



**Reston Community Center
Board of Governors Monthly Meeting
September 12, 2022
8:00 p.m.
Meeting Agenda**

- | | |
|--|--|
| 8:00 – Call to Order | Beverly Cosham, Chair |
| 8:02 – Approval of Agenda | Beverly Cosham, Chair |
| 8:03 – Approval of Minutes and Board Actions | Beverly Cosham, Chair |
| <ul style="list-style-type: none"> • Approval of July 25, 2022 Board Minutes (as reviewed and approved by the Board Secretary) • Approval of July 25, 2022 Board Actions (as reviewed and approved by the Board Secretary) | |
| 8:05 – Chair’s Remarks | Beverly Cosham, Chair |
| 8:08 – Introduction of Visitors | |
| 8:10 – Citizen Input | |
| 8:12 – Committee Reports | Beverly Cosham, Chair |
| <ul style="list-style-type: none"> • July 25 Preference Poll Committee • July 25 Finance Committee – Year-end Report | Bill Penniman, Chair Paul Thomas, Treasurer |
| 8:13 – Board Member Input on Activities Attended | |
| 8:25 – Executive Director Report – Arts Analysis Report Board Questions/Discussion | Leila Gordon, Executive Director |
| 8:30 – Old Business New Business | Beverly Cosham, Chair |
| 8:40 – Adjournment | |

Reminders:

| Events | Date | Time |
|-------------------------------|-------------------------|-------------------|
| 2022 Preference Poll | September 9 – 30 | |
| Reston Multicultural Festival | September 17 | 11 a.m. – 6 p.m. |
| Darden Purcell & Friends | Thursdays through 10/28 | 5 p.m. – 7 p.m. |
| Reston Baby Expo | October 1 | 10 a.m. – 12 p.m. |
| PTAS: Lynda Barry | October 1 | 8 p.m. |



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
July 25, 2022
8:00 p.m.**

Present:

- Beverly Cosham, Chair
- Bill Bouie
- Bill Penniman
- Dick Stillson
- Paul Thomas
- Vicky Wingert

Absent and Excused:

- Bill Keefe
- Lisa Sechrest-Ehrhardt

Attending from RCC Staff:

- Leila Gordon, Executive Director
- BeBe Nguyen, Deputy Director
- Karen Goff, Public Information Officer

Bev called the meeting to order at 8:00 p.m. Leila made note that RCC's videographer is sick so these notes will be the only meeting record this month. Although RCC is committed to making a video record of Board meetings, those videos are not the official records of the agency – the minutes documents are.

MOTION #1:

Approval of the Agenda

Bill B. moved that the agenda be approved as written. Dick seconded the motion. The motion passed unanimously.

MOTION #2:

Approval of the June 6, 2022 Board Minutes

Bill B. moved that the Board approve the June 6, 2022 Board Minutes. Dick seconded the motion. The motion passed unanimously.

MOTION #3:

Approval of the June 6, 2022 Board Actions

Paul moved that the Board approve the June 6, 2022 Board Actions. Dick seconded the motion. The motion passed unanimously.

Chair's Remarks

Bev said it has been an interesting summer. It's hot everywhere, even in England. Bev's family is in Hilton Head, SC, right now. Bev read a poem:

In Summer by Paul Laurence Dunbar

Oh, summer has clothed the earth
In a cloak from the loom of the sun!
And a mantle, too, of the skies' soft blue,
And a belt where the rivers run.

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And now for the kiss of the wind,
And the touch of the air's soft hands,
With the rest from strife and the heat of life,
With the freedom of lakes and lands.

I envy the farmer's boy
Who sings as he follows the plow;
While the shining green of the young blades lean
To the breezes that cool his brow.

He sings to the dewy morn,
No thought of another's ear;
But the song he sings is a chant for kings
And the whole wide world to hear.

He sings of the joys of life,
Of the pleasures of work and rest,
From an o'erfull heart, without aim or art;
'T is a song of the merriest.

O ye who toil in the town,
And ye who moil in the mart,
Hear the artless song, and your faith made strong
Shall renew your joy of heart.

Oh, poor were the worth of the world
If never a song were heard,—
If the sting of grief had no relief,
And never a heart were stirred.

So, long as the streams run down,
And as long as the robins trill,
Let us taunt old Care with a merry air,
And sing in the face of ill.

Visitors

None

Citizen Input

None

Committee Reports

June 6, 2022 Long Range Planning Committee Meeting – Chair Bill B. said the committee looked over the FY23 carryover items. There was robust discussion about the amount in reserves. At the meeting, Dick made a motion to set the Capital Reserve Ceiling at \$5.2 million. It failed. Bill B. made a motion to set the amount at \$7 million. It passed.

July 25, 2022 Preference Poll Committee Meeting – Chair Bill P. said the committee updated the Candidate Handbook from prior years to reflect the correct dates. The committee voted to approve the 2022 Candidate Handbook.

July 25, 2022 Finance Committee Meeting – Chair Paul said the committee discussed the RCC FY22 Year-End Report. Revenue from taxes was about \$80,000 higher than expected. The natatorium renovation project is closed out. We saved on personnel due to vacancies. We had a good discussion about our competitive stance for acquiring and retaining personnel.

MOTION #4

Approval of the committee reports

Bill B. moved to approve the June committee reports. Paul seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended

July 25, 2022 Board of Governors Meeting Minutes

Vicky has been to the farmers market. She misses the RCC performances on Lake Anne Plaza on Thursdays. There have been other performances, but they are not quite what we are used to hearing. She offered kudos to YAT for generating enthusiasm. Vicky's granddaughter has been in YAT and now wants to move to New York or Los Angeles for more acting opportunities.

Dick finished his OLLI course on the California Gold Rush. He will teach another on the History of the American West in October.

Bill P. has been to the farmers market and Reston Task Force meetings, as well as spending time with his grandkids.

Paul was sorry to miss last month's meeting; he was in Phoenix helping his son move in for an internship. Paul has been to Human Services Council meetings. He is now the Human Services Council representative to the Successful Children and Youth Policy Team (SCYPT).

Bill B. finished a six-year stint on the Leadership Fairfax Board. He will remain chair of the equity council. The Park Authority is working on its CAPRA reaccreditation materials.

Bev attended the Reston Chamber ACE Awards along with Lisa Sechrest-Ehrhardt and staff.

Executive Director Report

Leila asked that the Board also approve the June 13 Annual Public Hearing report.

MOTION #5

Approval of the Annual Public Hearing Report

Bill B. moved that the Board accept the report. Paul seconded the motion. The motion passed unanimously.

Leila noted that we will launch our women-only swim sessions to be held on first Saturdays of the month. We are working on the connectivity challenge for virtual streaming of content from inside the buildings.

This is the time of year we get reestablished with partners and sponsored events. Will be road testing the new community calendar with partners in the fall. This is our third COVID-19 summer. In 2020, there were no camps; in 2021, we had strict controls. This year, we are not quite up to full, but we are managing reports from parents of kids with COVID-19 and staff with COVID-19. We have not had to completely stop. We send an email if we are told of a COVID-19 positive result.

We will be moving RecTrac to the cloud and will make sure the change does not conflict with registration. We are working on managing staff retention and succession planning.

Old Business

Dick had a question about a coming report on usage of the CenterStage. Leila said she hopes to present it in September.

New Business

None

Bev adjourned the meeting at 8:25 p.m.



Paul Thomas
Board Treasurer, for the Secretary

7-30-22
Date

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON July 25, 2022

- 22-0502 -1 Bd That the Board approve the Agenda.**
- 22-0502-2 Bd That the Board approve the June 6, 2022 Board Minutes.**
- 22-0502-3 Bd That the Board approve the June 6, 2022 Board Actions.**
- 22-0502-4 Bd That the Board approve the June committee reports.**
- 22-0502-5 Bd That the Board approve the June 13, 2022 Annual Public Hearing report.**



Paul Thomas
Board Treasurer for the Secretary

7-30-22
Date



RESTON COMMUNITY CENTER



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
PREFERENCE POLL COMMITTEE MEETING
July 25, 2022
6:30 p.m.**

Present:

- Bill Penniman, Chair
- Bill Bouie
- Dick Stillson
- Vicky Wingert

Absent and Excused:

- Bill Keefe

Attending from RCC Staff:

- Leila Gordon, Executive Director
- BeBe Nguyen, Deputy Director
- Karen Goff, Public Information Officer

Bill P. called the meeting to order at 6:30 p.m. Leila said the purpose of the meeting was to review the 2022 Preference Poll Candidate Handbook. Because of the vacant Board seat there will likely not be an uncontested poll this year. Bill P. said he reviewed the draft, which is based on last year's handbook, and the dates and information are correct.

Dick commented on voting procedures on page three. He asked if it is worth mentioning there is only one vote per household. Leila said that is in the letter and Board members also located that information on pages 1-2 of the handbook. Bill B. suggested we put it in bold.

There was a discussion of COVID-19 exceptions. Leila said she does not anticipate any.

Dick moved that the committee accept the 2022 handbook as presented including bolding the sentence about voter eligibility. Bill B. seconded the motion. The motion passed unanimously.

The meeting adjourned at 6:40 p.m.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
FINANCE COMMITTEE MEETING
July 25, 2022
7:00 p.m.**

Present:

- Paul Thomas, Chair
- Bill Bouie
- Dick Stillson
- Vicky Wingert

Also attending from the Board:

- Bill Penniman

Attending from RCC Staff:

- Leila Gordon, Executive Director
- BeBe Nguyen, Deputy Director
- Karen Goff, Public Information Officer
- Renata Wojcicki, Finance Director

Paul called the meeting to order at 7:00 p.m.

Leila directed everyone to the FY22 Year-End Report. She said there are no big surprises. The notes are provided to give the public a sense of what RCC fiscal priorities are and to detail carryover items and estimate savings that are due mainly to canceled programs and position turnover. RCC estimates revenue and expenditures very conservatively.

She explained the Revenue Deferral table, which is the background for the month of June figures in the yellow page in the fiscal package. That breakdown shows some of the excess revenue attributable to funds coming in for programs that run after July 1. The Fee Waiver table is the total of waivers broken down by cost center. The total amount of deferred revenue is \$226,604.62, which will be assigned to FY23 revenue. The total of the cash revenue (revenue excluding the fee waiver usage) is also indicated.

The Carryover Table shows the values of purchase orders issued but not yet fulfilled. The Carryover of Capital Projects Funding table shows balances in capital equipment or project line items. She noted the aquatics renovation is finally completely closed out. The bottom line in savings was \$1,008,114; that includes the \$750,000 we talked about months ago being restored to RCC funds. Leila said that was released from contingencies back to the project line item. We now know what the Phase 3 roof replacement and theatre LED lighting will cost, so \$300,000 from the aquatics project savings will go back into capital projects. That leaves approximately \$700,000 to go back into the fund balance and be distributed among the reserves.

Leila noted we have saved on personnel and operating costs due to position vacancies and program cancellations. She said we are in a good position entering FY23. She went over the budget revisions and the Fund Statement with Renata's notes. She said this is a fluid snapshot, and many things will change in next few months. Allocations to personnel will be more specific and there will be County human resources studies taking place in the next few months that will impact that area of the budget.

One such study will evaluate executive and deputy-level pay scales countywide. There will be an equity study to look at salary compression. More recent hires are receiving offers at pay rates that are higher on the pay scale, exceeding in many cases the long-term county employee pay rates that had been stagnant due to pay freezes during the 2008 downturn and COVID-19 emergency. Over the course of the next six

July 25, 2022 RCC Board of Governors Finance Committee Meeting

months, all agencies will undergo a review. DHR will issue a template to look at years of experience for all employees who may be affected by this compression to assure there is greater parity achieved among new and long-term hires.

Paul asked about the Fund Statement and the \$200,000 tax revenue increase for FY23. Should we apply that to the actuals instead of the estimate? Leila said it is an estimate as the county Department of Tax Administration calendar is not aligned with the budget calendar. Paul said he understood and is okay with the estimate on that basis. Renata reminded that there are factors that come into play as taxes are collected such as relief for seniors, delinquencies in tax payments and so on that can impact the bottom line in this category of revenue. Leila said we can always reevaluate in the third quarter.

End-of-year tables

Revenue – Leila said much of what is listed in June is revenue that will be reversed to FY23. That is incorporated in the revenue totals. We did extremely well in hitting our tax target in FY22. Facility revenue shows people are coming back to activities and rentals. The interest revenue was performing well in prior years, but now reflects what is happening with investments and the stock market. Program revenue for FY22 was estimated very conservatively because of uncertainty about how the pandemic would impact enrollment and other participation. We seem to be coming back to pre-pandemic levels and many categories reflect that. Paul asked about the Aquatics number. Leila said it is high, and it is accurate. We were conservative because we did not know if people would come back to swim.

Personnel – Leila said we achieved savings in large part due to vacancies and canceled programs. We had a vacancy in the positions of Financial Specialist I, Deputy Director, several vacancies in Customer Service and the Maintenance teams. The Media Director and Leisure and Learning Director positions were vacant and, because of an in-house promotion, now the Community Events Director position is vacant. That is significantly more vacancies than typical. For the coming fiscal year, we may continue seeing people leaving to take advantage of other opportunities, such as the ability to work from home. RCC's Theatre Technical Director will be leaving for a conference tech management position that will both increase his salary and enable him to work from home. It is a very competitive environment. We have held on to lifeguards because we gave pay increases.

Dick asked about RCC's flexibility for salaries. Leila explained the S scale salary range and that she obtains DHR approval for hiring above the midpoint amount of any given range. There was discussion about the local cost of living and how we need to keep up with increases to be able to continue to employ a high-performing workforce. Dick asked if there is anything the Board can do to support pay increases. Leila said we will be looking at this in the next year. We have Park/Recreation positions that are also used by the Park Authority and McLean Community Center. The caliber of employee that performs that work is earning below what they could be making in another career path. We will examine the class series and how it compares to the Neighborhood and Community Developer series to determine if adjustment should be made.

Operating – Leila noted a couple of places where spending exceeded the budget allocation. In Performing Arts, that reflects the added costs for *A Midsummer Night's Dream* at Reston Town Square Park. We submitted the Arts and Events, Aquatics renovation and Customer Service teams for county Outstanding Performance Awards in spring. The value of those awards was assigned to the Operating budget, but Renata noted that those will be reversed when the County reviews the year-end results for agencies. Dick asked about what was included in the Media operating budget besides sponsorships. Leila said printing, postage, advertising and website design are all expensed in that budget. There was discussion about the OLLI agreement with RCC and how beneficial it is for both parties.

Capital Projects – Leila said the Phase 3 roof replacement is on track to be accomplished in August and September 2022. We will use the money reallocated from aquatics. We are still in progress on security cameras replacement. Bill P. asked about the solar panels project.

Paul said he had a minor request in the summary, on Page 2. Should Reston National Golf be Reston National Golf Course? He also asked that we delete blank line spaces in the carryover table on Page 3.

The meeting adjourned at 7:50 p.m.



Statement of RCC FY22 Year-end
Figures
and Accompanying Notes

July 25, 2022

SUMMARY

FY22 Notes

During the past fiscal year, RCC programming and services gradually have ramped back up to pre-pandemic levels in as many ways as feasible. Staff continue to adjust offerings and expand programming to address both the lingering characteristics of COVID-19 in the community, and the new impacts of labor shortages and supply chain challenges.

RCC FY22 Priorities

1. Continuing support for families hardest hit by COVID-19 impacts. These efforts were reflected in the ongoing work of Reston Opportunity Neighborhood. A key new outreach effort this past year involved standing up a teen internship program in partnership with Reston National Golf and Cornerstones in addition to outreach at neighborhood sites for Fun Around Town and Crafternoon events and experiences.
2. Support for Reston's nonprofit organizations as they adapted to bringing back in-person programs and continued to move cautiously by sometimes combining virtual and in-person events. We have seen sponsorship requests increase in number and amounts.
3. Support for core RCC programming and services, i.e., Facility Rentals, Aquatics, Arts and Events, and Leisure and Learning continues to grow as capacity permits. Programming offsite has become of such a magnitude that a new department will be established to focus on this ongoing effort and add support to existing staffing so RCC can keep expanding this portfolio.

As detailed in the June monthly financial report, RCC realized savings because of canceled program offerings. Despite those cancelations, greater programming and services delivery was achieved than in FY21 using both traditional and virtual platforms. Our support to our non-profit and community organization partners was vital to their efforts to remain viable, and for them to provide similarly creative formats or restore traditional events to the fundraising and programming efforts that they presented.

FY22 Carryover Notes and Amounts Returned to the Fund Balance

As happens each year, the agency conducts a "carryover" process at the end of the fiscal year to identify revenues that should be credited to the upcoming fiscal year's activity (revenue deferral), as well as costs that must be absorbed in the coming fiscal year because the purchased goods or services haven't been delivered (either in full or partially) and won't be received until the coming fiscal year. For FY21, those results are detailed here:

Revenue Deferral

| | |
|--------------|---|
| \$35,425.25 | Booking Revenue deferral FY22 |
| \$48,045.40 | Arts Ed Revenue deferral FY22 |
| \$14,455.00 | Aquatics Revenue deferral FY22 |
| \$705.37 | Aquatics Rental Revenue deferral FY22 |
| \$2,069.80 | Fitness Revenue deferral FY22 |
| \$123,344.00 | Youth/Teen Revenue deferral FY22 |
| \$2,559.80 | Lifelong Learning Revenue deferral FY22 |

Subtotal: \$226,604.62

| | |
|------------|--|
| \$254.00 | Arts Ed Fee Waiver deferral FY22 |
| \$8,739.00 | Aquatics Fee Waiver deferral FY22 |
| \$55.00 | Fitness Fee Waiver deferral FY22 |
| \$1,353 | Lifelong Learning Fee Waiver deferral FY22 |

(Youth/Teen posting of fee waiver use for summer 2022 didn't occur until after the FY22 closeout.)

Less \$10,401.00 representing the value of deferred fee waiver amounts.

Total of Cash Revenue deferred: \$216,203.62

Fee waiver amounts are dollar values of fee waiver household credits to be used in FY23 enrollments or pass “purchases” by income-qualified households.

Carryover Costs Assigned to FY23 (Purchase Orders Fulfillment and Billing after June 24)

This is the entire list of purchase orders – both operating and capital project items. These values are added to the appropriate codes in the FY23 budget following the Board of Supervisors action on carryover in September. Budget entries typically appear beginning in October reports (discussed at the Finance Committee’s November meeting).

| Amount | Item Description / Justification |
|-----------------------------------|--|
| 5,891 | PO8500485068 SOS Intermediate Holding LLC- Security service |
| 7,501 | PO8500503027 Johnson Controls US Holdings-New Cameras in Natatorium |
| 4,849 | PO8500503037 Johnson Controls US Holdings-Installation of AiPhone (intercom) |
| 19 | PO8500471936 Plug & Pay Technologies-RecTrac Gateway |
| 1,050 | PO8500505182 Vermont Systems Inc. - Setup & Training |
| 4,320 | PO8500509849 CDW LLC-Apple Mac Studio |
| 126 | PO8500470409 ETIX Inc- Box Office Ticket Service |
| 41,590 | PO8500470146 United Experts Digital Consultancy |
| 25 | PO8500512226 WB Mason-Office Supplies |
| 30 | PO8500512226 WB Mason-Office Supplies |
| 26 | PO8500512226 WB Mason-Office Supplies |
| 75 | PO8500512226 WB Mason-Office Supplies |
| 26 | PO8500512226 WB Mason-Office Supplies |
| Operating Sub-Total | |
| \$65,529 | |
| | |
| 20,728 | PO8500493046 Johnsons Controls US Holdings-Security Cameras Replacement. |
| 14,707 | PO8500493215 Johnsons Controls US Holdings-Security Cameras Replacement. |
| 9,950 | PO8500502762 Levin Professional Services Inc-Lument pro Laser |
| 9,278 | FR1000076610 Grimm+Parker NTE Svcs CC-000024-001 TO5 |
| Capital Projects Sub-Total | |
| 54,663 | |
| | |
| TOTAL: \$120,192 | |

Carryover of Capital Projects Funding

| | |
|-------------------------|--|
| 307,438 | Capital Project RCC Improvements Funding CC-000001 (Hunters Woods Projects) |
| 9,548 | Capital Project RCC Improvements Funding CC-000002 (Lake Anne Projects) |
| 82,233 | Capital Project RCC Improvements Funding CC-000008 (CenterStage Projects) |
| 300,000 | Capital Project RCC Improvements Funding CC-000009 (Aquatics Renovation) Transfer to Project CC-000001 |
| 23,760 | Capital Project RCC Improvements Funding CC-000024 (Reston Arts Center – Feasibility Study) |
| TOTAL: \$722,979 | |

The renovation of the Terry L. Smith Aquatics Center has been completed. A total balance remained of \$1,008,114. That amount includes the \$750,000 that was previously released to RCC’s budget from unused contingency allocations. Of that \$1,008,114 remaining balance, \$300,000 was transferred by budget entry to uncompleted capital projects to provide sufficient funding for the final phase of roof replacement and LED lighting conversion for the CenterStage.

Personnel and Operating Savings; Carryover

The result of position turnover (producing vacancies) and program cancellations generated savings in personnel costs in FY22 of \$552,252. Operating cost savings due to program cancellations totaled \$527,787.

Financial Outlook – FY23

RCC will have a strong financial foundation from which to enter FY23. In the fall, budget entries will take place to restore a total of \$446,058 in funding to cost centers to reestablish core programs and services delivery levels. Funds will be added in both personnel and operating categories. Staff will monitor the pandemic recovery, programming and services to meet community needs.

Detail of FY23 Budget Adjustments

Revised RCC FUND STATEMENT

(Note: further adjustments will occur related to personnel costs arising from possible Fairfax County decisions in coming months related to compensation analysis.)

| FY23 Budget Revisions for FY22 Carryover | | | | | | | | |
|---|-----------------------|-------------------|--------------------|---------------|-------------------|-----------|-------------------|---|
| Cost Center Name | CC Code | Revenue GL Code # | Revenue \$\$ Value | GL# Personnel | Pers \$\$ Funding | GL # Oper | Oper \$\$ Funding | |
| Revenue from Taxes | G141401001 | 404000 | 200,000 | | | | | Increase in property valuation SD5 |
| Booking | G141401002 | | | | | 510000 | 50,000 | Office chairs replacement |
| Maintenance | G141401007 | | | 500090 | 7,155 | | | FY22 Reclass pay increase |
| Maintenance | G141401007 | | | 501000 | 4,724 | | | FY22 Reclass pay increase (fringe) |
| Cm. Partnerships | G141401010 | | | | | 521080 | 25,000 | Storycatcher (filming PING CHONG) |
| Performing Arts | G141402001 | | | | | 521080 | 61,655 | Added costs: PING CHONG |
| Performing Arts | G141402001 | | | | | 544990 | 23,000 | Added costs: PING CHONG (may get reallocated to hospitality etc.) |
| Performing Arts | G141402001 | | | | | 521080 | 13,400 | Increase of 10% for PTAS |
| Arts Education | G141402002 | 441060 | 50,963 | | | | | Revenue from restored programs |
| Arts Education | G141402002 | | | 501000 | 9,949 | | | Restored programming costs (personnel) |
| Arts Education | G141402002 | | | 500090 | 776 | 521080 | 21,085 | Restored programming costs (FICA & Operating) |
| Community Events | G141402003 | | | 500090 | 47,404 | | | New E status position |
| Community Events | G141402003 | | | 501000 | 8,003 | | | Benefits for new pos |
| Community Events | G141402003 | | | | | 521080 | 2,965 | Net increase for new & restored offerings |
| Community Events | G141402003 | | | | | 544990 | 2,000 | Net increase for new & restored offerings |
| Aquatics | G141403001 | | | 500090 | 35,625 | | | FY22 Pay rate increase |
| Aquatics | G141403001 | | | 501000 | 6,056 | | | FY22 Pay rate increase |
| New Department: Offsite & Collaboration | Old CC: G141402003 | | | 500000 | 83,450 | | | Mid-Point Pay S25 - New Dept Head |
| Offsite & Collaboration | Old CC: G141402003 | | | 501000 | 43,811 | | | Fringe Benefits S25 Mid-Point |

FY23 Adjustments TOTAL Revenue: 250,963
 FY23 Adjustments TOTAL Personnel: 246,953
 FY23 Adjustments TOTAL Operating: 199,105

FUND STATEMENT

| Category | FY 2022 Estimate | FY 2022 Actual | Increase (Decrease) (Col. 2-1) | FY 2023 Adopted Budget Plan | FY 2023 Revised Budget Plan | Increase (Decrease) (Col. 5-4) | |
|--------------------------------------|---------------------|---------------------|--------------------------------|-----------------------------|-----------------------------|--------------------------------|--|
| Beginning Balance | \$7,472,208 | \$7,472,208 | \$0 | \$6,009,153 | \$9,093,086 | \$3,083,933 | Wojcicki, Renata: Includes \$200K Tax Revenue Carryover addition. |
| Revenue: | | | | | | | |
| Taxes | \$8,930,260 | \$9,024,139 | \$93,879 | \$8,930,260 | \$9,130,260 | \$200,000 | |
| Interest | 15,870 | 5,859 | (10,011) | 15,870 | 15,870 | 0 | Wojcicki, Renata: includes \$50,963 Arts Ed Rev Carryover addition for restored programs. |
| Vending | 1,600 | 244 | (1,356) | 1,600 | 1,600 | 0 | |
| Aquatics | 51,945 | 317,012 | 265,067 | 403,934 | 403,934 | 0 | |
| Leisure and Learning | 178,700 | 221,817 | 43,117 | 352,500 | 352,500 | 0 | |
| Rental | 102,435 | 175,444 | 73,009 | 181,000 | 181,000 | 0 | Wojcicki, Renata: Includes \$246,953 Personnel costs Carryover to restore |
| Arts and Events | 194,346 | 248,778 | 54,432 | 263,081 | 314,044 | 50,963 | |
| Miscellaneous | | | 0 | 0 | 0 | 0 | |
| Total Revenue | \$9,475,156 | \$9,993,292 | \$518,136 | \$10,148,245 | \$10,399,208 | \$250,963 | |
| Total Available | \$16,947,364 | \$17,465,500 | \$518,136 | \$16,157,398 | \$19,492,294 | \$3,334,896 | Wojcicki, Renata: Includes \$199,105 operating costs in Carryover to restore programs, office chairs replacement and encumbered Carryover of \$65,529. |
| Expenditures: | | | | | | | |
| Personnel Services | \$6,093,046 | \$5,540,794 | (\$552,252) | \$6,217,239 | \$6,464,192 | \$246,953 | |
| Operating Expenses | 3,158,028 | 2,630,241 | (527,787) | 3,031,577 | 3,296,211 | 264,634 | |
| Capital Equipment | 6,590 | | (6,590) | 0 | 0 | 0 | |
| Capital Projects | 1,680,547 | 201,380 | (1,479,167) | 357,500 | 1,135,142 | 777,642 | Wojcicki, Renata: Includes \$54,663 encumbered Carryover and \$722,979 unencumbered Carryover; including 300K transfer from Aqua reno available balance to HW roof replacement project. Aqua project 708K will be returned |
| Total Expenditures | \$10,938,211 | \$8,372,415 | (\$2,565,796) | \$9,606,316 | \$10,895,545 | \$1,289,229 | |
| Total Disbursements | \$10,938,211 | \$8,372,415 | (\$2,565,796) | \$9,606,316 | \$10,895,545 | \$1,289,229 | |
| Ending Balance* | \$6,009,153 | \$9,093,086 | \$3,083,933 | \$6,551,082 | \$8,596,749 | \$2,045,667 | |
| Maintenance Reserve | \$1,137,019 | \$1,199,195 | \$62,176 | \$1,217,789 | \$1,247,905 | \$30,116 | |
| Feasibility Study Reserve | 189,503 | 199,866 | 10,363 | 202,965 | 207,984 | 5,019 | |
| Capital Project Reserve | 3,500,000 | 3,500,000 | 0 | 3,500,000 | 7,000,000 | 3,500,000 | |
| Economic and Program Reserve | 1,182,631 | 4,194,025 | 3,011,394 | 1,630,328 | 918,502 | (711,826) | |
| Unreserved Balance | | 0 | 0 | 0 | 0 | 0 | |
| Tax Rate per \$100 of Assesse | \$0.047 | \$0.047 | \$0.000 | \$0.047 | \$0.047 | \$0.000 | |
| Fund Ending Bal Control Calc. | \$6,009,153 | \$9,093,086 | \$3,083,933 | \$6,551,082 | \$9,374,391 | \$2,823,309 | |

June 30, 2022 (end of FY22)

Financial Results

Revenue
comment

General Notes: . Revenue figures in red on the spreadsheet represent revenue reversals for FY23 programs and services that occur after July 1. The total amount of Cash Revenue deferrals is \$216,203.62.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is from the T-Mobile antenna lease and room rentals. We have collected 101.05% of tax revenue, 171.27% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue) and 52.93% of estimated interest revenue. Collection of interest is dependent on Investment Procedures approved by the 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 Admissions:** Theatre admission ticket sales for Professional Touring Artist Series shows went on sale August 1, 2021. Attendance is inching back to pre-pandemic levels as the revenue total for FY22 demonstrates.
3. **Performing Arts Theatre Rental:** Theatre rental payments are made on an irregular schedule depending on when performances occur. Rentals have been climbing back to pre-pandemic levels, although frequent surges of COVID-19 decreased the amount of time some organizations used the theatre this past season.
4. **Performing Arts Misc. Revenue:** Revenue from processing fees for online ticketing by eTix, Inc. the new provider. We will wait until one more season of purchasing occurs to begin estimating what an annual revenue expectation should be.
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. **PTAS Merchandise Sale:** Ibram X. Kendi's book *How to be an Antiracist* was available for sale at the Box Office.
8. **Aquatics Classes/drop-in:** Year-to-date revenue represents summer, fall, winter and spring pass sales and program enrollment revenue. "Drop-in" swimming now requires pass purchases and free lane or zone reservations for participation. Swimmers have returned to RCC.
9. **Aquatics Rental:** Year-to-date revenue represents natatorium rental payments. The rentals are billed quarterly.
10. **Fitness:** Year-to-date revenue includes summer, fall, winter, and spring program enrollments.
11. **Youth/Teen:** Year-to-date revenue reflects the summer, fall, winter and spring enrollments. Most of this cost center's revenue is realized during the summer. Fee waiver program participation in this cost center is significant. Summer 2021 camp participation exceeded expectations.
12. **Lifelong Learning:** Year-to-date revenue includes summer, fall, winter, and spring program enrollments. Older adults have been slower to return to participating in onsite programs. We are seeing participation continue in virtual offerings as well as trips and tours.
13. **Collaboration & Outreach:** The focus for this cost center has been changed from revenue generation to awareness and marketing goals. Little or no revenue is projected or anticipated.
14. **Community Events:** Revenue is collected from booth fees associated with the Reston Multicultural Festival and MLK luncheon ticket sales. The MLK luncheon event was canceled this year due to inclement weather.
15. **Arts Education:** Year-to-date revenue includes summer, fall, winter and spring enrollments; summer program revenue is significant in this cost center. Summer 2021 offerings had greater participation than expected.

Reston Community Center
 Revised Budget vs Actuals Worksheet
 June 30, 2022

100%/12*12mos=100%

| | FY21 Carryover | FY22 Adopted Funding | Revised FY22 Budget | June | YTD (does not incl. Fee Waiver amounts) | REMAINING BALANCE | YTD % actual | YTD Fee waiver (unrealized revenue) |
|---|-------------------|----------------------------|---------------------------|------------------|--|----------------------|-----------------|--|
| 1 Administration: | | | | | | | | |
| Taxes | | 8,930,260 | 8,930,260 | 2,993 | 9,024,224 | (93,964) | 101.05% | |
| Interest | | 15,870 | 15,870 | 1,680 | 8,400 | 7,470 | 52.93% | |
| Vending | | 1,600 | 1,600 | 39 | 216 | 1,384 | 13.52% | |
| Facility Rental | | 102,435 | 102,435 | (16,220) | 175,445 | (73,010) | 171.27% | |
| Equipment Sale | | | 0 | | 0 | 0 | 0.00% | |
| 2 Performing Arts-Theatre Admiss. | | 29,728 | 29,728 | 430 | 54,485 | (24,757) | 183.28% | 175 |
| 3 PA Theatre Rental | | 50,862 | 50,862 | | 43,560 | 7,303 | 85.64% | |
| 4 PA Misc Revenue | | | 0 | 104 | 7,164 | (7,164) | 0.00% | |
| 5 PA Equip. Sale Revenue | | | 0 | | 170 | (170) | 0.00% | |
| 6 PA Cultural Activities/Arts OrgArts Org | | | 0 | (11,455) | 0 | 0 | 0.00% | |
| 7 PTAS Merch. Sale | | | 0 | | 1,490 | (1,490) | 0.00% | |
| 8 Aquatics Classes/drop-in | | 43,437 | 43,437 | 9,098 | 253,401 | (209,964) | 583.38% | 31,314 |
| 9 Aquatics Rental | | 8,508 | 8,508 | (722) | 63,611 | (55,103) | 747.66% | |
| 10 L&L Fitness | | 67,511 | 67,511 | (448) | 67,119 | 392 | 99.42% | 1,665 |
| 11 L&L Youth/Teen | | 75,359 | 75,359 | (117,951) | 126,989 | (51,630) | 168.51% | 33,740 |
| 12 L&L Lifelong Learning | | 35,830 | 35,830 | (521) | 27,506 | 8,324 | 76.77% | 3,391 |
| 13 L&L Collab & Outreach | | | 0 | | 203 | (203) | 0.00% | 17 |
| 14 Community Events | | 2,988 | 2,988 | | 1,800 | 1,188 | 60.24% | |
| 15 Arts Education-Cultural Activity | | 110,768 | 110,768 | (46,310) | 140,110 | (29,342) | 126.49% | 3,316 |
| Total RCC Revenue | 0 | 9,475,156 | 9,475,156 | (179,283) | 9,995,891 | (520,735) | 105.50% | 73,618 |

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 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. An increase of \$106K was included in the Personnel Services for the County's one-time bonus compensation.

1. **Administration:** Administration's allocated budget is typically under-spent; funding provides for Other Post-Employment Benefits (OPEB) costs. The Deputy Director position was filled and BeBe Nguyen started in that position on January 3, 2022.
2. **Facility Services (Booking):** Personnel costs reflect increased building operations and hours over the course of FY22.
3. **Comptroller:** Personnel costs are at the expected level. The Financial Specialist I position vacancy was filled in August 2021.
4. **Customer Service:** Personnel cost savings reflect vacancies due to retirements and challenges with filling vacancies.
5. **Facility Engineer:** Personnel costs are at the expected level.
6. **Maintenance:** Personnel cost savings reflect vacancies. Hiring for two vacant merit positions was completed this spring.
7. **Information Technology:** Personnel costs are at the expected level. Savings occurred due to benefits changes.
8. **Media/Sponsorships:** Personnel cost savings occurred due to vacancy of the director position. The new director of communications, Lorna Campbell-Clarke, started in April.
9. **Community Partnerships:** No personnel costs are anticipated.
10. **Performing Arts:** Personnel costs are at the expected level. Savings occurred due to program cancelations.
11. **Aquatics:** Personnel costs increased due to within grade pay increases provided to address labor market issues.
12. **Fitness:** Personnel cost savings occurred due to program cancelations.
13. **Leisure and Learning Admin:** Personnel cost savings occurred due to the position vacancy caused by retirement; the new LL Director started at the end of May.
14. **Youth/Teen:** Personnel costs increased due to higher than anticipated summer camp activity in summer 2021.
15. **Lifelong Learning:** Personnel cost savings occurred due to program cancelations.
16. **Collaboration & Outreach:** Personnel costs are at the expected levels.
17. **Community Events:** Personnel cost savings occurred due to position vacancies. The program director was promoted in May; the hiring of an Outreach Assistant has been challenging.
18. **Arts Education:** Personnel costs are at the expected level. Savings occurred due to program cancelations.

Reston Community Center
 Revised Budget vs Actuals Worksheet
 June 30, 2022

100%/12*12mos=100%

| | FY21 Carryover | FY22 Adopted Funding | Revised FY22 Budget | June | YTD | REMAINING BALANCE | % Budget Used Ytd |
|---------------------------------|-------------------|----------------------------|---------------------------|----------------|------------------|----------------------|----------------------|
| Personnel Expenses | | | | | | | |
| 1 Administration | 72,432 | 521,886 | 575,452 | 50,381 | 426,566 | 148,886 | 74.13% |
| 2 Facility Services (Booking) | 2,154 | 179,573 | 181,727 | 28,484 | 191,920 | (10,193) | 105.61% |
| 3 Comptroller | 3,231 | 457,626 | 460,857 | 70,937 | 460,339 | 518 | 99.89% |
| 4 Customer Service | 35,450 | 605,492 | 640,942 | 77,556 | 578,065 | 62,877 | 90.19% |
| 5 Facility Engineer | 1,077 | 132,510 | 133,587 | 19,838 | 132,604 | 983 | 99.26% |
| 6 Maintenance | 25,050 | 360,417 | 385,467 | 54,465 | 357,413 | 28,054 | 92.72% |
| 7 IT | 1,077 | 145,226 | 146,303 | 16,936 | 114,873 | 31,430 | 78.52% |
| 8 Media/Sponsorships | 5,384 | 454,231 | 459,615 | 64,859 | 414,667 | 44,948 | 90.22% |
| 9 Community Partnerships | | | 0 | | 0 | 0 | 0.00% |
| 10 Performing Arts | 81,710 | 504,572 | 586,282 | 94,564 | 564,148 | 22,134 | 96.22% |
| 11 Aquatics | 19,910 | 848,857 | 868,767 | 139,066 | 876,845 | (8,078) | 100.93% |
| 12 L&L Fitness | 23,582 | 225,118 | 248,700 | 25,738 | 174,702 | 73,998 | 70.25% |
| 13 L&L Admin | 4,308 | 337,863 | 272,616 | 36,588 | 252,091 | 20,525 | 92.47% |
| 14 L&L Youth/Teen | 8,071 | 218,873 | 226,944 | 33,716 | 231,264 | (4,320) | 101.90% |
| 15 L&L Lifelong Learning | 31,445 | 152,400 | 183,845 | 21,227 | 143,779 | 40,066 | 78.21% |
| 16 L&L Collab & Outreach | 1,077 | 105,864 | 106,941 | 16,733 | 110,380 | (3,439) | 103.22% |
| 17 Community Events | 1,077 | 155,633 | 245,131 | 17,642 | 187,975 | 57,157 | 76.68% |
| 18 Arts Education | 38,723 | 331,147 | 369,870 | 42,660 | 323,160 | 46,710 | 87.37% |
| Total Personnel Expenses | 355,758 | 5,737,288 | 6,093,046 | 811,390 | 5,540,790 | 552,256 | 90.94% |

Operating Expenses:

General Notes: FY22 year-end results reflect savings from program cancelations as well as increased costs associated with new offsite program offerings.

1. **Administration:** Current month expense is subscription cost.
2. **Board:** Current month expenses, payments and reservations recorded are BOG operating expenses. Hospitality costs for the community engagement events for the Reston Arts Center are assigned here.
3. **Facility Services (Booking):** Current month expense is a net of reservations and payments for security monitoring and storage rental and reductions in procurement needs for the fiscal year.
4. **Comptroller/LA Lease/Admin:** Current month expenses are bank fees, DIT copying billing, General Liability insurance premium costs, and office supplies costs.
5. **Customer Service:** Current month expense is for employee cash awards associated with the Outstanding Performance Awards (OPA) program and supplies.
6. **Facility Engineering:** Current month expense is a net of reservations, payments and include facility repair and maintenance costs for RCC HW and RCC LA buildings and OPA cash award.
7. **Maintenance:** Current month expense is a net of payments and reservations for utilities, maintenance costs, custodial services, reduction in the fiscal year procurement needs, and supply costs. An OPA expense was also assigned to this cost center.
8. **IT:** Current month expense is a net of payments and reservations for services and equipment.
9. **Media:** Current month expense is a net of payments and reservations for communication/media services and printing costs.
10. **Community Partnerships:** No current month expenses recorded. A partnership program agreement with Public Art Reston has been shifted to a Sponsorship Agreement that is assigned in the Media cost center to afford both PAR and RCC greater flexibility.
11. **Performing Arts:** Current month credit is a net of payments/reservations related to theatre operating costs and OPA cash award costs.
12. **Aquatics:** Current month expenses are net of reservations/payments for pool operating costs and OPA cash award costs.
13. **Fitness:** No current month expenses were recorded.
14. **Leisure and Learning Admin:** Current month expenses are for office supplies and an OPA award.
15. **Youth/Teen:** Current month expenses are program operating costs.
16. **Lifelong Learning:** Current month expense is the net of reservations/payments for program operating costs.
17. **Collaboration & Outreach:** Current month expenses are program operating costs.
18. **Community Events:** Current month expenses are program operating costs.
19. **Arts Ed:** Current month credit is a net of payments/reservations for program operating costs.

Reston Community Center
 Revised Budget vs Actuals Worksheet
 June 30, 2022

100%/12*12mos=100%

| | FY21 Carryover | FY22 Adopted Funding | Revised FY22 Budget | June | YTD | REMAINING BALANCE | % Budget Used Ytd |
|-----------------------------------|-------------------|----------------------------|---------------------------|--------------|------------------|----------------------|----------------------|
| Operational Expenses | | | | | | | |
| 1 Administration | 3,600 | 55,000 | 58,600 | 358 | 31,045 | 27,555 | 52.98% |
| 2 Board | 31 | 44,820 | 44,851 | 475 | 37,295 | 7,556 | 83.15% |
| 3 Facility Services (Booking) | 16,200 | 85,000 | 101,200 | (8,275) | 91,712 | 9,488 | 90.62% |
| 4 Comptroller//LA Lease/Admin | | 341,324 | 341,324 | 4,417 | 332,184 | 9,140 | 97.32% |
| 5 Customer Service | | 1,000 | 1,000 | 1,423 | 1,604 | (604) | 160.45% |
| 6 Facility Engineer | 32,000 | 110,000 | 142,000 | 6,001 | 118,831 | 23,169 | 83.68% |
| 7 Maintenance | 23 | 440,620 | 440,643 | (18,190) | 383,124 | 57,519 | 86.95% |
| 8 IT | 28,870 | 101,180 | 130,050 | 2,371 | 93,562 | 36,488 | 71.94% |
| 9 Media/Sponsorships | 247,890 | 499,967 | 747,857 | 3,443 | 666,422 | 81,435 | 89.11% |
| 10 Community Partnerships | 10,000 | 130,000 | 140,000 | | 65,000 | 75,000 | 46.43% |
| 11 Performing Arts | 7,500 | 303,855 | 311,355 | (1,742) | 342,728 | (31,373) | 110.08% |
| 12 Aquatics | 5,901 | 55,182 | 61,083 | 1,996 | 48,118 | 12,965 | 78.77% |
| 13 L&L Fitness | | 12,766 | 12,766 | 0 | 984 | 11,782 | 7.70% |
| 14 L&L Admin | | 3,500 | 3,500 | 539 | 4,879 | (1,379) | 139.40% |
| 15 L&L Youth/Teen | 62 | 182,405 | 182,467 | 5,348 | 130,859 | 51,608 | 71.72% |
| 16 L&L Lifelong Learning | | 80,000 | 80,000 | 2,829 | 23,150 | 56,850 | 28.94% |
| 17 L&L Collab & Outreach | | 12,000 | 12,000 | 363 | 7,444 | 4,556 | 62.04% |
| 18 Community Events | 87,550 | 199,280 | 286,830 | 346 | 277,479 | 9,351 | 96.74% |
| 19 Arts Education | 21,000 | 46,092 | 67,092 | (2,251) | 47,693 | 19,399 | 71.09% |
| Total Operational Expenses | 460,627 | 2,703,991 | 3,164,618 | (548) | 2,704,113 | 460,505 | 85.45% |

**Capital
Projects**

General Notes: Because of scheduling, RCC Capital Improvement Projects frequently carry over from one fiscal year to the next. Hidden columns each month include activity (plus or minus) that has already occurred; the net in the remaining balance column includes prior months' transactions. The Capital Projects Team will determine the "completed project" status and reallocate remaining funding to either existing projects (if needed) or to the Fund Balance. The FY21 Capital Projects Carryover amount was \$1,470,046.

1. **RCC Improvements/CC-000001:** Funding for the following projects: HW Roof Replacement phase III (deferred), HW Audio Visuals Room 1-4 (completed), HW Assistive Listening CR (completed), HW Rear Parking Lot Resurface (completed), and HW Security Cameras replacement (in progress.)
2. **RCC Facility Enhancements/CC-000002:** Funding for the following projects: Restroom Renovation (repurposed from LA Service Desk Redesign (completed) and Security Cameras replacement (in progress.)
3. **RCC CenterStage Enhancements/CC-000008:** Funding for the following projects: Stage Floor (completed), Audio Visual Controls/LED Lights replacement (in progress), RCC PA Projection Screen (complete), Theatre Rigging line Replacement (complete), Theatre HD Projector (complete.)
4. **RCC Aquatics Renovation/CC-000009:** TLS Aq. Ctr. project. (complete) A transfer amount of \$300,000 and remaining balance will be reallocated to the RCC Improvements projects and Fund Balance (respectively) with the FY22 Carryover submission.
5. **Reston Arts Venue/CC-000024:** Funding assigned covers feasibility study costs. Expenditures began in January.

Reston Community Center
 Revised Budget vs Actuals Worksheet
 June 30, 2022

100%/12*12mos=100%

| | FY21 Carryover | FY22 Adopted Funding | Revised FY22 Budget | June | YTD | REMAINING BALANCE | % Budget Used Ytd |
|---------------------------------------|-------------------|----------------------------|---------------------------|----------------|------------------|----------------------|----------------------|
| Capital Proj. & Cap Equip. | | | | | | | |
| 1 RCC Improvements CC-000001 | 293,446 | 137,000 | 430,446 | | 123,008 | 307,438 | 28.58% |
| 2 RCC Facility Enhcmnts. CC-000002 | 59,529 | 15,000 | 74,529 | | 64,981 | 9,548 | 87.19% |
| 3 Theatre Enhancements CC-000008 | 76,870 | 58,500 | 135,370 | | 53,137 | 82,233 | 39.25% |
| 4 RCC Natatorium Reno CC-000009 | 1,040,201 | 0 | 930,201 | | (77,914) | 1,008,115 | -8.38% |
| Reston Arts Venue CC-000024 | 0 | 0 | 110,000 | 4,836 | 83,837 | 26,163 | 76.22% |
| | | | 0 | | 0 | 0 | 0.00% |
| | | | 0 | | 0 | 0 | 0.00% |
| Total Capital Expenses | 1,470,046 | 210,500 | 1,680,546 | 4,836 | 247,049 | 1,433,497 | 14.70% |
| Total RCC Expenditures | 2,286,431 | 8,651,779 | 10,938,210 | 815,678 | 8,491,952 | 2,446,258 | 77.64% |

RESTON COMMUNITY CENTER – Performing Arts, Arts Education, Community Events

CASE STUDY ANALYSIS – 2019 USE & OUTCOMES

How a public-serving, comprehensive arts delivery system functions

Prepared for RCC Board of Governors
September 12, 2022

Use of Reston Community Center Performing and Visual Arts Spaces - Introduction

To understand how a facility complex featuring a performing arts venue, visual arts gallery and classrooms, and related space features might function under the operational oversight of Reston Community Center’s professional staff, what follows is an analysis of how such space is utilized and what the related costs, revenue and participation were for the last “normal” year of operations, 2019. Preliminary observations about post-pandemic behaviors suggest:

- attendance at events is increasing, but gradually,
- participation is inching back to pre-pandemic levels in classes and is particularly strong in offerings where ventilation and controlled capacities are assured, and overall,
- people remain hesitant about whether engaging in public activities will be safe but are eager to return to these activities.

Older venues have had to adapt to the desire for video/audio feeds to external viewers. Not every arts space has the technological infrastructure available to offer content virtually if new variants take hold and require that, but such features will be a necessity in terms of planning for new venues. RCC has been accomplishing those technological improvements on a piecemeal basis and to the degree that greater bandwidth and new tools facilitate the option to be either virtual or hybrid, we are heading in that direction. A new venue anywhere should have such technical capabilities built into them as architectural features.

For the 2019 year, these tables illustrate what a publicly serving, subsidized and comprehensive arts program costs and generates in revenue and participation.

| Program Cost Center | Personnel Actual Cost | Operating Actual Cost | Revenue |
|---------------------|-----------------------|-----------------------|------------------------|
| Performing Arts | 536,958 | 273,848 | (ticket sales) 54,075 |
| | | | (rental income) 63,899 |
| Arts Education | 327,429 | 48,360 | 221,535 |
| Community Events | 136,311 | 204,515 | 5,975 |
| TOTALS | 1,000,698 | 526,723 | 345,484 |

Cost Recovery: 22% (Note: Board Financial Policy – not more than 25%)

| Program Cost Center | Participation |
|---|---------------|
| Performing Arts (Professional Touring Artist Series and Community Arts Org Shows) | 3,204 |
| | 10,699 |
| Arts Education | 1,731 |
| Community Events | 82,993 |
| TOTAL | 98,627 |

Overall cost per participant: \$15.49

Theatre Complex: the CenterStage, Dance Studio

Notes

The CenterStage is a specialized venue; its use necessarily depends on the attendance behavior of audiences; the requirements for rehearsals, changeovers, maintenance and repair; and arts education program needs. For the CenterStage, the dressing room also functions as a dance classroom. Key factors affect the number of hours and days of use for this (or any) theatre space:

Holidays: Audiences attend shows in the evening, more often on weekends, for timeframes ranging from an hour to two hours. Annually, the weekends that surround some holidays are better than others for scheduling performances. Holidays that don't attract audience interest are New Year's Eve, Valentine's Day, Easter, Passover, Ramadan, Memorial Day, Fourth of July, Labor Day, Thanksgiving and Christmas. Jewish High Holy Days in our community are to be avoided (occurring typically in September/October period).

Rehearsals: The premises of CenterStage use for rehearsals fall into categories and types of shows. Reston Community Players (RCP) shows typically have two complete weeks of seven-day-a-week rehearsals prior to the opening night. Those rehearsals allow for actors to acclimate to the sets, and designers to light and produce the sound for the show. Performance runs are three weekends (straight shows) or four weekends (musicals) making the RCP impact on the CenterStage calendar a total of eight weeks of rehearsals, and 14 weekends of performances. For dance companies or music performances by community-based organizations, a minimum of three rehearsals with full sets and cast(s) are required.

Professional Touring Artist Series: The CenterStage hosts (on average) 20 performances by touring artists annually. For each performance, an average of two consecutive rehearsals are required and may be scheduled back-to-back or on consecutive days depending on the nature of the show and its schedule.

Young Actors Theatre (YAT): Three sessions of YAT occur in the September to June timeframe. Classes meet for 10 weeks on Friday afternoons and Saturday mornings. During the final week of the session, four rehearsals occur and one public performance. During the summer, three groups of up to 25 kids in each group attend class daily for five weeks culminating in three public performances. There are no public events held in the CenterStage in the summer months due to the intensity of the YAT program, and to avoid competing with our outdoor summer concert and entertainment series.

Maintenance/Repair/Capital Projects: Maintenance and repair for all the theatre equipment must be scheduled in two different break periods that are calendared during the lowest interest times from the perspective of audience behavior: mid-August to mid-September and again from mid-December (including Christmas, Hanukkah, etc.) through to the RCC MLK weekend events. Theatre equipment is both extensive and requires annual thorough cleaning, repairing and replacing (when applicable) to be reliable and fully functioning

through the peak periods of the performance calendar. Cyclically, extensive capital projects (seating replacement for example) will be scheduled in the August-September timeframe.

Miscellaneous Programming: In addition to the community season cycle, the CenterStage hosts a film series for daytime adult attendance, the Osher Lifelong Learning Institute shows, dance classes during the out-of-school-time hours during the week (roughly 3:30 to 5:30 p.m.), occasional daytime business meetings on a rental basis, and all-staff meetings.

| Type of Use | Number of Staff Required | Special Considerations | Total Number of Days |
|---|---|--|---|
| Holidays – Programmed: MLK, George Washington Day, Juneteenth | All merit staff, average of 4 per show. Part-time employees for tech: average of 3 per show. | Merit employees get paid double time on holidays. | Including rehearsals: 9 |
| Rehearsals - Rentals | Merit staff: average of 3 per show. | At least one merit employee is on staff for RCP rehearsals; all others have full merit tech staffing. | RCP: 56; Others: 28 Total: 84 |
| Performances – Rentals | Merit staff, average of 3 per performance. Part-time tech: average of 3 per show. | | RCP: 36; Others: 20 Total: 56 |
| Rehearsals – Professional Touring Artist Series | All merit staff, average of 5 per show. Part-time employees for tech: average of 3 per show. | Often, rehearsals may occur back-to-back. Each rehearsal counts as a “day” from a labor practice perspective. | 40 (on average) rehearsals but some are simultaneous with performance day. Total: 30 |
| Performances – Professional Touring artist series | Merit staff, average of 5 per performance. Part-time techs: average of 3 per show. | Occasionally, a major dance premier or other technically demanding performance takes more staffing/time. | 20 |
| Young Actors Theatre – Sept-June: Rehearsals | Merit staff, average of 3 per show. Part-time employees for tech and teaching: average of 4 per show. | Working with youth. Two days per week for 10 weeks; 20 days of instruction plus final week 4 days of rehearsal | Entire program: 24 x 3 sessions Total: 72 |
| Young Actors Theatre – Summer: Rehearsals and Performances | Typically, each show has a week of technical rehearsals; up to 4 merit staff for each. | Working with youth. | Entire program: 25 days |

| | | | |
|--|---|---|---|
| Young Actors Theatre – Performances (Sept-June) | Merit staff, average of 4 per performance. Part-time employees for tech average of 3 per show. | Working with youth. One performance per session. | 3 |
| Young Actors Theatre – Performances (Summer) | Merit staff, average of 5 per performance; part-time teachers and tech average of 6 per show. | Working with youth. One performance per group. | 3 |
| Maintenance/Repair/Capital Projects | Staffing varies depending on the nature of the projects. Annual leave is also encouraged to be taken during this timeframe. | Projects can include cleaning and rehangng of drapes; cleaning and refurbishing all the lighting instruments; restocking supplies; checking and repairing microphones, cables, amplifiers, speakers, monitors, etc. | 52 |
| Miscellaneous Programming (CenterStage Cinema, OLLI, dance classes, business rentals) | Staffing typically involves a minimum of 3 merit employees, up to 2 part-time tech. | May involve a quick run-through, or just screening of the films – no rehearsal needed. Dance classes: 3 per day, 3 days a week, 30 weeks a year: 90 days | Entire program: 28 performances; fewer than that for rehearsals due to nature of programming. Perhaps just one quarter of that time (7). Dance classes: 90 Total: 125 |

TOTAL DAYS ANNUALLY OF CENTERSTAGE USE: 489

Notes: The fact that we end up with more “days” than there are in a year is a consequence of overlapping scheduling during the busiest periods of the CenterStage calendar. The above array of uses and time involved represents peak use. It could well be the case in the coming years that prevailing philosophy and practice for theatre professionals will significantly change and lead to more “humane” working conditions. This will necessarily curtail some of the overlapping scheduling we have done that leads to consecutive workdays of up to 14 days and workday schedules of up to 16 hours. That overlapping scheduling is a consequence of the appeal of peak periods of audience interest and getting as much mileage out of the space as possible.

While we follow all the rules for overtime, scheduling of meal breaks, Equity or other union practices when needed, we have not been subject to union work rules. Given that Fairfax County government has determined it will enter into collective bargaining agreements in the future (FY25 and beyond), the kind of schedules described in this document will no longer be feasible with the number of employees staffing them. We will either have to add staff or decrease use hours or some adaptation using both strategies.

Community Room – RCC Hunters Woods

Notes:

There are arts organizations using the Community Room at RCC Hunters Woods for performances. These are primarily presented by the Reston Chorale and Reston Community Orchestra. The use of the Community Room by local arts organizations is relevant to the use of the CenterStage because the professional arts staff is limited to the current merit team (seven fulltime or fulltime equivalent – one position is a job share) and part-time employees (10-12) who give tech support to performances. This means scheduling has to accommodate the dynamic of two venues in one facility as well as the staffing resources.

| Type of Use | Number of Staff Required | Special Considerations | Total Number of Days |
|---|--|---|----------------------|
| Reston Chorale – Rehearsals | Two are mandatory before shows; involves up to 4 merit staff. | Depending on sound/lighting/video components that are needed. | 36 |
| Reston Chorale – Performances | Typically, a minimum of 3.5 (one half-time merit box office employee). | Requires moving in risers, equipment for the scheduled shows. | 2 |
| Reston Community Orchestra – Rehearsals | Typically, 2 technical merit staff. | Requires added Maintenance Team support for chairs, etc. | 4 |
| Reston Community Orchestra – Performances | Typically, 3 merit for technical and box office. | Requires considering noise, foot traffic. | 4 |

TOTAL DAYS ANNUALLY OF COMMUNITY ROOM USE FOR PERFORMING ARTS: 46

Notes: Community Room performances would be replaced by more typical social event rentals if these large footprint shows shift to a new venue with the stage and related space capacities to support them. Calendar management is critical to successfully presenting all Reston arts organizations in our spaces equitably and appropriately.

For the CenterStage and Community Room as performing arts or similar (lectures, readings, etc.) programming, the department director turns away on average three-five requests a month for the popular timeframe of October through June, and occasional requests (perhaps on average one-two a month) for other less popular calendar periods. Because it's been impossible to add much to the current use calendars of both spaces, we don't really know anymore what the true unmet demand could be as the reputation of our venue is that it's impossible to book.

As we endeavor to use arts residencies more to serve local school-age youth, activity that has to occur in the schools themselves requires the staffing resources of RCC professional arts staff to execute. While this doesn't put a strain on the facilities at RCC, it does draw down on our available labor.

Arts Education – RCC Lake Anne: Ceramics and Art Studios

Art Studio

The Art Studio is designed for visual arts instruction. In addition to a multitude of visual art classes for all age groups, the studio hosts the summer visual arts camp, LARK. The camp runs for four 2-week sessions Monday through Friday during the hours of 9:00 a.m. to 3:00 p.m. This allows for instructional programming for adults in the summer in the evening hours.

Use Total: 75 days during the summer

During the fall, winter and spring cycles of offerings, the studio is used primarily from 10:00 a.m. to 1:00 p.m.; 4:00 p.m. to 6:00 p.m. and 7:00 p.m. to 10:00 p.m., Monday through Friday. Saturdays and Sundays provide for specialty workshops.

Use Total: 253 days from September through early June:

Ceramics Studio/3D Studio

The RCC Ceramics and 3D Studio has a consistent schedule for the fall, winter/spring and summer seasons of instructional offerings. Classes are scheduled from 10:00 a.m. to 12:30 p.m. and evenings from 7:00 p.m. to 9:30 p.m., Monday through Friday, for six or eight week sessions, utilizing both spaces.

Use Total: 331 days year-round

Each Wednesday from 10:00 a.m. to 2:00 p.m. and Saturday from 1:00 p.m. to 5:00 p.m. Open Studio access is provided.

Use Total: 24 days year-round.

Holidays: The RCC Lake Anne facility is closed for 17 holidays. Analysis of facility use on work holidays revealed that people typically made travel plans or otherwise failed to attend, so the cost-benefit to keeping the building open just wasn't sound.

Maintenance/Repair/Cleaning: Maintenance and repairs for all visual arts spaces occur from mid-August to mid-September.

Use Total: 30 days

Miscellaneous Programming: In addition to visual arts programming at RCC Lake Anne, a Glass/Mosaic studio occurs in the Woodshop two days a month at RCC Hunters Woods.

Use total: 24 days.

TOTAL DAYS ANNUALLY OF ARTS EDUCATION PROGRAMMING: Arts Studio: 328; Ceramics Studio: 355.

Offsite Performances/Entertainment Events – 2019

| Title | Number of performances/days | Staffing | Days required for rehearsals/setup |
|---|---|----------|---|
| Reston Multicultural Festival | 1 | 10 | 2 (setup and breakdown of tents) |
| Holiday Parade | 1 | 1 | 0 |
| RTC Holiday Entertainment | 15 | 1 | 0 |
| Northern Virginia Fine Arts Festival (Now Tephra Fine Arts Festival) | 2 | 5 | 5 (rehearsals and technical walkthroughs with dance companies performing) |
| Take a Break Concert Series | 14 (4 were canceled due to weather) | 2 | 0 |
| Summerbration Concert and Events Series | 39 (2 were canceled due to weather). Summerbration events occurred on Friday, Saturday and Sunday. | 2 | 0 |
| Family Fun Entertainment Series | 8 | 2 | 0 |
| Sunday Art in the Park Concert Series | 12 (3 were canceled due to weather) | 2 | 0 |
| Lunchtime Concerts | 9 | 2 | 0 |
| Founder's Day | 1 | 3 | 2 |
| Spring Festival (RA event; RCC provides entertainment) | 1 | 1 | 0 |
| Artist Residencies | 2 | 5 | 0 |
| MLK Volunteer Activities | 1 | 4 | 0 |
| MLK Luncheon | 1 | 5 | 0 |
| Community Coffees | 50 (all but two weeks, Saturday mornings) | 1 | 0 |

Notes: In 2022, we will be doing 14 Summerbration concerts. The lunchtime concerts have been rebranded to Thursdays with the Arts at Mason (or Darden Purcell) and we have increased from 9 to 13 of them. Theatre in the Park is a new event at Reston Town Center – three performances, six staff, five full days. There will be three Family Picnic Days. The offsite and community events calendar is relevant because of the staffing limitations of the present team of employees. The optimum calendar of offerings across all environments considers audience patterns, employee levels and space issues. RCC is currently at – actually, often well beyond – the limits of staff/facility use that is sound and safe. Demand will not diminish in the coming years, we will need to prepare accordingly.