



**Reston Community Center
Board of Governors Monthly Meeting
February 5, 2024
8:00 p.m.
Meeting Agenda**

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| 8:00 – Call to Order | Beverly Cosham, Chair |
| 8:02 – Approval of Agenda | Beverly Cosham, Chair |
| 8:03 – Approval of Minutes and Board Actions | Beverly Cosham, Chair |
| <ul style="list-style-type: none"> • Approval of December 4, 2023 Board Minutes
(as reviewed and approved by the Board Secretary) • Approval of December 4, 2023 Board Actions
(as reviewed and approved by the Board Secretary) | |
| 8:05 – Chair’s Remarks | Beverly Cosham, Chair |
| 8:08 – Introduction of Visitors | |
| 8:10 – Citizen Input | |
| 8:12 – Committee Reports | Beverly Cosham, Chair |
| <ul style="list-style-type: none"> • January 6 Strategic Planning (LRP Meeting) • February 5 LRP Meeting | Bill Bouie, Chair
Bill Bouie, Chair |
| 8:20 – Board Member Input on Activities Attended | |
| 8:25 – Executive Director Report | Leila Gordon, Executive Director |
| 8:30 – Old Business
New Business | Beverly Cosham, Chair |
| 8:40 – Adjournment | |

Reminders:

Events	Date	Time
PTAS Robin Spielberg	February 10	8:00 p.m.
CR&PP Meeting	February 12	6:30 p.m.
PTAS – “Soul to Soul”	February 18	3:00 p.m.
Lúnasa	February 25	3:00 & 7:00 p.m.
V (f.k.a. Eve Ensler)	March 3	3:00 p.m.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
December 4, 2023
8:00 p.m.**

Present:

- Beverly Cosham, Chair
- Paul Berry
- Bill Bouie
- Bill Penniman
- Lisa Sechrest-Ehrhardt
- Dick Stillson
- Paul Thomas
- Vicky Wingert
- Shane Ziegler

Attending from RCC Staff:

- Leila Gordon, Executive Director
- BeBe Nguyen, Deputy Director
- Ozun Dalaran, Public Information Officer
- Rebekah Wingert, Videographer

Bev welcomed everyone and called the meeting to order at 8:02 p.m.

MOTION #1:

Approval of the Agenda

Bill B. moved that the agenda be approved. Paul T. seconded the motion. The motion passed unanimously.

MOTION #2:

Approval of the November 6, 2023 Board Minutes

Bill B. moved that the Board approve the November 6, 2023 Board Minutes. Dick seconded the motion. The motion passed unanimously.

MOTION #3:

Approval of the November 6, 2023 Board Actions

Paul T. pointed out that in board actions page, the years were spelled as 2022 and should be corrected to say 2023. Bill B. moved that the Board approve the November 6, 2023 Board actions as amended. Paul T. seconded the motion. The motion passed unanimously.

Chair's Remarks

Bev said it is the holiday season and everyone will be attending numerous gatherings. She acknowledged the current challenging events and read the poem "Amazing Peace" by Maya Angelou:

In our joy, we think we hear a whisper.
At first it is too soft. Then only half heard.
We listen carefully as it gathers strength.
We hear a sweetness.
The word is Peace.
It is loud now. It is louder.
Louder than the explosion of bombs.

December 4, 2023 Board of Governors Meeting Minutes

We tremble at the sound. We are thrilled by its presence.
It is what we have hungered for.
Not just the absence of war. But, true Peace.
A harmony of spirit, a comfort of courtesies.
Security for our beloveds and their beloveds.

We, Angels and Mortals, Believers and Non-Believers,
Look heavenward and speak the word aloud.
Peace. We look at our world and speak the word aloud.
Peace. We look at each other, then into ourselves
And we say without shyness or apology or hesitation.

Peace, My Brother.
Peace, My Sister.
Peace, My Soul.

No citizen input was provided.

Committee Reports

November 11 Board Orientation Report

Bill B. updated the Board. He said that members met with Supervisor Alcorn and welcomed the newest RCC Board member, Paul Berry, to the group. The primary purpose of the meeting was to discuss Supervisor Alcorn's priorities for the coming year. Sup. Alcorn emphasized developments in Reston Town Center North, particularly focusing on facility assignments and the challenging task of securing funding. The top priorities include the new buildings for the library and homeless shelter and affordable housing units. Other facility projects will follow, with timing based on the County's bonding capacities. Sup. Alcorn also mentioned the task force will explore interim uses with outside stakeholder participation. He also updated the board on his desire to explore public-private partnership potential for the funding of the arts center capital project costs.

MOTION #4

Approval of the Committee Reports

BeBe mentioned that her last name was spelled wrong in the report. Paul T. moved to approve the committee report as amended. Dick seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended

Paul B. attended the Holiday Parade at Reston Town Center (RTC) with his wife and 2-year-old and had a lot of fun. He thanked everyone involved.

Bill P. updated the Board on both his October and November activities since he was not present at the last meeting. He saw the Nefesh Mountain performance and the screening of "We Feed People" both of which he enjoyed a lot. He finished his sculpture class. He also attended the Wiehle Avenue traffic transformation meeting. Dick asked what the highlights of the meeting were. They are to create sidewalks, bicycle lanes and manage the traffic around the metro station. A possible pedestrian bridge at Wiehle Ave. would cost too much and have too little use to justify it. He also attended the Delegate Ken Plum and Senator Janet Howell appreciation event and commended Leila and RCC for organizing a successful evening, especially regarding the flow and content of the program.

Vicky went to Lake Anne's Jingle on the Lake event and enjoyed the festivities. She said she also attended several basketball events as she is more involved with coaching.

Lisa attended the Holiday Parade with her family and grandkids and enjoyed the music and performances along with the great weather. She added that, unrelated to RCC, but related to equity, inclusion and diversity efforts, she was invited to an event at the Smithsonian National Museum of the American Indian. She enjoyed phenomenal art, and the talks about Native American traditions with a focus on equity perspectives about gender identity and women's roles. She was present at the Howell and Plum event and said the whole event was well-organized; she also liked the interview format. She commended the South Lakes High School students' performance. She added that she also highly enjoyed Negin Farsad's sold-out show at the CenterStage.

December 4, 2023 Board of Governors Meeting Minutes

Bill B. attended various meetings, including the RTC North task force discussion. He also participated in the Lake Anne Jingle on the Lake event to witness Santa's arrival on the barge. Additionally, he noted the retirement of the Reston Farmers' Market Manager and expressed gratitude for John Lovaas' years of service.

Paul T. attended various meetings. Unfortunately, South Lakes High School's football playoff game didn't go as hoped. He also participated in the RTC Holiday Parade, where, for the first time in nine years, he didn't have a child marching with the SLHS band. He attended Reston Association's Winterfest, he admired the RCC tree and complimented both the tree and the overall event. He attended the Howell and Plum event and offered kudos to RCC for organizing and executing it. He added that the jazz trio's performance was excellent, and he appreciated the spouses saying a few words in the interview program. He is enjoying University of Virginia football matches as opportunities for watching his daughter play in the marching band.

Dick attended the RTC Holiday Parade. He mentioned that it was the first time in a long while that he and his wife attended a Thanksgiving event in Reston. He also expressed gratitude to Leila for arranging the seat and to Reston Town Center for making the experience very enjoyable.

Shane also attended the RTC Holiday Parade for the first time. He noted that Reston Forward, in collaboration with Cornerstones and Thompson Hospitality, provided hot meals to 130 families for Thanksgiving. He also attended the Hunter Mill District Supervisor's Holiday Open House.

Bev said she attended Jan Bradshaw's memorial. She also voted during the election. She said she enjoys bowling with RCC staff. She was also at the RTC Holiday Parade and attended the Tephra ICA Chairman's dinner with Leila.

Executive Director Report

Leila shared that it was a busy weekend for RCC. The Howell and Plum farewell event was a success thanks to the RCC staff's immense efforts. During the same time frame, there were more than 100 "Nutcracker" ballerinas exiting CenterStage and dozens of Reston Swim Team members entering the facility but thanks to meticulous traffic management and planning, all of the functions moved smoothly. On Saturday, RCC Lake Anne hosted the Gifts from the HeART shopping event for more than 1,900 people, and participants were able to see the RCC Santa. Parents were glad that they could shop as their children spent time with Santa. Additionally, during the Thanksgiving Food Drive, more than 3000 pounds of food were collected, and on Thanksgiving Day, around 200 volunteers sorted and packed donated goods expeditiously.

Facilities – BeBe Nguyen and Fred Russo will review contract bid documents with CMTA on December 5 for the Energy Utilization Improvement (EUI) project. Due to programming support needs, a hybrid-fueled van for the RCC on Wheels may not be feasible. Efforts will be made to modify the EUI project for a potential connection to a future EV station. T-Mobile plans to decommission the rooftop antenna system by June 2024. Facilities Management is exploring options to transfer ownership to another cell service provider or negotiate a new lease. If unsuccessful, the FY25 budget will need adjustment, reflecting the loss of T-Mobile license revenue of about \$2,000.00 per month.

Equity - RCC's Equity Partnerships Director is now a member of the Virginia Recreation and Parks Society's Diversity, Equity and Inclusion Resource Group. Negin Farsad performed to a sold-out house on November 19. Her performance was a very deft treatment of multiple intersections among social justice, cultural minority and feminist themes and very well received by the audience.

Programs and Services – Holiday-themed programs are well attended, and capacities have been increased for some to accommodate waitlists.

Communications – In addition to our high-visibility sponsorship of the Holiday Parade, we were also a lead sponsor of the new Reston Association event, Winterfest. RCC visual artist Tracie Griffith Tso led a group of our instructors in fashioning the tree with Virginia and Reston-themed decorations made entirely of recycled items. Our tree and the event received lots of very positive media attention.

Stewardship and Accreditation – Bill Parker, currently RCC's Acting Community Events Director, has been appointed to the position of Facility Services Director effective December 16. Current benefit-

December 4, 2023 Board of Governors Meeting Minutes

earning openings at RCC include Community Events Director, Offsite Events Coordinator, Box Office Manager and Customer Service Representative (a part-time position.)

Paul T. mentioned that some of the lights behind the Reston Community Center sign on the fly loft are not working. Leila said she will pass this information to our Building Engineer.

Leila also reminded the members about the January 6 Annual Strategic Planning Session at Reston Association from 9:00 a.m. to 3:00 p.m. There will be important discussions about the upcoming Community Survey design and contents. Kara Fitzgibbon from the University of Virginia will be presenting.

Old Business

No reoccurring or continuing business was reported.

New Business

None reported.

Bev adjourned the meeting at 8:34 p.m.



Lisa Sechrest-Ehrhardt
Board Secretary

December 7, 2023

Date

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DECEMBER 4, 2023

- 23-1204-1 Bd That the Board approve the agenda**
- 23-1204-2 Bd That the Board approve the November 6, 2023 Board Minutes**
- 23-1204-3 Bd That the Board approve the November 6, 2023 Board Actions**
- 23-1204-4 Bd That the Board approve the committee report**



Lisa Sechrest-Ehrhardt
Board Secretary

December 7, 2023

Date



RESTON COMMUNITY CENTER



SUMMARY OF MINUTES RESTON COMMUNITY CENTER LONG RANGE PLANNING COMMITTEE MEETING Saturday, January 6, 2024

Board Members Present:

- Beverly Cosham, Chair
- Paul Berry (left at 1:39 p.m.)
- Bill Bouie
- Bill Penniman
- Lisa Sechrest-Ehrhardt
- Dick Stillson
- Paul Thomas
- Vicky Wingert
- Shane Ziegler

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- BeBe Nguyen, Deputy Director
- Lorna Campbell Clarke, Communications Director
- Ozun Dalaran, Public Information Officer
- Brian Gannon, Accreditation Specialist
- Pam Leary, Customer Relations Director
- Matt McCall, Aquatics Director
- Paul Michnewicz, Arts and Culture Director
- William Parker, Facility Services Director
- Harun Rashid, Network Administrator
- Fred Russo, Building Engineer
- Renata Wojcicki, Finance Director

Absent and Excused from the RCC Staff:

- Kevin Danaher, Leisure and Learning Director
- Maggie Parker, Offsite and Collaboration Director

Facilitator: Karen Cleveland

Guests: None

Introduction

Bill B. called the meeting to order at 9:05 a.m.; he and Bev welcomed everyone. She remarked that as times change, our mission also evolves. She emphasized the necessity of collectively revising the strategic plan to align with these changes every five years. Then she asked the staff to introduce themselves and she welcomed Karen Cleveland as the facilitator.

Karen Cleveland said she is thankful for having been called to facilitate these planning meetings for the last 15 years. She asked staff and the board to think about lessons learned from the COVID-19 pandemic and how this impacted their individual roles. She acknowledged the exhaustion from the pandemic but said this group and their efforts keep things together for the agency and community. She offered a reminder to recognize the significance of the work undertaken, emphasizing the importance of mutual support and fostering positive energy among team members.

She went over the objectives of the meeting: to share staff updates to the strategic plan, to ensure the 2024 Community Survey focus areas are aligned with RCC priorities, identify salient survey issues and go over the implementation timeline. We will also initiate a succession plan for the executive director position. She requested that staff write down any notes, questions, or concerns on paper and post them to the flipchart at the back of the room as they come to mind, to be addressed later.

Financial Performance Review

Leila directed everyone to their finance reports.

Revenue – She noted that December numbers reflect the start of winter/spring season classes. Leisure and Learning and Community Events cost centers' revenue projections will be rightsized for future budgets. Aquatics revenue numbers are struggling since staffing shortages make it hard to meet the demand for classes. Matt had a meeting with Reston Opportunity Neighborhood team members to see how they can collaborate on training and subsequently hiring aquatics professionals. One other example is of the women-only swim program. Since we are short of women lifeguards, we could only host this program twice in the summer. She also highlighted that fee waiver numbers represent unrealized revenue, with summer camps being the program area that utilizes this program the most.

The return on investment (ROI) from investments, including from interest and county investment instruments, is performing well. Participation increases are reflected in growing revenue strength. She noted that with several performances occurring in February, we may need to cancel if there is bad weather which could impact the revenue picture for the Professional Touring Artist Series.

Personnel – this budget is underspent due to normal staff turnover. In the current tight labor market, particularly noticeable in tourism, arts, culture and recreation, changes in these fields have played a role in creating recruitment and retention challenges. Telework expectations also affect the staffing of these positions. RCC strives for an equitable approach that considers other personnel, such as customer service and facilities, who may not have this option. We offer flexible working hours and telework schedules, with a variety of working hours across offices and staff. Part-time and instructional staff have completely different and scattered hours.

Operating Expenses – there will be carryover adjustments based on programming expectations, including a possible increase in operational costs for offsite and collaboration activities if we return to Lake Anne. There's a potential increase to facility expenses with the trash haul business now privatized instead of being handled by the county, although the exact costs are uncertain due to calculation issues with the contractor.

Regarding RCC on Wheels, after narrowing down options for a vehicle, we found out that the delivery timeline is estimated to be 16-18 months. To avoid waiting, a pilot program will be launched in the fall using a rental vehicle. This approach will allow us to assess the project's logistics and impacts effectively. One possible initiative is a collaboration with RoSiple Foundation, involving a partnership with Dolly Parton's Imagination Library. RCC on Wheels programming will also feature targeted social events at various locations with music, among other activities. Another program is in the works for older adults, meeting them at assisted/independent living facilities and bringing them a programming option. Fall is chosen as the ideal timeframe due to weather conditions and school being in session. While we aim to cover these initiatives with existing resources, adjustments may be necessary to make at carryover.

Recently, Leila proposed a plan to the Lake Anne Reston Condominium Association (LARCA) board concerning the offsetting of plaza use costs through a sponsorship arrangement. The proposal suggests an annual expenditure of \$50,000 to support the use of the Plaza by nonprofits and our concerts. Separately, we will modify the LARCA license for our presentations similarly to the Park Authority's, to address liability and rental fee issues.

Leila presented this request in early December, and a response is expected by January 17. Bill B. mentioned timeframe challenges they had with establishing the agreement to provide the farmers market at Lake Anne. Vicky inquired as to whether the amount of our sponsorship would cover possible use fees that might be achieved if we paid for the plaza use, and Leila noted that the amount proposed is significantly more than what paying fees would cost RCC. It also would offset the additional amount likely to be achieved from Reston nonprofits' use of the plaza.

January 6, 2024 Board of Governors Long Range Planning Committee Meeting

Dick asked how this might affect other summer concerts. Leila responded by saying The Thursday Take a Break concerts have already been relocated to Halley Rise (at The Farm), and the possibility of selecting a different night for Lake Anne Plaza concerts is the option we'd pursue.

Capital Projects – We are in good fiscal shape. Funds are allocated for the projects, and they seem to be moving along in line with expected timeframes.

Review of Data and Departmental Reports on the Strategic Plan

Facilities – Fred updated the group that the elevator replacement project is on track. He mentioned that CMTA is a good contractor to work with as they pursue the Energy Utilization Improvement project, and he is optimistic about the outcomes. One recent challenge has been the repair of the outdoor Hunters Woods RCC sign lights, where three contractors declined involvement. Fred suggested the possibility of shutting them down, and alternative options are being explored due to the prolonged outage.

Leila suggested considering another wayfinding option to plaza owners. Shane inquired about the elevator replacement, and it was clarified that the project is progressing well, scheduled for replacement this summer during the shutdown period, and there's only one contractor due to constraints of the elevator and its space. RCC Lake Anne maintenance has different priorities and we continue to monitor our equipment and its performance there. Dick asked about the infrastructure issues and their impact on RCC. We had some flooding there recently.

Bill Parker, recently hired as the Facility Services Director, said that he is excited to have this role and looking forward to streamlining the rental process and working on the office redesign.

Equity – BeBe noted that the Equity Matters brochure has been distributed to Fairfax County Equity Ambassadors, and their positive feedback has been shared. This marks the third year of the Equity Impact Report, and the compiled information is submitted to One Fairfax. After receiving comments, it proceeds to the County Executive and is eventually featured on the county website. Equity is a focal point in our operations, reinforcing our commitment to promoting fairness and inclusivity.

Capital Projects work has been exciting but sometimes challenging with Department of Procurement and Material Management (DPMM) requirements and workflow. The year 2024 is identified as crucial for RCC business system enhancements. Key priorities have been identified, including a business systems audit, to ensure effective management and improvement of our processes using technology and software.

Access database, a Microsoft program RCC uses daily for our finance operations, is retiring soon and we are working with Fairfax County Department of Information Technology (DIT) to implement new software. Another project is to work with RecTrac to purchase software (ePACT) to streamline medical forms' submissions for summer camps and other programs in a HIPAA-compliant way.

In her past two years, efforts have been made to incorporate all admin staff across cost center teams to support each other during events, and in case of personnel absences. There is also a focus on streamlining rentals and improving communications strategies for that line of business. Challenges include educating staff on new tools and approaches. Reaccreditation is a constant consideration, with all aspects thoroughly integrated with that endeavor.

Facility management faces a significant challenge in addressing the needs of the unhoused population in both locations. The approach, guided by discussions with Supervisor Alcorn and the board, emphasizes handling the issue compassionately. Paul T. noted that the county posts equity plans for all Fairfax County agencies on their website. Leila commented that she finds it interesting to observe the differences and commonalities in equity plans among various agencies, comparing internal and external service providers.

Community Connections – Leila updated the board and the staff in Maggie's absence. We're experiencing a significant shift in the post-COVID mindset, with growing participation in experiences and

January 6, 2024 Board of Governors Long Range Planning Committee Meeting

outdoor activities. Our enrollment and attendance numbers are thriving, particularly in well-attended outdoor events that are of good variety and quality. Maggie has successfully cultivated a strong relationship with Halley Rise, hosting a sold-out painting event for adults in October. Based on this success, we view them as reliable partners and are planning Take a Break concerts at that venue.

Typical of the labor environment challenges, we lost our Community Events Director just six months after she was hired. Interviews for this position are scheduled in the third week of January, and the Community Events Assistant position has been reclassified to increase pay. Weather remains a concern of this programming, leading to event cancellations, including the Multicultural Festival cancellation in September. Unprecedented cancellations occurred this year due to rain, heat, and, for the first time, code red air quality from Canadian wildfires. This requires a reevaluation of how we use outside spaces for events, exploring weather-resilient options inspired by venues like Wolf Trap and looking at similar options in the new developments like Reston Town Center North.

Dick raised a point about three major construction projects changing Reston's landscape and asked if we are engaging with new complexes to integrate them into future programming. Leila highlighted our approach, citing examples such as the past expansion of Reston Town Center (RTC) and our ongoing conversations about programming there and Halley Rise. Similar discussions will happen with the county regarding the arts center. Leila also mentioned adapting our programming at Reston Station based on changing landscapes as an example, emphasizing the importance of community connections and new partnerships.

Programs and Services – Leila updated the group on Leisure and Learning activities in Kevin's absence. Youth, adult and fitness programs are all experiencing a surge in participation. However, challenges lie ahead, as two key staff members are departing this year. Fitness programs face a similar challenge to performing arts, with limited space leading to waitlists. That's another reason to consider relocating some of the RCC Lake Anne programming to a larger and more suitable location with a bigger footprint to accommodate growing demand. A new code of conduct for trips and tours has been implemented, aiming to address cultural conflict issues and enhance participant experiences. There is an expansion of offerings for older adults, many of which are either free or at reduced prices, reflecting a commitment to inclusivity and accessibility.

PD provided updates for Arts and Culture – participation and revenue are high, and this has been a record year of sold out shows so far. They had staffing challenges, but positions are mostly filled now. He also touched on the issue of the theatre industry being hard to staff nowadays. Visual arts programs are also filling fast and creating waitlists. As the Offsite and Collaboration department grows, there are more shared responsibilities for the Arts and Culture technical staff.

Matt mentioned aquatics labor and staffing challenges, but rental, special programs and swim lesson attendance are high. Aquatics has been attracting more teens and youth to the center with expansion of rentals by swim teams to seven days a week. Currently, an impressive average of 350 young people utilize the pool every week. He also noted that with some equipment mechanical issues identified as likely to recur, staff are now trained to solve some of the problems themselves to reduce downtime and cost effectively. He said he is also looking forward to renovations this summer to improve the facility.

Communications – Lorna highlighted the successful new website launch. The community calendar component is generating excitement, and it now is the second most-visited spot on our website. Statistics indicate increased engagement and interest in community events. In terms of marketing, new opportunities have been explored, including bus shelter ads, bus ads, and an ad collaboration with Reston Hospital. There's been a specific focus on identifying strategic locations. She shared social media statistics pointing to the changes in numbers and incorporating a more targeted approach to maximize visibility and reach. RCC newsletters are doing well with strong open rates, and we are achieving significant earned media with our news releases and engaging programming.

January 6, 2024 Board of Governors Long Range Planning Committee Meeting

Pam also talked about staffing challenges in customer service. The new “myRCC” homepage is offering a better user experience. She is collaborating with the Leisure and Learning team and the RecTrac contractor to implement a new HIPAA-compliant health form submission interface. This initiative aims to simplify the process for patrons who must complete those for RCC camps and trips. Vermont Systems is developing an app for RecTrac that promises to be user-friendly, and we are also working on that. Bill B. asked if we are using the SMS function of RecTrac. Pam said the new app will have alert functions. He suggested looking into a cost-effectiveness comparison between text messaging and the app’s alert system. Paul T. touched on the convenience of text messaging on the user side. Google analytics metrics might be added to myRCC.

Harun mentioned WebTrac and online registration moving to cloud-based systems along with our website and the usefulness of that development with respect to automated updates and ease of use. Wi-Fi in both facilities has been improved based on customer comments.

Stewardship and Accreditation: Renata touched on the challenges with workload and their department’s staffing. She noted the challenge of 2023 due to the team losing their colleague Grazyna Siebor to cancer. They have implemented some internal system improvements to minimize disruptions when there are staff absences. They have also improved and streamlined financial document processing, also resulting in using substantially less paper. Payroll continues to require a paper trail component and HR procedures are undergoing adaptation at the County level. All cancellations and other challenges programming units have also had an impact on the finance side to support processing refunds. She shared the number of documents, financial transactions and hires they have processed in 2023.

Accreditation Timeline

Leila and Brian presented the accreditation documents matrix, emphasizing board milestones. The initial accreditation is for five years and all documents for reaccreditation need reassessment. Some of these documents require annual review, others, periodic review. A key part of these are the Policy and User Manual with the board’s policy framework providing overarching policy direction for how RCC functions and serves the community. The goal is to update what is out of date.

Leila also mentioned that with the staff turnover and changing roles within RCC, having Policy and User Manual and Operating Guidance Memoranda hard copies at hand will be beneficial, in addition to storing documents in shared drive folders for easy access. Accreditation also aids in compiling documents that guide daily operations. Paul T. inquired if CAPRA pointed out any erroneous submissions or anything we need to keep an eye on when they evaluated our submission in 2020. Leila noted that, no, RCC had a clean finding of “pass” on all but one standard which was waived. That was the fleet management plan standard since we didn’t own vehicles. Obviously, that will be different in 2025.

Follow-On Motions – Board of Governors

MOTION #1 – Paul T. moved to reaffirm the RCC Mission, Vision and Values as reflected in the 2021-2026 Strategic Plan. Dick seconded the motion. The motion passed unanimously.

MOTION #2 – Paul T. moved to reaffirm RCC’s 2021-2026 Strategic Plan. Shane seconded the motion. The motion passed unanimously.

MOTION #3 – Paul T. moved to approve the timetable for accreditation document review. Shane seconded the motion. The motion passed unanimously.

Discussion of 2024 Community Survey Focus

January 6, 2024 Board of Governors Long Range Planning Committee Meeting

Kara Fitzgibbon couldn't attend the meeting and Leila and Karen led the discussion. The front end of the survey is likely to remain unchanged, with demographic information questions informed by Fairfax County data requirements. Bill B. mentioned that aspirational behavior sometimes occurs in the responses compared to actual participation. Leila said we will be exploring questions that might better elicit responses that describe real behavior with respect to participation and barriers preventing it. When Kara returns for the February meeting, she will discuss new survey implementation trends and tools. The 2019 survey put a lot of emphasis on communications and marketing questions, but these will probably change in this year's.

Leila shifted the focus to RCC facility location and program expectations, addressing the challenge posed by our current facilities and the Lake Anne lease ending in 15 years. Replicating the offerings in a similar space area is a consideration, but it's essential to recognize that meeting the current demand would require doubling the space. The area involving Crescent housing is under discussion in conjunction with Fairfax County as it is undergoing upzoning and the addition of more apartments there. This development could include ground-level retail and public space, with a possibility for RCC to occupy some of that space.

Another potential option is the planned arts center, which could enhance our current arts space in the future. Some parts of Reston are grappling with declining commercial use, and people may want RCC to position itself as a neighborhood amenity. Exploring possibilities around new developer-related amenities is also a consideration. Leila emphasized the importance of engaging the community to understand their needs and preferences regarding location, type, and purpose of future RCC facility locations.

Dick mentioned the Reston Town Center North development. Vicky reminded everyone that there is a small block at Lake Anne not subject to LARCA control, but these units also come with their own challenges. Leila emphasized the importance of considering our future footprint when looking at options.

Bev said that more people have moved into Reston since we last did the survey and strategic plan. She notes they still confuse Reston Association (RA) and RCC, so distinctions should be made clear in this survey. Leila responded by saying we had a robust communication effort to accomplish that in 2019 and we will do the same, as well as adding the other association, Reston Town Center Association (RTCA). The Fairfax County Office of Public Affairs and other county survey tools were discussed as added resources, and Kara will be investigating these options.

Paul T. suggested utilizing maps when discussing possible locations, highlighting their effectiveness as both a decision-making tool and a marketing tool to clarify RA and RCC distinctions and locations. Lorna talked about website visit statistics to highlight how new people are interacting with RCC. Leila asked confirmation if everyone is on board with adding future facilities questions in the survey. Shane asked if we were planning to include RCC on Wheels questions. The consensus was that we already have information and pilot projects to get us started with this project, so we may not need to use survey space to explore it.

Succession Planning:

Karen led the discussion outlining plans for the upcoming year to implement the succession planning and a smooth transition related to the Executive Director (ED) position. The timeline was shared, with plans to create the position description and job announcement from January to March. Karen asked everyone to think about exploring expectations of the next ED, and considerations related to the Reston community, Board of Governors and staff.

She emphasized the RCC shift in focus from bringing people into RCC, to bringing services to the community and meeting diverse needs since Leila was hired. The goal is now for RCC to be a true partner, support non-profits, and eliminate organizational silos within the agency and in the community.

January 6, 2024 Board of Governors Long Range Planning Committee Meeting

Karen acknowledged organizational changes since the last ED selection and expressed the need for a leader who can think creatively.

Bill B. noted that management and leadership expectations have also evolved, and the new ED will play a role like a CEO, building bridges between the county, among agencies, local nonprofits, and more. He also noted the Fairfax County hiring process requirement of confidentiality for their deliberations and activities related to interviews and hiring.

Vicky inquired about the county HR office's role in hiring process. Bill B. noted that the Board creates the position description, County HR publishes the job announcement and does the initial screening of the applicants. From then on, the RCC Board of Governors Personnel Committee handles the interviewing process until finalists are selected for the full Board to meet and consider.

Leila explained that RCC Personnel Committee recommendations will be provided to the full Board. Karen will also be contracted to support staff during the hiring process, including having discussions with the RCC management team to get their input and communicating that to the board. Given the overall staffing changes and ongoing transformations at RCC, this year is expected to be busy. Both the board and Karen will collaborate to manage the transition and ensure a positive experience.

Karen asked staff about their expectations or foreseen challenges with the new ED hiring. Staff and board shared their thoughts and expectations. They noted qualities and outcomes desired such as courage, systemwide enhancements, familiarity with Reston and its trends, experience with diverse leadership styles and concerns, supportive of work/life balance, proven leadership experiences and alignment with RCC's strategic planning goals. Members and staff further discussed how this change, management of this change and new staffing would work in the upcoming year. Bill B. explained how they will be handling this process as the personnel committee and gave examples from his past experiences.

The meeting paused for a break at 1:51 p.m. before going into closed session.

Staff departed and the meeting reconvened at 2:05 p.m.

MOTION #4: Bill B. moved that the Board recess and go into closed session for discussion and consideration of matters enumerated in Virginia Code Section 2.2-3711 and listed in the agenda for this meeting as follows: Discussion or consideration of personnel matters pursuant to Virginia Code Section 2.2-3711(A) (1).

Paul T. seconded the motion, the motion passed unanimously. Leila left the meeting at 2:45 p.m. The board came out of closed session at 3:00 p.m.

MOTION #5: Bill B. moved that the Board certify that, to the best of its knowledge, only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which closed session was convened were heard, discussed, or considered by the Board during the closed session.

Paul T. seconded the motion, the motion passed unanimously.

There being no further business, the meeting adjourned at 3:00 p.m.



**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%

	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

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

100%/12* mos=41.66%

	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%

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

100%/12* mos=41.66%

	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%

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

100%/12* mos=41.66%

	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.

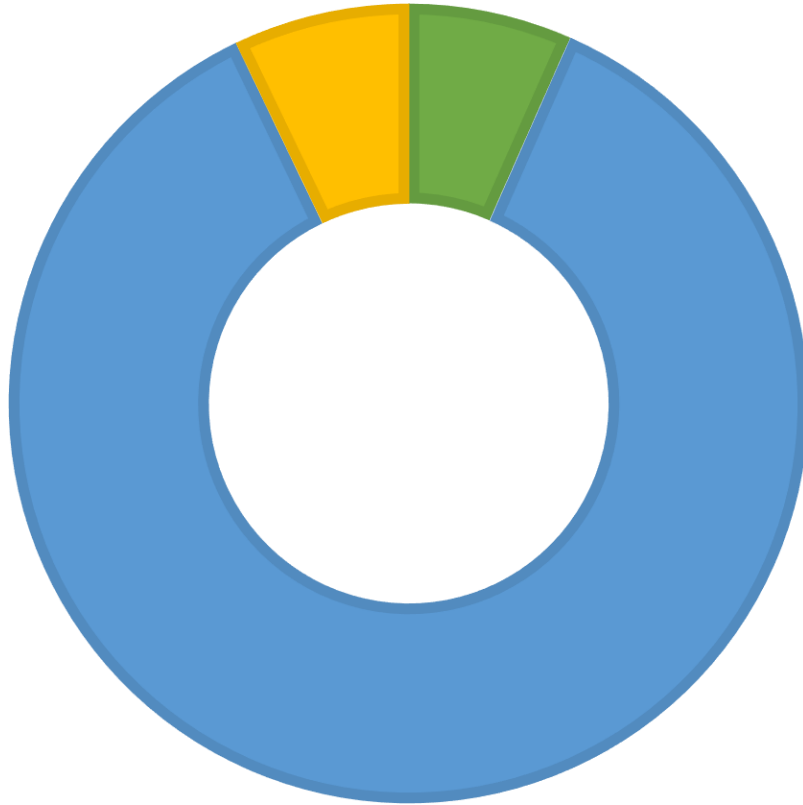
CONCLUSION

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

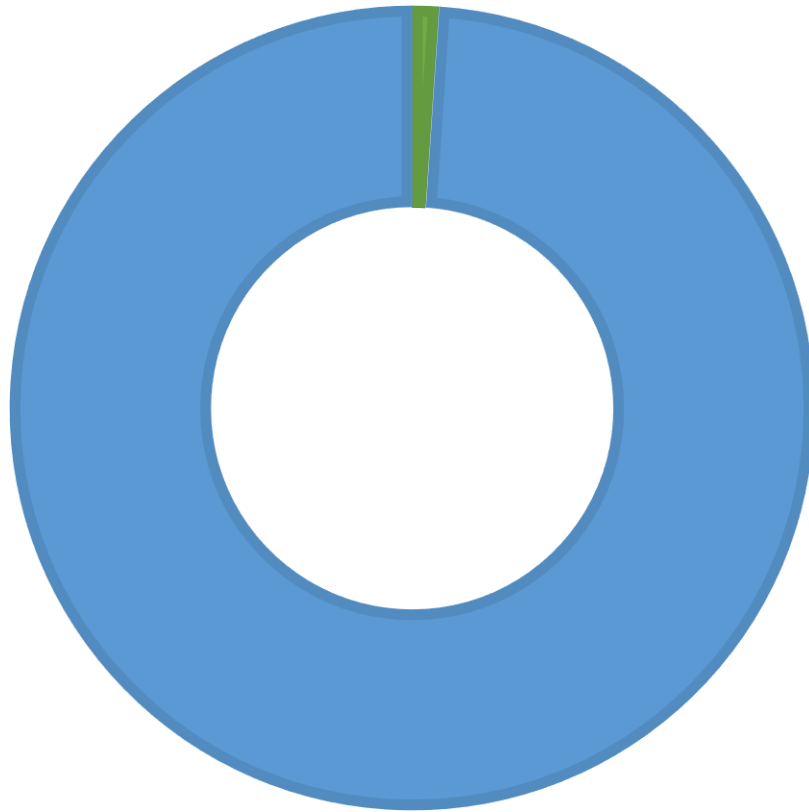
■ Enrolled Programs
 ■ Pass/Ticketed Visits
 ■ Events



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

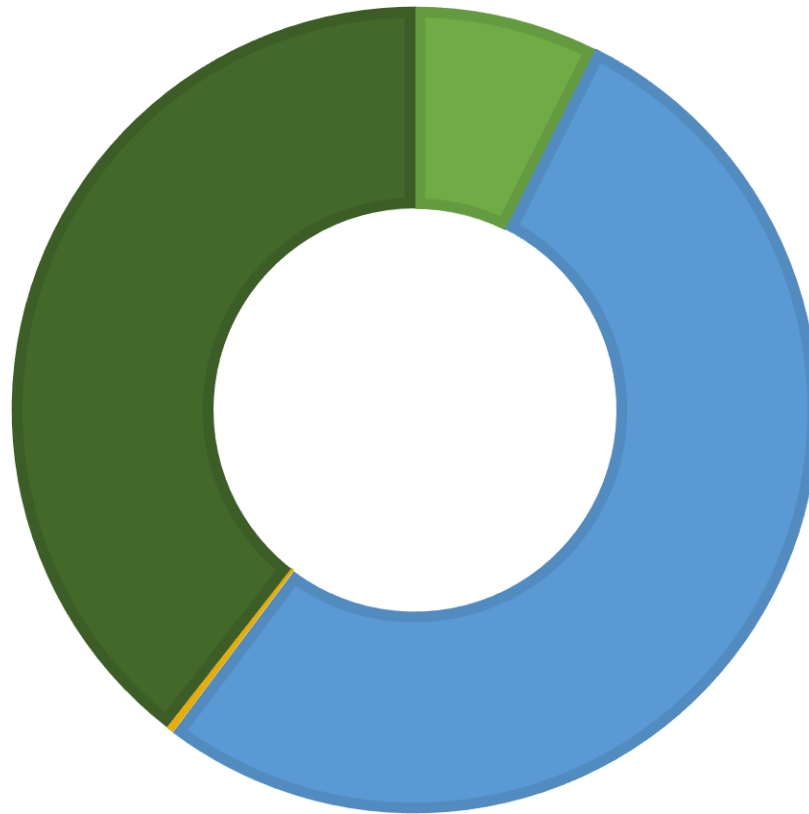
■ Enrolled Programs ■ Events



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

AQUATICS PARTICIPATION - 2023

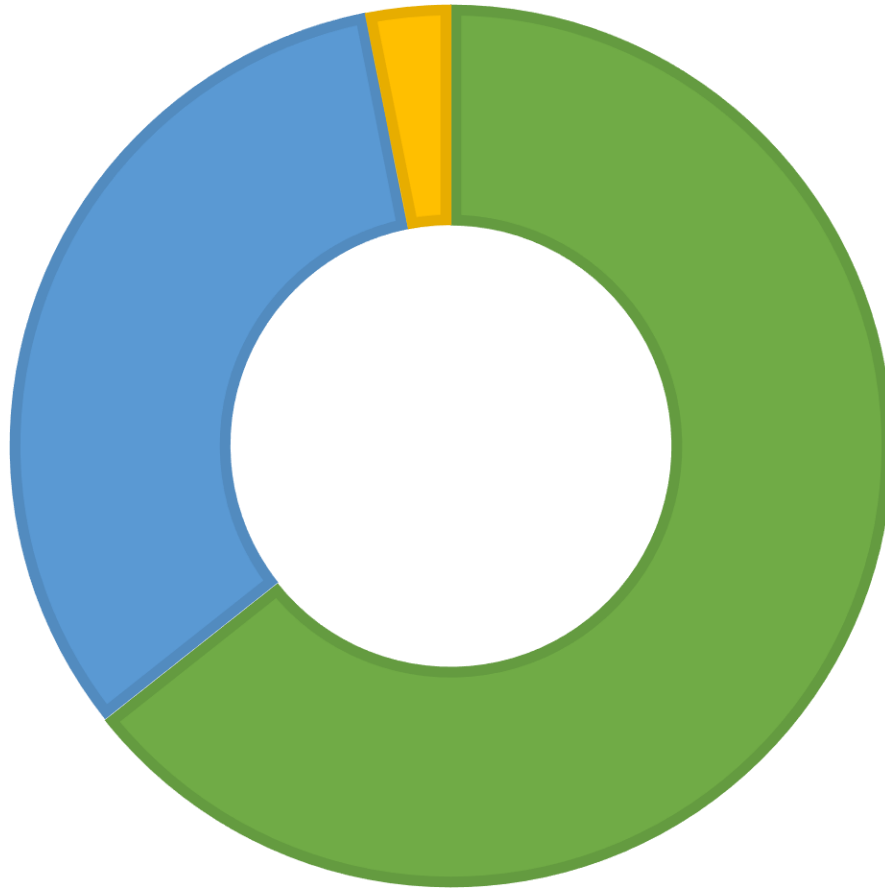
■ Enrolled Programs
 ■ Pass/Daily Visits
 ■ Events
 ■ Swim Team Visits



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

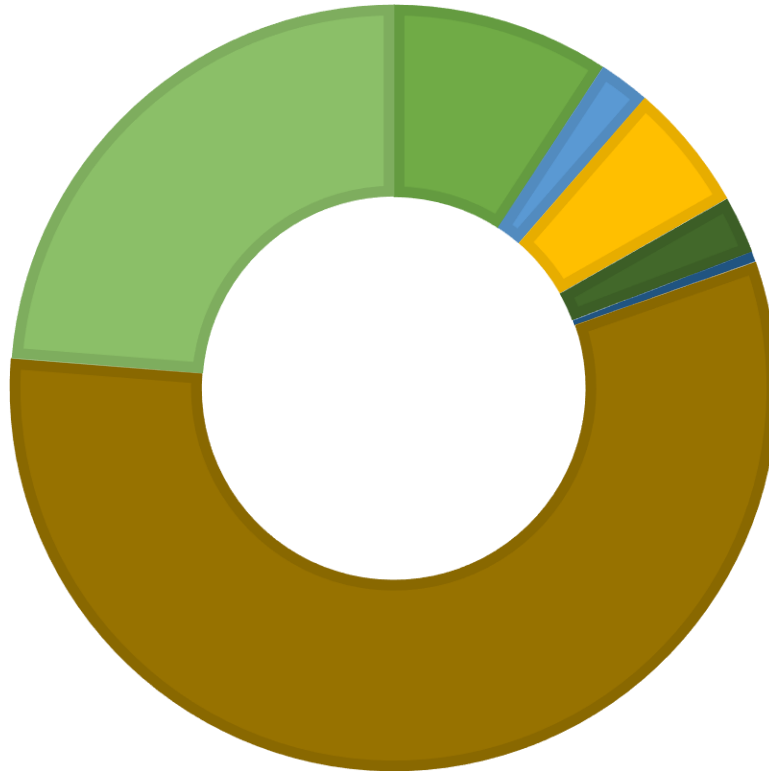
■ Enrolled Programs ■ Pass/Daily Visits ■ Events



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)

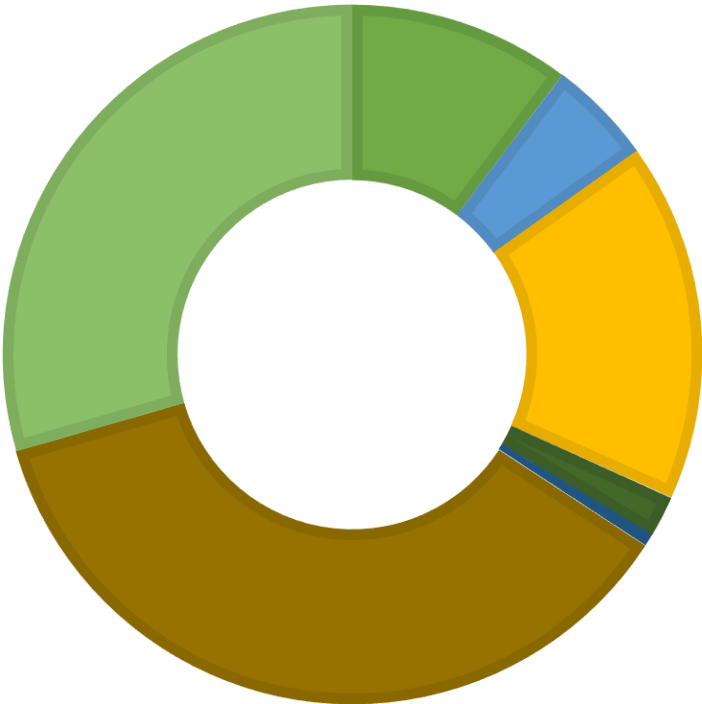
Reston Employee
 Fairfax County Agency
 Founding Partner
 Non-Reston Resident
 Non-Reston Organization
 Reston Resident
 Reston Organization



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:
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
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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