



**Reston Community Center  
Board of Governors Monthly Meeting  
April 1, 2019  
8:00 p.m.  
Meeting Agenda**

8:00 – Call to Order	Beverly Cosham, Chair
8:01 – Approval of Agenda	Beverly Cosham, Chair
8:02 – Approval of Minutes and Board Actions	Beverly Cosham, Chair
<ul style="list-style-type: none"> <li>• Approval of March 4, 2019 Board Minutes (As Reviewed and Approved by the Board Secretary)</li> <li>• Approval of March 4, 2019 Board Actions (As Reviewed and Approved by the Board Secretary)</li> </ul>	
8:05 – Chair’s Remarks	Beverly Cosham, Chair
8:08 – Introduction of Visitors	
8:10 – Citizen Input	
8:12 – Committee Reports	
<ul style="list-style-type: none"> <li>• March 4 Finance Committee Meeting</li> <li>• March 11 CRPP Meeting</li> </ul>	Paul Thomas, Committee Chair Michelle Moyer, Committee Chair
8:25 – Approval of Committee Reports	Beverly Cosham, Chair
8:27 – Board Member Input on Activities Attended	
8:37 – Executive Director’s Reports	Leila Gordon, Executive Director
8:42 – Old Business	Beverly Cosham, Chair
8:46 – New Business	Beverly Cosham, Chair
8:50 – Adjournment	

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**Reminders:**

<b>Event</b>	<b>Date</b>	<b>Time.</b>
Best of Reston Awards	April 4	6:00 p.m.
LFI Board of Supervisors Breakfast	April 5	8:00 a.m.
Founder’s Day	April 6	12:00 p.m.
Volunteer Luncheon	April 7	1:30 p.m.



**SUMMARY OF MINUTES  
RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS MEETING  
MARCH 4, 2019, 8:00 p.m.**

**Present:**

- Beverly Cosham, Chair
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Michelle Moyer
- Vicky Wingert
- Paul D. Thomas
- Dick Stillson
- Bill Penniman

**Absent and Excused:**

- Bill Keefe

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- John Blevins, Deputy Director
- Karen Goff, Public Information Officer

The Chair called the meeting to order at 8:05 p.m.

**MOTION #1:**

**Approval of the Agenda**

Bill Bouie moved that the Agenda be approved as written. Paul seconded the motion. The motion passed unanimously.

**MOTION #2:**

**Approval of the February 4, 2019 Board Minutes**

Vicky moved that the Board approve the February 4, 2019 Board Minutes. Bill B. seconded the motion. The motion passed unanimously, with Lisa abstaining as she was not at the meeting.

**MOTION #3:**

**Approval of the February 4, 2019 Board Actions**

Bill B. moved that the Board approve the February 4, 2019 Board Actions. Dick seconded the motion. The motion passed unanimously, with Lisa abstaining as she was not at the meeting.

**Chair's Remarks**

Bev noted how cold it was today. She mentioned that she saw a photo of Rosemary McDonald of OLLI in the program guide. Bev said it is hard to believe she is gone.

Bev shared some quotes:

George Eliot – "It is never too late to be what you might have been."

Robin Williams – "No matter what people tell you, words and ideas can change the world."

Maya Angelou – "My mission in life is not merely to survive, but thrive."

**Introduction of Visitors**

None

**Citizen Input**

## March 4, 2019 Board of Governors Meeting Minutes

None

### **Committee Reports**

February 4 Long Range Committee Meeting – Chair Michelle Moyer said the meeting was held just prior to the last board meeting. Representatives from UVA’s Center for Survey Research (CSR) attended and presented the Board with ideas and approaches for RCC’s upcoming community needs survey.

February 11 Community Relations and Program/Policy Joint Meeting – Program/Policy Chair Michelle said much of the meeting was spent presenting CSR’s survey information. We also took questions from the community, talked about outreach to the business community and reaching across language barriers, as well as the best way to approach the community to get statistically significant responses. We talked about standing up a community calendar. Michelle said it was a good exchange of information.

March 4 Finance Committee Meeting – Chair Paul Thomas directed the Board to look at the handout in their binders. He also reminded the members that a formal report will arrive in the package for next month’s meeting. The committee discussed one-time expenditures that will be added to the upcoming budget (FY20), including the community survey, the Aquatics grand opening and a website redesign. Recurring new expenses include the expansion of programming at Reston Station and Reston Town Center that will begin this summer. That will prompt changes to the FY20 budget at carryover and inclusion in the baseline funding planned for FY21. Paul said revenue from taxes will be higher this year (7.2 percent, which is about 4 percent more than anticipated). That increase will help us absorb costs for new expenses. The committee also discussed proposed strategies to deal with long-term fiscal challenges, such as a potential recession. There will be more discussion in April and May as we head into the June Annual Public Hearing for Programs and Budget.

Lisa asked why revenue was higher. Paul said the balance of commercial and residential properties in Reston is changing. A tax base that was 55 percent residential and 45 percent commercial is now 52 percent residential and 48 percent commercial. Higher valuations of commercial buildings have had an impact on the tax base. The tax rate hasn’t changed but property values have gone up quickly in the areas of development related to the Silver Line. Paul said assuming we don’t have a significant economic downturn, there will be major tenants moving in and there is likely to be more revenue from those activities in the coming near term.

### **MOTION #4:**

#### **Approval of the February LRP Committee reports and the March 4 Finance Committee report**

Bill Bouie moved that the Board approve the reports. Bill Penniman seconded the motion. The motion passed unanimously.

### **Board Member Input on Activities Attended**

Bill P. attended the PTAS performance of Yumi Kurosawa (koto) and Anubrata Chatterjee (tabla). He recommends catching their free performance at the National Gallery of Art on May 15. He also saw a theatre performance at First Stage in Tysons.

Dick did not attend any RCC events in February. He was in St. Thomas. The island is still rebuilding from the hurricanes last year. Dick’s wife Marian has been ill.

Vicky attended the Best of Reston honoree announcement. She said it is a noteworthy group this year. There are two events in the near future presented by the Reston Historic Trust: “Journeys to Reston” (March 7) and “Women Playing in Reston: The Effect of Title IX on Women’s Sports” (March 13). Vicky is a panel speaker at the women’s sports event. She said her daughter’s film on women leaders in the Middle East will be shown on PBS March 25 and 26.

Lisa encouraged everyone to come the Reston Historic Trust events (she is also a Board member for RHT). She attended a Mardi Gras party at Kalypso’s that was a fundraiser to restore the Lakeside pharmacy icons. She thanked RCC for its support of the Trust. Lisa has been busy with her teaching schedule.

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Michelle has been working a lot. She attended the CR/PP meeting. She has left the Reston Masters Swim Team board after 14 years.

Paul went to the Best of Reston announcement and South Lakes High School basketball games, as both the boys' and the girls' teams made it to the state quarterfinals. He also is excited that his son was accepted at Virginia Tech.

Bill Bouie went to the Best of Reston announcement, the PTAS performance of Ranky Tanky and numerous meetings.

Bev attended the Best of Reston event and has had many choir rehearsals and meetings. Ranky Tanky was amazing. She is involved in a project/performance at George Washington University called "Women's Work." She invited the Board to attend that in March at the end of the month. March 17 is the RCO *Princesses and Lollipops* concert. Bev saw *Rent* at Westfield High School.

### **Executive Director's Report**

Leila directed the Board to the monthly Aquatics report. She said the demolition is expected to be completed in the next week to 10 days. We still have people coming in ready to swim.

In her regular Executive Director's report, Leila said the county's RFP for solar panels is progressing. The stairs at Hunters Woods are blocked off and receiving new lighting fixtures. A new merit maintenance staff member starts next week. There was a staff CPR class at Hunters Woods today. We will also be taking that class to Reston Opportunity Neighborhood locations, where about 50 people will get certified.

Yumi Kurosawa and Anubrata Chatterjee did a performance and discussion at South Lakes High School. There was a Leisure and Learning Valentine's giving event, where parents and kids made baby blankets and donated them to Inova Fairfax Hospital.

Leila noted that Free Southern Theater founder John O'Neal died February 14. O'Neal participated in the Color Line project at RCC over several years. His obituary was in the *New York Times*.

Leila directed the Board to take note of upcoming events, particularly the Best of Reston (April 4), which will likely sell out. RCC is hosting County Executive Bryan Hill at its table.

### **Old Business**

There was no old business.

### **New Business**

There was no new business.

### **MOTION #6: To Adjourn the Meeting**

Bill B. moved to adjourn meeting. Dick seconded the motion. The motion passed unanimously.

The meeting adjourned at 8:35 p.m.



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Lisa Sechrest-Ehrhardt  
Board Secretary

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Date 3-11-2019

**BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DATE**

- 19-0304-1 Bd That the Board approve the Agenda**
- 19-0304-2 Bd That the Board approve the February 4, 2019 Board Minutes**
- 19-0304-3 Bd That the Board approve the February 4, 2019 Board Actions**
- 19-0304-4 Bd That the Board approve the February committee reports**
- 19-0304-5 Bd That the meeting be adjourned.**



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Lisa Sechrest-Ehrhardt  
Board Secretary

\_\_\_\_\_  
3-11-2019  
Date



**SUMMARY OF MINUTES  
RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS FINANCE COMMITTEE  
MARCH 4, 2019, 7:00 p.m.**

**Present:**

- Paul Thomas, Chair
- Bill Bouie
- Michelle Moyer
- Dick Stillson
- Bev Cosham, Board Chair

**Absent and Excused:**

- Bill Keefe

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- John Blevins, Deputy Director
- Karen Goff, Public Information Officer
- Renata Wojcicki, Finance Director

The Chair called the meeting to order at 7:05 p.m.

Leila walked the Board through the January financial report. She said there is not much to discuss that is significantly varying from projections other than accumulating interest. RCC is at nearly 3,000 percent of interest revenue projections, which will help offset the reduced program revenue. There was nothing unusual in Personnel or Operating categories, and Capital Projects are at or under budget. There were no questions.

**Unbudgeted expenditures** – Leila said that at the March 11 Community Relations/Program Policy meeting, the Board will get the Scope of Work and the estimate of the cost for the community survey. In the last two months, RCC has had meetings with Comstock to discuss expanded programming at Reston Station. The scope of opportunity is significant and per our strategic plan priorities, we will work with them to collaborate and extend new programs to audiences there.

Dick asked questions about the nature of the programming space and Leila responded with the details known at present but stressed there are many unknowns to pursue. Paul said this is also a test for this type of partnership, as we will likely have other opportunities as new mixed-use developments are built in Reston.

Bill B. asked if we will sign a lease. Leila said she does not yet know. What RCC has now is a licensing agreement for concerts and weekend programming. Our agreement could be a licensing agreement or it could be a lease. If a lease is anticipated, Bill reminded the Board of the need to discuss those terms in compliance with Board processes prior to making decisions to enter into a lease. Leila agreed that legal and Board review of any new RCC lease is required.

Related to offsite programming/strategies, Leila recommended renaming the Community Partnerships cost center to Community Partnerships and Opportunities and allocating pilot programming and innovation funds to that cost center. That would enable us to develop an internal process for budgeting new activities as they occur if deemed appropriate. Leila said this is one cost center that will need some

## March 4, 2019 Board of Governors Finance Committee Meeting Minutes

reallocating in the FY20 and FY21 budgets and that we'd also review the core programs/administrative cost center budgets to align more closely with the rolling averages of the past three years of fiscal performance in those areas.

Dick asked if RCC would program offsite space or occupy it. Leila said RCC would want to activate it, and that can be done without round-the-clock staffing. Leila said she hopes to establish a solid track record of success to assure that other developing projects consider us a great resource for activating their public environments. The unpredictability of when these opportunities will arise is why RCC needs to create a place in the budget and some staffing vehicles for absorbing them and responding in real-time to requests.

Other new costs discussed include: the Saturday and Sunday offerings being added at Reston Station; the community survey; RCC website redesign; and the pool grand reopening/40<sup>th</sup> anniversary celebration. The survey, web design and reopening celebration are all one-time expenditures.

**Revenue** – Leila said RCC's tax base for this year is 7.2 percent higher than originally projected. The revenue proportion now is 48 percent commercial, 52 percent residential.

Leila said we have been seeing about 3 percent growth year-over-year, so double that growth is dramatic. But in balance, we need to remember that the trend for program revenue is not robust, and we don't anticipate revenue from offsite programming. Additionally, we anticipate fee waiver use will grow as more people know about that program.

Dick asked about the furloughed federal employees' camp fee waiver. Leila said nine families have taken advantage of it, for a value of about \$11,500. RCC has had mostly positive feedback, with one person asking why contractors could not use it. Dick said he wondered if enough people knew about it. Leila said it was promoted through the usual channels. Overall, Leila expects a fairly robust fee waiver total for camps this year. Last year, fee waivers totaled about \$68,000. The federal fee waiver accounting was kept separate to evaluate its impact.

Paul asked about the tax ramifications when Google occupies 100,000 square feet at the Jahn building (at Reston Station). Leila reviewed the process involved and noted that once a new property improvement is opened, the property valuation occurs on the same annual calendar as all others. Leila said in the next couple of years RCC will likely see growth on the commercial side of the revenue ledger and some in residential as well.

Bill B. asked Renata what she sees is the crossover point: when revenue will change from majority residential to majority commercial. Leila said that could happen when the next two Metro stations (Reston Town Center and Herndon) are fully online and when high-density developments are completed. Renata noted that those projects will also include residential potential. This is an important time to demonstrate our capacity to provide content to those new communities.

Leila said we need to anticipate program costs, as well as revenue that may arise from the growth. Additionally, significant levels of construction puts pressure on the costs of construction in our community. We have to recognize inflation will affect the cost of our projects.

Leila said we will be taking a look at John's 10-year Project, Maintenance and Equipment Systems Framework. She hopes we will have some numbers at the March 11 meeting for near-term capital project/maintenance issues or major systems replacement costs.

**Personnel** – Leila said she did not know when the pressure on costs of wages and salaries will exert substantial pull, but it will at some point. We have made estimates on the cost of aquatics programming for the post-renovation pool configuration, but we have no real numbers in terms of history. We will also need to evaluate how to add personnel support to new or expanded programs throughout the community.

## March 4, 2019 Board of Governors Finance Committee Meeting Minutes

### **Macro issues**

*Reston's growth.* Supervisor Hudgins' density cap proposal has been pulled from consideration by the Board of Supervisors. Leila said this could lengthen the development approval process for new projects in the rail corridor.

Dick asked if many projects were predicated on raising the cap. Paul said probably the big projects have the room. Leila noted that the cap would more likely come into play if new projects for village center locations or areas just outside the corridor are submitted.

*New Board of Supervisors.* There could be as many as five new supervisors elected this year who will have a broad range of priorities that could impact the county economy.

*Proffers.* We also don't know what will happen with potential proffers. Now proffers can only come to the county – that typically means the Park Authority, but could also apply to other county agencies such as RCC. We have to be flexible and see if there is potential to address what individual projects could contribute to the community. Dick asked if RCC has received proffers before. Leila said we have not, but there have been discussions regarding how RCC could be involved in new development across a couple of topics related to our mission.

*Regional uncertainty.* At the state level, it has been almost 11 years since the crash of 2008 and that is a long time without a recession. We should not assume 7 percent growth or even more conservative growth forever.

**Proposed strategies** – Leila provided an overview of strategies in the revised FY20 budget and the outline for FY21, which will start moving after the March 11 meeting. The staff will begin working with the Finance Committee and Board members in April to refine the budget outlines to be presented in June. Leila said by this time next year we will know whether the FY21 revenue across all areas is higher, lower or at a plateau.

Michelle asked about the expenditures. Will there be rent at Reston Station? Leila said she does not anticipate rent, but also does not anticipate income. Leila said she thinks RCC can offer popular teachers and classes, but we would have to price differently as it is likely people would have to pay for parking.

Budgeting for the new weekend offerings at Reston Station is about \$2,000 a week (\$32,000 for the season across two fiscal years). The survey could be as much as \$150,000; the website redesign will be estimated at \$100,000 (spread across FY20 and FY21). The pool grand reopening is expected to cost about \$30,000.

Michelle asked if the website redesign can be postponed. Leila said when we get the community survey results in September, marketing will be a big focus, and we may find out very relevant information about how people want to find out what is happening in Reston. Our website has had the current architecture for 10 years, which is a very long time. RCC needs a calendar function, as well as a more flexible and easy-to-manage content management system. We need better visuals and the ability to connect to MyRCC and ticket purchasing. Paul said he sees the web design almost as a capital project and that the proposed strategies make sense to him.

He asked about the RCC Lake Anne space. Leila said the current lease was signed in 2010 and it has four five-year extensions in it. In 2030, RCC has the option to buy the Lake Anne building for one dollar. The tricky part is not the price but the legal relationship. Right now RCC pays for the space via a unique lease and as a function of that, RCC bears zero responsibility for condo fees. If RCC becomes an owner, we can't obligate ourselves to a condominium association. We would have to figure out what kind of strategy to pursue, such as establishing a 501 C (3). We do need to be thinking about it since it is only 10 years away.

Paul asked if Friends of Reston could be involved. Leila said no, that group is too embedded in Reston Association. The members concurred we need to be anticipating the future continuously.

Paul made a motion to adjourn. Dick seconded the motion. The meeting adjourned at 7:53 p.m.





March 4, 2019

## FINANCE COMMITTEE MEETING

### Budget Preparation Strategies: FY20 and FY21

#### Consideration Issues

##### *Unplanned expenditures in FY20/FY21:*

- Conducting a Community Survey – Not included in the original FY20 Budget Outline
  - Scope of work/cost: up to \$150,000 (one-time, FY20 only)
- Expansion of programming at Reston Station
  - Scope of cost for Sat/Sun offerings: \$32,000 per fiscal year (FY20, FY21) as summer crosses two fiscal years we will absorb for FY19 (May and June - \$16,000) from anticipated savings identified at Third Quarter; but should be planned as annual new costs for FY20 and FY21
  - Potential for new “pop-up” programming; scope of cost is too early to determine but not allocated for either FY20 or FY21; allocate \$15,000 per year (FY20, FY21)
- Cost of Grand Reopening of Terry L. Smith Aquatics Center/RCC 40<sup>th</sup> Anniversary Celebration
  - CenterStage event
  - Community Room Hospitality
  - Aquatics “swag”
  - Facility features
  - Media/Marketing campaign
  - Budget total: \$30,000 (one-time, FY20 only)
- Redesign of RCC website: up to \$100,00 (one-time, will possibly cross between FY20 and FY21; allocate \$50,000 per fiscal year)

GRAND TOTAL FY20 ONE-TIME ADD-ONS: \$230,000 (includes half of website re-design cost); added at Carryover

GRAND TOTAL RECURRING FY20 AND FY21 NEW COSTS: \$47,000

##### *Revenue Issues:*

- Revenue from taxes for FY20 is 7.2 percent higher than we projected: \$571,279
- Revenue from some key programs is trending downward: Average shortfall annually is approximately \$20-30,000 in Aquatics and Leisure and Learning categories.
- Fee Waiver use has been steadily and slowly increasing with impact in significant measure on the Leisure and Learning cost centers for youth and older adults.
- The Collaboration and Outreach cost center is better understood as a completely non-revenue generating cost center (much as Community Events is).
- Revenue performance for the newly renovated Aquatics environment won't be fully understood and should be conservatively estimated for both FY20 and FY21.

##### *Expense Issues:*

- We are returning approximately \$500,000 to the fund balance assuming we don't encumber the survey costs in the last part of FY19 in their entirety; if we do, that would be reduced accordingly.
- The 25-year long-term annual construction inflation for nonresidential buildings has averaged 3.5 percent. That inflation factor has been over 4 percent since 2014, reaching 4.7 percent in 2018. Any capital construction for RCC facilities will cost far more money today than it would have in 2009 when the reserve level of \$3,000,000 was established.
- Personnel expenditures will rise quickly in FY20 and FY21 because of the need to add employees and adjust pay rates to living wage levels in our Facility Services cost centers and to support new programming in offsite locations in programming cost centers.
- We don't know actuals yet on new Aquatics cost center costs; will be higher.

## Macro Issues

- Growth of the tax district is accelerating but larger economic factors are far more uncertain than they typically are. Those factors include:
  - New Board membership on Board of Supervisors
  - Deferred status of any zoning update relative to the Reston Master Plan
  - Potential for proffers related to recreation or cultural purposes in the near-term that might benefit RCC
- Uncertainty in the larger regional and national outlook with respect to how the coming national and state election cycles play out; potential for adverse market reaction or a recession (more than 10 years since the last one).

## Proposed Strategies

- Rename Community Partnerships cost center to Community Partnerships and Opportunities. Allocate pilot programming and innovation funds to that cost center. Staff will then be able to propose use of those funds as readjusted programming or new opportunities present themselves. Would reallocate a percentage of the average of prior year actual “savings” in personnel and operating expense categories.
- Budget in personnel categories to likely position inventory and pay rates. Fully fund benefits, retirement and other non-direct pay line items. RCC anticipates key retirements in the coming years that will require dual-encumbrances.
- Reallocate funds across cost centers based on their three-year actuals history and establish budget costs closer to average totals to reduce the amount of unspent funds.
- Establish and plan funding for the 10-year Capital Projects/Capital Maintenance/Equipment Inventory Framework being developed by the staff. That Framework DRAFT will be presented to the Board in the March 11 discussion meeting.
- Rebuild the reserves overall and establish a higher reserve threshold for the Capital Projects Reserve; suggest at least \$3,500,000 is more appropriate. The Maintenance Reserve and Feasibility Studies Reserve are pegged to revenue so they will fluctuate accordingly.
- Begin to plan for the potential costs involved in assuming ownership of RCC Lake Anne. That decision-making point will arrive in 2030 which is sooner than we think!



Reston Community Center  
 Revised Budget vs Actuals Worksheet  
 31-Jan-19

**100%/12\*7mo=58.31%**

	Personnel Expenses	FY19 Funding Reallocation	FY18 Carryover	FY19 Adopted Funding	Revised FY19 Budget	Jan	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Administration	(7,179)		640,662	633,483	30,288	289,672	343,811	45.73%
2	Booking	(50,921)		213,938	163,017	12,902	86,473	76,544	53.05%
3	Comptroller			431,792	431,792	33,198	225,788	206,004	52.29%
4	Customer Service	58,100		548,102	606,202	42,748	290,721	315,481	47.96%
5	Facility Engineer			173,751	173,751	9,309	63,321	110,430	36.44%
6	Maintenance			388,586	388,586	26,730	188,910	199,676	48.61%
7	IT			140,595	140,595	10,504	70,708	69,887	50.29%
8	Media/Sponsorships			426,196	426,196	32,199	199,951	226,245	46.92%
9	Community Partnerships				0		0	0	0.00%
10	Performing Arts			558,307	558,307	43,496	276,722	281,585	49.56%
11	Aquatics			494,029	494,029	46,146	335,500	158,529	67.91%
12	L&L Fitness			205,815	205,815	12,794	102,110	103,705	49.61%
13	L&L Admin			268,636	268,636	18,440	131,595	137,041	48.99%
14	L&L Youth/Teen			230,012	230,012	11,663	150,784	79,228	65.55%
15	L&L Lifelong Learning			199,576	199,576	16,964	62,321	137,255	31.23%
16	L&L Collab & Outreach			106,092	106,092	7,507	49,861	56,231	47.00%
17	Community Events			148,151	148,151	8,954	72,025	76,126	48.62%
18	Arts Education			353,669	353,669	11,520	194,504	159,165	55.00%
	<b>Total Personnel Expenses</b>	0	0	5,527,909	5,527,909	375,362	2,790,967	2,736,942	50.49%

Reston Community Center  
 Revised Budget vs Actuals Worksheet  
 31-Jan-19

**100%/12\*7mo=58.31%**

	Operational Expenses	FY19 Funding Reallocation	FY18 Carryover	FY19 Adopted Funding	Revised FY19 Budget	Jan	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Administration			63,400	63,400	9,656	24,223	39,177	38.21%
2	Board			57,820	57,820	6,718	38,182	19,638	66.04%
3	Booking			97,088	97,088	563	70,856	26,232	72.98%
4	Comptroller//LA Lease/Admin			361,453	361,453	9,458	309,328	52,125	85.58%
5	Customer Service			1,000	1,000	7	717	283	71.66%
6	Facility Engineer			165,584	165,584	6,112	59,970	105,614	36.22%
7	Maintenance			420,164	420,164	41,740	348,772	71,392	83.01%
8	IT			98,500	98,500	1,210	66,493	32,007	67.51%
9	Media/Sponsorships		1,600	452,961	454,561	3,176	254,167	200,394	55.91%
10	Community Partnerships			135,000	135,000		120,950	14,050	89.59%
11	Performing Arts			293,255	293,255	14,881	232,731	60,524	79.36%
12	Aquatics			10,400	10,400	0	11,268	(868)	108.34%
13	L&L Fitness			25,176	25,176	56	14,768	10,408	58.66%
14	L&L Admin			6,100	6,100	197	2,952	3,148	48.39%
15	L&L Youth/Teen			182,009	182,009	1,843	167,308	14,701	91.92%
16	L&L Lifelong Learning			115,909	115,909	(530)	69,478	46,431	59.94%
17	L&L Collab & Outreach			21,300	21,300	532	8,111	13,189	38.08%
18	Community Events		9,000	174,337	183,337	2,427	128,940	54,397	70.33%
19	Arts Education			84,421	84,421	2,246	40,754	43,667	48.27%
	<b>Total Operational Expenses</b>	<b>0</b>	<b>10,600</b>	<b>2,765,877</b>	<b>2,776,477</b>	<b>100,292</b>	<b>1,969,967</b>	<b>806,510</b>	<b>70.95%</b>

Reston Community Center  
 Revised Budget vs Actuals Worksheet  
 31-Jan-19

100%/12\*7mo=58.31%

	Capital Proj. Desc. & Number/Cap Equip.	FY19 Funding Reallocation	FY18 Carryover	FY19 Adopted Funding	Revised FY19 Budget	Jan	YTD	REMAINING BALANCE	% Budget Used Ytd
1	RCC Improvements CC-000001	(60,000)	344,007	0	284,007		1,769	282,238	0.62%
2	RCC Facility Enhcmnts. CC-000002	15,000	30,000	0	45,000		33,734	11,266	74.96%
3	Theatre Enhancements CC-000008		282,408	0	282,408		181,878	100,530	64.40%
4	RCC Natatorium Reno CC-000009	45,000	6,191,993	0	6,236,993	5,452,516	5,728,212	508,781	91.84%
	PA Capital Equipment				10,600	10,590	10,590	10	99.91%
	<b>Total Capital Expenses</b>	0	6,848,408	0	6,859,008	5,463,106	5,956,183	902,825	86.84%
	<b>Total RCC Expenditures</b>	0	6,859,008	8,293,786	15,163,394	5,938,760	10,717,117	4,446,277	70.68%

**Revenue  
comment**

**General Notes:** A \$381,764 increase to the FY19 projected tax revenue estimate was requested at FY18 Carryover submission. Generally speaking, the program revenue accumulation is falling short of our projections. To some extent this is a function of increased Fee Waiver utilization. Trends indicate however that our competitive context continues to be challenging.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 99.21% of tax revenue, 83.01% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue) and 2,926.88% of estimated interest revenue. Collection of interest is dependent on Investment Procedures approved by the County Investment Committee. The investment income is commensurate with the current rates of return including repurchase agreements, commercial paper, short term bills and notes.
2. **Performing Arts Theatre Admission:** Theatre admission ticket sales from Professional Touring Artist Series shows went on sale August 1<sup>st</sup>.
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; terms negotiated with Tickets.com return a small amount to RCC. Revenue from this stream was not projected for FY19 as there was little predictive data upon which to base the estimate.
5. **Performing Arts Equipment Sale:** Auctioned equipment sale proceeds; no revenue is predicted for this category as we can't be sure that surplus equipment will sell.
6. **Performing Arts Cultural Activities/Arts Organizations:** The community arts box office "receipts and payments" clearing line.
7. **Aquatics Classes/drop-in:** Year-to-date revenue represents daily gate fees, summer and fall program registration revenue. Revenue is not keeping pace with projected participation levels; there are anticipated savings in Personnel that will offset that. No further revenue for FY19 is anticipated for this line item/cost center.
8. **Aquatics Rental:** Represents natatorium rental payments.
9. **Fitness:** Year-to-date amount includes summer, fall and initial winter/spring program registration revenue.
10. **Youth/Teen:** Year-to-date amount includes summer, fall and initial winter/spring program registration revenue. Most of this cost center's revenue is realized during the summer. Fee waiver program participation in this cost center is significant. It's anticipated that the revenue target will not be reached as a consequence of the offset to revenue potential represented by fee waiver participation in summer of 2018.
11. **Lifelong Learning:** Year-to-date amount includes summer, fall and initial winter/spring program registration revenue. Fee waiver participation in this cost center's offerings is increasing. It may inhibit our ability to reach the actual revenue target for the cost center.
12. **Collaboration & Outreach:** The Director position was filled at the end of FY17 and the programming is continuing to evolve. Given particulars of staffing for this year, it is likely this revenue projection will be adjusted at Third Quarter Review. We are shifting from a revenue-producing model for this cost center to one that is more focused on participation and location establishment. To achieve those objectives, programming is being offered as "samples" of RCC without fees being charged in many cases.
13. **Community Events:** Revenue is collected from booth fees associated with the Reston Multicultural Festival and MLK luncheon ticket sales.
14. **Arts Education:** Year-to-date amount includes summer camp registration revenue, fall and initial winter/spring program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center's revenue.

**Personnel Expenses:**

**General Notes:** Payroll posting lags two weeks behind the calendar; therefore, the percent of the year elapsed and the percent of the budget expended will not align. Summer personnel costs also reflect the fact that there is a split typically for pay period 14 that requires accounting for the amount of personnel costs that belong in the prior fiscal year and those that belong in the current fiscal year. Typically – because of our programming calendar – we get a fairly true picture of the personnel costs related to summer and fall programming cycles by the end of December. Staff monitor summer camp personnel expenditures against projected expenditures on a pay period by pay period basis for Youth/Teen and Arts Education cost centers because of the larger percentage of personnel funds that will be spent in the summer for those cost centers.

1. **Administration:** Administration's allocated budget is typically under-spent; funding provides for \$77.5K OPEB (Other Post-Employment Benefits). The vacant Deputy Director position was filled in August 2018.
2. **Booking:** Personnel costs are at the expected level.
3. **Comptroller:** Personnel costs are at the expected level; a merit vacancy was filled in June 2018.
4. **Customer Service:** Personnel costs are at the expected level; a merit Billing and Reconciliation clerk position was filled in July 2018.
5. **Facility Engineer:** Personnel costs are at the expected level. One full time position's budget allocation was transferred from Maintenance to Engineering. This position remains vacant.
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. The Graphic Artist III position was filled in August 2018.
9. **Community Partnerships:** No personnel costs are anticipated in FY19.
10. **Performing Arts:** Personnel costs are at the expected level.
11. **Aquatics:** One full time position is remaining vacant and on loan to DPWES to provide for the Aquatics renovation project management. For the remainder of the fiscal year, personnel costs will represent the cost of the assigned merit positions and a small amount of exempt position activity. Savings offsetting the lower revenue achievement will occur in the personnel category. There was a bump in payroll costs in December associated with prep for the renovation.
12. **Fitness:** Personnel costs are at the expected level.
13. **Leisure and Learning Admin:** Personnel costs are at the expected level. The vacant Leisure & Learning Director position was filled in August 2018.
14. **Youth/Teen:** Personnel costs are at the expected level. Personnel costs include summer camps labor costs which occur in July and August. Director estimates labor costs savings due to the use of professional contractors to run some of the specialty camps.
15. **Lifelong Learning:** Personnel costs are at the expected level. The vacant Lifelong Learning Director position was filled in October 2018.
16. **Collaboration & Outreach:** Personnel costs are at the expected levels.
17. **Community Events:** Personnel costs are at the expected level.
18. **Arts Education:** Personnel costs are at the expected level. Personnel costs include summer camps labor costs which occur in July and August.



**Operating Expenses:**

**General Notes:** Reservations for multiple-month periods for expenses and pre-paid contracts 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 reserved amounts is shown in the column marked "YTD." As we get closer to the end of the year, unspent balances of contracts will be restored to the cost center balances.

1. **Administration:** Current month expenses and reservations/payments net are for training and computer lab chairs replacement.
2. **Board:** Current month expenses and reservations/payments net are for hospitality costs, contract service and survey design.
3. **Booking:** Current month expenses and reservations/payments net are for security, facility rental and supply costs.
4. **Comptroller/LA Lease/Admin:** Current month expenses include bank fees, DIT copying costs billing and office supplies costs.
5. **Customer Service:** Current month expenses are for supplies.
6. **Facility Engineering:** Current month expenses and reservations/payments net include facilities repair and maintenance costs.
7. **Maintenance:** Current month expenses and reservations/payments net include utility costs, facilities maintenance, custodial services, and supplies costs.
8. **IT:** Current month expenses and reservations/payments net are for software maintenance costs, DIT telecommunication billing and cell phones monthly billing costs.
9. **Media:** Current month expenses and reservations/payments net include advertising costs.
10. **Community Partnerships:** No current month expenses nor reservations/payments recorded.
11. **Performing Arts:** Current month expenses and reservations/payments net include program delivery costs and theatre maintenance.
12. **Aquatics:** Current month expenses and reservations/payments are supply costs.
13. **Fitness:** Current month expenses include reservations/payments are supply costs.
14. **Leisure and Learning Admin:** Current month expenses are training, membership and supply costs.
15. **Youth/Teen:** Current month expenses and reservations/payments net are recreational activities, program delivery costs and supplies. Additional camp sessions to accommodate waiting lists caused costs above budgeted amounts for transportation and contract program delivery. These will be offset by anticipated savings in the personnel funding category.
16. **Lifelong Learning:** Current month expenses and reservations/payments net are recreational activities, transportation, program delivery and supplies costs.
17. **Collaboration & Outreach:** Current month expenses and reservations/payments net are program supply costs.
18. **Community Events:** Current month expenses and reservations/payments net are program supplies and contract program delivery.
19. **Arts Ed:** Current month expenses and reservations/payments are 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.

1. **RCC Improvements/CC-000001:** Backstage RTU (Roof Top Air-conditioning Unit) replacement, Roof Solar Panels, HW Carpet Replacement Phase I, HW A/V Upgrade.
2. **RCC Facility Enhancements/CC-000002:** LA Gallery Entry.
3. **RCC CenterStage Enhancements/CC-000008:** This project includes funding for the CenterStage floor replacement, Audio Visual Controls and LED Lights replacement.
4. **RCC Aquatics Renovation/CC-000009:** TLS Aq. Ctr.; the project started in January, 2019.



**RESTON COMMUNITY CENTER  
COMMUNITY RELATIONS AND PROGRAM/POLICY JOINT COMMITTEE MEETING REPORT  
MARCH 11, 2019**

**Present were:**

- Bev Cosham
- Bill Bouie
- Michelle Moyer
- Dick Stillson
- Bill Penniman
- Lisa Sechrest-Ehrhardt
- Paul D. Thomas
- Vicky Wingert

**Absent and excused:**

- Bill Keefe

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- John Blevins
- Karen Goff
- PD Michnewicz
- Matt McCall
- Pam Leary
- Renata Wojcicki
- BeBe Nguyen
- Karen Brutsché
- Brian Gannon
- Harun Rashid
- Cheri Danaher
- Kevin Danaher

**Welcome and Introductions**

Leila called the meeting to order at 6:37 p.m.

Leila explained the format of tonight's meeting would be slightly different than the February 11 joint meeting, and that we would hear from staff at the University of Virginia's Center for Survey Research (CSR). Leila said this meeting is an opportunity for RCC board members to hear CSR's presentation and discuss structure and cost of the upcoming community survey. She asked that attendees hold questions until the board has finished its discussion, and if attendees have prepared statements separate from the survey, they save those until the end of the meeting.

Community Relations Chair Michelle Moyer introduced herself and welcomed everyone. The Board members introduced themselves. Tom Guterbock, Director of CSR, and Kara Fitzgibbon, CSR Senior Project Coordinator, also introduced themselves. Members of the audience introduced themselves.

**Upcoming Community Needs Survey**

Tom explained CSR is here to give RCC a clearer look at the scope of work and expectations for the survey. Kara said Leila has shared with them that RCC has had access to some great secondary data on how RCC can best serve the community. RCC would now like access to some primary, statistically sound data from both users and non-users.

Kara and Tom walked the Board through a PowerPoint presentation outlining the scope of work.

*Survey Design* -- Kara said they are proposing a multi-mode mixed probability design. The probability approach would include a sample of about 4,500 households. The sample can be stratified for RCC's outreach needs (i.e., particular neighborhoods, types of residents). It would be a mail-forward design with a delayed web option. Tom said studies show having the sequential design improves response rates.

## March 11, 2019 Community Engagement and Program/Policy Joint Committee Meeting

The non-probability part would be open to anyone as a web survey hosted on RCC's website (linking to a page hosted by CSR). There would also be paper copies RCC could distribute as needed.

*Questionnaire Design* – Kara said CSR will work with RCC on developing the questionnaire. Once all parties are happy with the content, CSR will format and work on visual presentation. An optional addition is to conduct a focus group regarding the questionnaire. RCC would recruit about a dozen participants to take the survey and discuss it. CSR would then analyze, debrief and adjust the survey as needed.

*Alternative languages* – In addition to English, there would be options to take the survey in Spanish, Arabic, Chinese and Russian. CSR suggests an option of including in the initial package a postcard a patron could return requesting the questionnaire in an alternative language.

CSR is still determining the best way to administer alternative languages in the web option. One caveat: if a respondent wants an alternative language but the web option is not available, do we open the web earlier? That could introduce a possible digital divide. One advantage for online language options is the cost would be about the same to make it available in all five languages. Additionally, there could be a hybrid option, with perhaps Spanish available online and on paper and other languages via postcards.

*Protocol* – CSR suggests the following timeline:

- Advance letter notifying people that a survey is coming, why it is valuable and why they were selected. The letter would note that future correspondence will come from CSR but include the RCC logo.
- The first packet would go out a week later. Contents include a cover letter, paper questionnaire, postage-paid return envelope and possible language request postcard.
- Thank you/reminder postcard using a light tone that is not nagging.
- Second packet for non-respondents only. This would have a different tone and refer people to the web with a short URL. Leila asked if that URL would be a UVA page. Kara said yes, but it is open for discussion. Leila said she thinks people have more confidence if they see a third party is involved. Dick Stillson asked if UVA is identified on CSR materials. Tom said it is.
- Reminder call to non-respondents for whom we have a phone number (about 30 percent). This is optional.
- Second thank you/reminder postcard.

Kara said all mailing would be first class to ensure delivery.

*Probability Response* – CSR estimates that from an Address Based Sampling (ABS) outreach of 4,500 households, there would be 1,010 completions (834 paper, 177 web) for an overall response rate of 22.5 percent.

Kara presented cost estimates for three options for RCC.

- An ABS sample of 4,500 and reminder calling (\$84,797)
- An ABS sample of 4,500 and no reminder calling (\$78,820)
- An ABS sample of 5,170 and no reminder calling (\$83,901)

Kara went over the expected responses with or without calls, as well as the related cost and advantages. Leila asked Kara's opinion and Kara responded that it is not an easy call. While it seems instinctive to use reminder calling, there is a question of whether RCC would reach who it needed to reach as calls would only go to landlines. However, it could lead to a higher response, which is always good. Leila asked if reminder calling would take longer Tom said it would not. Tom added that a low response rate increases the chance of non-response errors. All methods have the same margin of +/- 3 percent when the threshold of approximately 1,000 responses is met.

Paul said landlines might skew the results to a particular demographic. Lisa said it seems like a lot of people do not pick up phone calls at all, so it could be a waste of effort. Tom said CSR would leave a message.

Leila asked the Board if Option 3 (higher sample size, no reminder calls) appeals to them. They said yes.

## March 11, 2019 Community Engagement and Program/Policy Joint Committee Meeting

*Non-Probability Protocol* – In addition to paper questionnaires, there would be an online, open-source survey posted on the RCC website. Leila said the patron experience would be similar to the method RCC uses for the Preference Poll. Participants access the voting page through RCC's site but are immediately redirected to a third-party voting site.

Bill P. asked if the Non-Probability outreach could be delayed slightly so people don't all complete the survey at once. Tom said the letter could stipulate one person per household (for the ABS sample), but if a second person wants to answer, they can go to the URL. Leila said the cover letter can say it is important to use the code assigned as it will help us get a statistically valid sample.

Bill B. said it has always been a frustration for some with our voting that just one vote per household is counted. The protocol we are using opens it up to others in the household. Bill P. asked if we could send the mailing out a week before we post the questionnaire on the website. Leila agreed we could. Leila also ascertained from Kara that both sample protocols would have an option to provide demographic data, as well as Zip Code and possibly email addresses. The desire would be that respondents could provide an email address if they want to be informed about survey results.

Tom said IP addresses would be recorded and restricted to a single participation for people selecting the option "personal device" from a drop-down menu in the web version of the survey process. For those using a public computer, the background activity would have a different mechanism. A discussion ensued about repeat voters on a public computer.

Paul asked about language options and whether we could do a paper Non-Probability outreach. Kara said she envisions providing RCC with complete paper version kits, including the return envelope. The cover letter would be slightly tailored for this purpose so it is not exact replica of the first mailing. CSR has budgeted for data entry in the Non-Probability sample of the paper surveys returned to them. Leila said some people might be suspicious if they had to turn in their surveys to RCC at a neighborhood meeting, but if RCC held a neighborhood meeting and instructed participants to put paper responses in a sealed envelope, it would instill confidence.

*Data Cleaning* – Kara went over how data would be tallied and what would happen if the survey oversampled various slices of the community. She said the data can be weighted to match characteristics of the Reston demographics.

A discussion ensued about whether results would be aggregated or disaggregated and how open-ended responses would be accumulated and noted. Leila said responses to open-ended questions are helpful because someone has taken the time to describe their experience or preference. Kara said CSR will work to determine independent variables (i.e., age groups, children in house, gender), whether results from both samples are aligned or not, and then, whether or not to combine or keep separate the data sets. CSR will provide the open-ended responses with minimal screening to assure the anonymity of the respondent is preserved.

*Reporting* – Kara said CSR will prepare a written report with table summaries and provide RCC with bound copies, an electronic version and a PowerPoint presentation of the results.

*Post-Survey Focus Groups (optional)* – Kara said RCC may wish to do this as it would provide a way to seek out groups that had a lower response rate. CSR would supply kits; RCC would be responsible for moderating groups. Responses would supplement survey data. The current budget does not include CSR analysis of post-survey findings in this context, but it could.

*Timeline* – CSR would like at least eight weeks of data collection. The mail option means collection will take longer, Kara said.

- March/April 2019: develop survey and contact materials
- May 2019: pretest focus group
- June 2019: launch survey
- July 2019: complete data collection
- August 2019: data cleaning and analysis

## March 11, 2019 Community Engagement and Program/Policy Joint Committee Meeting

- September 2019: Prepare report and present findings

*Budget* – With optional features, the overall budget would be approximately \$84,797. (Cost for options: Pretest focus group, \$3,440; reminder calling, \$5,423; post-survey focus group, \$1,065)

Bill P. asked about how the focus groups would figure into the cost. Leila said the purchase order would have to add a mechanism for adding and subtracting items.

Michelle asked about pre-test focus groups. Tom said he has very rarely done one that wasn't worth it; they can be quite instructive. He said it is a worthwhile investment that could give valuable feedback.

Vicky asked about outreach to the business community as it provides half of the tax base for Small District 5. Leila said she has spoken with Greater Reston Chamber CEO Mark Ingrao, and they will have further discussion. The approach needs to be separate as it is such a different population. Tom said this came up at the February 4 Long Range Planning meeting (CSR's previous presentation to the Board). He said the survey could include "did you know?" questions for business owners.

Dick asked how RCC/CSR will get to the people who do not use RCC. People who participate are likely to return questionnaires. He said the major group we want to get to is people who have not used RCC, and why they don't. He noted that there is not methodology for that in the presentation of the CSR work plan.

Leila said she thinks the mail sample will reach both users and non-users; it is not being conducted by using our household database but rather a sample based on geography. Dick said there could just as well be a bias in the returned surveys if people who are unfamiliar with us will throw away the survey. Leila noted that we would be using extensive marketing to assure that the community is aware of the survey and that particularly we are interested in everyone's views.

Lisa said surveying does not work that way. She noted that survey sampling is not a new science. Dick asked for extra effort to be made to improve the response from people who don't use RCC. Leila said that would be accomplished by RCC's messaging and marketing campaign upfront to generate awareness. Tom said Dick's concern is a valid one. One thing to do is check RCC's 2009 surveys to see how many non-users responded. Tom and Kara expressed confidence that a well-structured message campaign and the ABS method of selection of the Probability sample recipients would significantly mitigate Dick's concern.

Leila said more people are involved in casual interaction with RCC, such as attending a free summer concert, than in frequent in-depth interaction. We want to ask relevant questions such as "What are the challenges to using RCC programs or services? What prevents you from buying a theatre ticket? What kind of enrichment program appeals to you?"

Dick said when he was running for the Board, he gave out flyers at the Reston Farmers Market. He said he was "absolutely flabbergasted" at how many people did not know about RCC. He also asked how RCC will make its mailing stand out among junk mail.

Vicky said when she sees something marked "survey," she is eager to give her opinion. Bill P. said the Program Guide goes out three times a year, and that if people don't know about RCC, there is nothing we can mail them to get more attention.

Tom said we could add an incentive, such as \$2, to mailings. That would increase the response rate from 22.5 percent to 25 or 27 percent. But it would cost RCC.

Bev said if she had similar contacts when she was running for the Board, but that people don't want to have a political discussion when they are shopping so they tell you anything to end the interaction. She thinks that the comparison isn't valid because of the entirely different contexts.

Leila said running for office and knowing about RCC are two different things. She said RCC used the \$2 incentive last time in order to reach cell phone users who represented a younger community demographic; it did help to get participation from people without landlines. But do people think their tax money is being wasted? She said it will not take all 60,000 people in Reston to give us the answers we

## March 11, 2019 Community Engagement and Program/Policy Joint Committee Meeting

seek. She has confidence the process will work. The general Board sentiment was opposed to offering a \$2 incentive to people. The seriousness of the endeavor will likely generate an appropriate level of response.

Leila asked if the Board and staff had more questions and if there was agreement on the roughly \$85,000 cost. Karen B. asked if Leila was concerned about the survey taking place during vacation time. Leila said she is not if the survey starts in June. Cheri asked if staff living in Reston would be asked to opt out. Tom said staffers would be well-informed about RCC; in the final survey development we will examine that particular intersection point.

**Tammi Petrino, Reston Citizens Association**, asked about commercial outreach. She is suspect of the validity of using the Chamber and whether it truly represents Reston businesses. Leila said that it is as useful a starting place as any in terms of engaging that sector of the community and that it would not be the only way we connect to the commercial property owners. She reiterated that the issues involved are complex and require an entirely separate approach. The Board and staff will tackle it that way.

**Jordan Meyer** said he is surprised by the prediction for web responses and asked what RCC can do on social media to try and bump up the number. He also asked if respondents could get a direct email with results. Leila agreed they should get an email with a link if they include their email address on their returned surveys. Jordan also said he agreed with IP tracking to ensure valid voting.

Bill P. asked when the Board votes on this. Leila said if the sense of the Board is to proceed at this price, then we will proceed with the purchasing process. Leila asked if anyone on the Board was reluctant to move forward with Option 3. No one dissented.

### **Capital Projects/Capital Maintenance/Equipment Systems Framework Project**

Leila explained that Deputy Director John Blevins and Facility Services Director Brian Gannon have taken on a project to track all assets, capital projects, capital maintenance requirements, equipment and equipment systems purchases, and are working toward a streamlined approach to project, maintenance or replacement scheduling, budgeting and purchasing.

John said he and Brian have been working on the project since late December. Brian tracks all RCC accountable equipment in FOCUS. John said it is challenging to track all our equipment and systems just due to volume and variety. They are working on moving information to a central location and managing it through a collaborative team process.

Brian showed a sample spreadsheet that projects replacement costs of items, as well as recurring maintenance costs. He said they are looking for a more robust solution, which would involve new software. Leila said that is also a challenge because software must be compatible with county security.

Paul said he realizes this project is geared toward the accreditation process, but it also provides value to RCC as this is the way we should be doing it. Dick said Excel is not the modern way to accomplish inventory control. Leila said we need to start with Excel as it is the only way we can export the data we already have once we have selected a software tool. Dick asked if the numbers come out as projected. Leila said they don't tie out exactly to budget and expenditure totals because the numbers involve estimations, carry over items that can't be schedule due to time constraints and thus frequent changes in pricing and/or final cost.

### **Budget adjustments**

Leila showed the Board a budget document that will inform further budget estimating she will share at the April Finance Committee meeting. Budget adjustments and additions for FY20 and FY21 will be illustrated. She said research needs to be conducted for the new RCC website to determine if \$100,000 is a correct ballpark amount and a number of other issues.

Capital projects – Leila anticipates coming in under budget in the Aquatics renovation. Staff is looking at spending some of the project funding made available on locker room improvements such as new shower partitions, floor tile replacements and locker replacement.

## March 11, 2019 Community Engagement and Program/Policy Joint Committee Meeting

Dick asked about spa improvements. Leila said all the systems for the spa are being replaced.

Paul and Leila discussed the line item on the website replacement and there was note made of the macro issues that were discussed at the previous Finance Committee meeting.

Dick asked if it has been decided to increase the Capital Project Reserves to \$3.5 million. Leila said that will be discussed in April and May (with a Board vote in May) to present at the June Annual Meeting.

There were no further questions.

Michelle inquired if anyone attending had more to offer or ask. No one did.



Michelle made a motion to adjourn. Paul seconded the motion. The meeting adjourned at 8:20 p.m.



## Reston Community Center Needs Assessment Survey: Scope of Work

Thomas M. Guterbock, Director  
Kara S. Fitzgibbon, Senior Project Coordinator  
Center for Survey Research

March 11, 2019

### What does RCC Need?

- A comprehensive, statistically sound, and representative needs analysis of the Reston community
- Collection of primary data designed expressly for RCC's strategic planning objectives
  - Feedback specific to RCC and not other Reston organizations/services
  - Capture cultural, recreational, and social needs of residents (both RCC users and non-users)

2

### Survey Design

Multi-mode, mixed probability

Probability	Non-probability
<ul style="list-style-type: none"> <li>• ABS sample of 4,500 Reston residences                             <ul style="list-style-type: none"> <li>- Sample can be stratified based on RCC needs</li> </ul> </li> <li>• Mail-forward, with delayed web</li> </ul>	<ul style="list-style-type: none"> <li>• Open-source web survey</li> <li>• Paper copies distributed by RCC</li> </ul>

3

### Questionnaire Design

- CSR will work with RCC on developing questionnaire
- CSR will format questionnaire for paper and program on web
- Pretest focus group (*optional*)
  - CSR would conduct focus group of Reston residents to evaluate instrument

4

### Alternative Languages

- In addition to English, survey will be administered in:
  - Spanish, Arabic, Chinese, and Russian
- CSR still exploring best mode for administering alternative languages. Options include:
  - Paper, with foreign language request postcard included in questionnaire packets

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County of Fairfax, Virginia  
Department of Family Services  
12011 Government Center Parkway  
Fairfax, Virginia, 22035  
703-324-7800 • www.fairfaxcounty.gov

\_\_\_\_ Prefiero recibir un cuestionario en español.  
 \_\_\_\_ Tôi muốn có bản câu hỏi thăm dò ý kiến bằng tiếng Việt.  
 \_\_\_\_ 한국어로 된 설문지를 받기를 원합니다.  
 \_\_\_\_ من ترجیح میدهم که پرسشنامه ای به فارسی داشته باشم.  
 \_\_\_\_ أفضل الحصول على نسخة من الاستبيان باللغة العربية

\_\_\_\_ Favor de escribir su nombre como aparece en el sobre.  
 \_\_\_\_ Xin viết tên của quý vị giống như tên ghi trên phong bì.  
 \_\_\_\_ 분투에 나와 있는 대로 귀하의 이름을 기입하여 주십시오.  
 \_\_\_\_ من ترجیح میدهم که پرسشنامه ای به فارسی داشته باشم.  
 \_\_\_\_ لرجاء، كتابة اسمك بوضوح كما هو موضح على الطرف

### Alternative Languages

- In addition to English, survey will be administered in:
  - Spanish, Arabic, Chinese, and Russian
- CSR still exploring best mode for administering alternative languages. Options include:
  - Paper, with foreign language request postcard included in questionnaire packets
  - Online, with redirect to specified language
  - Hybrid, where Spanish is available online and paper, but Russian, Arabic, and Chinese are paper only

7

### Protocol for Probability Data Collection

- Advance letter
- First packet:
  - Cover letter, paper qstr, return envelope, and foreign language request postcard (if applicable)
- Thank you/reminder postcard
- Second packet (NR—Non-Respondents only):
  - Cover letter w/ referral to web, paper qstr, return envelope, and language request postcard
- *Optional*: phone call reminders (NR)
- Second thank you/reminder postcard (NR)

8

### Probability Response

- Expected ABS completions: 1,010
  - Paper: 834
  - Web: 177
- Overall Response Rate: 22.5%
  - By paper: 18.5%
  - By web: 3.9%

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### Expected Effects of Reminder Calling on Total Complete and Cost

	<i>With Reminder Calling</i>	<i>W/out Reminder Calling</i>	<i>W/out Reminder Calling</i>
<i>ABS sample:</i>	4,500	4,500	5,170
<i>Total completes:</i>	1010	879	1010
<i>Response Rate:</i>	22.5%	19.5%	19.5%
<i>Completes web:</i>	177	110	127
<i>Completes paper:</i>	834	769	883
<i>Total Cost</i>	\$ 84,797.04	\$ 78,820.39	\$ 83,901.70

CSR does not guarantee response rates <sup>10</sup>

### Non-probability Survey Protocol

- Online, open-source web survey posted on RCC website
  - RCC will handle promotion of open-source web survey
  - Non-probability questionnaire will be a separate web portal from probability online questionnaire
- Paper questionnaire packets distributed by RCC
  - These paper questionnaires will be marked so responses can be tracked as non-probability

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### Data Cleaning and Analysis

- CSR will:
  - Deduplicate probability data
  - Weight data to correct for effects of any disproportionate sampling and to match select population characteristics
  - Aggregate probability and non-probability data
  - Analyze probability and non-probability data separately
  - Work with RCC to select relevant independent variables to use in analysis

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**Reporting**

- CSR will prepare a written report
  - Provide bound copies and electronic version to RCC
- CSR will present PowerPoint summary of findings to Reston Community Center Board

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**Post-survey Focus Group (Optional)**

- Following the survey, RCC may wish to conduct a series of focus groups
  - Would allow for opportunity to follow-up on interesting or significant survey findings
  - Could recruit FG participants according to characteristics that had low response to survey
- Focus group findings would serve as supplement to survey data
- CSR would prepare a focus group "kit" for RCC.

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**Timeline**

March/April 2019: Develop survey instrument and contact materials

May 2019: Pretest focus group

June 2019: Launch survey

July 2019: Complete data collection

Aug. 2019: Data cleaning and analysis

Sept. 2019: Prepare report and present findings

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**Budget**

- Overall budget: \$84,797.04
- This figure covers the discussed protocol, and includes the optional phases:
  - Pretest focus group : \$3,440.00
  - Reminder Calling : \$5,423.90
  - Post-survey focus group : \$1,065.00



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**Questions?**

**Reston Community Center  
Needs Assessment Survey:  
Scope of Work**

Thomas M. Guterbock, Director  
tmg1p@virginia.edu  
Kara S. Fitzgibbon, Senior Project Coordinator  
ksf5fe@virginia.edu  
Center for Survey Research

March 11, 2019




**Reston  
Community  
Center**

Capital Project/Capital  
Maintenance/Equipment Systems and  
Scheduled Maintenance Framework  
March 11, 2019

## Introduction


All stand-alone accountable equipment  
(over \$5K) is tracked in FOCUS and audited by  
DPMM annually.

Other equipment has been challenging to track  
due to the sheer volume of purchasing.  
Working group is moving forward on a  
streamlined approach to capturing all relevant  
information in a centralized location.

Enriching Lives, Building Community  2

## Goals


- A complete equipment, systems inventory and related replacement schedule.
- A capital project, capital maintenance and equipment/systems replacement framework document that operates with a 10-year life cycle.
- A quarterly meeting of the working group to review existing projects and update as needed.
- A tool to help staff plan and budget for repair/replacement and document purchases.

Enriching Lives, Building Community  3

## Status Update

Staff have created an expansive Excel workbook to be used that details projects/equipment, date acquired, original cost, estimated lifespan and budget estimate for replacement in the appropriate calendar year; a 3% inflation factor per year is applied as well.

- Includes tabs for all facility and program areas (Admin, Performing Arts, Woodshop, Fitness, Ceramics, etc.)
- Stored on shared drive accessible to cost center managers and program directors who will be responsible for updating their information via the working group.
- Working group includes: Deputy Director, Director of Facility Services, Building Engineer, Theatre Technical Director, Director of Aquatics and Director of Leisure and Learning.

Enriching Lives, Building Community  4

## Sample Framework Page: Administration



## Sample Framework Page: Theatre Equipment Systems



## Recurring Maintenance Expenses

Workbook will also list large maintenance expenses that are incurred on an annual basis:



- Reconditioning of Community Room Floor
- Boiler Inspections/Maintenance
- Elevator Inspections/Maintenance
- Professional Carpet Cleaning
- Custodial: includes cleaning, window washing, pest control, landscape work, etc.



## Looking Ahead



Staff will continue to refine and update the workbook. Staff are exploring potential software programs (e.g., Dude Solutions, Maintenance Connection, UpKeep) to allow for easier tracking and calculations of replacement costs and schedules, streamlined work ordering, and the ability to generate a variety of reports.

Questions?



**BUDGET ADJUSTMENTS/PLANNING – FY20 and FY21**

**FY20 Adjustments to Planned Activity**

<b>Description</b>	<b>Personnel Costs</b>	<b>Operating Costs</b>
Community Survey	Existing Staffing	Contract: up to \$150,000
RCC Celebration/40 <sup>th</sup> & Terry L. Smith Aquatics Center Re-Opening	Existing Staffing	Contracts: up to \$30,000 Existing resources for some costs
New offsite concert series – Reston Station	New staffing – TBD	Contracting: \$32,500 (13 weekends @ \$2,500)
New offsite programming – Reston Station	Existing and New Staffing – TBD	Budget for new costs @ \$15,000
New offsite lunchtime series – Reston Town Center	New staffing – TBD	Contracting: \$8,000 (8 new events @ \$1,000; absorbed by existing resources, not new funding)
RCC Website redesign (following survey report)	Existing Staffing	Contract: up to \$100,000; may carry over to FY21

**Budget Adjustments by Category FY20**

<b>Category</b>	<b>Budget Adjustment</b>	<b>Notes</b>
<b>Revenue</b>	Net add of \$400,000	Reflects new estimate of tax revenues for 2019; lowered estimated program revenues.
<b>Personnel</b>	Adjustments pending (impact will be absorbed within existing resources but will likely require reallocation across various cost centers to fund each affected cost center adequately).	Will reflect reclassification of positions in Programming and Administration due to reevaluation of agency requirements, increased offsite programming and expanded aquatics venue.
<b>Operating</b>	One-time added resources to FY20 described above; new annual recurring costs of \$47,000; reallocation of funds of \$100,000 to “Community Collaboration and Opportunities” cost center to accommodate out-of-cycle programming opportunities on a pilot basis.	Reflects likely addition of new programming offsite to core programming expenditures as well as the need to have funding in each cost center more closely aligned with the actual spending of those cost centers and to permit for new pilot programs/services options.
<b>Capital Projects</b>	FY20: Aquatics Renovation/Locker Rooms: pending – estimated \$100-120,000; will come from project savings.	Reflects estimated costs for locker room replacement of shower partitions, floor tile, lighting to LED, and new lockers.

**Budget Impacts to FY21 Budget Preparation – Outline to Finance Committee in April**

FY20 Adjustments to core budget as described above. Refine pending estimates.

Implement budget category reallocations.

Maintain estimate at FY20 for projected tax revenue.

Replenishment of RCC Reserves categories – increase Capital Project Reserves to \$3,500,000 from \$3,000,000.

Plan for impacts of the Community Survey; added offsite programming – assure allocation to “Community Partnerships and Opportunities” to accommodate.

Add Capital Projects/Capital Maintenance items per Framework.



## Executive Director Report March 2019

### Administration

#### *Capital Projects, Business Systems, Personnel, One Fairfax*

The lighting outside our front doors and around the plaza that Edens repaired and replaced has been questioned by a Design Review Board member. In response to an inquiry about this, RCC and the church next door have communicated how happy we are with the improvement.

We continue to upgrade and improve the user-friendliness of the new RecTrac publishing interfaces for RCC. Staff will continue entering information directly into the RecTrac environment and doing the editing there as well. Our goal remains to have a fully-integrated platform that exports information about our programs and services from RecTrac to “myRCC” (the WebTrac interface for online enrollment) and that allows patrons to also view facility availability as well as registered and drop-in programming options.

RCC cheered for three of our employees at the most recent Outstanding Performance Awards event at the Government Center. Maintenance team members Trung Nguyen and Guillermo Huaman, and Leisure and Learning’s Ali Clements received recognition for their work above and beyond the call of duty.

BeBe Nguyen is RCC’s representative to the *One Fairfax* equity policy implementation team for the County. At the March 27 meeting, she gave a presentation about the ongoing RCC programming related to racial equity and distributed our *Building Community: Equity Matters* brochure to the group.

### Programs

#### *Aquatics*

Research and development of new programming continues. Staff is conducting a full environmental scan to learn about our public sector and private sector counterparts’ programs and services, as well as how they price offerings and pay staff. Once the environmental scan is completed, scheduling for optimum participation levels in the new pools will be designed. We will be using economical pricing to stimulate interest in water exercise during the least frequented hours of operation. We met with the Reston Masters Swim Team to discuss the progress of phased adjustments to our rental pricing and what they can anticipate for the coming two years.

#### *Arts and Events*

March was a busy month for this team; there were great performances in the Professional Touring Artist Series (Ranky Tanky, *joyUS justUS*, Reduced Shakespeare Company and Jazzmeia Horn). Young Actors Theatre’s winter session kids performed as well. Community arts organizations had successful events – OLLI’s spring season kicked off with Bev Cosham and the Reston Community Orchestra performed for 325 very enthusiastic attendees at their *Princesses and Lollipops* concert.

#### *Leisure and Learning*

Little people and their parents or guardians thoroughly enjoyed themselves at our annual Springtime Tea event. Older adults put on their green finery and saluted St. Patrick’s Day in style. Also in March, 157 area teens attended the Diva Central Prom Dress Giveaway where more than 80 dresses were handed out along with lots of accessories, shoes and makeup advice. The AARP Tax Aide event continues to draw crowds of adults of all ages to the opportunity to have tax returns prepared and uploaded with the help of these marvelous volunteers.

### Executive Director

Meetings/Events: Reston Chamber Board; Master Arts Plan; Public Art Reston; Opportunity Neighborhood; luncheon for Cathy Hudgins; PAR reception for artist Ben Volta; Reston YMCA Director David Rodriguez; Washington West Film Festival; offered remembrance of Rosemary McDonald before the OLLI concert featuring Bev Cosham.

## Aquatics Renovation Report April 1, 2019

### *Milestones/Highlights*

Demolition is complete; more than eight tons of steel from the duct work and ceiling are being recycled as well as several tons of concrete, rebar, stainless steel drains and other materials that were salvaged from the demolition process.

Poor function of existing drainage has been discovered in the demolition process; the existing conditions and possible remediation solutions (short and long-term) are being studied for implementation. The conditions uncovered could be responsible for a great deal of the water infiltration through the years that led to the cavitation under the deck

The exact configuration of the ramp into the warm water pool is being finalized to afford the optimum entry options at the end of it. The ADA entry to the warm water pool is the lift. The ramp final design will incorporate both features of ramps that are aligned with ADA requirements as well as safety features to assure that parents/young children can also enter the water using the ramp and steps at the bottom of it safely. The bottom steps are a design feature to enable both safe entry and the deepest possible water in the “deep” side of the warm water pool for water exercisers.

### *Patrons and Communications*

To date: 567 Construction Passes issued to RCC patrons:

186 to Adults (Under 55)	275 to Adults 55+ (Seniors)	106 to Youth
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RCC website – detailing construction progress:

<http://www.restoncommunitycenter.net/aquatics-renovation/construction-update>

Here are images on the update page now:





