



**Board of Governors and Management Team
Strategic Planning Session
January 6, 2024
AGENDA**

9:00 a.m. to 10:15 a.m.

Welcome Bill Bouie, Long Range Planning Committee Chair
Beverly Cosham, Board Chair

Introductions Staff and Board members

Orientation Karen Cleveland, Facilitator

**Review of RCC
Financials** Leila Gordon, Executive Director

**RCC Strategic Plan
2021-2026** All – General discussion of where things are, review of January update.
Review of participation data; implications – Staff report-outs on trends,
challenges.

Accreditation Issues Timetable for document review and approval – Leila Gordon, Brian Gannon

Motion 1: To reaffirm RCC Mission, Vision and Values as reflected in the agency Strategic Plan 2021-2026.

Motion 2: To reaffirm RCC's Strategic Plan 2021-2026.

Motion 3: To approve the Board of Governors timetable for accreditation document review.

BREAK

10:30 a.m. to Noon

Survey Discuss 2024 Community Survey focus issues – Dr. Kara Fitzgibbon, guest

12:00 p.m. to 3:00 p.m.

Succession Planning Discuss 2024 leadership transitions

- Staff Expectations
- Board – Executive Session – Personnel Matters Pursuant to Virginia Code Section 2.2-3711(A) (1).

Reston Community Center
 Revised Budget vs Actuals Worksheet
 November 30, 2023

100%/12* mos=41.66%

Revenue	FY23 Carryover	FY24 Adopted Funding	Revised FY24 Budget	Nov	YTD (does not incl. Fee Waiver amounts)	REMAINING BALANCE	YTD % actual	YTD Fee waiver (unrealized revenue)	
1 Administration:									
Taxes	200,000	9,500,478	9,700,478	3,518,903	8,690,253	1,010,225	89.59%		
Interest		15,870	15,870	25,938	126,094	(110,224)	794.54%		
Vending		1,600	1,600		0	1,600	0.00%		
Facility Rental		181,000	181,000	14,768	135,474	45,526	74.85%		
Equipment Sale		500	500	282	282	218	56.33%		
2 Performing Arts-Theatre Admiss.		55,854	55,854	7,525	59,223	(3,369)	106.03%	225	
3 PA Theatre Rental		50,862	50,862	135	9,239	41,623	18.17%		
4 PA Misc Revenue		12,000	12,000	1,317	5,581	6,419	46.51%		
5 PA Equip. Sale Revenue			0		0	0	0.00%		
6 PA Cultural Activities/Arts OrgArts Org			0	8,289	29,873	(29,873)	0.00%		
7 PTAS Merch. Sale			0	175	175	(175)	0.00%		
8 Arts Education-Cultural Activity		180,154	180,154	2,307	114,494	65,660	63.55%	2,662	
9 Aquatics Classes/drop-in		350,000	350,000	12,678	100,958	249,042	28.85%	32,395	
10 Aquatics Rental		75,000	75,000	11,400	15,349	59,651	20.46%		
11 L&L Fitness		101,835	101,835	946	49,951	51,884	49.05%	1,777	
12 L&L Youth/Teen		291,158	291,158	222	130,169	160,989	44.71%	98,497	
13 L&L Lifelong Learning	(47,078)	86,115	39,037	577	14,401	24,636	36.89%	14,628	
14 Offsite & Collab. Community Events		4,275	4,275		1,815	2,460	42.46%		
15 Offsite & Collab. Equity Partnership	(1,575)	300	(1,275)		0	(1,275)	0.00%		
Total RCC Revenue	151,347	10,907,001	11,058,348	3,605,462	9,483,331	1,575,017	85.76%	150,183	

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	FY23 Carryover	FY24 Adopted Funding	Revised FY24 Budget	Nov	YTD	REMAINING BALANCE	% Budget Used Ytd
1 Administration		852,448	852,448	38,636	187,318	665,130	21.97%
2 Facility Services (Booking)		318,791	318,791	8,132	62,740	256,051	19.68%
3 Comptroller		473,822	473,822	48,086	164,577	309,245	34.73%
4 Customer Service		663,244	663,244	49,600	214,032	449,212	32.27%
5 Facility Engineering		145,604	145,604	11,964	54,251	91,353	37.26%
6 Maintenance		465,400	465,400	31,843	148,260	317,140	31.86%
7 IT		155,628	155,628	9,537	42,790	112,838	27.50%
8 Media/Sponsorships		490,634	490,634	37,623	163,306	327,328	33.28%
9 Community Partnerships			0		0	0	0.00%
10 Performing Arts		638,715	638,715	43,734	196,966	441,749	30.84%
11 Arts Education		391,501	391,501	25,626	172,509	218,992	44.06%
12 Aquatics		977,859	977,859	80,391	347,754	630,105	35.56%
13 L&L Fitness		253,794	253,794	19,334	77,535	176,259	30.55%
14 L&L Admin		300,756	300,756	26,364	118,638	182,118	39.45%
15 L&L Youth/Teen	11,858	251,916	263,774	13,784	117,746	146,028	44.64%
16 L&L Lifelong Learning	14,014	175,550	189,564	13,386	57,011	132,553	30.08%
17 Offsite &Collab. Community Events		391,284	391,284	23,099	111,927	279,357	28.61%
18 Offsite &Collab. Equity Partnerships	2,372	111,156	113,528	9,806	44,163	69,365	38.90%
Total Personnel Expenses	28,244	7,058,102	7,086,346	490,945	2,281,524	4,804,822	32.20%

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	FY23 Carryover	FY24 Adopted Funding	Revised FY24 Budget	Nov	YTD	REMAINING BALANCE	% Budget Used Ytd
Operational Expenses							
1 Administration		57,000	57,000	2,752	30,452	26,548	53.42%
2 Board	150,000	46,100	196,100	24,928	32,343	163,757	16.49%
3 Facility Services (Booking)	3,991	194,050	198,041	11	118,776	79,266	59.98%
4 Comptroller//LA Lease/Admin	38	356,989	357,027	1,548	318,653	38,374	89.25%
5 Customer Service	15,000	1,000	16,000		69	15,931	0.43%
6 Facility Engineering		147,521	147,521	1,095	63,782	83,739	43.24%
7 Maintenance	45,000	465,094	510,094	2,519	388,505	121,589	76.16%
8 IT	10,200	129,670	139,870	59,182	119,851	20,019	85.69%
9 Media/Sponsorships	99,000	629,842	728,842	2,692	411,645	317,197	56.48%
10 Community Partnerships		165,000	165,000	9,539	109,958	55,042	66.64%
11 Performing Arts	7,764	334,200	341,964	5,274	272,715	69,249	79.75%
12 Arts Education	15,224	88,556	103,780	1,497	58,280	45,500	56.16%
13 Aquatics		84,230	84,230	2,477	38,239	45,991	45.40%
14 L&L Fitness		8,150	8,150	315	1,429	6,721	17.53%
15 L&L Admin		4,800	4,800		3,723	1,077	77.57%
16 L&L Youth/Teen	15,030	183,711	198,741	1,342	167,952	30,789	84.51%
17 L&L Lifelong Learning		81,318	81,318	2,685	21,094	60,224	25.94%
18 Offsite &Collab. Community Events	103,060	327,515	430,575	698	252,199	178,376	58.57%
19 Offsite &Collab. Equity Partnerships	1,500	15,025	16,525	605	5,293	11,232	32.03%
Total Operational Expenses	465,808	3,319,771	3,785,579	119,159	2,414,957	1,370,622	63.79%

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	FY23 Carryover	FY24 Adopted Funding	Revised FY24 Budget	Nov	YTD	REMAINING BALANCE	% Budget Used Ytd
Capital Proj. & Cap Equip.							
1 RCC Improvements CC-000001	1,567,331	278,000	1,845,331		309,446	1,535,885	16.77%
2 RCC Facility Enhcmnts. CC-000002	24,255	12,000	36,255		18,842	17,413	51.97%
3 Theatre Enhancements CC-000008	114,357	45,000	159,357	0	13,915	145,442	8.73%
4 RCC Natatorium Reno CC-000009			0		0	0	0.00%
Reston Arts Venue CC-000024	17,514		17,514		9,278	8,236	52.97%
			0		0	0	0.00%
			0		0	0	0.00%
Total Capital Expenses	1,723,457	335,000	2,058,457	0	351,481	1,706,976	17.07%
Total RCC Expenditures	2,217,509	10,712,873	12,930,382	610,104	5,047,962	7,882,420	39.04%

**Revenue
comment**

General Notes: Revenues totaling \$376,236 collected prior to July 1 in 2023 were reversed and recorded as FY24 program revenue as those activities occurred after July 1, 2023 (the beginning of FY24). \$151K in additional revenue was requested at FY23 Carryover for the net of higher tax revenue performance anticipated and reduced program revenue; it was recorded after BOS approval in September 2023.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is from the T-Mobile antenna lease (ending in June 2024) and room rentals. We have collected 89.59% of tax revenue, 74.85% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue) and 794.54% of estimated interest (returns on investments) 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. We do not anticipate earning money from the vending machines and will adjust this revenue category accordingly. The projected equipment sale revenue will derive from auctioned theatre equipment.
2. **Performing Arts Theatre Admissions:** Theatre admission sales for Professional Touring Artist Series (PTAS) performances; tickets go on sale August 1. Unless winter weather disrupts the performance schedule, we anticipate exceeding the revenue target for the PTAS season.
3. **Performing Arts Theatre Rental:** Theatre rental payments are made on an irregular schedule depending on when performances occur.
4. **Performing Arts Misc. Revenue:** Revenue from processing fees for online ticketing by eTix, Inc. the new provider.
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. Box Office receipts for "Avenue Q" as well as other fall events are robust.
7. **PTAS Merchandise Sale:** PTSA related book sales at the Box Office.
8. **Arts Education:** Year-to-date amount includes summer and fall program revenue.
9. **Aquatics Classes/drop-in:** Year-to-date revenue represents summer and fall program registration revenue. "Drop-in" swimming now requires pass purchases and lane or zone reservations for participation. Instructor availability hinders the number of classes we are offering.
10. **Aquatics Rental: Year-to-date** represents natatorium rental payments. The rentals are billed quarterly.
11. **Fitness:** Year-to-date amount includes summer and fall program revenue.
12. **Youth/Teen:** Year-to-date reflects the summer youth camp programming and fall enrollment revenue. Most of this cost center's revenue is realized during the summer. Fee waiver program participation in this cost center is significant.
13. **Lifelong Learning:** Year-to-date amount includes summer and fall program revenue.
14. **Offsite & Collab. Community Events:** Revenue is collected from organization booth fees associated with the Reston Multicultural Festival and from MLK luncheon ticket sales. The Reston Multicultural Festival was cancelled, and booth fees were refunded.
15. **Offsite & Collab. Equity Partnerships:** The focus for this cost center has been changed to awareness and resourcing goals. Little or no revenue is projected or anticipated. An error was made in the carryover submission that will be corrected by a budget entry to reduce the revenue projection to zero.

Personnel Expenses:

General Notes: Payroll posting lags two weeks behind the calendar; therefore, the percentage of the year elapsed versus 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 to the prior fiscal year and those that belong to 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. Another \$28,244 in funding was requested at FY23 carryover to cover personnel costs it was recorded after BOS approval in September 2023. Other changes to personnel allocations may be made by DMB to accommodate adjustments from application of a market rate increase and other personnel changes implemented by the County.

1. **Administration:** Administration's cost center allocated budget is typically under-spent; funding provides for Other Post-Employment Benefits (OPEB) costs.
2. **Facility Services (Booking):** Personnel costs are at the expected level.
3. **Comptroller:** Personnel costs are at the expected level.
4. **Customer Service:** Personnel costs are at the expected level.
5. **Facility Engineering:** Personnel costs are at the expected level.
6. **Maintenance:** Personnel costs are at the expected level.
7. **Information Technology:** Personnel costs are at the expected level.
8. **Media/Sponsorships:** Personnel costs are at the expected level.
9. **Community Partnerships:** No personnel costs are anticipated in FY24.
10. **Performing Arts:** Personnel costs are at the expected level.
11. **Arts Education:** Personnel costs are at the expected level.
12. **Aquatics:** Personnel costs are at the expected level.
13. **Fitness:** Personnel costs are at the expected level.
14. **Leisure and Learning Admin:** Personnel costs are at the expected level.
15. **Youth/Teen:** Personnel costs are at the expected level.
16. **Lifelong Learning:** Personnel costs are at the expected level.
17. **Offsite & Collab. Community Events:** Personnel costs are at the expected level.
18. **Offsite & Collab. Equity Partnerships:** Personnel costs are at the expected level.

Operating Expenses:

General Notes: Reservations for ongoing (multiple months) expenses are made at the beginning of the year; funds are spent down from them. The net effect of either stand-alone expenses or spending down of reserved amounts is shown in the column marked "YTD." As we get closer to the end of the year, unspent balances of program contracts will be restored to the cost center balances. RCC's FY23 Carryover Package included \$56K for incomplete delivery of FY23 procurements; that amount was added to the FY24 budget amounts in September 2023. That package also included \$444K to allow for expanded programming and the community survey costs.

1. **Administration:** The current month's expenses and reservation net include LFI tuition and OPA cost (DHR assigns that cost in this cost center).
2. **Board:** Current month expenses are BOG operating costs and transfer of Preference Poll costs from Media cost center. The Community Survey costs will be reflected in this line item.
3. **Facility Services (Booking):** The current month expenses and reservations net are for facility security, storage rental and supplies.
4. **Comptroller/LA Lease/Admin:** The current month expenses are for bank fees and office supplies.
5. **Customer Service:** No current month expenses recorded. Additional funding allocated here is for sign language interpretation services.
6. **Facility Engineering:** The current month expenses and reservations net include facility repair and maintenance costs for RCC HW and RCC LA buildings.
7. **Maintenance:** The current month expenses and reservations net are for utilities, maintenance costs, custodial services and supplies.
8. **IT:** The current month expenses are for DIT PC Replacement chargeback, Adobe license renewal, cloud hosting monthly service fee, and telecom charges and AT&T charges for cell phones and Zoom conference calls.
9. **Media:** The current month expenses and reservations net total includes the Preference Poll cost transfer to the BOG cost center and sponsorships/advertising and publication costs.
10. **Community Partnerships:** The current month expenses and reservations reflect costs for the Community Appreciation event for Senator Janet Howell and Ken Plum.
11. **Performing Arts:** The current month expenses and reservations net are theatre operating costs for the CenterStage.
12. **Arts Ed:** The current month expenses or reservations are program operating costs.
13. **Aquatics:** The current month reservations and expenses are operating costs for the two pools and spa facilities.
14. **Fitness:** The current month expenses are for program operating costs.
15. **Leisure and Learning Admin:** No current month expense was recorded.
16. **Youth/Teen:** The current month net total of reservations and expenses reflects program operating costs.
17. **Lifelong Learning:** The current month reservations and expenses are for program operating costs.
18. **Offsite & Collab. Community Events:** The current month reservations and expenses are for program operating costs. Summer is extremely busy for this cost center, and the advance payments or reservations for the September Multicultural Festival start occurring in July and August. The festival was canceled due to weather conditions. RCC obligations were paid to affected parties in September and the beginning of October 2023.
19. **Offsite & Collab. Equity Partnerships:** The current month reservations and expenses are for program operating costs.

**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 FY23 Capital Projects Carryover amount is \$1,201,221.

1. **RCC Improvements/CC-000001:** Funding for Hunters Woods projects, including the elevator replacement upfront costs and carpet replacement. Carryover will fund the first half of the Energy Utilization Improvement project and acquisition deposit for the RCC on Wheels vehicle.
2. **RCC Facility Enhancements/CC-000002:** Remaining funding for the LA Security Camera is added via Carryover. Funding provides for LA Carpet Replacement.
3. **RCC CenterStage Enhancements/CC-000008:** Funding for the Light Board replacement; Audio Visual controls. Carryover provided for funding for the Genie Runabout Replacement.
4. **Reston Arts Venue/CC-000024:** Reston Arts Venue. This will be closed out and funding reallocated.

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

Mission: To create positive leisure, cultural and educational experiences that 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 lifelong learning.
- Creating and sustaining community traditions through special events, outreach activities and facility rentals.
- Building community through collaboration and celebration.

Values: In accomplishing our mission and vision, Reston Community Center will be:

- A respectful, diverse organization that supports and nurtures its patrons, partners, volunteers, and staff.
- An organization that embraces inclusion and diversity, and actively promotes racial and social justice.
- An accountable steward of Reston's resources, sense of place and community traditions.
- An accepting and open organization free of physical, financial and cultural barriers.

INTRODUCTION

The process of crafting a new strategic plan for Reston Community Center, that would guide RCC's work for the years of 2021 to 2026, began in January 2020. At that point, the Board of Governors and staff convened to discuss the trends emerging in our community and the preliminary results of a comprehensive Community Survey that was conducted in 2019. The planning discussion in January focused on developing a methodology for assuring as broad a cross-section of Reston's people as possible would participate in the kickoff event in February. The goal was to launch the community engagement process with particular care to hear from people who don't normally feel "invited" to shape the strategic direction of a community resource and agency.

The University of Virginia Center for Survey Research presented an outline of the 2019 Community Survey results and methodology in February 2020. More than 200 people were supported with interpretation, discussion facilitators and other hospitality efforts designed to assure a diverse cross-section of the community was able to participate. Those attending discussed the survey results as well as what priorities should guide a new strategic plan for RCC.

While the community engagement efforts to shape the plan priorities were interrupted by the onset of the COVID-19 pandemic in mid-March 2020, Board and staff restarted the planning process in April 2021. Consideration was given to both absorbing and incorporating the lessons of the pandemic, and to addressing the other upheaval of 2020 – the fight for racial and social justice. A follow-up SurveyMonkey inquiry was developed to test the broad concerns of the 2019 Community Survey against how people were feeling in the context of all that had happened in 2020. The short survey was delivered to the public in the summer of 2021 with a total of 267 participants providing open-ended comments across the six areas of investigation (feelings about RCC, facilities, equity, programs and services, and communications.)

The results of the SurveyMonkey and 2019 Community Survey were consistent. The University of Virginia Survey for Center Research presented an in-depth look at the statistical reliability of the 2019 methodology, and RCC staff provided conclusions about patterns of input to the SurveyMonkey at a community meeting in July 2021. The event was videotaped and posted to RCC's YouTube channel for community members to view. In August, RCC staff conducted two focus group discussions of the same topics with staff and residents involved with the Reston Opportunity Neighborhood program to ensure that their perspective was considered as the plan was drafted. Nine people who work across the program's neighborhood services spectrum were interviewed.

The plan elements that follow are the culmination of the research and engagement processes described above, and they reflect the lived experiences of 2020. Each contributes to the comprehensive sweep of the RCC 2021-2026 Strategic Plan goals and objectives. Strategies to achieve those goals and objectives are included within each of the six pillar areas to provide a platform for meaningful annual evaluation of whether the objectives are being realized. It is a plan that RCC's Board of Governors and staff hope will engage the community often to ensure that the goals and objectives continue to be aligned with the aspirations of Reston's people. The desired successes will depend equally on the energy with which RCC pursues its plan and the involvement of the community. The exciting future this plan suggests is waiting – it's time to move forward together.

STRATEGIC PLAN: Pillar I – Facilities

Goal: RCC engages the community in planning for existing and new facilities to create or maintain RCC buildings that are flexible, technologically advanced, accessible, beautiful and environmentally friendly.

Objectives:

- To support planning a new Reston venue for performing and other arts, that will be built with contributions from other funding partners and can be sustainably operated.
- To ensure that existing RCC facilities are well maintained and updated regularly as needed with improvements that will make them more accessible, useful and environmentally sound.
- To consider how RCC facilities can serve community needs and interests by regularly engaging with the community and partners on how they can be used.

OUTCOMES (Success Metrics):

- Ensure meetings and engagement define a program for a new arts venue and what role (if any) RCC can or should play in realizing it.
- The agency maintenance and facility improvements software tool, Asset Essentials, is used to initiate routine repairs and long-range planning for facility maintenance and improvements.
- Regular maintenance calendars result in fully functional equipment and facilities.
- Engagement results in responsive, prompt changes or additions to the agency's Capital Improvement and Maintenance Plans.
- Facility improvements are made in each RCC building.

January 2023 UPDATES:

- ✓ RCC Board of Governors, staff and leadership from the Department of Public Works and Environmental Services, as well as Supervisor Walter Alcorn's office, coordinated to complete an engagement and feasibility study pair of efforts to help identify program elements and costs associated with a possible new Arts Center enabled by a Boston Properties proffer (Block J).
- ✓ RCC Hunters Woods roof replacement project was completed with Phase 3 (over the theatre and related area).
- ✓ Both facilities' Wi-Fi platforms were replaced and improved in cooperation with the Department of Information Technology.
- ✓ Administrative and other staff area carpeting was replaced in both buildings.
- ✓ Security cameras were upgraded to meet Fairfax County Department of Emergency Management Services standards. The project is scheduled for completion in January 2023.
- ✓ RCC Lake Anne Kitchen renovation completed.
- ✓ RCC Lake Anne Fitness Studios were equipped with UV Filters to reduce possible spread of COVID-19 and other airborne virus particles.
- ✓ The Terry L. Smith Aquatics Center switched to use of liquid chlorine, which is cheaper and much easier to manage. The spa has been operating again since fall 2022 and is well utilized.

January 2024 UPDATES:

- ✓ The Block J proffer for an arts center was accepted in Jan. 2023. Timelines for funding, partnerships, capital project planning will be established in 2024.
- ✓ A thorough investigation of legacy building systems at RCC Hunters Woods was undertaken with the goal of conserving energy. The resulting Energy Utilization Improvement Project was established by the Board, staff, County and CMTA efforts throughout 2023. The project is scheduled to occur in summer 2024.

- ✓ The RCC Hunters Woods elevator replacement project was established and purchasing for long lead-time issues has begun. The project will occur in summer 2024.
- ✓ The RCC LA Ceramics Studio kiln room ventilation system was replaced.
- ✓ CenterStage: Purchased and installed new ETC Ion Xe lighting console which allows us to replace more conventional fixtures with LED units.
- ✓ CenterStage: Received 36 LED lighting units to replace conventional fixtures with much more energy efficient lights. (technically, we bought these in 2022, but they were delivered and installed in 2023).
- ✓ CenterStage: Replaced aging cyclorama with new cyclorama.
- ✓ Facilities: Replaced aging portable stage in Community Room with a newer, sturdier model.
- ✓ The A&E process is underway for space planning; review of options will occur in early 2024 with installation in August 2024.
- ✓ Aquatics motors were added to the annual replacement schedule to assure backup should motors fail due to power surges, heavy usage or other mechanical stressors.

STRATEGIC PLAN: Pillar II – Equity

Goal: RCC embodies the principles delineated in the One Fairfax Policy by putting equity at the forefront of meeting community needs and serves the people and neighborhoods of Reston through allocation of resources according to those needs and informed understanding of the community’s diverse interests.

Objectives:

- To participate as an active and engaged partner in Reston Opportunity Neighborhood (RestON).
- To regularly conduct outreach to the community that is welcoming, flexible and respectful.
- To assess barriers to the full enjoyment of leisure-time activities and implement strategies to eliminate those barriers.

OUTCOMES (Success Metrics):

- RCC provides meaningful content delivery to all neighborhoods served by Reston Opportunity Neighborhood (RestON).
- Newcomers, residents who have significant economic burdens, and non-English-speaking people are included in opinion-gathering (including surveys) and engagement meetings.
- Adaptations to content and services delivery are made on the basis of feedback from patrons or input from under-served communities.
- The RCC Fee Waiver program is robustly used.
- RCC content includes materials, artists, thought leaders, writers and teachers who illuminate the history of structural racism in the United States, tell stories of people whose voices have been excluded from representation, offer culturally authentic expressions of their roots, and who help bridge differences and celebrate diversity of perspectives.

January 2023 UPDATES:

- ✓ For the exploration of the Boston Properties Block J (possible Arts Center) proffer, engagement experiences included explicit outreach to underserved neighborhood representatives from RCC’s Opportunity Neighborhood partners, and alternate language and text options were available.
- ✓ Regular outreach events immediately prior to RCC enrollment periods were established by the Equity Partnerships, Media and Customer Relations teams.

- ✓ Diva Central Dress donations were redistributed through an impromptu formalwear giveaway event at South Lakes High School that was coordinated with student leadership, teachers and RCC's Equity Partnerships Director – it served 60 students.
- ✓ A Dogwood Elementary School arts partnership involving RCC, RA, Public Art Reston, NCS and the school brought professional artist Hamilton Glass to work with the students to execute a new mural public art project at the Dogwood Elementary School (a Title One school) Park and Ride drop-off wall.
- ✓ RCC's *Equity Matters* brochure was designed and distributed at the outset of the fall season of program offerings to improve its impact and reach.
- ✓ A new partnership with Fairfax County NAACP was established to foster broader awareness of RCC programs, offerings, Fee Waiver support, and possible other partner relationship outcomes.
- ✓ A women-only swimming session on the first Saturday of each month was established and is held from 6:30 p.m. to 8:30 p.m. The 2022 attendance for these ranged between six and 12 participants, but that number will grow.
- ✓ RCC and Cornerstones collaborated with Reston National Golf Club to offer paid apprenticeships to teens living in the Opportunity Neighborhood Reston locations; a total of seven teens participated in winter/spring 2022.
- ✓ Dr. Ibram X. Kendi was presented in the CenterStage to an appreciative and influential audience. Other significant artists from BIPOC and people with disabilities communities who were presented in 2022 included: Baratunde Thurston, Keith Hamilton Cobb, Art Spiegelman, Anita Hollander, 123 Andres, The Kinsey Sicks, Josh Blue, Youn Sun Nah and Lulu Fall.
- ✓ The Reston Multicultural Festival was relocated to Reston Town Center – it presented seven National Heritage Fellows.
- ✓ Opportunity Neighborhoods-based Fun Around Town and Summer Family Crafternoon programs continued to grow attendance.
- ✓ RCC Rides provided 387 rides; this was accomplished using seven new volunteers and served 45 new riders.
- ✓ AARP Tax-Aide prepared 566 tax returns for low-to-middle income earners and older adults.

January 2024 UPDATES:

- ✓ The 2023 Reston Multicultural Festival was planned for an expanded footprint at Reston Town Center to include three stages, booths on Market Street and other elements. Unfortunately, it was canceled due to bad weather.
- ✓ Artists with equity-focused content or perspectives performing in the CenterStage in 2023 included: comedian Negin Farsad, Nefesh Mountain, a screening of “We Feed People” with co-producer Nate Mook, the musical trio “Betty” with an appearance at the Reston Pride Festival, “The Lost Art of Dreaming” choreographed by Sean Dorsey, Suzanne Simard (environmental justice), Trio Sefardi, Terri Lyne Carrington and Social Science, a screening of the film “The First Step” with producers Lance and Brandon Kramer, Heather McGhee, and Mark G. Meadows.
- ✓ A pilot program was established called “Unforgettable” with a Gallery tour and project participants from memory care units from Reston Area Care facilities.
- ✓ RCC Rides completed 644 rides.
- ✓ AARP Tax Aide completed a total of 608 tax returns.
- ✓ Lifelong Learning collaborated with Equity Partnerships to offer Coffee and Origami at the Cathy Hudgins Community Center, Crescent Community Center and Cedar Ridge.
- ✓ Equity Partnerships connected to Opportunity Neighborhood sites and Neighborhood Ambassadors to incorporate residents in booth options for the 2023 Reston Multicultural Festival with several becoming vendors whose booth fees were waived.

- ✓ RCC's Fun Around Town and Crafternoon offerings will be adapted to incorporate in RCC on Wheels offerings to provide more accessibility in the RestON neighborhoods where the onsite space is too cramped.
- ✓ RCC's Women Only Swim monthly event is constrained by staffing shortages; more efforts to recruit and retain female aquatics professionals are underway.
- ✓ RCC Aquatics leadership is involved in multi-partner discussions of managing community resources better to accomplish universal basic swim lessons for Reston children (includes RCC, RA, YMCA, and RSTA).

STRATEGIC PLAN: Pillar III – Community Connections

Goal: RCC provides resources for Reston people and organizations that forge meaningful relationships to create a greater sense of belonging and community cohesion. RCC helps newcomers understand the community values upon which Reston was founded and appreciate Reston's unique history.

Objectives:

- To implement and sustain collaborative efforts with other Reston organizations.
- To identify community and county initiatives that relate to RCC's mission and provide resources that contribute to their success.
- To reach out to new neighborhoods and under-served areas of the broader community with content that can be delivered to people where they are and that will then inspire those who participate to engage more deeply with the community as a whole.
- To implement a community calendar of important events in conjunction with civic and non-profit partners that will help inform people of the rich array of opportunities to enjoy Reston experiences.
- To foster ongoing development of leadership in the community and help maintain the rich array of Reston nonprofit organizations that serve the community.

OUTCOMES (Success Metrics):

- RCC has meaningful opportunities for community engagement related to the RCC mission and Fairfax County Countywide Strategic Plan goals and objectives.
- RCC has a regular and well-known calendar of engagement events to support programs and services planning and budget development.
- RCC Board and staff members are involved in community planning initiatives.
- RCC has a full menu of offsite programs occurring year-round in new neighborhoods, complexes and plazas as well as neighborhoods lacking in resources or infrastructure – all offerings, regardless of where located, are high quality.
- RCC evaluates partnerships and sponsorships annually to ensure these continue to serve the agency and community as designed.
- Offsite programming and community initiative participation also serve as vehicles to promote deeper involvement with RCC in leadership roles, or to make connections to other Reston organizations for newcomers and young people.

January 2023 UPDATES:

- ✓ Engagement experiences for the exploration of a possible new arts center included online and in-person meetings.
- ✓ RCC connected with Reston Forward – a new organization for residents new to Reston and living in the Silver Line Corridor.

- ✓ RCC offerings at Reston Station expanded to include Take a Break Concert Series performances as well as a Silent Dance Party – a first-time event attracting more than 200 participants.
- ✓ RCC Board of Governors member Bill Penniman served the Reston Master Plan Task Force for all of 2022.
- ✓ Offsite programming was elevated to a stand-alone department level of RCC offerings with establishment of a new director position and realignment of the Community Events and Equity Partnerships (formerly Director of Outreach and Collaboration) – the new department is “Offsite and Collaboration” and oversees the nearly 100 summer concerts/family entertainment options RCC presents, as well as content delivery to emerging multi-family dwellings in the transit corridor and Reston’s Opportunity Neighborhoods.
- ✓ Reston Forward co-founder Shane Ziegler ran for the RCC Board of Governors and was appointed to begin serving in November 2022.

January 2024 UPDATES:

- ✓ RCC thanked 15-year board member Bill Keefe for his service and welcomed new board member Paul Berry to the Board of Governors. Paul brings the perspective of his Latino heritage to the board.
- ✓ Established a new partner relationship with Halley Rise to deliver RCC content. Paint Night at the Farm at Halley Rise in October was a sellout. RCC’s Take a Break Concert Series is planned for Summer 2024.
- ✓ RCC Customer Relations and Media departments are coordinating alternative language and interpreting services to expand capabilities to serve non-English speaking patrons or people who can’t hear. Implementation will occur in 2024.
- ✓ Lifelong Learning collaborated with the Insight Memory Care Center and Kensington Retirement Community to offer training for caregivers helping those with memory loss.
- ✓ “Generation Rise” (A Ping Chong Project created during a six-month residency program) told the stories of five Restonians from various backgrounds.
- ✓ Upright Citizen’s Brigade performed for Theatre in the Park.
- ✓ Hoesy Corona created an installation of “Hacia La Vida” as part of the Tephra ICA Arts Festival.
- ✓ Partnered for offerings from the Washington West Film Festival and ReelAbilities Film Festival.
- ✓ Attendance at Town Square Park continues to grow. The final performance of Sunday Jazz in the Park had more than 425 attendees.
- ✓ The success of the 2023 Darden Purcell Spring Series resulted in RCC delivering a matching Fall series. Space activation and community participation have had significant and recognized impact.
- ✓ As in many fields, the labor market for event staffing is extremely challenging. While we continue to staff up the Offsite and Collaboration department, we will use contracting and other strategies to support the growing portfolio and depth of offsite events and RestON offerings.
- ✓ The weather presents increasing numbers of disruptions to offsite, outdoor events. Cancellations in 2023 were at the highest level in non-COVID recent experience.

STRATEGIC PLAN: Pillar IV – Programs and Services

Goal: RCC programs evolve and adapt to a changing community; programs and content should be delivered in both RCC facilities and where people live, work and play. RCC programs and services address diverse interests, ages, cultures and ethnicities; they are high quality, innovative, well attended and affordable.

Objectives:

- To preserve the broadest possible access to RCC programs and services.
- To create and use engagement strategies that inform the design and implementation of RCC programs and services.
- To establish reliable and well-used patron feedback mechanisms to ensure constant evaluation of patron satisfaction.
- To use data to inform program planning and development.
- To have staff participate in professional organizations that provide resources for the fields of RCC concern: aquatics, arts, leisure and learning, and facility services.

OUTCOMES (Success Metrics):

- Customer satisfaction survey results consistently achieve “Agree/Strongly Agree” response rates of 90% or more.
- People of diverse interests and backgrounds participate.
- Participation in RCC programs and services increases across all areas.
- Program cancellation rates decrease.

January 2023 UPDATES:

- ✓ Participation continued to increase across all programming but is not yet fully back to pre-pandemic levels.
- ✓ To help prevent further disruption from COVID-19 spread and control capacity, RCC established reservation systems for formerly drop-in offerings. The impact both reduced participation maximums and allowed for more effective communication to patrons if disruptions occurred, e.g., inclement weather closures, power outages, etc. as well as public health-related issues.
- ✓ New program offerings in 2022 included:
 - Expansion of water aerobics and aquatics fitness classes to six days a week.
 - Youth/Teen: Blacksmithing, Junior Robotic Safari, Coding, Painting on Tiles for Teens, Making Stuffed Toys.
 - Fitness/Wellness: Balance and Mobility, Barre Fusion, Bolly X, Cardio Strength, Essentrics, Yoga, Forever Fit – new varieties of classes as well as new approaches.
 - Osher Lifelong Learning Institute programs adapted to provide hybrid, virtual and in-person learning experiences.
 - Purchased and piloting use of OWL technology to expand access to Lifelong Learning Current Issues Discussion group members.

January 2024 UPDATES:

- ✓ Participation continues to increase; patron counts reached near-2019 levels across all program areas.
- ✓ The reservations systems for aquatics, studios, fitness and other offerings have been adjusted as the threat of COVID-19 has receded to expand access and offer more flexibility.
- ✓ Gifts from the HeART in 2023:
 - 1,148 in attendance
 - 41 Artists participated in the Jo Ann Rose Gallery (75 pieces of work)
 - 21 Artists participated in the 3D gallery
 - 45 Artist/Vendors participated in the event

- ✓ Lifelong Learning offered new classes in cooking topics, food handling and preparation, financial planning for college and retirement, Canva software, and technology classes about privacy and telecommunications.
- ✓ New Fitness program offerings in 2023 included: Tai Chi for Health and Balance, Mindfulness Meditation, Sound Bath Meditation, Mindful Yoga with Sound Healing, Vinyasa Flow Yoga, Yoga Stretch for Healthy Aging, Yoga with Weights and Yoga for Healthy Bones.
- ✓ Youth/Teen offered several technology and robotics programs including Apprentice Robotics: Robo Games, Apprentice Electronic Game Design, Junior LEGO Robotics, Junior Engineering Adventures, Junior Engineering: Power and Energy, and Junior Robotics -- Lego WeDo.
- ✓ A Trips and Tours Code of Conduct was implemented and translated into Spanish, Mandarin and Farsi to allow for more comfortable and culturally competent experiences for patrons.

STRATEGIC PLAN: Pillar V – Communications

Goal: RCC is recognized as an essential community asset for achieving a high quality of life in Reston. RCC marketing, publications, digital footprints, and media-related outputs are compelling, broadly shared, accessible to all and reliable. RCC is a trusted community partner for advancing knowledge of Reston and its lifestyle assets to assure the broadest possible enjoyment of those.

Objectives:

- To have recognizable images, a widely known logo, branding and messaging that are consistent across our platforms and well-known to community audiences.
- To consistently communicate with multiple tools (e.g., multi-lingual options, accessible web content, regular communications vehicles, and a well-established social media presence) that will collectively appeal to different consumers.
- To deploy a new website that is mobile device-friendly, easily used and broadly accessed to engage with patrons, make RCC purchases, and offer a comprehensive community calendar solution for Reston nonprofits and civic organizations.

OUTCOMES (Success Metrics):

- RCC examines its logo, spirit line and related language and imagery to determine whether or not they need refreshing or change.
- New media tools are developed and implemented to broaden RCC's reach (e.g., blogs, vlogs, livestreaming, etc.)
- A new responsive RCC website is established with a comprehensive community calendar embedded in it.
- Language translation is available to RCC patrons who visit RCC facilities and use the RCC website.
- RCC social media platform metrics are examined regularly, and successful strategies are implemented to grow engagement on those platforms as measured by engagement reports and statistics.

January 2023 UPDATES

- ✓ Logo reexamination and discussions among partner organizations suggested the RCC logo and tagline continued to be relevant and well-recognized. Refreshing either while finalizing a new website platform was not advised.
- ✓ New website is in second round of beta-testing; it will feature a tool that translates text to several common languages including Spanish, Arabic, Korean, Vietnamese, Chinese/Mandarin,

Amharic, and Urdu. With the simple click of a button, users will be able to select their preferred language and website text will be instantly translated.

- ✓ Partners are testing the new website’s community calendar feature.
- ✓ The new website launch will occur in the first two months of 2023 pending final testing and training on the related new Content Management System (CMS).
- ✓ Fairfax County agencies are in process on evaluating language resource tools and best practices to implement.
- ✓ To increase open rates and lessen email fatigue, RCC reduced messaging to patrons from six to four e-newsletters per month. In the last 12 months, the newsletter open rate is up 29% percent compared to the previous 12 months
- ✓ Facebook posts: incorporated more call-to-action messaging with relevant images and less text; cross-promoted short reels and images to Instagram.
- ✓ Key 2022 Social Media metrics (through 12/21/22):

FACEBOOK	2021	2022	Instagram	2021	2022
Reach	126,906	208,672 (66.2%)	Reach	18,421	35,944 (100%)
Likes	4.2K	Flat	Likes	2.3K	Flat
Visits	6,308	5,362	Visits	3,131	3,036
Audience	78% W35-44	Flat	Audience	71% W25-34	Flat

Reach - number of unique individuals who have seen any content related to pages.

Visits - represent people that visit pages.

- ✓ RCC sponsorships expanded to include new events such as the Reggae Festival at Lake Anne Plaza, South Lakes High School Theatre and Choral Departments’ spring joint performances, and a growing program portfolio for the Greater Reston Chamber of Commerce.

January 2024 UPDATES:

- ✓ New Website: RCC’s newly designed, dynamic, modern website launched in 2023.
- ✓ The website enables community partners to submit and manage their own community-oriented events through the “Community Submitted Events” portal. Those events are then visible on a comprehensive “Community Calendar.”
- ✓ The website provides a powerful translation tool to serve non-English-speaking patrons with just one click – this exemplifies RCC’s commitment to inclusivity.
- ✓ Media Reach: RCC received media mentions on the roll-out of the Offsite & Collaboration department, announcement of the redesigned website and introduction of a new board member.
- ✓ RCC E-Newsletters: Overall open rates stand at 59%, which is 1% up from the previous year and up 16% from the industry standard, which is 43%.
- ✓ RCC initiated several outdoor advertising programs to maximize the acceptance and stability of outdoor media and increase awareness and accessibility of RCC programming in the community.
 - **Transit Bus Ads:** ads promoting the Reston Multicultural Festival were placed on 30 bus routes in the northern Fairfax/Reston/Herndon area.
 - **Bus Shelter Ads:** Large format, visually appealing brand messages were placed in bus shelters in key areas of Reston.
 - **Reston Hospital Display Screens:** RCC rotated ads on a quarterly basis on two LCD charging stations located in the highly trafficked main lobby and cafeteria of Reston

Hospital. Both stations are viewed by healthcare professionals, frontline workers, families and visitors with an average of **5,934,908 annual spot impressions**.

✓ **Social Media Stats:**

FACEBOOK	2022	2023	Instagram	2022	2023
Reach	208,672 (66.2%)	153,592 (-26.6%)	Reach	35,944 (100%)	53,600 (48.6%)
Likes	2.7K	3.8K (+34.9%)	Likes	0	2.5K (100%)
Visits	5.3K	Flat	Visits	3.1K	Flat
Link Clicks	5.4K	Flat	Link Clicks	0	348 (100%)

STRATEGIC PLAN: Pillar VI – Stewardship and Accreditation

Goal: RCC maintains its accreditation by the Commission on Accreditation of Park and Recreation Agencies (CAPRA) and achieves re-accreditation in 2025. RCC planning and operations are responsibly undertaken with community input, sustainable practices, sound fiscal management and consistent use of data to inform decision-making. As a Fairfax County agency, RCC complies with all requirements of such public service entities with respect to administration and management of its resources.

Objectives:

- To ensure that equity, accessibility and environmentally sound practices inform all facility planning, projects, maintenance and repair efforts.
- To ensure that the best practices required of Fairfax County agencies and enumerated by the CAPRA accreditation standards are routinely reviewed, followed, updated and in alignment with RCC functions.
- To consistently deliver programs and services that meet with patron satisfaction and to provide regular meaningful ways to measure that satisfaction.
- To pursue the objectives of the Fairfax County Countywide Strategic Plan that are aligned with RCC’s mission.

OUTCOMES (Success Metrics):

- RCC’s accreditation materials are reviewed annually or in concert with required review cycles and are updated as needed.
- RCC’s planning documents are reviewed annually and updated as needed.
- RCC’s budget, fiscal reports and financial/human resources operations are clear, transparent, follow all required reporting formats and adhere to deadlines.
- RCC financial and performance reports are delivered on a regular basis.
- When scheduled, agency audits produce reports of few to no findings.
- RCC submits data as needed to Fairfax County departments monitoring Countywide Strategic Plan metrics as requested.
- RCC feedback mechanisms provide results affirming high levels of customer satisfaction and participation.

January 2023 UPDATES:

- ✓ Annual accreditation and NRPA data reports were completed.
- ✓ Implementation of DocuSign resulted in significant paper use reduction for internal processes and it’s now standard also for all facility rental agreements for patrons.

- ✓ A new Offsite and Collaboration Department was established, and related budget reallocations and business systems assignments accomplished.
- ✓ RCC made 11 merit hires (employees who earn the full menu of benefits of county employment); five of the eleven were transfers or promotions of active RCC employees. A total of 110 hires, rehires, additional positions or transfers were processed. RCC managed four retirements of long-term merit employees.
- ✓ Several temporary positions were reclassified to benefits-eligible positions (employee can purchase health insurance) to accommodate increases in work hours for Aquatics and Performing Arts teams.
- ✓ Pay increases were implemented to assist with recruitment of lifeguards.
- ✓ Pandemic Appreciation Leave was provided to employees (merit only) who didn't use COVID-19 leave programs in 2020-21.
- ✓ A Paid Family Leave benefit was added by Fairfax County.
- ✓ Reclassifications of existing vacant positions were accomplished to establish the jobs of Director of Offsite and Collaboration, and Assistant Director of Aquatics Operations.
- ✓ A Pay Compression Study was completed to achieve greater pay equity among RCC positions; final compensation impacts will be released in January 2023.
- ✓ The Department of Finance issued updated Financial Policy Statements for bank reconciliation, billing and collections, financial reconciliation, and processing monetary receipts.
- ✓ RCC processed 1,461 financial documents and RCC staff collectively worked a total of 141,030 hours during 2022.
- ✓ RCC continued to achieve the Customer Satisfaction benchmarks of 90% agree or strongly agree across the six metrics measured for each line of business.

January 2024 UPDATES:

- ✓ In 2023, RCC processed 89 hires (includes additional positions, transfers, promotions); adapted to new Dept. of Finance Financial Policy Statements (FPS049 Stop Payments and Reissuance, FPS436 Billing and Collection Procedures, FPS 220 Change Funds, FPS 630 Non-PO Payments, FPS 450 Donations and Gift Funds, PTB 12-1009 Use of the County Procurement Card); and processed 2,220 financial transaction documents and 138,354 payroll hours.
- ✓ RCC hired a new Accreditation Specialist – Brian Gannon – who will take charge of preparation for all annual reports and the upcoming 2025 resubmission of RCC to the CAPRA process for full reaccreditation. CAPRA has overhauled the standards to streamline them, and CAPRA has also instituted more rigorous review of annual reports and related evidence of compliance.
- ✓ Annual accreditation and NRPA data reports were completed. RCC approved a 2023 Recreation Program Plan as a function of the documents review calendar.
- ✓ The Offsite and Collaboration Community Events Assistant position was reclassified to a more responsibilities level (S16 to S19) and will be recruited to fill in 2024. It is hoped this will reduce the turnover rate in the org unit.
- ✓ RCC continued to achieve the Customer Satisfaction benchmarks of 90% agree or strongly agree across five of six metrics measured for each line of business; in Leisure & Learning “Enhanced Life or Skills” reached 87.7% and in Facility Rentals, that category is skewed by more than 36% of responders having “No Opinion.”

METHODOLOGY

To meet the goals and objectives of Reston Community Center's Strategic Plan 2021-2026, the Board of Governors and staff establish annual budgets, program plans, plan review processes and data collection practices. The data collected includes:

- Participation counts
- Customer satisfaction surveys
- Patron inputs from comment/suggestion cards
- Patron inquiries or input to RCCContact@fairfaxcounty.gov

Annual budget and program planning considers RCC's strategic planning goals and objectives. The staff evaluates the results of the prior year efforts and presents those to the Board of Governors in a two-day planning session to assess success or discuss obstacles to achievement of the plan metrics. That two-day meeting is held in January. From February to June, the Board and staff engage with the community to discuss progress, assess the validity of the goals and objectives, adapt if needed, and develop the budget and other resources needed to continue progress. At the June Annual Public Hearing for Programs and Budget, the plan progress is outlined, and a budget presentation is made. Following input from the community, the Board provides direction to staff on preparation of the agency budget.

Staff review programming and services delivery on an ongoing basis to ensure that these elements are considered:

- Pricing and cost recovery consistent with the RCC Policy Framework.
- Variety across age cohorts.
- Diversity of content.
- Delivery of programs and services to the entire community.
- Equitable resourcing where barriers related to status, economic means, disabilities or other factors inhibit the ability of patrons to participate.

Beyond these general approaches to achieving the Strategic Plan objectives, particular strategies are identified for each Pillar of the Strategic Plan that will provide evidence of success.

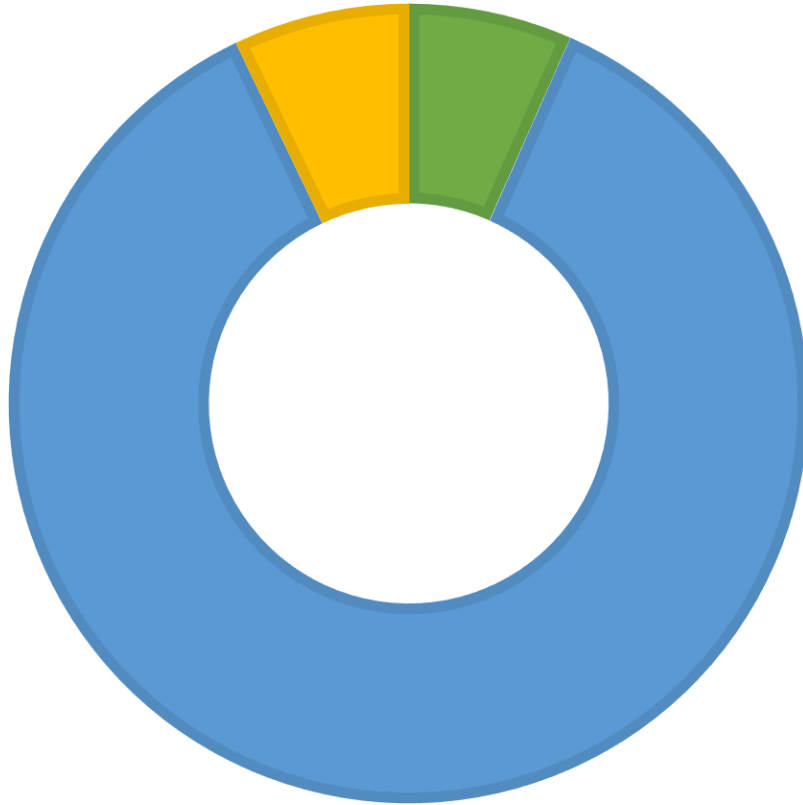
CONCLUSION

The success or failure of any plan depends on the active monitoring of it by all stakeholders. RCC seeks the participation of the community both in developing a strategic plan and in executing strategies to ensure that its goals and objectives are achieved. The Board of Governors and staff turn to the coming five years with excitement and a commitment to fostering a shared, positive vision of Reston and its diverse neighborhoods, businesses and organizations.

Together, we can continue the success of this exceptional community in becoming the vision of its founder, Robert E. Simon Jr. His dream for Reston was that it be a place where everyone could realize their full potential and thereby make a meaningful contribution to a thriving community. Reston Community Center remains committed to being a catalyst for that dream to become reality.

ARTS & CULTURE PARTICIPATION - 2023

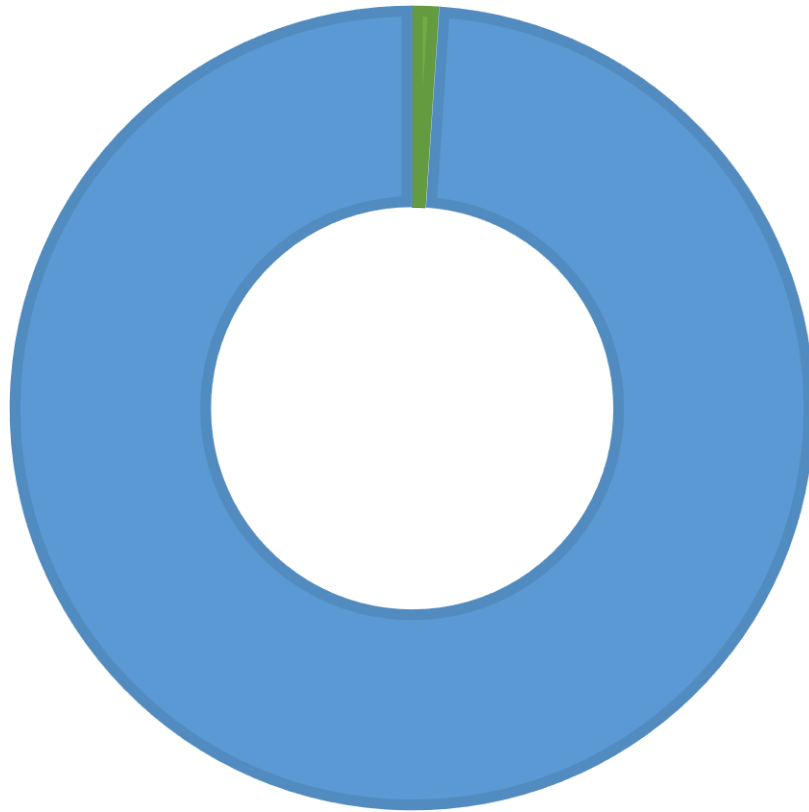
■ Enrolled Programs
 ■ Pass/Ticketed Visits
 ■ Events



Enrolled Programs	Arts Education	1,303
Pass/Ticketed Visits	Studios	2,237
	Partner Visits – TEPHRA	221
	PTAS Tickets	3,592
	YAT Performances	1,519
	Other Tickets	9,393
Events	Arts Education Events	1,399

COLLABORATION & OUTREACH PARTICIPATION - 2023

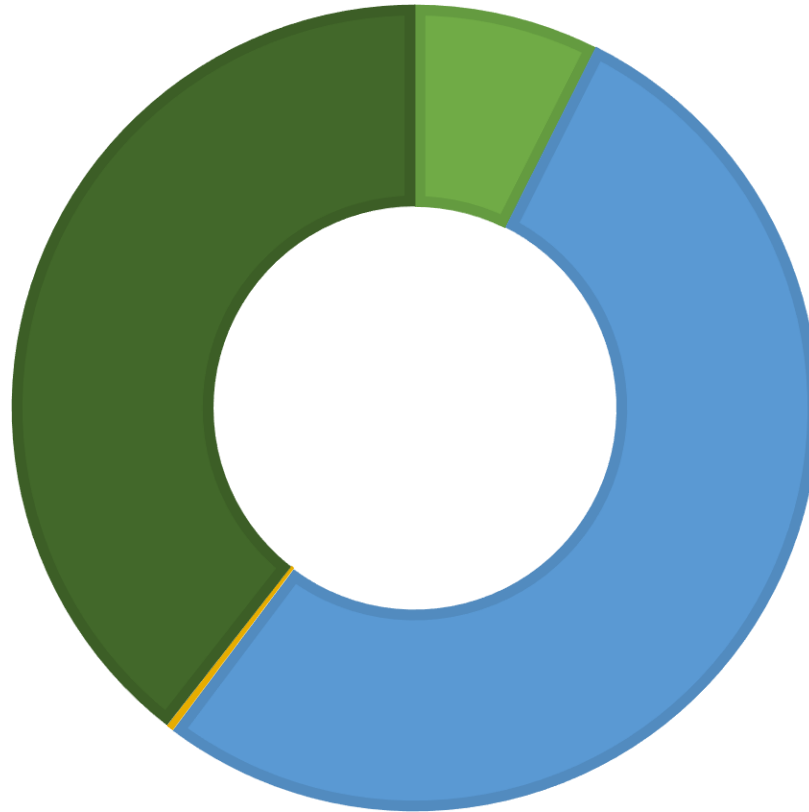
■ Enrolled Programs ■ Events



Enrolled Programs	Equity Partnerships	1,303
	Partner Programming (RHT)	222
Events	Community Events	77,525

AQUATICS PARTICIPATION - 2023

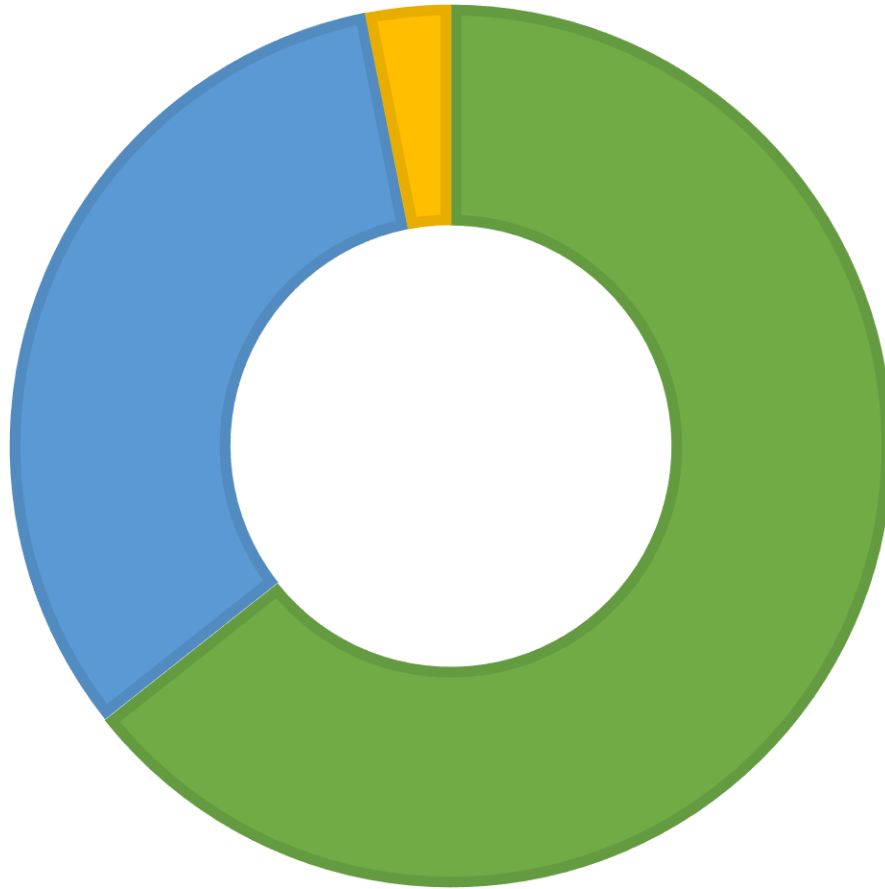
■ Enrolled Programs
 ■ Pass/Daily Visits
 ■ Events
 ■ Swim Team Visits



Enrolled Programs	Aquatics Classes	2,184
	Private Swim Lessons	1,555
Pass/Daily Visits	Lap Pool/Warm Water Pool	20,300
	Water Aerobics	5,914
	Shower Only	445
Events	Aquatics Events	151
Swim Team	Swim Team Visits	19,905

LEISURE & LEARNING PARTICIPATION - 2023

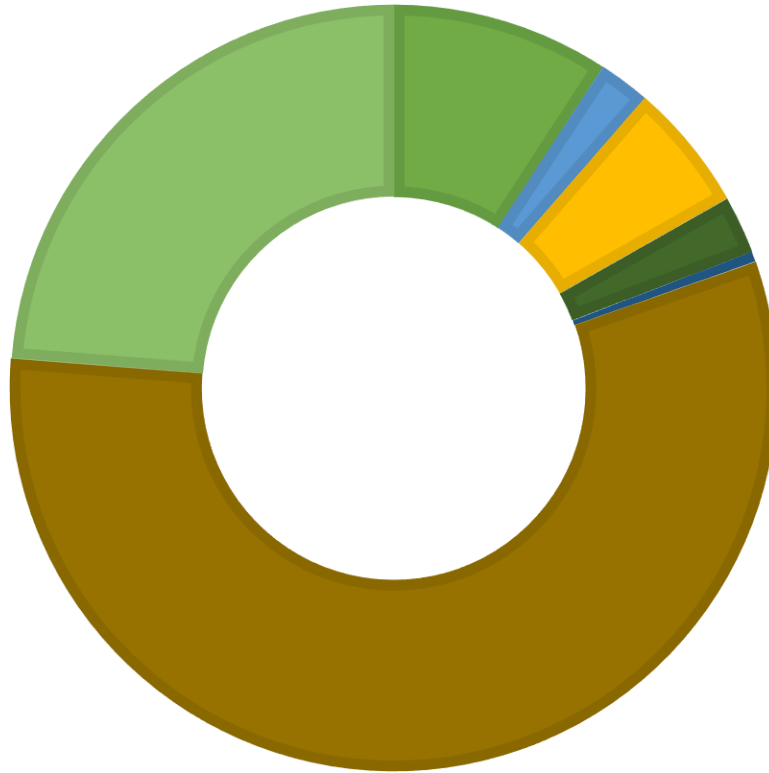
■ Enrolled Programs ■ Pass/Daily Visits ■ Events



Enrolled Programs	Fitness	2,211
	Lifelong Learning	1,649
	Youth & Teen	1,929
Pass/Daily Visits	Fitness	2,211
	Lifelong Learning	465
Events	Youth & Teen Events	256

FACILITY RENTAL ATTENDANCE BY HOUSEHOLD TYPE (NOT INCLUDING CENTERSTAGE OR AQUATICS)

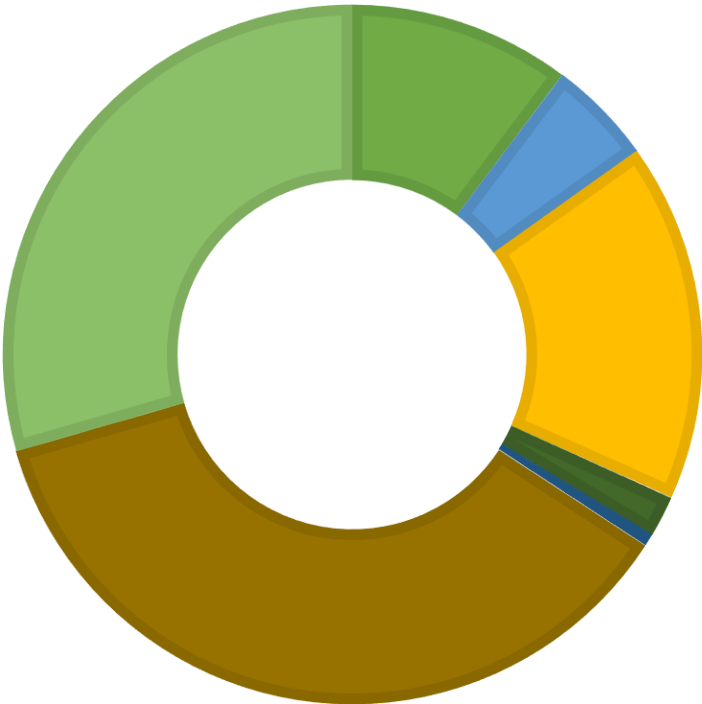
■ Reston Employee
 ■ Fairfax County Agency
 ■ Founding Partner
 ■ Non-Reston Resident
■ Non-Reston Organization
 ■ Reston Resident
 ■ Reston Organization



Reston Employee	7,771
Fairfax County Agency	1,841
Founding Partner	4,569
Non-Reston Resident	2,066
Non-Reston Organization	365
Reston Resident	47,814
Reston Organization	20,076

RENTAL HOURS BY HOUSEHOLD TYPE (ALL FACILITIES)

Reston Employee
 Fairfax County Agency
 Founding Partner
 Non-Reston Resident
 Non-Reston Organization
 Reston Resident
 Reston Organization



Reston Employee	659
Fairfax County Agency	312
Founding Partner	1,066
Non-Reston Resident	122
Non-Reston Organization	38
Reston Resident	2,334
Reston Organization	1,892

2023 Fee Waiver Use

Type	Value Utilized
General Fee Waivers	\$77,996
Summer Camp Fee Waivers	\$95,574

Zip Code	Number of Households
20190	99
20191	165
20194	6
Other	5
Total	275 Households

Age Range	Number of Family Members
1-10	101
11-20	121
21-30	6
31-40	18
41-50	20
51-60	16
61-70	30
71-80	80
81-90	72
91-100	1
Total	465 Family Members

2023 Volunteer Data

	# of Volunteers	# Volunteer Hours
RCC Board	10	300
AARP	23	1,625
RCC Rides	18	525
RCC Programs*	278	656

** Of these opportunities in VMS, 174 are from Thanksgiving Food Drive, 11 are from Diva Central, 52 are from Community Coffee, 18 from MLK Luncheon and the remaining are from Halloween Family Fun Day, Egg Hunt, etc.*

Patron Satisfaction Surveys Results (Calendar Year 2023, paper and electronic survey results combined)

	Forms Returned	High quality program		Enhanced Life/Skills		Reasonable cost		Appropriate location		Helpful staff		Would recommend	
		SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%
Leisure and Learning													
Lifelong Learning	201	68.7%	22.4%	51.2%	31.3%	61.2%	28.9%	72.1%	23.4%	72.6%	17.4%	73.6%	17.4%
Fitness	152	89.5%	9.2%	81.6%	15.1%	84.9%	15.1%	91.4%	6.6%	89.5%	9.9%	92.8%	5.9%
Youth/Teen	78	70.5%	17.9%	61.5%	21.8%	79.5%	14.1%	76.9%	17.9%	84.6%	9.0%	84.6%	10.3%
Average each:		76.3%	16.9%	63.8%	23.9%	72.9%	21.3%	79.8%	16.5%	80.7%	13.2%	82.4%	12.1%
Strongly agree avg + Agree avg:		93.3%		87.7%		94.2%		96.3%		94.0%		94.4%	
Aquatics													
	125	73.6%	22.4%	67.2%	27.2%	76.0%	20.8%	76.8%	21.6%	76.8%	20.8%	76.0%	22.4%
Strongly agree + Agree:		96.0%		94.4%		96.8%		98.4%		97.6%		98.4%	
Arts and Culture													
Arts Ed	317	77.0%	18.0%	71.9%	23.0%	74.4%	24.3%	74.1%	21.5%	83.0%	13.6%	84.2%	11.4%
PTAS	389	90.5%	8.7%	67.6%	23.9%	81.0%	16.2%	86.6%	12.6%	82.0%	11.1%	88.4%	11.1%
Average each:		84.4%	12.9%	69.5%	23.5%	78.0%	19.8%	81.0%	16.6%	82.4%	12.2%	86.5%	11.2%
Strongly agree avg + Agree avg:		97.3%		93.1%		97.9%		97.6%		94.6%		97.7%	
Outreach & Collaboration													
Programs	19	47.4%	42.1%	36.8%	31.6%	84.2%	15.8%	73.7%	15.8%	84.2%	15.8%	73.7%	21.1%
Comm. Events	565	82.1%	16.6%	63.4%	26.4%	90.4%	7.1%	89.9%	9.6%	82.8%	12.6%	89.4%	9.9%
Average each:		81.0%	17.5%	62.5%	26.5%	90.2%	7.4%	89.4%	9.8%	82.9%	12.7%	88.9%	10.3%
Strongly agree avg + Agree avg:		98.5%		89.0%		97.6%		99.1%		95.5%		99.1%	
Facility Rentals													
	43	81.4%	14.0%	44.2%	23.3%	69.8%	25.6%	86.0%	11.6%	86.0%	14.0%	90.7%	4.7%
Strongly agree + Agree:		95.3%		67.4%		95.3%		97.7%		100.0%		95.3%	

Total # surveys: 1889

32.6% selected "No Opinion"

ACCREDITATION RCC DOCUMENTS REVIEW MATRIX – REFERENCE DOCUMENT 2024 01 06

Standards Issue Area	Document Title	Review Requirements	Comments
Plans (RCC)	Strategic Plan	Board of Governors - January	Annual review – January 2024
	Recreation Programming Plan	BOG – Update approved 05/23	Every five years; Submitted in CAPRA 2023 Rpt.
	Communications Plan	Staff Only	
	Volunteer Plan	Staff Only	
	Security Plan	Staff Only	
	Continuity of Operations Plan	Staff Only	
	Records Disaster Mitigation and Recovery Plan	Staff – Update in 05/23	Submitted in CAPRA 2023 Rpt.
	Zero Waste Plan	Staff	
Plans (County)	Reston Master Plan (w/Park/Recreation Component) (FC)	Board of Supervisors, Planning Commission, update 09/23	BOS approved in Sept. 2023; RCC cited, recreation & arts components.
	Park/System Master Plan (FCPA, RA)	To satisfy park requirements	RCC has no jurisdiction over parks
Policies (RCC)	RCC Policy & User Manual	BOG and Staff; requires review	Target: BOG review/approval May 2024
Policies (County)	Personnel, Purchasing, etc. – need to obtain in alignment with new CAPRA standards	County agencies	
Procedures (RCC OGMS)	There are 29 OGMS. They are categorized in: BOARD OF GOVERNORS, COMMUNICATIONS, FACILITIES, FINANCE, PERSONNEL, PROGRAMMING, RISK MANAGEMENT.	In areas of FINANCE, PERSONNEL, RISK MANAGEMENT, review involves various applicable county agencies.	
	BOG 01 – Strategic Planning	Requires BOG Review	Target: BOG review/approval May 2024
	BOG 02 – Capital Facility/Cap. Proj. Planning	Requires BOG Review	Target: BOG review/approval May 2024

	COMMS 01 – Internal Resources	Staff	
	COMMS 02 – Marketing Guidelines	Staff	
	FACILITIES 01 – Sustainability/Environmental Stewardship	Staff	
	FAC 02 – Preventative Maintenance Schedule	Staff	
	FAC 03 – ADA/AA Compliance	Staff	
	FINANCE 01 - Pricing	Staff – per BOG Policy Framework	
	FIN 02 - Hospitality	Staff	
	FIN 03 – PCard Internal Controls	Staff	
	FIN 04 – Processing Monetary Receipts	Staff	
	FIN 06 – External Training/Conference/Mileage	Staff	
	FIN 07 – Purchasing Templates	Staff	
	FIN 08 – Budget Processes	Staff	
	FIN 09 – Records Management	Staff	
	PERSONNEL 01 – Hiring/Onboarding	Staff	
	PERS 02 – Exempt Employee Retention	Staff	
	PERS 03 – RCC Telework Program	Staff	
	PROGRAMMING 01 – Partnerships/Sponsorships	Staff	
	PROG 02 – Rental Fee Waivers/Co-sponsorships	Staff	
	PROG 03 – Volunteer Management/Programming	Staff	
	RISK MANAGEMENT 01 – No Trespass Letters	Staff	
	RM 02 – Incident Reporting	Staff	
	RM 03 – Lost & Found	Staff	
	RM 04 – Security/RCC General Guidelines	Staff	
	RM 05 – Concussion Protocol	Staff	
	RM 06 - Encroachment	Staff	
	RM 07 – Haz. Chem. Communications Written Program	Staff	
	RM 08 – Haz. Energy Control Program (LOTO)	Staff	
Other	RCC Training Ladder	Staff – Annual Review	In Progress for 2024

Reston Community Center Survey 2019



The University of Virginia Center for Survey Research is sending you this survey request on behalf of Reston Community Center (RCC). Thank you for taking the time to complete this questionnaire that will help RCC best serve the needs and priorities of this community. Your opinions and perspective are very important.

The survey's purpose: We want to understand the preferences and experiences of residents in Reston regarding leisure, recreational, and cultural activities. Specifically, we are interested in how people want to spend their leisure time, how they find out about leisure and cultural opportunities, and how people feel about the potential of a new performing arts center.

Who can participate?

- A resident of Reston who is at least 18 years old.
- If there is more than one adult in the household, we request that the survey be completed by the adult with the next birthday. This helps to ensure a random sample.

Your responses will be kept confidential

- Your responses are completely confidential and will never be publicly identified with you individually. Your name or contact information will not be linked to your survey responses following data collection.
- At the end of the survey, you have the option to provide an email address to share with RCC, which they may use to send you results of the survey.

General instructions

- Circle the number of your response to the question or check the boxes that apply.
- You can decline to take part in the survey or skip any questions you do not wish to answer.
- When you finish answering the questions, put your survey in the envelope provided and drop it in any mailbox. **No postage is required.**

How long will it take?

- The survey should take about 20-25 minutes to complete.

For more information

- Center for Survey Research: surveys3@virginia.edu, 434-243-5232
- Reston Community Center: Leila Gordon, leila.gordon@fairfaxcounty.gov, 703-390-6142

Your participation in this survey is voluntary, and you may withdraw your submitted responses at any point (contact CSR to do). There are no known risks or direct benefits associated with participating. However, your individual cooperation is very important to the success of this study and is greatly appreciated! We thank you for your time.

This survey has been approved by the University of Virginia's Institutional Review Board for the Social and Behavioral Sciences (Project #2731). Question or concerns? Contact Tonya R. Moon, Ph.D. Chair, Institutional Review Board for the Social and Behavioral Sciences at (434) 924-5999 or irbsbshelp@virginia.edu.

Reston Community Center (RCC) offers more than 2,000 leisure time programs, performances, classes, trips, and events to Reston residents and employees during the course of the year. RCC has two facilities, which include an indoor aquatics center, 290-seat theatre, computer classroom, ceramics studio, art gallery and woodshop, as well as large and small meeting rooms.

RCC is distinct from the Reston Association (RA).

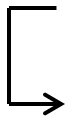
RCC is funded primarily by residential and commercial real estate taxes in Reston (Small Tax District 5), as well as by user fees.

The RCC website has a great deal of information about their programs, services and facilities. You may also register for programs, check room rental availability or purchase tickets on their website at www.restoncommunitycenter.com.

A. Choose who will respond to this survey

A1. Is there more than one person age 18 or older living in this household?

- 1 Yes
- 2 No → (Go on to A2)



A1a. (If Yes) Including yourself, how many people age 18 or older live in this household?

A1b. The adult with the next birthday should complete this questionnaire. This way, across all households, the survey includes responses from adults of all ages and positions within the household.

A2. What is your 5-digit zip code?

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B. Reston Community Center Awareness

We would like to start by asking about your familiarity and experience with Reston Community Center.

B1. Have you ever heard of Reston Community Center or its programs? Please be aware that Reston Community Center (RCC) is distinct from Reston Association (RA). This questionnaire is asking exclusively about RCC programs and services.

- 1 Yes
- 2 No → (Go on to Section G, page 12)

B2. How familiar are you with the programs of Reston Community Center?

- 1 Very familiar
- 2 Somewhat familiar with the programs
- 3 Not at all familiar with the programs
- 4 Not sure

B3. How important would you say that RCC is to the overall quality of life in Reston?

- 1 Very important
- 2 Somewhat important
- 3 Not very important
- 4 Not at all important
- 5 Don't know

B4. In your opinion, does RCC make Reston a more attractive place to live?

- 1 Yes
- 2 No
- 3 Don't know

B5. In your opinion, does RCC make Reston a more attractive place for a business to locate?

- 1 Yes
- 2 No
- 3 It depends
- 4 Don't know

C. Programs and Services

C1. In the past 12 months, have you and/or a household member attended a performance, class, workshop, or event at Reston Community Center (either facility) or an RCC-sponsored event (such as Take a Break, other summer concerts or festivals like the Reston Multicultural Festival)?

- 1 No (Skip to C1c)
- 2 Yes

C1a. **(If Yes)** Thinking of all of the household members who have participated in RCC programs in the last 12 months, please check all of the ranges that match the current ages of household RCC participants, including yourself if applicable.

- Less than 5 years old
- 5 to 11 years old
- 12 to 18 years old
- 19 to 29 years old
- 30 to 39 years old
- 40 to 49 years old
- 50 to 65 years old
- 66 years and older

C1b. These days, about how often do you or other members of your household participate in RCC programs or services?

- 1. Multiple times a week
- 2. About once a week
- 3. A few times a month
- 4. Only occasionally
- 5. Not sure/Don't know

After answering C1b, please go on to C2, page 5 →

C1c. **(If No)** Why have you and/or your household not attended a class, workshop, or event at RCC or an RCC-sponsored event in the past 12 months? *Please check all that apply.*

- Too busy, not enough time
- Too expensive
- RCC programs/activities aren't offered at a convenient time
- Locations are too far away/not convenient
- Lack of transportation
- Family participated when kids were younger, but they're now older
- I don't know enough about current programs/activities RCC offers
- Only recently moved to Reston
- Current RCC programs/activities are not interesting to me/my family
- Not interested in leisure/recreational activities in general
- Other (please specify): _____

C1d. Have you or any member of your family *ever* attended a class, workshop, or event at RCC or an RCC-sponsored event?

- 1. No
- 2. Yes
- 3. Not sure/Don't know

C2. For each of the following types of programs or services, please indicate if anyone in your household has participated in the program, would be interested in participating, or if it's not of interest. Please circle one answer per program. Refer to Table 1 on the insert for examples of specific programs within each type of programming listed below.

	Have participated/ Currently participate	May be interested in participating	Not ever interested in participating	Don't know
a. Rental of space for Reston individuals, organizations	1	2	3	9
b. Drop-in swim	1	2	3	9
c. Learn-to-swim lessons	1	2	3	9
d. Water-based fitness offerings	1	2	3	9
e. Arts education	1	2	3	9
f. Community events	1	2	3	9
g. Professional touring artist series at the CenterStage	1	2	3	9
h. Youth/teen	1	2	3	9
i. Lifelong learning	1	2	3	9
j. Land-based fitness/wellness	1	2	3	9
k. Collaboration and outreach (partnered programs; offsite programming)	1	2	3	9
l. Trips and tours	1	2	3	9

C3. From the list of programs in the previous question, and/or specific examples from Table 1 on the insert, please list the programs you consider the most relevant to you and your household.

C4. What programs or facilities would you like to see RCC offer that it does not currently? List all that you wish to include.

D. Access and Participation

The following questions ask about your intended use of RCC programs.

D1. How often would you like to participate in RCC programs and activities?

- 1 Regularly
- 2 Occasionally
- 3 A few times a year
- 4 No current interest in participating
- 5 Not sure/Don't know

D2. Would you like to participate in RCC programs/activities more than you currently do, either now, or in the future?

- 1 Yes
- 2 No → (Go on to E1, page 7)



D2a. (If Yes) Specifically, what kind of programs or activities would you like to participate in or attend more? *Check all that apply.*

- Class
- Workshop
- RCC trip
- Performance
- Camp
- Other (please specify): _____

D2b. To what extent are the following items a barrier to your ability to participate in RCC programs? *Use the following 5-point scale on which "1" means "Not at all a barrier" and "5" means "Significant barrier" as you evaluate each item.*

	Not at all a barrier	1	2	3	4	Significant barrier	Don't know
a. Cost/too expensive	1	2	3	4	5	9	
b. Lack of transportation	1	2	3	4	5	9	
c. Locations of programming too far/not convenient	1	2	3	4	5	9	
d. Duration of commitment	1	2	3	4	5	9	
e. Not enough time/too busy	1	2	3	4	5	9	
f. Current programs are scheduled at inconvenient times	1	2	3	4	5	9	
g. Program schedule is inconsistent	1	2	3	4	5	9	
h. Classes/programs that I want to take overlap	1	2	3	4	5	9	
i. Lack of awareness for existing programs	1	2	3	4	5	9	
j. Difficulty with registration	1	2	3	4	5	9	
k. Classes/programs always full	1	2	3	4	5	9	
l. Something else (please specify): _____	1	2	3	4	5	9	

D2c. What could RCC do to enable you or your family to use RCC more?

E. Facilities

E1. Thinking not just about RCC, in your opinion, do the existing recreational and cultural facilities of all types in and around the Reston area meet the current demand?

- 1 Definitely
- 2 Probably
- 3 Probably not
- 4 Definitely not
- 5 Don't know

E2. For some of the current RCC programs, space is limited. Have you experienced any difficulty trying to sign up for RCC programs or use RCC facilities?

- 1 No, I haven't had difficulty signing up for programs
- 2 Yes, I have had difficulty when I tried to sign up
- 3 I didn't even try to sign up because of expected demand
- 4 Not applicable- I haven't wanted to sign up for programs
- 5 Not sure

E3. How important is it to you that RCC continues to update existing facilities and carry out renovations?

- 1 Very important
- 2 Important
- 3 Somewhat important
- 4 Slightly important
- 5 Not at all important
- 6 Not sure



E3a. (If "Very important," "Important," or "Somewhat important") What updates or renovations would you like to see done to either of the two existing facilities?

Desired updates to Hunters Woods facility:	Desired updates to Lake Anne facility:
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Currently, the CenterStage and Community Room at RCC Hunters Woods host a variety of performances and cultural events, and RCC is interested in the community’s perspectives on expanding these cultural and arts venues. Reston developer Boston Properties has proposed a proffer of land for a new performing arts facility. The following questions ask about your preferences related to cultural events and your level of support for expanding arts venues in Reston.

E4. Which of the following types of art content do you or other members of your household like?

Check all that apply.

- Independent films
- Art films
- Documentaries
- Traditional forms of music, dance, and theatre from America and Europe (e.g., classical music or dance; jazz music or dance; Broadway or similar forms of theatre)
- Contemporary music, dance, and theatre
- Culturally or ethnically-specific music, dance, and theatre; e.g., African, Hispanic, Arabic, Eastern, Asian or mixed content and perspectives with respect to culture
- Visual art exhibits
- Lectures or author events
- Poetry readings
- Standup comedy/improv
- Something else (please specify): _____

E5. How interested would you be in Reston having a larger venue in which to see music, dance, film screenings, or other types of performances that require a big stage to host?

- 1 Very interested
- 2 Interested
- 3 Somewhat interested
- 4 Slightly interested
- 5 Not at all interested
- 6 I think RCC’s existing facilities (CenterStage and RCC Community Room) are sufficient

E6. If an arts venue is built by a developer, to what extent do you support RCC operating that venue on behalf of the community? Assume that it would not result in raising the RCC tax rate.

- 1 Very supportive
- 2 Supportive
- 3 Somewhat supportive
- 4 Slightly supportive
- 5 Not at all supportive
- 6 Not sure

E7. Without a developer contribution, RCC would need to undertake a bond referendum to obtain authority from the community to borrow funds in order to build a new facility. To what extent do you support RCC financing the building of a new arts venue by means of a bond issue?

- 1 Very supportive
- 2 Supportive
- 3 Somewhat supportive
- 4 Slightly supportive
- 5 Not at all supportive
- 6 Not sure

As you may know, since 1979, RCC has been funded primarily by residential and commercial real estate taxes in Reston, as well as by user fees. The current Small District 5 tax rate is 4.7 cents for each \$100 of assessed property value, which is in addition to the Fairfax County baseline property tax. For example, if a house or business property was valued at \$300,000, the amount of tax going to RCC would be \$141 per year. Currently, about half of RCC's tax revenue comes from commercial property taxes and half comes from residential property taxes.

E8. Is your residence located within Small Tax District 5?

- 1 Yes
- 2 No
- 3 Not sure

E9. Before today, were you aware that RCC is supported through this property tax?

- 1 Yes
- 2 No

E10. When property values rise in our area, revenue raised from property taxes goes up, too. If more tax money was available to RCC due to new revenue, which of the following statements comes closest to your view? RCC should...

- 1 Increase the number/types of programs
- 2 Increase accessibility to programming by lowering prices/fees
- 3 Add features to programs and facilities
- 4 Something else (please specify): _____
- 5 Not sure

E11. RCC provides a fee waiver program to help people with limited economic means still participate in RCC programming. Qualifying for fee waiver status is based on income levels. Those participants pay a nominal fee to enroll or purchase tickets or passes. Qualified fee waiver patrons with children may enroll them in as many summer camp programs as desired (paying a nominal fee per offering). To what extent do you favor continuing this type of program to provide economic accessibility to RCC?

- 1 Very supportive
- 2 Supportive
- 3 Somewhat supportive
- 4 Slightly supportive
- 5 Not at all supportive
- 6 Depends (please specify): _____
- 7 Don't know

F. Communications

The following section asks about your use of media and how you find out about leisure and cultural programs.

F1. What types of media do you use on a regular basis? Check all that apply.

- Facebook
- Twitter
- Instagram
- ListServ or Opt-in electronic boards/groups like “Next Door”
- Television – broadcast
- Television – streaming
- Print journalism
- Online journalism
- Radio - local or satellite
- Something else (please specify): _____

F2. Which of the following local broadcast TV stations do you regularly watch? Check all that apply.

- NBC 4
- FOX 5
- ABC 7
- CBS 9
- My 20
- TV Station not listed (please specify): _____
- I rarely/never watch local broadcast TV

F3. Which of the following local news outlets and magazines (online or in print) do you regularly read? Check all that apply.

- Around Reston
- Fairfax County Times
- Next Door
- Reston Connection
- Reston Now
- Reston Patch
- Reston Magazine
- Viva Reston
- Washington Post/WP Weekender
- Local news outlets/magazines not listed (please specify): _____
- I rarely/never read local news outlets/magazines

F4. When you listen to local radio stations (including via satellite radio), which of the following stations do you typically listen to? Check all that apply.

- 88.1 (WYPF/WYPR)
- 88.5 (WAMU)
- 90.9 (WETA)
- 94.7 (WIAD)
- 95.5 (WPGC)
- 98.7 (WMZQ)
- 99.5 (iHeartRadio/WIHT)
- 100.3 (WBIG)
- 103.5 (WTOP)
- 105.9 (WMAL)
- 106.7 (WJFK)
- Radio stations not listed (please specify): _____
- I rarely/never listen to local radio

F5. How do you find out about RCC programs and activities? Check all that apply.

- Local newspapers
- Local TV news stations
- Local radio
- Local online news outlets
- RCC seasonal program guide
- CenterStage Professional Touring Artist Series mailer
- Program flyers
- RCC website
- RCC e-Newsletter (*Spotlight, Insights, Play*)
- Social media
- Email
- Friends and family
- RCC staff and instructors
- Other (please specify): _____
- I'm not very familiar with RCC programs and activities

F6. Outside of RCC programs, how do you find out about leisure-time activity options generally? Check all that apply.

- Local newspapers
- Local TV news stations
- Local radio
- Local online news outlets
- Social media
- Internet search
- Email
- Friends and family
- ListServ or Opt-in electronic boards/groups
- Other (please specify): _____
- I have trouble finding information about leisure-time activity options
- I don't seek out leisure-time activities

F7. RCC distributes monthly electronic newsletter updates about programming offered; three are currently distributed: Spotlight (arts programming), Insight (general leisure-time offerings) and PLAY (family/youth programs). Would you like to receive any of these newsletters or general information about RCC?

- 1 Yes
- 2 No → (Go on to Section G)
- 3 I already receive RCC electronic newsletter(s)/program information → (Go on to Section G)

→ F7a. (If Yes) Which information would you like to receive? *Check all that apply.*

- Spotlight (arts programming)
- Insight (general leisure-time offerings)
- PLAY (family/youth programs)
- General RCC information and updates

F7b. How often would you like to receive RCC program information?

- 1. Weekly
- 2. Monthly
- 3. Quarterly
- 4. Once a year
- 5. Depends (please specify): _____
- 6. Not sure

F7c. What is your preferred email address to receive RCC information? This email will only be used by RCC to share information with you. It will be never be shared outside of RCC or used for alternative purposes than those stated here.

Preferred Email Address (please print legibly): _____

G. Demographics

We have a few final questions about you. As a reminder, all of your responses are completely confidential. This information is collected only for statistical purposes.

G1. In what year were you born? _____

G2. How many children under 18 years of age do you have living at home? _____

G2a. (If there are children under 18 in the home) Please select the current age range(s) for all of your children living at home.

- 2 years old and younger
- 3 – 4 year old
- 5 – 10 years old
- 11 – 14 years old
- 15 – 17 years old

G3. How long have you lived in Reston?

- 1 Less than one year
- 2 1 to less than 5 years
- 3 5 to less than 10 years
- 4 10 years to less than 25 years
- 5 25 years and more

G4. Do you own your home or rent it?

- 1 Own
- 2 Rent
- 3 Other (please specify): _____

G5. What is your marital status?

- 1 Married
- 2 Living as married
- 3 Divorced
- 4 Widowed
- 5 Separated
- 6 Single, never been married

G6. How do you describe yourself?

- 1 Male
- 2 Female
- 3 Prefer to provide my own description: _____
- 4 Prefer not to say

G7. What is the highest level of education you completed?

- 1 Some school, but did not finish high school
- 2 High school graduate or G.E.D.
- 3 Some college, but no degree
- 4 2-year college degree
- 5 4-year college degree
- 6 Some graduate work
- 7 Masters or professional degree
- 8 Advanced graduate work or PhD
- 9 Prefer not to say

G8. Which of the following best describes you?

- 1 Working full-time
- 2 Working part-time
- 3 Working self-employed
- 4 Unemployed
- 5 Homemaker or stay-at-home parent
- 6 Retired
- 7 Student
- 8 Disabled
- 9 Other (please describe): _____

G8a. (If “Working full-time”, “Working part-time”, or “Working self-employed”) Is your job located in Reston?

- 1. Yes
- 2. No, my job is somewhere else
- 3. I telecommute/work remotely
- 4. Other (please specify): _____

G8b. (If Yes) Approximately how many people are employed at the place where you work?

- 1. _____ employees
- 2. Don't know

G9. Do you or anyone in your household own commercial or rental property in Reston?

- 1 Yes
- 2 No

G10. Do you or anyone in your household own or operate a business located in Reston?

- 1 Yes
- 2 No

G10a. (If Yes) Are you aware that your employees may use RCC facilities at resident rates even if they are not Reston residents?

- 1. Yes
- 2. No, wasn't aware

G11. Is English the language primarily spoken in your household?

- 1 Yes
- 2 No

G11a. (If No) What language is primarily spoken in your household?

G12. Do you consider yourself to be of Hispanic or Latinx origin?

- 1 Yes
- 2 No
- 3 Don't know
- 4 Prefer not to say

G13. With which of the following racial or ethnic categories do you identify? Check all that apply

- White
- Black or African American
- Southeast Asian or Pacific Islander
- South Asian
- Middle Eastern/Arabic
- American Indian or Alaska Native
- Category not listed (please describe): _____
- Prefer not to say

G14. What is your annual household income? That would be before taxes and other deductions.

- 1 Less than \$15,000
- 2 \$15,000 to \$34,999
- 3 \$35,000 to \$49,999
- 4 \$50,000 to \$74,999
- 5 \$75,000 to \$99,999
- 6 \$100,000 to \$149,999
- 7 \$150,000 and higher
- 8 Don't know
- 9 Prefer not to say

G15. Would you like RCC to email you an electronic copy of the report of findings from this survey?

- 1 Yes (please provide email address): _____
- 2 No

Thank you for your help and taking the time to complete this questionnaire.

No postage is required to mail back this questionnaire.

Please use the envelope provided.

Lost your envelope?

Please return the questionnaire to us at:

Center for Survey Research

University of Virginia

P.O. Box 400767

Charlottesville, VA 22904-4767



**RESTON COMMUNITY CENTER
EXECUTIVE DIRECTOR SUCCESSION PLANNING**

Process Timeline

<i>January – March</i>	<i>April – May</i>	<i>June</i>	<i>July</i>	<i>August - September</i>
Draft/Finalize Position Desc.	30 to 45-Day Submission Period	Personnel Comm. Initial Review	Pers. Comm.: First Round Interviews	Finalists Interviewed
Draft/Finalize Pos. Announcement	Initial Screening: Nhu-An White (DHR)			Candidate Selected
Search Outreach Plan				

October - December

Onboarding; begin shadowing; Current ED departs mid-December

Leadership Considerations for Next RCC Executive Director

Community Expectations

- Reston trends
- Civic relationships to consider
- Facilities development issues

Board of Governors Expectations

- Experience with diverse leadership styles and concerns
- Representing Board strategic priorities
- Reporting functions – finance, planning, performance metrics
- CAPRA status

Staff Expectations

- Flexibility and creativity
- Mentorship, Career Development
- Supportive of work/life balance
- Strategic planning goals – clarity, motivation, progress measurement
- Communication

Closed Session Topics

- Entry point for full board involvement
- Contracting issues