



**Reston Community Center
Board of Governors Monthly Meeting
February 4, 2019
8:30 p.m.
Meeting Agenda**

8:30 – Call to Order	Beverly Cosham, Chair
8:31 – Approval of Agenda	Beverly Cosham, Chair
8:32 – Approval of Minutes and Board Actions	Beverly Cosham, Chair
<ul style="list-style-type: none"> • Approval of December 3, 2018 Board Minutes (As Reviewed and Approved by the Board Secretary) • Approval of December 3, 2018 Board Actions (As Reviewed and Approved by the Board Secretary) 	
8:35 – Chair’s Remarks	Beverly Cosham, Chair
8:38 – Introduction of Visitors	
8:40 – Citizen Input	
8:42 – Committee Reports	
<ul style="list-style-type: none"> • January 4-5 Long Range Planning Committee Meetings • January 28 Finance Committee Meeting • February 4 Long Range Planning Committee Meeting 	Michelle Moyer, Committee Chair Paul Thomas, Committee Chair Michelle Moyer, Committee Chair
8:50 – Approval of Committee Reports	Beverly Cosham, Chair
8:52 – Board Member Input on Activities Attended	
9:00 – Executive Director’s Reports (Aquatics Project and General)	Leila Gordon, Executive Director
9:10 – Old Business	Beverly Cosham, Chair
9:12 – New Business	Beverly Cosham, Chair
9:15 – Adjournment	

Reminders:

Event	Date	Time.
Community Relations and Program/Policy Joint Committee Meeting	February 11	6:30 p.m.
March Monthly Meeting	March 4	8:00 p.m.
Community Relations and Program/Policy Joint Committee Meeting	March 11	6:30 p.m.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
DECEMBER 3, 2018**

Present:

- Beverly Cosham, Chair
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Bill Keefe
- Michelle Moyer
- Vicky Wingert
- Bill Penniman
- Paul D. Thomas
- Dick Stillson

Absent and Excused:

- None

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- John Blevins, Deputy Director
- Karen Goff, Public Information Officer

The Chair called the meeting to order at 8:04 p.m.

MOTION #1:

Approval of the Agenda

Bill B. moved that the Agenda be approved as written. Paul seconded the motion. The motion passed unanimously.

MOTION #2:

Approval of the November 5, 2018 Board Minutes

Bill B. moved that the Board approve the November 5, 2018 Board Minutes. Paul seconded the motion. The motion passed unanimously, with Bill P. and Michelle abstaining because they did not attend the meeting.

MOTION #3:

Approval of the November 5, 2018 Board Actions

Bill B. moved that the Board approve the November 5, 2018 Board Actions. Paul seconded the motion. The motion passed unanimously, with Bill P. and Michelle abstaining because they did not attend the meeting.

Chair's Remarks

Bev said she finds the holiday season fascinating, especially this year since Thanksgiving was early so by December 1 everything is all lit up. She took her granddaughter to see lights, but they were disappointed to find out the family in North Reston that had had a spectacular light display has moved. She thinks they were not the only car that drove up to the house to find it dark. But that house décor had an effect on the rest of the street, which is now entirely decorated. Bev's church had a wonderful all-day festival for children on Sunday. She and Pastor Beth realized better instructions are very necessary as the children spent the whole day making ornaments, which they took home instead of putting on the church tree.

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Bev had a poem for the second night of Hanukkah:

Light the Festive Candles, by Aileen Lucia Fisher

Light the first of eight tonight – the farthest candle to the right.
Light the first and second, too, when tomorrow's day is through.
Then light three, and then light four – every dusk one candle more
Till all eight burn bright and high, honoring a day gone by
When the Temple was restored, rescued from the Syrian lord,
And an eight-day feast proclaimed – The Festival of Lights – well named
To celebrate the joyous day when we regained the right to pray
to our one god in our own way.

And in celebration of Christmas:

Let Every Day be Christmas, by Norman W. Brooks

Christmas is forever, not for just one day, for loving, sharing, giving,
Are not to put away like bells and lights and tinsel, in some box upon a shelf.
The good you do for others is good you do yourself.

Introduction of Visitors

None

Citizen Input

None

Committee Reports

November 17 Long Range Planning Committee/Orientation Report

Michelle said the meeting with Hunter Mill Supervisor Cathy Hudgins was a nice chance to hit restart for the year. She thanks Cathy for taking the time. There was discussion about RCC's outreach efforts and the Opportunity Neighborhood initiative, and a discussion about the future of Reston and whether Amazon HQ2 coming to Crystal City will have any impact on Reston's already-anticipated growth.

MOTION #4:

Approval of the November 17, 2018 LRP Committee Report

Bill B. moved that the Board approve the November 17 LRP/Orientation report. Bill K. seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended

Bill K. attended the Robert Sapolsky talk and the Richard Rothstein presentation on housing discrimination. He also went to the opening for the artist group at GRACE and met curator Lily Siegel. She was very complimentary of RCC's involvement with GRACE. Bill also attended The Legendary Ingramettes' concert and said it was spectacular.

Bill B. presented "The History of Sports in Reston" with the Reston Historic Trust. He picked Reston's Top 10 athletes. He also attended meetings on Reston's recreational future.

Paul attended the Reston Holiday Parade, which was his son's final performance with the South Lakes High School Marching Band. He enjoyed The Legendary Ingramettes. Paul's daughter, a longtime YAT participant, took a friend to see Mark Brutsché's holiday show, and the girls were very complimentary about their YAT director.

Michelle was at the Thanksgiving Food Drive sorting event. She also attended *Gifts from the HeART*, the Children's Flea Market and the "Three Runners" art exhibit.

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Lisa heard Robert Sapolsky speak. He made a lot of sense to her since she is a social worker. He is very serious, but very pertinent in the world of psychologists, so it was fun to hear him joke. Lisa's husband went to the Richard Rothstein housing event and said it was fascinating. Lisa attended the food drive sorting and remarked that Kevin has the volunteer management down to a science – it was nice to see a diverse crowd. Lisa is making a point to visit all of Reston's village centers. As RCC's schools liaison, Lisa now intends to visit each Reston elementary school to see young families and what is going on in the schools. She will report back to the Board in the spring.

Vicky went to Bill B.'s history of Reston sports event and the parade. She said the Ingrams got everyone going. She enjoyed hearing about Opportunity Neighborhood and other outreach efforts at the report-out on the two years of this initiative's activities in Reston. Vicky talked to Santa after *Jingle on the Lake*. He shared with her a couple of letters from kids, which she shared with the board. Highlights: "I try to be good but it is really hard." And that child asked for a chain saw. "I've been very good. I haven't tackled my brother since he broke his wrist."

Bill P. enjoyed Richard Rothstein's talk and The Legendary Ingrams' performance.

Dick went to see Reston Community Players' *Hairspray*. He was very impressed. He did lighting for RCP about 30 years ago and is amazed at the technology changes. He said he would love to get a tour of today's lighting system at RCC. He went to *Gifts from the HeART* and was impressed at the large crowd despite miserable weather. He said it is indicative that if we put on good programs, people will attend no matter what.

Bev said she hopes everyone "attended" the election in November. Bev went to the Board orientation and the YMCA Gala, as well as Bill's sports history talk. She spoke at South Lakes High School's annual Ethics Day and encourages the rest of the Board to take part in the future if they are able. Leila explained that Ethics Day, sponsored by the Greater Reston Chamber of Commerce, includes high school seniors and community facilitators having table discussions about real-life ethical situations and solutions.

Bev missed the food drive this year, but her daughter went and marveled at how efficient it has become. Bev asked if donations are down. Leila said they are, but that is due to the South Lakes High School Food Pantry's success and other drives around Reston that encourage people to give all year. The donations all serve people in need in the community, so the organizations are working towards the same goals rather than competing.

Executive Director's Report

Aquatics Renovation Update – Leila said she intends to do a monthly aquatics renovation update. She directed the board to the handout with the most recent updates. She noted the "Last Splash" goodbye pool party will take place December 28. We will be giving away RCC water bottles and notes of appreciation. We have identified ways for pool patrons to stay in touch. One way is to take their RCC water bottles with them and tag us on social media. We will also have comment cards asking what they will miss about the current pool and what they look forward to with the future pools. At the farewell party, patrons can write messages on the walls of the pool area.

Leila said most of the aquatics employees have worked with staff to get placement at other pools in the Park Authority inventory or elsewhere locally. The full-time staff will continue to work at RCC in customer service and other areas.

The NIP (Not in Plan) document is on the Deputy County Executive's desk. It then goes to County Executive Bryan Hill and then the Board of Supervisors. There will be a critical structures meeting with the Department of Public Works and Environmental Services on December 20.

Leila is still hoping to recover some of the cost of the Paddock Evacuator, which filters air in the pool area. The Park Authority will likely get it. Reston Association will take some of the equipment; the chemical controller will go on a government auction site. We will start draining the pool on January 2 and will follow health department rules.

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Leila brought the 27-page booklet for prequalifying bidders and noted its contents, including licensing, experience, references, quality control and compliance. She passed around the document.

Executive Director's Report –The Lake Anne audio-visual project is continuing and staff is working on instructions for staff and users. New computers for the computer classroom are installed, and a chair replacement is planned at Hunters Woods.

We are working on succession plans as Executive Assistant Barbara Wilmer is retiring on December 7 and there will be some key retirements in 2019.

In programs, Aquatics has done successful outreach and has issued 185 Construction Passes, which is a good indicator that people appreciate the arrangements we have made with community partners. We had more than 200 kids at the Fall Flea Market and had 568 drop-in fitness visits.

RCC Rides has a need for volunteer drivers. We have 30 active drivers who have given more than 760 rides. We recently received a note of appreciation from a woman in the community who has been in the business of helping people. She found it hard to ask for help, but RCC Rides is getting her blind husband to two appointments a week, so it has been a real lifesaver.

Leila passed around a picture and some specifics from Capital Bikeshare, which would like to place a bike docking station between the garden and the CenterStage sign. The only station south of the Dulles Toll Road, it will be solar powered, and there will be no risk or expense for RCC. Leila wants to make sure the Board knows about the conversations. Dick asked if more stations in south Reston are planned. Leila said she doesn't know, but there is a demand for one here according to the Fairfax County staff. There was no objection from the Board, so Leila said she will continue conversations with the county staff.

Old Business

None

New Business

Michelle said the Media department, particularly RCC's graphic arts staffers, did great work on the Construction Pass and associated flyer design and content. It was very easy to understand. Leila said we are also working on a web page with construction updates.

Bill P. asked for an update on the Annual Strategic Planning Session in January. Leila said it is January 4-5 at Reston Association. Karen Cleveland will facilitate again. We will review the calendar year data and discuss an upcoming needs analysis.

Dick asked about what kind of information RCC could get from the county's recent demographic study, particularly as it pertains to growth from Amazon HQ2. Leila said that study does not include that specific demographic information because that growth has not happened yet. She pointed out other places for planning info, whether in the County website areas for planning and zoning, economic development and success strategies, or in other aspects of county services delivery. We will also learn more as the Arts Master Plan arts market study is nearly concluded.

MOTION #5: To Adjourn the Meeting

Bill B. moved to adjourn the meeting. Paul T. seconded the motion. The motion passed unanimously.

The meeting adjourned at 8:50 p.m.



Lisa Sechrest-Ehrhardt
Board Secretary

December 3, 2018 Board of Governors Meeting Minutes

_____ 12-14-18 _____
Date

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DATE

- 18-1203-1 Bd That the Board approve the Agenda**
- 18-1203-2 Bd That the Board approve the November 5, 2018 Board Minutes**
- 18-1203-3 Bd That the Board approve the November 5, 2018 Board Actions**
- 18-1203-4 Bd That the Board approve the November 17, 2018 LRP Committee report**
- 18-1203-5 Bd That the meeting be adjourned.**



Lisa Sechrest-Ehrhardt
Board Secretary

12-14-18
Date



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 4, 2019**

Present were:

- Michelle Moyer, Chair
- Bill Bouie
- Beverly Cosham
- Dick Stillson
- Bill Keefe
- Bill Penniman
- Bill Bouie
- Vicky Wingert
- Paul D. Thomas

Absent and Excused:

- Lisa Sechrest-Ehrhardt

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- John Blevins, Deputy Director
- Karen Goff, Public Information Officer
- Cheri Danaher, Arts Education Director
- Brian Gannon, Facility Services Director
- Pam Leary, Customer Service Manager
- Harun Rashid, Network Administrator
- Fred Russo, Facility Supervisor
- Renata Wojcicki, Finance Director
- BeBe Nguyen, Communications Director
- Matt McCall, Aquatics Director
- Karen Brutsché, Leisure and Learning Director

Facilitator: Karen Cleveland

Guests

None

Introduction

Board Chair Beverly Cosham called the meeting to order at 2:06 p.m. and turned the floor over to Karen Cleveland, facilitator of the two-day session. Karen said the objective of the meeting today will be to review the progress on RCC's strategic plan, participation data and trends, and capital projects status. The discussion will set the framework for the new strategic planning process, set to begin next year, regarding who we should hear from, what to ask and in what format. She said today is an opportunity to look at the existing strategic plan: What has been accomplished, how does that translate into what the patrons are seeing and what kind of participation RCC is seeing?

Karen asked everyone for a self-introduction and a word that describes what they are looking forward to in 2019; everyone identified their role and added these thoughts:

- Michelle (Board) – reenergize. Like back-to-school time after craziness of holidays
- Bev (Board) – figure out how to move from better to best
- Leila (Executive Director) – excited about engaging the community - outreach
- Bill B. (Board) -- accreditation process
- Vicky (Board) – addressing how we stay relevant to this changing community

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- Dick (Board) – said he is here to learn. Community outreach is a major thing and he has some questions about budget numbers. He said it seems RCC is in pretty good financial shape and likely to get better; how does that impact what we do?
- Matt (Aquatics) – fresh start; hit the reset button and build on the foundation of the last 40 years
- BeBe (Communications) – new initiatives in technology and social media; improving and enhancing them going into 2020
- Harun (Information Technology) – how new programming evolves
- Cheri (Arts and Events) – looking forward to accreditation. It's been a long road.
- Pam (Customer Service) – refinement and focus; developing this year's data was illuminating
- Brian (Facility Services) – excitement; with new pool and accreditation
- Fred (Building Engineering) – seeing where we are going with enhanced facility improvements
- Renata (Finance) – gifted staff never misses an opportunity to test my ability
- Karen B. (Leisure and Learning) – better serving millennials; continue working with boomers and getting them in on nights and weekends
- John (Deputy Director) – the state of continuous improvement.
- Bill P. (Board) – continue outreach and engagement, as well as RCC to continue its position as a “green” leader in Fairfax County
- Bill K. (Board) – working hard to get strategic plan fully implemented

Review of 2016-2021 Strategic Plan

Leila said the mission and values of RCC are as relevant and meaningful today as they have been the last 10 years. We have revisited these statements and they really do stand the test of time. She reviewed that the Strategic Plan covers five areas: Facilities, Building Community, Programs, Branding and Messaging, and Internal Capacity and Financial Planning.

Facilities: The big news is the aquatics renovation. Leila said RCC started down this road two years ago. We are on schedule; the contractor begins marshaling the site work on Monday. She said achieving the arrangements with partner organizations (Reston Association, Herndon Community Center, and Fairfax County YMCA/Reston) was testament to our relationships.

Other highlights included replacing the computers in the computer classroom; improvements at Lake Anne (replacing doors with a solid wall at the Jo Ann Rose Gallery, technology upgrades); and replacing the CenterStage floor.

Leila said we need to remember that managing our facilities within a complete framework that identifies their needs and equipment and systems is an aspect of accreditation. We also need to be mindful that both of our buildings are aging. Technology is also changing fast; things need to be replaced every three to five years instead of 5-10 years. John will lead the process of standing up a framework for these efforts.

She noted that many equipment systems are also aging: property such as furniture. RCC's office chairs are 11 years old. The tables and chairs for the public need to be replaced. These are the kinds of things we want to build into unified approach to capital and maintenance project and purchasing planning.

Leila said long-term objectives over the last two strategic plans included an indoor recreation center and another performing arts facility. The indoor rec center will be a Fairfax County Park Authority asset that is on their time horizon for the coming decade. Once realized, we would be able to explore benefits for our patrons. The performing arts facility will address the deficit that already exists and address the demands put on the CenterStage and the Community Room. Boston Properties has a property placeholder for their next projects areas adjacent to the Reston Town Center Metro station. How that develops will be a topic for us to explore on a community basis as the year progresses.

Vicky asked about the Boston Properties timetable. Leila said there will be discussions this year about what kinds of financial contributions would be needed (from county, developers, etc.). Bill P. noted the

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potential performing arts center would be part of Boston Properties Phase 2 there, and there is still a long-term lease in place for the current major office tenant on that land, so it will be a few years before work gets underway.

Bill K. said we need to make a determination about whether RCC Hunters Woods can be expanded. Leila said we have explored it in great detail with the conclusion that our footprint and capacity need to stay the same in regard to the parking overlay and how many people may occupy our facility simultaneously. We do not own the parking lot. The only way to change the parking overlay is if (Hunters Woods Village Center owner) Edens plans another overall redevelopment. The Resource Protection Area analysis we had completed said the grass area in the rear of the existing building is fine for expansion, but the only thing we could build there would be non-public use (storage, office). Michelle asked if we could add storage and convert existing storage to more meeting space. Leila said we could not because it would increase public capacity of the facility, which would increase parking requirements.

The suggestion of leasing additional space, such as empty space at Hunters Woods Village Center, was brought up. Leila said we could do that to add programming, but for the money it would cost she questions whether it would be worthwhile. There would also be potential challenges with executing an actual lease agreement.

Building Community: Leila said RCC has made a very concerted effort to connect to the community with an expanded outreach program directed to businesses and multi-family buildings. We have also been a major partner in the Opportunity Neighborhood Initiative. Putting programs where the people are is a critical effort we are undertaking, and Collaboration and Outreach Director LaTanja Jones has worked very hard to achieve those relationships. Opportunity Neighborhood has been a great pathway into the schools (Dogwood, Forest Edge, and Langston Hughes among them). The data shows we are doing well with people with young children and those over 70. We are still looking for ways to engage with busy potential patrons ages 30 to 50.

Leila will meet next with Comstock about more programming at BLVD/Reston Station. As new mixed-use developments get approved, it increases our opportunities for programming in those settings. Programs at developments (such as Comstock's) have been well received. They are also cost effective as it involves contracting rather than staffing. Property managers appreciate it as they don't necessarily have programming expertise.

Dick asked about expanding partnerships with businesses. Leila said our partnership with the Greater Reston Chamber of Commerce (GRCC) is successful (Ethics Day, GRCC prospective member event at RCC, as examples). While there are many ways to improve relationships with the business community, it is difficult because businesses are concentrated on their day-to-day functions and some are not aware of the benefit that employees are Reston-status patrons as a function of that.

Paul asked about big businesses involvement in the Chamber. Leila said we have a good relationship with Leidos and Bechtel. Bechtel executive Charlene Wheelless is the current Chamber president. Paul said some personal outreach to employees in key positions with those companies could be valuable.

Bill P. suggested finding ways to leave printed materials with employers so staffers won't have to look up things online. Leila said that is the point of the fans we distribute at the summer concert series locations and other marketing collaterals we distribute at Chamber events.

Dick asked if lunchtime programming would expand RCC's reach. Leila said RCC recently organized four lunchtime performances at Reston Town Center (RTC), geared toward employees there. There are plans to expand that series and partner with Greater Reston Arts Center (GRACE) and George Mason University to deliver lunchtime programming and programs in relation to the public art installation coming to RTC this spring.

Programs: Leila said we will talk at length Saturday about the needs analysis and that will entail conversation about programming challenges and population trends. We are looking for ways to engage

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the whole community and to be as fully inclusive as we can be. A good example of our efforts is the mindfulness painting program at the Embry Rucker Community Shelter, which has 4-6 regular participants. That is a good number considering the transient nature of the residents there.

The communications outreach for the pool closure was considered very successful. We have printed 430 Construction Passes so far. Bill P. suggested periodic updates to remind public of partnerships. There will be construction updates on the website page devoted to the construction project.

Branding and Messaging: Leila said the communications team has been successful, especially in deepening social media efforts and connections, as well as expanding our Constant Contact outreach with three electronic newsletters. The team is working in support of accreditation benchmarks by doing “thought leader” posts to connect our programs to a study or news story. Social media has become the community’s go-to place for weather-related updates.

Paul asked about the board getting talking points in order to give accurate information when speaking to people. Leila said since 2019 is RCC’s 40th year, we can create an RCC 101 piece or video for people to use to really understand who we are, how we are funded, and why we are different from other agencies or organizations doing similar types of activities. Leila described the video project going on this year with Rebekah Wingert to stand up six short videos (three or so minutes) about RCC that will populate the RCC YouTube Channel. We are also going to have to replace the website eventually. There is still a great need to stand up a community calendar, but that idea has not gotten traction because the Chamber’s “Reston Marketing Initiative” didn’t resolve differences about how that effort should be focused. RCC will use the website replacement effort to incorporate a community event calendar into our structure and figure out how we can administer the content effectively and efficiently.

Internal Capacity and Financial Planning: Leila said progress is being made on the accreditation process. The Board of Governors now has an Ad Hoc Accreditation Committee; Bill B., Vicky and Bill P. are serving. The accreditation process involves addressing 153 standards for best practices in meeting community needs in park and recreation agencies. Accreditation will enable us to gather our materials in an easily accessible format, reference it and use it. Ideally, we will make the formal application in the summer, between June and August.

Data Review on Participation and Fee Waivers

Leila directed everyone to the data packets in their folders. Some of the main points:

- Getting people to make long-term commitments is getting more challenging.
- Falling numbers in Aquatics are likely a function of people being aware we are going to close; the break, renovation and new programs will hopefully reverse that trend.
- The increase in fee waivers has been a function of greater awareness with Opportunity Neighborhood outreach.
- The Zip Code breakdown shows there are fee waivers in all three Reston Zip Codes.
- Ages 1-14 comprise the bulk of our youth participation, driven primarily by the summer camp programs.
- Customer satisfaction is very much in line with what it has been in past years. As a result of reviewing accreditation requirements, we incorporated a question that allows patrons to indicate whether or not their RCC experience enhanced their quality of life or skills.

Leila said when we get into conversation about a needs analysis, there may not be the same depth of awareness of who we are as in the past due to how much the community profile is changing.

Financial Review

Leila said there will be a Finance Committee meeting in January. She directed meeting attendees to the financial documents in the folders to see where reserves are sitting as a function of the aquatics renovation. The Aquatics Renovation project allocation is a big footprint in the reserves use. The contractor estimate came in about 5 percent below where expected, which is helpful because it supports resources for contingencies.

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Discussion of the financial outlook included the uncertainty of the bigger economic picture prompted by the current federal government shutdown and how that might impact our local economy.

Conclusion

Karen Cleveland directed all to consider what updates need to be made for the next Strategic Plan. That will be what underlies our work on the content of the needs analysis, which is our topic for discussion on Saturday.

The meeting adjourned at 3:55 p.m.



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 5, 2019**

Present were:

- Michelle Moyer, Chair
- Bill Bouie
- Beverly Cosham
- Dick Stillson
- Bill Keefe
- Lisa Sechrest-Ehrhardt
- Bill Penniman
- Bill Bouie
- Vicky Wingert
- Paul D. Thomas

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- John Blevins, Deputy Director
- Karen Goff, Public Information Officer
- Cheri Danaher, Arts Education Director
- Brian Gannon, Facility Services Director
- Pam Leary, Customer Service Manager
- Harun Rashid, Network Administrator
- Fred Russo, Facility Supervisor
- Renata Wojcicki, Finance Director
- Bebe Nguyen, Communications Director
- Matt McCall, Aquatics Director
- Karen Brutsché, Leisure and Learning Director

Facilitator: Karen Cleveland

Guests

None

Introduction

Beverly Cosham called the meeting to order at 10:05 a.m. Karen Cleveland welcomed participants. Karen reviewed key words for 2019 and encouraged staff and board members to add to the list. She asked if anyone had thoughts about Friday's data review and strategic plan updates.

Leila said she was thinking about information. Though we live in the information age, information is still a fundamental challenge of our work. Penetrating the noise and getting meaningful information to people is a challenge for all civic, arts and nonprofit organizations.

Dick asked why RCC's webpage needs an overhaul. Leila said the nature of our work has changed. The website needs to be able to host a community calendar, which the current software cannot do. We have other limitations with the current structure and need something with a more robust content management system that allows for updates more easily.

Paul said we need to keep an eye on evolving devices as the mix keeps changing. What worked well for laptops needs to work well now for mobile phones and tablets. An open source software platform is probably best for evolving needs. BeBe said current analytics show that last year 56 percent of visitors to RCC's website are desktop users; 43 percent are using mobile or tablet devices. Some use both.

Bill Penniman asked what kind of access the public would have to a community calendar and how would posts be vetted. Leila said as a government agency we have control over content because we can establish criteria for content that is consistent with our mission. Bill P. recommended we get clear definitions from the county attorney's office. A discussion ensued about RCC's parameters for content.

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The criteria used for our community bulletin board were described: posted material has to be non-commercial, relevant and from a Reston-based nonprofit or another government agency. Leila said the calendar would not be focused on meetings as people invested in organizations already know when the meetings take place. The group discussed intellectual property and usage when links on RCC's site take visitors to arts organizations that stream content. The group then turned to discussion of community surveying.

Michelle asked about how we will reach people who are not already engaged with RCC. Leila said that is part of the job of consultants we will work with from The Weldon Cooper Center for Public Services/Center for Survey Research at the University of Virginia. Leila talked about the county arts survey and said one approach is to conduct a traditional survey of the community and another could be to use a pre-selected panel of people who have volunteered to participate in surveys and who mirror the demographics of the community. The latter is less expensive, but has slightly higher margins of error. If we do the panel, we will still have to do a lot of education about panels.

Dick asked where RCC is in the survey contractor selection process and planning. Leila said the county has a contract with The Center for Survey Research; we will not have to go through a Request for Proposals (RFP) process. We will want to engage with partners and be sure we are mindful of the overlaps between our concerns and those of the Fairfax County Park Authority (FCPA), Reston Association (RA) and so on. We would be interested in discovering people's priorities for leisure-time experiences and what prevents them from participating in programs.

Paul said a key to growth is to continue holding public events, particularly as new mixed-use and multi-family developments open. That will be high-impact marketing and perform better than paper in mailboxes. Doing this requires funding directed to public space experiences and programming. We want to be seen as the provider of choice for outdoor summer concerts and related experiences.

Dick asked where he can get a list of all the development projects that have been proposed and perhaps completed in the last couple of years. Karen G. said RA keeps a development tracking spreadsheet on its website. It is updated monthly. Dick questioned whether Fairfax County's projections regarding how many new Reston residents will be coming are too low. Leila said the projections are created by the U.S. Census, professionals with Fairfax County agencies and the science around these data models. How quickly the community grows and related population growth will also be dictated to a great extent by the level of market demand and the types of demand (commercial space, retail space, residential options).

Leila noted that a good example of this market impact is the current state of the already-approved plans for The Spectrum. The Spectrum was approved for a large mixed-use redevelopment almost 10 years ago, but the shopping center is still realizing a profit in its current form so it has not been touched. Paul mentioned Akridge's planned 24-story office tower on Reston Parkway, which has also been approved for years but is not close to being built. Leila said the timing that is important to RCC is when the first shovel of dirt is turned. That is when the property valuation shifts from the existing valuation; it doesn't achieve its highest valuation until it is occupied. She noted that the critical RCC role in the development process is to make sure public spaces can be used for programming (i.e., ensuring there is enough electricity and public restroom space) with advice to project developers or county staff involved.

Lisa said it seems like some in the community are fighting over projects that have already been approved. Leila noted that our focus has to be on being nimble enough to serve new housing structures and audiences and at the same time serve our longstanding affiliations and patron bases.

Bill P. said it would be prudent not to count on property tax revenue before we get receive it. Leila agreed and said RCC's RCLCO study from five years ago projected we can expect an average of 3 percent growth annually in the 20-year period they looked at but that through that period, there would be potential fluctuations. Recessions can still happen.

January 5, 2019 Long Range Planning Meeting (Strategic Planning Session)

Dick said if you just count Boston Properties' planned developments, you get more than the current growth estimates. Bill P. said that is incorrect as Boston Properties will build office and commercial first, and existing office buildings with empty space will result in falling valuations and taxes which will have a negative effect on revenue. He advocated being conservative about revenue estimation and suggested that the pace of development occurs in fits and starts – it is not a straight through-line from proposal approval to execution.

Leila said the three most important macro financial factors for RCC to consider in future planning will be serving a growing population, reaching people conveniently (where they are), and rebuilding and appropriately managing our reserves.

Preparing for Next Strategic Plan

Karen C. asked for participants' thoughts in four areas: Facilities, Community Outreach, Communications and Programs. She asked board and staff to write down thoughts and priorities on posters around the room. Vicky asked if we should first ID to whom we are asking the question. A discussion ensued about the challenges of reaching RCC non-users. Highlights of input to areas of survey/needs analysis investigation:

Communications

- What do people use for decision-making information?
- How to reach Hispanic Community
- What enhancement to online registration would you like to see?
- How did you learn about this?
- How would you communicate this information to others?
- How can we better communicate with you?
- Online everything – push and pull
- Would you like to have the capability to share enrollment with friends?
- What is your preferred method of communication?
- Last Splash – Matt noted Media's communication outreach helped make this event a success; Leila noted that the special nature of that pool event also gave it wide community interest.
- Would you use a weekly online calendar?

Programs

- What would be a "wow" program you would attend and bring teen/20s friends to?
- What programs would capture 16 to 55 year olds?
- What prevents you from recreating?
- What are your passions for attending/enrolling?
- What are your preferred price points?
- Drop-in or on-demand programs?
- Expanding programs for home-employed and other daytime uses; lunchtime programs at workplace
- New trends/interests
- What new programs would you want? What should we drop?
- Where do you want programs to be delivered?
- How easy is it to fit recreation into lifestyle? How can RCC accommodate you online?
- Focus on new residential construction

Outreach

- How did you learn about this program?

January 5, 2019 Long Range Planning Meeting (Strategic Planning Session)

- Outreach for users with special needs
- Communicate with large companies about group activities and competitions.
- How do you access information?
- What would be an appealing experience at work or where you live?
- Other than time, transportation and cost, what are other barriers to participation?

Facilities

- Does RCC need new venues for performing arts? Visual arts?
- Should we have a new RCC or redesigned RCC?
- What would people like to see better, more or new? What facilities are lacking?
- Does RCC need indoor parking?
- What drives your decision not to go to an RCC facility?
- How to improve the public perception of Hunters Woods?
- Is accessibility to location an issue? Do you need accommodations?

Karen C. asked attendees to look at the Needs Analysis sample questions/concerns and compare them to the sample document of possible questions. Some of the suggestions: have fewer questions, add a question about familiarity with RCC and add a question about what benefits your family personally.

There was further discussion about including questions about fee waivers and reaching each sector of our community. We want the sampling to include the full spectrum of demographics for age, gender and economics. We will discuss that with the consultants. Other engagement possibilities include focus group discussions where participants are preselected via demographics, or a public-facing survey encouraging opt-in participation across all demographics, where there would be an oversample, then reducing results against actual demographics. There was discussion about obtaining an accurate sample and explaining the validity of sampling opinion using a small number of respondents.

Leila said there will be further discussion about the sampling process at the February combined Community Relations and Program/Policy Committee meeting with our stakeholders and community members. The proposed scope of work could be presented in March; question development in April/May; deployment of the survey in June and the resulting analysis being done in the summer with a final report in September. Leila said we do not have to complete the survey before we apply for accreditation.

Bill B. offered information from the Park Authority's recent needs analysis work. He said people don't travel from Reston to other facilities such as Cub Run, Spring Hill and Oak Marr. He said Park Authority studies show a new recreation center in Reston would immediately be the system's biggest revenue-producing facility. There are plans to build it in Block 12 of Reston Town Center North. It could be paid for with developer proffers and possibly bond money. The biggest indoor recreation facility needs identified from FCPA research are 50-yard pools, volleyball and basketball court space, exercise space and meeting rooms.

Bill B. noted other Park Authority improvements that are coming in Reston at Baron Cameron Park and Lake Fairfax Park.

Closing

Karen C. asked for one-word impressions from attendees. The most common answers were energized, proud, learning and excited after the two-day discussion.

The meeting adjourned at 2:05 p.m.



RESTON COMMUNITY CENTER



Board of Governors and Management Team

Annual Strategic Planning Sessions January 4 and 5, 2019 Reston Association Conference Center

AGENDA

Friday, January 4 2:00 p.m. to 4:00 p.m.

Strategic Plan Updates:

- Plan document - annotated
- Data review on participation/customer satisfaction

Financial Review

- Review of fiscal year through November 30, 2018
- Review of expense planning document for Capital/Non-Capital projects, maintenance, equipment

Saturday, January 5 10:00 a.m. to 2:00 p.m.

- Review; comments; overnight inspirations
- Discussion of planning and programming initiatives and efforts
Working Lunch
- Briefing on Arts Market Study
- Discussion on future Needs Analysis Study

*Reston Community Center
Strategic Plan
2016 – 2021*

*Adopted by Reston Community Center's Board of Governors
June 6, 2016*





VISION

Reston Community Center enriches lives and builds community for all of Reston.

MISSION

To create positive leisure, cultural and educational experiences which enhance the quality of life for all people living and working in Reston by:

- Providing a broad range of programs in arts, aquatics, recreation, enrichment and life-long learning.
- Creating and sustaining community traditions through special events, outreach activities and facility rentals.
- Building community through collaboration and celebration.

VALUES

In accomplishing our Vision, RCC will be:

- A respectful organization that supports and nurtures its constituents, patrons, volunteers, board and staff;
- A welcoming community resource committed to improving citizens' quality of life in Reston;
- A builder of Reston's sense of place and community traditions;
- Celebratory of people's traditions and cultural and recreational aspirations;
- An active partner with other Reston organizations;
- An organization free of physical, financial and cultural barriers;
- An accepting and open organization; and
- A responsible and accountable steward of community resources.

Reston Community Center Strategic Plan 2016 – 2021

INTRODUCTION

Reston Community Center underwent extensive discussion and community engagement to craft this Five Year Strategic Plan. Every January, board and staff gather for a Strategic Planning weekend to examine how we are performing and look ahead to coming challenges and opportunities. In January 2015, we anticipated the conclusion of our existing Strategic Plan and what issues we might address or continue to address in this Strategic Plan. During that year, we spent monthly Finance Committee and other Board Committee meetings considering not just performance but also trends that ought to be informing the 2016 – 2021 framework.

With January 2016's meetings, we embarked on engagement with our community and our partners to obtain their feedback and input, and this Strategic Plan reflects the bounty of creativity and thoughtful consideration they provided. We approach the years ahead confident that our partners will be with us; making Reston true to its foundational values and using them to provide the highest quality of life for all who live and work here.

Building on the success of the 2011 – 2016 plan, we look to the future with renewed commitment to these overarching principles of our work:

- RCC will expand Reston's access to cultural and recreational amenities, programs and services.
- RCC will leverage the strength of partnerships and collaborations with other Reston and Fairfax County agencies or organizations to serve the community.
- RCC will remain flexible in responding to changing trends and emerging community needs.
- RCC will deliver programs and services with superb and skilled staff using the best practices for stewardship of Reston's investment to maintain the public's trust.

The Strategic Plan 2016 – 2021 incorporates goals and objectives in the following focus areas:

- Facilities
- Building Community
- Programs
- Branding and Messaging
- Internal Capacity and Financial Planning

Ultimately, we want the people we serve to see their own future in this plan and to be excited about the possibilities it offers for their enrichment and enjoyment.

FACILITIES

Goal: *RCC facilities are flexible, technologically advanced, beautiful and environmentally friendly. RCC facilities are considered within the context of other community assets and planning for facilities.*

Objectives:

- a. To conduct market surveys and feasibility studies to determine optimum facilities and facility functions that will serve a growing and changing community. RCC's competitive context is becoming more complex and RCC facilities should be considered within increasing numbers of public and private options for recreation and cultural pursuits.
- b. To include existing users and community considerations as renovations and facility enhancements or new facilities are contemplated and implemented.
- c. To evaluate existing RCC facilities for their potential to meet market demands suitable to RCC's mission and to maximize their utilization.
- d. To maintain and renovate existing RCC facilities in responsive approaches to community needs.
- e. To incorporate and continuously update technology available to users that supports program and rental patron needs.

Update: January 2017

- Engagement planning for existing users and patrons launching in February 2017.
- Master Arts Plan Task Force: will conduct a comprehensive market and needs analysis consultant delivered study in 2017.

Update: January 2018

- Terry L. Smith Aquatics Center renovation project underway – community engagement, architect selection, project management in place. During 2018, planning, permitting, construction bidding. Projected start of construction: January 2019.
- Master Arts Plan Task Force – consultant for market study and needs analysis selected; planned time horizon to completion: six to nine months (January through September 2018).

Update: January 2019

- Aquatics renovation contractor selected: Branch & Associates.
- During renovation closure, Aquatics patrons will be accommodated by Herndon Community Center, Fairfax County/Reston YMCA and Reston Association; swim teams are relocated to Worldgate Sport & Health and Herndon Community Center. Reston Swim Team Association goes on practice hiatus during their winter season.
- Aquatics staff relocation and reassignment for January – October accomplished.
- Master Arts Plan Task Force – Consultant survey research complete; final report by March, 2019.
- Updated RCC Lake Anne entry – Including replacement of Jo Ann Rose Gallery doors with a wall resulting in newly added exhibit space, new audio-visual equipment and an updated digital marketing display system.
- Computer Classroom workstations/teaching system: replaced all 13 computers; installed a digital display system that includes integrated audio; updated software licenses.
- Replaced the CenterStage floor.

- Continued phases of LED lighting replacement project (work lights, house lights complete – phases of theatrical lighting underway).

BUILDING COMMUNITY

Goal: *RCC reaches the broadest possible levels of participation in civic life by seeking and implementing strategic partnerships with other Reston/County organizations to achieve collective impact for Reston. RCC's approach to collaboration is managed within an institutional framework that strengthens the community, leverages the partners' respective strengths and is consistent with Reston's founding values.*

Objectives:

- To coordinate efforts that assure Reston residents and businesses have broad knowledge of RCC programs and services and how those may appeal to employees and visitors.
- To identify and implement systems and resources that intersect with community initiatives that are supported by RCC's mission and coordinated with our partners.
- To be particularly attentive to cultural, health and wellness concerns developing in the community.
- To reach out to new neighbors and under-served areas of the broader community with programs and services delivered where people are and to leverage those experiences to inspire these "micro-communities" to engage deeply with the broader community.
- To support development of a community calendar of important event and activity dates in conjunction with our partners.

Update: January 2017

- Participating in Reston Marketing Initiative – March, 2017 deadline to resolve future of this undertaking.
- Sponsored the "RestON: Opportunity Neighborhood" Launch event in October 2016.
- If Reston Marketing Initiative folds efforts, prepare to stand up a Community Calendar as a function of RCC Community Building objectives.

Update: January 2018

- *Creative Connections* – introduced businesses/offsite locations to RCC offerings.
- Reston Opportunity Neighborhood (RestON) – RCC programming launched in neighborhood settings (Cedar Ridge, Southgate, and soon, Forest Edge Elementary School)
- RestON and the Region 3 Change Team – created inventory of school readiness and out-of-school-time (OST) providers.
- RCC Collaboration and Outreach department established – Reston Town Center programs offered in Kendra Scott and Scrawl Books retail stores.
- RCC Collaboration and Outreach director and team have met with more than one dozen property managers of residential complexes and are expanding outreach to local faith organizations to explore programming opportunities and the feasibility of scheduling programs in neighborhood-based, centrally located church sites.
- Reston Marketing Initiative – GRCC will focus on standing up a community calendar in 2018.

Update: January 2019

- *Creative Connections*: Continuing outreach to Reston Town Center businesses and area apartments – programs offered at Scrawl Books and the Harrison.
- Reston Opportunity Neighborhood (RestON) – Provided CPR and Beginning Sewing Classes at Cedar Ridge Community Center.
- After-school programs at Forest Edge and Dogwood elementary schools – Spanish Club, Fit and Fun Kids and Kid’s Yoga: 574 total participant visits.
- Collaboration and Outreach/Aquatics Department provided a “Lunch and Learn” with a presentation on water safety at Mountain View Alternative School. Will continue to work with the school on other programs to provide students information.
- Planned four RCC Fun Around Town events throughout the community – Family Zumba class in the Stonegate Community (50+ attendees), Ice Cream Social at St. Anne’s Episcopal Church (30 attendees), Community Block Party with Fairfax County Police at Crescent Community Center (50 attendees, 15 Police Officers) and a recreation opportunity at Cedar Ridge Community Center (canceled due to inclement weather).
- Designed and pitched a Women’s Empowerment program for a local corporation, Cooley LLC. Will continue to offer engagement with that company.
- Continued support of Neighborhood School Readiness Project by offering collateral at our pre-school drop-in events and by attending their quarterly meetings.
- Reston Marketing Initiative – Loss of staffing delayed GRCC implementation; will incorporate community calendar page in consideration of new RCC website FY20/FY21

PROGRAMS

Goal: *RCC programs evolve and adapt to a changing community; programs are delivered both in RCC facilities and other community settings to assure RCC offers programs where people are living, working and playing. RCC programs serve diverse interests and are high quality, well attended and affordable.*

Objectives:

- a. To use market analysis/needs assessment results to inform programming design and decision-making.
- b. To preserve the broadest possible access to offerings.
- c. To develop a system to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.
- d. To balance services to neighborhoods within Reston with programming that brings the community together and fosters a sense of belonging to the community as a whole.
- e. To explore the potential for RCC to sponsor intramural sports leagues for ages 12 and older.

Update: January 2017

- Recreation and community capacity building needs analysis to be designed for delivery in 2017. Will investigate intersections feasible with Park Authority efforts related to indoor recreation facility planning for Reston and will seek differentiation from Reston Association efforts to date.
- Fee Waiver program expanded in 2016; individual limit increased to \$250; income eligibility thresholds increased.
- In 2016: Launched eLearning (5 enrollees in first 6 months, 2017 goal to increase to 30).
- Expanded Langston Hughes Middle School after-school drop-in programming (increased by adding cooking workshops, fashion sewing workshop, Zumba fitness in addition to the Game Day offering. September through December: 3,053 drop-in visits).
- October to December 2016: offered four Minecraft clubs at Dogwood Elementary School serving third through sixth graders. September through December: 269 visits).
- Sponsored purchase of a garden tiller for Dogwood Elementary outdoor education program.
- Sponsored a greenhouse for Terraset Elementary outdoor education program.
- Presented a Yoga Workshop for residents of Harbor Park. Well attended; will continue pursuit of similar offerings there.
- Outreach to Harrison and BLVD pending.
- Planning to coordinate program offerings with Cornerstones for their Youth Summer Series to be able to support their Cedar Ridge, Southgate, Crescent and South Glade communities.
- Continued support of the YMCA Reston Kids Triathlon; expanded connections to youth triathlons to include training sessions for Amy's Amigos in 2016.
- Expansion of summer concert series to add a new Sunday series at Reston Town Center and a Friday series at Reston Station at Wiehle-Reston East Metro station.

Update: January 2018

- Deferring survey/needs analysis to after Aquatics renovation completion.
- Launched "Lifelong Learning" approach to programming for all adults – well-received and achieving better enrollment overall for the combined offerings.
- RCC's eLearning enrollment continues; additional four enrollees in 2017. Though not reaching our target, this continues to deliver essentially cost-free revenue to RCC and provides a service to patrons.
- Continuing after school programs at Langston Hughes Middle and Dogwood Elementary – achieving more than 3,700 visits from students in 2017.
- Expanding after-school efforts to include new programs at Forest Edge Elementary starting January 2018.
- Second showing of *Screenagers* documentary in March 2017 in response to terrific feedback from the fall 2016 screening.
- Supported the Halloween family fun dates at both Cedar Ridge and Southgate Community Center in October 2017.
- Co-sponsored and coordinated Back 2 School Bash at SLHS – now incorporated in ongoing RestON efforts.
- Coordinated and hosted the fourth annual Reston Camp Expo; January 2017 (515 attendees) – now incorporated in ongoing RestON efforts.
- New community event – Mom & Baby Expo, planned for May 2018.
- Collaboration & Outreach department launched the Creative Connections program, which places unique workshops and programs in both residential and commercial settings.
- Expanded Reston Station and Shenandoah outdoor concert series.

- Pilots: arts offering for adults with disabilities; summer studio for documentary filmmaking (teens); fitness camp for children with developmental disabilities – launching in 2018.

Update: January 2019

- Needs analysis research, consultant processes to be conducted in 2019.
- Implemented therapeutic improvisational class through ArtStream; classes are averaging 10 individuals with disabilities.
- Implemented new visual arts speaker series with Greater Reston Arts Center that includes “Creative Response,” a dialogue with creative professionals on the current exhibition; “In Their Own Words,” a conversation with current exhibiting artists on their work; “Insights,” a dialogue with curators and directors of major art institutions discussing the work currently on display. Each of these averages 15-25 individuals in attendance at the GRACE Gallery.
- Implemented a “Mindfulness Painting” program at the Embury Rucker Community Shelter. Program has served (average) 4 participants each week and resulted in 3 individuals displaying their work in an RCC art exhibit.
- Implemented a new pilot program entitled “Lunchtime Concert Series in Reston Town Square Park” (four events in June and September featuring dance, a rock band, a theatre performance and a jazz vocalist) serving 236 patrons (theatre event was rained out). Planning is underway for 2019 with George Mason University as the content partner.
- Began using QR codes in order to capture more survey results from patrons attending community events; still tweaking.
- Expanded after-school programs at Forest Edge and Dogwood elementary schools. Will continue to add programs based on family interests.
- Continued after-school programs at Langston Hughes Middle School – over 2,500 participant visits.
- RCC eLearning had some new registration in 2018. Still not hitting our goals, but has no expense related to promoting the program.
- Continued co-sponsoring and committee involvement with Back 2 School Bash at South Lakes High School (Part of RestON program planning.) Attendance was 1,402.
- Participated in a Dogwood Elementary School “Back-to-School Day” event which was formerly their “Back-to-School Night” – was an opportunity to provide information about RCC programs; more than 400 people attended.
- Coordinated and hosted the fifth annual Reston Camp Expo in January for more than 480 people visiting with 29 vendors.
- Held the first Reston Baby Expo in May 2018 – 123 attendees.
- South Lakes High School Teen Job Fair – worked with the school’s career center to provide information on area employment – more than 200 students attended. Will continue to work with this program.

BRANDING & MESSAGING

Goal: *RCC is recognized as an essential ingredient of the Reston lifestyle. RCC is a trusted community partner in achieving broad civic engagement and efforts that enhance Reston’s cultural, recreational and leisure-time experiences.*

Objectives:

- To build on market and needs analysis results to target marketing to appropriate audiences.

- b. To highlight RCC’s strengths and positive impacts on community life.
- c. To increase awareness of RCC through external and internal branding and marketing strategies that reinforce a distinctly “RCC” image.
- d. To use all available platforms to communicate – including digital, multi-language and traditional print.
- e. To develop and deploy an “app” for RCC and Reston – to be used on the spur of the moment by residents, employees or visitors to participate or enroll.
- f. To coordinate RCC marketing across and among partner platforms.
- g. To ensure messaging consistently reflects our vision, mission and values.

Update: January 2017

- Continuing to evaluate and refine existing print publications.
- Expanded social media outreach; continue efforts to use social media to launch communication products (2016: two monthly e-newsletters).
- Evaluating CMS for current website; possible transition to WordPress.
- Expansion of social media and digital outreach; increase in digital media relationships (e.g., Viva Reston, Reston Now, Reston Patch).

Update: January 2018

- Provided editorial content to Reston publications that demonstrate RCC’s vision, mission and values; Viva Reston; Reston Lifestyles; etc.
- Redesigned print publications to reflect Leisure and Learning changes (no 55+, new Lifelong Learning, Youth incorporating Teen/Family offerings) while reducing page count. This effort helps to minimize print and postage costs.
- Launched *PLAY* e-newsletter for youth 12 years and younger in April 2017.
- Social Media strategies:
 - More deliberate in linking fact-based evidence with our programs.
 - Sharing of current headlines/stories/studies to demonstrate that RCC and its staff are recreation professionals and thought leaders in their field.
 - Expansion of real-time and post-event social media presence.
 - RCC “Celebrates [holiday/”Hallmark” days]!” posts; built on natural audiences for holidays, occasions.
 - Better coordination with partners – sharing and re-posting their content when we are sponsors.
 - Facebook: Average non-profit engagement is 4.5%; our sample average is 4.7%; we have 2,347 “followers” and have greatly improved our organic reach through rigorous pre, near, real-time, and post-event posting as well as tagging and sharing with partners and content providers.
 - Twitter: Average non-profit engagement is 1.6%; our average is .8%; currently have 1,002 followers.
 - Instagram: Average for non-profit pages is 2.29%; our average is 5.35%; we currently have 466 followers after launching our presence in February 2017.

Update: January 2019

- Began highlighting RCC’s strengths and positive impacts on community life through published fact-based evidence: weekly social media thought-leader posts continued.

- Maximized online tools (e.g. Facebook Boost, Instagram add-ons such as Countdown Clock, Snapchat geotagging and filter features) to reach specific demographic groups.
- Acquired a digital display monitor and in process with acquiring applicable cloud-based software to enhance onsite communications at RCC Lake Anne.
- Social Media:
 - Expanded real-time and post-event social media presence.
 - Leveraged Fairfax County's newly launched Spanish-speaking radio station to communicate about RCC programs and events in Spanish.
 - Continued coordination with partners – Tagging, sharing and re-posting content. Leveraged Facebook Events Calendar function to expand reach with partners.
 - Continued use of Constant Contact to send email messages and three monthly e-newsletters to more than 14,000 contacts.
 - Facebook: we have 2,737 “followers” and have greatly improved our organic reach through rigorous pre, near, real-time, and post-event posting as well as tagging and sharing with partners and content providers.
 - Twitter: We currently have 1,170 followers.
 - Instagram: Launched in February 2017; we currently have 1,053 followers; 72% of whom are women. Our largest age group: 25-34. Our Instagram reach has been built on natural audiences for holidays and occasions.

INTERNAL CAPACITY & FINANCIAL PLANNING

Goal: *RCC achieves accreditation from the National Recreation and Parks Association (NRPA) demonstrating that we employ best practices with sound governance and stewardship to deliver the optimum results for our community. RCC financial planning considers facility development impacts within a ten-year time horizon.*

Objectives:

- a. To assure that equitable access and practices are principles applied to programs, services and facilities.
- b. To add tools, processes and systems approaches that are consistent with NRPA accreditation requirements to existing policies, procedures and governing documents where necessary.
- c. To employ user-friendly online enrollment and/or purchasing options.
- d. To develop and deploy easy-to-use feedback loops for programs and services evaluation.
- e. To consider long-term facility-related demands and other relevant factors in financial planning for capital projects, core budget considerations and reserves management.

Update: January 2017

- Adopted new Fee Waiver program practices.
- Accreditation efforts underway; staff to attend NRPA workshop in February 2017 (coordinated via Park Authority). Employee Manual draft in progress.
- RecTrac upgrade scheduled in February 2017. Achieved new gateway processing contract in 2016.
- Refinement of Capital Project and Reserves strategies in January 2017.

Update: January 2018

- Accreditation team progress: establishment of Knowledge Owl web location for documentation, Operating Guidance Memoranda in progress, Board review of OGMs in spring 2018.
- RecTrac upgraded. Exploring potential for use as publication platform.
- Capital project and reserves management strategies established to support TLS Aquatics Center renovation project.
- Agency audit completed in 2017 by Fairfax County Internal Audit team. Recommendations made and implemented to update practices in purchasing, time keeping and PCI Compliance (credit card security). Created current and compliant Operating Guidance Memorandum for financial practices related to billing and reconciliation.

Update: January 2019

- Established a Board of Governors Ad Hoc Accreditation Committee to review collected draft Operating Guidance Memoranda (OGM) for policy-related areas.
- RecTrac upgrade complete; publishing module acquired – launching with Summer Program Guide 2019.
- Capital Project/Capital Maintenance planning tool implemented.
- Compliance calendar established for Financial OGM operation; Booking & Reconciliation Specialist position established and filled.

METHODOLOGY

To meet the Goals and Objectives of the Reston Community Center Strategic Plan 2016 – 2021, the Board and staff establish annual work plans/budgets and associated criteria for success. Measures we use annually across programs and services areas tell us that our direction and activities are sound, e.g., participation, cost recovery within targets, patron satisfaction feedback and community meetings or other types of engagement. There are also specific measurable objective outcomes associated with the five focus areas of this plan. The staff reviews our plan objectives and the associated activities with the Board of Governors every January. From February through June, culminating with the Annual Public Hearing for Programs and Budget, the Board and staff report our progress in achieving our objectives; gather new information from the community; adjust if needed to changing circumstances; and produce the next budget and capital improvements/maintenance plans accordingly.

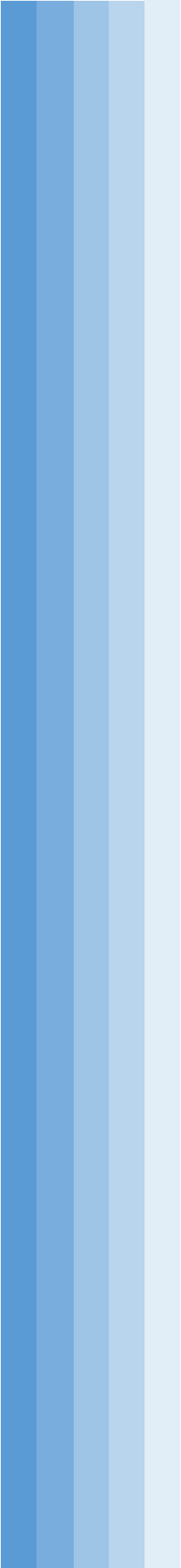
General Evaluation/Measurement Tools

These data points are benchmarks that will be reflected in our budget documents and Annual Reports.

- a. Participation and Program Highlights
- b. Customer Satisfaction Surveys – Programs and Services
- c. Cost Recovery
- d. Business Systems Performance for Patrons – Use of e-commerce; social media metrics

Facilities

Outcomes to be measured with respect to “Facilities” Goals and Objectives include:

- 
- a. Market surveys and feasibility studies are completed (addressing both recreational and cultural/arts environments). Results are shared with the community and stakeholders.
 - b. Renovation and capital project/maintenance plans for existing facilities include updated technology, address current and future program participation and provide for high levels of utilization.

Building Community

Outcomes to be measured with respect to “Building Community” Goals and Objectives include:

- a. Participation in RCC programs and services by the community, particularly Reston employees, is increased.
- b. RCC outreach to various Reston neighborhoods is established.
- c. A Reston marketing campaign with multiple partners is established that includes a community calendar function.

Programs

Outcomes to be measured with respect to “Programs” Goals and Objectives include:

- a. Market analysis and needs assessment provide direction to program planning and implementation.
- b. Agreement frameworks are established that outline the relationships between RCC and partners or program sites.
- c. Reston’s “Opportunity Neighborhood” initiative reaches under-served youth across the community to improve their health, academic performance and wellbeing.
- d. The best role for RCC to play to foster more youth involvement in intramural sports activities is determined.

Branding and Messaging

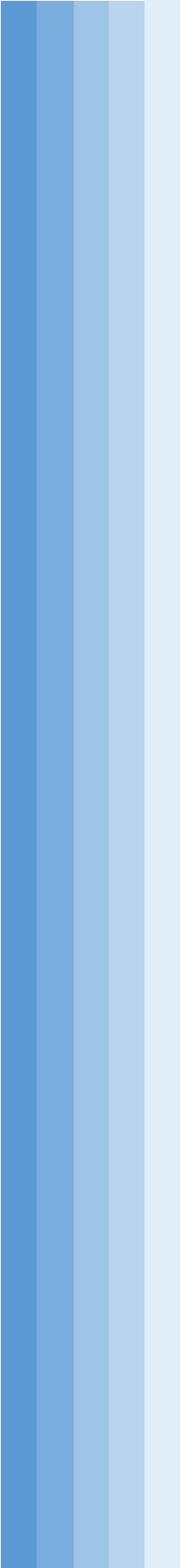
Outcomes to be measured with respect to “Branding and Messaging” Goals and Objectives include:

- a. Communication platforms expand and feature new inclusion strategies such as use of non-English language formats.
- b. RCC has communications strategy agreements with its partners.
- c. The RCC “app” to promote enrollment and/or involvement is deployed and use can be measured.

Internal Capacity and Financial Planning

Outcomes to be measured with respect to “Internal Capacity and Financial Planning” Goals and Objectives include:

- a. RCC is NRPA accredited.
- b. Online transactions comprise a significant level of enrollment and other purchasing.

- 
- c. A Ten-Year Capital Project/Maintenance Planning Framework is established that includes funding strategies.

CONCLUSION

Strategic planning is an approach to marshaling resources to achieve a common good with purpose and efficiency. This plan is not set in stone – it is intended to be a guide to help us stay on course, adjust course or change course as our community circumstances may prescribe. It’s a plan that will seek involvement from the people we serve and reflect their interests and contributions. We look to the future with excitement and are mindful of the period of change ahead for Reston. Given the Reston hallmarks of inclusivity, creativity and imaginative planning, we are confident the years ahead will be Reston’s best – for the people of our great community and their community “center.” Let’s get started!

RCC 2018 Year in Data

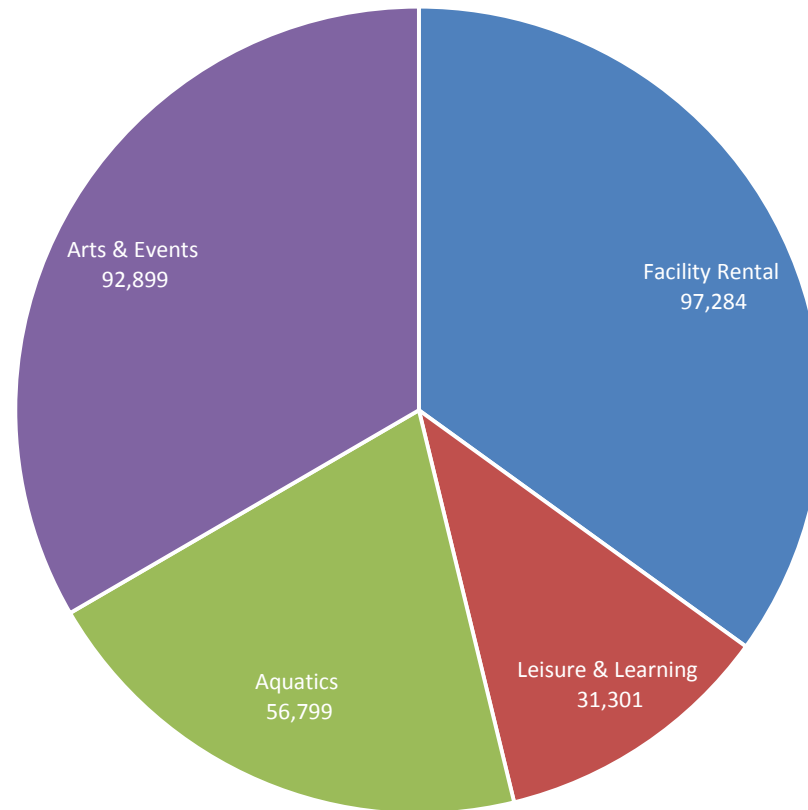
Strategic Planning Sessions

January 4, 5 – 2019

RCC Board of Governors and Management Team

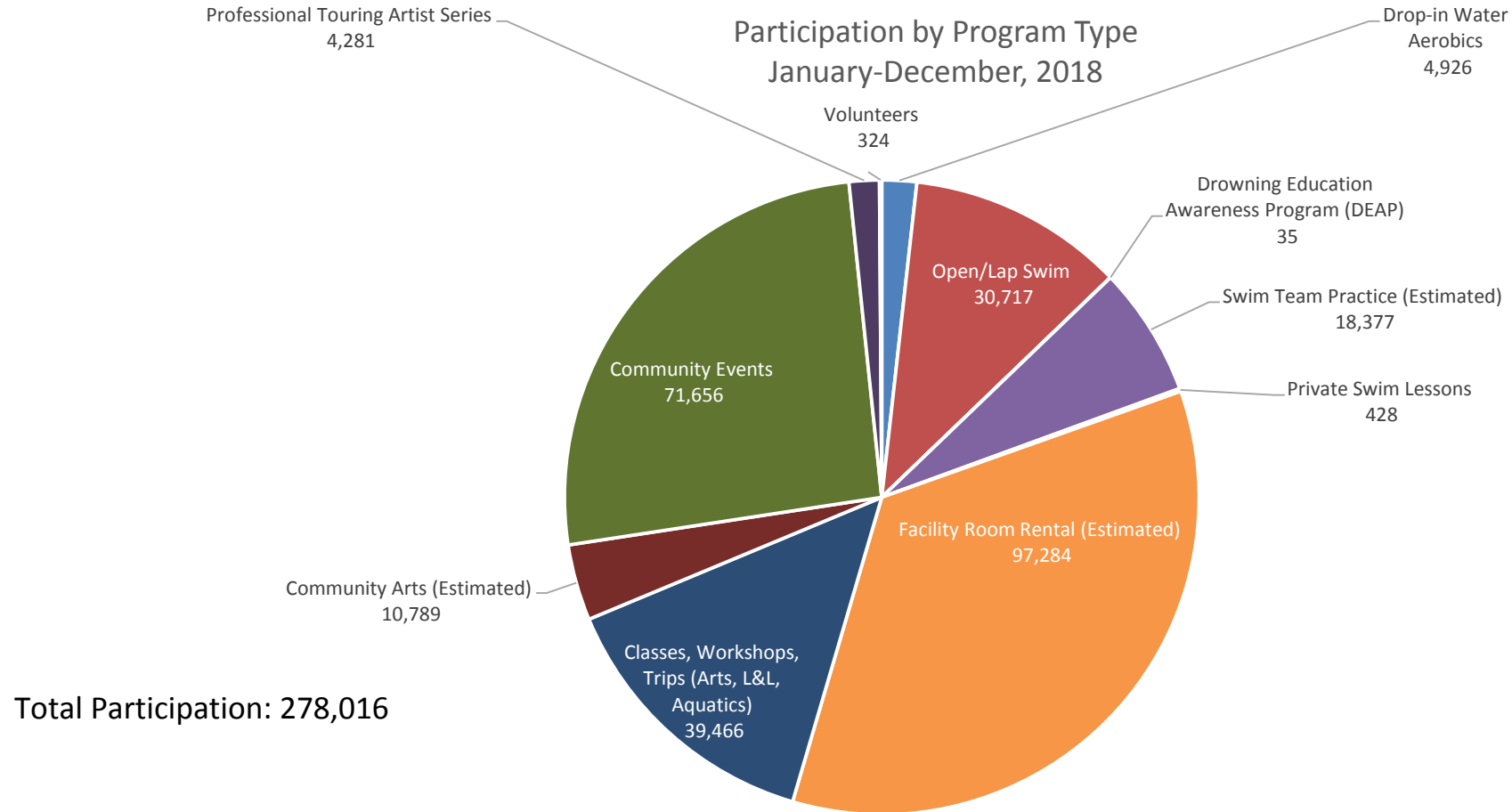
RCC 2018 Year in Data: Participation

Community Participation by Line of Business
(January 1 - December 31, 2018)

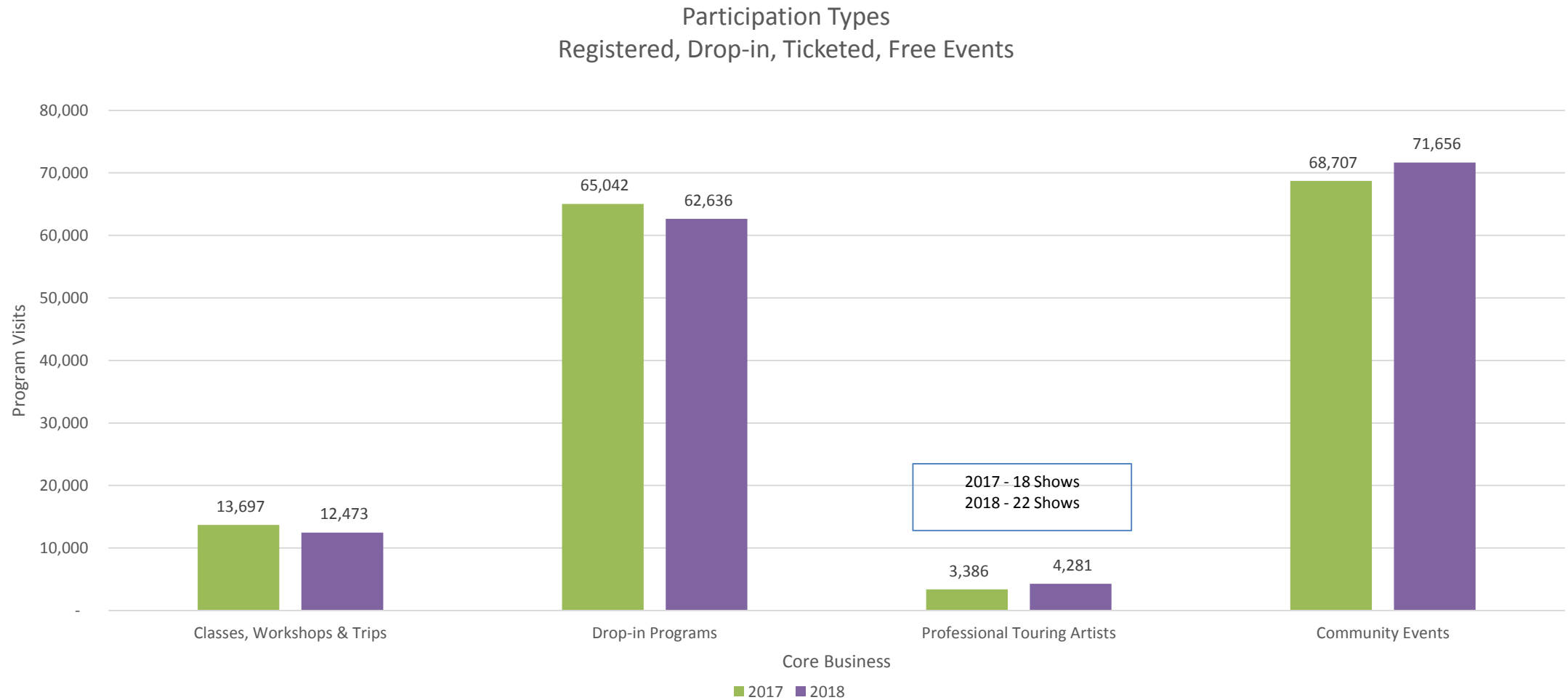


Total Participation:
278,016

RCC 2018 Year in Data: Participation by Program Type

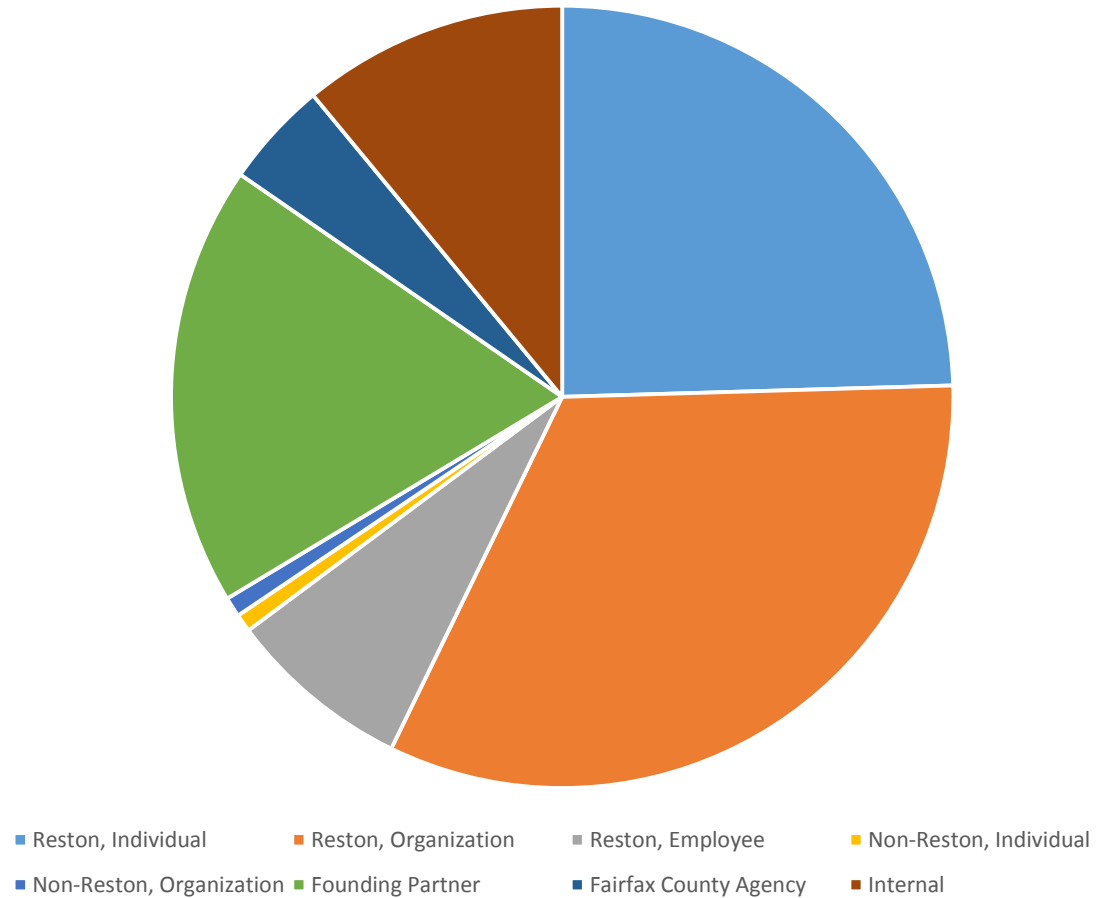


RCC 2018 Year in Data: Comparative Picture of Participation



RCC 2018 Year in Data: Facility Rentals

Rental Hours by Household Type



RCC 2018 Year in Data: Rental Hours by Household Type

CATEGORY	HOURS USED						
Reston, Individual	1,733						
Reston, Organization	2,307	Facility Rentals Attendance		97,284*			
Reston, Employee	538						
Non-Reston, Individual	52						
Non-Reston, Organization	58						
Founding Partner	1,289						
Fairfax County Agency	310						
Internal	776						
TOTAL RENTAL HOURS:	7,063						
BREAKDOWN BY FACILITY AREA:							
CenterStage Hours	662						
Pool Hours	386						
Meeting Room Hours	6,015						

*does not include pool or theatre rentals.
The attendance figure represents unique visits, not unique individuals.

RCC 2018 Year in Data: Fee Waivers Households/Household Members Served

307 Households served

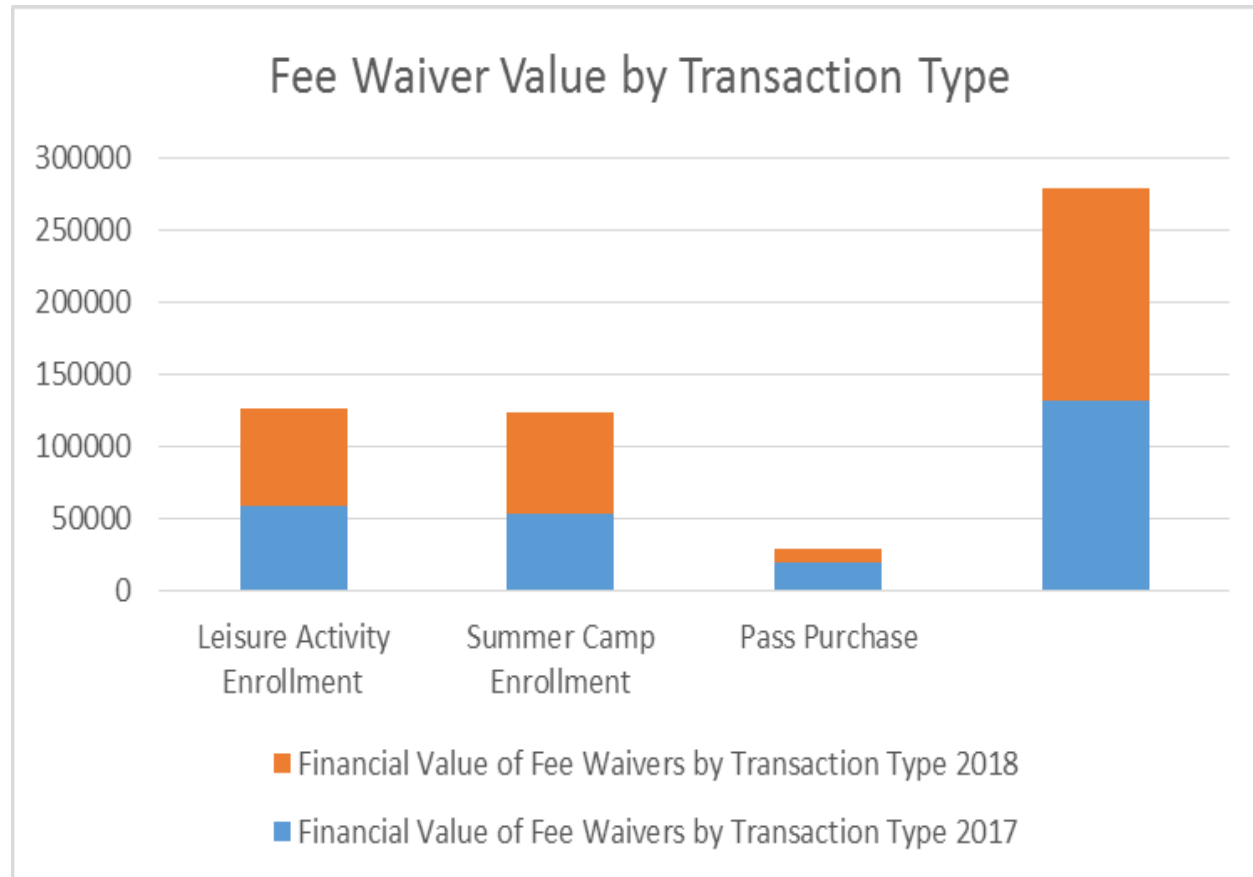


with 532 unique family members

RCC 2018 Year in Data: Fee Waiver Values

In 2017, \$12,000 worth of Senior 12 month passes were issued.

In 2018, annual passes were not sold due to the pending renovation.



	2017	2018
Leisure Activity Enrollment	58,835	67,492
Summer Camp Enrollment	53,880	70,080
Pass Purchase	19,382	9,540
	\$132,097	\$147,112

RCC 2018 Year in Data: Fee Waivers Ages Served

Ages	Number of Fee Waiver Uses	Percent
1-10 years old	153	23
11-20	143	22
21-30	5	1
31-40	17	3
41-50	24	4
51-60	18	3
61-70	45	7
71-80	169	26
81-90	72	11
91+	1	0
	647	100

RCC 2018 Year in Data: Fee Waiver Use Zip Code Breakdowns

Zip Code	20190	20191	20194	Other (Employee)
Passes	34	93	1	3
Summer Camps	23	52	12	7
Classes	173	227	15	7
TOTALS	131	372	28	17

RCC 2018 Year in Data: Customer Satisfaction

			High quality program		Enhanced Life/Skills		Reasonable cost		Appropriate location		Helpful staff		Would recommend	
		Forms Returned	SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%
Leisure and Learning														
	Lifelong Learning	1195	73%	22%	59%	29%	79%	16%	75%	22%	80%	15%	81%	16%
	Fitness	367	90%	8%	85%	12%	88%	10%	85%	13%	89%	8%	90%	9%
	Youth/Teen	309	73%	23%	55%	29%	72%	27%	85%	14%	86%	13%	53%	17%
	Collaboration and Outreach	43	86%	12%	62%	35%	74%	21%	81%	18%	81%	16%	84%	13%
	Average each:		80%	16%	65%	26%	78%	18%	81%	17%	84%	13%	77%	14%
	Strongly agree avg + Agree avg:		96%		92% *		96%		98%		97%		91%	
Aquatics		87	56%	44%	45%	55%	48%	51%	74%	26%	80%	11%	84%	16%
	Strongly agree + Agree:		100%		99% *		100% *		100%		92% *		100%	
Arts and Events														
	Arts Ed	564	83%	14%	78%	19%	74%	23%	78%	21%	83%	14%	86%	13%
	Comm Events	960	82%	17%	65%	24%	88%	9%	87%	12%	82%	17%	87%	14%
	PTAS	391	90%	10%	77%	19%	88%	11%	88%	11%	87%	10%	91%	9%
	Average each:		85%	14%	73%	21%	83%	15%	84%	15%	84%	14%	88%	12%
	Strongly agree avg + Agree avg:		99%		94%		98%		99%		98%		100%	
Facility Rentals		97	77%	22%	46%	18%	79%	18%	88%	9%	80%	14%	82%	13%
	Strongly agree + Agree:		99%		64% **		97%		97%		95% *		96% *	

*result is from rounded underlying values

**most checked "not applicable"

RCC Capital Project/Capital Maintenance – Three Year Outlook

Item/Description	FY18/FY19	FY20	FY21
<i>RCC Hunters Woods Facility (Non-theatre, Non-Aquatics)</i>			
Backstage RTU (A/C Unit) Pending analysis of LED lighting impact	85,000		
Solar Panels Reduced to accommodate RCC LA Entry/Gallery Project; FMD RFP in FY19	200,000 185,000		
Mtng. Rm. Tables & Chairs (Year 1 of 2)			60,000
Phase 3 Roof Rplcmnt.			200,000
Replace Rms. 1-4 Dividers			30,000
Replace carpet TLS Aq Ctr Entryway			15,000
<i>RCC Lake Anne</i>			
Replace Gallery Doors Increased to accommodate new A/V equipment	30,000 45,000		
Replace Customer Service Desk			50,000
Replace Wellness Studio Floor			10,000
Lake Anne Oven		11,000	
<i>Theatre Projects</i>			
CenterStage Floor Replacement	171,589 181,699		
Audio-Visual Controls	24,609 14,499		
LED Lighting Conversion (Multi-year)	125,000		
Projection Screen		15,000	
Seating/Aisle Lights			120,000
CenterStage Carpet			15,000
Rigging Wire Rope Rplcmnt.			50,000
Follow Spots Rplcmnt.			13,000

Equipment or Systems Lists – Non-Capital

Item/Description	Cost Total (Operating)	Fiscal Years - Budgeted
Assisted Listening Devices CenterStage/CR	6,200	FY19
CenterStage Sound System Supplements	11,000	FY19, FY20, FY21
Community Events Wireless Systems	19,000	FY21
Moving Lights	30,000	FY18, FY19, FY20
Line Sets Remote Control	5,000	FY19
Wireless Microphones Replacement	28,000	FY19
Computer Classroom (Screen, Cameras, Flash, etc.)	12,000	FY20
Woodworking Shop Components	7,500	FY20
Gallery A/V Upgrade	8,100	FY19 (moved to RCC LA project)
Wellness Studio/Fitness Studio Sound Equip.	2,000	FY20
RCC HW & LA Task Chairs (50 employees) Unit Price = \$800.00	40,000	FY21, FY22
Item/Description	Cost Total (Operating)	Not Budgeted
Add'l HD Digital Video Equip. for the CenterStage	15,000	Maybe FY21? Demand?
Additional HD Equipment (Video) for CR	31,000	Depends on Demand
CenterStage Digital Sound	7,500	Maybe FY21? Demand?

Type	Revised FY19 Budget	FY19 YTD	Remaining Balance	% Budget Target
Beginning Fund Balance	7,889,826	7,889,826		100.00%
Revenue:				
Taxes	7,933,739	6,352,708	1,581,031	80.07%
Interest	3,000	55,564	-52,564	1852.14%
Vending	1,600	606	994	37.86%
Aquatics	149,000	88,811	60,189	59.60%
Leisure and Learning	419,716	192,997	226,719	45.98%
Rental	171,875	109,869	62,006	63.92%
Arts and Events	321,906	185,507	136,399	57.63%
Total Revenue	9,000,836	6,986,063	2,014,773	77.62%
Total Available	16,890,662	14,875,889	2,014,773	88.07%
Expenditures:			0	0.00%
Personnel	5,527,909	2,025,646	3,502,263	36.64%
Operating	2,787,077	1,735,659	1,051,418	62.28%
Sub-Total Non-Capital Expenditures	8,314,986	3,761,305	4,553,681	45.24%
Capital Projects	6,848,408	465,382	6,383,026	6.80%
Total Expenses	15,163,394	4,226,687	10,936,707	27.87%
Revenue less Total Expenses	-6,162,558	2,759,376	-8,921,934	-44.78%
Ending Fund Balance	1,727,268	10,649,202		616.53%
FY19 Revised Budget includes:				
1. Beginning Fund Balance: FY18 agency balance of \$6,831,530 brought forward into FY19 increasing the beginning Fund Balance to \$7,889,826.				
2. Operating Expenses: An increase of \$10,600 made to account for FY18 Carryover purchasing obligations related to the agency's operating requirements.				
3. Capital Projects: A total increase of \$5,812,091 for encumbered purchasing and unencumbered capital projects balances and funding for Natatorium renovation.				

Snapshot of RCC Fiscal Performance as of November 2018.

Considerations:

- Upcoming capital purchasing (projects, maintenance, equipment replacement)
- Impact of aquatics renovation – estimating on expenses and revenue with no history
- Tax base has been increasing, but the outlook generally for the economy is getting murkier
- Timelines for indoor rec center (Park Authority) and new performing arts venue (Boston Properties placeholder)

QUESTION SECTION: Types of Program/Facility Participation

1. Please check ALL of the types of RCC programs that you or a member of your household has participated in within the past 12 months:

- RCC Aquatics Offering [consider prior to RCC renovation project]
- RCC Program or Class [by category?]
- RCC Visual Arts exhibitions
- RCC Community/Special Event
- RCC CenterStage Performance – Professional Touring Artist Series
- RCC CenterStage Performance – Community-based Arts Organization
- RCC Outdoor Concert Series [? By location—is that relevant?]
- RCC Facility Rental
- RCC Rides (55+ Transportation Program)
- RCC eLearning (online education)
- None

2. If you have participated in an RCC program in the past year, please rate the quality of each category in which you participated.

	Excellent	Good	Fair	Poor	Not Applicable
RCC Aquatics Offering					
RCC Program or Class					
RCC Community/Special Event					
RCC CenterStage Performance – Professional Touring Artist Series					
RCC CenterStage Performance – Community-based Arts Organization					
RCC Outdoor Concert Series					
RCC Facility Rental					
RCC Rides					
RCC eLearning					

QUESTION SECTION: Perceptions of Benefits & Reasons for Participation

To what extent do you agree that you and/or your household personally benefit from participation in programs, activities and events offered by Reston Community Center in each of the following ways?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Increased connectedness to community					
Enhanced quality of life					
Improved health & well-being					
Provide recreational experiences to those who otherwise may not be able to participate					

2. When choosing to participate in a Reston Community Center activity, what THREE criteria would you identify as being the most important to your household? Please select THREE items below.

- Quality of Instructors
- Affordability/Value
- Ability to learn a new skill
- Artistic reputation for excellence
- Conveniently scheduled (location, time of day, day of week)
- Opportunity for socialization, meet new people
- Quality of Facility
- Need for physical exercise
- Short duration (one-time workshop or limited course schedule)
- Online course (e-Learning)
- Drop-in program (no pre-registration required)
- Other [open-ended comment]

QUESTION SECTION: Barriers to Participation

1. Please CHECK ALL the reasons that prevent you or other members of your household from participating in Reston Community Center activities, classes and programs.

- I do not know what is being offered
- I do not know the location of the facilities
- Program times are not convenient
- Location is inconvenient

- Parking is inconvenient
- Activity fees are too high
- I use a private business/facility
- Preferred program not offered by RCC
- I do not have transportation
- I use other County or local organizations
- Program is full/waitlisted
- Lack of quality programs
- Facilities lack the right equipment/amenities
- Security is insufficient
- Not accessible for people with disabilities
- Registration for program is difficult
- Poor Customer Service by Admin Staff
- Poor Customer Service by Instructional Staff
- Facilities are not well maintained
- Other [open-ended comment]

2. Please select ALL other types of culture/recreation service providers you or a member of your household has used in the past 12 months.

- Private health and fitness clubs
- YMCA Fairfax County Reston
- Reston Association
- Fairfax County Park Authority
- Department of Neighborhood and Community Services (Southgate Community Center, Reston Teen Center)
- Neighborhood Community Site Provider (list Reston Opportunity Neighborhood sites)
- Private Instruction (e.g. Dance, Martial Arts)
- Youth Sports Leagues
- Adult Sports Leagues
- Churches/Faith Communities
- Professional theaters
- Community theaters
- Concert venues
- Clubs and/or dance venues

3. When do you prefer to participate in programs and activities at RCC?

a. Please select your preferred timeframe:

- Weekday (Mon-Fri)
- Weekend (Sat)
- Weekend (Sun)

b. Please select your preferred time of day to take classes:

- Early Morning (6-8am)

- Morning (9-11am)
- Afternoon (12-4pm)
- Evening (5-7pm)
- Night (8-10pm)

QUESTION SECTION: NEEDS - Recreation Programs and Facilities Needs/Unmet Needs

Note: This can be a very long and explicit list. For discussion, we simplified the first part by collapsing types into broader categories such as Preschool Programs, School Age programs, Adult programs, Programs for older adults, Arts & Events programs, Fitness & Wellness, etc. These questions are part of the community needs assessment approach that NRPA recommends – they want to see how an agency is fulfilling needs and determining unmet needs.

1. Please indicate if YOU or ANY MEMBERS living in your HOUSEHOLD have a need for each of the programs listed below by indicating YES or NO next to the program. Programs in this context means classes, workshops or other similar types of offerings – as distinct from events.

	YES , my household has a need for this program	NO , my household does not need this program
Toddler/Preschool Programs (0-5 years)		
School Age Youth Programs (6-18 years)		
Adult Programs (18 + years)		
Older Adult Programs (55+ years)		
Aquatics Programs		
Community Events		
Enrichment/Education Programs		
Fitness & Wellness Programs		
Performances, Lectures, and Film events		
Performing Arts Programs		
Social Programs		
Therapeutic Recreation programs		
Visual Arts Programs		
Volunteer/Community projects		

2. If your household has a need for a specific program, how well are your needs being met?

	Met	Not Met	Not Applicable
Adult fitness and wellness programs			
Adult continuing education programs			

Adult cooking programs			
Adult performing arts classes (acting, voice)			
Adult dance classes			
Adult day and weekend travel programs			
Adult learn to swim instruction			
Adult martial arts programs			
Adult nature programs			
Adult organized sports programs			
Adult technology programs			
Adult visual arts (drawing, painting)			
Athletic/Fitness special events			
Before and after school care programs			
CenterStage – Professional Artist Series			
Culturally-specific events (ethnic perspective)			
Lap swimming			
Learn to Bike classes/Cycling Groups			
Multi-generational programs			
Programs for older adults			
Programs for people with disabilities			
Programs for preschool age			
Programs for teens			
Visual Arts Exhibitions			
Volunteer/community projects			
Walking/biking groups			
Water fitness programs			
Youth camp programs			
Youth cooking programs			
Youth fitness and wellness programs			
Youth learn to swim instruction			
Youth martial arts programs			
Youth nature programs			
Youth open play			
Youth performing arts (acting, voice)			
Youth sports classes/programs			
Youth technology programs			
Youth visual arts (drawing, painting)			

3. Reston Community Center offers more than 2,000 activities each year. Please select the importance of these program or event or activity categories:

	Critically Important	Important	Somewhat Important	Not Important	Neutral/ No Opinion
Toddler/Preschool Programs (0-5 years)					
School Age Youth Programs (6-18 years)					
Adult Programs (18 + years)					
Older Adult Programs (55+ years)					
Aquatics Programs					
Community Events					
Fitness & Wellness Programs					
Performances, Lectures, Films					
Performing Arts Programs					
Social Programs					
Therapeutic Recreation programs					
Visual Arts Programs					
Visual Arts Exhibitions					
Volunteer/community projects					
Enrichment/Education Programs					

4. Please indicate if you or any members of your HOUSEHOLD have a need for each of the facilities listed below by answering YES or NO next to the facility.

	YES , my household has a need for this type of facility	NO , my household doesn't need this type of facility
Indoor lap swim pool		
Indoor therapeutic pool		
Indoor exercise and fitness facilities		
Outdoor fitness station/equipment		
Indoor gym space		
Indoor visual arts studio		
Indoor art display space		

Outdoor public art		
Indoor performance space		
Outdoor performance space		
Indoor multi-purpose areas		
Indoor meeting rooms/rental space		
Professional kitchen		
Indoor technology lab		

Note: Optional (we can include these facility/recreation options below if we're curious about the community's need that goes beyond RCC's typical assortment of facility offerings)

- Basketball courts (indoor)
- Basketball courts (outdoor)
- Futsol court
- Gymnastics space/equipment
- Pickleball court
- Playgrounds
- Rock Climbing wall
- Skatepark
- Soccer (indoor)
- Soccer (outdoor)
- Soft play room for children and/or people with disabilities
- Water spray ground

Note: Once the list of facilities is determined, we would then ask if their facility needs are being met.

Note: The final question in this segment is to list the facilities and ask which are the MOST IMPORTANT to their household.

QUESTION SECTION: CUSTOMER SERVICE/INFORMATION

1. Please rate the quality of customer service provided by Reston Community Center staff:

- Excellent
- Good
- Fair
- Poor

Optional: We can include a question asking the respondent to rank instruction/service provided by instructional staff, too.

2. Please rate the quality and ease of registering and/or purchasing tickets with Reston Community Center:

	Excellent	Good	Fair	Poor	Not Applicable
Online registration					
In-person registration					
By mail/fax registration					
Box Office ticket purchasing					
Box Office online Ticket purchasing					

Sources of Information

3. How do you learn about the services that are offered by Reston Community Center? (Check ALL that apply.)

- From friends and neighbors
- Reston Community Center website
- Reston Community Center emails
- Reston Community Center Brochure/program guide
- Newspaper
- Social media (Facebook, Twitter, etc.)
- Schools/PTA
- Community Flyers
- Other

QUESTION SECTION: Looking forward - Likelihood of engaging with RCC

4. Reston Community Center often seeks feedback from residents to improve and design leisure, arts, and recreation programs and services. How likely, if at all, would you be to engage with RCC in information gathering processes?

	Very Likely	Somewhat Likely	Not at all Likely
Provide feedback through additional surveys			
Communicate directly with staff			
Provide comments and feedback through social media			
Attend web-based public meetings (a meeting that can be attended online scheduled for a set time)			
Attend public meetings or focus group discussions			
Attend a Board of Governors meeting			

Attend a telephone engagement meeting (like a radio call-in show, but by phone with staff and/or Board of Governors members)			
--	--	--	--

QUESTION SECTION: OPTIONAL Questions for future marketing purposes:

	Very Familiar	Somewhat Familiar	Never Heard of It
RCC Rides Program			
RCC Drowning and Education Prevention Program (DEAP)			
eLearning (RCC online educational courses)			

OPTIONAL: Demographic questions

Age, race, zip code.

OPTIONAL: Open ended response

At the end we can have a summary section to allow for any type of comment or we can orient the answer to future programs, such as, "Are there programs that you would like to see RCC offer to better serve you and your household?"



Community Profiles Fairfax County, VA

You are currently viewing: Reston

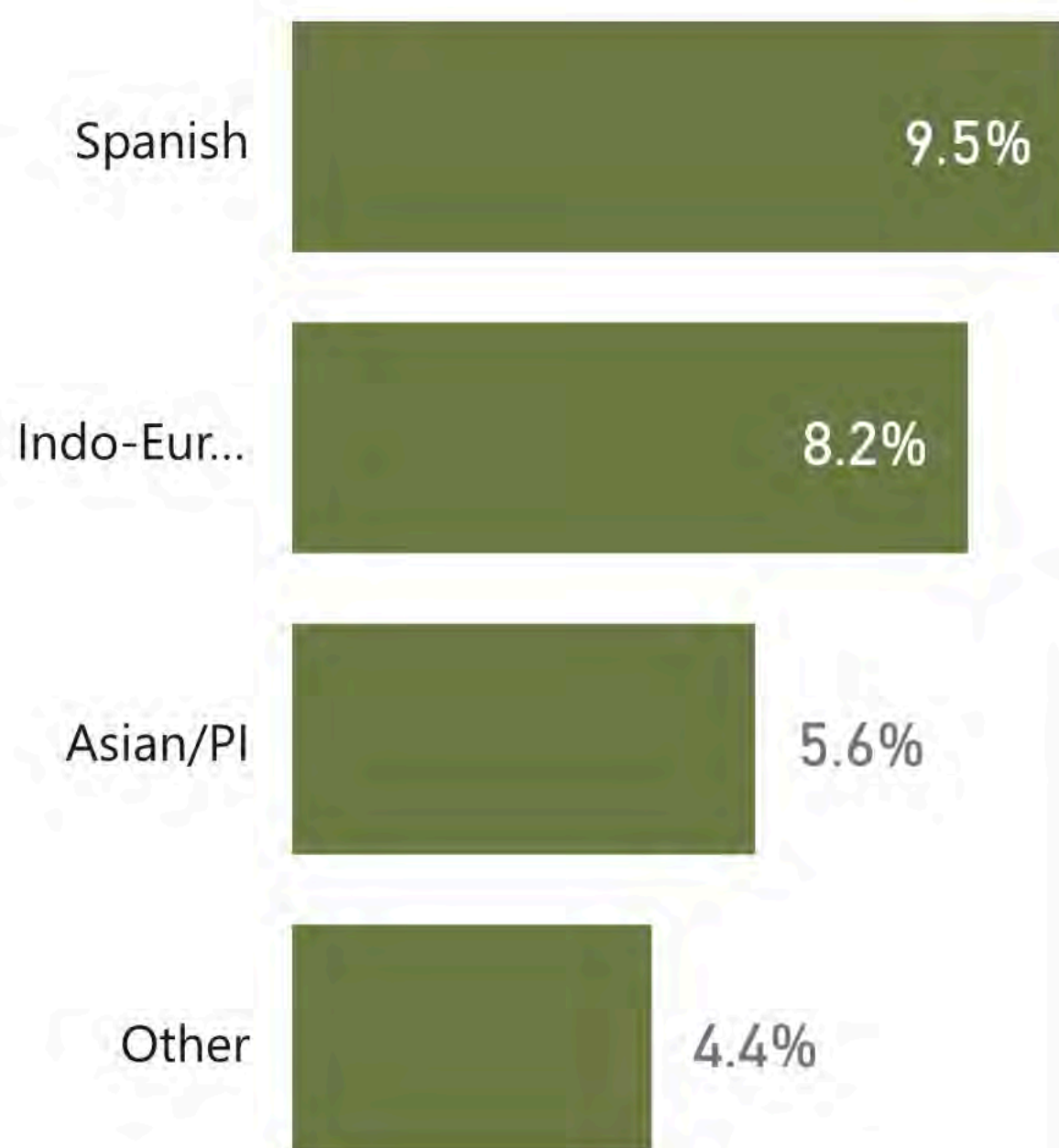
Select a different community:

Use the arrows to scroll left or right for more communities.

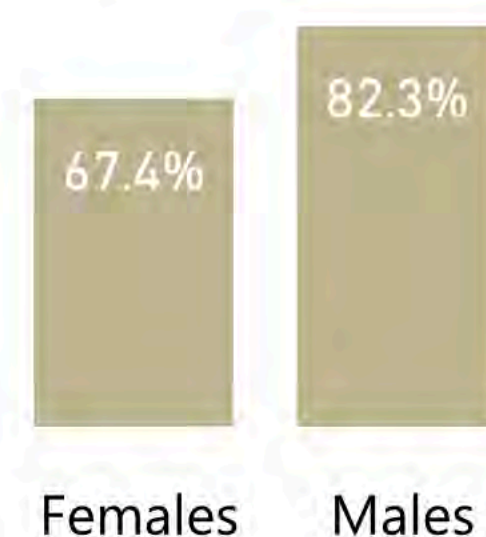


27.7% of residents speak a language other than English at home.

Languages Spoken at Home Persons Age 5 and Older

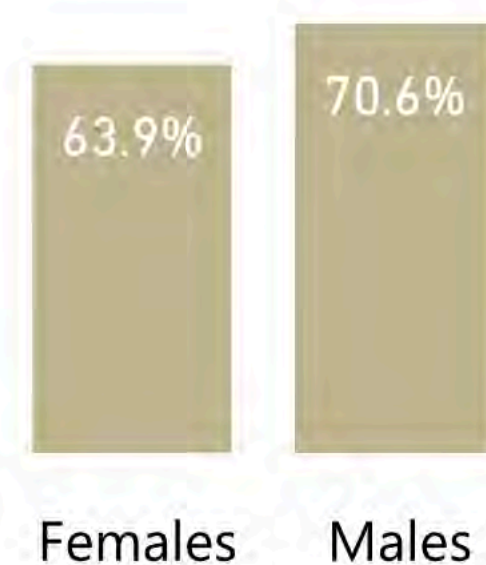


Labor Force Participation Persons Age 16 and Older



28.9 minutes is the average travel time to work.

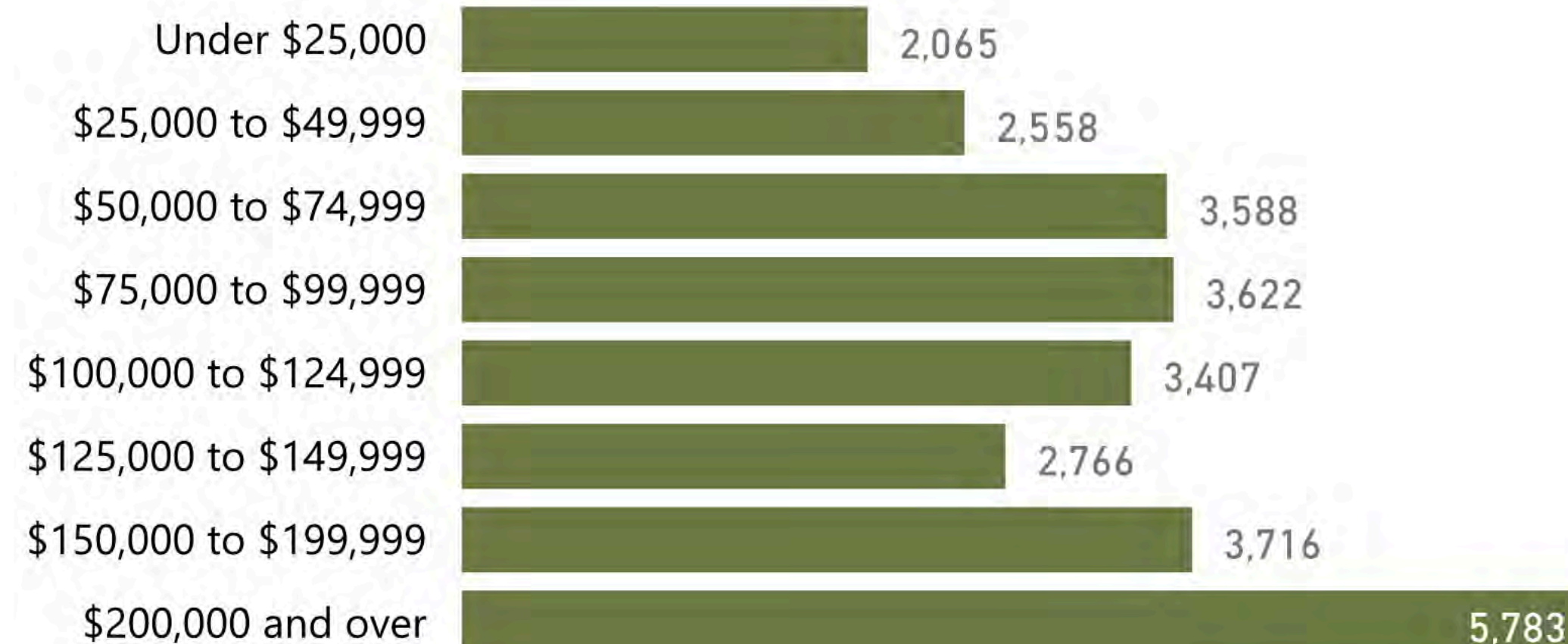
Bachelor's Degree or High... Persons Age 25 and Older



2018 Population: **63,774**

2023 Population Forecast: **68,957**

Household Income



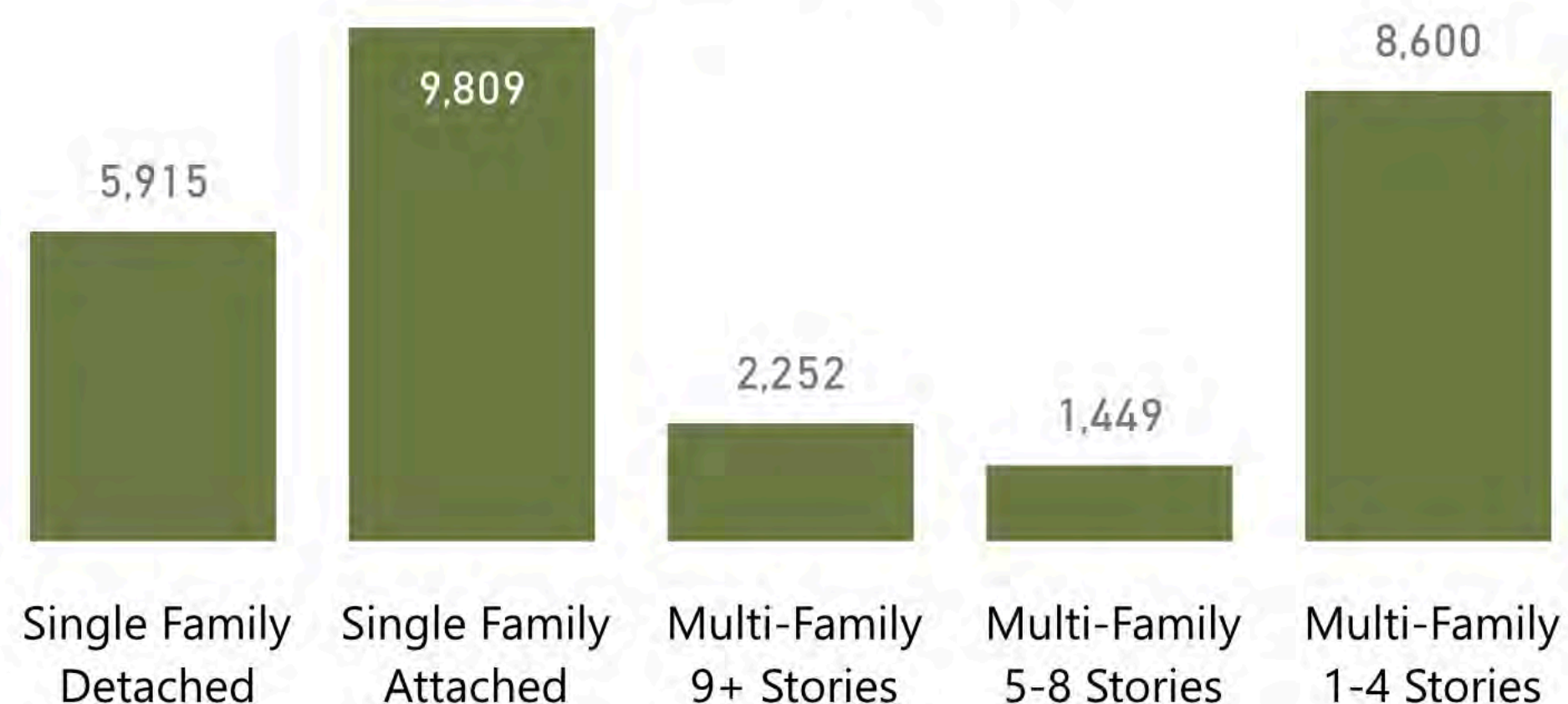
7.3% of residents are below poverty.

69.3% of housing units are more than 30 years old.

Commercial & Industrial Gross Floor Area



Housing Units by Type



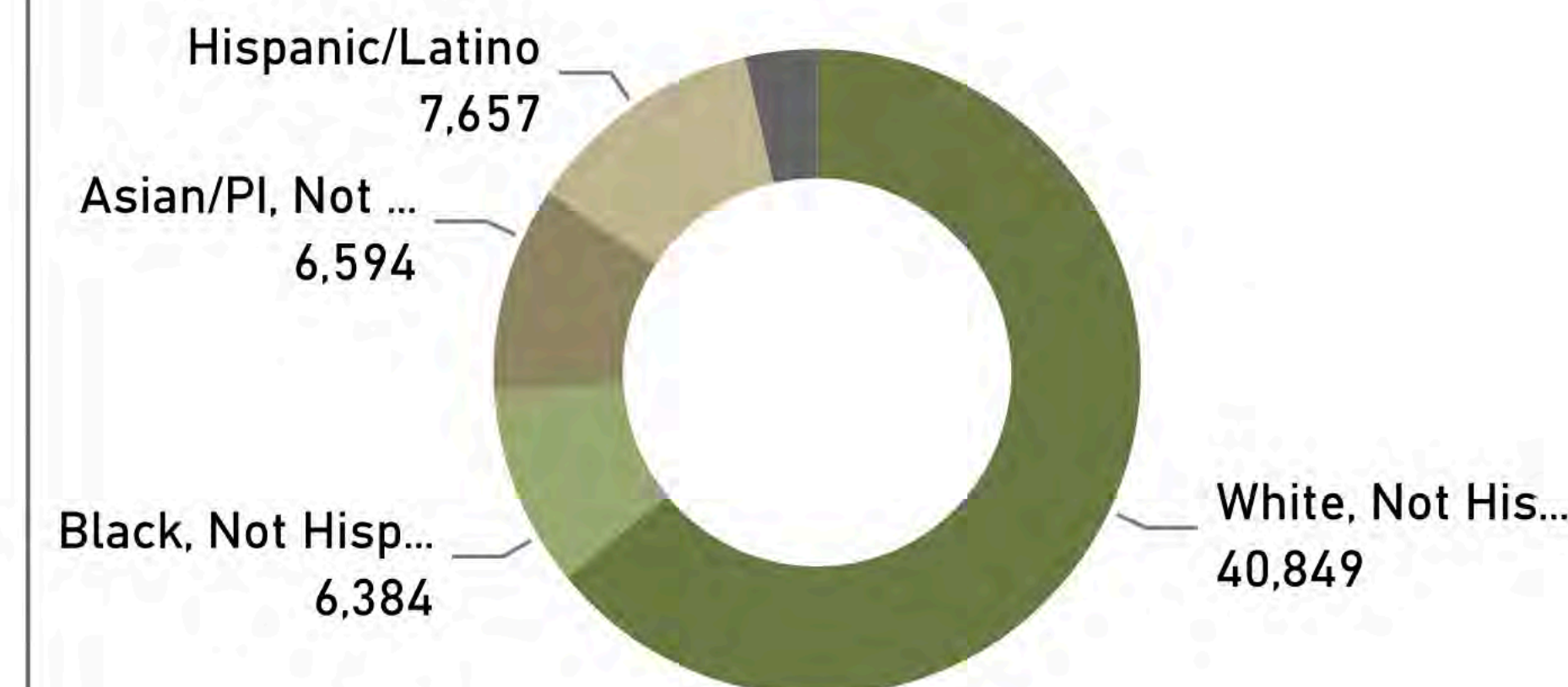
Persons by Age & Sex

● Females ● Males



51.9% Female **48.1%** Male

Persons by Race & Ethnicity



Sources: U.S. Census Bureau, 2017 five-year American Community Survey and Fairfax County Economic, Demographic and Statistical Research, 2018 Integrated Parcel Lifecycle System (IPLS) data.

Prepared by: Anne Pickford Cahill, Fairfax County Economic, Demographic and Statistical Research.

Note: Estimates may not sum to totals due to rounding.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS FINANCE COMMITTEE
JANUARY 28, 2019**

Present:

- Paul Thomas, Chair
- Bill Bouie
- Michelle Moyer
- Dick Stillson
- Bill Keefe

Absent and Excused:

- Bev Cosham

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- John Blevins, Deputy Director
- Karen Goff, Public Information Officer

The Chair called the meeting to order at 6:30 p.m.

Leila directed attendees to a planning tool that was originally created for management team staff, but would be helpful for the finance committee, particularly new member Dick Stillson, to see budget planning milestones laid out in the course of a year. As we get into the time of the fiscal year where three budget cycles and planning overlap, it should be a good tool.

Leila asked attendees to turn their attention to the financial documents (year-to-date through December 31, 2018).

Revenue – Leila said revenue is on track. The remaining \$74,000 in tax revenue is expected over the next months. Dick asked about the seasonality of taxes. Bills go out in Fairfax County in July and December. Leila said we see the bulk of tax revenue come in in July and December since the majority of taxes are paid through escrow. When we see small amounts come in at other times, it is mostly from people paying taxes that are not automatically part of their mortgage, Paul explained. Paul pointed out the differences between this type of payment arrangement and homeowner association dues payments.

Other line items from revenue categories are on track; equipment sales aren't generally projected in the budget as we aren't certain of the timing or sales potential for surplus equipment.

Leila said Line 6 (cultural arts organizations) is a clearing line. At the end of the year that number should be zero as the money goes through us for arts organizations. We will miss our Aquatics revenue projection by a substantial amount. That is partly because the pool is closed, of course, and people also anticipated us closing for the last six months, Leila said. It is a reminder of why we need to hit the ground running when we reopen. We will hit our Aquatics rental revenue target, the December report status reflects the timing of payments.

Dick asked if we are getting any financial benefit or cost from our aquatics community partners (Herndon Community Center, Reston Association and YMCA Fairfax County Reston). Leila said we are not; the

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construction pass only identifies a person as an RCC patron. Money to swim at a partner's pool is paid directly by the patron to that partner.

Leila said she is doubtful we will hit the Collaboration & Outreach revenue figure. She said we are finding people are not as interested in establishing a relationship with us if a fee is involved. But she feels it is worthwhile to do the outreach to build relationships and create awareness in these locations of RCC offerings.

Personnel – In Aquatics, Leila anticipates there will be more savings in personnel due to the pool closure, canceled activities and staff vacancies. That should result in substantial third-quarter savings.

We began the fiscal year with vacancies (Deputy Director, Leisure and Learning Director, retirement of executive assistant). We anticipate saving money as a consequence of position turnover. We try and budget conservatively at full occupancy for the whole year. We may be looking at some uncertainty for exempt positions in FY20 and FY21 as we will likely have greater staffing needs with the two pools after the renovation but no track record of how operations will actually occur initially.

Michelle asked about the red numbers in FY2019 reallocations from Administration and Booking. Leila said that represents Nick Burt's new fulltime position, which took from both of those budgets. Dick asked what exempt means. Leila explained those positions do not earn benefits, overtime, paid leave, etc. Leila reminded attendees that personnel expenses lag behind two weeks because of the payroll timing. Michelle explained that "exempt" in Fairfax County's context is essentially the exact opposite of the meaning of "exempt" as used in the Fair Labor Standards Act.

Operating – Leila went over the reminders for interpreting the totals in the columns on this page. Purchase orders are created for the whole amount needed in many cases for the entire fiscal year, but then are spent as the year goes on. Months where you see a red number for net expenditures is a function of the way purchasing happens and the number of months it takes to spend the money. Some purchase orders may close out without expenses totaling their original amount – the balance is returned to the budget category's available funds and the net of all the activity in a particular cost center may then show as either a negative or a positive number in any particular month.

Leila said we will be discussing the upcoming community survey/needs analysis in the Community Relations/Program Policy meetings in February and March. We have no allocation for that (expected to be \$100,000-150,000), but the money will have to be reallocated from anticipated savings in other areas. Because the activity involved will cross fiscal years, the purchase order balance will be "carried over" into FY20. That information is conveyed to the county in our FY19 carryover package. Unspent balances from purchase orders for which we expect to have activity in FY20 will be added in the appropriate budget category.

Dick asked about the budget allocations for Media/Sponsorships in Personnel and Operating categories. Leila explained that cost center's budget covers all our advertising, print collaterals and sponsorships for community events such as the holiday parade and the Northern Virginia Fine Arts Festival. She further explained that costs include all funding for four full-time and one part-time staffing on the Media team. Dick also asked if the Performing Arts category is just the Professional Touring Artists Series (PTAS). Leila said it covers that, but also operating and maintenance costs of the CenterStage, as well as the salaries and pay for the staff supporting that operation. That includes the PTAS as well as an extensive community arts season presented by our rental patrons.

Capital Projects – The big project is the Aquatics renovation. Leila walked through the reallocations we authorized: moving the hot water heater replacement to the Aquatics project and reallocating \$15,000 to the RCC Lake Anne Gallery improvements from the allocation to solar panels.

Dick asked why the budget for the pool renovation is higher than the construction contract number. Leila said the bigger number contains architectural/engineering costs and contingencies, some of which has already been spent. We also loaned a position from Aquatics to the county Department of Public Works and Environmental Services (DPWES) for a project manager for the pool renovation. All costs for activity to date are managed against this line item.

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Bill K. asked about the rental fees T-Mobile pays so they can have an antenna tower on RCC's roof. Leila said that is included in the Administration category under Facility Rental revenue.

Turning to the fund sheet, Leila said she thinks we will come out in same range as in the past for anticipated third quarter savings. As a function of the third quarter submission, there will be some reallocation to cover the community survey costs. Other possible new costs for which we may need to reallocate funding include an extra \$20,000 for Saturday and Sunday programming at Reston Station.

Dick asked about the ending fund balance of \$1.7 million at the end of 2019. How will it be divided? Leila said it gets added to reserves in this order and under these formulas: Repair/Maintenance Reserve (funded at 12 percent of revenues), Feasibility Studies (funded at 2 percent of revenues), Capital Projects (funded up to \$3 million), with any remaining balance allocated to the Economic and Program Contingency reserves.

Leila went over the Fairfax County budget process. The general notes covering the committee work were appreciated by Dick and other committee members. Paul requested the planning tool document be sent to the committee members. Paul asked if there were any other questions. Hearing none, the meeting concluded.

Paul adjourned the meeting at 7:15 p.m.

Reston Community Center
 Revised Budget vs Actuals Worksheet
 31-Dec-18

100%/12*6mo=50%

Revenue	FY19 Funding Reallocation	FY18 Carryover	FY19 Adopted Funding	Revised FY19 Budget	Dec	YTD (does not incl. Fee Waiver amounts)	REMAINING BALANCE	YTD % actual	YTD Fee waiver (unrealized revenue)
1 Administration:									
Taxes		381,764	7,551,975	7,933,739	1,506,944	7,859,653	74,086	99.07%	
Interest			3,000	3,000	16,363	71,927	(68,927)	2397.55%	
Vending			1,600	1,600		606	994	37.86%	
Facility Rental			171,875	171,875	18,680	128,548	43,327	74.79%	
Equipment Sale				0	1,920	2,407	(2,407)	0.00%	
2 Performing Arts-Theatre Admiss.			55,854	55,854	5,199	40,846	15,008	73.13%	40
3 PA Theatre Rental			42,575	42,575	12,561	29,015	13,560	68.15%	
4 PA Misc Revenue				0	377	3,410	(3,410)	0.00%	
5 PA Equip. Sale Revenue				0		0	0	0.00%	
6 PA Cultural Activities/ Arts Org				0	14,591	24,703	(24,703)	0.00%	
7 Aquatics Classes/drop-in			134,000	134,000	5,219	86,477	47,523	64.53%	14,391
8 Aquatics Rental			15,000	15,000	-14	7,540	7,460	50.27%	
9 L&L Fitness			120,000	120,000	36,002	87,198	32,802	72.66%	3,288
10 L&L Youth/Teen			186,716	186,716	2,355	114,231	72,485	61.18%	68,530
11 L&L Lifelong Learning			101,000	101,000	18,710	48,635	52,365	48.15%	29,709
12 L&L Collab & Outreach			12,000	12,000	209	347	11,653	2.89%	3
13 Community Events			3,338	3,338	455	4,200	(862)	125.82%	
14 Arts Education			220,139	220,139	46,433	162,949	57,190	74.02%	4,174
Total RCC Revenue	0	381,764	8,619,072	9,000,836	1,686,003	8,672,691	328,145	96.35%	120,135

Reston Community Center
 Revised Budget vs Actuals Worksheet
 31-Dec-18

100%/12*6mo=50%

	Personnel Expenses	FY19 Funding Reallocation	FY18 Carryover	FY19 Adopted Funding	Revised FY19 Budget	Dec	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Administration	(7,179)		640,662	633,483	35,005	259,384	374,099	40.95%
2	Booking	(50,921)		213,938	163,017	12,558	73,571	89,446	45.13%
3	Comptroller			431,792	431,792	33,199	192,589	239,203	44.60%
4	Customer Service	58,100		548,102	606,202	43,145	247,972	358,230	40.91%
5	Facility Engineer			173,751	173,751	9,279	54,013	119,738	31.09%
6	Maintenance			388,586	388,586	28,198	162,180	226,406	41.74%
7	IT			140,595	140,595	10,473	60,205	80,391	42.82%
8	Media/Sponsorships			426,196	426,196	31,685	167,752	258,444	39.36%
9	Community Partnerships				0		0	0	0.00%
10	Performing Arts			558,307	558,307	48,341	233,226	325,081	41.77%
11	Aquatics			494,029	494,029	49,411	289,354	204,675	58.57%
12	L&L Fitness			205,815	205,815	14,881	89,316	116,499	43.40%
13	L&L Admin			268,636	268,636	18,471	113,155	155,481	42.12%
14	L&L Youth/Teen			230,012	230,012	10,915	139,122	90,890	60.48%
15	L&L Lifelong Learning			199,576	199,576	9,116	45,357	154,219	22.73%
16	L&L Collab & Outreach			106,092	106,092	7,432	42,354	63,738	39.92%
17	Community Events			148,151	148,151	10,565	63,071	85,080	42.57%
18	Arts Education			353,669	353,669	17,285	182,984	170,685	51.74%
	Total Personnel Expenses	0	0	5,527,909	5,527,909	389,959	2,415,605	3,112,304	43.70%

Reston Community Center
 Revised Budget vs Actuals Worksheet
 31-Dec-18

100%/12*6mo=50%

	Operational Expenses	FY19 Funding Reallocation	FY18 Carryover	FY19 Adopted Funding	Revised FY19 Budget	Dec	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Administration			63,400	63,400	792	14,567	48,833	22.98%
2	Board			57,820	57,820	(1,277)	31,464	26,356	54.42%
3	Booking			97,088	97,088	1,063	70,293	26,795	72.40%
4	Comptroller//LA Lease/Admin			361,453	361,453	1,832	299,870	61,583	82.96%
5	Customer Service			1,000	1,000	232	710	290	70.98%
6	Facility Engineer			165,584	165,584	7,074	53,858	111,726	32.53%
7	Maintenance			420,164	420,164	1,480	307,032	113,132	73.07%
8	IT			98,500	98,500	358	65,283	33,217	66.28%
9	Media/Sponsorships		1,600	452,961	454,561	37,945	250,990	203,571	55.22%
10	Community Partnerships			135,000	135,000	0	120,950	14,050	89.59%
11	Performing Arts			303,855	303,855	17,725	217,850	86,005	71.70%
12	Aquatics			10,400	10,400	1,098	11,268	(868)	108.34%
13	L&L Fitness			25,176	25,176	252	14,712	10,464	58.44%
14	L&L Admin			6,100	6,100	90	2,755	3,345	45.17%
15	L&L Youth/Teen			182,009	182,009	44,755	165,466	16,543	90.91%
16	L&L Lifelong Learning			115,909	115,909	10,588	70,008	45,901	60.40%
17	L&L Collab & Outreach			21,300	21,300	(80)	7,579	13,721	35.58%
18	Community Events		9,000	174,337	183,337	9,280	126,513	56,824	69.01%
19	Arts Education			84,421	84,421	811	38,507	45,914	45.61%
	Total Operational Expenses	0	10,600	2,776,477	2,787,077	134,017	1,869,675	917,402	67.08%

Reston Community Center
 Revised Budget vs Actuals Worksheet
 31-Dec-18

100%/12*6mo=50%

	Capital Proj. Desc. & Number/Cap Equip.	FY19 Funding Reallocation	FY18 Carryover	FY19 Adopted Funding	Revised FY19 Budget	Dec	YTD	REMAINING BALANCE	% Budget Used Ytd
1	RCC Improvements CC-000001	(60,000)	344,007	0	284,007	1,769	1,769	282,238	0.62%
2	RCC Facility Enhcmnts. CC-000002	15,000	30,000	0	45,000		33,734	11,266	74.96%
3	Theatre Enhancements CC-000008		282,408	0	282,408	22,848	181,878	100,530	64.40%
4	RCC Natatorium Reno CC-000009	45,000	6,191,993	0	6,236,993	3,078	275,696	5,961,297	4.42%
	Total Capital Expenses	0	6,848,408	0	6,848,408	27,695	493,077	6,355,331	7.20%
	Total RCC Expenditures	0	6,859,008	8,304,386	15,163,394	551,670	4,778,357	10,385,037	31.51%

Type	Revised FY19 Budget	FY19 YTD	Remaining Balance	% Budget Target
Beginning Fund Balance	7,889,826	7,889,826		100.00%
Revenue:				
Taxes	7,933,739	7,859,653	74,086	99.07%
Interest	3,000	71,927	-68,927	2397.55%
Vending	1,600	606	994	37.86%
Aquatics	149,000	94,017	54,983	63.10%
Leisure and Learning	419,716	250,064	169,652	59.58%
Rental	171,875	128,548	43,327	74.79%
Arts and Events	321,906	265,123	56,783	82.36%
Total Revenue	9,000,836	8,669,937	330,899	96.32%
Total Available	16,890,662	16,559,763	330,899	98.04%
Expenditures:			0	0.00%
Personnel	5,527,909	2,415,605	3,112,304	43.70%
Operating	2,787,077	1,869,675	917,402	67.08%
Sub-Total Non-Capital Expenditures	8,314,986	4,285,280	4,029,706	51.54%
Sub-Total Rev. less Non-Cap Exp.	685,850	4,384,657	-3,698,807	639.30%
Capital Projects	6,848,408	493,077	6,355,331	7.20%
Total Expenses	15,163,394	4,778,357	10,385,037	31.51%
Revenue less Total Expenses	-6,162,558	3,891,580	-10,054,138	-63.15%
Ending Fund Balance	1,727,268	11,781,406		682.08%

FY19 Revised Budget includes:

- 1. Beginning Fund Balance:** FY18 agency balance of \$6,831,530 brought forward into FY19 increasing the beginning Fund Balance to \$7,889,826.
- 2. Operating Expenses:** An increase of \$10,600 made to account for FY18 Carryover purchasing obligations related to the agency's operating requirements.
- 3. Capital Projects:** A total increase of \$5,812,091 for encumbered purchasing and unencumbered capital projects balances, and funding for Natatorium renovation.

**Revenue
comment**

General Notes: A \$381,764 increase to the FY19 projected tax revenue estimate was requested at FY18 Carryover submission. Generally speaking, the program revenue accumulation is falling short of our projections.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 99.07% of tax revenue, 74.79% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue) and 2,397.55% of estimated interest revenue. Collection of interest is dependent on Investment Procedures approved by the County Investment Committee. The investment income is commensurate with the current rates of return including repurchase agreements, commercial paper, short term bills and notes.
2. **Performing Arts Theatre Admission:** Theatre admission ticket sales from Professional Touring Artist Series shows went on sale August 1st.
3. **Performing Arts Theatre Rental:** Theatre rental payments are made on an irregular schedule depending on when performances occur.
4. **Performing Arts Misc. Revenue:** Revenue from processing fees for online ticketing; terms negotiated with Tickets .com return a small amount to RCC. Revenue from this stream was not projected for FY19 as there was little predictive data upon which to base the estimate.
5. **Performing Arts Equipment Sale:** Auctioned equipment sale proceeds; no revenue is predicted for this category as we can't be sure that surplus equipment will sell.
6. **Performing Arts Cultural Activities/Arts Organizations:** The community arts box office "receipts and payments" clearing line.
7. **Aquatics Classes/drop-in:** Year-to-date revenue represents daily gate fees, summer and fall program registration revenue. Revenue is not keeping pace with projected participation levels; there are anticipated savings in Personnel that will offset that. No further revenue for FY19 is anticipated for this line item/cost center.
8. **Aquatics Rental:** Represents natatorium rental payments.
9. **Fitness:** Year-to-date amount includes summer, fall and initial winter/spring program registration revenue.
10. **Youth/Teen:** Year-to-date amount includes summer, fall and initial winter/spring program registration revenue. Most of this cost center's revenue is realized during the summer. Fee waiver program participation in this cost center is significant. It's anticipated that the revenue target will not be reached as a consequence of the offset to revenue potential represented by fee waiver participation in summer of 2018.
11. **Lifelong Learning:** Year-to-date amount includes summer, fall and initial winter/spring program registration revenue. Fee waiver participation in this cost center's offerings is increasing. It may inhibit our ability to reach the actual revenue target for the cost center.
12. **Collaboration & Outreach:** The Director position was filled at the end of FY17 and the programming is continuing to evolve. Given particulars of staffing for this year, it is likely this revenue projection will be adjusted at Third Quarter Review. We are shifting from a revenue-producing model for this cost center to one that is more focused on participation and location establishment. To achieve those objectives, programming is being offered as "samples" of RCC without fees being charged in many cases.
13. **Community Events:** Revenue is collected from booth fees associated with the Reston Multicultural Festival and MLK luncheon ticket sales.
14. **Arts Education:** Year-to-date amount includes summer camp registration revenue, fall and initial winter/spring program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center's revenue.

Personnel Expenses:

General Notes: Payroll posting lags two weeks behind the calendar; therefore, the percent of the year elapsed and the percent of the budget expended will not align. Summer personnel costs also reflect the fact that there is a split typically for pay period 14 that requires accounting for the amount of personnel costs that belong in the prior fiscal year and those that belong in the current fiscal year. Typically – because of our programming calendar – we get a fairly true picture of the personnel costs related to summer and fall programming cycles by the end of December. Staff monitor summer camp personnel expenditures against projected expenditures on a pay period by pay period basis for Youth/Teen and Arts Education cost centers because of the larger percentage of personnel funds that will be spent in the summer for those cost centers.

1. **Administration:** Administration's allocated budget is typically under-spent; funding provides for \$77.5K OPEB (Other Post-Employment Benefits) to be recorded sometime March/April 2019. The vacant Deputy Director position was filled in August 2018.
2. **Booking:** Personnel costs are at the expected level.
3. **Comptroller:** Personnel costs are at the expected level; a merit vacancy was filled in June 2018.
4. **Customer Service:** Personnel costs are at the expected level; a merit Billing and Reconciliation clerk position was filled in July 2018.
5. **Facility Engineer:** Personnel costs are at the expected level. One full time position's budget allocation was transferred from Maintenance to Engineering. This position remains vacant.
6. **Maintenance:** Personnel costs are at the expected level.
7. **Information Technology:** Personnel costs are at the expected level.
8. **Media/Sponsorships:** Personnel costs are at the expected level. The Graphic Artist III position was filled in August 2018.
9. **Community Partnerships:** No personnel costs are anticipated in FY19.
10. **Performing Arts:** Personnel costs are at the expected level.
11. **Aquatics:** One full time position is remaining vacant and on loan to DPWES to provide for the Aquatics renovation project management. For the remainder of the fiscal year, personnel costs will represent the cost of the assigned merit positions and a small amount of exempt position activity. Savings offsetting the lower revenue achievement will occur in the personnel category. There was a bump in payroll costs in December associated with prep for the renovation.
12. **Fitness:** Personnel costs are at the expected level.
13. **Leisure and Learning Admin:** Personnel costs are at the expected level. The vacant Leisure & Learning Director position was filled in August 2018.
14. **Youth/Teen:** Personnel costs are at the expected level. Personnel costs include summer camps labor costs which occur in July and August. Director estimates labor costs savings due to the use of professional contractors to run some of the specialty camps.
15. **Lifelong Learning:** Personnel costs are at the expected level. The vacant Lifelong Learning Director position was filled in October 2018.
16. **Collaboration & Outreach:** Personnel costs are at the expected levels.
17. **Community Events:** Personnel costs are at the expected level.
18. **Arts Education:** Personnel costs are at the expected level. Personnel costs include summer camps labor costs which occur in July and August.

Operating Expenses:

General Notes: Reservations for multiple-month periods for expenses and pre-paid contracts are made at the beginning of the year; funds are spent down from them. The net effect of either stand-alone expenses or spending down reserved amounts is shown in the column marked "YTD." As we get closer to the end of the year, unspent balances of contracts will be restored to the cost center balances.

1. **Administration:** Current month expenses and reservations/payments net are for training and team building costs.
2. **Board:** Current month expenses and reservations/payments are for event attendance and hospitality costs; the net number is a function of released reservations.
3. **Booking:** Current month expenses and reservations/payments are for security, facility rental and supply costs.
4. **Comptroller/LA Lease/Admin:** Current month expenses include bank fees, postage and office supplies costs.
5. **Customer Service:** Current month expenses are for supplies.
6. **Facility Engineering:** Current month expenses and reservations/payments net include facilities repair and maintenance costs.
7. **Maintenance:** Current month expenses and reservations/payments net include utility costs, facilities maintenance, custodial services, and supplies costs.
8. **IT:** Current month expenses and reservations/payments net are for cell phones billing.
9. **Media:** Current month expenses and reservations/payments net include sponsorships and printing costs.
10. **Community Partnerships:** No current month expenses nor reservations/payments recorded.
11. **Performing Arts:** Current month expenses and reservations/payments net include program delivery costs and theatre maintenance.
12. **Aquatics:** Current month expenses and reservations/payments are for program operating costs and pool supplies.
13. **Fitness:** Current month expenses include reservations/payments are for program delivery costs and for conference and related travel costs.
14. **Leisure and Learning Admin:** Current month expenses are training, membership and supply costs.
15. **Youth/Teen:** Current month expenses and reservations/payments net are for summer camps' transportation, recreational activities, training and supplies. Additional camp sessions to accommodate waiting list caused costs overrun for transportation and contract program delivery and these will be offset by anticipated savings in personnel funding category.
16. **Lifelong Learning:** Current month expenses and reservations/payments net are for recreational activities, transportation, program delivery and supplies costs.
17. **Collaboration & Outreach:** Current month expenses and reservations/payments net are program delivery costs.
18. **Community Events:** Current month expenses and reservations/payments net are for program supplies and contract program delivery.
19. **Arts Ed:** Current month expenses and reservations/payments are for program operating costs and conference attendance costs.

**RESTON COMMUNITY CENTER – BOARD OF GOVERNORS – FINANCE COMMITTEE
GENERAL NOTES**

FINANCE COMMITTEE MEETINGS – SCHEDULE AND RELATED BUSINESS

1. Every month, the agency Director of Finance compiles a financial report outlining each cost center's revenue accumulation (if applicable) and expenditures. The same report is used to inform the Finance Committee, when it meets, of the agency's financial performance to date for the prior month and to discuss any issues that represent unanticipated financial issues.
2. The reports are compiled on the basis of the County's Enterprise Resource Planning (ERP) SAP business system (FOCUS) reports of revenue accumulation and expenditures. They represent: the budget changes that have occurred since the officially published budget for the current fiscal year – whether via "carryover" or agency-requested budget entries to reallocate funds as we determine necessary; revenue collections; encumbrances and expenditures; and capital project spending. They are accompanied by notes. After the BOG approval of the Finance Committee's report at the next Board meeting, these documents are incorporated in the Board records and published. Starting this year, we will also separately post our year-end report for each fiscal year following the July meeting.
3. The committee generally meets in these months:
 - January (discussion of mid-year performance; preliminary third quarter outcomes),
 - March (discussion of February input and fiscal ramifications),
 - April (if needed, further development discussions for preparation of upcoming budget outline),
 - May (finalize upcoming budget outline/issues for inclusion at June public hearing),
 - July (review of year-end performance), and
 - As needed between September and December.

Board committees rarely meet in August. Between September and December, the monthly reports are routine and generally, a meeting is called only if needed to consider out-of-cycle adjustments or other major issues.

4. Most years, the above constitutes the routine business of the committee. In years where major projects or similarly unusual activity or business is under discussion by the Board of Governors, Finance Committee meetings may become Long Range Planning meetings to allow for full Board participation and consideration of the fiscal layers of an issue concomitant with the other elements involved.

NOTES ON HOW AGENCY REVENUE ACCUMULATION AND SPENDING ARE MANAGED

1. Revenues collected prior to July 1 in any fiscal year are reversed and recorded as program revenue for the next fiscal year for those activities that occur after July 1; the beginning of a new fiscal year. This always happens with respect to the categories of revenue involving summer camps (registration is on February 1 onward) and facility rentals (payments for upcoming September to August cycle begin coming in during March). There are also summer programs for non-camp offerings that are available for registration beginning on May 1. So revenue is distorted in the monthly reports from February through the end of the year. There is not a practical value to evaluating the actual parameters of the revenue in those categories in the monthly reports as it changes (potentially) on a daily basis and would require extensive labor to conduct customized report pulls from our business systems.
2. Payroll posting lags two weeks behind the calendar; therefore, the percent of the year elapsed and the percent of the budget expended will not align. Summer personnel costs also reflect that there is a split typically for Pay Period 14 that requires accounting for the amount of personnel costs that belong in the prior fiscal year and those that belong in the current fiscal year. Typically – because of our programming calendar – we get a fairly true picture of the personnel costs related to summer and fall programming cycles by the end of December. Staff monitor ongoing summer camp personnel expenditures against projected expenditures on a biweekly basis for Youth/Teen and Arts Education cost centers because of the larger percentage of personnel funds that will be spent in the summer (beginning of the fiscal year) for those cost centers.
3. Reservations for multiple-month periods for expenses are made at the beginning of the year (July); funds are spent down from them. The net effect of either stand-alone expenses or spending down reserved

amounts is shown in the column marked "YTD." It can be the case that numbers in the current month column show as returned amounts as a consequence of canceled purchase reservations, processing of purchase order receiving, or there may be posting error corrections that make that happen. As we get closer to the end of the year, unspent balances of program contracts will be restored to the cost center balances.

RECEIPTS FROM TAXES – HOW REPORTED, ASSESSED AND MANAGED

1. All property – residential and commercial – is assessed as of January 1. The Department of Tax Administration provides agencies funded by small district taxes with the breakdown of the overall assessed valuation for their geography by residential total and commercial total. That valuation report is provided to agencies about three quarters of the way through February.
2. RCC uses the February report to establish the baseline number for its revenue estimate in the budget that will begin one year from July 1 of the same year. So, the revenue estimate lags real time revenue performance in this line item. If we find the assessment for the pending year is greatly different – when variance gets above three percent or more either way – we will request an adjustment in our carryover and budget submissions for the next fiscal year (occurs in September of the pending fiscal year). If it's not remarkable, and the variance is in our favor, we will not make a change.
3. The DTA doesn't break down the tax receipts as they are received; the aggregate amount (residential and commercial) is posted to our agency receipts.
4. In general, taxes are collected and receipts are posted to RCC's revenue account in two large tranches of roughly equal amounts: July (first half) and December (second half). It's never exactly the case because there are appeals, late payments, payments from outside the normal mortgage company procedures, etc.
5. Property that changes in real time and intersects with the County through building processes is managed through real-time assessment procedures. This mainly applies to commercial property that is either being developed or redeveloped.
 - If the property is being demolished, or some other circumstance radically changes the way it would be valued, DTA will work through a number of factors – but would overall, look at the prior valuation of the property improvements, remove that, offset that reduction by the increased (presumably) value of the land, and adjust the annual assessment for the timeframe involved in the building process.
 - Depending on the type of building (single-tenant lease, build-to-suit versus multi-tenant) the assessment out of cycle occurs when the improvements are substantially complete (which occurs close to the point of occupancy). The factors applied to the assessment process include how much vacancy there is in the property; what the absorption rate is for the general area; the rent potential (e.g., class A, B or C office); the fit-out costs; leasing commissions; comparison to prior year assessments. Once all those factors are figured into the assessment for the affected property, a prorated bill may be issued. The new valuation then applies going forward on an annual basis.
6. Revenue is collected by DTA and subsequently, the Department of Management and Budget (DMB) does the distribution of the receipts to agencies.
7. Fairfax County's DTA has a remarkable collection rate of 97 percent. However, when the assessment totals are provided to us, they don't include consideration of appeals or other impacts from real life circumstances.

RCC Strategic, Financial and Annual Report: Calendar Overview BUDGET CYCLE NOTES ADDED – REFERENCE ANCHOR FISCAL YEAR – FY19

MONTH	Strategic Planning	Budget Activities	Annual Report
DECEMBER Consider staff vacation days; do close to end of month	Data for the preceding 11 months participation in registered and drop-in programs produced: •Should reflect participation on cost center levels, age cohort levels, program type levels •Should be “pulled” as much as possible after the close-out of the activities for the month of December •Should include Customer Service survey data The data is used to report on our progress toward Strategic Plan goals in the January Board of Governors Strategic Planning Sessions.	Finance provides November close-out figures for revenue and expenses; these are the “Actual Year to Date” figures to be used in Third Quarter Reports. Projections are for the period of December – June. Data used for “actuals” in budget docs and Annual Report	Data used at the BOG January session is the data set used for the Annual Report. Staff should begin identifying the broad themes – highlights and challenges – for their respective Annual Report sections.
JANUARY BOG retreat first Fri/Sat after New Years	Prior calendar year data should be analyzed to determine what (if any) trends exist or may be emerging. •Annotation of Strategic Plan document for presentation to Board of Governors at annual planning session •Discussion points regarding trends and/or future strategies should be developed and shared prior to the planning session	Work done on Third Quarter projections. FY19	Capture and analyze output of the Strategic Planning sessions to incorporate in the Annual Report.
FEBRUARY PPCR – 2 nd Monday	Community engagement with partners and others – solicit feedback and input regarding RCC programs and services.	Third Quarter results and reports. FY19	Drafting; collection of quotes.
MARCH PPCR – 2 nd Monday	Staff report and recommendations regarding February inputs. May impact FY20; Target budget impact is FY21	Begin construction of the next fiscal year budget; the budget year after the upcoming budget year. FY21	Drafting; quotes; explanations of anomalous Third Quarter results in revenue, participation or expenditures.
APRIL Annual Rpt. Due in early part of month	Consider multi-year or phased initiatives; chart path(s) forward. During April, the Board of Supervisors takes action on the County’s (and our) FY20 budget.	Draft and present to ED the next fiscal year budget; incorporate Board guidance on new programs/services/capital projects. FY20 adjustments; FY21 outline	Draft staff submission due; basis for Public Hearing content.
MAY	Draft of Public Hearing content FY21 Budget outline; adjustments to FY20 we might propose	Finalize upcoming fiscal year projections FY20/new budget FY21	Refine; finalize; print order
JUNE Public Hearing is third Monday	Annual Public Hearing for Programs and Budget Major adjustments to FY20 (e.g., the community survey/needs analysis cost) and outline of the FY21 proposed budget	Outline of three-year Capital Improvement and Capital Maintenance plans at Public Hearing; projected budget impacts of Third Quarter; fiscal year closeout FY19/FY20/FY21	Distribution to partners and public
JULY	Potential Staff Planning Sessions	Fiscal year performance/closeout reported to BOG Finance Committee Performance Measures/Narrative	Preparation and submission of carryover – early July (FY19 impacts to FY20 budget); may cause revision of FY21 outline
AUGUST - NOVEMBER	Implementation FY20 budget	Refine Budget Transmittal Docs FY21 Submission	