



**Reston Community Center
Board of Governors Monthly Meeting
February 3, 2020
8:00 p.m.
Meeting Agenda**

8:00 – Call to Order	Beverly Cosham, Chair
8:02 – Approval of Agenda	Beverly Cosham, Chair
8:03 – Approval of Minutes and Board Actions <ul style="list-style-type: none"> • Approval of December 2, 2019 Board Minutes (as reviewed and approved by the Board Secretary) • Approval of December 2, 2019 Board Actions (as reviewed and approved by the Board Secretary) 	Beverly Cosham, Chair
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"> • January 3 and 4 Annual Strategic Planning Sessions • February 3 Finance Committee 	Beverly Cosham, Chair Bill Bouie, Committee Chair Paul Thomas, Committee Chair
8:25 – Board Member Input on Activities Attended	
8:35 – Executive Director Reports	Leila Gordon, Executive Director
8: 45 –	Beverly Cosham, Chair
8:50 – Adjournment	

Reminders:

Event	Date	Time
RCC: Past and Future	February 10	6:30 to 9:30 p.m.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
December 2, 2019, 8:00 p.m.**

Present:

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

Attending from the RCC Staff:

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

The Chair called the meeting to order at 8:30 p.m.

MOTION #1:

Approval of the Agenda

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

MOTION #2:

Approval of the November 4, 2019 Board Minutes

Bill B. moved that the Board approve the November 4, 2019 Board Minutes. Bill K. seconded the motion. The motion passed unanimously.

MOTION #3:

Approval of the July 22, 2019 Board Actions

Bill B. moved that the Board approve the November 4, 2019 Board Actions. Dick seconded the motion. The motion passed unanimously.

Chair's Remarks

Bev said she hoped everyone had a happy Thanksgiving. When we meet again, it will be 2020, so Merry Christmas, Happy Kwanzaa, Festivus, and whatever you celebrate, may it be with people you love and have a new year filled with joy and love. She shared a poem:

What Will Matter by Michael Josephson

Ready or not, some day it will all come to an end.
There will be no more sunrises, no minutes, hours or days.
All the things you collected, whether treasured or forgotten
will pass to someone else.
Your wealth, fame and temporal power will shrivel to irrelevance.
It will not matter what you owned or what you were owed.
Your grudges, resentments, frustrations
and jealousies will finally disappear.
So too, your hopes, ambitions, plans and to-do lists will expire.
The wins and losses that once seemed so important will fade away.
It won't matter where you came from

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or what side of the tracks you lived on at the end.
It won't matter whether you were beautiful or brilliant.
Even your gender and skin color will be irrelevant.

So what will matter?
How will the value of your days be measured?

What will matter is not what you bought
but what you built, not what you got but what you gave.
What will matter is not your success
but your significance.

What will matter is not what you learned
but what you taught.
What will matter is every act of integrity,
compassion, courage, or sacrifice
that enriched, empowered or encouraged others
to emulate your example.

What will matter is not your competence
but your character.
What will matter is not how many people you knew,
but how many will feel a lasting loss when you're gone.
What will matter is not your memories
but the memories that live in those who loved you.
What will matter is how long you will be remembered,
by whom and for what.

Living a life that matters doesn't happen by accident.
It's not a matter of circumstance but of choice.
Choose to live a life that matters.

Introduction of Visitors

None

Citizen Input

None

Committee Reports

2019 Board Orientation – Bev said the meeting was a good experience and that it being the last one with Cathy made it especially meaningful. There was no other input regarding the report content and all agreed that it had been rewarding to spend time with Supervisor Hudgins.

MOTION #4:

Approval of the Orientation Report

Bill B. motioned to approve the 2019 Board Orientation Report. Bill K. seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended

Bill K. was at the orientation. He said he will miss Cathy as she was a good friend of RCC. He saw *Hava Nagila: The Movie*, which was lots of fun. He said the community event (dancing and bagels) was extraordinary.

Laurie was at the orientation and the tree lighting at Reston Town Center last weekend.

Paul was at RCC to vote. He was at the South Lakes High School football playoff game, where the Seahawks came from behind to defeat Chantilly. The season ended with the next game at Westfield. He also was at the orientation, the YMCA Gala, the Reston Holiday Parade and The Klezmatics performance in the CenterStage.

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Bill B. went to lots of meetings. He took part in honoring Park Authority volunteers last Friday. Volunteers donated more than 250,000 hours to the park authority, which was an offset of more than \$4 million in labor cost. He was also at the ceremony honoring outgoing members of the Board of Supervisors, where John and Fran Lovaas and the Reston Farmers market were also honored for being the best in the state. Bill is looking forward to honoring Cathy at RCC on Wednesday.

Lisa attended the orientation and the YMCA Gala.

Vicky was at the orientation, and she will also miss Cathy's long-term service and contributions. Vicky was at the Nature House 10-year anniversary event and the Reston Holiday Parade.

Dick was at the orientation, and he is interested to see what new Hunter Mill Supervisor Walter Alcorn will do. Dick was at the YMCA Gala and traveled to Florida for Thanksgiving.

Bill P. was at the orientation, a Planning and Zoning meeting, Azar Nafisi's talk for the Professional Touring Artist Series, the Reston Holiday Parade and The Klezmatics.

Bev was at the orientation. Esme had a recital for her hip-hop class. Bev was at the YMCA Gala, Ethics Day, UCP's Thanksgiving Interfaith Service, and the Thanksgiving Food Drive. She thanked RCC's Kevin Danaher for his extreme organization for that event. Bev was also at the parade and The Klezmatics.

Executive Director's Reports

Leila said RCC is in the process of finalizing the CAPRA narrative for accreditation. It will be presented to the Park Authority's reviewers in December. Leila has seen the first draft of the survey report; it is back with CSR for polishing. The report will be ready for discussion at our January 3 and 4 strategic planning meetings (Board and staff members will get a copy in late December).

There is an option of having the CSR team return, and Leila thinks it would be best for them to come to the February engagement session. That will give us a change to compile feedback to CSR for them to consider in the final report. It will be better to have them present it to the community. The next iteration of the report will be back to Leila by December 20. She expects the summary to be about 30 pages and the appendices will be extensive.

The 40th Anniversary videos have close to 500 views on YouTube. Facilities rentals have been robust. Winter/Spring registration kicked off on December 1; first-day totals are a little ahead of last year, but that is to be expected as Aquatics is back. We are hiring lifeguards and instructors.

We had the entire SLHS Pyramid Choral programs (about 250 students and 40 faculty) here last week. Fitness programming began extending into breaks, which is showing positively in participation numbers. We did a wreath making outreach event at the Y; we likely will do more. We had good feedback, and the Y wants to partner with us to use some of its new space. We hosted the Reston Chamber prospective and new member breakfast in November.

From the Aquatics project, good news to report is that the mosaic artwork is up. There is some finishing work that needs to be done. Construction is making steady and certain progress. There is a meeting scheduled for Thursday, but Leila said it does not feel like we are two weeks away from people getting into the water. From what she can tell, the crew is running 7-10 days behind their own calendar. The crews worked over the Thanksgiving weekend.

The renovation budget is in terrific shape, which has enabled us to make substantial locker room improvements. The floor has been replaced, lockers have been replaced, and shower partitions have been installed. Leila has been working with the SLHS swim team. There is a pool in Herndon it can rent, and RCC will support the lifeguarding. Hopefully by the end of December the team will be back in the pool here.

Paul said he is glad to see our SLHS relocation support.

Old Business

None

New Business

Dick referenced a November 18 letter from Virginia Busby. Busby expressed concern about what she perceived as a deficit in programming for teens. Dick said he was rather disturbed by the letter, and he did a count based on the most recent Program Guide: 61 programs for infant to age 12, 30 for ages 13-17, 166 for 18 and older. Dick asked whether we could lower the age range for some Lifelong Learning programs in enrichment, dance and yoga, for example, to include more teens.

Leila said we have offered some of those programs for teens in the past. She said teens are highly programmed in terms of leisure-time pursuits, and we have had much better success going to the schools directly, such as our programs at Langston Hughes Middles School (more than 500 visits last year) or when we bring artists to the schools. Paul, who also serves as the South Lakes High School PTSA president, said the high school is open all the time, and the students are there all the time because there are so many extracurricular activities. He said it is challenging to get high schoolers to enroll in our programs because the high school provides so much.

Dick said that's all true, but why can't we lower the age? A discussion ensued on that topic. Leila pointed out that many classes for 18 and older are offered during the day. Bill P. said that's understandable but agreed we should try and lower the age. Leila said we could, but it will not increase the participation; we have tried this in the past. Vicky said teen preference would be to not take classes with older folks. Laurie said maybe teens would be interested in yoga. Paul added that yoga will be offered at SLHS next year. Bill P. said parental involvement and transportation are ongoing challenges for teens. Leila said that is why it is important to serve them where they are.

Leila added that the Program Guide is not the most accurate reflection of our teen programming. The school-based programs are not listed in the guide because they are not open to the public. Bill P. asked if the community has complained about Lifelong Learning classes not being offered to teens. Leila said not really. A few people a year ask for an exception, and we grant it. She said the core way we serve teens is through employment (primarily Aquatics and summer camps).

Bill K. asked about turf fields at SLHS as RCC contributed to the effort several years ago and we were supposed to get field time in return. Leila said the demand is not there as the sports leagues are the primary users. We still are looking into future intramural league use.

Laurie asked if we could lower the age for several evening/weekend programs to 16. Leila said we can look at it, but we would have better success if we crafted content specifically for teens. She said we will continue to discuss ideas with the programmers and with SLHS Principal Kim Retzer. Paul said he would help facilitate the discussion with SLHS.

**MOTION #5:
To Adjourn the Meeting**

Bill Bouie moved to adjourn the meeting. Paul seconded the motion. The motion passed unanimously.

The meeting adjourned at 9:25 p.m.



Lisa Sechrest-Ehrhardt
Board Secretary

12-10-19



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 3, 2020**

Present were:

- Bill Bouie, Chair
- Beverly Cosham
- Laurie Dodd
- Bill Keefe
- Bill Penniman
- Dick Stillson
- Paul D. Thomas
- Vicky Wingert

Absent and Excused:

- Lisa Sechrest-Ehrhardt

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- John Blevins, Deputy Director
- Karen Goff, Public Information Officer
- Brian Gannon, Facility Services Director
- Pam Leary, Customer Relations Director
- Cassie Lebron, Lebron for Karen Brutsché, Lifelong Learning Director
- Matt McCall, Aquatics Director
- Paul Douglas Michnewicz, Director of Arts and Events
- BeBe Nguyen, Director of Communications
- Harun Rashid, Network Administrator
- Fred Russo, Building Engineer
- Renata Wojcicki, Director of Finance

Absent and Excused:

Karen Brutsché, Leisure and Learning Director

Facilitator: Karen Cleveland

Guests

Bob Petrine

Introduction

Board Chair Beverly Cosham called the meeting to order at 2:06 p.m. Leila said Saturday's meeting would be from 9:30 a.m. to 1:30 p.m. so people can attend Cal Larson's memorial service. Leila introduced facilitator Karen Cleveland. Karen reviewed the agenda and goals for Friday, including talking about the Strategic Plan and the report in teen programming. She asked attendees to introduce themselves and asked each person to describe what inspires them about their work.

Karen said the goals of the Strategic Planning Meetings are to look at where we are in terms of the 2016 - 2021 plan and see where we are going in the last year of the plan. We will also review the agenda for the February 10 Community Relations and Program/Policy Meeting and discuss engagement follow-up and determine essential features for the new RCC website. Leila said she hopes to have 200-250 community members at the February 10 meeting (up from the typical 70-100). We will also use today and tomorrow's meetings to discuss the 2019 Community Survey report.

January 3, 2020 Long Range Planning Meeting (Strategic Planning Session)

Karen noted the ground rules: everyone participates, listens and is respectful. Please give your full attention and stay off your phones. Karen reviewed RCC's mission, vision and values statements.

Review of 2016-2021 Strategic Plan

Leila directed everyone to the updated Strategic Plan printout.

Facilities – Obviously, the Aquatics renovation is a major focus of the 2019 work. Leila said as of today, including the contingency encumbrances, we are roughly at the \$4 million mark for expenditures. Substantial completion is expected in a couple weeks. Most inspections have been successful. The fire alarm inspection revealed conditions of which we were not aware: The strobe lights in the Aquatics venue were a different type than in the rest of building and were operated by a different relay system. This is not a big issue in terms of cost, but it is a time constraint. There are seven lights that need to be switched out. The other issue is that the electrical plan to support the new LED lights didn't fully incorporate existing conditions with respect to amperage and circuiting. Circuits must be separated and rerouted. Leila said that was nearly completed as of today (January 3). This pair of issues will add costs that will be funded from the contingency budget for the project.

The target date for the pool opening is January 27. Achieving substantial completion may be closer to January 20. We are well under budget; we anticipate savings of nearly \$1 million. The savings have enabled us to execute other venue upgrades in the locker rooms. We will have new floors, lockers and new shower partitions. We will make more upgrades during the annual maintenance period to replace the toilet stainless steel partitions with more waterproof materials.

Other facilities improvements accomplished in 2019 included: the conversion to LED lighting; the new digital displays at Lake Anne is up and working; the CenterStage floor replacement is finally finished; we have new carpet in both buildings; we are adding storage capacity in Leisure and Learning. We are on track for solar panel installation at Hunters Woods in the spring. We will be one of the first county facilities with solar panels. A *Washington Post* reporter visited us (to write about the county solar effort) and was impressed with our lighting and space.

Samantha and BeBe are working with vendors for the wall timeline update. The new design will add highlights of the last 20 years.

Leila asked if there were questions on facilities. Paul said we may want to add a bullet item tied to the 2009 community survey effort and how it related to our planning for facilities. Leila said Bill Penniman can give us more details on how our persistent questions led to the county RFP for the solar panels – he initiated the Board request that staff researched the option. Bill P. noted that it was largely staff persistence and investigation of the no-cost option that prompted County action to accommodate our need.

Laurie asked about water temperature in the pools. Leila said 82 degrees (lap pool) and 86 degrees (warm water pool) are the target set points.

Building Community – Leila said using “Collaboration and Outreach” as a process principal has been key in building community. Among those efforts were increased events at Reston Town Center and Reston Station. In 2019, we had more than 100 free, offsite events between May and October at sites throughout the community.

The second pillar of achieving our objectives has been our work as a partner in Reston Opportunity Neighborhood (RestON). This is an important delivery mechanism Fairfax County is using to keep its word on “One Fairfax.” The challenges of economic and family instability create an opportunity deficit; directing additional (or in some cases, new) resources to support families grappling with those circumstances is the core premise of One Fairfax. We have been directing resources to community social/health activities and school-based enrichment activities; we are engaging with these families as

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well through outreach events to find out what else they are seeking. Examples from the past year include: a sewing class and CPR training at Cedar Ridge Community Center. Residents requested the sewing class to learn and/or improve sewing skills, which will help them economically. They also asked for CPR training, which will help in the home as well as lead to childcare and other employment certifications. Leila said this outreach is forging staff and community relationships. We are also partnering with the YMCA, which has asked us for arts and enrichment programming content in the Y's expanded space. We are working on "RCC at the Y" in response.

Programs – Leila said Aquatics is anticipating lots of new programming with the new pool options. Another key area of 2019 development was in how we package and market our offerings that reflect our commitment to use of an equity lens in program design. That includes supporting One Fairfax and bringing subject matter experts and artists to the community. We also partnered with community organizations (e.g., Reston Hospital, county Department of Cable and Consumer Services) for instructors. We are proud that Diva Central continues; RCC was the first Fairfax County entity to present a program like that. OLLI is a strong partner.

Programming challenges continue to be falling participation in enrolled offerings. We are going to have to cut some of the programs that are only meeting minimums; we are losing 5 to 10 percent a year in registered programs (other than Fitness offerings.) We will offer different programs or refreshed content and titles to elicit new participation. We are seeing growth in Fitness, even as the private sector competes with a lot more offerings. The quandary for us in the future for Fitness programs are limits of space and time. We will explore bringing Fitness programming to Reston multifamily buildings and other offsite settings.

We continue to get high marks in our customer satisfaction surveys. The handout demonstrates the patron appreciation of high-quality instruction, content, facilities and staff interactions with patrons.

Leila asked if there were any questions. There were none. She said we will talk more about programming on Saturday when we talk about the community survey.

Branding and Messaging – Leila said we are getting ready for the website replacement. Media produced our *Equity Matters* brochure, pulling together content from every cost center. BeBe is the equity officer for the agency and sat on Sharon Bulova's stakeholder's council in response to racial incidents. We have led the way in minority representation and leadership on the Board of Governors. Representation of the people who participate in RCC offerings and who are involved in the community events we program for all our communications and marketing materials is illustrated with real pictures of the real people involved – we don't use stock photos. This commitment to reflecting our community gives people a strong feeling of identification with RCC and is a good tool for deepening connection to our patrons.

The YouTube series has been very successful, with several hundred views. The videos tell a beautiful story about the community. We have the tools and platforms we need to leverage what we learn from the survey into social media and marketing outreach. The survey tells us how people want to hear about things in Reston. The community wants a Community Calendar; we have to start thinking about what should be on the calendar, how it should be managed and maintained.

Leila asked if there were questions? There were none.

Internal Capacity – Leila said managing finances on a month-to-month basis is key to our accountability and functional success. We are engrossed in the CAPRA accreditation process. Leila is grateful to Vicky, Bill P. and Bill B. for their work on the Ad Hoc Committee for Accreditation. The CAPRA visit will be in May. The upload to the accreditation portal will be in the beginning of March. The park authority will give us a "red team" review, and we will also have an NRPA mentor to give us feedback. The value of accreditation is to show our processes are sound and we are involved in the community. The goal is to meet all benchmarks. Despite the fact that land use will be a challenging set of standards to address, as

January 3, 2020 Long Range Planning Meeting (Strategic Planning Session)

we do not have parks or open space to manage, we can address that area in the context of how Reston is served by the Park Authority and Reston Association.

We have acquired the software for the centralized maintenance system inventory. We are scheduling the training. It is not that different than what we have been doing, but it will make tracking and reporting easier, and it will support our Capital Improvement Plan (CIP) efforts.

We are in the process of acquiring IntelliTrac, which will let us pull custom reports to track patron participation and related revenue from desktop data dashboards.

Leila said it is very validating to know our engagement processes are very sound. The pool renovation project was a good example. We listened to community feedback on their needs, and we incorporated almost all of the feedback into the renovation. That should give us confidence in how we pursue the performing arts center discussion.

Year in Review – Data Profiles

Leila said the total participation number of 188,633 reflects the loss of about 57-58,000 pool participations for the year. With the pool closure, the only Aquatics program was CPR training, with 92 people enrolled in total for offerings at RCC and offsite.

We increased our free events, but there were also weather impacts to those events – that will continue to be a factor in those programs.

Leila noted the downturn in Leisure and Learning registrations (other than Fitness.) It is something we will continue to work to address. Cassie is constantly looking at what to do to increase numbers. The challenge is the same as it was 10 years ago: people are too busy. People want evening and weekend programs and we will add those options for our most popular topics to determine when they will be most successful. Fitness programming presents a different challenge: we are going to run out of time and space. We will have conversations about moving fitness programs into other (offsite) locations.

The participation number also reflects scheduling constraints at RCC Hunters Woods because of the renovations. Our program offerings were not as extensive last summer as they might have been. It continues to be a challenge getting kids transported to our programs while their parents are working. We will be focused on getting programs into the schools and accommodating parents very busy lives.

Arts Education participation was in a nearly statistical tie with last year. Drop-in program totals are very strong; that will increasingly be where we see our meaningful participation growth. However, it's important to note that people don't form as strong a brand attachment in those types of offerings.

RCC space rental remains a strong line of business, even without pool rentals in 2019. Facility Rentals generate a very diverse array of users and is a key element of service to teens in this area. There is no way to count how many teens attend rental functions (participating in Quinceañeras, birthday parties, etc.) but patrons provide overall attendance estimates from which we can draw some conclusions about their representation.

Swim passes, which were not issued in 2019, are a big part of fee waiver use. We issued \$108,766 in fee waivers in 2019, down from about \$147,000 in 2018, which had the last year of swim pass offerings. Most of what has decreased is attributable to the lack of Aquatics offerings for 2019. Summer camp enrollment did not show a significant difference but was somewhat lower due to fewer camp offerings. The age breakdown shows a significant number of 11-20 years old. That number is mostly comprised of patrons ages 11 to 13.

Bill P. asked about the number of fee waiver users. Leila said some people sign up for multiple classes and programs. Bill asked how we can get more fee waiver kids enrolled in camps. Leila said Pam and Karen B. visit RestON neighborhoods to raise awareness before each registration cycle. Dick asked why

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the number of camps went down. Leila said it was due to heavy demolition for the pool. We did not know what kind of impact that would have last summer.

Paul asked if we can capture demographic changes in Small District 5? Leila said it is a challenge for us because we don't ask participants to identify race. We can see some factors, such as age as part of our registration processes.

Dick said Community Room rental/use is one of the best uses we offer. Leila said if the event is tied to a life milestone, it is very meaningful. She said her concern is that as we continue with offsite programming, the challenge is to cement the connection with RCC that those experiences can create.

Laurie asked about capturing data and feedback. Leila explained some of the methods RCC uses: customer surveys, enrollment data, participation counts from pass swipes, and event counts.

Teen Report

Leila directed everyone to the Teen programming, participation and analysis handout. She noted the Aquatics data came from 2018 to be representative of past participation trends. She said the report showed the age-range exceptions were far more likely to occur on the upper end of youth offerings than on the lower end of adult programming advertised age ranges. RCC tracks trends and talks to teens and professionals to determine content offerings. We will continue to do that. We offer significant volunteer opportunities at events. Our most successful strategy is to take programs to teens where they have no choice but to attend – in the schools.

Leila said our sponsorship of South Lakes High School's annual Ethics Day is a good example of our teen outreach that is not reflected in the spreadsheet provided. The event affects about 500 teens. Celebrations and events such as concerts are also not reflected in the spreadsheet. Laurie said she likes the fans that brand events as an RCC experience. She asked if we have similar branding at school-based events. Leila said the programs are introduced as RCC programs. The parents are aware. But impressions are not as deep as at a registered program and we can continue to develop strategies around that area.

Dick said he thinks the numbers reflected in the spreadsheet are an indication that teens will participate. He said he is bothered that teens appear to be excluded from many 18 years and older programs. He asked why the cutoff for Young Actors Theatre is age 15. Paul said typically teens are involved in high school productions after that age. Dick asked why his 18-year-old grandson could not attend Minecraft. Leila pointed out that it is a camp.

Leila said age ranges are deliberate in terms of content with their target audience and arbitrability changing age ranges is not the most successful approach we can employ to increase teen participation. There are both pedagogical and social reasons for age ranges identified around youth and adult cohorts. Paul added that when his daughter was doing YAT at age 12 he would not have been comfortable with her being in a group with 17-year-old boys.

Bill P. asked if we should consider finding broader targets with new programming rather than expanding age ranges. Vicky said a good example of that would be a YouTube production class. Leila agreed that there are other topic areas to be explored and mentioned some of the staff efforts along those lines (video game design, game-playing, climate change discussion topics, etc.)

Karen C. said role of the Board is to challenge, but it is also the role of staff to do the research. This is an important discussion reflecting everyone's commitment to serving the entire community to the greatest extent feasible.

Leila said the goal is to be meaningful to the teen cohort. We take this question seriously, but there are also the data realities – where numbers are high, we are also not counting (parties, etc.), and where we are reaching young people there may not be strong knowledge on the part of the teens served that the content is coming from RCC.

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Conclusion

Karen C. asked participants to think overnight about what should RCC's priorities be for the coming year, and how should RCC engage the community on those priorities.

The meeting adjourned at 4:05 p.m.



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 4, 2020**

Present were:

- Bill Bouie, Chair
- Beverly Cosham
- Laurie Dodd
- Bill Keefe
- Bill Penniman
- Dick Stillson
- Paul D. Thomas
- Vicky Wingert

Absent and Excused:

- Lisa Sechrest-Ehrhardt

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- John Blevins, Deputy Director
- Karen Goff, Public Information Officer
- Brian Gannon, Facility Services Director
- Pam Leary, Customer Relations Director
- Cassie Lebron, Lifelong Learning Director for Karen Brutsché, Leisure and Learning Director
- Matt McCall, Aquatics Director
- Paul Douglas Michnewicz, Director of Arts and Events
- BeBe Nguyen, Director of Communications
- Harun Rashid, Network Administrator
- Fred Russo, Building Engineer
- Renata Wojcicki, Director of Finance

Absent and Excused:

Karen Brutsché, Leisure and Learning Director

Facilitator: Karen Cleveland

Guests

Bob Petrine

Walter Alcorn, Hunter Mill District Supervisor

Introduction

Bev called the meeting to order at 9:34 a.m. Karen Cleveland reviewed Friday's conversation and said while individually there were diverse answers, collectively there was a trend that ties back to the Reston values and passion for service. She said today's discussion would be about the strategic plan and using the survey results to plan the February 10 Community Relations and Program/Policy joint committees meeting event. We will also discuss the needs for the new website. She asked if anything from Friday resonated with anyone. Leila said she appreciated the suggestions Paul and others had about creating context around data in our strategic plan updates and annual report, looking at programs and services in context of the community profile and measuring our objectives against the strategic plan.

Karen asked what RCC's priorities should be for the coming year. Answers:

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- Leila – accreditation
- BeBe – website
- Matt – getting people back to the aquatic offerings
- Vicky – outreach to new Reston residents and RestON neighborhoods
- PD – increase and continue “RCC Without Walls”
- Bill B. – communication and marketing after we are accredited is critical. It is a big achievement. It dovetails into One Fairfax. Accreditation is a separator between us and the competition.
- Bill P. – communicating to new residents that Reston is not a typical suburb; maintaining our enrollment numbers.
- Dick – the new website and improving our following on social media.
- Leila – marketing and evaluation efforts with partner agencies, which will have a positive impact on social media followers and engagement.
- John – continued analysis of our trends. Continuing and strengthening partnerships. We have a chance to hit a home run with new Aquatics programs.
- Bev – how do we reach the naysayers and teach them our vision and values? Realtors should make people aware of the tax district when people move here.
- Laurie – would like to see us focus on equity as well as environmental issues.
- Pam – improving our data management so we can use it to know how to reach the audiences we want to reach.

Discussion of Priorities

There was a discussion about our tax being about one-third of what a resident pays to Reston Association. Leila said she does not know if highlighting a negative contrast to this partner is what we need; accreditation will be a big validator, and we can lead from the strength of that process with respect to helping the community see our value and accountability. She also said our goal is not about argument as much as it is about engagement and being welcoming and inclusive. She feels the community and country yearn for less argument and more conversation.

There was discussion about reaching people. Paul said we should focus on aggressively activating networks of people listening to us. This goes with the website redevelopment. Bill P. said we need to draw the distinction between people not listening and people who will never listen. He also asked if we could have a volunteer clearinghouse. Leila reminded us that we are a county agency and have to go through the Volunteer Management System. We also coordinate with RA, and Media recently produced a volunteer brochure, which has been handed out at various places.

Bill K. said lots of people in Reston have no idea RCC exists. Part of it is signage; where we are at the village centers is lost. He would like to see a wayfinding exercise, so people know where we are through a series of things to draw people to Hunters Woods and Lake Anne.

Leila said she found it remarkable to have 84 percent of the community say (through the Community Survey) they are familiar with us. That demonstrates the reach of our identity and presence. We also had enviable results on the question “Have you used RCC?” Leila said our challenge is moving from very good to best and narrowing what is a relatively small slice of people lacking perception of RCC. We present great opportunities, but the big challenges are what people describe: time, knowledge, getting kids places where the content is available.

Leila said Lake Anne Plaza is looking at new signage. Edens (owner of Hunters Woods) is more limited in signage and other décor/improvement, but they did greatly improve the plaza entryways signage, and Edens improved lighting in front of RCC dramatically. Paul said we should have greater outreach with schools, organizations and new multifamily developments to heighten awareness.

BeBe said Media planning sessions at the beginning of each season now include asking the programmers what kind of materials they need for offsite events and what events/programs those audiences would also be interested in. Dick asked if partnerships with other organizations could be

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strengthened with Reston-wide communication, and could we get a more comprehensive Reston website? Leila said we spent five years working with the Chamber on that (Reston Marketing Initiative) and at the end of that process, we had spent a tremendous amount of time and capital on something that did not fit the needs of majority of participating organizations. Missions did overlap, but not enough. What we need to do is replace what used to be in weekly papers' events calendars. Karen C. said there also was the "Nova Connects" initiative. It didn't work after similarly putting in years of effort and funding for the same reasons. Conceptually having a central community website is appealing but when the questions of funding, operating it (so it remains relevant, technically sufficient and appealing) and making the decisions about what it should contain the amount of diverging and conflicting viewpoints ultimately doomed the efforts.

The conversation turned to RCC's potential strategies for tackling the challenges before us. Bill P. said he would support lowering fees for some classes. He said maybe the reason attendance is going down is that fees are going up. Leila said we are continuously validating and checking fee waiver parameters, so everyone has access. Bill P. said most people have enough money; just because they can afford it doesn't mean they want to pay that much. Leila said in looking at pricing, it has been a conscious decision for Collaboration & Outreach programs to be free. It stimulates awareness. The other idea is to shorten programs, which makes people feel they are getting content for a lower price. However, we don't want to get into a place where we were; prices were artificially low, and it falsely drove demand. Laurie said shorter sessions are a good idea because of time demands.

Pam warned that if we have shorter sessions, some fee-waiver patrons may run out of funds. Discussion ensued about the monetary value of fee waivers and the parameters for who gets a waiver (currently 225 percent of the poverty line). Bill P. asked if fee waivers are automatic for swim classes; Leila said they are in summer. She added we do balance between fee waivers and patrons who pay. She said we will run out of money if we rely solely on tax revenue to underwrite what we do. She said pricing is something programmers look at every cycle and that can be used to stimulate participation in offerings that may be less popular due to the time of day, day of week structure of being offered or may have capacity still even after meeting minimum enrollment requirements.

BeBe said she and Leisure and Learning have been visiting RestON sites to raise awareness. Leila said there is a county effort to streamline and centralize qualification for fee waivers and services. Dick asked if we look at having more programs nights and weekends so working people and students can come? Leila said we do and will continue to do so. She added that "not enough time" was also the biggest barrier to participation in our 2009 survey. Cassie said Lifelong Learning is looking at programs with low enrollment and trying them at different times of the day. Leila noted that we have made those efforts in the past with limited success, but, it may be that we have to work more on creating awareness or adding other motivators to generate consistent participation.

Attendees then watched a short film about how people are motivated to make a purchase. The main takeaway was "people don't buy what you do, they buy why you do it." Leila said that is an important aspect of how we describe our work – she noted that RCC staff frequently say they are "in the happiness business." The group also viewed the various visual representations of how "equity" differs from "equality" and noted that we will be doing Board and staff equity and cultural competence training in the coming year.

The group was joined by new Hunter Mill District Supervisor Walter Alcorn. Leila welcomed him and explained what RCC Board and staff were doing today and how they plan to launch a robust community engagement process for the next strategic plan. Walter said he appreciates RCC's role in the community, and he is looking forward to learning more.

Engaging the Community

Karen C. asked the group what RCC should do to engage the community for this next phase. Vicky said she would like to see the leadership of RA, RCC and the Park Authority have a joint session for recreation

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services delivery and what those should be and by whom they should be provided for the next 10-20 years. They should discuss how to maximize resources and best distribute them, as well as who belongs in which lane. Leila said the Reston Town Center Association should be involved, too. Dick said this could be an opportunity to try again for a common website. (Discussion about that followed, making similar points about the difficulties and challenges making such an outcome unlikely.) Bill B., who is also chair of the Park Authority, said the Park Authority has a pretty good idea of what Reston needs for the coming years and other agencies could dovetail with those priorities and/or complement them within their strengths. Walter agreed the conversation would be useful and said he would be happy to convene the joint session. A discussion continued about agency overlap, agency separation, inventory and capacity.

Paul said it is important to focus on each of the pillars of our strategic plan and engage with people who do care about us as well as people who do not. Leila said the February 10 meeting will be designed around facilitated inputs across the four pillars. The structure of the meeting: a short film on RCC at 40, then Center for Survey Research will present the survey findings. We will then break into four groups to discuss facilities, programs, community building (partnering, collaborating, outreach), and communications. We will report back to the community. We will also develop a calendar of discussions in other settings. Those will not be as structured as the public meetings.

Dick suggested making better use of Reston Now and Reston Patch for effective community conversation. Leila said we would have to say at the start we will not comment on any comments. Paul said we need to communicate to the community that discussions this year will be the framework for the next strategic plan in about nine months. Leila said this same meeting next year will be opportunity to hash out the concepts and strategy discussion for that as the final draft language is created.

There was a discussion about the Hunter Mill newsletter as an outreach mechanism. Bill K. asked for representation of RCC in its output and hope that would be feasible in a new format for Walter's tenure. Walter said a new communications plan for his office is coming.

Karen C. asked the group to describe where focus outreach might take place. Leila said we should reach out to multifamily residents by working with our established representatives in those buildings. Dick asked if there is a way to track new multifamily developments. Leila said she pays attention, and we have good relationships with developers such as Boston Properties and Comstock. Bill P. said there should be a brochure about what RCC does given to all new renters. In addition to the multi-family dwelling buildings, Leila said we need more outreach to 20194 and noted that Laurie's residence in that part of Reston could be very helpful in making the connections to those neighborhoods. RCC could schedule a focus group session at one of the two elementary schools in the 20194 zip code.

Karen C. said we should engage younger people. She suggested using Leadership Fairfax's Young Professionals program for Small District 5 residents/employees and engaging them in a focus group. She gave a recap of the discussion: after the February 10 meeting, RCC will aggregate data and organize focus group opportunities. We will look at new communications strategies.

The discussion returned to past Reston marketing initiatives. Dick asked about communicating why Reston is a special place. Leila said the Reston Chamber effort came up with "Planned. Proven. Connected." because everyone in the world now uses "Live, Work, Play." Leila said the initiative did not work – even in the limited context of the developer community. One reason is different ownership across major development sites means that owners have different priorities and prize control of their own unique value propositions. Each owner has their ideas about what makes their project attractive. Leila said the Reston documentary and the YouTube series are helpful in telling the stories of both what is unique and wonderful about Reston and what is special about how RCC serves Reston. One flyer is not going to make people think they landed in the best place to live; using storytelling and digital media and film is a great way to accomplish deeper feelings of affiliation and alignment with the community and RCC.

Paul added one reason these multi-agency/organization efforts to create a single marketing message are doomed to fail is the groups involved have different populations they are trying to reach. We need to stick

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to “Enriching Lives, Building Community.” Paul noted that is a very strong and appealing statement of our purpose. Bill P. said we still need a one-pager to explain why we are not a suburb. Leila said she is excited about the summit idea and that what may emerge from it are some shared beliefs that can translate into more effectively coordinated messaging about the fabric of service and civic entities that blankets Reston.

2009 Survey vs. 2019 Survey

Leila directed participants to the table she drafted to provide comparisons between 2009 Community Survey findings and 2019 Community Survey findings. She said we were affected by the pool closure in 2019. She explained some survey methodology differences: In 2009, the survey was conducted by landline phone; in 2019, we did mail and online data gathering. She said a big issue 10 years ago was whether RCC should be involved in a new recreation facility. There are some key differences in the taxing questions. In 2009, the option to eliminate the tax was provided. In 2019, the RCC Board decided not to offer that as an option because we have no intention of doing that presently.

Leila said she was surprised by the answers to “Does RCC make Reston a more attractive place to do business?” Affirmative answers went up by 5 percent. She said that is a testament to our outreach to the business community and intentional involvement with Chamber. She added the number of people who have attended RCC in the past 12 months or ever attended RCC should be noted. It perhaps reflects the decline in registered programs and likely not casual encounters (i.e., concerts, offsite events) in the community. Leila noted the statistics on how people get news about leisure time opportunities. In 2009, people looked to local weekend calendar listings. What they are doing now is seeking that information from a variety of sources, but chiefly from the same kind of platform (weekend calendar) that is no longer delivered directly to consumers but is available online. We are operating now in an environment of much more information flooding people from many more sources with the effect of fracturing and fragmenting the content people can consume.

The awareness of the special tax has gone down a bit. We can continue to be intentional about how RCC is funded. The 2019 results show either that people are not as opposed to the tax as they were 10 years ago OR if not given option, they aren’t so consumed by the feeling they have around it that they feel they must make that statement. Bill P. said it means people are not that bothered by paying the tax regardless of what prompted or didn’t prompt their freely offered response.

Leila said we asked about aquatics in the 2009 survey. Of the various options for aquatics features or types of pools that were mentioned, RCC incorporated and validated the options that were both heavily preferred and feasible within our space constraints – hence the new venue having lap lanes, temperature options, family-friendly kiddie features, and separate bodies of water. We achieved 2009 desired outcomes in our renovation after using our community engagement processes for the project to validate that those options remained appealing.

It will be worthwhile to ask for input on a new performing arts venue at the February 10 meeting. There is strong support based on survey responses. Leila urged all attendees to go through and read the performing arts section of the survey. There will be opportunity for more dialogue through the county zoning processes related to the Boston Properties proffer and how it might be used.

We did not ask about fee waiver use in 2009. In 2019, there is tremendous support. That is an affirmation of the community values. Leila said she is happy we reached newcomers (30 percent of respondents).

Dick said he was surprised by the relatively small number of renters responding to the survey. He asked if this creates any inaccuracies in terms of interpreting the data; he and Paul discussed the specifics. Leila requested that the two review the report and appendices and send her the specific concern areas to forward for response from the Center for Survey Research. Dick and Paul said they would do so.

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New website

Bill B. showed a Fairfax County Park Authority infographic sheet that describes the agency by the numbers across such elements as participation, budget, acres of land, etc. Bill B. gave more details about the park authority's holdings and what may be coming in Reston's future, including the "Wellness Center" at Town Center North and how that could present partnership options with RCC and RA. The center would be at least 5 to 10 years away from opening.

Paul said the website should be mobile first. He asked if it would be possible for patrons to have a profile of their interests that would prompt enrollment or enrollment suggestions? He noted as well it should include easier newsletter signups and deep links to share events on social media. Leila said we need to explore RecTrac's capabilities and migrate that software system to cloud-based deployment.

Dick said he would like links to other Reston institutions. Leila said first we have to try the community calendar. We want to promote our programming first. She does not expect a person coming to our landing page should find links to every Reston organization. BeBe pointed out that on the present RCC website there is an entire page devoted to Reston organizations and our partners with links to them.

Laurie said she finds the RecTrac registration process very user unfriendly and frustrating. Will we be able to improve that? BeBe and Pam noted that a new splash page for the registration (myRCC) portal would be developed once we migrate RecTrac to a cloud environment. Bill P. said he would like a more user-friendly website. It takes him several clicks to find board information. PD would like a better explanation of the CenterStage. PD wondered if we could we add a sizzle reel video? Matt said we need direct links for swim lessons; Pam pointed out the direct path from the landing page right to the aquatics enrollment offerings.

Leila said there is limited search function on the current site. She summarized that based on everyone's input, we need to optimize performance, be mobile friendly, refresh how the website looks, meet accessibility requirements and offer translation. Bill P. asked about county guidelines. Leila said we must work with county-approved vendors and meet the legal requirements of the ADA code in addition to operating in complementary ways to the security infrastructure demanded by Fairfax County IT policy.

Laurie asked about the site's target date. Leila said it will take a year to go through this process, including an RFP/scope of work, a 30-60 day compete period, a panel review, board discussion and vendor selection. Paul offered to be a Board representative on the selection panel. Leila noted that when we reach that point, he and Bill B. can figure out the best person between the two of them. After a vendor is selected and site designed, we all have to read, edit and migrate content. She said she expects late 2020 or early 2021 will be the launch timeframe.

Karen G. said she would like greater graphics and photo capabilities. There was a suggestion for a "Top 10 things residents/businesses need to know" list. Matt would like an Aquatics calendar that shows the lap lane schedule. BeBe suggested "live chat" customer service capabilities during business hours. She also would like to have a patron focus group as we begin to formulate our requirements.

All agreed that the year ahead contains much good work and significant ways to advance RCC's connections to the community we serve.

Karen C. asked how everyone is feeling moving forward. Responses ranged among excited, energized, informed and focused, and other similarly positive descriptions.

The meeting adjourned at 1:30 p.m.



Reston Community Center
2016 Board of Governors and Staff Planning Session
January 3-4, 2020
Reston Community Center Lake Anne

Session Report
Produced by: Karen Cleveland

Attendees:

Friday 1/3/18

John Blevins
Bill Bouie
Beverly Cosham
Laurie Dodd
Brian Gannon
Karen Goff
Leila Gordon
Bill Keefe
Pam Leary
Cassie Lebron
Matt McCall
Bill Penniman
Harunor Rashid
Fred Russo
Dick Stillson
Paul Thomas
Vicky Wingert
Renata Wojcicki

Saturday, 1/4/18

John Blevins
Bill Bouie
Beverly Cosham
Laurie Dodd
Brian Gannon
Karen Goff
Leila Gordon
Bill Keefe
Pam Leary
Cassie Lebron
Matt McCall
Bill Penniman
Harunor Rashid
Fred Russo
Dick Stillson
Paul Thomas
Vicky Wingert
Renata Wojcicki

Absent: Lisa Sechrest-Ehrhardt (Friday and Saturday)

Guests: Bob Petriner; Supervisor Walter Alcorn

Friday, January 3 at 2:00 pm

Board of Governors' Chair Beverly Cosham called the meeting to order at 2:00 and welcomed the board and staff to the 2020 Board of Governors and Staff Planning Session and turned the floor over to facilitator Karen Cleveland.

Karen began by reviewing the agenda and the following planning meeting objectives with

participants.

Meeting Objectives:

FRIDAY: Where do we stand today?

SATURDAY: Where are we headed in the future?

TACTICAL OBJECTIVES:

- Plan agenda for Feb. 10 Community Relations and Program/Policy Meeting
- Determine essentials for the new RCC website

Introductions: Karen asked each attendee to introduce themselves and share what inspires them to be involved, or continue their involvement in the work of the RCC Board. The comments were as follows:

- New challenges every day to better serve our community
- Passion for service
- Working with a passionate team that strives for excellence
- The diversity and changing landscape in leisure preferences in Reston
- Giving back and working with patrons
- RCC involvement covers all of Reston through the small tax district and gives me the ability to make an impact
- Helping others by creating programming that fulfills a need outside of the hustle of daily life
- Broad artistic range
- Helping families navigate various needs – seeing the importance of RCC first-hand for neighbors with challenges
- RCC = being in the heart of the community
- Helping people be well-rounded and have a full life
- Lifting others up
- My granddaughter – helping the next generation with the long view of life and values
- Stay connected to the community
- Children of all ages – keeping the “wonder” in all of us
- Meeting diverse needs through a full spectrum of activities
- The people in the community and values of Reston described by Bob Simon’s vision
- Mission: Every child deserves the opportunity to learn to swim
- Opportunity Neighborhoods and the promise this initiative brings
- RCC is the “extra” sauce in people’s lives

- Small tax district #5 – delivering value (spreading the word and keeping it going)
- Improving the human condition
- Bob Simon’s Goal – Live, Work, Play

Strategic Plan Progress Update: Leila walked the board through the strategic plan highlighting the progress made in each category. She referenced the RCC Mission, Vision and Values that were adopted with the strategic plan stating that these are used to guide the work being executed in the plan.

Facilities

- The issues that caused the delays in the pool opening are being addressed and should be resolved in the next couple of weeks. The target date to bring in staff is Jan. 20 with a public access target date of Jan. 27.
- The project should come in approximately \$1M under budget.
- The locker rooms (including the floor and lockers) have been upgraded.
- In addition to the pool, all public area lighting has been converted to LED.
- The CenterStage floor replacement project is complete.
- Leisure & Learning office space is getting reconfigured storage to assist staff and make it more appealing for patrons in the pool area.
- BeBe is seeking proposals to update the timeline in the lobby of the Hunters Woods facility to include the last 20 years. The timeline will end with a forward-focused video.

Community Building

- Continuing to expand outdoor activities with community partners – from May – October RCC hosts greater than 100 events and activities at places like Reston Town Center and Reston Station.
- RCC distributes handheld fans with RCC information and event promotions printed on them to market RCC to new audiences.
- A major initiative is participating in Reston Opportunity Neighborhoods to facilitate meeting people where they are and redirecting resources to help families be successful. Activities and learning opportunities are bubbling up from the citizens in the neighborhoods leading to the creation of new RCC offsite programs such as CPR training and certification, and sewing classes.
- RCC will be partnering with the YMCA Reston to create programming for the Y’s new community space.

Programs

- Creating new aquatics programs and cross market with patrons of other RCC programs.
- Expanding RCC's social justice and equity effort – aligned with One Fairfax.
- Partnering with Fairfax County healthcare-oriented organizations.
- Expanded the Diva Central event.
- Continuing partnership with OLLI.
- More fully evaluating programs that are losing enrollment and either retooling or replacing.
- Fitness is a growth area, but RCC's physical space is limited.

Branding and Messaging

- Working on the design and sourcing of a new website.
- The new website will include a community calendar.
- Expanded Equity Matters brochure connects tenets of One Fairfax to CenterStage and other RCC programming.
- Seeing an increase in diversity participation and leadership; reflected in RCC images and presentations.
- Using photos of real people in RCC marketing and getting good response from patrons.
- Developed and are featuring YouTube videos about RCC and Reston (relationships).
- Social media numbers are up and increasing regularly.

Internal Capacity & Financial Planning

- Completing accreditation process – Narrative and evidence of compliance documents are in process and must be submitted in March. The CAPRA Visitors committee is expected to perform a site visit in Mid-May.
- New inventory software has been selected and will be implemented in the coming months.
- RecTrac has added a data management function (InteliTrac) enabling more robust reporting and analysis that can assist in decision making.
- Engagement process proved to be sound. Of the desired aquatic options identified through the 2009 survey, the feasible attributes have been addressed with the current renovation. Two thirds of respondents in 2009 endorsed those options and they remained popular through the 2017 and 2018 engagement experiences involving the community.

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; and
- Building community through collaboration and celebrations.

Values: In accomplishing our Vision, RCC will be:

- A respectful organization that supports and nurtures its constituents, patrons, volunteers, board and staff;
- A welcoming community resource committed to improving citizens' quality of life in Reston;
- A builder of Reston's sense of place and community traditions;
- Celebratory of people's traditions and cultural and recreational aspirations; An active partner with other Reston organizations;
- An organization free of physical, financial, and cultural barriers;
- An accepting and open organization; and
- A responsible and accountable steward of community resources.

Participation Data:

Leila reviewed data files for the year pointing out that overall visits and individuals served are skewed due to the shut-down of the pool during renovation. She also pointed out the following:

- Since the data for fitness classes was strong and the need is growing, staff is exploring community space to grow the offerings.
- Requested times for Lifelong Learning programs are nights and weekends – staff is working on strategies to add to those options.
- Facility rentals remain strong.
- Fee waiver activity is down due to the pool closing.

Following robust discussion about the age ranges for teen and adult programming staff pointed out the following:

- Age range exceptions are made on a case by case basis.
- Decisions on new teen-focused offerings are made based on industry trends and through conversations with teens.
- Volunteer activity of teens is typically around events.
- Teens do not typically sign up for longer term classes.

- RCC is having a lot of success by taking programming to the teens as in the artist residency program and choral programming done in conjunction with Reston's middle and high schools.
- RCC's sponsorship and involvement in the South Lakes High School Ethics Day reaches approximately 500 seniors annually; that number is not captured in the staff report.
- Interest in Young Actors Theatre (YAT) tends to wain in high school given the opportunities available through schools.

Following discussion Paul Thomas requested staff look at the Community Data Profile to overlay with RCC data for a more full picture of how RCC serves the entire community (where those inferences can be drawn and the comparison is feasible.)

Before adjourning the meeting for the day Karen asked the board to think about the following questions over night:

- What should RCC's priorities for the coming year?
- How should we engage the community for the next strategic plan?

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Saturday, January 5, 2019

Board Chair Beverly Cosham called the Long-Range Planning Meeting to order at 9:32 am.

Karen began by reviewing the work from the day before. The board then engaged in a vibrant discussion about what they see as priorities for this coming year including critical components for the new website. The following list includes the ideas presented:

2020 Goals

- Complete accreditation process, (aligned with One Fairfax/County Strategic Plan) and leverage the significance of this accomplishment to elevate RCC in the public eye and get the attention of prospective patrons.
- Complete and launch RCC's new website with a community calendar.
- Reengage with users of the pool.
- Develop and execute a marketing plan for the new pools.
- Leverage new pool patrons for all programming.
- Reach out to new Restonians and residents in Opportunity Neighborhoods.
- Grow "RCC Without Walls" – extend reach even further into the community.
- Leverage partnership collaboration and engaging in conversation to stimulate opportunities for shared communication efforts.
- Tweak programming to maximize participation.
- Keep pushing and utilizing new technology and data management techniques out to staff for their decision-making.

- Promote vision, mission, values to disconnected taxpayers and nay-sayers.
- Promote *Equity Matters* – live our values.
- Focus more on the climate crisis – perhaps partner with RA and engage teens and young adults.
- Activate RCC’s networks to reach target audiences.
- Practice continuous improvement to be the best we can be with products and processes.
- Stay diligent in our effort to meet youth where they are.
- Promote existing RCC programming at Reston Town Center, Reston Station and the Y – strengthen identification with RCC.
- Utilize data in marketing initiatives and cross market more effectively.
- Have a clean and “no findings” audit.
- Continue annual review and thoughtful examination of pricing, timing, delivery options and fee waivers for all programming.

Component Wish List for New Website

- Mobile first.
- Easy navigation – 2 clicks maximum.
- Explore “live chat” option.
- Have the capability to direct “deep links” to posts, forwards and shares.
- Maintain community partner links.
- Improve RecTrac interface; refresh the splash page.
- Improve navigation to make it easier to find searched items.
- Add wayfinding to RCC facilities. (IRL – In Real Life – too.)
- Create and utilize sizzle reels.
- Search function optimization.
- Greater visual capabilities/attributes.
- Add lap lane schedule prominently.
- “Top 10 things residents need to know about RCC.”
- “Top 10 things businesses need to know about RCC.”

Community Relations and Program Policy Meeting, February 10 - 6:30 p.m.

Leila explained that prior to the meeting staff will do extensive outreach to ensure an attendance of approximately 200 residents representing Small Tax District 5. The Center will provide transportation, a childcare option, translation support and food. The meeting will begin with the viewing of a new RCC film, followed by an overview of the survey results, and then conclude with a facilitated discussion with participants rotating through discussions around each of the four strategic planning pillars.

Follow-up to February 10 Community Meeting – Strategic Planning process will take 18 months.

- RCC will host focus groups and execute staff outreach to partners (Signature, BLVD, The Harrison, The Y, EVO, Boston Properties, Comstock, Reston Chamber of

- Commerce, LFI Young Professionals, Refractions, etc.)
- Participate in Reston Summit to be hosted by Hunter Mill District Supervisor, Walter Alcorn, to discuss facilities and capacities of players in the recreation arena in Reston. Participants might include Fairfax County Park Authority, Reston Association, Reston Town Center Association and Reston Community Center.
 - Consider input from patron evaluations.
 - Develop RCC products “Cheat Sheet” or infographic handout similar to the one used by Fairfax County Park Authority (FCPA).
 - Expand email/online news distribution (like Leila’s and Bev’s weekly news) to Reston Now, Reston Patch, Hunter Mill Supervisor’s Newsletter, etc.
 - Create and distribute a brochure for all new residents, renters and businesses.
 - Actively promote RCC’s tag line: *Enriching Lives. Building Community.*
 - In February 2021, present the first draft of a new strategic plan to the community.

The group concluded that the discussions had been energizing and effective in pointing the way ahead for the coming weeks and into the future.

Chair Beverly Cosham adjourned the meeting at 1:30 p.m.

*Reston Community Center
Strategic Plan
2016 – 2021*

*Adopted by Reston Community Center's Board of Governors
June 6, 2016*





VISION

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

MISSION

To create positive leisure, cultural and educational experiences which enhance the quality of life for all people living and working in Reston by:

- Providing a broad range of programs in arts, aquatics, recreation, enrichment and life-long learning.
- Creating and sustaining community traditions through special events, outreach activities and facility rentals.
- Building community through collaboration and celebration.

VALUES

In accomplishing our Vision, RCC will be:

- A respectful organization that supports and nurtures its constituents, patrons, volunteers, board and staff;
- A welcoming community resource committed to improving citizens' quality of life in Reston;
- A builder of Reston's sense of place and community traditions;
- Celebratory of people's traditions and cultural and recreational aspirations;
- An active partner with other Reston organizations;
- An organization free of physical, financial and cultural barriers;
- An accepting and open organization; and
- A responsible and accountable steward of community resources.

Reston Community Center Strategic Plan 2016 – 2021

INTRODUCTION

Reston Community Center underwent extensive discussion and community engagement to craft this Five Year Strategic Plan. Every January, board and staff gather for a Strategic Planning weekend to examine how we are performing and look ahead to coming challenges and opportunities. In January 2015, we anticipated the conclusion of our existing Strategic Plan and what issues we might address or continue to address in this Strategic Plan. During that year, we spent monthly Finance Committee and other Board Committee meetings considering not just performance but also trends that ought to be informing the 2016 – 2021 framework.

With January 2016's meetings, we embarked on engagement with our community and our partners to obtain their feedback and input, and this Strategic Plan reflects the bounty of creativity and thoughtful consideration they provided. We approach the years ahead confident that our partners will be with us; making Reston true to its foundational values and using them to provide the highest quality of life for all who live and work here.

Building on the success of the 2011 – 2016 plan, we look to the future with renewed commitment to these overarching principles of our work:

- RCC will expand Reston's access to cultural and recreational amenities, programs and services.
- RCC will leverage the strength of partnerships and collaborations with other Reston and Fairfax County agencies or organizations to serve the community.
- RCC will remain flexible in responding to changing trends and emerging community needs.
- RCC will deliver programs and services with superb and skilled staff using the best practices for stewardship of Reston's investment to maintain the public's trust.

The Strategic Plan 2016 – 2021 incorporates goals and objectives in the following focus areas:

- Facilities
- Building Community
- Programs
- Branding and Messaging
- Internal Capacity and Financial Planning

Ultimately, we want the people we serve to see their own future in this plan and to be excited about the possibilities it offers for their enrichment and enjoyment.

FACILITIES

Goal: *RCC facilities are flexible, technologically advanced, beautiful and environmentally friendly. RCC facilities are considered within the context of other community assets and planning for facilities.*

Objectives:

- a. To conduct market surveys and feasibility studies to determine optimum facilities and facility functions that will serve a growing and changing community. RCC's competitive context is becoming more complex and RCC facilities should be considered within increasing numbers of public and private options for recreation and cultural pursuits.
- b. To include existing users and community considerations as renovations and facility enhancements or new facilities are contemplated and implemented.
- c. To evaluate existing RCC facilities for their potential to meet market demands suitable to RCC's mission and to maximize their utilization.
- d. To maintain and renovate existing RCC facilities in responsive approaches to community needs.
- e. To incorporate and continuously update technology available to users that supports program and rental patron needs.

Update: January 2017

- Engagement planning for existing users and patrons launching in February 2017.
- Master Arts Plan Task Force: will conduct a comprehensive market and needs analysis consultant delivered study in 2017.

Update: January 2018

- Terry L. Smith Aquatics Center renovation project underway – community engagement, architect selection, project management in place. During 2018, planning, permitting, construction bidding. Projected start of construction: January 2019.
- Master Arts Plan Task Force – consultant for market study and needs analysis selected; planned time horizon to completion: six to nine months (January through September 2018).

Update: January 2019

- Aquatics renovation contractor selected: Branch & Associates.
- During renovation closure, Aquatics patrons will be accommodated by Herndon Community Center, Fairfax County/Reston YMCA and Reston Association; swim teams are relocated to Worldgate Sport & Health and Herndon Community Center. Reston Swim Team Association goes on practice hiatus during their winter season.
- Aquatics staff relocation and reassignment for January – October accomplished.
- Master Arts Plan Task Force – Consultant survey research complete; final report by March 2019.
- Updated RCC Lake Anne entry – Including replacement of Jo Ann Rose Gallery doors with a wall resulting in newly added exhibit space, new audio-visual equipment and an updated digital marketing display system.
- Computer Classroom workstations/teaching system: replaced all 13 computers; installed a digital display system that includes integrated audio; updated software licenses.
- Replaced the CenterStage floor.

- Continued phases of LED lighting replacement project (work lights, house lights complete – phases of theatrical lighting underway).

Update: January 2020

- The Terry L. Smith Aquatics Center Pool Renovation Project commenced officially on January 2, 2019. The project will provide two new pools, public artwork, new mechanical and filtration systems, new lighting, a new roof and upgrades in both locker rooms. Locker room upgrades include a new floor, new shower partitions, new lockers and some lockers with digital lock devices for those who forget their personal locks.
- Master Arts Plan – Plan drafting underway in December 2019; connecting this plan work to current development opportunities as well as the Fairfax County Strategic Plan.
- The CenterStage floor replacement was completed (required further work into 2019).
- Continued phases of LED lighting replacement in the CenterStage. (Seating, carpeting, assistive listening projects are calendared for 2020.)
- Replaced carpeting on RCC Hunters Woods lower level to improve the aesthetics of the entry hall to the Terry L. Smith Aquatics Center.
- Installed a new digital display in the Terry L. Smith Aquatics Center that will include information on lap lane/pool availability for drop-in patrons.
- Implemented an Environmental Sustainability Plan for RCC facilities and expanded tracking of utility data (usage and cost) to cover previous five years for comparison data.
- Participated in crafting the RFP for Solar Energy use for Fairfax County Government facilities; with establishment of the selected vendors, RCC will be able to proceed with solar panel installation on the roof of RCC Hunters Woods in 2020.
- RCC Hunters Woods History Panels display in the CenterStage lobby removed. A new display (incorporating features of the 1975-99 display) will be designed and installed in 2020.

Important Notes About Planning Processes and Final Project Outcomes:

The listed objectives for this Strategic Plan Focus Area (or Pillar) are critical to the success of the major capital projects undertaken by RCC. With respect to the Aquatics Renovation Project, these elements anchor the anticipated outcome:

- Review all available data, studies and surveys. Including:
- RCC utilization data for the programming associated with the aquatics venue.
- Available data and information regarding competitor operations.
- Park Authority Needs Assessment.
- RCC 2009 Community Survey: In that study: patrons identified strong support for the features incorporated – lap pool with cooler water, warm water pool big enough to accommodate demand, play and fun features for families, retention of the spa and how it's operated.
- Meetings – both regular Board meetings and specially scheduled meetings solely for community input and feedback on progress.
- Participation in selection of architect/design team.
- Established relationship with Fairfax County Government's Department of Public Works and Environmental Services to assure the County resources are serving the project from start to finish.

Future projects of similar or larger scope would follow the process as described above. RCC's successful facility building, expansion, or renovation projects have followed the course outlined that was used for the Aquatics Renovation project. This assures our decision-making is informed by real data, sound studies, community participation and expert oversight.

BUILDING COMMUNITY

Goal: *RCC reaches the broadest possible levels of participation in civic life by seeking and implementing strategic partnerships with other Reston/County organizations to achieve collective impact for Reston. RCC's approach to collaboration is managed within an institutional framework that strengthens the community, leverages the partners' respective strengths and is consistent with Reston's founding values.*

Objectives:

- a. To coordinate efforts that assure Reston residents and businesses have broad knowledge of RCC programs and services and how those may appeal to employees and visitors.
- b. To identify and implement systems and resources that intersect with community initiatives that are supported by RCC's mission and coordinated with our partners.
- c. To be particularly attentive to cultural, health and wellness concerns developing in the community.
- d. To reach out to new neighbors and under-served areas of the broader community with programs and services delivered where people are and to leverage those experiences to inspire these "micro-communities" to engage deeply with the broader community.
- e. To support development of a community calendar of important event and activity dates in conjunction with our partners.

Update: January 2017

- Participating in Reston Marketing Initiative – March 2017 deadline to resolve future of this undertaking.
- Sponsored the "RestON: Opportunity Neighborhood" Launch event in October 2016.
- If Reston Marketing Initiative folds efforts, prepare to stand up a Community Calendar as a function of RCC Community Building objectives.

Update: January 2018

- Creative Connections – introduced businesses/offsite locations to RCC offerings.
- Reston Opportunity Neighborhood (RestON) – RCC programming launched in neighborhood settings (Cedar Ridge, Southgate, and soon, Forest Edge Elementary School)
- RestON and the Region 3 Change Team – created inventory of school readiness and out-of-school-time (OST) providers.
- RCC Collaboration and Outreach department established – Reston Town Center programs offered in Kendra Scott and Scrawl Books retail stores.
- RCC Collaboration and Outreach director and team have met with more than one dozen property managers of residential complexes and are expanding outreach to local faith organizations to explore programming opportunities and the feasibility of scheduling programs in neighborhood-based, centrally located church sites.
- Reston Marketing Initiative – GRCC will focus on standing up a community calendar in 2018.

Update: January 2019

- Creative Connections: Continuing outreach to Reston Town Center businesses and area apartments – programs offered at Scrawl Books and the Harrison.
- Reston Opportunity Neighborhood (RestON) – Provided CPR and Beginning Sewing Classes at Cedar Ridge Community Center.
- After-school programs at Forest Edge and Dogwood elementary schools – Spanish Club, Fit and Fun Kids and Kid’s Yoga: 574 total participant visits.
- Collaboration and Outreach/Aquatics Department provided a “Lunch and Learn” with a presentation on water safety at Mountain View Alternative School. Will continue to work with the school on other programs to provide students information.
- Planned four RCC Fun Around Town events throughout the community – Family Zumba class in the Stonegate Community (50+ attendees), Ice Cream Social at St. Anne’s Episcopal Church (30 attendees), Community Block Party with Fairfax County Police at Crescent Community Center (50 attendees, 15 Police Officers) and a recreation opportunity at Cedar Ridge Community Center (canceled due to inclement weather).
- Designed and pitched a Women’s Empowerment program for a local corporation, Cooley LLC. Will continue to offer engagement with that company.
- Continued support of Neighborhood School Readiness Project by offering collateral at our pre-school drop-in events and by attending their quarterly meetings.
- Reston Marketing Initiative – Loss of staffing delayed GRCC implementation; will incorporate community calendar page in consideration of new RCC website FY20/FY21

Update: January 2020

- Aquatics instructional and professional staff provided CPR training to Opportunity Neighborhood participants (34 certified) during pool renovation hiatus.
- RCC provided sponsorship of the annual “Reston Pride” event at Lake Anne Plaza.
- Implemented a new program series: Summerbration Fun Brunch featuring weekend lunchtime entertainers at Reston Station; 26 scheduled performances – 1,102 patrons served.
- Continued and expanded Lunchtime in the Park with the Arts at Mason featuring weekday lunchtime entertainment from the student and faculty of George Mason University located at Reston Town Center with 8 scheduled performances – 854 patrons served.
- Programed “On Display Reston” at the Northern Virginia Fine Arts Festival combining ten local volunteers with New York professional dancers – participants with and without disabilities. Achieved coverage of this in the Washington Post. Very positive responses from attendees and GRACE leadership.
- Continued collaboration with the Washington West Film Festival (WWFF), the Jewish Film Festival (JFF), the ReelAbilities Film Festival and the Fall for the Book Festival (FBF).
 - WWFF: 2 scheduled performances, 74 patrons served.
 - JFF: 1 scheduled performance, 166 patrons served.
 - ReelAbilities: 1 scheduled performance, 14 patrons served.
 - FBF: 1 scheduled performance, 83 patrons served.
- Continued Creative Response speaker series with GRACE; average attendance of 20.
- Continued offering the Mindfulness Painting program at the Embury Rucker Community Shelter with an average attendance of 4 students per week.
- The Sixth Annual Camp Expo had about 340 participants and 23 exhibitors.
- Creative Connections added Balducci’s at Reston Town Center and Aperture to their growing list of offsite locations for RCC offerings.
- Continued partnering with Scrawl Books and the Harrison for RCC offerings.

- Lifelong Learning presented to Reston Rotary Club about RCC Rides and other Lifelong Learning programs.
- Established a pilot programming endeavor with the YMCA to offer “RCC at the Y.” The first session occurred on November 14 with a Holiday Wreath Making class; 9 participants.
- RCC hosted a table at Reston Station for the annual Bike to Work event; about 300 people stopped by for information. RCC will become the lead community partner for Bike to Work at Reston Station in 2020.
- Collaboration and Outreach met with the National Capital Girl Scouts Membership Specialist to discuss after school programs. Further discussion regarding how RCC can support the Reston troops will occur in 2020.
- Four successful Fun Around Town Events were held at RestON community sites with a total of approximately 250 participants. Activities included free play, ice cream socials and a National Night Out event.
- Supported planning the Opportunity Neighborhood Fall Festival held November 2 at Southgate Community Center; 175 participants.
- RCC continued Spanish Culture Club at Forest Edge Elementary School with 31 participants in the three 8-week sessions in 2019.
- Participated in the planning and implementation of the Back 2 School Bash at SLHS; 1,624 attendees.
- Promoted RCC programming at a Fall Prevention event at Inova Fairfax to more than 250 attendees.
- Offered a Holiday Gift Wrapping event at Aperture Apartments; 75 attended. Similar events were offered at VY Reston Heights and Signature Reston Town Center in December 2019.
- Reston Baby Expo had 110 participants and 15 exhibitors. A storyteller feature was added in 2019.
- RCC continues to serve on the Reston Neighborhood Readiness Team to assist with providing school readiness programs to preschoolers.
- Provided Home Instruction for Parents of Preschool Youngsters (HIPPI) facility space.
- Partnered with other organizations on the Reston Kid’s Triathlon; 476 attendees.
- Programming and Customer Service team attended a Dogwood Meet and Greet with parents and staff to discuss summer camp opportunities and provide fee waivers to eligible families. The Leisure and Learning Director and Customer Relations Director expanded those efforts to reach Island Walk (12 attendees) and Westglade Apartments (10 attendees) and will continue to cycle through all Reston Opportunity Neighborhood sites prior to all registration periods. A total of 16 fee waiver forms were submitted as a result of the visits.
- Programmers and administrative staff continue to be involved with VRPS and NRPA to explore trends, network with like-minded professionals and share ideas.
- Two members of the Leisure and Learning team spoke to teen foster children about employment opportunities and how to achieve experience to attain opportunities.
- The Director of Leisure and Learning worked with foster teens at the Reality Store, a Fairfax County Government project.

PROGRAMS

Goal: *RCC programs evolve and adapt to a changing community; programs are delivered both in RCC facilities and other community settings to assure RCC offers programs where people are living, working and playing. RCC programs serve diverse interests and are high quality, well attended and affordable.*

Objectives:

- a. To use market analysis/needs assessment results to inform programming design and decision-making.
- b. To preserve the broadest possible access to offerings.
- c. To develop a system to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.
- d. To balance services to neighborhoods within Reston with programming that brings the community together and fosters a sense of belonging to the community as a whole.
- e. To explore the potential for RCC to sponsor intramural sports leagues for ages 12 and older.

Update: January 2017

- Recreation and community capacity building needs analysis to be designed for delivery in 2017. Will investigate intersections feasible with Park Authority efforts related to indoor recreation facility planning for Reston and will seek differentiation from Reston Association efforts to date.
- Fee Waiver program expanded in 2016; individual limit increased to \$250; income eligibility thresholds increased.
- In 2016: Launched eLearning (5 enrollees in first 6 months, 2017 goal to increase to 30).
- Expanded Langston Hughes Middle School after-school drop-in programming (increased by adding cooking workshops, fashion sewing workshop, Zumba fitness in addition to the Game Day offering. September through December: 3,053 drop-in visits).
- October to December 2016: offered four Minecraft clubs at Dogwood Elementary School serving third through sixth graders. September through December: 269 visits).
- Sponsored purchase of a garden tiller for Dogwood Elementary outdoor education program.
- Sponsored a greenhouse for Terraset Elementary outdoor education program.
- Presented a Yoga Workshop for residents of Harbor Park. Well attended; will continue pursuit of similar offerings there.
- Outreach to Harrison and BLVD pending.
- Planning to coordinate program offerings with Cornerstones for their Youth Summer Series to be able to support their Cedar Ridge, Southgate, Crescent and South Glade communities.
- Continued support of the YMCA Reston Kids Triathlon; expanded connections to youth triathlons to include training sessions for Amy's Amigos in 2016.
- Expansion of summer concert series to add a new Sunday series at Reston Town Center and a Friday series at Reston Station at Wiehle-Reston East Metro station.

Update: January 2018

- Deferring survey/needs analysis to after Aquatics renovation completion.
- Launched "Lifelong Learning" approach to programming for all adults – well-received and achieving better enrollment overall for the combined offerings.
- RCC's eLearning enrollment continues; additional four enrollees in 2017. Though not reaching our target, this continues to deliver essentially cost-free revenue to RCC and provides a service to patrons.
- Continuing after school programs at Langston Hughes Middle and Dogwood Elementary – achieving more than 3,700 visits from students in 2017.

- Expanding after-school efforts to include new programs at Forest Edge Elementary starting January 2018.
- Second showing of *Screenagers* documentary in March 2017 in response to terrific feedback from the fall 2016 screening.
- Supported the Halloween family fun dates at both Cedar Ridge and Southgate Community Center in October 2017.
- Co-sponsored and coordinated Back 2 School Bash at SLHS – now incorporated in ongoing RestON efforts.
- Coordinated and hosted the fourth annual Reston Camp Expo; January 2017 (515 attendees) – now incorporated in ongoing RestON efforts.
- New community event – Mom & Baby Expo, planned for May 2018.
- Collaboration & Outreach department launched the Creative Connections program, which places unique workshops and programs in both residential and commercial settings.
- Expanded Reston Station and Shenandoah outdoor concert series.
- Pilots: arts offering for adults with disabilities; summer studio for documentary filmmaking (teens); fitness camp for children with developmental disabilities – launching in 2018.

Update: January 2019

- Needs analysis research, consultant processes to be conducted in 2019.
- Implemented therapeutic improvisational class through ArtStream; classes are averaging 10 individuals with disabilities.
- Implemented new visual arts speaker series with Greater Reston Arts Center that includes “Creative Response,” a dialogue with creative professionals on the current exhibition; “In Their Own Words,” a conversation with current exhibiting artists on their work; “Insights,” a dialogue with curators and directors of major art institutions discussing the work currently on display. Each of these averages 15-25 individuals in attendance at the GRACE Gallery.
- Implemented a “Mindfulness Painting” program at the Embury Rucker Community Shelter. Program has served (average) 4 participants each week and resulted in 3 individuals displaying their work in an RCC art exhibit.
- Implemented a new pilot program entitled “Lunchtime Concert Series in Reston Town Square Park” (four events in June and September featuring dance, a rock band, a theatre performance and a jazz vocalist) serving 236 patrons (theatre event was rained out). Planning is underway for 2019 with George Mason University as the content partner.
- Began using QR codes in order to capture more survey results from patrons attending community events; still tweaking.
- Expanded after-school programs at Forest Edge and Dogwood elementary schools. Will continue to add programs based on family interests.
- Continued after-school programs at Langston Hughes Middle School – over 2,500 participant visits.
- RCC eLearning had some new registration in 2018. Still not hitting our goals, but has no expense related to promoting the program.
- Continued co-sponsoring and committee involvement with Back 2 School Bash at South Lakes High School (Part of RestON program planning.) Attendance was 1,402.
- Participated in a Dogwood Elementary School “Back-to-School Day” event which was formerly their “Back-to-School Night” – was an opportunity to provide information about RCC programs; more than 400 people attended.
- Coordinated and hosted the fifth annual Reston Camp Expo in January for more than 480 people visiting with 29 vendors.

- Held the first Reston Baby Expo in May 2018 – 123 attendees.
- South Lakes High School Teen Job Fair – worked with the school’s career center to provide information on area employment – more than 200 students attended. Will continue to work with this program.

Update: January 2020

- Aquatics programming scheduled for fall of 2019 was canceled due to the renovation project delay.
- New programming in aquatics has been designed: Mile Swim Club, Paddle Board Fitness, “Women Only” swim periods; will encourage more participation, provide flexibility on when to swim and create healthier lifestyles. Designed more aquatics community events with “Underwater Easter Egg Hunt,” a new water safety event and “Boo at the Pool.”
- Continued Art Stream programming with 9 (out of 12 maximum) students (serving students of different abilities.)
- Expanded and connected “Equity Matters” content with similarly themed content across all applicable Arts and Events and Leisure and Learning categories of offerings.
- Partnered with Fairfax County Library to offer Exploring American Folk Music; 25 attendees.
- Partnered with Reston Hospital to offer two health related programs at RCC. “Joint Pain” attracted 28 enrollees; “Stroke 101” had 22 participants.
- RCC Rides continues to grow; as of 12/20/19, a total of 1,120 rides have been given, 6 more drivers volunteered. Volunteers have contributed 884.5 volunteer driving hours.
- Youth/Teen offered a Valentine Giving program; participants made ten blankets which were donated to an area hospital. This program will continue, possibly offsite.
- Diva Central provided dresses to 80 students and had 15 youth and adult volunteers from the community.
- Continued offering Osher Lifelong Learning Programs. In 2019, OLLI held 51 sessions with 529 attendees.
- Based on customer satisfaction survey inputs, Fitness continues to add class sessions that are in demand and requested by patrons; the programming extends longer with more participation options.

BRANDING & MESSAGING

Goal: *RCC is recognized as an essential ingredient of the Reston lifestyle. RCC is a trusted community partner in achieving broad civic engagement and efforts that enhance Reston’s cultural, recreational and leisure-time experiences.*

Objectives:

- To build on market and needs analysis results to target marketing to appropriate audiences.
- To highlight RCC’s strengths and positive impacts on community life.
- To increase awareness of RCC through external and internal branding and marketing strategies that reinforce a distinctly “RCC” image.
- To use all available platforms to communicate – including digital, multi-language and traditional print.

- e. To develop and deploy an “app” for RCC and Reston – to be used on the spur of the moment by residents, employees or visitors to participate or enroll.
- f. To coordinate RCC marketing across and among partner platforms.
- g. To ensure messaging consistently reflects our vision, mission and values.

Update: January 2017

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

Update: January 2018

- Provided editorial content to Reston publications that demonstrate RCC’s vision, mission and values; Viva Reston; Reston Lifestyles; etc.
- Redesigned print publications to reflect Leisure and Learning changes (no 55+, new Lifelong Learning, Youth incorporating Teen/Family offerings) while reducing page count. This effort helps to minimize print and postage costs.
- Launched *PLAY* e-newsletter for youth 12 years and younger in April 2017.
- Social Media strategies:
 - More deliberate in linking fact-based evidence with our programs.
 - Sharing of current headlines/stories/studies to demonstrate that RCC and its staff are recreation professionals and thought leaders in their field.
 - Expansion of real-time and post-event social media presence.
 - RCC “Celebrates [holiday/”Hallmark” days]!” posts; built on natural audiences for holidays, occasions.
 - Better coordination with partners – sharing and re-posting their content when we are sponsors.
 - Facebook: Average non-profit engagement is 4.5%; our sample average is 4.7%; we have 2,347 “followers” and have greatly improved our organic reach through rigorous pre, near, real-time, and post-event posting as well as tagging and sharing with partners and content providers.
 - Twitter: Average non-profit engagement is 1.6%; our average is .8%; currently have 1,002 followers.
 - Instagram: Average for non-profit pages is 2.29%; our average is 5.35%; we currently have 466 followers after launching our presence in February 2017.

Update: January 2019

- Began highlighting RCC’s strengths and positive impacts on community life through published fact-based evidence: weekly social media thought-leader posts continued.
- Maximized online tools (e.g. Facebook Boost, Instagram add-ons such as Countdown Clock, Snapchat geotagging and filter features) to reach specific demographic groups.
- Acquired a digital display monitor and in process with acquiring applicable cloud-based software to enhance onsite communications at RCC Lake Anne.
- Social Media:
 - Expanded real-time and post-event social media presence.

- Leveraged Fairfax County’s newly launched Spanish-speaking radio station to communicate about RCC programs and events in Spanish.
- Continued coordination with partners – Tagging, sharing and re-posting content. Leveraged Facebook Events Calendar function to expand reach with partners.
- Continued use of Constant Contact to send email messages and three monthly e-newsletters to more than 14,000 contacts.
- Facebook: we have 2,737 “followers” and have greatly improved our organic reach through rigorous pre, near, real-time, and post-event posting as well as tagging and sharing with partners and content providers.
- Twitter: We currently have 1,170 followers.
- Instagram: Launched in February 2017; we currently have 1,053 followers; 72% of whom are women. Our largest age group: 25-34. Our Instagram reach has been built on natural audiences for holidays and occasions.

Update: January 2020

- Highlighted RCC’s strengths and positive impacts through participation in Countywide initiatives: One Fairfax (development of Agency’s Equity Impact Plan), Chairman’s Stakeholders Council on Race and Complete Count Census 2020.
- Expanded content for published brochure “Equity Matters” and pushed publication to twice yearly.
- Completed successful communications and community engagement plans for Agency initiatives:
 - 2019 RCC Community Survey
 - Launch of RCC 40th Anniversary YouTube Series
 - RCC Pool Renovation Project and Aquatics recruitment. Used Google Nest to archive and share video footage of the project as it progressed; provided monthly updates on RCC’s website.
 - Launched and integrated Fun Brunch Series at Reston Station in marketing collaterals for summer offerings in offsite locations.
- Continued relationship with Fairfax Times and the Fairfax Connection for long-form editorial content related to Professional Touring Artist Series.
- WDVM conducted an interview with RCC’s Collaboration and Outreach Director about Diva Central.
- Developed communications Operating Guidance Memoranda as well as the Marketing and Community Relations Plan for accreditation standards.
- Developed seasonal media planning worksheets; will incorporate in event planning.
- Developed agency approach to identifying award-potential programming, operations innovations; marketing campaigns or facility projects for submissions throughout the calendar year.
- Social Media – RCC’s footprint in social media environments expanded to include:
 - Facebook: 3,404 “followers” (~25% increase from 2018).
 - Created 775 Facebook/Twitter posts (as of 12/23/19). The Community Survey post and Reston Multicultural Festival Entertainment Schedule announcement received the highest level of engagement (clicks/comments/shares). Posts with videos (PTAS) receive consistently high engagement.
 - Strengthened coordination with partners – tagging, sharing and re-posting content. Leveraged the Facebook Events Calendar function to expand our reach with partners. Improved our organic reach through rigorous pre, near, real-time, and post-event posting.

- Continued use of Constant Contact (~11,000 active emails) to send targeted messages and three monthly RCC e-newsletters (*Insights/Spotlight/PLAY*).
- Instagram: Launched in February 2017; we currently have 1,473 followers (~40% increase from 2018);
- Twitter: We currently have 1,297 followers (~11% increase from 2018).

INTERNAL CAPACITY & FINANCIAL PLANNING

Goal: *RCC achieves accreditation from the National Recreation and Parks Association (NRPA) demonstrating that we employ best practices with sound governance and stewardship to deliver the optimum results for our community. RCC financial planning considers facility development impacts within a ten-year time horizon.*

Objectives:

- To assure that equitable access and practices are principles applied to programs, services and facilities.
- To add tools, processes and systems approaches that are consistent with NRPA accreditation requirements to existing policies, procedures and governing documents where necessary.
- To employ user-friendly online enrollment and/or purchasing options.
- To develop and deploy easy-to-use feedback loops for programs and services evaluation.
- To consider long-term facility-related demands and other relevant factors in financial planning for capital projects, core budget considerations and reserves management.

Update: January 2017

- Adopted new Fee Waiver program practices.
- Accreditation efforts underway; staff to attend NRPA workshop in February 2017 (coordinated via Park Authority). Employee Manual draft in progress.
- RecTrac upgrade scheduled in February 2017. Achieved new gateway processing contract in 2016.
- Refinement of Capital Project and Reserves strategies in January 2017.

Update: January 2018

- Accreditation team progress: establishment of Knowledge Owl web location for documentation, Operating Guidance Memoranda in progress, Board review of OGMs in spring 2018.
- RecTrac upgraded. Exploring potential for use as publication platform.
- Capital project and reserves management strategies established to support TLS Aquatics Center renovation project.
- Agency audit completed in 2017 by Fairfax County Internal Audit team. Recommendations made and implemented to update practices in purchasing, time keeping and PCI Compliance (credit card security). Created current and compliant Operating Guidance Memorandum for financial practices related to billing and reconciliation.

Update: January 2019

- Established a Board of Governors Ad Hoc Accreditation Committee to review collected draft Operating Guidance Memoranda (OGM) for policy-related areas.
- RecTrac upgrade complete; publishing module acquired – launching with Summer Program Guide 2019.
- Capital Project/Capital Maintenance planning tool implemented.
- Compliance calendar established for Financial OGM operation; Booking & Reconciliation Specialist position established and filled.

Update: January 2020

- Accreditation milestones completed: Policy and User Manual updated and approved by RCC Board of Governors; Operating Guidance Memoranda with policy intersections approved by RCC Board of Governors; RCC Recreation and Program Plan, Master Plan – created by staff and approved by RCC Board of Governors. RCC BOG Ad Hoc Accreditation Committee completed all editorial input and moved approvals through full Board. Accreditation process announced to County C-Suite and key agency heads for support to proceed. Accreditation visit will occur in either April or May of 2020.
- RecTrac publishing module implemented – migrated all publishing activity out of Access database environment completely.
- Computerized Maintenance Management Software (CMMS) purchased; staff training scheduled in the first quarter of 2020. Will consolidate all agency capital project, maintenance, equipment and related activities in a single tool.
- IntelliTrac (RecTrac) module added to inventory with training/implementation taking place first quarter of 2020. Will enable data dashboards to be available to all staff requiring RecTrac-based data for planning, implementation and budgeting purposes.
- Ali Clements received an Outstanding Performance Award in March 2019.

METHODOLOGY

To meet the Goals and Objectives of the Reston Community Center Strategic Plan 2016 – 2021, the Board and staff establish annual work plans/budgets and associated criteria for success. Measures we use annually across programs and services areas tell us that our direction and activities are sound, e.g., participation, cost recovery within targets, patron satisfaction feedback and community meetings or other types of engagement. There are also specific measurable objective outcomes associated with the five focus areas of this plan. The staff reviews our plan objectives and the associated activities with the Board of Governors every January. From February through June, culminating with the Annual Public Hearing for Programs and Budget, the Board and staff report our progress in achieving our objectives; gather new information from the community; adjust if needed to changing circumstances; and produce the next budget and capital improvements/maintenance plans accordingly.

General Evaluation/Measurement Tools

These data points are benchmarks that will be reflected in our budget documents and Annual Reports.

- a. Participation and Program Highlights
- b. Customer Satisfaction Surveys – Programs and Services
- c. Cost Recovery

- d. Business Systems Performance for Patrons – Use of e-commerce; social media metrics

Facilities

Outcomes to be measured with respect to “Facilities” Goals and Objectives include:

- a. Market surveys and feasibility studies are completed (addressing both recreational and cultural/arts environments). Results are shared with the community and stakeholders.
- b. Renovation and capital project/maintenance plans for existing facilities include updated technology, address current and future program participation and provide for high levels of utilization.

Building Community

Outcomes to be measured with respect to “Building Community” Goals and Objectives include:

- a. Participation in RCC programs and services by the community, particularly Reston employees, is increased.
- b. RCC outreach to various Reston neighborhoods is established.
- c. A Reston marketing campaign with multiple partners is established that includes a community calendar function.

Programs

Outcomes to be measured with respect to “Programs” Goals and Objectives include:

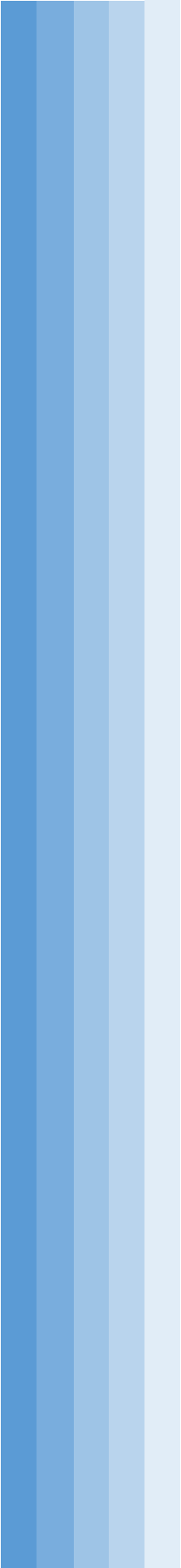
- a. Market analysis and needs assessment provide direction to program planning and implementation.
- b. Agreement frameworks are established that outline the relationships between RCC and partners or program sites.
- c. Reston’s “Opportunity Neighborhood” initiative reaches under-served youth across the community to improve their health, academic performance and wellbeing.
- d. The best role for RCC to play to foster more youth involvement in intramural sports activities is determined.

Branding and Messaging

Outcomes to be measured with respect to “Branding and Messaging” Goals and Objectives include:

- a. Communication platforms expand and feature new inclusion strategies such as use of non-English language formats.
- b. RCC has communications strategy agreements with its partners.
- c. The RCC “app” to promote enrollment and/or involvement is deployed and use can be measured.

Internal Capacity and Financial Planning



Outcomes to be measured with respect to “Internal Capacity and Financial Planning”
Goals and Objectives include:

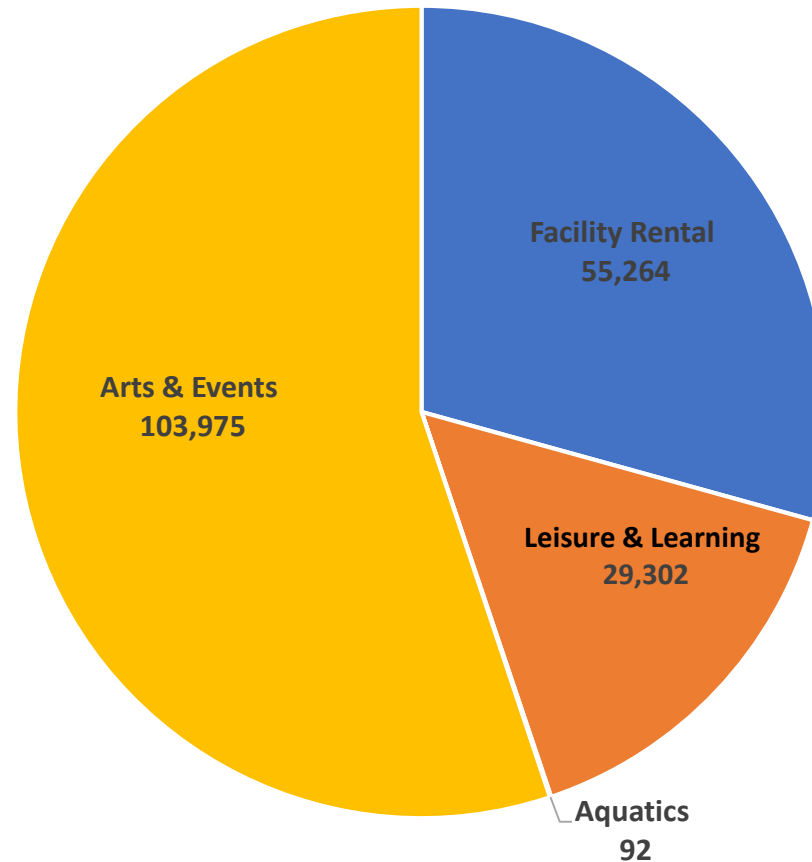
- a. RCC is NRPA accredited.
- b. Online transactions comprise a significant level of enrollment and other purchasing.
- c. A Ten-Year Capital Project/Maintenance Planning Framework is established that includes funding strategies.

CONCLUSION

Strategic planning is an approach to marshaling resources to achieve a common good with purpose and efficiency. This plan is not set in stone – it is intended to be a guide to help us stay on course, adjust course or change course as our community circumstances may prescribe. It’s a plan that will seek involvement from the people we serve and reflect their interests and contributions. We look to the future with excitement and are mindful of the period of change ahead for Reston. Given the Reston hallmarks of inclusivity, creativity and imaginative planning, we are confident the years ahead will be Reston’s best – for the people of our great community and their community “center.” Let’s get started!

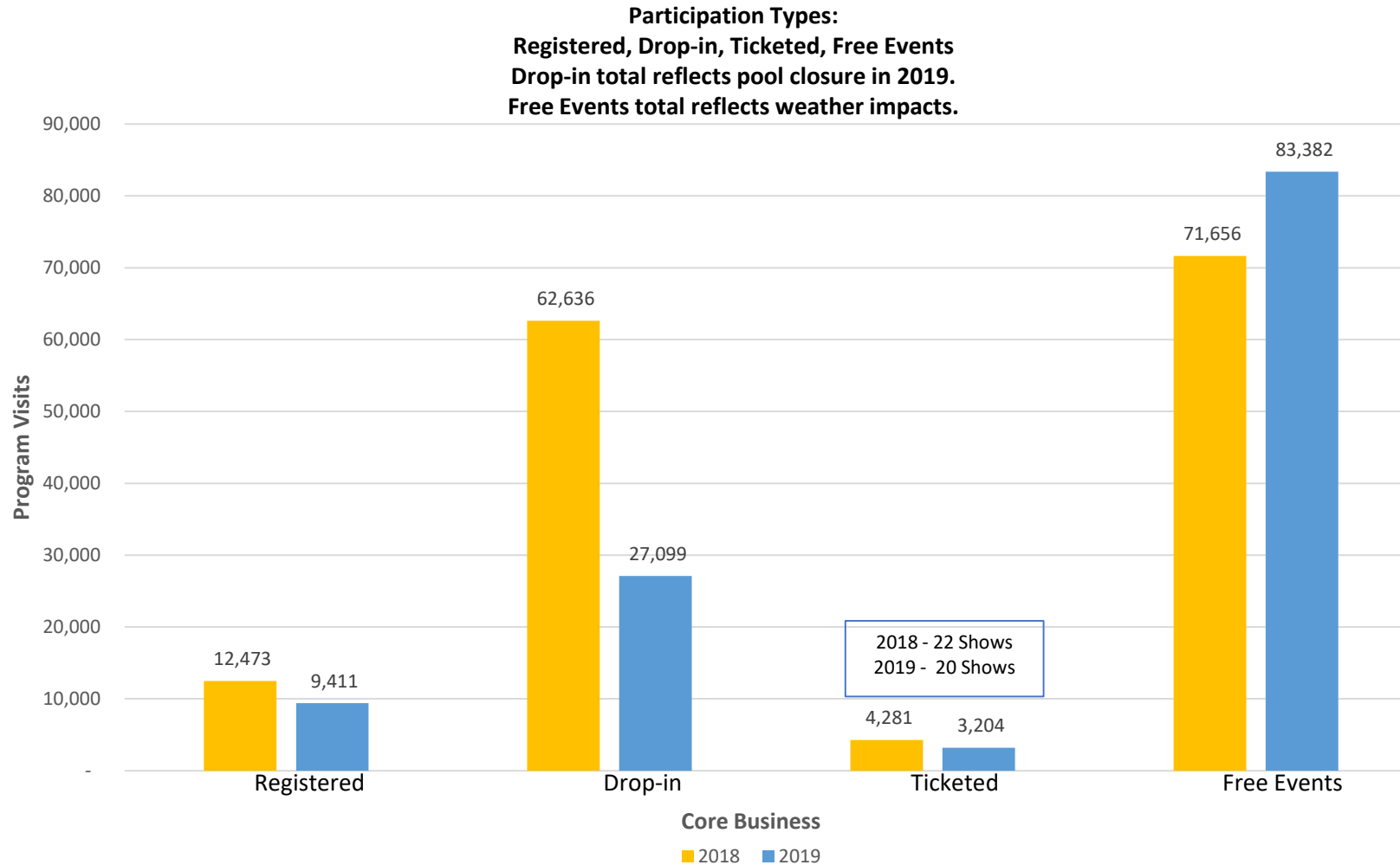
RCC 2019 Year in Data: Participation

Community Participation by Line of Business
(January - December 31, 2019)

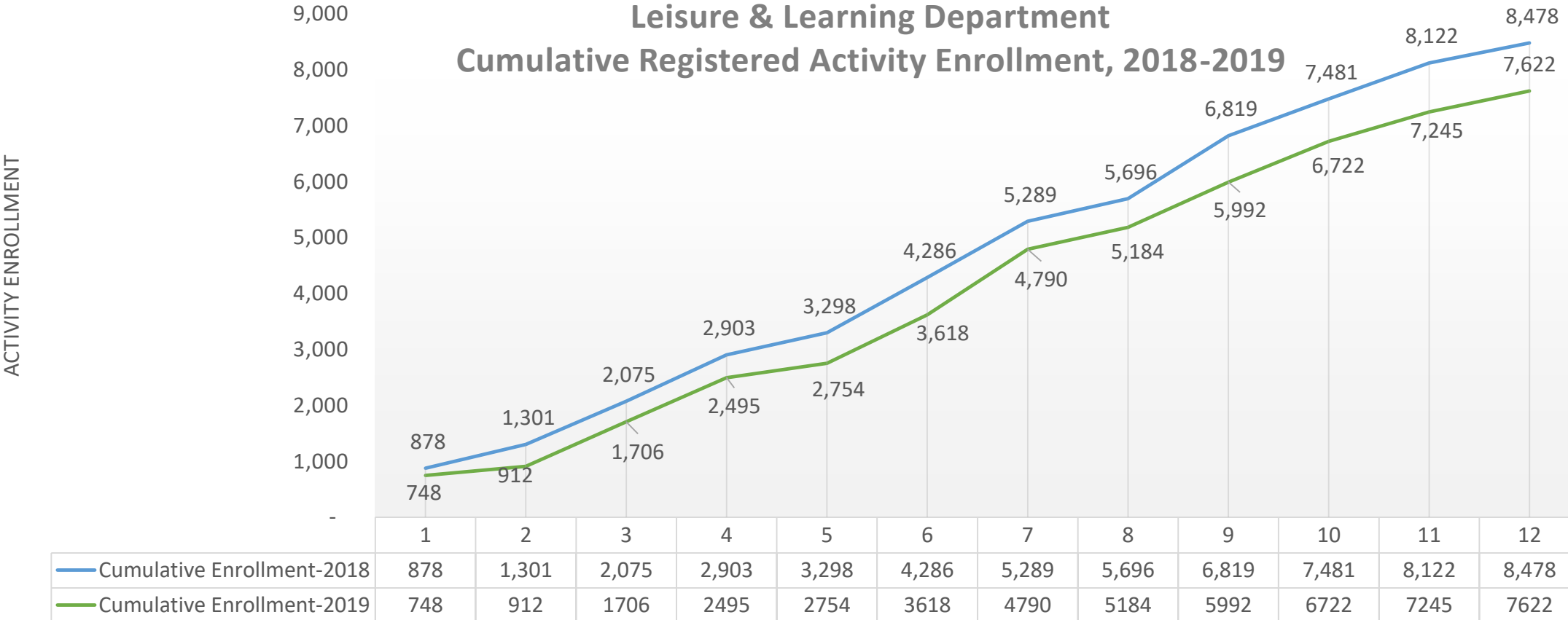


Total Participation: 188,633

RCC 2019 Year in Data: Participation by Type

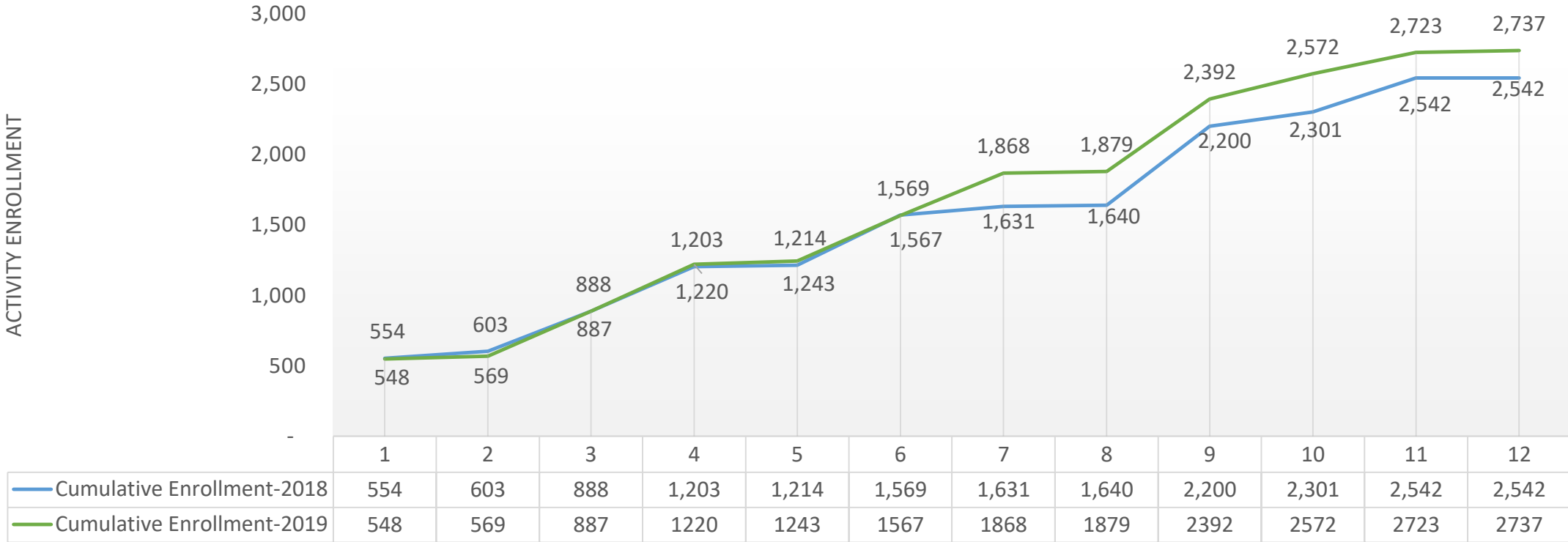


RCC 2019 Year in Data: Leisure & Learning



RCC 2019 Year in Data: Fitness

L&L Fitness
 Cumulative Registered Activity Enrollment, 2018-2019

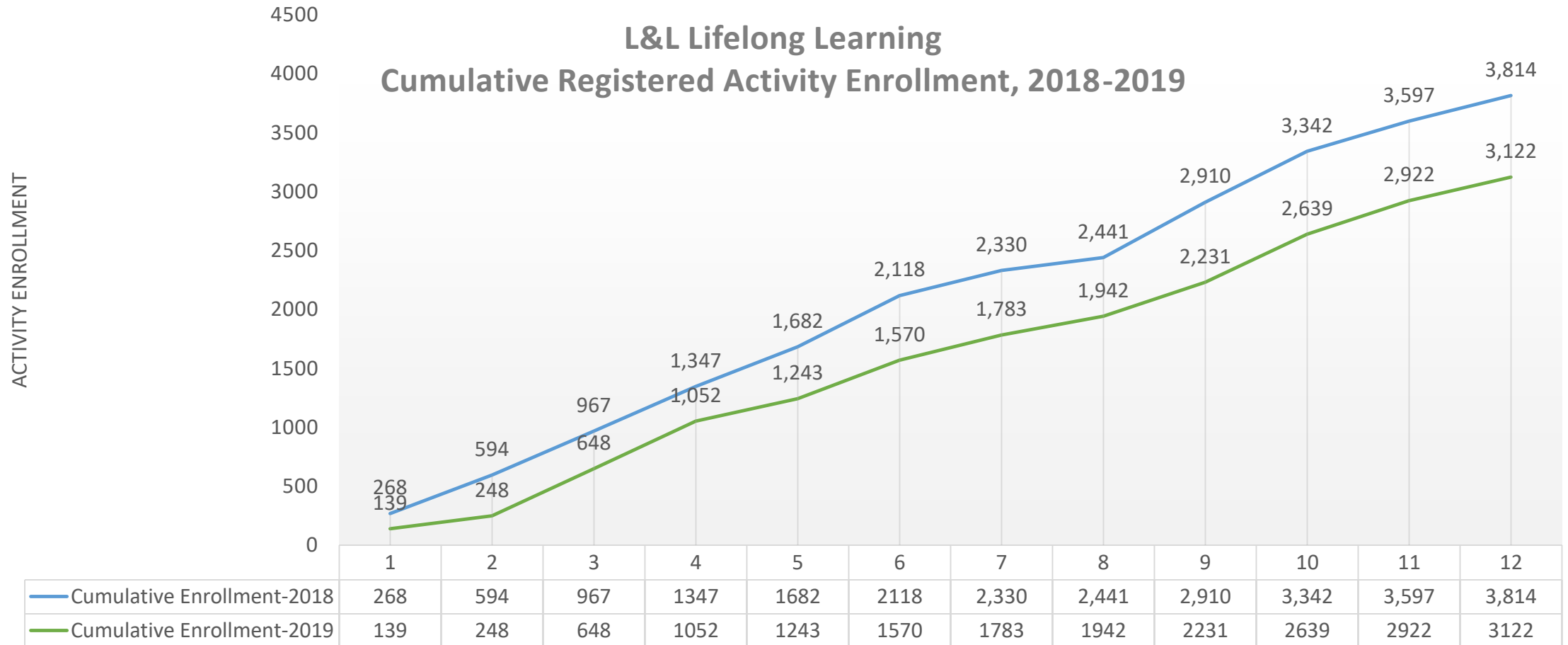


RCC 2019 Year in Data: Fitness Drop-in



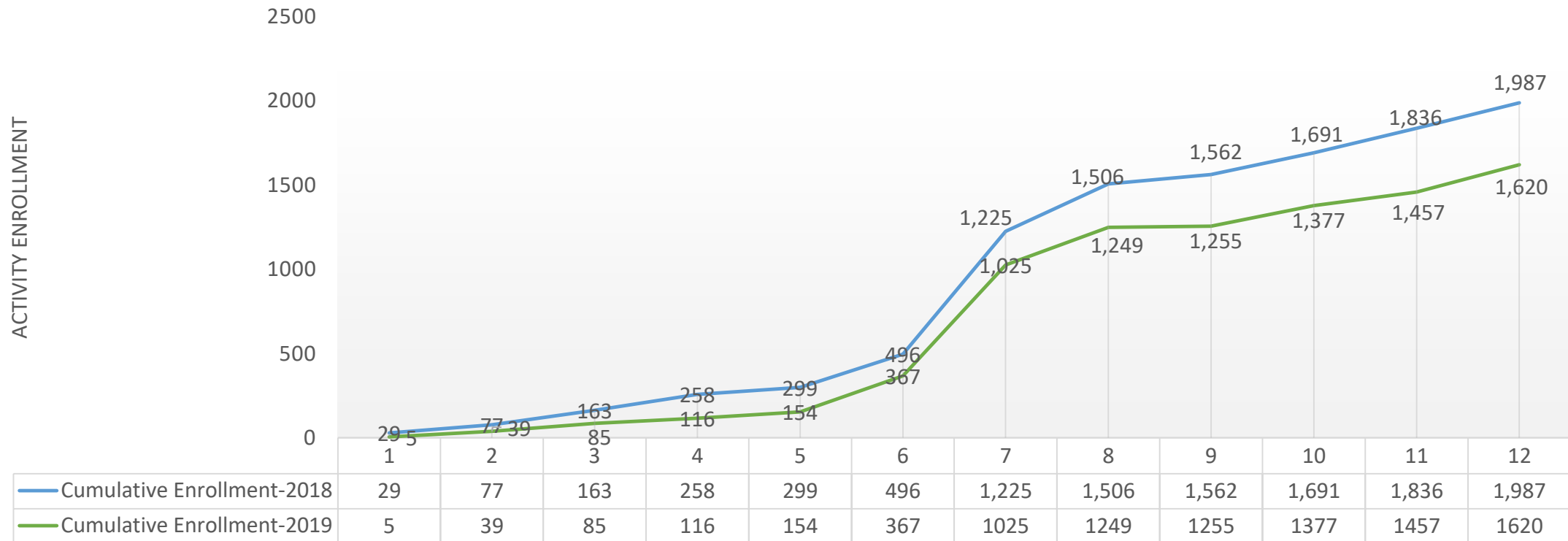
— Cumulative Attendance-2018	500	1,064	1,510	2,127	2,649	3,272	3,836	4,309	4,811	5,548	6,116	6,484
— Cumulative Attendance-2019	458	1026	1597	2158	2658	3172	3796	4303	4877	5484	6045	6429

RCC 2019 Year in Data: Lifelong Learning



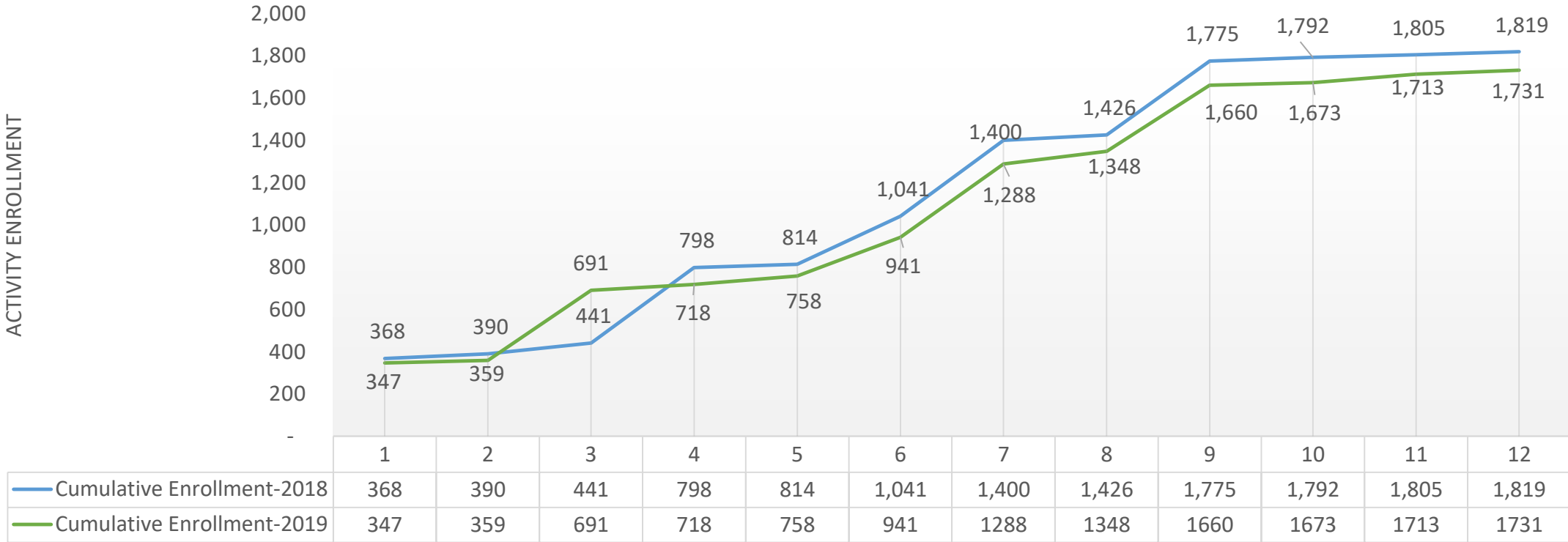
RCC 2019 Year in Data: Youth/Teen

L&L Youth-Teen
Cumulative Registered Activity Enrollment, 2018-2019



RCC 2019 Year in Data: Arts Education

Arts Education
Cumulative Registered Activity Enrollment, 2018-2019



RCC 2019 Year in Data: Aquatics Program and Non-Fitness Drop-in Totals

- **Aquatics 2019 Enrollment – 58** (CPR and Certification classes)
- **Aquatics Drop-in: Offsite – 34** (Cornerstones offsite CPR classes)
- **Aquatics Total for 2019: 92**

- **Arts Education Total Drop-in: 4,959**

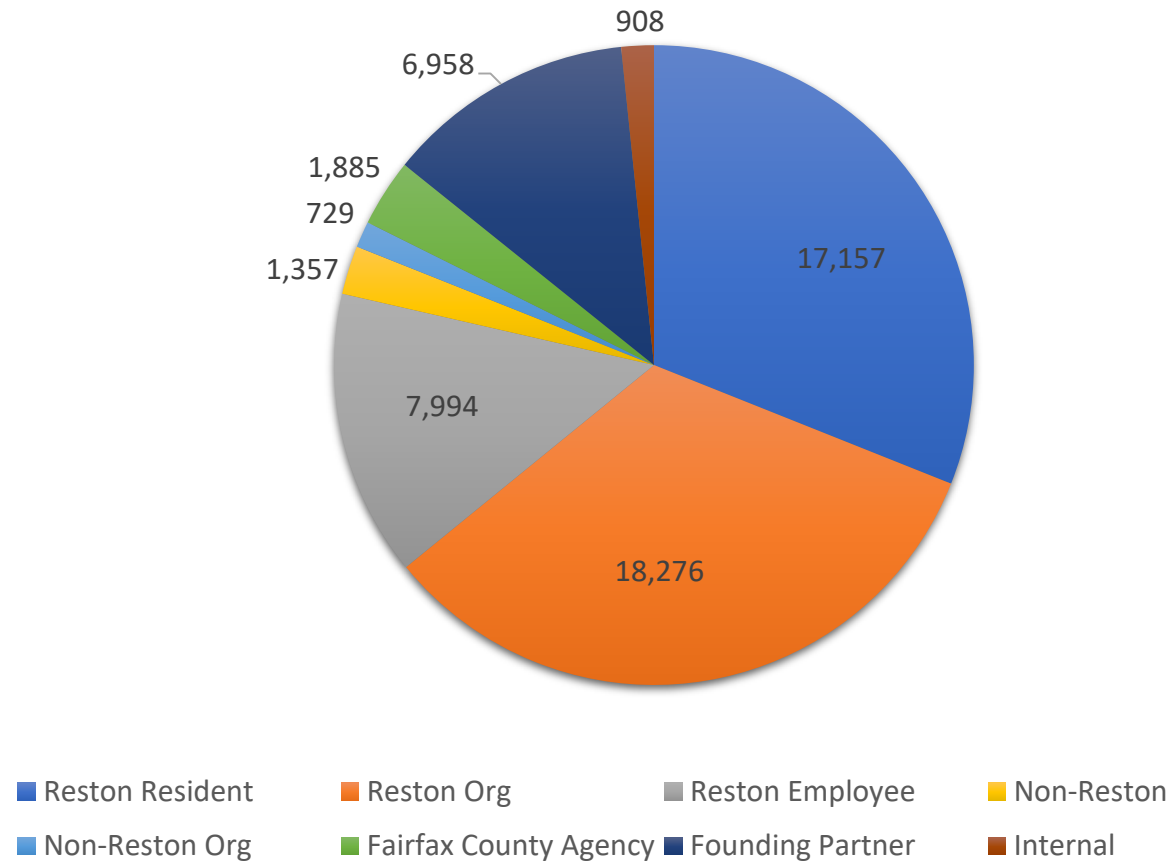
(Includes Ceramics studio, YAT and LARK presentations, GRACE programs, etc.)

- **Leisure and Learning Total Drop-in: 15,251**

(Includes offsite offerings, events, collaboration/outreach, social groups – fitness drop-in shown in slide 5)

RCC 2019 Year in Data: Facility Rentals

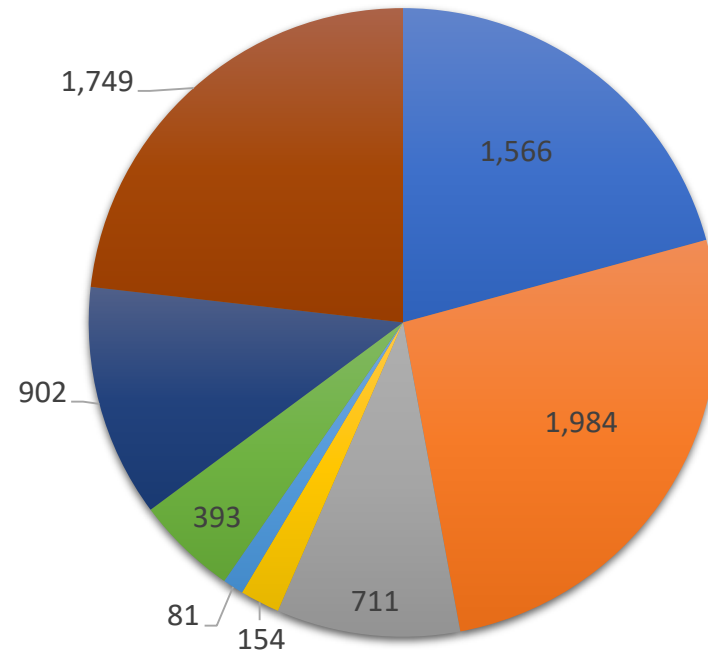
Rental Attendance by Household Type



Total Attendance:
55,264

RCC 2019 Year in Data: Facility Rentals

Rental Hours by Household Type



CenterStage Rental Hours
730

Meeting Room Rental Hours
6,810

- Reston Resident
- Reston Org
- Reston Employee
- Non-Reston
- Non-Reston Org
- Fairfax County Agency
- Founding Partner
- Internal

RCC 2019 Year in Data: Fee Waiver Use

- **Fee Waiver Value Utilized by Type of Use:**

• Activity (registered classes, trips, tickets, etc.)	\$41,698
• Pass (Note: pool closure)	\$615
• Summer Camps	\$66,453
TOTAL in 2019:	\$108,766

- **Fee Waiver Households and Individuals Counts:**

- 253 Unique Households
- 439 Unique Family Members

RCC 2019 Year in Data: Fee Waiver Use By Age Cohort

Number of Fee Waiver Uses	Age Range
309	1-10 years old
343	11-20 years old
5	21-30 years old
39	31-40 years old
30	41-50 years old
34	51-60 years old
111	61-70 years old
456	71-80 years old
229	81-90 years old
2	91-100 years old

RCC 2019 Year in Data: Fee Waiver Use By Household Zip Code

	20190	20191	20194	Other
Total Unique Households	94	147	6	6
Passes	10	7		
Summer camps	11	37	6	4
Activities	88	120	2	4

Patron Satisfaction Surveys Results (Calendar Year 2019, paper and electronic survey results combined)

	Forms Returned	High quality program		Enhanced Life/Skills		Reasonable cost		Appropriate location		Helpful staff		Would recommend	
		SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%
Leisure and Learning													
Lifelong Learning	660	71.5%	21.2%	57.1%	31.6%	75.7%	20.8%	75.5%	21.3%	77.0%	17.0%	78.5%	18.3%
Fitness	503	83.9%	12.5%	77.1%	17.9%	74.9%	22.5%	73.3%	24.1%	80.3%	16.9%	83.5%	14.3%
Youth/Teen Collaboration and Outreach	123	65.0%	26.8%	48.8%	33.3%	59.3%	36.6%	68.3%	29.3%	70.7%	23.6%	74.0%	22.8%
	22	59.1%	40.9%	50.0%	31.8%	81.8%	13.6%	81.8%	18.2%	95.5%	4.5%	81.8%	18.2%
Average each:		75.4%	18.7%	63.9%	26.5%	74.0%	22.8%	74.1%	23.1%	78.0%	17.4%	80.1%	17.2%
Strongly agree avg + Agree avg:		94.2%		90.4%		96.8%		97.2%		95.4%		97.2%	
Aquatics													
	0												
Strongly agree + Agree:													
Arts and Events													
Arts Ed	475	77.6%	19.2%	70.9%	24.5%	69.8%	24.9%	71.5%	25.1%	80.3%	16.5%	81.9%	16.0%
Comm Events	1290	77.2%	21.3%	55.9%	32.5%	85.5%	9.8%	82.0%	16.4%	79.2%	16.1%	84.3%	14.2%
PTAS	608	86.0%	12.0%	73.2%	22.0%	81.7%	16.5%	85.7%	14.1%	82.9%	14.1%	87.3%	11.5%
Average each:		79.5%	18.5%	63.3%	28.2%	81.4%	14.5%	80.9%	17.5%	80.3%	15.7%	84.6%	13.9%
Strongly agree avg + Agree avg:		98.1%		91.5%		95.9%		98.4%		96.0%		98.4%	
Facility Rentals													
	72	79.5%	16.4%	50.7%	20.6%	72.6%	26.0%	83.6%	15.1%	84.9%	6.9%	80.8%	16.4%
Strongly agree + Agree:		95.9%		71.2%		98.6%		98.6%		91.8%		97.3%	

Total # surveys: 3753



RCC Strategic Planning Meetings: January 3 and 4, 2020

Staff Report: Analysis of Program Offerings for Teens and Participation by Teens

Range of Offerings

Registered Programming (Classes, Trips and Tours, Camps)
Drop-In (ages aren't tracked for drop-in programming except for drop-in use related to passes)
Events (participation where it's clearly identifiable teens the event is serving or can be observed; volunteer support and presenting content)
Offsite (primarily school-based)
Swim Team (SLHS)
Employment (theatre technicians, lifeguards, camp counselors)

The table of program offerings for 2019 is representative of a typical year for RCC; it indicates a count of approximately 3,900 participations from the target age group. Aquatics numbers are from 2018 due to the closure through 2019. Overall, teen participation as an age cohort is a small percentage of participation compared to the total reach of RCC programming and services, but not inconsiderable.

Notes Regarding Offerings

1. When making exceptions to advertised age ranges to facilitate participation by teens, more often than not the age range is excepted on the upper end of a youth age range (moving from 12 as the highest age to older) rather than lowering the age range in adult offerings.
2. Establishing content for a specifically teen-oriented population is not always successful. Trends are analyzed, other professionals are consulted, and teens themselves are asked about what appeals to this age cohort. Sometimes the programming is successful and sometimes the content trend has already died by the time the offering is published in our program guide (registered offerings primarily).
3. Designing volunteer opportunities to fulfill community service requirements for school is a successful strategy, but timing is important. Volunteering for teens is most successful in the context of events.
4. Taking programming to school sites remains the most effective and efficient way to impact large cross-sections of the community's teen population.
5. We have no way of tracking how many teens are served in the Facility Rentals line of business. It is a substantial number because of how many graduation parties, Quinceañeras, Eagle Scout ceremonies, and similar event rentals we host that are obviously focused on teens. The Aquatics rental for SLHS swim team is an important service to this age cohort.

Conclusions

Staff will continue to examine content options that can address teens specifically and assure that there are options available to this age cohort in each programming cycle. We will review the issue of providing SAT preparation or something similarly related to preparing for post-high school experience. We issued an RFQ for SAT prep, but the responses came in at pricing levels that make a formal RFP process necessary. As we explore content options, we will look at creating a "teen panel" or focus group to test ideas and obtain feedback regarding the wants we might fulfill.

Providing after-school offerings and artist residency experiences in the middle school and high school settings will continue as this will ensure we are reaching a broad range of the community. Employment opportunities will continue to be important to our functions and service to this age cohort. We will examine our age range assignments and where the content is aligned raise or lower the age range to include more teens. We haven't yet explored what the potential interest may be in intramural sports activities and will do so to determine if that can be an effective approach to providing more and compelling teen content.

Activity Type	Program Title	Age Range	# of Participan	# of 13 and up	Notes
Arts Education	Young Actors Theatre Winter	7 - 15 years	27	7	
	Young Actors Theatre Spring	7 - 15 years	20	5	
	Young Actors Theatre Fall	7 - 15 years	29	2	
	Young Actors Theatre Summer	12 -17 years	25	25	
	LARK (4 sessions)	7 - 13 years	121	11	
	"So You Want to go to Art School"	14 - 18 years	4	4	
	YAT Zen Zone (5 Sessions)	7 - 13 years	128	4	
	Yumi Kurosawa SLHS IB Music Class 2/12	14 - 18 years	58	58	
	Performance Group for Cathy Hudgins Event	8 - 12 years	11	2	
Arts Education Employment	LARK Counselors	16 - 18 years	2	2	
	YAT Staff	16 - 18 years	2	2	
	YAT Volunteer Production Assistants (year-)round	15 years	4	4	
Performing Arts Employment	Theatre apprentices	16 - 19 years	5	5	
School partnership SLHS	Pyramid Schools Music workshop at Hunters Woods	13 - 19 years	250	250	
MLK Artist Residency/Schools	Crys Matthews performance	13 - 19 years	1000	1000	SLHS snowed out, would have added 600 more
Comps to PTAS show	Yumi Kurasowa	13 - 19 years	11	11	
Community Events Multicultural Festival Performers	Color Guard, Chorus, Folk Ensemble, Foley Academy, Step Team, Kalavaridhi Indian Dance, Travelling Young Players, Taiwain YoYo Demonstrantions	13 - 19 years	79	79	
Community Events Founders Day Performers	Langston Hughes Middle School Panther Jazz Band	13 - 19 years	22	22	
Community Events Holiday Performers	Lindsey Hirshfeld (guitarist)	16 years	1 performer and 3 performances	1	
Community Events	Multicultural Festival volunteers	13 - 19 years	37	37	
	Community Coffee, MLK RCC Events, Egg Hunt, YAT, Diva Central, Cell Phones 101	13 - 19 years	47	47	
Fitness Classes	Body Scuplting	16+	91	0	
	Fitness for Kids	6 - 14 years	Canceled		
	Fitness Fusion	55+		5 unique, 15 total	must have been ok'd to register
	Kids Triathalon		475		not sure how many teens, if any
	Learn to Bike	13+	10	5	
	Learn to Bike Youth	6 - 12 years	54	3, 13+	must have been ok'd to register
	Nia	16+	14	1	the one was 18

	Pilates Mat	16+	88	0	
	Self Defense for Women	15+	30	2	
	Intro to Stand Up Paddle Boarding 300750	13+		2	
	Tae Kwon Do I & II	6+	133	17 unique, 45 total	
	Zumba Family	5+	38	0	
	Zumba Fitness	16+	163	1	
	Zumba Toning	16+	94	1	
Youth Registered Offerings	3D Designing with SketchUp Make It	11 - 12 years	5	1	exception made
	Archery Camp for Teens	11 - 17 years	9	9	1 on waitlist
	Babysitting	11 - 14 years	7	4	
	BSA Scouts - Cooking Merit Badge	10 - 17 years	5	4	1 on waitlist
	Chocolate Candy Making for Tweens & Teens	10 - 17 years	16	7	
	Geocaching	8 - 12 years	12	1	exception made
	Cadette Badge - Book Artist - canceled due to under-enrollment	11 - 14 years	0	0	
	Cadette Badge - Comic Artist - canceled due to under-enrollment	11 - 14 years	0	0	
	Cadette Badge - Science of Happiness - canceled due to under-enrollment	11 - 14 years	0	0	
	Halloween Spooktacular	5+	21	2	
	Historical Swordsmanship	9 - 14 years	11	5	
	Journalism and Communications for Teens - canceled due to under-enrollment	13 - 17 years	0	0	
	Kings Dominion Fear Fest	12 - 18 years	34	27	
	Learn to Code - a Beginners Guide	11 - 16 years	12	5	
	LHMS After School Programs (through Dec. 10); staff estimates that 20-25 kids repeat participation from week to week.	11 - 14 years	956	956	total participation count
	Minecraft II	9 - 12 years	27	4	exceptions made
	Mosaics II	9 - 12 years	11	2	exceptions made
	Paintball Camp for Teens	13 - 18 years	16	16	
	Parkour II	9 - 11 years	14	1	exception made
	Pawtopia Pet Camp	9 - 13 years	23	9	
	Pet First Aide/CPR	14+	8	0	All participants older than 18
	Pysanky Eggs	10+	12	0	
	Raspberry Pi	10 - 12 years	8	0	
	RCC Teen Leadership Council - canceled due to under enrollment	13 - 18 years	0	0	
	Road Rulz Camp	11 - 17 years	175	125	plus 51 on waitlist
	Rock Climbing	11 - 17 years	11	4	

	SAT Camp	14 - 18 years	15	14	No longer offered; no provider. There were 13 teens waitlisted. We may revisit seeking the service from a vendor.
	Sewing for Today's Fashion	13+	13	3	
	Sewing II for Teens & Adults	16+	5	1	
	Teen Cuisine	12 - 17 years	12	10	4 on waitlist
	Teen Parkour	12- 17 years	12	9	
	The Sat Workshop	14 - 18 years	9	9	
	Trendy Jewelry Making	13 - 17 years	8	8	
	Video Game Design and Development	8 - 13 years	12	2	plus 2 on waitlist
	Winter Walk of Lights	3+	36	1	
	Woodworking II	9 - 13 years	23	8	
	Zen Zone	6 - 13 years	63	12	
	Teen Camp Counselors	16 - 18 years	6	6	
Collaboration & Outreach	Diva Central	12 - 18 years	157	157	
	Back to School Bash	school age	1,624	~500	Families; some teens
	RCC Fun Around Town - 4 programs	all ages	260	~100	Families; some teens
Lifelong Learning	Baltimore Aquarium	5+	40	6	
	A Day at Rehoboth Beach	5+	49	7	
	Cirque Du Soleil: Corteo	5+	47	4	
	Build Your Own Website	18+	10	1	plus 1 on waitlist, exceptions made
	Spanish I	19+	20	1	exception made
Aquatics	Aquatics Winter Programming 2018	13 - 19 years		68	
	Aquatics Summer Programming 2018	13 - 19 years		9	
	Aquatics Fall Programming 2018	13 - 19 years		47	
	Aquatics Swim Team - SLHS	14-18 years	~100	~100	
Aquatics Employment	Aquatics Lifeguard/Swim Instructor Staff	15 - 19 years		12	