

RESTON COMMUNITY CENTER

Strategic Plan 2021–2026



*Enriching Lives.
Building Community.®*

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About RCC

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 five 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. RCC's Board of Governors and staff 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.

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. RCC 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.

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.

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 cancelation rates decrease.

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.

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.

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 racial or ethnic 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 the 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.