

**Reston Community Center Board of Governors and Staff
Strategic Planning**

**Friday and Saturday, January 6 and 7, 2017
RESTON ASSOCIATION CONFERENCE CENTER**

AGENDA

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

1. Introduction – Expectations (15 minutes)
2. Review of Strategic Plan Document – Staff update to efforts that have occurred in the six months since adoption (20 minutes)
3. Review of participation data – Relevant highlights informing current work (20 minutes)

Break

4. Discuss financial profile and revenue strategies – Determine a path toward equitable pricing (20 minutes)
5. Discuss key elements required of engagement with patrons regarding cost recovery/financial planning (20 minutes)
6. Wrap-up, parking lot (20 minutes)

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

1. Review; comments; overnight inspirations (15 minutes)
2. Presentation from Wayne Hughes (90 minutes, including Q/A)

Break – Working Lunch

3. Presentation of two new cost center concepts (60 minutes, including Q/A)
 - Therapeutic Recreation – Eileen
 - Digital Media, Video and Film – Leila
4. Decision-making: Criteria, Priorities, Engagement (30 minutes)
5. Next Steps/Wrap-up (30 minutes)

*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.

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:

- a. 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.
- b. To identify and implement systems and resources that intersect with community initiatives that are supported by RCC's mission and coordinated with our partners.
- c. To be particularly attentive to cultural, health and wellness concerns developing in the community.
- d. 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.

- e. 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.

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 3rd through 6th graders. September through December: 269 visits).
- Sponsored purchase of a garden tiller for Dogwood Elementary outdoor education program.
- Sponsored a Green House 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 Tri; 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 Avenue.

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.
- To highlight RCC's strengths and positive impacts on community life.
- To increase awareness of RCC through external and internal branding and marketing strategies that reinforce a distinctly "RCC" image.
- To use all available platforms to communicate – including digital, multi-language and traditional print.
- 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.
- To coordinate RCC marketing across and among partner platforms.
- To ensure messaging consistently reflects our vision, mission and values.

Update: January 2017

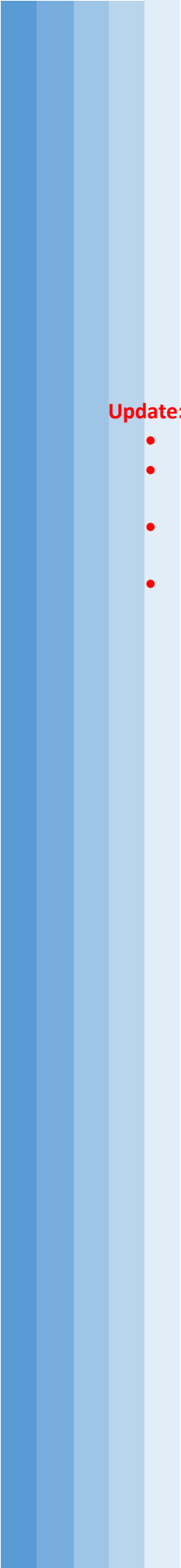
- Continuing to evaluate and refine existing print publications.
- Expanded social media outreach; continue efforts to use social media to launch communication products (2016: two monthly e-newsletters).
- Evaluating CMS for current website; possible transition to WordPress.
- Expansion of social media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

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:

- To assure that equitable access and practices are principles applied to programs, services and facilities.

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- 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.



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 Board of Governors

Annual Strategic Planning Meeting

JANUARY 6-7, 2017

Challenges

Adjusting to changes in the way people recreate

Strategies:

- Locate programming where people live and/or work
- Re-think time commitment required to participate
- Expand drop-in program opportunities
- Offer more “family friendly” program opportunities
- Provide e-Learning option

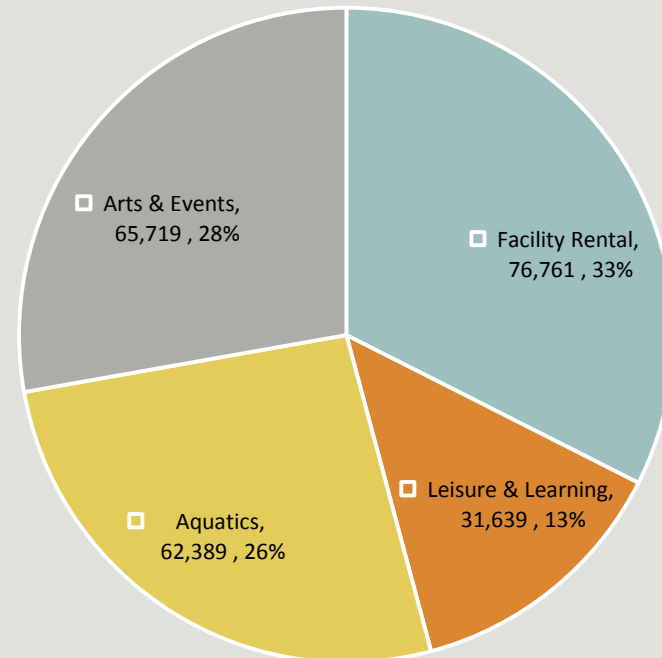
Keeping pace with changing demographics of the Community

- Socio-economic challenges for larger part of the population: Fee Waiver program, One Fairfax, Opportunity Neighborhood, Hunters Woods Neighborhood Coalition
- Continue inclusive approaches to communication (multi-format, multi-lingual)
- Eliminate disconnects in our pricing practices and align with our Strategic Plan

Lines of Business

- **Aquatics**
 - Learn to Swim Classes
 - Open/Lap Swim
 - Swim Team Practices
 - Water Fitness
 - Water Safety Programs
- **Arts & Events**
 - Arts Education Programming
 - Community Arts
 - Community Events
 - Professional Touring Artist Series
 - Volunteers
- **Leisure & Learning**
 - Recreation & Enrichment Programs
 - Summer Camps
- **Facility Rentals**
 - HW & LA Meeting Rooms
 - HW & LA Kitchens
 - HW Community Room
 - LA Gallery

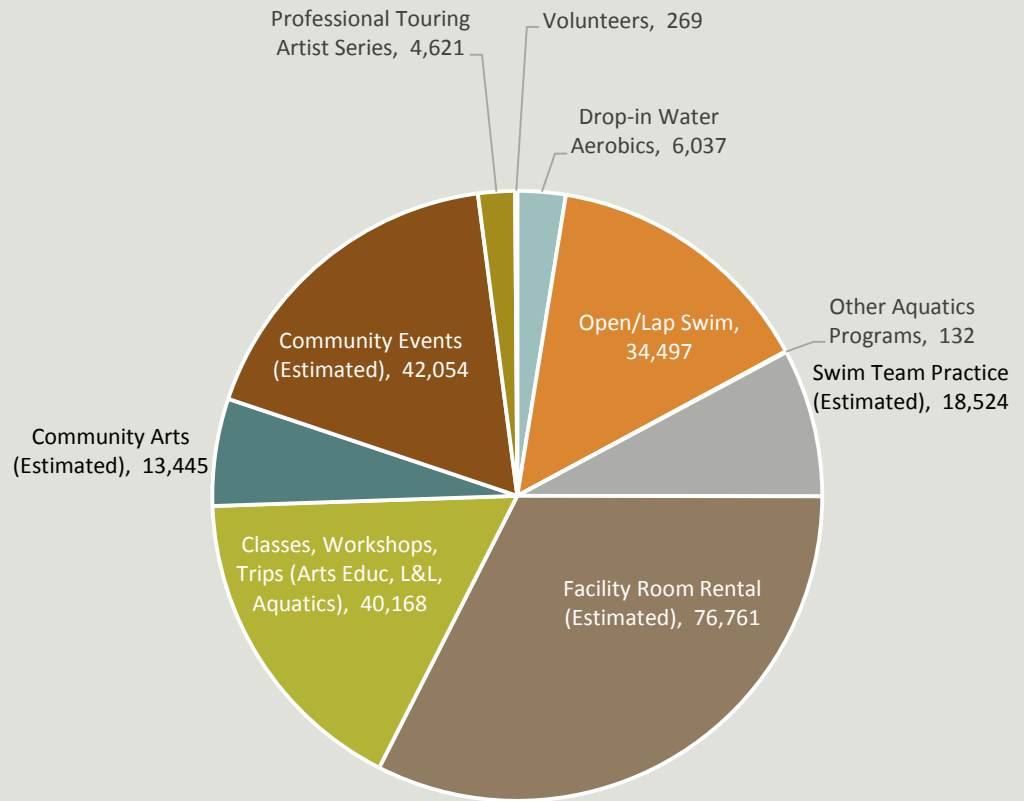
COMMUNITY PARTICIPATION BY LINE OF BUSINESS
(JANUARY 1 - DECEMBER 31, 2016)



Participation

- **Total Visits**
 - **2016 – 236,508 Visits**
 - **2015 – 268,958 Visits**

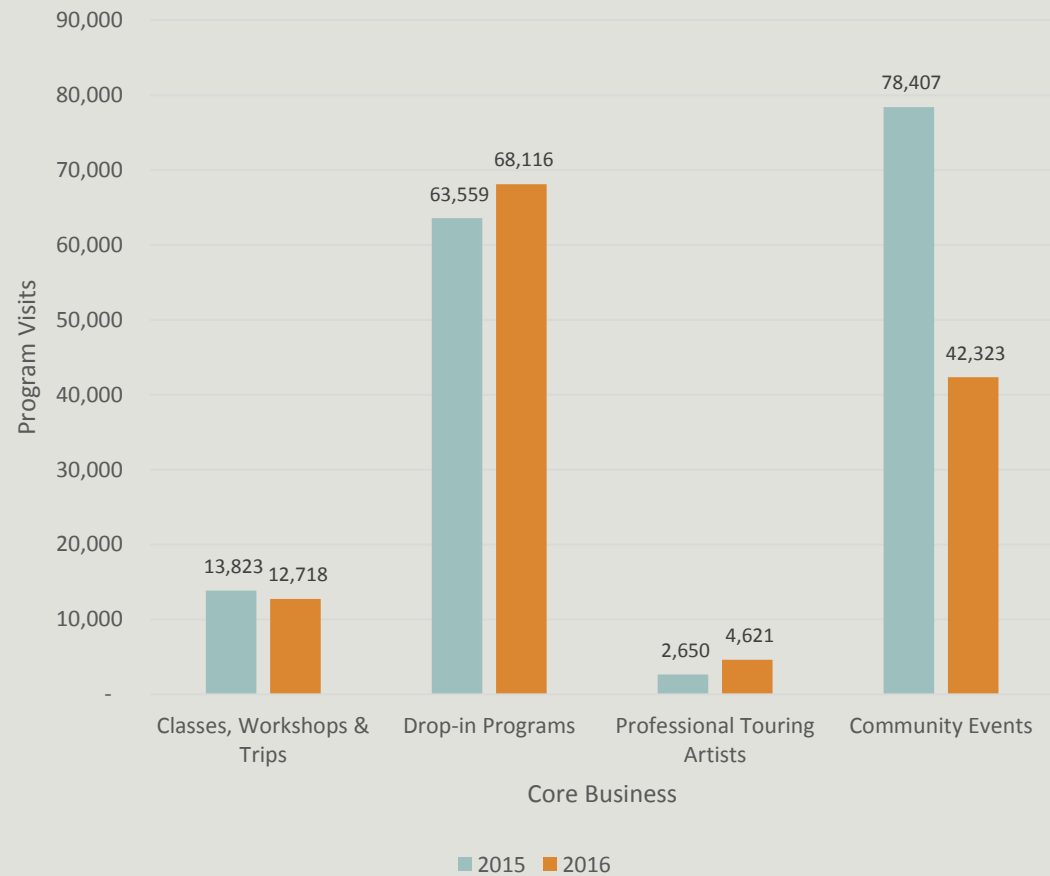
PARTICIPATION BY PROGRAM TYPE JANUARY-DECEMBER, 2016



Core Business: Programs

- **PTAS - Increased Number of Performances by Three**
 - **Added Simulcast (Billy Collins)**
 - **Grew Audience by over 1,900**
- **Community Events - Weather Impacts**
 - **Northern Virginia Fine Arts Festival**
 - **Summer Concert Series**
- **Drop-in Programs**
 - **Growth in After School Drop-in Participation**
- **Registered Programs**
 - **Enrollment increased in Fitness & 55+ programs but declined in the other cost centers**

CORE BUSINESS PERFORMANCE ARTS EDUC., AQUATICS, LEISURE & LEARNING, PERFORMING ARTS



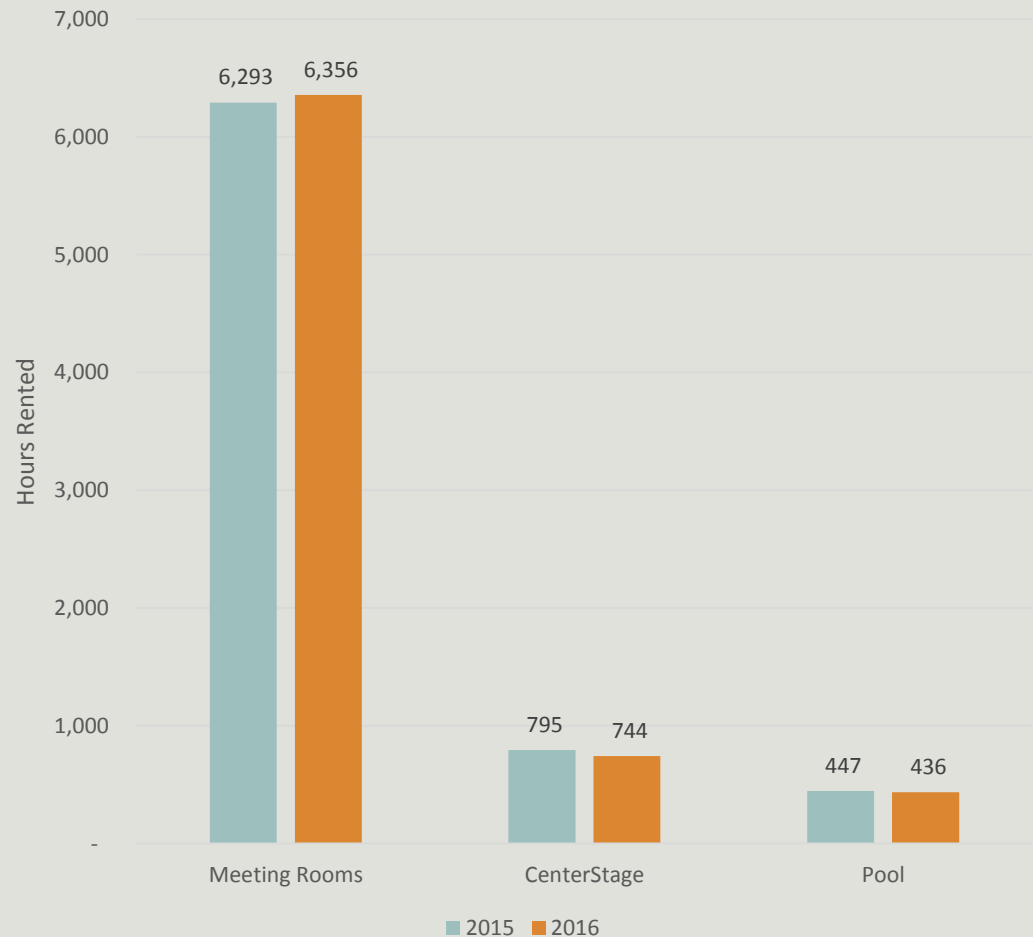
Core Business: Facility Rentals

- **Total Hours Rented**
 - 2016 – 7,536 hours
 - 2015 – 7,535 hours

Facility rentals occur following booking of Founding Partner annual calendar and programs. Balance of time is made available on a preferred basis to “Reston” requests.

Currently on target to phase the non-profit discount to 10% and phase out the other discounting available to some Founding Partners.

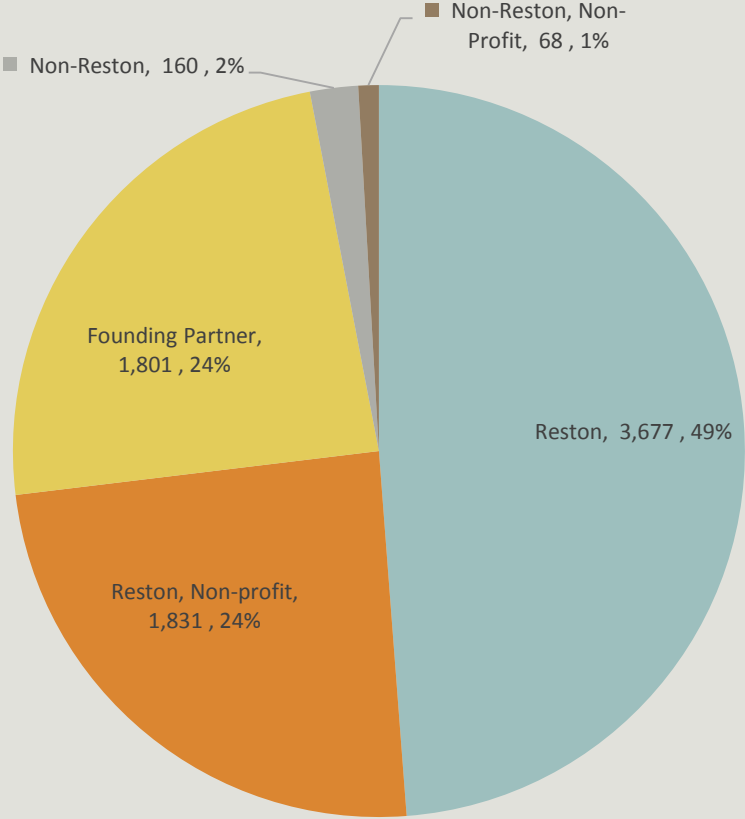
CORE PROGRAM PERFORMANCE COMPARED FACILITY RENTAL HOURS



Core Business: Facility Rentals

- **Reston patrons accounted for 97% of the total hours rented**

FACILITY RENTAL HOURS
BY HOUSEHOLD STATUS
JANUARY-DECEMBER, 2016



Participation Analysis

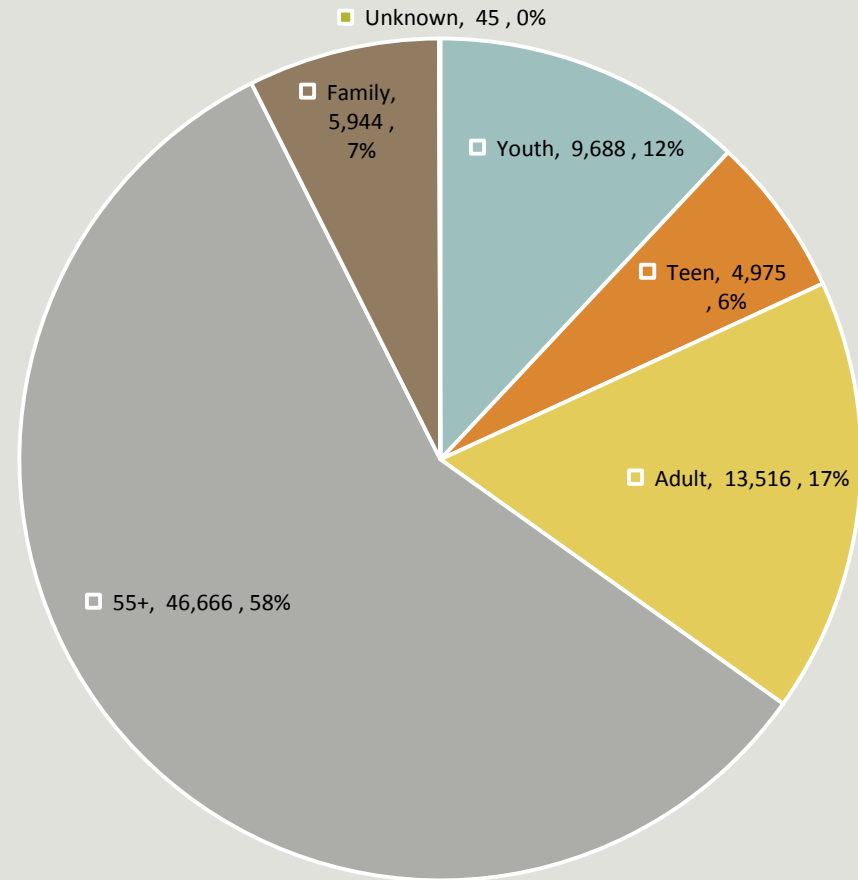
- **Includes**

- Classes, Workshops, Trips (Arts Educ., L&L, Aquatics)
- Drop-in Water Aerobics
- Open/Lap Swim
- Other Aquatics Programs

- **Assumes**

- For registered programs, participant age on first day of program
- For drop-in programs, age as described by the targeted age cohort of the offering
- For pass users, the age is based on the type of pass

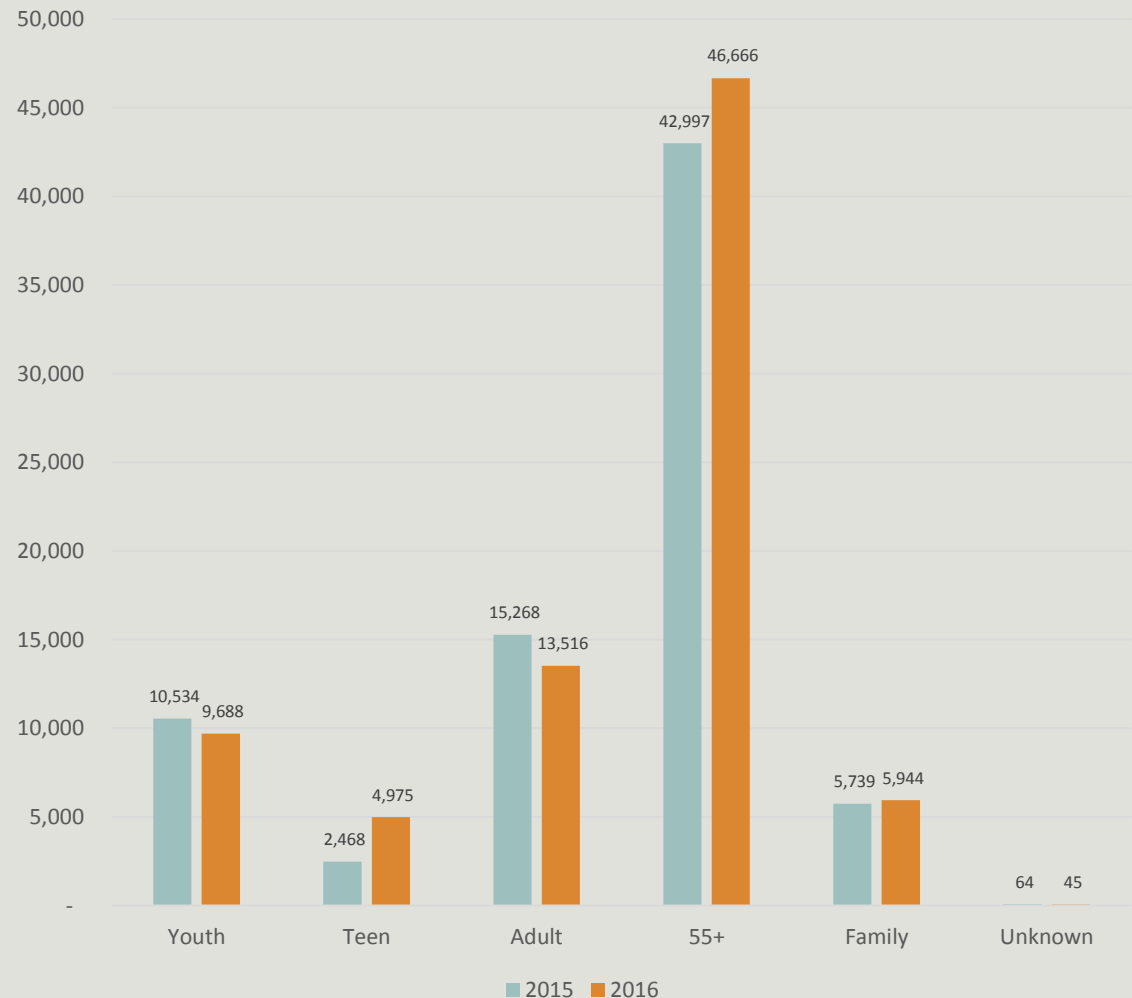
Participation by Age Cohort
January-December, 2016



Age Cohort Trends

- **Shifting Demand for RCC Programs**
 - **100% growth** in Teen participation by programming where they are
 - **8% growth** in 55+ participation
 - **4% growth** in Family participation
 - **8% decline** in Youth participation
 - **11% decline** in Adult participation

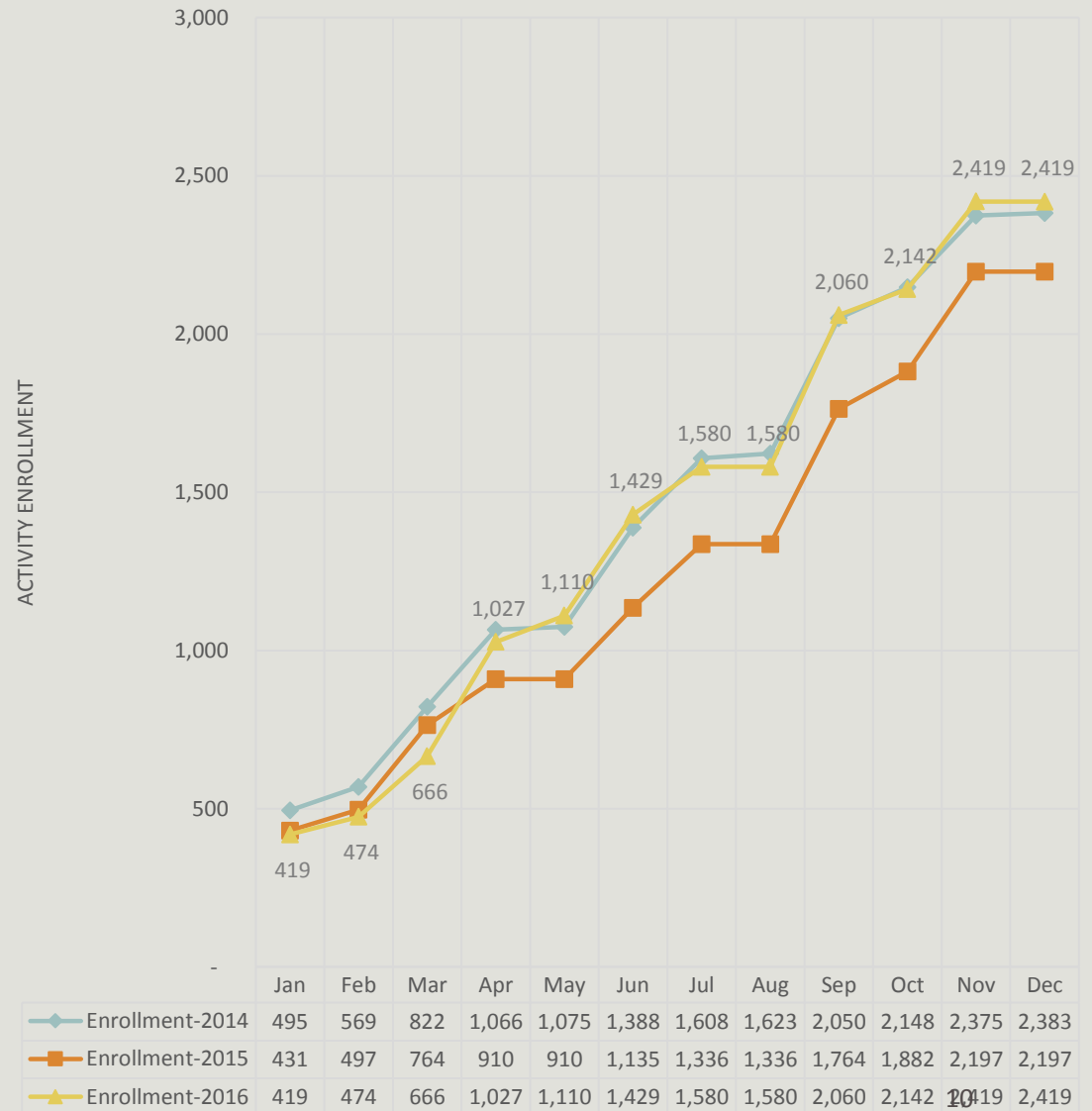
Program Participation by Age Cohort 2015-2016



Changing Demand Issues

- Growth in Fitness Class Enrollments

REGISTERED FITNESS ACTIVITIES
CUMULATIVE ENROLLMENT COMPARED, 2014-2016



Changing Demand Issues

- Expanding Demand for Senior Fitness Drop-in Programs

FITNESS DROP-IN PARTICIPATION COMPARED 2014-2016

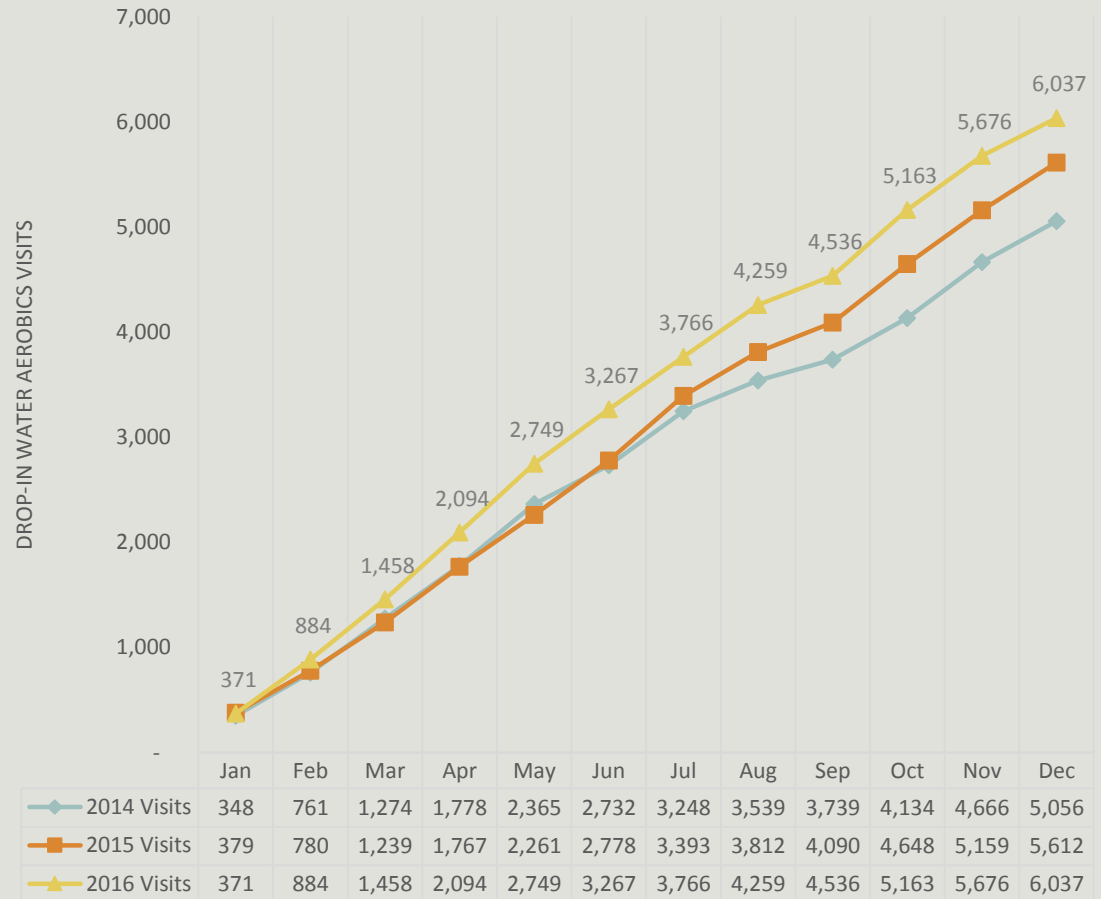


Enrollment-2014	388	828	1,338	1,880	2,262	2,743	3,254	3,531	4,013	4,615	5,041	5,427
Enrollment-2015	346	769	1,165	1,752	2,205	2,705	3,272	3,723	4,194	4,753	5,253	5,581
Enrollment-2016	351	972	1,493	2,043	2,581	3,083	3,645	4,184	4,622	5,238	5,723	6,077

Changing Demand Issues

- Increased Demand for Water Aerobics Drop-in Programs

DROP-IN WATER AEROBICS
CUMULATIVE VISITS COMPARED, 2014-2016



Opportunities

- Expand Fitness programming
- Develop Therapeutic Recreation cost center
- Develop Digital Media, Video and Film cost center
- Consider Aquatics renovations aligned with community context
- Continue to implement outreach programming
- Continue to support drop-in and “just-in-time” participation
- Continue to support collaboration/collective impact initiatives
- Consider establishment of a community calendar

Board Strategy Session 2017: Satisfaction Survey Summary (2016 Calendar Year)

	Forms Returned	High quality program		Reasonable cost		Appropriate location		Helpful staff		Would recommend	
		SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%
Leisure and Learning											
Adult	175	86%	13%	84%	14%	85%	12%	87%	11%	90%	9%
Fitness	952	92%	7%	89%	11%	87%	11%	90%	9%	94%	6%
55+	1728	81%	17%	83%	14%	83%	15%	83%	13%	85%	13%
Teen	130	71%	24%	66%	18%	74%	21%	82%	15%	76%	20%
Youth	483	75%	23%	71%	24%	81%	16%	89%	9%	85%	13%
Average each:		81%	17%	79%	16%	82%	15%	86%	12%	86%	12%
Strongly agree avg + Agree avg:		98%		95%		97%		98%		98%	
Arts and Events											
Arts Ed	405	91%	8%	79%	15%	84%	12%	88%	8%	90%	8%
Comm Events	508	80%	17%	90%	4%	90%	9%	89%	8%	91%	8%
Perform Arts	808	89%	11%	87%	10%	91%	9%	91%	8%	89%	6%
Average each:		86%	12%	85%	10%	88%	10%	89%	8%	90%	7%
Strongly agree avg + Agree avg:		98%		95%		98%		97%		97%	
Aquatics	236	73%	25%	74%	23%	71%	25%	82%	17%	83%	16%
Strongly agree + Agree:		98%		96% *		97% *		99%		99%	
Facility Rentals	68	72%	21%	75%	23%	80%	19%	74%	22%	83%	14%
Strongly agree + Agree:		94%	*	98%		98%		95%		97%	

*result is from rounded underlying values

Total surveys: 5493

Reston Community Center – Board of Governors and Staff Strategic Planning Session – Financial Issues

Revenue

Based on year-to-date revenue profiles, the following should be noted:

Revenue from taxes and interest will likely hit and exceed our targets; interest in particular is going to be greatly improved.

In upcoming fiscal years, although we don't have any estimates as yet from the county, the sheer number and speed of development projects currently in the works suggests that our tax base revenue is going to expand on a significant level. Economic forecasts for the region seem to be increasingly positive too based on predictions of likely Republican administration priorities.

Revenue from programs and services (rentals) will likely hit targets in FY17. Program areas where revenue is under-performing:

- Aquatics – private lessons, registration in swimming classes both show significant declines in participation. Daily gate visits also show decline. The patron cohort with growing participation is the 55+ population. Our current practice of providing a 50 percent discount for 55+ enrollment in the water exercise programming available to teens/adults is out of alignment with the agency discount for that same population in Leisure and Learning offerings.
- Leisure and Learning – the trends we have observed continue to manifest in terms of enrollment in classes, workshops, trips and tours – people are planning ahead less and less. We are tracking with prior year revenue receipts, but the participation is not as robust except in Fitness and 55+. This aligns with the trends we have been discussing (increased participation in drop-in offerings, 55+ engagement with programs). In order to expand availability to 55+ patrons and entice more teen/adult participation, we can offer more programs that include all three age cohorts and smooth out the pricing impacts of the 55+ discount – currently 20 percent. By expanding offerings in teen/adult to include upper ages, the discounting would no longer apply in some portion of programming where it is impacting revenue potential. The pricing for these offerings would be reduced to offset that to an extent and thus could entice more adult and teen enrollment as well.
- Arts and Events – enrollment in arts education offerings is similarly declining. Patterns reflect issues consistent with what we have seen in Leisure and Learning and to a more limited extent, some difficulty in dance and visual arts contractor support. The contractor issues will likely resolve positively this year. Pricing is helping our revenue keep pace and to provide better cost recovery. A similar age-blending strategy and price-blending strategy is recommended to diminish the differences in cost recovery profiles of teen/adult offerings versus 55+ offerings. Capacity in CenterStage available to continue to improve revenue and participation in PTAS and community rentals' box office results. Community Events expansion will not enhance revenue but will greatly expand participation.
- Facility Rentals revenue is likely to continue increasing moderately based on available or used timeframes/space and the phasing of rental rates.

Expenses

Operating expenditures have achieved stability. Fluctuations may occur if energy costs shift dramatically or the labor market produces contracting impacts.

Capital Projects – Program Expansion

Planning for expansion of our pool complex and establishment of new program cost centers should consider all of the above.

FUND STATEMENT

Fund 40050, Reston Community Center

	FY 2016 Actual	FY 2017 Adopted Budget Plan	FY 2017 Revised Budget Plan	FY 2018 Advertised Budget Plan
Beginning Balance	\$5,938,135	\$4,685,679	\$6,403,709	\$5,117,147
Revenue:				
Taxes	\$6,907,035	\$7,075,090	\$7,075,090	\$7,198,374
Interest	23,286	8,993	8,993	10,914
Vending	2,078	1,616	1,616	1,616
Aquatics	334,778	335,992	335,992	336,388
Leisure and Learning	330,398	443,762	443,762	436,247
Rental	181,432	152,385	152,385	162,932
Arts and Events	322,812	312,402	312,402	329,848
Total Revenue	8,101,819	8,330,240	8,330,240	8,476,319
Total Available	\$14,039,954	\$13,015,919	\$14,733,949	\$13,593,466
Expenditures:				
Personnel Services	5,001,603	5,421,003	5,421,003	5,479,467
Operating Expenses	2,436,117	2,758,036	2,779,432	2,797,229
Capital Equipment	0	0	0	
Capital Projects	198,525	471,300	1,416,367	1,904,000
Total Expenditures	\$7,636,245	\$8,650,339	\$9,616,802	\$10,180,696
Total Disbursements	\$7,636,245	\$8,650,339	\$9,616,802	\$10,180,696
Ending Balance¹	\$6,403,709	\$4,365,580	\$5,117,147	\$3,412,770
Capital Project Reserve ²	3,000,000	3,000,000	3,000,000	2,226,085
Maintenance Reserve	972,218	999,629	999,629	1,017,158
Feasibility Study Reserve	162,036	166,605	166,605	169,526
Economic and Program Reserve	2,269,454	199,346	950,913	0
Unreserved Balance	\$0	\$0	\$0	\$0
Tax Rate per \$100 of Assessed Value	\$0.047	\$0.047	\$0.047	\$0.047

¹ The fund balance in Fund 40050, Reston Community Center, is maintained at adequate levels relative to projected personnel and operating requirements. Available fund balance is divided into four reserve accounts designated to provide funds for unforeseen catastrophic facility repairs, feasibility studies for future programming, funds for future capital projects, and funds for economic and program contingencies.

² Funds reserved for capital projects are not encumbered based on normal accounting practices; however, they are allocated for future capital projects.

**Reston Community Center – Board of Governors and Staff Strategic Planning Session – Aquatics Future
Systems Replacements and Potential Renovation of Terry L. Smith Aquatics Center**

Aquatics Capital Maintenance Projects – Near Future

FY17 (Caulking will occur via carryover in FY18)			FY18 (will have to carry over to FY19)		
Study to inform project planning	\$50,000	Funded	Replace UV Filtration	\$110,000	Funded
Significant shell repair/caulking	TBD	No funding*	Replace Pool/Spa Filtration System	150,000	Funded
*Some dollars for shell repair are in operating			Refurbish Surge Tank	10,000	Funded
			Replace Pool Shell	150,000	Funded
			Replace DECTRON (HVAC)	620,000	Funded
			Study to determine new amenities	50,000	Funded
Total FY17 Funding	\$50,000		Total FY18 Funding:	\$1,090,000	

Issues: It will require more time to repair the shell to the extent needed this upcoming summer. Replacing the shell before we replace the humidification/HVAC system is impractical. The systems listed are nearing the true end point of their life. For the summer of 2018, we would be closing our aquatics operation for the entire length of the summer – from the third week in June through the third week in September. Planning for these projects requires approximately 6 months – including architectural/engineering specs, bidding and award, lead-time ordering of systems components. Therefore, decision-making on how to proceed has to occur in the first six months of this year in order to accommodate any substantial changes in the context of our budget planning and community consultation timelines.

Options (normal systems replacement): Closed three weeks in Aug. /Sept. 2017; Major systems pool closure – June through Sept. 2018

1. Conduct needs assessment on pool amenities necessary to meet current and future demand. Assume that the Terry L. Smith Aquatics Center will need to accommodate the current mixed-use programming (including swim team practices) for the timeframe prior to establishment of the Park Authority Reston complex while offering enhanced programming.
2. Prepare the community for a longer closure period during the upcoming (2017) summer in order to remediate the expansion joint caulking and a three or more months-long closure period next year. Swim passes may be extended to offset loss of service. As has been our practice, arrange for users to be able to access the YMCA pool and RA pools during the time we are shut down.
3. Develop strategies for the significant closure new systems or a renovation project will require. This could include a “Learn to Swim” program for beginner students in partnership with RA; development of in-house lessons/water aerobics or fitness programming for private multi-family dwelling complexes with fees to offset the instruction costs (might also involve insurance issues). Simplest approach would be to shutter operations, reduce staffing to core full-time team and redeploy them to the extent feasible in other programs. There would impacts to our outdoor summer camp programming too since we use the rear area of our building for that.

Options (significant renovations): Closed for significant period; would extend beyond summer months.

1. Steps 1-3 above.
2. Financial feasibility study will be essential in conjunction with needs analysis.
3. Look for efficiencies such as existing contracting options through Park Authority contracting or other mutual planning efforts.

Reston Community Center – Board of Governors and Staff Strategic Planning Session – New Programs

Therapeutic Recreation – Logic

Reston, like much of the metro area, has growing populations of people with disabilities in all age cohorts and particularly people whose physical disabilities appear with or grow more limiting in older age. There are some publicly offered programs for youth, particularly during summer months, but little is available on a year-round basis. A handful of private providers also offer services. RCC could offer tailored programs in our three fitness/wellness environments at Lake Anne, some art therapy programming in the art studios there, and we could provide some level of therapeutic programming in our aquatics environment. We currently have unutilized space in our facilities in the mid-afternoon timeframe. Scheduling therapeutic recreation options on weekends would require replacing current offerings to some degree. Similarly, using late afternoon/evening time in the water could potentially displace other uses. Revenue is pegged higher than Fairfax County NCS pricing.

Personnel, Operating – Requirements and Cost

Cost Center Director – Full-time, benefit-earning, Park/Rec Specialist II (\$21, \$50K-\$84K plus benefits – current factor is 47%)
 Instructors – Part-time, hourly rates range from \$35/hour to \$150/hour (private contractor rate) – for RCC-employees, add FICA at 7.65%
 The full-time Director can provide content in addition to the administrative oversight the program would require. Assuming we provide 40 weeks of instruction units with 48 hours total per week of programming (across all available space), we could program up to 1,920 hours of offerings. In addition, we could provide some level of drop-in support/social club for 2 hours/day, 3 days/week, 50 weeks a year for another 300 hours. Of that total 2,220 potential hours of programming, staffing from the Cost Center Director could come from one quarter of that individual’s 2,080 hours for 520 hours. That would leave 1,700 hours to be covered by contracted or employed professionals. For the sake of estimating, the cost is pegged at \$70/hour plus FICA. The director salary is pegged at \$65K plus benefits.

Operating costs are for specialized equipment and supplies and transportation for outings.

COSTS		REVENUE – Significant Subsidy
<i>Personnel</i>		Assumptions:
Director: \$65,000 x 1.50 (inflation on health care costs)	\$97,500	--Teacher/student ratios are small; 1/4
Part-time/contract: 1,700 x \$70 x 1.08 (inflation on FICA)	128,520	--8 classes meeting 2 hours, 3 times/week, for 10 weeks, 3 seasons annually with 4 students each: 32 students @ \$150 = \$4,800
<i>Operating</i>		--6 summer camp sessions (30 hrs/wk) 24 students @ \$200 = \$4,800
Supplies	20,000	--drop-in/social club: 300 visits x \$5 = \$1,500
Transportation	15,000	TOTAL Potential Revenue: \$11,100
TOTAL	\$261,020	Subsidy Level: 95.75%

Reston Community Center – Board of Governors and Staff Strategic Planning Session – New Programs

Digital, Video and Film – Logic

At the intersection of our arts and communications efforts are a host of new media opportunities. Digital, video and film media are the lingua franca of the 21st century and have particular relevance to young adults, teens and youth. RCC has pioneered a community documentary film effort that was extremely successful in achieving its goal of communicating the history and meaning of Reston. Simultaneously, our project revealed substantial expertise and talent in our community and passionate interest in the arts related to digital and film formats. We can combine an educational curriculum, video/film products and enhanced communication platforms in a new cost center that delivers these outcomes:

- Curriculum for youth, teen and adult learners – both year-round sessions and summer camps
- Communications products (could be on RCC YouTube Channel or produced for others):

Reston Lens (local filmmakers, class products)	Reston People (who lives/works here)
Reston Arts and Culture (RCC and others)	Active Reston (RCC and others: Health, Wellness)
Reston Legacy (Planning/Social history; Reston Vision)	Young and Wise Restonians (intergenerational conversations)
Products for others: Hired for fee	

Personnel, Operating – Requirements and Cost

Personnel: Initially, one full-time benefit earning cost center director: same salary level as other cost center program directors: (\$21, \$50K-\$84K plus benefits – current factor is 47%). Cost center director can provide off-site workshops, lectures, etc. in support of the program.
Start-up: Part-time employees and/or contractors; hourly salary range: \$30-\$70; total number of hours (combination of teaching, production coordination, shooting and editing) .75 Full Time Equivalent (FTE) = 1,560 hours. Breaks out to teaching/teaching support (1,060 hours) and balance in support of programming/products (500 hours). For the sake of estimating, the cost is pegged at \$50/hour plus FICA. The director salary is pegged at \$65K plus benefits. Fringe factors are slightly increased for inflation.

Operating: Start-up equipment/build-out is estimated to cost \$94,500 in today’s terms; that is increased with consideration of inflation and technology to \$100,000. Not included but would need to be considered: space required (1,000-1,500 square feet) and leasing/build-out/furnishing costs. Estimated at \$35/square foot x 1,500 square feet.

COSTS		REVENUE	
<i>Personnel</i>		Assumptions: Smaller classes (8 maximum); 3 per season	
Director: \$65,000 x 1.50 (inflation on health care costs)	\$97,500	3 classes x 3 seasons x 8 students @ \$400 =	\$28,800
Part-time/contract: 1,560 x \$50 x 1.08 (FICA)	84,240	Camps: 6 weeks x 2 timeframes x 8 students @ \$875 =	\$84,800
<i>Operating</i>		Residencies – educational settings; 3 per year @ \$1,500 =	
Start-up Equipment/Software	100,000	Video products - \$5,000 1 st year; could go up dramatically	
Ongoing – leasing; supplies (TBD, estimated at \$35/sq ft)	52,500	TOTAL Potential First Year Revenue:	\$123,100
TOTAL	\$234,240	Subsidy Level with leasing cost (excluding startup costs):	47%
TOTAL less startup and leasing costs	\$181,740	Subsidy Level without startup and leasing costs:	32%