse removal interior/exterior of building, which is outside of the janitorial contract.
- During inclement weather this position keeps entry ways and walkways clear of snow and ice to maintain public safety.
- Works cooperatively with Office On Aging, Facilities, Health and Police staff to achieve quality customer service.
- Responsible for identifying and applying good sustainability practices into all aspects of Department operations.

FACILITY LEADER I

BRIEF DESCRIPTION: This position performs intermediate level recreation services work ensuring the safe and efficient operation of the Center. This position provides support to the Facility Leader II and to full-time staff of the Center. This position will assist in providing customer service and support for center operations.

DUTIES:

- Assists with Activenet membership and program registration
- Assists customers in completing room reservation request forms.
- Performs opening and closing duties as assigned and is responsible for keys and alarm codes
- Conducts regular center safety and maintenance checks
- Handles set up and take down of equipment and monitors the proper use of the equipment
- Answers a multi-line phone and directs calls to the appropriate coordinator; monitors an assigned email account
- Provides marketing and program promotion to all customers
- Provides administrative support including data processing, filing, completing facility forms and making phone calls as directed
- Monitors center participants for safety and proper use of equipment
- Maintains cleanliness of interior and exterior appearance of the center
- Communicates clearly and courteously with internal and external customers Reports accidents, injuries, incidences and property loss/damage Monitors center patrons and enforces center rules
- Wears the provided Recreation and Parks shirt and nametag
- Understands center operations run by other County Departments, where appropriate

- Handles money in exchanged of facility entrance, program registrations, membership sales, concessions, special event entries, and tournament fees; operates a cash register and cooks short order items.
- Handles any situations that may arise such as protests, official and instructor no-shows, rule questions, inclement weather, etc.
- Ability to serve as tournament, league and event staff and occasional substitute as a class instructor
- Performs other duties as assigned to ensure the smooth operations of the center

QUALIFICATIONS:

- Has basic knowledge of public relations and Recreation and Parks
- Possesses good communication and organizational skills
- Is flexible, reliable, responsible and enjoy working with the general public.
- Able to exchange money correctly
- Capable of lifting 40 pounds
- Knows Microsoft Office Suite
- Certified in First Aid, CPR and AED
- Certified in Concussion Safety and American Sport Education Program (ASEP) and capable of meeting the requirements for the Coaches Registry, where appropriate
- Is at least 18 years of age and possess a high school diploma or GED equivalency

RATE OF PAY: Contingent – Paraprofessional - \$10.00-13.00 / hour
Salary commensurate with experience

FACILITY LEADER II

BRIEF DESCRIPTION: This position performs advanced technical level recreation services work ensuring the safe and efficient operation of the Center. This position provides key support and customer service for early morning, night and weekend hours including the opening and closing of the center, processing registrations and customer service duties when full-time staff may not be present.

DUTIES:

- Provides customers with Activenet membership and program registration
- Handles Activenet room rental reservations and/or room reservation requests
- Responsibility of keys and alarm codes and opening and closing of the center
- Performs center safety and maintenance checks
- Coordinates set up and take down of equipment and monitors the proper use of the equipment
- Answers a multi – line phone and directs calls to the appropriate coordinator; monitors an assigned email account
- Provides marketing and program promotion to all customers
- Provides administrative support including data processing, filing, completing facility forms, making phone calls as directed and daily cash drops
- Assists in planning and directing the daily operation of the center
- Maintains cleanliness of interior and exterior appearance of the center
- Communicates clearly and courteously with internal and external customers
- Reports accidents, injuries, incidences and property loss/damage
- Maintains control of center patrons and enforces center rules
- Wears the provided Recreation and Parks shirt and nametag
- Knowledgeable of center operations by other County Departments
- Provides marketing, phone assistance and customer support for Center Operations
- Provides support to the other Facility Superiors

- Maintains traffic flow within the facility including exit monitoring and member access
- May be involved in concession assistances
- May be involved in handling emergency situations (i.e. protest, staff/contractor no shows, customer accident/incident, inclement weather)
- Ability to serve as tournament, league and event staff and occasional substitute as class instructor as needed
- Coordinates party packages, rentals and community events
- Performs other duties as needed to ensure the smooth operations of the center

QUALIFICATIONS:

- Has basic knowledge of public relations and Recreation and Parks
- Possesses good communication skills and organizational skills
- Is flexible, reliable, responsible and enjoy working with the general public
- Capable of lifting 40 pounds
- Is at least 21 yrs of age
- Able to exchange money correctly
- Possesses a high school diploma or GED equivalency
- Has two years of customer service required
- Knows Microsoft Office Suite
- Demonstrates awareness of safety and maintenance
- General knowledge of aquatics and food service with focus on risk monitoring, where appropriate
- Ability to complete food service provider training, where appropriate
- Certified in First Aid, CPR, and AED
- Certified in Concussion Safety, American Sport Education (ASEP) and Coaches Registry, where appropriate

RATE OF PAY: Contingent -- Paraprofessional - \$13.00 - \$15.00 per hour
Salary commensurate with experience

FACILITY MAINTENANCE CONTINGENT WORKER

BRIEF DESCRIPTION: Non- and semi-skilled work involving general park maintenance, construction labor, and plant/landscape care in park lands. Involves the use of various tools and equipment. Provides support for recreation and special event programs within Howard County facilities. Communicate County policies, rules and regulations, as needed, to the public.

DUTIES: Performs labor-level operations service work under regular supervision from a technical supervisor. Duties include, but are not limited to the following:

- Pick up loose trash and empty trash cans along pathways and pavilions. Empty and clean grills.
- Maintaining parkland and related facilities using rakes, shovels, brooms, hand tools, and small power tools such as string trimmers, hedge sheers, edgers, chainsaws, blowers, etc.
- Work includes performing construction and maintenance tasks, tree care and maintaining grounds by assisting with planting, pruning, brush cutting, mowing, spraying, watering, tree removal, mulching, weeding and chipping.
- Loads and unloads soil, sand, mulch, stone, debris and other material from trucks.
- May assist with turf maintenance tasks such as, fertilizing, topdressing, sod cutting, and seeding. Assist in the layout procedures for ball field dimensions.
- Assists with small construction projects such as bench and sign repair and installation and tie -wall construction.

- Snow removal.
- Properly relay field reports and updates to the public.
- Assist recreation programs and special events with set-up and tear down.
- Turn on sports field lights, monitor park activities and provide security.
- Maintain a nightly/daily journal of all duties assigned. Maintain communication with supervisor and public regarding issues relative to the safe operation of the park.
- Properly drag a ball diamond using various types of grooming equipment.
- Other duties as assigned

EXPERIENCE: Possess and provide proof of a valid Maryland Driver's License (Class C with less than two points within previous two years). Have an understanding of basis park operations and two years of experience working with the public in a variety of settings.

EDUCATION: High School Diploma or GED and one-year experience.

RATE OF PAY: \$15.00

SPECIAL EVENTS LEADER

BRIEF DESCRIPTION: Howard County offers a variety of special events for residents to enjoy throughout the year. The planned events are seasonal craft shows, cultural entertainment, special events, heritage events, and major festivals. These special events may be on a county-wide or area basis.

DUTIES:

- Assist with conducting special events, cultural entertainment, and major festivals.
- Set up and take down tables and displays
- Supervise event areas; trouble-shoot problems
- Check in participants
- Give information to the public
- Provide direct leadership during event.
- May include clerical work in preparation for the event.

SPECIAL QUALIFICATIONS/SKILLS:

- Ability to communicate effectively with the public and provide excellent customer service
- Work effectively with large crowds of people
- Ability to improvise and adjust work schedules
- Organize and plan special activities

EXPERIENCE: Previous experience as a recreation leader, especially in planning special events, and work with large crowds.

EDUCATION: High school; some college preferred.

RATE OF PAY: Contingent – Paraprofessional

\$18/hour

Salary commensurate with education and experience

PROGRAM PLAN

Overall, Recreation and Parks would manage the Activity spaces for all Center users, which will accommodate a diversity of programming from all parties. By operation year 3, an established pattern of usage will be apparent, allowing Recreation & Parks to better provide rental and programming opportunities. CCTA's program focus would be on Theatrical and Musical Arts. Recreation and Parks would focus on other artistic programming areas, in addition to other community focused programming.

Toby's Dinner Theatre offers shows throughout the week on nights, and matinees on weekends with an evening show to follow. CCTA offers programs and workshops, including a Youth Theatre performance series on Monday, Tuesday, Thursday and Fridays. They use space for their theatre program and they offer a Friday program specifically for Autism participants. CCTA summer camp programs utilize their Children's Theatre Space and classrooms.

This facility will require a strong rental program in addition to the programming it offers. Each activity room has a potential to generate revenue. Our facilities are valuable resources to the residents of Howard County and provide several complimentary uses to various agencies and/or Scout troops, while also providing rental discounts to non-profits. For reference, the North Laurel Community Center provided the most discounts of all centers.

See attached New Cultural Center Program Plan. The Program Plan provides the type of programming that would be offered at the Art Center and the potential revenue. This plan was developed through analysis of current program offerings at the Community Centers for Summer Camp and Fall 2019 seasons.

FINANCIAL PLAN

Revenue Projection

The facility has two main sources of revenues – rentals and programs. The goal of the facility is to generate approximately \$800,000 in revenue to pay their portion of the County’s Debit Service on the Center.

Current projection reflects the facility’s potential to generate \$216,000, gross revenue from rentals. These revenue figures utilize current rates in place at our community centers and establish new rates for the Black Box, Gallery and Terrace. Rates are established based on square footage and are per hour (minimum rental period is in parenthesis).

Space	Resident Rate	Non-Resident Rate	Non-Profit Rate	# of Rentals (min hour rental period)	Projected Revenue
Black Box 1	\$75	\$100	\$50	160 (4)	\$48,000
Classroom 1	\$40	\$50	\$30	375 (2)	\$30,000
Classroom 2	\$40	\$50	\$30	375 (2)	\$30,000
Classroom 3	\$40	\$50	\$30	125 (2)	\$10,000
Gallery	\$75	\$100	\$50	16 (4)	\$5,000
Dance Studio 1	\$50	\$60	\$40	52 (2)	\$5,200
Dance Studio 2	\$50	\$60	\$40	52 (2)	\$5,200
Classroom 1	\$40	\$50	\$30	313 (2)	\$25,000
Classroom 2	\$40	\$50	\$30	188 (2)	\$15,000
Classroom 3	\$40	\$50	\$30	188 (2)	\$15,000
Classroom 4	\$50	\$60	\$40	125 (2)	\$10,000
Classroom 5	\$50	\$60	\$40	125 (2)	\$10,000
Lobby	\$100	\$150	\$125	8 (4)	\$3,000
Terrace	\$300	\$375	\$275	4 (4)	\$5,000
Rental Program Total					\$216,400

The New Cultural Center Program Plan provides the type of programming that would be offered at the Art Center and the potential revenue. This plan was developed through analysis of current program offerings at the Community Centers for Summer Camp and Fall 2019 seasons. Fall and Winter seasons typically see relatively the same revenue generation and success rates. While Spring and Summer seasons see higher revenue generation. There was no adjustment made in this projection to the Spring season to reflect the potential for higher revenue generation.

Program Season	Program Success Rate	Revenue Projection
Summer	83%	\$263,000
Fall	68%	\$130,000
Winter	67%	\$130,000
Spring	54%	\$130,000
		\$653,000

Overall Recreation & Parks Projected Revenue at the New Cultural Center.

Program Area	Program Success Rate
Rental Program	\$216,000
Center Program Offerings	\$653,000
Total Revenue	\$869,000

Operating Budget

		BUDGET
	FT Staff Salary	\$315,000
500190	CW Staff Salary (part time)	\$340,000
500000	TOTAL	\$655,000
510300	Printing	\$10,000
515900	Other Contractual Srvc	\$35,000
510400	Advertise Clip Svc	\$5,000
510000	TOTAL	\$50,000
520100	Office Supplies	\$5,000
521720	Household Supplies	\$40,000
521500	Food - Programs	\$5,000
5200000	TOTAL	\$50,000
GRAND	TOTAL	\$755,000

New Cultural Center Proposed Marketing Plan

PURPOSE

This document outlines the Center's marketing program for Calendar Year 202_. The plan provides directions and includes:

- NCC marketing objectives and strategies
- A tactical action plan
- A review of specific responsibilities
- A list of available tools and resources for staff to use in carrying out the marketing plan

OBJECTIVES

Our focus at the New Cultural Center is to provide an excellent environment in which to develop one's interest in the arts - music, theater, art, dance and performance.

The objective of the Marketing program is to support that focus by:

- Creating a positive Center and Department presence in the surrounding community
- Effectively and efficiently informing County residents and others of the resources and opportunities the Center makes available
- Providing a means for prospects to access additional specific information regarding Center activities and events
- Driving registration for and participation in Center and Department programs

STRATEGIES

The marketing plan employs a number of strategic elements to meet the objectives:

- Developing an effective branding program that integrates all Center programs and services under one distinctive identity umbrella
- Creating and maintaining a more useful, informative and user-friendly Web presence
- Distributing attractive, well-organized seasonal Activity Supplemental to the surrounding community
- Distributing promotional fliers, leaflets and brochures promoting specific events and activities on an as-needed basis
- Posting to the Department's Facebook page
- Utilizing the Department's Flickr account
- Displaying banners in the park and facility.
- Employing media advertising for special events and other high operating margin programs
- Using ActiveNet to generate mailing lists and e-newsletters for targeted direct marketing campaigns
- Providing staff with appropriate branded shirts (polo, tee or union-specified) to wear at the Center

- Making use of park kiosks and center bulletin boards to display information about programs and upcoming events
- Distributing PSAs and News Releases either independently or through the County Public Information Office (PIO)
- Partnering with outside businesses and other organizations to sponsor or otherwise support Center and Department programs and events
- Continuing to utilize surveys and other data resources to monitor customer satisfaction
- Continuously seeking out and evaluating new marketing tools for reaching our various audiences and stakeholders

POSTIONING

The New Cultural Center offers residents outstanding value in a high-quality recreation and park system that allows all to pursue safe and enjoyable leisure activities in balance with the protection and conservation of natural resources.

PRIMARY INITIATIVES IN 202_

In order to execute the NCC strategic direction, the following initiatives are being implemented:

1. **Improving NCC branding.** The Staff has embarked on a multipath approach to Department branding that includes the following:
 - A review of all existing stationery, signage, publications, and promotional items for branding implications.
 - Logo treatment guidelines, including design and usage standards, were implemented.
 - Creating and updating templates for NCC e-newsletter, brochures and flyers. The templates include the Department's new tagline ("To register: Call, Click or Come In"), the logo, and heading (logo and address). NCC staff work with Department marketing staff for design assistance as requested; and the marketing team reviews branding in all independently created materials prior to publication. This program presents a strong, unified public face for NCC and the Department.
2. **Enhancing the Center Website.** NCC staff populated the site with content (general reference data and information about center, programs, services and seasonal activities along with on-line registration services). Staff is now reviewing content and looks to add additional features.
3. **Encouraging customer focus.** We will continue to center our communications on the needs and interests of our customers and prospects. Past examples include the following.
 - Establishing a uniform information display template throughout all publications
 - Organizing the NCC web page to make them more informative and intuitive.
 - Maintaining information/alert board in the center lobby.
4. **Accessing marketing resources from Department Marketing Staff.** While the Marketing Group's primary responsibility is to generate marketing support with

Department-wide impact, they also offer advice and assistance to individual programmers and their specific projects. Such help includes the following:

- providing a marketing communications review of all customer-facing creative executions;
- designing leaflets, fliers, brochures, posters, and ads;
- preparing copy for promotional materials and other items;
- finding appropriate mailing lists and media vehicles for promotional campaigns;
- supplying design and content templates;
- editing and proofing text;
- trainings, in the form of group presentations, on the fundamentals of marketing communications; and
- standardizing Department forms.

5. **Increasing process efficiency/effectiveness.** Steps are being taken to streamline processes and reduce production time. Examples include the following:

- Creating a process for developing and producing marketing materials, which will increase accuracy and accountability;
- Utilizing the Social Media calendar to get alerts out on Facebook.

SPECIFIC TACTICS

Seasonal Activity Guide. Three times a year (Spring/Summer, Fall, and Winter), the Marketing Staff coordinates with the programming and registration staff to produce comprehensive program catalogs. In addition, HCRP publishes a Summer Camp Guide each February. This is the main content information venue for Recreation and Parks programs, including the Center.

Programming staff is responsible for providing content and program-related information. This material is relayed to Marketing Staff who then compile, edit, proofread, and lay out the material. After review at several stages by management and the programming staff, Marketing prints and distributes a quality document that includes program and registration information, participation requirements, Department information, testimonials, photos, employee recognition, and other items of interest or value to the reader. The Camp Guide and the three seasonal Activity Guides are delivered by mail or via local newspapers to all Howard County households. They are also distributed through libraries, community centers, and similar channels.

A PDF file of the current Guide is posted on the HCRP web pages.

As the Guides go to press, the content for Community Center programs and events is entered into ActiveNet registration software by the Center staff. This software is used to enter sales and track sales data. An ActiveNet connection on HCRP web pages also allows on-line registration.

Supplemental Activity Guides. NCC staff with the Marketing team's assistance develops fliers, tri-fold leaflets, and brochures that explain and promote specific programs that take place at the Center. NCC staff is responsible for content, which is taken directly from the HCRP Activity Brochure, and the distribution. The Marketing Staff is responsible for creating, reviewing and making sure it meets Department and County standards.

Direct Marketing. ActiveNet provides a valuable source of information about past participants/registrants, and this information can be used by programmers to reach an audience with tightly targeted direct mail and email. NCC staff also utilizes Constant Contact as a vehicle for promotions and surveys via email. The Marketing Staff is available to assist with these projects.

Paid Advertising. When fiscally appropriate, the Center may purchase media to promote events or other high operating margin programs. Examples include Holiday Mart. Advertising creative executions can be designed by PIO or in-house with involvement/review by the Marketing Staff.

Program specials/coupons/gift certificates. The community center offers discounts, coupons and gift certificates with their supervisors' approval. These can help reach new markets, jump-start the registration process, introduce a new program, or reward frequent customers.

Promotional items. Giveaways are distributed at fairs, booths, and special events. Programmers and staff may budget accordingly and order their own items with the approval of their supervisors. Frequently, outside sponsors will provide branded promotional merchandise at Department events in order to reach our mutual customers.

Participant and Staff Shirts. Participant shirts are considered a marketing expense. Special care is taken in the design and distribution of these shirts to assure that these "walking billboards" suitably promote the Department programs, services, and image. Staff shirts will be coordinated in design, color, and logo treatment.

Evaluations. Each season, a pre-determined number of programs are selected within the area for a thorough evaluation, with feedback from participants, parents, leaders, and officials. These are compiled in a summary and submitted quarterly. These are used in subsequent seasons to facilitate program/service improvements.

Focus Groups. These informal meetings are used as needed by staff. They have been very useful in creating volunteer groups to assist with Center operations. Usually a handful of participants are selected and (depending on budget) a meal or other feature is provided to guarantee attendance. These sessions are moderated by Center staff.

Web & Social Media Support. The Marketing Coordinator has been tasked with interacting with the County in the development of the County site, attending trainings, and being the webmaster for HCRP content, although NCC staff have been trained to upload material when needed. Additionally, NCC staff coordinate social media announcements (Facebook, Twitter, Pintrest) with the Marketing Coordinator for distribution.

Banners & Posters. Banners are generally hung from lampposts or public display fixtures for a short-term marketing impact at the park and center. County sign law provides guidance in banner placement and timing. Posters are prepared and distributed for a number of events. These may be display boards or printed items for multiple locations. A decision to use banners or posters is generally made by NCC staff and approved by their supervisors. The Marketing Staff is responsible for creation.

Graphic Standards. The Marketing Staff has produced a manual for HCRP logo treatment that has been posted on the P:Drive. They worked with PIO, ensuring that the new logo met all County standards. Additionally, NCC incorporates their specific branding standard. The standards apply to all NCC publications, promotional materials, and other graphic materials.

Park Kiosks. Center will have information bulletin boards located either in secure kiosks or in enclosed cases on building walls. These will be used to display information about the parks, promote coming center events, and provide other material of interest to park visitors.

Center Lobby TV Display (SCALA Board). The center's lobby is equipped with a television used for providing the public information on the center. The display can scroll through several images, which include promotion of Center programs, rentals, birthday packages, and upcoming events.

Public Service Announcements (PSAs) / News Releases. These are free and widely used by NCC staff. PIO maintains a list of local and state publications for distribution purposes. Staff prepare press releases using PIO guidelines and then sends them to the Department Marketing team for review and guidelines.

Partnerships. A continued focus of the Community Center is to forge strong partnerships with businesses and organizations that can assist us in achieving our mission. The Center benefits by being able to offer more thorough financial or in-kind support, and sponsors gain positive exposure for their organization through name recognition in publicity material and possible on-site presence. Frequently, the Center also teams up with other County agencies to promote a common interest or to reach a difficult target market.

Training. The Center supports the professional growth of its staff through frequent formal training sessions conducted by the Department Marketing Team or through another professional training opportunity.

Awards. The Center gains awareness and recognizes staff achievement by entering award competitions such as those sponsored by the County, Maryland Recreation & Parks Association (MRPA), National Recreation & Parks Association (NRPA), Learning Resources Network (LERN), and others.

Fairs. The Center may set up booths or displays at fairs and other events that relate to the Center's concerns or community events.

MARKETING STRUCTURE OVERVIEW

Responsibility for plan implementation is spread throughout the Center. All Center staff have marketing responsibilities – it is the task of each employee to forward ideas, observations, and suggestions to the Center Director and/or Department Marketing Staff or the relevant committee or administrator. This provides for continuous improvement in our marketing efforts.

Facility Director

- Facilitate ongoing cooperation and coordination with the CCTA, and liaison work with the local community.
- Manages and coordinates marketing budget. Completes fiscal and financial reports as required.
- Ensures staff compliance with Department and County policies for cost accounting, PDQ card, petty cash, and purchasing.
- Works with Department of Recreation and Parks Marketing Team, the CCTA, and the Public Information Office to develop marketing strategies for programs, events, and rentals.
- Coordinates and submits information for the Department's seasonal brochure. Prepares and submits Public Service Announcements.
- Maintains an active, working knowledge of recreation and aging programs, trends, and needs.
- Reviews and approves all created marketing materials before distribution.

Assistant Facility Director (Coordinator II)

- Assist with the coordination of building scheduling with Department Program staff, CCTA staff, and other user groups.
- Plans, schedules, and assigns work. Facilitate ongoing cooperation and coordination with the CCTA, and liaison work with the local community.
- Assists with the development and management of the marketing budget. Completes fiscal and financial reports as required.
- Ensures staff compliance with Department and County policies for cost accounting, PDQ card, petty cash, and purchasing.
- Works with Department of Recreation and Parks Marketing Team, the CCTA, and the Public Information Office to develop marketing strategies for programs, events, and rentals.
- Coordinates and submits information for the Department's seasonal brochure. Prepares and submits Public Service Announcements.
- Coordinates all rentals and other agency use of the building. Resolves all schedule conflicts.
- Maintains an active, working knowledge of recreation and aging programs, trends, and needs.
- Maintains the NCC webpage.
- Creates content, coordinates with the Department Marketing team on design, and distributes the Center's Seasonal Activity Supplemental Guide.
- Creates, coordinates with the Department Marketing team on design, and distributes the Center's various brochures for rentals and center membership fees.

Facility Program Coordinator

- Facilitate ongoing cooperation and coordination with the CCTA, and liaison work with the local community.
- Ensures staff compliance with Department and County policies for cost accounting, PDQ card, petty cash, and purchasing.
- Assists with developing marketing strategies for programs, events, and rentals.

- Assists with the coordination and submission of information for the Department's seasonal brochure. Prepares and submits Public Service Announcements for the Center.
- Maintains an active, working knowledge of recreation and aging programs, trends, and needs.
- Maintains information and brochure displays and event signage.

Facility Administrative Technician II

- Processes registrations via telephone, walk-in, Internet, fax and mail.
- Maintains accurate program information on the Registration Network and the data entry of the seasonal brochure.
- Provides customer service to both the internal and external clients.
- Maintains information and brochure displays and event signage.

BUDGET

Within the Center, there are three marketing budget components,

1. Advertisements,
2. Printing, and
3. Promotional Giveaways/Discounts/Food

The Center Director, with supervisor approval, develops the marketing budget for marketing activities that support overall awareness as determined by the Center. This includes strategic marketing planning and selected activities of the various Center staff.

Marketing Budget

510300	Printing: Supplementals, Brochures, Fliers	\$10,000
510400	Ads: Patuxent Publishing, High School Booster Clubs, etc.	\$5,000
515900	Contractual: misc. marketing needs	<u>\$2,000</u>
TOTAL 510000		\$17,000
521500	Food: Community Meetings, Focus Groups, Events	\$1000
521720	Supplies: Giveaways	<u>\$2,000</u>
TOTAL 520000		\$3,000
MARKETING TOTAL		\$20,000

2020

The New Cultural Center: Program Proposal

Howard County Recreation and Parks

Updated:
February 4, 2020



Howard County
RECREATION & PARKS



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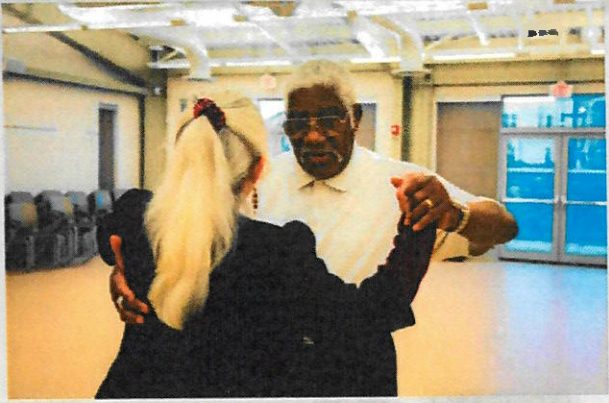
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Overview: Event and Program Proposal

Fine Art

Lecture Series and Events:

- Artist; Arthurs; Musicians: Drink and Discussion series
 - Think and Drink/Sip and Ponder
- “Ted” style talks on the Arts and other topics
 - focus on local issues with local experts, we could call them “Howard Talks”.
- Interactive Lectures with Workshops:
 - Using multiple spaces: Theater for the talk, studios or other rooms for hands-on activities
 - Trash to Treasure: Recyclable and Sustainable Art
 - Inventors and Visionaries: how science and art are related; using technology to create art
 - Cosmic Crafts: science and space themed art
- Diversity series/Cultural exchange: Combine lecture with visual/performance
 - Global Narratives: Storytelling around the world
 - Myths, Masks, and Mayhem: Mythologies of the world
 - Painted Earth: focus on history and types of painting around the world
 - World Rhythms: History of percussion around the world
 - Dancing Destinations: Cultural dances around the world
- Special Events (Themed): Combine lecture with workshops, performances and gallery art shows/displays.
 - Examples:
 - Bring back Lunar New Year event featuring cultural performances such dance, storytelling and music, displays, and hands on take-home crafts.
 - Representation/Potential Partners: The Howard County Chinese School; Chinese Language School of Columbia; Baltimore International Academy
 - Follow same format as above for other Cultural or Holiday Events
 - “Parents and Family Night Out”
 - Provide performance or activity for parents and childcare onsite options
- Museum Lecture Series:
 - Multiple part series that includes lecture and trip to museum
 - Example: Current Exhibit at the Visionary Art Museum: Esther & The Dream of One Loving Human Family
 - Lecture: Teaching Through Art: Holocaust; Trip: Visionary Art Museum
- Revenue Opportunity: Registrant fee; Ticket Sales

Film Festival

- Student Film Showcase – partner with HCC or other local colleges
- 48 Hour Film Festival - <https://www.48hourfilm.com/home> - Both DC and Baltimore participate so, according to their rules, we are too close and would not qualify for their competition, but we could create our own.
 - Partner with Columbia Festival of the Arts
- Independent and local film makers from the Baltimore-Washington corridor
- Themed movie series: holiday or seasonal, etc.
- Documentary series: local history, arts, events, etc.
- **Revenue Opportunity/Sales:** Tickets; Competition entry fee
- **Notes:** requires paying for licensing to show and/or charge for public screenings

Art Showcases

- Tapestries for Tomorrow: Teen showcase
- “Art Auditions” – Showcase similar to the MRPA showcase but scheduled at night or on a weekend.
- Guided Open Art Studios
- Themed gallery art shows and contests: for example, “the environment”, “nature”, “science” “The future”, etc.
- **Revenue Opportunity:** Ticket sales; Showcase fee for vendors; Registration fee

Studio/MP Space

Classes or Private Lessons:

- Sewing
- Costume Creations
- Mask making
- Photography
- Painting
- Drawing
- Sculpting
- Jewelry making
- Craft-booking
- Acting / Comedy / Improv
- Singing
- Musical instruments – guitar, ukulele, drums, etc.
- Makerspace
- **Revenue Opportunity:** Registrant fee or Lesson fee

Music and Theater and Dance (Stage Use):

- Performance Showcase – see “Art Auditions” under showcases
- One-Act Play Festival – playwrights submit scripts, work with directors/actors to perform their plays
- “Express Yourself” Community Talent Show & Contest
 - one for adults; one for kids
 - Judge panel consists of county employees and/or local professional performers, members of arts organizations
- Touring dance/theater companies or music groups – rent out theater and/or sell tickets
- Glow event with DJ and Dancing
- New Year’s Dance Party
- Karaoke Café – DJ
- Decades themed dance parties: “Roaring Twenties”, “Fabulous Fifties”, “Psychedelic Sixties” “Swinging Seventies”, “Totally Tubular Eighties” – participants wear period clothing and DJ plays songs from the era, decorate accordingly. OR have a live band.
- Blacklight Theater - <http://adhk.org/about/>
- Expand No Boundaries Program

Open Mic Nights:

- Comedy
- Music
- Impov
- Dance
- Circus arts
- **Revenue Opportunity:** Ticket sales

Theater Classes:

- Improv
- Comedy
- Acting
- Singing / Choir
- Dance
- Classes can end season with a performance in the black box
- **Revenue Opportunity:** Registrant fee; Ticket sales

All ages/Kid friendly performances Examples:

- Circus Science with Greg May - <https://www.circusgreg.com/circus-science.html>
- Family Masquerade dance (with Costume Contest)
- Milkshake Rock Band Concert <http://www.milkshakemusic.com/no-flash.cfm>
- Puppet Shows - <http://blueskypuppets.com/>
- Touring companies:

- **Example:** Arts Power brings musicals and dramas directly to young people in grades K-9, their families, and their teachers in first-run regional theatres, cultural centers, university auditoriums, and schools throughout 49 states, District of Columbia, and Canada. <https://artspower.org/>
- Seasonal / Holiday themed performances / variety show:
 - Choir Holiday carols, Haunted Halloween Show, Baby New Year celebration
- Musical Muses - Howard County Choir
- **Revenue Opportunity:** Registrant fee; Ticket sales; Rental fee

Camps:

- Drama Learning Center, 2-3-week camp with shows: August
- Schoolhouse Theater, 2-4-week camps with shows: July
- **Revenue Opportunity:** Registrant fee

Equipment/Supply Needs

Theater:

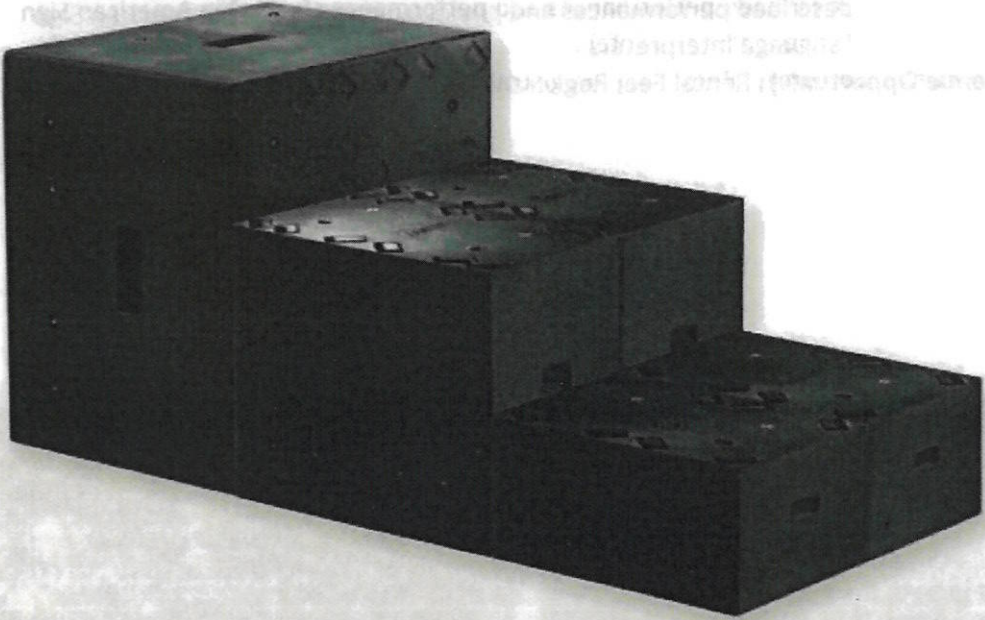
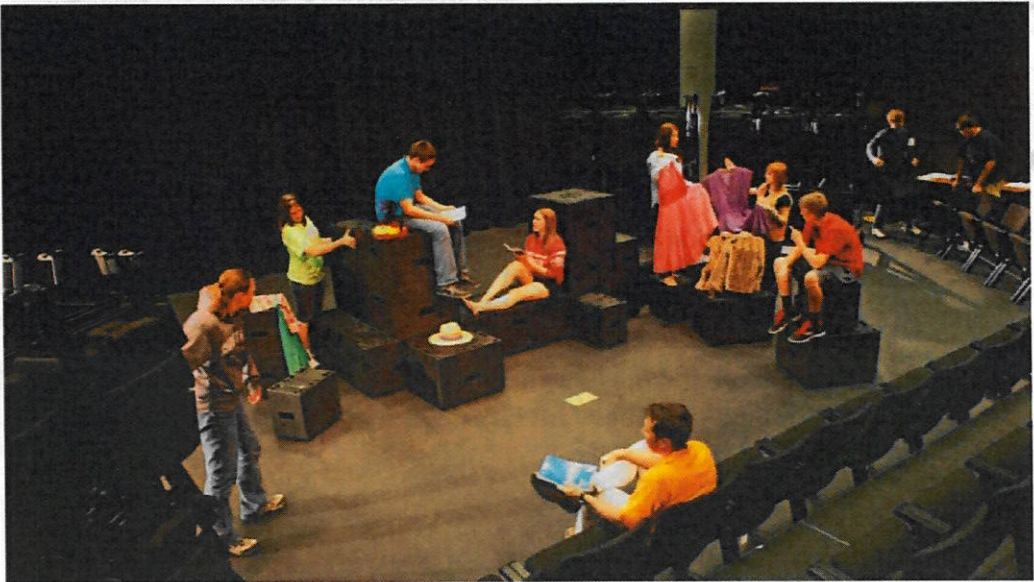
- Retractable Movie screen
 - Laptop & Projector for use in Theater for movies, videos, power point, with rolling cart
 - Professional stage lighting and sound system with standard and wireless mics, mic stands, and music stands
 - Disco Ball system
- Dimmers on main lights in theater and in Gallery or any other multi-use space
- Multiple sewing machines for classrooms/studios
 - Sewing classes and costume creation
- Upright Piano and/or Electric Keyboard with speakers
 - **Notes:** would allow us to run a choir program, singing class, or support a music performance. One for theater and one for gallery would be ideal.
- Modular seating for black box
 - **Recommendations:**
 - folding chairs or some other modular seating system; options to allow for maximum flexibility of space from an empty room to a full-service theater with audience
 - Make sure chairs are accessible and comfortable for all sizes and all abilities/disabilities.
- Event tables and round cocktail tables for alternative audience and event set up
- Basic Furniture for Black Box:
 - **Notes:** In addition to audience chairs, a theater needs furniture that can be used on stage for acting classes, workshops, & improv such as a couch, coffee table, end tables, chairs, dining table and/or desk. Furniture that has wheels is

advised/preferred so that it's easier to move. Also "stage boxes" can be used for these purposes as well (see pictures on page 7*)

- **Storage:**
 - **Notes:** proper storage of equipment and furniture is needed so that it can be easily moved out of the way when not needed or moved into the space when needed.
- **ADA:**
 - **Hearing Needs:**
 - American Sign Language interpreting-provided upon request
 - Shadow interpreted children's theater performances on selected dates
 - Assistive listening devices provided upon request.
 - **Visual Needs:**
 - Raised-letter and Braille signage
 - Provide audio-described for Black Box Theatre performances upon request.
 - Large print theatre programs.
 - **Accessible Performances:**
 - Provide theatrical performances for specific needs, including sensory friendly performances, shadow interpreted performances, audio described performances and performances featuring American Sign Language interpreters.
- **Revenue Opportunity: Rental Fee; Registrant fee; Ticket sales**



***Black Box Theater Examples**



Program Description Examples

Licensed Childcare Program

Early Learning Center

Early Learning Centers provide a safe, nurturing, active and creative learning environment for each child. Throughout the program, children enjoy building the skills needed for kindergarten (social and emotional development, reading and math readiness and fine and gross motor skills). They also participate in hands-on activities, including arts and crafts, science, nature, music, drama, and cooking. There are instructional and self-directed activities throughout the day. All programs are successful participants in the Maryland EXCELS program. Staff is trained in continuing early childhood education classes yearly.

3-5 yrs 9:30am-3pm M-F \$660, month

3-5 yrs 8:30am-4:30pm M-F \$799, month

Preschool Programs

My First School

This program is designed to help children make a successful transition to an independent experience. They develop social skills while exploring the alphabet, games, music, movement, and art with a different themes.

2 yrs, 9 mos-3 yrs, 9 mos

10am-noon Tu,Th \$198

10am-noon M,W \$165

Preschool Adventures

Join the adventure! Enjoy an exciting, physically active and well-rounded experience. Enriching activities include story time, music, arts and crafts, along with sports-specific activities (including volleyball, baseball, soccer and other sports) in the gym.

2 yrs, 9 mos-5 yrs Classes: 10

Jan 6 9:30am-1pm M,W \$220

9:30am-1pm Tu,Th \$220

2 yrs, 9 mos-5 yrs Classes: 20

9:30am-1pm M-Th \$420

9:30am-1pm M-Th \$420

Preschool Programs: Fine Art

Abrakadoodle Yummy Art (Parent/Child)

Get your spoon, paintbrush and chocolate syrup ready - we're going to create art! From cupcake design to mosaics with food to chocolate syrup painting. It's all about the wonderful and wacky world of food art!

2-3 yrs Classes: 6

9:45-10:45am W \$105

AbraKadoodle Art Twoosy Doodlers (Parent/Child)

Parents and kids, experiment with art materials while developing fine motor skills, hand-eye coordination, creativity, readiness skills, confidence, ability to play with others and imaginative thinking.

20-36 mos Classes: 6

9:30-10:15am Sa \$95

AbraKadoodle Art Mini Doodlers

Get creative! Learn and emulate drawings of artists with new themes and topics! Paint, learn wet-on-wet techniques, create large-scale artwork and explore a variety of materials to create original art.

3½-5 yrs Classes: 6

10:30-11:15am Sa \$95

Preschool Programs: Dance

Parent/Child Movement & Song

Encourage your child's imagination as they explore creative dance using stories, props and movement. Bare feet preferred. Fee includes one child and one parent/caregiver.

2-3 yrs Classes: 9

9:45-10:30am Tu \$105

10-10:45am Sa \$105

Ballet & Tap

This fun, creative class combines the fundamentals of ballet and tap. For the first half of each class, wear tap shoes and explore the basics the different rhythms and the basics of tap dancing to familiar tunes.

3-5 yrs Classes: 10

10:45-11:30pm M \$119

12:30-1:15pm Sa \$119



Creative Movement

This intro to dance incorporates the exploration of space, rhythm, body-awareness, time, shape and dynamics. Use of imagination is encouraged!

3-5 yrs Classes: 15

4:10-4:55pm F \$115

Ballerina Basics

Do you dream of being a ballerina? Ballerina Basics introduces pre-ballet movements, grace and self-control in a creative and nurturing environment. This is a beginner-level class.

3-6 yrs Classes: 9

9:45-10:30am Tu \$85

9:15-10am W \$85

10-10:45am F \$85

9:45-10:30am Sa \$85

11:30am-12:15pm Sa \$85

1-1:45pm Su \$85

Preschool Programs: Music & Theater Arts

Broadway Babies Drama

Learn singing, dancing, and acting skills as they work as part of a theatrical team. Class session culminates in a final performance for family and friends featuring props created by the students during craft time.

3-5 yrs Classes: 6

9-10am Sa \$99

10-11am Tu \$99

Music Together

Everyone has the potential to be musical. Discover the joy of making Music Together® with your family and friends. Your child will grow into a confident music-maker while tapping into all the developmental benefits of music education.

Infant-6 yrs \$65 Classes: 4

10:30-11:15am Th

9:30-10:15am F

10:15-11am Sa

11:15am-noon Su

Youth Programs: Dance

Dance Basics for Boys by Kinetics Dance Theatre

An approachable introduction to basic dance and tap skills designed for boys. Learn basic ballet steps, build loco motor skills and learn to develop rhythmic patterns using imagery and themes such as animals, superheroes, outer space and more!

4-6 yrs Classes: 9 or 8

10:30-11:15am Sa \$89

4:30-5:15pm M \$79

Beginning Princess Ballet: Rhythm & Steps

Dance with scarves to the music of your favorite princesses. Class combines basic ballet steps with the imagination of creative movement and helps young dancers establish basic skills in locomotion, imagination and music appreciation.

5-7 yrs Classes: 8

5:15-6pm F \$85

5:15-6pm Tu \$85

All That Jazz & Tap

Boys and girls, discover tempo, balance, strength, and style through beginning tap and jazz dance. Groove to the music while learning about rhythm.

6-8 yrs Classes: 9

1-2pm Su \$99

Back Beats with Nysia Carter

This fast-paced, high-energy, hip-hop class emphasizes body isolation movements, intricate rhythms and individual expression.

7-12 yrs Classes: 10

3:30-4:30pm Sa \$115

Youth Programs: Music & Theater

Creative Songwriting

Can you read and hear music written on paper first, just like Mozart did? Speak, read and write in the language of music by generating, exploring and developing ideas into original compositions.

6-11 yrs Classes: 4

7-7:55pm M \$130

Guitar Beginners

Can you read and hear music written on paper first, just like Mozart did? Learn music as a Universal Language: speaking, reading and writing in music will help you to play Guitar, improvise melodies and add chords.

6-11 yrs Classes: 4

6-6:55pm M \$130

6-6:55pm Tu \$130

Vocal Starz

Breath control and vocal & tone production are developed with exercises & explored through song, games, and improv.

6-11 yrs Classes: 4

5-5:55pm M \$130

Homeschool Musical

Learn and improve singing, dancing and acting skills working as part of a theatrical team

Grades 1-8 Classes: 16 \$55 materials fee

1-3:30pm Th \$255

Youth Programs: Schools Out Programs

Winter Break: Drama

Winter Break Drama Workshops: *Star Wars* Jedi Training Camp with Drama Learning Center
Enjoy new drama-themed fun, arts, and crafts.

9am-4pm M,Th,F,M \$250

9am-4pm M \$75

9am-4pm F \$75

9am-4pm Th \$75

9am-4pm M \$75

Winter Break: LEGO®

Winter Wonderland with LEGO®

Apply engineering, architecture, creativity and fun to create a magical Winter Wonderland!
Build motorized contraptions like snowmobiles, gondolas and more!

Grades 1-4 Days: 1

9am-4pm M \$75

Winter Break: Science

NEW! TECH: Winter Break Programs

Grades K-3 Engineering Lab! Dec 23, 26, 27 Days: 1, 2 or 3

Want to be an engineer? Like to design and build projects? Then come learn about forces and Newton's Laws of Motion.

9am-3:30pm M,Th,F

Grades K-3 Robotics 101! Dec 30 & 31 Days: 1 or 2

Learn to program advanced robots! Discover Dexter Industry's newest robot.

9am-3:30pm M,Tu

Grades 3-5 Want to be a Veterinarian? Dec 23, 26, 27 Days: 1, 2 or 3

Do you love animals and want to learn more about them? How their bodies work and how to take care of them? Come learn how to perform dog CPR, perform a biopsy, and conduct a basic dissection.

9am-3:30pm M,Th,F

Grades 3-5 Engineering w/ Nintendo Switch Dec 30, 31 Days: 1 or 2

Come program the Nintendo Switch and its Toy Cons! Your imagination is the limit to what you can do.

9am-3:30pm M,Tu

School's Out: Art and Drama

School's Out Workshop

Engage your imagination in a new way! Our format allows you to learn fine art techniques while encouraging creative thinking in a relaxed environment.

Grades K-5 Days: 1

Jan 20 8:30am-5:30pm M \$105

Feb 17 8:30am-5:30pm M \$105

Jan 27 8:30am-5:30pm M \$105

School's Out: Drama

School's Out Drama Workshop

Why sit at home in front of the TV when you're off from school? Join us for a day of drama-themed fun with arts & crafts also! Sibling fee is \$25 for each additional sibling, available only by phone.

Grades K-6 Days: 1

Jan 20 9am-4pm M \$75

Apr 13 9am-4pm M \$75

Jan 27 9am-4pm Tu \$75

Apr 28 9am-4pm Tu \$75

Feb 17 9am-4pm M \$75

School's Out: LEGO®

LEGO® School's Out Workshops

School is out and we're open for play! Topics vary and include the popular LEGO® themes of Extreme Gaming, Movie Mix-up, Brick Zoology and Building is Awesome- Emmet's Wild Adventure! Activities take place indoors.

5-11 yrs Roger Carter Comm Ctr Days: 1

Pocket Brick Monsters 8:30am-5pm M \$95

Brick Royale 8:30am-5pm M \$95

Heroes vs. Villains 8:30am-5pm M \$95

STEM + JEDI with LEGO®

Gear up for a full-day LEGO® workshop packed with hands-on and minds-on STEM fun!

6-10 yrs Days: 1

Jan 27 9am-4pm M \$75

NEW! School's Out Winter Science Warmup

Come warm up with some fun science in this Day Off School Program. Create snow globes and lava lamps and learn how they work!

Grades K-3 Days: 1

Jan 27 9am-3:30pm M \$99

NEW! Video Game Design with Minecraft (School's Out)

Learn to build and design mods and games! Create Sheep City or Spartan Warrior. See how long your character can survive the waves of zombies!

Grades 3-5 Days: 1

Jan 27 9am-3:30pm M \$99

NEW! Newton's Apprentice

Come spend the day learning about one of science's greatest minds. Build catapults, balloon cars and more!

Grades 3-5 Days: 1

Apr 13 9am-3:30pm M \$99

NEW! Robot Adventures with Dash & Dot

Come create your own robot! Dash and Dot are lovable little blue robots that make noises, put on a light show, and listen to your commands!

Grades K-3 Days: 1

9am-3:30pm M \$99

NEW! 3D Printing

Learn how to design a 3D print, how it works and print 3D creations! There is so much to know and learn about this quickly developing technology.

Grades 3-5 Days: 1

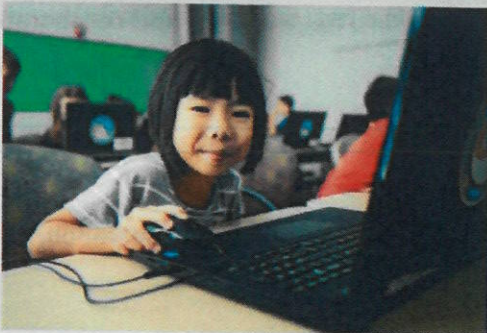
Apr 28 9am-3:30pm Tu \$99

NEW! Earth's Natural Phenomena!

Come explore naturally occurring phenomena! Learn about earthquakes by creating edible tectonic plates.

Grades K-3 Days: 1

Apr 28 9am-3:30pm Tu \$99



Teen Programs: Fine Art

Drawing Techniques

Strengthen your drawing skills as you focus on different media including graphite, charcoal, colored pencils, pastels and watercolor pencils.

11-17 yrs Classes: 5

10:30am-noon Sa \$75

Painting for Teens

Work in acrylics to learn or master color mixing, brush work and how to “build” a painting rich with texture and color.

11-17 yrs Classes: 5

10:30am-noon Sa \$75

Teen Programs: Dance

Hip Hop Dance

During this high-energy class, focus on choreography, perfect your skills and learn hip-hop, popping and breakdancing techniques.

11-17 yrs Classes: 10

5-6pm Sa \$119

Teen Programs: Music and Theater Arts

Creative Songwriting

Can you read and hear music written on paper first, just like Mozart did? Speak, read and write in the language of music by generating, exploring and developing ideas into original compositions.

11-15 yrs Classes: 4

6-6:55pm M \$130

Vocal Starz

Voice is our first musical instrument! The approach of learning music as a language starts a foundation for vocal technique. Share your love of singing in a fun, engaging and collaborative environment.

11-15 yrs Classes: 4 \$15 materials fee

6-6:55pm M \$130

Intro to Acting

Enjoy an intro to the concepts crucial to the theatrical arts: self-awareness, observation, improvisation, creative imagination, and story-telling..

11-17 yrs Classes: 4

2-4pm Su \$69

Homeschool Musical

Grades 1-8 Classes: 16 \$55 materials fee

1-3:30pm Th \$255

Production Class

The story of an extraordinary girl who, armed with a vivid imagination and a sharp mind, dares to take a stand and change her own destiny.

Grades 6-8 Classes: 16 \$55 materials fee

5-7:30pm Tu \$305

1:30-4pm Sa \$305

5-7:30pm W \$305

Teen Programs: Personal Development & Enrichment

Leadership

Howard County Teen Clubs

Join a diverse group of teens to represent the youth of Howard County and promote programs and events across the county.

Grades 6-11 Free

4-5:30pm 1st Friday of month

Modeling/Fashion

Model Call

Young men and women, participate in an audition to perform in the 7th annual Fashion Show. This runway show promotes your style.

Days: 1

1-2pm Sa Free

Teen Programs: Writing

Creative Writing for Teens

Explore creative writing through poetry, fiction, and non-fiction. Compose short stories, autobiographical works, and poems.

11-16 yrs Classes: 4

2-4pm Su \$60

Teen Programs: Teen POP-UP Classes

Colorful Calligraphy Cards & Sharpie Art

Create beautiful cards using the ancient art of calligraphy. Add a splash of color with trending sharpie art to enhance your card.

11-17 yrs Classes: 1

6-8pm F \$25

Henna Painting

Learn the basics of mehndi using henna (which is the dye prepared from the henna plant). Class features instruction and hands on activities.

11-17 yrs Classes: 1

6-8pm F \$25

YouTube Channel Tips & Tricks

Interested in learning how to increase your followers or want to make your channel stand out? Learn different techniques at this fun, quick class.

11-17 yrs Classes: 1

6-8pm F \$25

Teen Programs: Science & Technology

Robotics & Visual Coding with LEGO® EV3

Configure sensors that track motion, light, and touch to create the ultimate robot!

10-14 yrs Classes: 6

10-11:15am Sa \$149

Coding in Minecraft with LUA

Program robots to complete tasks such as build, mine, and craft items and structures.

Grades 6-8 Classes: 6

7:30-8:30pm Tu \$149

Adult & Active Aging Programs: Fine Art

Art Lectures

Connections Between Fashion & Fine Art

At the London Mayfair collection, some of the hottest items to purchase were Louis Vuitton bags printed with Old Masters paintings like the Mona Lisa. This course explores historic connections between styles in art and fashion.

Classes: 1

10am-noon Sa \$29

The New Business of Art

When the spotlight is on the dollar signs next to the art instead of the work itself, what happens to the quality of the art? Course explores the factors that led to this condition in the current art market and aspects that might redirect the art market in the future.

Classes: 1

10am-noon Sa \$29

Drawing & Painting

Just Drawing

This is a simple foundations course with step-by-step demos, visual aids and discussions to improve eye-hand coordination and visual skills.

Classes: 7

RP0212.601 Gary J Arthur Comm Ct Jan 16 10am-noon Th \$135

Paint and Sip

Join us for an unforgettable evening of friends, fun, beer, wine and painting in Ellicott City! We provide everything you need for a great night out!

21 yrs + Pinot's Palette Classes: 1

7-9pm Th \$40

Studio Art

Have you ever said, "I could paint that?" Let's find out if you can! We will create paintings without subject matter in acrylic or oil paints. We will study color, texture, composition and brush technique.

Classes: 3

9:30am-11:30am Sa \$70

Creative Coffee Corner

Become a Daily Doodler! Discover your inner childhood artist in a casual morning setting. Join this group for coffee, conversation and creativity. In this mixed media drawing class, learn how to draw, doodle and creatively letter while starting an art journal.

Classes: 3

9-11am W \$59

Mini Monoprinting Class

Join this short course to learn how to make some quick and easy mono-prints using Gelli Roll and Styrofoam plates.

Classes: 2

9am-noon Sa \$79

Beginning Watercolor and Special Techniques

Examine and create a color wheel and learn about color terms like value and chroma by painting value studies, blended and graded washes, and glazes. Create simple paintings from real life observation and personal photographs.

Classes: 7

10am-noon Th \$135

Artful Journaling Club

Express yourself! In this weekly club, create journal pages that combine creative writing and decorative art using a variety of media.

55 yrs + Classes: 12

9:30am-noon Th \$20

Basic Zentangle Workshop

Looking for a way to focus your thoughts, unwind from stress, or explore your creative side? Come learn the basics of Zentangle's creative and relaxing method of art.

55 yrs + Classes: 4

10am-noon Tu \$35

Pastel Painting For Beginners

Learn techniques and execution of pastel painting with demonstrations. You are welcome to work independently while receiving instructor input. Materials list will be emailed.

55 yrs + Classes: 4

6-8pm Tu \$49

Pastel Painting Workshop

Learn pastel painting techniques. This workshop is beneficial for those interested in Pastel Painting for Beginners.

55 yrs + Classes: 1

6-8pm Tu \$45

Watercolor Basics Very Beginner

This mini-course has been created as a prerequisite for Watercolors with Carol Zika. Learn the basic techniques of painting with transparent watercolors.

55 yrs + Classes: 5

1-3:30pm Th \$75



You Can Draw & Paint

Let your artistic expression soar in this fun and supportive open studio atmosphere. Bring watercolors, acrylics, oils, pastels or other materials. Explore your creativity.

55 yrs + Classes: 10

9:15-11:45am F \$140

Knit & Crochet

Knit 1 and Beyond

Experience the joy of knitting! Learn to cast on, knit and purl stitches, cast off, adjust tension, correct mistakes and start your first scarf using the garter and stockinette stitch patterns.

Classes: 3

7-9pm W \$47

Crochet 1 and Beyond

Learn stitches, crochet in the square and the round, pattern reading for beginners and beyond.

Classes: 3

7-9pm Th \$47

Photography

Digital Photography Basics

You have a new digital camera and have some questions about the various settings available to you. This 2-session class covers several basic features common to most cameras.

21 yrs + Classes: 2

7-9pm Tu \$49

7-9pm Th \$49

Digital Photography 101

With today's digital camera, anyone can take great pictures! Come learn by focusing on the fundamentals.

55 yrs + Classes: 6

9:30-11:30am Tu \$95

Digital Photography 102

Comfortable with your camera? Ready to take your photography to the next level? Then this is the class for you! Come pick up where *Digital Photography 101* left off.

55 yrs + Classes: 6

9:30-11:30am Tu \$95

Bullet Journaling Workshop

Join this workshop to learn a new hobby by making an analog personal organizational notebook. Make daily, weekly, and monthly plan layouts, as well as creative graphic organizers for your personal interests.

Classes: 1

9am-noon Sa \$55

Writing

NEW! Characters are People

Ever wanted to write a short story or even a novel but don't know how to get started? Through a series of writing assignments, learn who your characters are so you can begin that novel or short story.

Classes: 5

6:30-8:30pm M \$125

Adult & Active Aging Programs: Dance

Ballroom Dance Basics

This beginner Social Dance class introduces you to Swing dance styles, a sampling of classic Foxtrot, and perhaps a sampling of Cha Cha. Learn to step in sync with Big Band songs, Oldies, Motown, Rock-n-Roll, R&B, and others.

Classes: 8

8:25-9:25pm W \$149

Intro to Social Ballroom Dance

This "Social Dance Survival" class equips you with dance routines adaptable to a variety of dance musical styles commonly played at weddings and parties, including smooth jazz, foxtrot, slower big band, romantic songs, and traditional waltz.

Classes: 8

7:10-8:10pm W \$149

Bollywood Dance

Trained in Indian classical dance, Jaya Mathur introduces you to this energetic dance style that originated in Indian films. Techniques include hand, feet and body movements and an overall sense of rhythm.

Classes: 6

7:30-8:30pm Tu \$65

Beginning Line Dance

Want to exercise your body and brain? Line dance is a low-impact form of aerobic exercise that is done by All ages. If you know your left from your right and can count to four, then you too can enjoy the benefits of dance.

Classes: 8

7:15-8:15pm Tu \$75

Line Dance Improvers

Ever wonder why the people on the dance floor are smiling? Because they are having fun! Come enjoy the opportunity to challenge your line dancing skills while adding new dances to your repertoire.

Classes: 8

8:30-9:30pm Tu \$75

Learn to Swing Dance

Meet new people and get moving as you learn to jump, jive and swing! Open to all singles and couples of all dancing levels. Have a fun time, hear some great music and get in some exercise!

55 yrs + Classes: 6

7-8:30pm Th \$89

Social Square Dancing

You can dance without worrying if you're on the wrong foot. Grab your partner and join our accredited square dance caller to show off your best do-si-do!

55 yrs + Classes: 6

7:30-9pm Tu \$89

Adult & Active Aging Programs: Music & Theater Arts

Creative Songwriting

Can you read and hear music written on paper first, just like Mozart did? Speak, read and write in the language of music by generating, exploring and developing ideas into original compositions.

Classes: 4

5-5:55pm M \$130

Vocal Starz

Voice is our first musical instrument! The approach of learning music as a language will start a great music foundation for vocal technique.

Classes: 4

7-7:55pm M \$130

7-7:55pm Tu \$130

Adult & Active Aging Programs: Lifelong Learning

Speaker Series

Behind the Scenes at an Opera Production

Learn what goes on to get ready for an opera production. Hear from professional opera singers and learn what goes into preparing for a show from the first round of auditions to closing night.

55 yrs +

1-3pm Th \$20

Create Your Vision Board

A healthy lifestyle involves a nutrient-dense diet, regular exercise and stress-management. A positive mindset and the ability to manifest your aspirations are critical to your wellbeing.

55 yrs +

6-8pm Th \$20

Adult & Active Aging Programs: Fitness

Barre Above

Enjoy a cutting-edge, safe and progressive method of barre training that lengthens and strengthens your muscles and improves your flexibility and posture.

18 yrs + Classes: 12

6-6:55pm Tu \$84

18 yrs + Classes: 11

11am-noon F \$77

Cardio Dance

A fun choreographed dance class that goes from warm-up steps to heart pounding dances, giving you an aerobic workout that helps to sculpt your body and makes you feel good about yourself.

18 yrs + Classes: 10

11:30am-12:15pm W or F \$60

18 yrs + Classes: 19

11:30am-12:15pm W,F \$114

Fit Jam: Cardio Party

Join this cardio party and dance the night away to the hottest hits from around the globe. Learn the basic steps from salsa, Cumbia, hip-hop and many more dance styles.

18 yrs + Classes: 10

5:45-6:45pm M \$99

18 yrs + Classes: 11

5:45-6:45pm Th \$110

LaBlast Dance Fitness

This is a partner-free, ballroom-based dance fitness (full-body) workout created by world-renowned dancer and fitness expert Louis van Amstel (from *Dancing with the Stars*).

18 yrs + Classes: 11

7:30-8:30pm Th \$77

18 yrs + Classes: 11

9:15-10:15am Tu \$77

Zumba

Zumba takes the "work" out of "workout" by mixing low-intensity and high-intensity moves for an interval-style, calorie-burning dance fitness party.

18 yrs + Classes: 9

5:30-6:30pm M \$63

18 yrs + Classes: 11

5:30-6:30pm W \$77

18 yrs + Classes: 12

6:30-7:30pm Tu \$78

18 yrs + Classes: 10

9-10am Su \$65

Health & Wellness/Relaxation

Child Yoga and Dance

Dancer, yoga instructor and children's author Gina Bates Brown combines dance and yoga to strengthen, stretch, and introduce mindfulness to children.

2-3 yrs Parent/Child Classes: 9

9:45-10:30am Sa \$108

4-6 yrs Classes: 9

4:45-5:30pm F \$108

Pilates

Pilates is the ultimate mind-body exercise program. This class can be modified and use of toys is optional. Exercises incorporate multiple repetitions, mixed tempos, added equipment and reformer-like movements.

18 yrs + Classes: 18

9:15-10am Tu,Th \$99

Revive, Relax & Renew Yoga

Even if you can't twist into a pretzel, you can enjoy yoga. Classes are an active, physical workout and a relaxing, meditative work-in.

18 yrs +

Classes: 9 7-8pm M \$86

Classes: 10 5:45-6:45pm W \$95

Sunday Afternoon Yoga

Ease your way from the weekend to the work week with yoga. Come refresh your body and calm your mind.

18 yrs + Classes: 9

2-3pm Su \$86

Yoga

No experience required for this class that incorporates gentle, transformational movements and/or flowing movements to move from one pose to the next.

18 yrs +

Classes: 12 Jan 14 7:30-8:30pm Tu \$78

Yogalates

A fusion of the ancient discipline of yoga with the modern Pilates techniques, the exercises mix both disciplines to develop core strength, tone muscles, increase flexibility and reduce stress.

18 yrs + Classes: 9

8:30-9:30pm Tu \$108

Yoga Fusion

Yoga Fusion is a 45 minute class that includes the blending of yoga sequences that focus on settling the breath and other mind and body movements to enhance balance, flexibility and strength.

18 yrs +

Classes: 10 4:45-5:30pm M \$80

Classes: 11 4:45-5:30pm Th \$88

Foundations of Yoga

This class will explore yoga as a means of fitness and overall well-being.

55 yrs + Classes: 6

10:15-11:15am M \$55

Gentle Yoga/Yoga 1

This yoga class is suitable for both new and continuing students preferring a less vigorous version of a Yoga 1 class.

55 yrs + Classes: 6

6-7pm Tu \$49

55 yrs + Classes: 6

10:15-11:15am Th \$49

UnBarred

UnBarred movements are inspired by ballet, yoga, Pilates, and functional movements.

55 yrs + Classes: 6

11:30am-12:30pm W \$69

YOGACISE for Active Adults

Stretch and strengthen your body! Increase flexibility and balance while developing strength.

55 yrs + Classes: 6

9-10am W \$49

Yoga for Osteoporosis

Practice basic yoga poses and learn simple and safe weight-bearing and muscle strengthening exercises. This class focuses on safe ways to practice yoga to build bone health. Bring a mat, 1-2 lb weights.

55 yrs + Classes: 6

11:45am-12:45pm Th \$55

Summer Camps

Camp Overview:

- **Weeks: 8-10**
 - Depends on the HCPSS Calendar
- **Days: 4-5 (M-Th; M-F)**
- **Time Ranges:**
 - Half Day (9 AM-Noon; 1 PM-4 PM)
 - Full Day (9 AM-4 PM)
 - Extended Care (8 AM-9 AM; 4-5:30 PM)

Camp Program Areas:

- **Chess**
- **Crafts & Fine Arts**
 - Preschool & Youth
 - Tweens & Teens
- **Culture**
- **Dance**
- **Hair, Makeup & Nail Design**
- **LEGO®**
- **Magic and Circus**
- **Music & Theater Arts**
 - Music
 - Keyboard/Piano/Guitar
 - Vocals
 - Theater Arts
- **Preschool**
 - Art & Theater Camps
 - Enrichment Camps
 - Science, Tech & Engineering
- **Science, Tech & Engineering**



The New Downton Cultural Center: Program Proposal

Howard County Recreation and Parks Program & Camps Fiscal Overview

Fiscal Overview

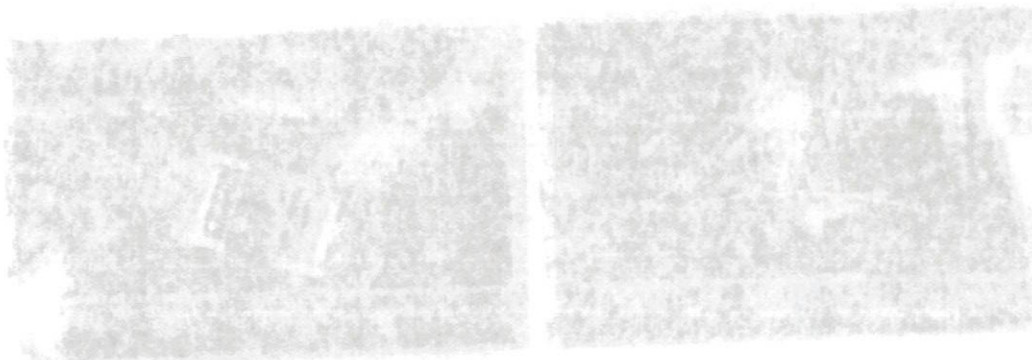
Fall 2019

Activity Category	Income	Activity Category	Income
Crafts and Fine Arts	\$ 43,372	Lifelong Learning	\$ 3,178
Dance	\$ 46,174	Music & Theater Arts	\$ 12,027
Enrichment	\$ 64,236	Science & Technology	\$ 10,209
Fitness	\$ 33,746	Therapeutic Recreation	\$ 17,313
Health & Wellness	\$ 18,819	Early Learning Center	\$ 35,870
		Total Income: Fall 2019	\$ 284,944
		Total Revenue: Fall 2019	\$ 133,977

Summer Camp Income Overview

Camp 2019

Activity Category	Income	Activity Category	Income
Crafts & Fine Arts	\$ 159,485	Music & Theater Arts	\$ 40,645
Dance	\$ 17,607	Science and Technology	\$ 168,220
Enrichment	\$ 204,068	Total Income: Camp 2019	\$ 590,025
		Total Revenue: Camp 2019	\$ 263,010



Crafts and Fine Arts

Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Advanced Sewing with Min Cheung	Adult	5	59	\$ 295
Beginning to Intermediate Watercolor Painting	Adult	16	135	\$ 2,160
Crochet 1 and Beyond with Anna Tai	Adult	5	47	\$ 235
Drawing for Beginner, Intermediate, Advanced	Adult	7	70	\$ 490
Just Drawing with Zina Poliszuk	Adult	7	135	\$ 945
Knit 1 and Beyond with Anna Tai	Adult	3	47	\$ 141
Little Landscapes with Acrylic with Jenn Lavanish	Adult	5	79	\$ 395
NEW! Beginner Sewing with Min Cheung	Adult	7	59	\$ 413
Paint and Sip with Pinot's Palette	Adult	2	40	\$ 80
Pattern Pumpkin Workshop with Jenn Todd Lavanish	Adult	5	55	\$ 275
Ready, Set, Paint! Watercolor with Brenda Kidera	Adult	20	59	\$ 1,180
Watercolor Holiday Cards with Brenda Kidera	Adult	16	140	\$ 2,240
Watercolor: Flowers & Cut Glass w/ Brenda Kidera	Adult	21	194	\$ 4,074
"Glass for the Holidays" Workshop	Adults 50+	12	30	\$ 360
Artful Journaling	Adults 50+	15	20	\$ 300
Basic Zentangle Workshop with Arlene Mindus, CZT	Adults 50+	9	40	\$ 360
Basic Zentangle Workshop with Arlene Mindus, CZT	Adults 50+	8	40	\$ 320
Digital Photography 101	Adults 50+	9	95	\$ 855
Drawing & Painting with Zina	Adults 50+	14	120	\$ 1,680
Drawing & Painting with Zina	Adults 50+	14	120	\$ 1,680
Fused Glass Workshop	Adults 50+	9	30	\$ 270
Holiday Photography Workshop	Adults 50+	5	35	\$ 175
Holiday Stained Glass Workshop	Adults 50+	5	89	\$ 445
Shooting with a Smartphone	Adults 50+	10	55	\$ 550
Stained Glass Workshop: Geometric Square	Adults 50+	8	89	\$ 712
Stained Glass Workshop: Geometric Square	Adults 50+	5	89	\$ 445
Watercolors with Carol Zika	Adults 50+	23	156	\$ 3,588
You Can Draw & Paint with Carol Zika	Adults 50+	25	156	\$ 3,900
Abakadoodle Art Mini Doodlers	Pre-K	6	95	\$ 570
Abakadoodle Art Twoosy Doodlers (Parent/Child)	Pre-K	5	95	\$ 475
Anime & Manga: Styles of Classic Mangaka	Teen	11	69	\$ 759
Character Design Class	Teen	6	75	\$ 450
Comics Unleashed	Teen	12	75	\$ 900
Drawing Techniques	Teen	7	75	\$ 525
School's Out Workshop with KidzArt!	Youth	22	105	\$ 2,310
School's Out Workshop with KidzArt!	Youth	16	105	\$ 1,680
School's Out Workshop with KidzArt!	Youth	16	105	\$ 1,680
School's Out Workshop with KidzArt!	Youth	22	105	\$ 2,310
School's Out Workshop with KidzArt!	Youth	22	105	\$ 2,310
School's Out Workshop with KidzArt!	Youth	8	105	\$ 840
				\$ 43,372

Dance

Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Adult Beginner Ballet with Cecilia Ituarte	Adult	14	\$ 80	\$ 1,120
Adult Modern Dance	Adult	9	\$ 110	\$ 990
Ballroom Dance Basics with Jim & Lucy	Adult	8	\$ 149	\$ 1,192
Beginner Line Dance with Mike and Annette Dey	Adult	52	\$ 75	\$ 3,900
Beginning Adult Ballet	Adult	10	\$ 110	\$ 1,100
Beginning Adult Tap	Adult	12	\$ 110	\$ 1,320
Bollywood Dance with Jaya Mathur	Adult	24	\$ 65	\$ 1,560
Contemporary Modern Dance 1 for Beginners	Adult	6	\$ 80	\$ 480
Contemporary Modern Dance 2 for Advanced Beginners	Adult	10	\$ 80	\$ 800
Hip Hop with CJ Cunningham	Adult	7	\$ 110	\$ 770
Intro to Social Ballroom Dance with Jim & Lucy	Adult	8	\$ 149	\$ 1,192
Introduction to Belly Dance	Adult	9	\$ 55	\$ 495
Line Dance Improvers with Mike and Annette Dey	Adult	8	\$ 75	\$ 600
Pop-Cardio with Misako	Adult	4	\$ 80	\$ 320
Beginning Ballet for Active Adults	Adults 50+	11	\$ 115	\$ 1,265
Beginning Ballet for Active Adults	Adults 50+	7	\$ 105	\$ 735
Dance on Broadway – or Feel Like You Can!	Adults 50+	9	\$ 105	\$ 945
Dance on Broadway – or Feel Like You Can!	Adults 50+	10	\$ 105	\$ 1,050
Learn to Swing Dance	Adults 50+	6	\$ 89	\$ 534
Senior Tap Classics	Adults 50+	12	\$ 115	\$ 1,380
What's Cooking at the Manor	Adults 50+	13	\$ 35	\$ 455
Ballerina Basics by Kinetics Dance Theatre	Pre-K	13	\$ 105	\$ 1,365
Ballerina Basics by Kinetics Dance Theatre	Pre-K	11	\$ 105	\$ 1,155
Ballerina Basics by Kinetics Dance Theatre	Pre-K	13	\$ 105	\$ 1,365
Ballet & Tap by Dance Connections, Inc.	Pre-K	6	\$ 145	\$ 870
Ballet & Tap by Dance Connections, Inc.	Pre-K	10	\$ 145	\$ 1,450
Ballet & Tap by Dance Connections, Inc.	Pre-K	10	\$ 145	\$ 1,450
Ballet & Tap by Dance Connections, Inc.	Pre-K	10	\$ 145	\$ 1,450
Creative Dance by Kinetics Dance Theatre	Pre-K	12	\$ 105	\$ 1,260
Creative Dance by Kinetics Dance Theatre	Pre-K	6	\$ 105	\$ 630
Creative Dance by Kinetics Dance Theatre	Pre-K	9	\$ 105	\$ 945
Creative Dance by Kinetics Dance Theatre	Pre-K	7	\$ 95	\$ 665
Creative Movement by Cindee Velle Ballet	Pre-K	15	\$ 79	\$ 1,185
Parent/Child Movement & Song by Kinetics	Pre-K	4	\$ 105	\$ 420
Tinker Bell's Ballet by Dance Connections, Inc.	Pre-K	12	\$ 145	\$ 1,740
Hip Hop Dance with Nysia Carter	Teen	12	\$ 139	\$ 1,668
All That Jazz & Tap by Kinetics Dance Theatre	Youth	6	\$ 119	\$ 714
Back Beats with Nysia Carter	Youth	10	\$ 105	\$ 1,050
Ballet/Jazz After School by Cindee Velle Ballet	Youth	11	\$ 115	\$ 1,265
Beginning Princess Ballet: Rhythm & Steps	Youth	11	\$ 99	\$ 1,089
Dance Basics for Boys by Kinetics Dance Theatre	Youth	7	\$ 105	\$ 735
Dance Basics for Boys by Kinetics Dance Theatre	Youth	6	\$ 105	\$ 630
Princess Ballet by Dance Connections, Inc.	Youth	6	\$ 145	\$ 870

\$ 46,174

Enrichment

Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Kindergarten Jump Start	Pre-K	3	\$ 240	\$ 720
Kindergarten Jump Start	Pre-K	4	\$ 240	\$ 960
Kindergarten Jump Start	Pre-K	5	\$ 240	\$ 1,200
Kindergarten Jump Start	Pre-K	6	\$ 240	\$ 1,440
Kindergarten Jump Start	Pre-K	6	\$ 430	\$ 2,580
Kindergarten Jump Start	Pre-K	7	\$ 430	\$ 3,010
Marshmallow Math	Pre-K	8	\$ 165	\$ 1,320
My First School	Pre-K	6	\$ 198	\$ 1,188
My First School	Pre-K	8	\$ 198	\$ 1,584
My First School	Pre-K	11	\$ 198	\$ 2,178
My First School	Pre-K	11	\$ 198	\$ 2,178
My First School	Pre-K	11	\$ 198	\$ 2,178
My First School	Pre-K	12	\$ 198	\$ 2,376
Preschool Adventures	Pre-K	9	\$ 240	\$ 2,160
Preschool Adventures	Pre-K	10	\$ 240	\$ 2,400
Preschool Adventures	Pre-K	8	\$ 240	\$ 1,920
Preschool Adventures	Pre-K	8	\$ 240	\$ 1,920
Preschool Adventures	Pre-K	10	\$ 430	\$ 4,300
Step into School	Pre-K	12	\$ 430	\$ 5,160
Step into School	Pre-K	9	\$ 210	\$ 1,890
Step into School	Pre-K	6	\$ 210	\$ 1,260
Step into School	Pre-K	8	\$ 210	\$ 1,680
Step into School	Pre-K	11	\$ 210	\$ 2,310
Tots Discovery	Pre-K	7	\$ 198	\$ 1,386
Tots Discovery	Pre-K	10	\$ 198	\$ 1,980
Tots Discovery	Pre-K	9	\$ 198	\$ 1,782
Tots Discovery	Pre-K	9	\$ 198	\$ 1,782
Tots Discovery	Pre-K	10	\$ 198	\$ 1,980
Tots Discovery	Pre-K	10	\$ 198	\$ 1,980
Tots Discovery Jr.	Pre-K	10	\$ 189	\$ 1,890
Tots Discovery Jr.	Pre-K	11	\$ 189	\$ 2,079
Howard County Teen Clubs - RCCC	Teen	16	\$ -	\$ -
Howard County Teen Clubs- NLCC	Teen	11	\$ -	\$ -
Teen POP-UP Class: Henna Painting	Teen	11	\$ 25	\$ 275
Manners 101	Youth	9	\$ 30	\$ 270
Manners to Grow On	Youth	6	\$ 20	\$ 120
School's Out: For the Union! After care	Youth	7	\$ 10	\$ 70
School's Out: Wigwams to Viaducts	Youth	13	\$ 50	\$ 650
School's Out: Wigwams to Viaducts Aftercare	Youth	8	\$ 10	\$ 80
				\$ 64,236

Fitness

Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Barre Above w/ Jordan Miller, SCW	Adult	24	\$ 84	\$ 2,016
Fun Fitness with Sandra Duerr, AFAA, NASM	Adult	5	\$ 72	\$ 360
LaBlast Dance Fitness	Adult	11	\$ 77	\$ 847
Step & Sculpt 75 Minute Workout w/ Marianne Larkin	Adult	12	\$ 78	\$ 936
Step & Sculpt! with Marianne Larkin, AAAI	Adult	6	\$ 60	\$ 360
Step & Sculpt! with Marianne Larkin, AAAI	Adult	7	\$ 120	\$ 840
Zumba	Adult	18	\$ 84	\$ 1,512
Zumba	Adult	12	\$ 77	\$ 924
Zumba	Adult	11	\$ 72	\$ 792
Zumba	Adult	11	\$ 72	\$ 792
Zumba by Anita Biswal	Adult	17	\$ 39	\$ 663
Zumba by Anita Biswal	Adult	16	\$ 39	\$ 624
Zumba with Temi Roberts	Adult	9	\$ 53	\$ 477
Balance, Strength & Fitness w/Lori Nowicki	Adults 50+	8	\$ 85	\$ 680
Exercise with Ease	Adults 50+	14	\$ 75	\$ 1,050
Exercise with Ease with Kathy Whelan, RYT-200	Adults 50+	25	\$ 75	\$ 1,875
Fitness for Life with Lori Nowicki, ACE, AFPA	Adults 50+	24	\$ 142	\$ 3,408
Fitness for Life with Lori Nowicki, ACE, AFPA	Adults 50+	26	\$ 154	\$ 4,004
Fitness for Life with Lori Nowicki, ACE, AFPA	Adults 50+	28	\$ 154	\$ 4,312
Fitness for Life with Lori Nowicki, ACE, AFPA	Adults 50+	25	\$ 70	\$ 1,750
Gentle Yoga/Yoga 1 with Kathy Whelan	Adults 50+	16	\$ 55	\$ 880
Gentle Yoga/Yoga 1 with Kathy Whelan	Adults 50+	15	\$ 55	\$ 825
Night at the Barre with Margaret Wolf, ACE	Adults 50+	6	\$ 49	\$ 294
YOGACISE with Kathy Whelan, RYT-200	Adults 50+	9	\$ 55	\$ 495
YOGACISE with Kathy Whelan, RYT-200	Adults 50+	12	\$ 55	\$ 660
Funfit® Tots (Parent/Child)	Pre-K	12	\$ 79	\$ 948
Funfit® Tots (Parent/Child)	Pre-K	2	\$ 79	\$ 158
Funfit® Tots (Parent/Child)	Pre-K	6	\$ 79	\$ 474
Funfit® Tots (Parent/Child)	Pre-K	10	\$ 79	\$ 790
				\$ 33,746

Health & Wellness

Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Hatha Yoga for Flexibility & Relaxation	Adult	8	\$ 120	\$ 960
Introduction to Pilates with Christine Williams	Adult	10	\$ 96	\$ 960
Pilates w/ Lori Nowicki, AAI, AFPA	Adult	14	\$ 125	\$ 1,750
Revive, Relax & Renew Yoga w/ Mary Garratt	Adult	30	\$ 114	\$ 3,420
Revive, Relax & Renew Yoga w/ Mary Garratt	Adult	30	\$ 114	\$ 3,420
Sunday Afternoon Yoga with Mary Garratt	Adult	20	\$ 114	\$ 2,280
Tai Chi - Advanced	Adult	14	\$ 101	\$ 1,414
Tai Chi - Beginner	Adult	15	\$ 70	\$ 1,050
Tai Chi - Beginner	Adult	17	\$ 101	\$ 1,717
Yogalates with EC Goode	Adult	8	\$ 132	\$ 1,056
Parent/Child Dance and Yoga	Pre-K	6	\$ 132	\$ 792
				\$ 18,819

Lifelong Learning

Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Financial Fitness for Women with Fran Makino	Adult	6	\$ 45	\$ 270
Hablemos Español with Cecilia Redmond	Adult	7	\$ 55	\$ 385
How to Travel Inexpensively with Ken Greco	Adult	7	\$ 75	\$ 525
Leading Your Joyful & Engaged Family	Adult	7	\$ 75	\$ 525
Basics of Mindful Meditation	Adults 50+	7	\$ 39	\$ 273
Everyone Can Be A Opera Buff and Why You Should Want to	Adults 50+	12	\$ 20	\$ 240
Everyone Can Be an Opera Buff / Why You Should To	Adults 50+	5	\$ 20	\$ 100
Great Opera Composers	Adults 50+	15	\$ 20	\$ 300
Storytelling Through Opera	Adults 50+	15	\$ 20	\$ 300
War and Art: World War I	Adults 50+	6	\$ 20	\$ 120
War and Art: World War II	Adults 50+	7	\$ 20	\$ 140
				\$ 3,178

Music & Theater Arts

Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Intro to the Ukulele with Thomas Davey	Adult	11	\$ 95	\$ 1,045
Broadway Babies Drama by DLC: Arendelle Adventures	Pre-K	4	\$ 99	\$ 396
Broadway Babies Drama by DLC: Arendelle Adventures	Pre-K	9	\$ 99	\$ 891
Music ABCs & Keyboarding at Olenka School of Music	Pre-K	2	\$ 80	\$ 160
Music Together with Olenka School of Music	Pre-K	23	\$ 65	\$ 1,495
Beginning Acting: Tales of the Snow Queen by DLC	Youth	1	\$ 220	\$ 220
Beginning Acting: Tales of the Snow Queen by DLC	Youth	3	\$ 220	\$ 660
Greatest Showman Drama Showcase After School	Youth	15	\$ 75	\$ 1,125
Guitar Beginners at Olenka School of Music	Youth	1	\$ 130	\$ 130
School's Out Drama Workshop Spider Man & Superhero	Youth	25	\$ 75	\$ 1,875
School's Out Drama Workshop-DLC-Frozen Fest	Youth	11	\$ 75	\$ 825
School's Out Drama Workshop-DLC-Frozen Fever	Youth	3	\$ 75	\$ 225
School's Out Drama Workshop-DLC-The Lion King	Youth	22	\$ 75	\$ 1,650
School's Out Drama Workshop-DLC-Toy Story	Youth	16	\$ 75	\$ 1,200
Vocal Starz with Olenka School of Music	Youth	1	\$ 130	\$ 130
				\$ 12,027

Science & Technology

Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Schools Out TECH Scientific-After Care	Youth	13	\$ 18	\$ 234
Schools Out TECH Scientific-After Care	Youth	11	\$ 18	\$ 198
Schools Out TECH Scientific-After Care	Youth	9	\$ 18	\$ 162
Schools Out TECH Scientific-After Care	Youth	4	\$ 18	\$ 72
Schools Out TECH Scientific-After Care	Youth	2	\$ 18	\$ 36
Schools Out TECH Scientific-Before Care	Youth	9	\$ 12	\$ 108
Schools Out TECH Scientific-Before Care	Youth	6	\$ 12	\$ 72
Schools Out TECH Scientific-Before Care	Youth	5	\$ 12	\$ 60
Schools Out TECH Scientific-Before Care	Youth	4	\$ 12	\$ 48
Schools Out TECH Scientific-Before Care	Youth	1	\$ 12	\$ 12
Schools Out TECH Scientific-Gigglebot w/h Microbit	Youth	8	\$ 99	\$ 792
Schools Out TECH Scientific-Gotta Catch 'Em All:	Youth	22	\$ 99	\$ 2,178
Schools Out TECH Scientific-Robot Adventures	Youth	17	\$ 99	\$ 1,683
Schools Out TECH Scientific-STEM Challenge	Youth	25	\$ 99	\$ 2,475
Schools Out TECH Scientific-The Mighty Five	Youth	21	\$ 99	\$ 2,079
				\$ 10,209

Therapeutic Recreation
Fall 2019 Income

Activity Name	Category	Enrolled	Fee	Income
Expressions of Art	Adult	8	\$ 102	\$ 816
Friday Night Bingo	Adult	15	\$ 25	\$ 375
No Boundaries	Adult	20	\$ 375	\$ 7,500
No Boundaries	Adult	20	\$ 375	\$ 7,500
Expressions of Art	Teen	11	\$ 102	\$ 1,122
				\$ 17,313

Camps

Summer 2019 Income

Activity Name	Camp Category	Enrolled	Fee	Income
Abrakadoodle: Abrakadoodle Anime	Crafts & Fine Arts	21	\$ 160	\$ 3,360
Abrakadoodle: Paws, Claws and Hooves	Crafts & Fine Arts	20	\$ 130	\$ 2,600
Abrakadoodle: The Artsy Crafty WOW Camp	Crafts & Fine Arts	20	\$ 130	\$ 2,600
Abrakadoodle: Travel the World	Crafts & Fine Arts	7	\$ 130	\$ 910
Abrakadoodle: We're Dreaming of the Future Car	Crafts & Fine Arts	12	\$ 130	\$ 1,560
Abrakadoodle: World Adventures in 3D	Crafts & Fine Arts	7	\$ 130	\$ 910
KidzArt Extended Day Options	Crafts & Fine Arts	11	\$ 110	\$ 1,210
KidzArt Extended Day Options	Crafts & Fine Arts	13	\$ 110	\$ 1,430
KidzArt Extended Day Options	Crafts & Fine Arts	5	\$ 110	\$ 550
KidzArt Extended Day Options	Crafts & Fine Arts	4	\$ 110	\$ 440
KidzArt Extended Day Options	Crafts & Fine Arts	16	\$ 110	\$ 1,760
KidzArt Extended Day Options	Crafts & Fine Arts	8	\$ 110	\$ 880
KidzArt Extended Day Options	Crafts & Fine Arts	9	\$ 110	\$ 990
KidzArt Extended Day Options	Crafts & Fine Arts	10	\$ 110	\$ 1,100
KidzArt Extended Day Options	Crafts & Fine Arts	9	\$ 110	\$ 990
KidzArt Extended Day Options	Crafts & Fine Arts	4	\$ 110	\$ 440
KidzArt Extended Day Options	Crafts & Fine Arts	10	\$ 110	\$ 1,100
KidzArt: Around the World Full Day	Crafts & Fine Arts	19	\$ 295	\$ 5,605
KidzArt: Around the World Full Day	Crafts & Fine Arts	20	\$ 295	\$ 5,900
KidzArt: Around the World Full Day	Crafts & Fine Arts	20	\$ 295	\$ 5,900
KidzArt: Around the World Half Day	Crafts & Fine Arts	5	\$ 165	\$ 825
KidzArt: Around the World Half Day	Crafts & Fine Arts	6	\$ 165	\$ 990
KidzArt: Around the World Half Day	Crafts & Fine Arts	6	\$ 165	\$ 990
KidzArt: Caribbean Adventure Full Day	Crafts & Fine Arts	20	\$ 295	\$ 5,900
KidzArt: Caribbean Adventure Full Day	Crafts & Fine Arts	20	\$ 295	\$ 5,900
KidzArt: Caribbean Adventure Full Day	Crafts & Fine Arts	20	\$ 240	\$ 4,800
KidzArt: Caribbean Adventure Half Day	Crafts & Fine Arts	6	\$ 165	\$ 990
KidzArt: Caribbean Adventure Half Day	Crafts & Fine Arts	6	\$ 165	\$ 990
KidzArt: Caribbean Adventure Half Day	Crafts & Fine Arts	5	\$ 165	\$ 825
KidzArt: Just 4 Girls! w/ WKD Karate 4 Girls	Crafts & Fine Arts	26	\$ 295	\$ 7,670
KidzArt: Neon Glow Full Day	Crafts & Fine Arts	27	\$ 295	\$ 7,965
KidzArt: Neon Glow Full Day	Crafts & Fine Arts	22	\$ 295	\$ 6,490
KidzArt: Neon Glow Full Day	Crafts & Fine Arts	19	\$ 295	\$ 5,605
KidzArt: Neon Glow Half Day	Crafts & Fine Arts	6	\$ 165	\$ 990
KidzArt: Neon Glow Half Day	Crafts & Fine Arts	7	\$ 165	\$ 1,155
KidzArt: Secret Agent Spy Full Day	Crafts & Fine Arts	22	\$ 295	\$ 6,490
KidzArt: Secret Agent Spy Half Day	Crafts & Fine Arts	6	\$ 165	\$ 990
KidzArt: STEAM: Exploring the Science of Art Full	Crafts & Fine Arts	21	\$ 295	\$ 6,195
KidzArt: STEAM: Exploring the Science of Art Half	Crafts & Fine Arts	5	\$ 165	\$ 825
Pump It Up - Animal Planet	Crafts & Fine Arts	50	\$ 240	\$ 12,000
Pump It Up - Hip 2 B Square-Minecraft Week	Crafts & Fine Arts	50	\$ 240	\$ 12,000
Pump It Up - Imagineers	Crafts & Fine Arts	50	\$ 240	\$ 12,000

Pump It Up - Over the Rainbow	Crafts & Fine Arts	49	\$ 240	\$ 11,760
TeenZArt: Around the World	Crafts & Fine Arts	1	\$ 180	\$ 180
TeenZArt: Around the World	Crafts & Fine Arts	6	\$ 315	\$ 1,890
TeenZArt:Just 4 Girls with WKD Karate 4 Girls	Crafts & Fine Arts	9	\$ 315	\$ 2,835
				\$ 159,485

Activity Name	Camp Category	Enrolled	Fee	Income
Dance Around the World with Sandra Duerr	Dance	6	\$ 139	\$ 834
Moana & Friends with Sandra Duerr	Dance	14	\$ 185	\$ 2,590
Leadership Through Hip Hop Dance	Dance	7	\$ 219	\$ 1,533
Leadership Through Hip Hop Dance	Dance	8	\$ 219	\$ 1,752
Leadership Through Hip Hop Dance	Dance	2	\$ 219	\$ 438
Leadership Through Hip Hop Dance	Dance	8	\$ 219	\$ 1,752
Leadership Through Hip Hop Dance	Dance	8	\$ 219	\$ 1,752
Leadership Through Hip Hop Dance	Dance	10	\$ 219	\$ 2,190
Barble's World of Dance with Sandra Duerr	Dance	9	\$ 139	\$ 1,251
Moana & Friends with Sandra Duerr	Dance	19	\$ 185	\$ 3,515
				\$ 17,607

Activity Name	Camp Category	Enrolled	Fee	Income
Animal Adventures from A to Z	Enrichment	11	\$ 89	\$ 979
Big Top Buddies	Enrichment	9	\$ 359	\$ 3,231
Big Top Buddies	Enrichment	6	\$ 259	\$ 1,554
Camp Plus	Enrichment	1	\$ 79	\$ 79
Camp Plus	Enrichment	5	\$ 79	\$ 395
Chess Camp Full Day	Enrichment	16	\$ 349	\$ 5,584
Chess Camp Full Day	Enrichment	16	\$ 349	\$ 5,584
Chess Camp Full Day	Enrichment	13	\$ 349	\$ 4,537
Chess Camp Full Day	Enrichment	4	\$ 349	\$ 1,396
Chess Camp Full Day	Enrichment	16	\$ 349	\$ 5,584
Chess Camp Full Day	Enrichment	17	\$ 349	\$ 5,933
Chess Camp Full Day	Enrichment	9	\$ 209	\$ 1,881
Chess Camp Half Day AM	Enrichment	10	\$ 209	\$ 2,090
Chess Camp Half Day AM	Enrichment	4	\$ 209	\$ 836
Chess Camp Half Day AM	Enrichment	2	\$ 209	\$ 418
Chess Camp Half Day AM	Enrichment	10	\$ 209	\$ 2,090
Chess Camp Half Day AM	Enrichment	10	\$ 209	\$ 2,090
Chess Camp Half Day AM	Enrichment	7	\$ 209	\$ 1,463
Chess Camp Half Day PM	Enrichment	5	\$ 209	\$ 1,045
Chess Camp Half Day PM	Enrichment	1	\$ 209	\$ 209
Chess Camp Half Day PM	Enrichment	10	\$ 209	\$ 2,090
Chess Camp Half Day PM	Enrichment	8	\$ 209	\$ 1,672
Chess Camp Half Day PM	Enrichment	12	\$ 359	\$ 4,308
Circus Camp Stars	Enrichment	9	\$ 259	\$ 2,331
Circus Camp Stars	Enrichment	5	\$ 349	\$ 1,745
Creative Magic Camp	Enrichment	9	\$ 249	\$ 2,241
Creative Magic Camp	Enrichment	12	\$ 349	\$ 4,188
Creative Magic Camp	Enrichment	11	\$ 249	\$ 2,739

Creative Magic Camp	Enrichment	35	\$ 349	\$ 12,215
Creative Magic Camp	Enrichment	7	\$ 249	\$ 1,743
Creative Magic Camp	Enrichment	20	\$ 349	\$ 6,980
Creative Magic Camp	Enrichment	11	\$ 249	\$ 2,739
Gateway to China @ NLCC	Enrichment	10	\$ 245	\$ 2,450
Gateway to China @ NLCC	Enrichment	8	\$ 245	\$ 1,960
Gateway to China @ NLCC	Enrichment	12	\$ 245	\$ 2,940
Gateway to China @ NLCC	Enrichment	12	\$ 245	\$ 2,940
Gateway to China @ NLCC	Enrichment	13	\$ 245	\$ 3,185
Gateway to China @ NLCC	Enrichment	13	\$ 245	\$ 3,185
Gateway to China @ RCCC	Enrichment	12	\$ 245	\$ 2,940
Gateway to China @ RCCC	Enrichment	12	\$ 199	\$ 2,388
Gateway to China @ RCCC	Enrichment	13	\$ 245	\$ 3,185
Gateway to China @ RCCC	Enrichment	12	\$ 245	\$ 2,940
Gateway to China @ RCCC	Enrichment	12	\$ 245	\$ 2,940
Gateway to China @ RCCC	Enrichment	12	\$ 245	\$ 2,940
Gateway to China @ RCCC	Enrichment	12	\$ 245	\$ 2,940
GEMS: Girls EmpowHERment Camp	Enrichment	12	\$ 245	\$ 2,940
GEMS: Girls EmpowHERment Camp	Enrichment	22	\$ 229	\$ 5,038
Little Scientist Camp	Enrichment	13	\$ 309	\$ 4,017
Mighty Mathematicians Camp	Enrichment	15	\$ 159	\$ 2,385
Modern Manners Day Camp 4-7	Enrichment	15	\$ 159	\$ 2,385
Modern Manners Day Camp ages 8-12	Enrichment	15	\$ 225	\$ 3,375
My First School Summertime Adventures	Enrichment	17	\$ 225	\$ 3,825
My First School Summertime Adventures	Enrichment	12	\$ 175	\$ 2,100
My First School Summertime Adventures	Enrichment	10	\$ 175	\$ 1,750
My First School Summertime Adventures	Enrichment	9	\$ 175	\$ 1,575
New! TECH Scientific:WEDO Little Lego Robotics	Enrichment	5	\$ 179	\$ 895
NEWITECH Scientific: LEGO Robotic NXT Robot R	Enrichment	12	\$ 179	\$ 2,148
Play-Well Tek: Adventure in STEM With LEGO	Enrichment	18	\$ 179	\$ 3,222
Play-Well Tek: Harry Potter Engineering with LEGO	Enrichment	11	\$ 179	\$ 1,969
Play-Well Tek: Ninjaneering with LEGO	Enrichment	13	\$ 179	\$ 2,327
Play-Well Tek: Ninjaneering with LEGO	Enrichment	8	\$ 179	\$ 1,432
Play-Well Tek: STEM Exploration with LEGO®	Enrichment	7	\$ 179	\$ 1,253
Play-Well Tek: STEM Explorations with LEGO	Enrichment	13	\$ 179	\$ 2,327
Preschool Adventures Mini Camp	Enrichment	14	\$ 240	\$ 3,360
STEAM Arts Camp	Enrichment	17	\$ 289	\$ 4,913
TECH Scientific: Lego EV3 Sea World Missions	Enrichment	8	\$ 179	\$ 1,432
TECH Scientific: LEGO Robotic EV3- Bot Olympiad	Enrichment	12	\$ 179	\$ 2,148
TECH Scientific: LEGO Robotic EV3- Envirobots	Enrichment	6	\$ 179	\$ 1,074
TECH Scientific: LEGO® Little Engineers Camp	Enrichment	19	\$ 179	\$ 3,401
TECH Scientific: LEGO® Tech Machines Camp	Enrichment	12	\$ 179	\$ 2,148
TECH Scientific: WEDO Lego Meets Scratch	Enrichment	14	\$ 179	\$ 2,506
TECH Scientific:Lego Robotic EV3 Search & Rescu	Enrichment	10	\$ 179	\$ 1,790
TECH Scientific:LEGO Robotics - Doctors & Surgec	Enrichment	11	\$ 179	\$ 1,969
Turner! Dean of Magic Magician Camp	Enrichment	8	\$ 265	\$ 2,120
Turner! Dean of Magic Magician Camp	Enrichment	18	\$ 349	\$ 6,282
				\$ 204,068

Activity Name	Camp Category	Enrolled	Fee	Income
Beginning Guitar Camp	Music & Theater Arts	4	\$ 179	\$ 716
Learn Now Music: Ultimate Music Camp	Music & Theater Arts	7	\$ 289	\$ 2,023
Learn Now Music: Ultimate Music Camp	Music & Theater Arts	4	\$ 289	\$ 1,156
Premiere Performers w/ DLC: Sweeney Todd Sch	Music & Theater Arts	3	\$ 775	\$ 2,325
STA: Elementary Camps Disney's The Jungle Book	Music & Theater Arts	11	\$ 450	\$ 4,950
STA: Set it Up	Music & Theater Arts	3	\$ 225	\$ 675
STA: Theater Tots - A Little Bit County	Music & Theater Arts	8	\$ 225	\$ 1,800
STA: Theater Tots - The Gingerbread Man	Music & Theater Arts	8	\$ 225	\$ 1,800
STA: Tween Camps Fame, Jr.	Music & Theater Arts	14	\$ 450	\$ 6,300
STEM Academy: Aqua Havens	Music & Theater Arts	32	\$ 315	\$ 10,080
STEM Academy: Monsters, Megalodons and Mys	Music & Theater Arts	28	\$ 315	\$ 8,820
				\$ 40,645

Activity Name	Camp Category	Enrolled	Fee	Income
Club SciKidz: Camp Paleo	Science and Technology	7	\$ 395	\$ 2,765
Club SciKidz: Camp Paleo	Science and Technology	4	\$ 475	\$ 1,900
Bricks4Kidz LEGO Camp: Mining & Crafting AM	Science and Technology	24	\$ 155	\$ 3,720
Bricks4Kidz LEGO Camp: Ninja Training PM	Science and Technology	21	\$ 155	\$ 3,255
C3 Cyber Club: Minecraft Animation Camp	Science and Technology	11	\$ 259	\$ 2,849
C3 Cyber Club: Minecraft Animation Camp	Science and Technology	3	\$ 259	\$ 777
C3 Cyber Club: Minecraft Camp	Science and Technology	11	\$ 379	\$ 4,169
C3 Cyber Club: Minecraft Camp	Science and Technology	12	\$ 379	\$ 4,548
C3 Cyber Club: Minecraft Camp	Science and Technology	9	\$ 259	\$ 2,331
C3 Cyber Club: Minecraft Modding	Science and Technology	6	\$ 259	\$ 1,554
C3 Cyber Club: Minecraft Modding	Science and Technology	10	\$ 155	\$ 1,550
Bricks4Kidz LEGO Space Adventure & Galaxy Far A	Science and Technology	19	\$ 155	\$ 2,945
Bricks4Kidz LEGO Super Hero Academy Camp	Science and Technology	12	\$ 155	\$ 1,860
Bricks4Kidz LEGO Camp: Super Hero Academy AM	Science and Technology	9	\$ 155	\$ 1,395
Bricks4Kidz LEGO: Lights, Camera, Movie Mix-up	Science and Technology	21	\$ 155	\$ 3,255
Bricks4Kidz LEGO: Robotics, Coding & More PM	Science and Technology	23	\$ 155	\$ 3,565
Bricks4Kidz: Building is Awesome Emmet's Adv. A	Science and Technology	9	\$ 395	\$ 3,555
Club SciKidz: Special Effects	Science and Technology	9	\$ 475	\$ 4,275
Club SciKidz: Special Effects	Science and Technology	23	\$ 155	\$ 3,565
Bricks4Kidz LEGO Camp: Amusement Parks	Science and Technology	12	\$ 155	\$ 1,860
Bricks4Kidz LEGO Mining & Crafting 1	Science and Technology	9	\$ 459	\$ 4,131
Silver Knights Coding: Orange Crush	Science and Technology	9	\$ 395	\$ 3,555
Club SciKidz: Emergency Medicine	Science and Technology	4	\$ 475	\$ 1,900
Club SciKidz: Emergency Medicine	Science and Technology	10	\$ 395	\$ 3,950
Club SciKidz: Star Wars Maker	Science and Technology	4	\$ 475	\$ 1,900
Club SciKidz: Star Wars Maker	Science and Technology	21	\$ 155	\$ 3,255
Bricks4Kidz LEGO: Extreme Gaming Adventure PM	Science and Technology	18	\$ 155	\$ 2,790
Bricks4Kidz LEGO: Wizards v. Fantastic Beasts AM	Science and Technology	29	\$ 155	\$ 4,495
Bricks4Kidz LEGO Jurassic Bricks Camp	Science and Technology	27	\$ 155	\$ 4,185
Bricks4Kidz LEGO Space Adventure & Galaxy Far A	Science and Technology	7	\$ 459	\$ 3,213
Silver Knights Coding: Gifted Green	Science and Technology	5	\$ 285	\$ 1,425
Silver Knights Coding: Gifted Green	Science and Technology	8	\$ 395	\$ 3,160
Club SciKidz: Extraordinary Engineers	Science and Technology			

Club SciKidz: Extraordinary Engineers	Science and Technology	7	\$ 475	\$ 3,325
Club SciKidz: Young Scientist	Science and Technology	15	\$ 395	\$ 5,925
Club SciKidz: Young Scientist	Science and Technology	9	\$ 475	\$ 4,275
Bricks4Kidz LEGO Brick Architects PM	Science and Technology	23	\$ 155	\$ 3,565
Bricks4Kidz LEGO: Amusement Park Design AM	Science and Technology	25	\$ 155	\$ 3,875
JRC Bricks4Kidz Amusement Park Design AM	Science and Technology	1	\$ 25	\$ 25
JRC Bricks4Kidz Brick Architects	Science and Technology	1	\$ 25	\$ 25
Club SciKidz:Little Marine Biologist	Science and Technology	11	\$ 395	\$ 4,345
Bricks4Kidz LEGO Mining & Crafting 1	Science and Technology	31	\$ 155	\$ 4,805
Bricks4Kidz LEGO Super Hero Academy Camp	Science and Technology	32	\$ 155	\$ 4,960
Club SciKidz: Lil Space Explorer	Science and Technology	9	\$ 395	\$ 3,555
Club SciKidz: Lil Space Explorer	Science and Technology	10	\$ 475	\$ 4,750
Club SciKidz:Chemistry Concoctions	Science and Technology	15	\$ 395	\$ 5,925
Club SciKidz:Chemistry Concoctions	Science and Technology	15	\$ 475	\$ 7,125
Club SciKidz:Little Marine Biologist	Science and Technology	15	\$ 475	\$ 7,125
Silver Knights Coding: Playful Purple	Science and Technology	7	\$ 459	\$ 3,213
Bricks4Kidz -Late Pickup Fee	Science and Technology	2	\$ 155	\$ 310
Bricks4Kidz LEGO Brick Pirate adventure AM	Science and Technology	24	\$ 155	\$ 3,720
Bricks4Kidz LEGO Camp: Mining & Crafting PM	Science and Technology	24	\$ 155	\$ 3,720
				\$ 168,220
Total Camp Income				\$ 590,025

