



**Reston Community Center  
Board of Governors Monthly Meeting  
February 3, 2014  
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	Beverly Cosham, Chair
<ul style="list-style-type: none"> <li>• Approval of December 2, 2013 Board Minutes (As Reviewed and Approved by the Board Secretary)</li> <li>• Approval of December 2, 2013 Board Actions (As Reviewed and Approved by the Board Secretary)</li> </ul>	
8:05 – Chair’s Remarks	Beverly Cosham, Chair
8:07 – Introduction of Visitors	
8:08 – Citizen Input	
8:12 – Committee Reports	
<ul style="list-style-type: none"> <li>• December 16 Finance Committee Report</li> <li>• January 3 – 4 Strategic Planning Session Report</li> </ul>	Cathy Vivona, Committee Chair Bill Bouie, Board Vice Chair
8:20 – Approval of Committee Reports	Beverly Cosham, Chair
8:22 – Board Member Input on Activities Attended	
8:30 – Executive Director’s Report	Leila Gordon, Executive Director
8:34 – Old Business	Beverly Cosham, Chair
8:40 – New Business	Beverly Cosham, Chair
8:45 – Adjournment	

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**Reminders:**

<b>Event</b>	<b>Date</b>	<b>Time</b>
Community Relations & Program/Policy Meeting	February 10	6:30 p.m.
March Monthly Meeting	March 3	8:00 p.m.
Community Relations & Program/Policy Meeting	March 10	6:30 p.m.



**SUMMARY OF MINUTES  
RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS MEETING  
DECEMBER 2, 2013**

**Present:**

- Beverly Cosham, Chair
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- John Mendonça
- Michelle Moyer
- Bill Penniman
- Cathy Vivona
- Vicky Wingert
- Gerald Zavala

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- Cristin Bratt, Public Information Officer
- Barbara Wilmer, Executive Assistant

The Chair called the meeting to order at 8:03 p.m.

**MOTION #1:**

**Approval of the Agenda**

Cathy moved that the Agenda be approved as written. Gerald seconded the motion. The motion passed unanimously.

**MOTION #2:**

**Approval of the November 4, 2013 Board Minutes**

Bill B. moved that the Board approve the November 4, 2013 Board Minutes. Cathy seconded the motion. The motion passed unanimously.

**MOTION #3:**

**Approval of the November 4, 2013 Board Actions**

Bill B. moved that the Board approve the November 4, 2013 Board Actions. Gerald seconded the motion. The motion passed unanimously.

**Chair's Remarks**

Bev wished everyone a Happy Hanukkah and announced that Reston Chamber Orchestra will be collecting food for local food banks such as FISH. She encouraged people to donate food at RCO concerts or by contacting FISH. Bev said she was also very pleased that the first day of online registration was successful.

**Introduction of Visitors**

Leila introduced the Board to RCC's new executive assistant Barbara Wilmer. Leila explained that Barbara has a lot of experience coordinating Board support for the National Association of Elementary School Principals. Barbara has already helped with several special projects and came on board full time in October. Barbara thanked the Board and said she's thrilled to be here.

**Citizen Input**

None.

### **Committee Reports**

#### **November 16 Board Orientation Report**

Bill P. said that Hunter Mill Supervisor Cathy Hudgins talked about issues that the Board of Supervisors is facing, including education and the impending arrival of the Silver Line. She focused on the importance of RCC to the Reston community and Reston's future. He said they discussed the Board's preference for a recreation center at the North Town Center location and asked that she help if she has any influence on that redevelopment. Supervisor Hudgins said she'll continue to look to RCC as a resource. The full orientation minutes are attached.

#### **MOTION #4:**

##### **Approval of the November Committee Reports**

Gerald moved that the Board approve the report. Bill B. seconded the motion. The motion passed unanimously.

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

Michelle attended the Board Orientation and thought it provided a great perspective on the RCC Board's responsibilities to the community. She also attended the IPAR reception and the Thanksgiving Food Drive volunteer event on Thanksgiving. It was great to see a mix of our community there to volunteer and have fun. She also swam 19 times last month and was able to stop by the Children's Flea Market after one of her swims.

Gerald attended the IPAR reception and attended the Thanksgiving Food Drive volunteer event for the first time. He thought it was really fantastic.

Cathy played bridge, though she wasn't terribly successful.

Bill B. had IPAR and Park Authority meetings and didn't have many events due to travel. He said IPAR has been studying locations for the Memorial Garden of Reflection.

Bill P. attended the Planning Commission meeting where they talked about the Reston Master Plan and related proposed revisions to the County Comprehensive Plan. Action was not taken at that meeting, but will be taken this Thursday, December 5; it will go to the Fairfax County Board of Supervisors next month. He also attended the *Rite of Spring* performance and thought it was terrific.

Vicky attended a lot of meetings and the Annual Thanksgiving Holiday Parade and Tree Lighting at Reston Town Center.

Lisa visited the Children's Flea Market with Michelle and was impressed at the cleverness of one child's "surprise grab bags." She also attended the Walk for the Homeless last month and is thankful that the Reston community has always paid attention to those less fortunate in our community.

John attended the IPAR reception and has more time in his schedule now that soccer season has ended. While other Board members were at orientation, he was coaching a game during which one of the girls he coaches tore her ACL. His boys' team came in third out of 12 and his girls' team came in tenth of 12.

Bev attended the IPAR reception and the RCC Board Orientation and the *Rite of Spring* performance, which she thought was exceptional and unique. She said RCO had its first concert of the season and she enjoyed the event in the CenterStage with David Henry Hwang. She thought Dael Orlandersmith's performance was very interesting. She also volunteered to sort food on Thanksgiving Day with her family. Her grandchildren grew up doing the food drive and the kids now expect it; it has become their tradition as well. Bev also just came back from NYC where she performed in a Teddy Cares benefit; the annual benefit sends teddy bears to a New York hospital's pediatric center while money goes to the Actors Fund, a charity for actors with HIV/AIDS.

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

## December 2, 2013 Board of Governors Meeting Minutes

Leila shared the good news that the online registration process kicked off again and was successful. The attached Executive Director report contains a snapshot of that success to help understand the magnitude of the registrations processed on the first day of registration. She said we're at a revenue point that's roughly 50 percent ahead of this point last year, due in part to rigorous pricing and people taking advantage of the online registration option. Leila said that registration peaks occurred at 9:15 a.m. and 10:00 a.m. and stayed steady all day. She indicated that Thomas Ward and Harun Rashid worked hard on the load testing process in order to be confident in the online registration re-launch. Based on that testing, we learned that we can process up to 2,000 registrations in a period of eight minutes, which gives us plenty of room to increase capacity. Leila added that as usual, Saturday/Sunday swim lessons and YAT sold out, as well as several trips and tours. There's still a lot of room left in other programs.

Leila noted that the private swim lesson module has worked well. We're averaging about 23 participants a month in that program. Cathy asked when they swim. Leila said that private swim lessons are scheduled on off times based on instructor, parent, child and pool availability. John asked costs; Leila didn't know offhand but said the program is enhancing revenue in the Aquatics cost center. She said the Thanksgiving Food Drive was very successful. She said she had many meetings and was surprised to receive the Jim and Karen Cleveland Partnership award at the Annual Reston YMCA Gala this year; she thinks it recognizes the community center's and the Board's strong commitment to the community through partnerships.

Bill P. added that, at a recent Reston Planning & Zoning Committee meeting, there was a presentation by the firm that is looking to update and replace the Lake Anne Fellowship House. They indicated that, when they start pursuing residential development projects, they look for various factors, including subway access and whether a community has its own identity, (whether or not it is formally incorporated). The company said those aspects, which it finds in Reston, are attractive from an investor perspective. There was general discussion about recent related news articles about redevelopment in local areas.

### **Old Business**

Cathy asked when we would hear from Craig regarding follow-up to questions we asked. Leila said she would touch base with him.

Lisa said she's going to meet with Kim Retzer (South Lakes High School principal) about the bulletin board at SLHS. Lisa asked who the staff contact was for that effort. Cristin told her that she should connect with BeBe Nguyen. Bill P. suggested that we could possibly do the same in return to publicize their events. Leila agreed and said that we do advertise their events – such as its annual *a cappella* event – in our program guides and other materials. John asked if we might be able to do the same for Herndon High School. Leila said that we have tried to do so in the past, but haven't been able to set up a strong connection with the school that would allow us that sort of relationship. Leila said it would be great to have a contact on the Board for Herndon High School; John said he would check with his wife for a possible contact name. Leila added that we do publicize artist-in-residence opportunities and other relevant activities in Herndon (at Aldrin and Armstrong elementary schools).

### **New Business**

Cathy asked to clarify the timing of the Strategic Planning Session and Monthly Meeting in January. She wants to know the timeline we need to work in if the Board wants to cancel the January meeting. Leila said she is working on the agenda for the Strategic Planning Session and it will include what we've accomplished, what we want to accomplish, and a look forward to the next five years. Leila doesn't expect any decision-making to occur in the Strategic Planning Session, and that would be why we'd hold a January meeting. However, once she distributes the agenda, the Board can review and discuss whether a January meeting is necessary. Leila said that cancellation can occur up to three days before the meeting, so the decision will be made just before the retreat. She cautioned that the possibility always exists that a matter requiring thoughtful action could come up between now and the end of December and would necessitate the regular January meeting.

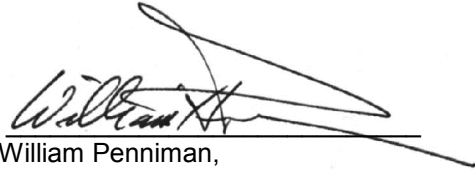
Bill B. said the Wolf Trap holiday sing along is this Saturday from 4:00 p.m. – 6:00 p.m.; it is one of Wolf Trap's two free events each year. Leila said that Gifts from the HeART is this Saturday at RCC Lake Anne; it is one of many other events this Saturday. Bev noted the reminders at the bottom of the agenda.

### **MOTION #5:**

December 2, 2013 Board of Governors Meeting Minutes

**To Adjourn the Meeting**

Bill B. moved to adjourn the meeting at 8:39 p.m. Bill P. seconded the motion. The motion passed unanimously.

A handwritten signature in black ink, appearing to read "William Penniman", is written over a horizontal line. The signature is stylized and extends to the right of the line.

William Penniman,  
Board Secretary

\_\_\_\_\_ 12-17-13 \_\_\_\_\_  
Date

**BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON NOVEMBER 4, 2013**

- 13-1202-1 Bd That the Board approve the Agenda**
- 13-1202-2 Bd That the Board approve the November 4, 2013 Board Minutes**
- 13-1202-3 Bd That the Board approve the November 4, 2013 Board Actions**
- 13-1202-4 Bd That the Board approve the November committee reports**
- 13-1202-5 Bd That the meeting be adjourned**



William Penniman,  
Board Secretary

\_\_\_\_12-17-13\_\_\_\_\_  
Date



**RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS FINANCE COMMITTEE REPORT  
DECEMBER 16, 2013**

**Present:**

- Cathy Vivona, Committee Chair
- Beverly Cosham, Board Chair
- Michelle Moyer

**Absent and Excused:**

- Bill Bouie
- John Mendonça
- Gerald Zavala

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- Renata Wojcicki, Finance Director
- Cristin Bratt, Public Information Officer

Cathy called the meeting to order at 6:09 p.m.

Leila reviewed the attached financials and explained that the Finance Committee was reviewing reports for both October and November as a result of not having met in November. Leila and Cathy explained the committee meeting format for the benefit of Michelle, a new committee member.

Leila reviewed all departments' revenue and said that most were performing ahead of this point in time last year. She noted that interest was not performing as well, but that is out of our control. As the group reviewed the budget, Leila explained to Michelle that the written comments distributed with the budget provided further explanation for all budget lines.

Michelle asked what "Unrealized Revenue" was. Leila explained that those numbers reflect fee waiver use for the department.

Leila noted that John asked the cost of private lessons at the last monthly meeting; she said that the current price is \$25/half hour for private lessons. Cathy asked where that revenue is reflected and Leila said it is included in the Aquatics classes' line of the revenue sheet. [Note that following the meeting, a check of RCC Winter/Spring Program Guide content indicated the 2014 price for private lessons rises to \$35/half hour.]

In Personnel, Leila said the overall picture is good. There was a 2.5 percent market rate adjustment, as well as a one-time bonus for merit employees in the current fiscal year; both are accounted for in the attached figures. Michelle asked if the one-time bonus was initiated by Fairfax County or RCC. Leila explained that it was initiated by the County. Michelle concurred that the County and RCC are both lagging on employee pay, and stated that it is a common situation in today's workforce.

Leila also reminded the group that the Personnel numbers for Teens, Youth and Arts Education reflect summer camp expenses and are not expected to increase as significantly as they did in the first half of the year when camps were taking place.

In Operating expenses, Leila explained that in beginning of the year, we typically establish large dollar purchase orders and then spend down on those encumbrances. There is nothing unusual about this

## December 16, 2013 Finance Committee Meeting Report

November's expenses. She noted that the County has implemented a tool that anyone can use to look up any particular vendors; it is a robustly transparent program.

Cathy asked about the Board of Governors expenditures allocation of \$50,000. Leila explained that a large portion of that is Preference Poll postage and fees, most of which have been assigned already.

On Capital Projects, she noted the new level of detail provided in the attached data. Leila said the CenterStage enhancements will likely get bumped to the FY15 timeline because of the calendar requirements for doing those projects. As we reach the end of the year, we'll carry over the balance so it can be completed in the annual maintenance period in late August/early September.

She also said that the Paddock evacuator in the pool has proven to be a popular improvement at RCC. Patrons' feedback is that it has made a significant difference in the natatorium air. She also noted that Joe Leary recently taught a pool operators' licensure class at RCC and that everyone was very impressed and intrigued by the evacuator. Leila said we are the first County facility to install this equipment and the Park Authority is now looking into that option. She also noted that while the Paddock evacuator is a great addition, it did impact participation and revenue because the facility was closed two weeks longer than usual. Cathy asked what it evacuates. Leila said it pulls the "unhealthy" pool level air out and replaces it with fresh air.

Michelle noted that there has been carryover on Capital Projects before. Leila said this often happens with Capital Projects as it takes a few years to coordinate bid packages, vendors, schedules and other details of large projects.

Cathy asked how our reserves were doing. Leila said that the staff's promise to the board (staff directive) is that we will be in a balanced budget profile with the building of the FY16 budget. She said we're currently spending a little more than we're taking in, but our reserves are in good shape. Renata pointed out the current fund reserves data is available in the top left corner of the revenue overview spreadsheet (first page).

Leila also noted that the Affordable Care Act resulted in the conversion of part-time positions to nine full-time, benefit-earning positions when that legislation passed which had a substantial and continuing impact on our personnel budget. Michelle asked if those changes occurred after we had adopted the budget. Leila said it was announced mid-fiscal year and we subsequently incorporated the costs in the next Public Hearing for Programs and Budget and the expenses associated have been included in subsequent budget presentations and planning

Leila said the other big personnel cost in the past few years was the allocation of funds to underwrite the retirement system to the level of confidence required by law. Cathy asked what projects new executive assistant Barbara Wilmer will be working on. Leila said that she'll be coordinating work on the policy and user manual, training ladder, patron satisfaction surveys and County trainings at our facilities. She will also function as Cristin's backup and, eventually, will help with Program Guide production, which is currently a very complicated process.

The meeting adjourned at 6:51 p.m.





**RESTON COMMUNITY CENTER  
STRATEGIC PLANNING SESSION  
FRIDAY, JANUARY 3, 2014  
FRYING PAN PARK; HERNDON, VA**

**Present:**

- Beverly Cosham, Chair
- Bill Bouie
- Lisa Ehrhardt
- John Mendonça
- Michelle Moyer
- Vicky Wingert
- Gerald Zavala

**Absent and Excused:**

- Bill Penniman
- Cathy Vivona

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- Thomas Ward, Deputy Director
- BeBe Nguyen, Media Director
- Cristin Bratt, Public Information Officer
- Eileen Boone, Leisure and Learning Director
- Pam Leary, Customer Service Manager
- Paul Michnewicz, Arts and Events Director
- Renata Wojcicki, Finance Director
- Joe Leary, Aquatics Director
- Brian Gannon, Booking Manager
- Harun Rashid, Network Analyst
- Barbara Wilmer, Executive Assistant

**Welcome**

Leila welcomed everyone at 12:02 p.m. and invited everyone to get food and drink as this would be a working lunch. Bev called the meeting to order at 12:12 p.m. and introduced facilitator Karen Cleveland. She has facilitated the last three planning sessions so she is familiar with the Board and its priorities. She also helped the Board build its current Strategic Plan. All present members of the staff and Board introduced themselves.

Karen explained that the retreat objective for Friday was to gain a clear understanding of open and incomplete items from the current Strategic Plan and then to determine the best course of action for each item. She said that the vision, mission and values would be revisited and modified (if necessary) the next day. Using that information, the group will then develop long-term requirements for the organization that consider alternate futures, one with new facilities and one without new facilities. Karen provided the opportunity to add goals and objectives; none were added.

**Public Comment**

There were no members of the public present.

**Status Updates on Current Strategic Plan**

Karen introduced the Strategic Plan and asked the staff to update the group with the status of our current goals and objectives (please see attached for the Strategic Plan, which includes staff updates in red). Tom Ward provided updates for Capital Improvements and explained that in looking at capital improvements, the staff considers safety improvement, energy savings, cost savings, patron experience, code/compliance and where the idea originated. He gave an example of a patron noting that she couldn't tell where one stair started and another ended on the steps leading downstairs at RCC Hunters Woods. They looked in to it and were able to fix the stairs to the pool so that they are safer and easier to use for all patrons. Karen noted that when we went through the Strategic Planning process, we talked about patron responsiveness. This is a great example of improving patron experience by responding to their concerns.

## January 3, 2014 RCC Strategic Planning Session

Karen introduced Leila for an update on a facility expansion. Regarding a proposed recreation center, Leila noted that in October 2013, the RCC Board of Governors' Building Committee recommended that RCC pursue Reston Town Center North and Baron Cameron Park as possible locations, with an expansion of RCC Hunters Woods as a backup option. Leila said that the Park Authority is likely to post its Baron Cameron Park concept plans in mid-late January. The Park Authority board will consider those concept plans and will then announce an opportunity for the public to engage regarding those plans, which will establish a 30-day comment period. Regarding the possibility of the inclusion of a recreation center in the Reston Town Center North redevelopment, Leila's understanding is that the group considering the redevelopment will establish an outline of their expectations for that quadrant sometime this winter. The RCC Board will monitor progress with both locations and will be conducting its annual public engagement process concurrent with these opportunities; that process kicks off on February 10. Regarding the performing arts venue, Leila said that Boston Properties discussed in the context of the Reston Master Plan Task Force an interest in incorporating an arts center at their Reston Town Center property. Comstock and Norton Scott have also expressed interest in the performing arts as an attribute of mixed use development. Leila anticipates that at some point in the future, we will receive further clarification on these opportunities.

Karen asked PD and Eileen to comment on the effect of expanded space on waitlists. PD said that the creation of a 3D art gallery, addition of two more pottery wheels and doubling the size of the art room has reduced art class waitlists by six. The expansion also allowed the Lake Anne Art Rave for Kids (LARK) camps and classes to add ten additional spaces. Eileen said we added two new fitness studios so we have three now; this essentially tripled our available space. She said fitness and wellness classes were limited to 12-15 participants formerly, and now can accommodate 20-25 students. She also said they have been able to increase class offerings and frequency, which has resulted in a significant decrease to the waitlists.

Regarding Collaboration and Outreach, Eileen, PD, Joe and Leila reviewed some of RCC's key partnerships including with Osher Lifelong Learning Institute (OLLI), Greater Reston Arts Center (GRACE), Reston Association (RA), Fairfax County organizations, the YMCA, Sustainable Reston and many other civic organizations (a comprehensive list can be found in the attached annotated version of the Strategic Plan). These partnerships have allowed staff to address issues such as aging in place and youth engagement. For example, RCC is shepherding a community-wide effort to promote Reston-area out-of-school and camp programs. An event has been designed so that parents can easily find activities for children during summer break. Eileen explained that the first annual Reston Camp Expo will be held at RCC on January 25.

Karen reminded attendees that the Strategic Plan was created during the recession. At the time, we noted the importance of leveraging Reston and other organization partnerships and collaborating so that we could build off of each other's strengths and resources. The Reston Camp Expo highlights the importance of partnerships in reaching and educating the whole community.

Karen asked the Board what other collaborations or partnerships they thought might be useful for RCC to pursue. Bill B. said he thinks there's an opportunity to partner more with the schools to provide afterschool intramural sports programs. It would also give us an opportunity to partner with other youth sports organizations. He said the struggle with those organizations is with transportation (getting kids to and from practice). He thinks if the kids are already at school, then there's an opportunity to provide activities there and minimize the transportation issue. He said RCC began to address that void with the South Lakes High School turf field project, but he thinks we could pursue deeper connections.

Karen asked BeBe to comment on shared efforts across social media platforms. BeBe noted that she sits on the Greater Reston Chamber of Commerce (GRCC) Communications Committee, works closely with the Initiative for Public Art – Reston (IPAR), and is a member of Leadership Fairfax Institute's Class of 2014. All of these opportunities allow her to facilitate open communications between RCC and other area organizations. She noted that there has been an increased effort to cross-promote activities in both our publications and on social media platforms such as Facebook and Twitter. Reston organizations have established a good working framework for supporting shared communications efforts.

Reston resident Terry Maynard joined as a visitor at 1:05 p.m.

## January 3, 2014 RCC Strategic Planning Session

Leila added that she has had conversations with GRCC about working together to market Reston as a destination experience. She's energized by this idea and thinks it would serve Reston well. She said a well-coordinated social media effort is a key component of any marketing campaign because it is free and accessible by all.

John spoke about a lack of community knowledge about RCC that he discovered during his campaign for the Board. He said many people were unaware that they pay the tax to support RCC and don't know what RCC provides the community. He felt that we need to improve community awareness of our offerings and how they are in addition to or different from Reston Association or other community organizations.

Leila said we made a conscious decision a few years ago to stop trying to differentiate ourselves because it had proved so futile over time. Rather, we've made a concerted effort to take necessary steps to try to enrich our patrons' experience, and provide resource information, regardless of which organization or service provider a patron may be looking for in Reston.

Vicky added that she thought there was a feeling of connectedness in Reston. Residents and employees may not be able to name the specific organization with which they are interacting, but they appreciate the services that are provided. For example, they may not connect open space with Reston Association specifically, but they love open spaces. They may not connect the Multicultural Festival with RCC, but they love the festival and what it stands for. She thinks that it's a challenge to get people to understand that a variety of different organizations provide these unique services. They like the outcomes, services and products, but don't know who provides them. Lisa thinks that opportunities like the Reston Camp Expo help expose the community to everything we have to offer and how many organizations work together to make that available to the entire community. Bill B. added there are still three different "Restons:" north Reston, south Reston and the Reston Town Center. Youth are a connection that moves people across those borders. There was discussion of the fact that CenterStage has had several sellouts for Professional Touring Artist Series shows this season; one of them had 80 percent Reston audience members, but most of them had never been to RCC before. The group agreed that there are opportunities to market RCC programs when community members visit RCC for things like PTAS shows, the Reston Camp Expo or youth sports organizations sign-ups that can be leveraged to greater effect to spread understanding about our and partner offerings.

Karen asked if we could track where our web visitors came from. Leila said that we can explore Google Analytics to determine how visitors were brought to our website. Cristin added that we have seen a direct correlation with new social media followers when we link to a partner organization in a post.

Karen asked Leila to touch on sponsorship opportunities and the effect they have on RCC's involvement in the community. Leila noted that sponsorships are fantastic ways to expand our reach into the community because they do not involve additional staffing or operational impact, aside from cross-promotions. She said sponsorships are direct ways to recirculate funds to Reston beneficiaries. John asked how much we spend on sponsorships. Leila said we spend in the neighborhood of \$70-\$80K annually. She noted that sponsor dollars support the quality of the "Reston experience." For example, there is intrinsic benefit for all Reston organizations to support and have a relationship with Cornerstones (formerly Reston Interfaith). The Best of Reston, which celebrates volunteering in the Reston community, is a sponsorship opportunity that aligns closely with the RCC mission and offers an audience that expands appreciation of and knowledge about RCC and how it impacts the community. She said that collaborations and sponsorships are opportunities to engage with each other that are mutually supportive. The resulting interconnectedness strengthens the community, helping it to survive and thrive.

The group discussed other partner and sponsorship opportunities. Suggestions included increased support for the area high schools, including After-Prom and After-Grad parties. In addition to South Lakes High School (SLHS), the group would like to expand RCC's partnership with Herndon High School (HHS). Brian noted that we hosted HHS's After-Prom Party in 2013 and Leila added we recently hosted an artist-in-residence with HHS. She said that RCC has frequently reached out to HHS with attractive opportunities, but we've thus far been unable to establish the same sort of ongoing relationship as we have with SLHS. She said staff will continue to pursue opportunities to partner with HHS and develop a stronger relationship.

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Bill B. pointed out that half of our tax revenue comes from the business community yet we continue to be challenged with how to reach out to the business community. Leila said GRCC's Destination Reston concept will help us to reach into the GRCC's network of businesses.

The group took a short break at 2:00 p.m. and reconvened at 2:15 p.m.

Karen asked the group to continue reviewing the Strategic Plan by discussing programs. Joe said that Aquatics was able to help meet demand by adding private lessons. They were able to increase offerings for aerobic and therapeutic water exercise. He also noted that RCC will be cross-promoting free drowning education classes to other Reston organizations, starting with the Reston Camp Expo vendors. He added that the creation of the drop-in class pass will soon allow us to generate more accurate data about pool usage (drop-in class vs. open swim). He talked about the work being done with other public and non-profit swim lesson providers to create a curriculum alternative to the Red Cross curriculum.

Eileen said Leisure and Learning's most successful departments are Youth and 55+; they bookend the Leisure and Learning department, quite literally. She noted that in addition to expanding fitness offerings, they have been able to expand several programs including Tot Time, Teen Book Club and technology programs. Leila noted that partnerships with RA and Reston Town Center (RTC) allow RCC to expand programs to include things like pool parties, holiday performances and the RTC Family Fun Series.

Brian talked about facility rentals and said there was a trend towards smaller parties this year. Karen asked how people find out about RCC facilities. Brian said that most learn about RCC through word of mouth from attending parties. John asked if they are individuals or organizations that rent the facilities. Brian said about 80 percent of rental patrons are individuals. Leila explained the hierarchy for our rental process, which begins with our Founding Partners, then our programs and offerings, before opening up to Reston and then non-Reston patrons.

PD said that art classes have had shorter duration events or 3-4 day workshops, as opposed to multi-week sessions. This allows greater penetration in households. Leila noted that the weather directly impacts many of our community events, such as the Take a Break and holiday concert series. Bad weather at the Northern Virginia Fine Arts Festival this past May reduced attendance by 20,000.

Karen asked Leila if she could share customer feedback with the group. Leila explained that we implemented a customer satisfaction survey instrument mid-year in 2012 and have now implemented it for the full cycle of programs for 2013 (please see attached for 2013 Patron Satisfaction Survey Summary of Results). She noted that there are a few odd numbers because in some cases, patrons were asked about things such as pricing, but the activity did not have a cost. Overall, the results are excellent. She also noted that we have comment cards in place at both facilities and we have responded to all comments as quickly as possible. Regarding the proposed recreation center, Leila noted that we have received input from 322 unique patrons or organizations through e-mails, meetings and other public forums. We have created a comprehensive contact list based on those inputs and will continue to use that list as we move forward with our 2014 public engagement process that kicks off in February.

Karen asked Renata to speak to the staff's internal capacity. Renata said that her team is four people strong and they support budget preparation, execution, human resources, payroll, procurement and accounting. They also convey to RCC staff all applicable policies and procedures at both the agency and county level. She said her small staff managed their regular workload—which includes more than 5,000 time sheets and 2,400 procurement requests—and also managed the transition to the new business system FOCUS.

Harun discussed the year-long effort to re-launch online registration after two failed attempts in December 2012 and February 2013. After an exhaustive effort to trouble-shoot and load-test the software and related processes, RCC successfully re-launched online registration on December 1, 2013. More than 45 percent of enrollments for Winter/Spring were conducted online. He also noted that online ticketing accounted for 30 percent of ticket purchases to date for our Professional Touring Artist Series shows.

Bill B. asked how many simultaneous current sessions are we comfortable saying we could handle. Tom said 2,000. Bill B. asked if we employed virtual or physical servers and Tom said we used physical servers. Bill B. asked if there was any exploration of the virtual/cloud server to help alleviate the

## January 3, 2014 RCC Strategic Planning Session

restrictions. Tom indicated this is a county and agency conversation. Bill also suggested that we might explore assuring the current software provider gives us redundancy or backup in some form for their code in the event that they lose key staff since they are a fairly small business.

John asked how much the move to online registration and the load testing cost. Leila noted that we investigated alternative software products, but decided on the same software provider, for which RCC has a license. She said it was approximately \$9,000 for the load tests to identify and resolve the issues with that vendor. Beyond that exploration, there was no further investment in other products. Tom said that RecTrac maintenance costs roughly \$6,000-\$7,000 annually.

Tom discussed training approaches, including how RCC's new training ladder connects to the County's STRIVE initiative. Barbara explained that the training ladder is an Excel workbook that contains all of the training requirements for every employee at RCC. The ladder will provide a resource for supervisors and employees as they work through the new Fairfax County performance evaluation system. The ladder not only guides supervisors and employees on an individual training plan or career management plan, but it also allows for creation of an improvement plan if needed.

Tom noted that since 2011, RCC employees, programs and initiatives have been recognized with a number of awards at both local and regional levels (see page 8 of the attached Strategic Plan for more details).

Karen reminded everyone that the Staff Methodology is outlined at the end of the attached Strategic Plan.

### **Discussion Regarding Open or Incomplete Items**

Based on the previous conversation with updates to the Strategic Plan, Karen asked the Board and staff what open items they saw that need to be addressed. Leila said we're beginning to understand where we have room for growth and where there is room to accommodate demand. For example, with Aquatics, there is great potential for DEAP that we can accommodate, but there are challenges for meeting the needs of both our therapeutic and competitive swimmers; we are continuing to work on encouraging more people into the low usage pool times.

Joe added that Curl Burke's departure from Reston took a whole group of Reston youth swimmers to Dunn Loring. Michelle said she thinks they would come back if there were a suitable facility available for them in which to practice.

Bill B. asked if we've been asked by the school board to comment on the Start Later for Excellence in Education (SLEEP) initiative, which would change opening times of the average school day. He said it will have a cascading effect on all organizations with programs geared to the current school day. Leila said we haven't been sought out for comment.

Leila acknowledged the launch of a new website is an open issue.

Michelle asked if we could add some questions to surveys such as "classes you'd like to see" or "times you'd like to attend." Leila said that a survey geared specifically to programming would be helpful.

### **SWOT Analysis in Relation to Strategic Plan**

Karen asked the group to participate in an exercise to analyze the Strengths, Opportunities, Weaknesses and Threats that RCC is facing in the coming months and years. The group discussed and collectively created the following lists, noting that many things may fall into multiple categories.

#### **Strengths:**

- Experience
- Resources – they are not unrestricted, but there are ample resources over which we have control
- Relationships infrastructure
- Reputation
- Collaborative work environment
- Leadership (staff/board)
- Proximity (two centers + out and about)

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- Our community (talent and creativity of Reston in developing capacities and problem-solving)
- Decision-making ability
- Excellent facilities
- Community support
- Demand
- Partners

### **Weaknesses**

- Limited funds
- Lack of awareness
- Geographic accessibility and transportation
- Capacity limitations in facilities (e.g. *Les Misérables* produced on a small stage, Sweet Honey sold out three months ago)
- Demand becomes a weakness when it outstrips our capacity (especially true in Aquatics)
- Waitlists (could fall into every category)
- Succession planning (leadership replacement on staff, losing that institutional knowledge)
- Speed of change

Bill B. noted that we're missing a "John Berlin." John Berlin is a man who works for the Park Authority, goes out to different communities, collects information and brings that back in order to create plans to respond to their needs. He thinks we need someone to go into the community and put their finger on the changing pulse of the community, explore diverse ethnic groups, and how that can impact RCC program planning. Leila noted that RCC program staff members spend a great deal of time engaged with the community and doing this but it is a key area to pursue even more.

### **Opportunities:**

- Target populations of teens and adults, but need to develop new strategies for youth and adults
- Market Reston as a destination
- Flexible work time (utilize new work environments)
- Utilize demographics to adjust programs and staff
- Metro arrival
- Nontraditional programming
- New Facilities
- Growth

### **Threats:**

- Aging leadership in Reston
- Private facilities within developments
- The economy
- Aging RCC facilities
- Revenue growth projections may not meet expectations
- Competition for resource dollars
- Public referendum could be unsuccessful
- No potential for growth (timing)
- Bureaucracy – responsiveness
- Opposing views – "squeaky wheel", silence
- Changing demographics
- Traffic
- Unknowns
- Technology failure

Karen thanked the group for a productive first day and said that this SWOT analysis will lay the groundwork for tomorrow's discussion. She reminded the group that the next day's session begins at 10:00 a.m. and asked everyone to drive safely on the slick roads. The session ended at 3:56 p.m.



**RESTON COMMUNITY CENTER  
STRATEGIC PLANNING SESSION  
SATURDAY, JANUARY 4, 2014  
FRYING PAN PARK; HERNDON, VA**

**Present:**

- Beverly Cosham, Chair
- Bill Bouie
- Lisa Ehrhardt
- John Mendonça
- Michelle Moyer
- Bill Penniman
- Vicky Wingert
- Gerald Zavala

**Absent and Excused:**

- Cathy Vivona

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- Thomas Ward, Deputy Director
- BeBe Nguyen, Media Director
- Cristin Bratt, Public Information Officer
- Eileen Boone, Leisure and Learning Director
- Pam Leary, Customer Service Manager
- Paul Michnewicz, Arts and Events Director
- Renata Wojcicki, Finance Director
- Joe Leary, Aquatics Director
- Brian Gannon, Booking Manager
- Harun Rashid, Network Analyst
- Barbara Wilmer, Executive Assistant

**Revisit Mission, Vision and Guiding Principles**

Karen welcomed everyone at 10:00 a.m. and explained that we would review the Strategic Plan in light of the previous day's conversation and determine if any changes need to be made. Karen asked if anyone had anything else they wanted to accomplish. Leila said she wanted the Board to determine if Monday's monthly meeting is necessary.

Karen reviewed the RCC 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.*

John said that since we're funded by Small District 5, he thinks the mission should say that RCC will provide something above and beyond what Fairfax County provides. Leila said she agrees in spirit that RCC provides what Fairfax County didn't at the time of RCC's founding and that is what is expected of RCC, but thinks that detail is better captured in the MOU. Karen said she thinks the line that reads "people living and working in Reston" does address the fact that RCC is providing services specifically to Reston.

Bill P. said all of our programs and services inherently serve Reston. He doesn't think we should say that we provide things that the County *should* provide, but rather we provide things that the County *does* provide or things it doesn't provide for *Reston's* benefit.

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John thinks if we continue to provide a service that others should be providing, then the organizations that should be providing it won't feel the need to ever provide it. This concept applies directly to the proposed recreation center, but also to other areas of RCC. There was general conversation about changing the mission. Bev said this mission was pretty thoroughly considered at a previous retreat and she thinks it does specifically address the idea that RCC provides additional programs and services to Restonians. Michelle suggested that we add an adjective to describe our "enhanced" programs. Leila said she thinks if we too narrowly define the mission of RCC, we run the risk of excluding efforts that the community wants and expects us to provide. She thinks the "above and beyond" is not described in our mission, but in how we execute that mission. She doesn't think the MOU or the mission excludes anything that is already being provided by other entities. Karen suggested that when we get to the values and guiding principles, perhaps that is the appropriate place to make a change. Lisa said Reston has a value system not easily defined in a mission. Vicky and Karen clarified that a Mission is what we do and a Vision is what we aspire to be doing. Karen asked John if he was comfortable moving to Vision given that discussion. John agreed.

Karen reviewed the RCC Vision:

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

Joe suggested that the words "all of" be removed. There was discussion about removing those words. Leila and Bev said those words were heavily debated when this was created; removing those words might remove the understanding that Small District 5 encompasses more than just Reston residents. The group decided that no changes to the Vision were necessary.

Karen reviewed the RCC Values & Guiding Principles:

*In accomplishing our Vision, RCC will be:*

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

John suggested removing the capitalization on the word "organizations." John also said that the bullet that addresses stewardship of community resources does help address the issue he raised earlier, though he's not sure it goes far enough. There was discussion about the guiding principles, specifically the phrase "open organization." Bill B. suggested that we are an active partner and a gateway to other organizations.

There was discussion on a few other grammar issues; Leila said we would edit the entire list for grammar and style and send it out for review. Suggested edits include: changing the commas to semi-colons and adding "and" at the end of the second to last bullet.

PD asked for further clarification of the word "citizen" since that doesn't address business employees. After some discussion, the group decided to change the first bullet to: "A welcoming community resource committed to improving the quality of life in Reston." The group also decided to re-order the bullets to change the current last bullet to the first. The order of the groups listed in that bullet should also be changed to "constituents, patrons, volunteers, board and staff." A revised draft of the "Values" will be provided to the Board with the report on the Strategic Planning session.

### **Discussion: Utilizing January 3 SWOT Analysis Results, look at future of RCC**

Leila provided an update on prospective new facilities; the information is included on the outcomes page of the attached Annotated Strategic Plan, under objective #2. Leila summarized that the Board is pursuing opportunities at Reston Town Center North and Baron Cameron Park, while considering RCC Hunters



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Woods expansion as a fallback option. She said that the Park Authority (PA) is likely to post its Baron Cameron Park concept plans in mid-late January. The PA board will consider those concept plans and will then announce an opportunity for the public to engage regarding those plans, which will establish a 30-day comment period. That will also present the community with a chance to hear from the staff on elements in the concept plan, to provide feedback and to ask questions.

Regarding the possibility of the inclusion of a recreation center in the Reston Town Center North redevelopment, Leila's present understanding is that the group considering the redevelopment will establish an outline of their expectations for that quadrant sometime this winter. With respect to our interest, the Reston Town Center North conversation also involves the Park Authority, since the Authority owns a parcel of land there. After the Building Committee report, we sent an email to the PA planning staff, indicating our desire to continue collaborating with the PA to realize indoor recreation facilities at either of these locations.

Leila also reminded everyone that RCC's engagement process with respect to building the FY16 budget kicks off February 10. By then, we will have a better understanding of what the Baron Cameron Park master planning process suggests. She said we *may* have a better understanding of what the Reston Town Center North planning process might look like, and that the February 10 meeting would be a good opportunity to update the community regarding RCC's role in pursuing the options.

Leila also said that there have been less specific efforts regarding a performing arts venue in Reston. There has been conversation with the community in the context of the Reston Master Plan Task Force, specific to Boston Properties' interest in incorporating or including a performing arts venue in its plans for their Town Center station location. There was also conversation with Comstock about what could be included in its plans for the Wiehle Station area. Another developer—Norton Scott LLC—has asked for a profile of arts users for a possible performing arts facility because it also is interested in potential development of Reston Town Center North. There has also been conversation at the County level on how the County should respond to the need to develop and redevelop arts venues in the county. Those conversations have centered on the potential locations for that type of activity and who might be the appropriate operators. Leila is very hopeful and positive as a result of the variety of ideas in the County and the indicated interest of major developers in terms of the Reston landscape. Continued and sustained passion on the part of the Reston community arts organizations assures our continued efforts regarding arts venues. RCC's leadership role is attractive to County officials because RCC is one of the few County entities that operate arts facilities. Other organizations include McLean Community Center, Wolf Trap (a premiere nationally recognized venue), George Mason University and Northern Virginia Community College (both of which run state and educational venues), the Lorton Workhouse and the Arts Council of Fairfax County. She said the existing infrastructure within Fairfax County government includes the PA's cultural and arts perspective in terms of facilities and program planning, Fairfax County Public Schools in terms of its facilities (mostly at high schools), and the library system, which has a number of ancillary groups that have a performing arts focus.

Given that information, Karen asked if we should amend the values/guiding principles to include Fairfax organizations in addition to Reston. Leila said she feels the Fairfax County organizations fall more under community resources and being responsible stewards, because we have an obligation to our constituents to explore those resources.

### **Public Comment**

**Terry Maynard, Reston resident**, said he enjoyed yesterday's conversation and is looking forward to today's discussion as well. He sent a letter to the Board yesterday (see attached), but doesn't have the staff's email addresses. He noted that the letter is from his perspective, not on behalf of any organization. He said that he thinks that the economy is going to grow, but not with the robustness we've experienced in the past; he doesn't expect Congress to be any more effective than they have been in recent years.

Secondly, in that context, he thinks we need to understand that the basis of RCC's revenue and his taxes is the growth and value of properties in Reston. Those are likely not to grow as much in the future in part because more people are being squeezed into existing office space. Residential space is also likely to shrink. There is a County ordinance being discussed that would permit 500 square foot units. If allowed, it will have a domino effect on tax revenue in the County. Also, in terms of competition, the County will have to raise tax rates over time. Terry said that the second area of competition for resources is the reality that

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we're going to build more than a billion dollars of transportation and infrastructure in the Dulles Corridor. Tysons has gone through this and the Tysons process has created a tax district for Tysons. If that comparable tax district is created along the Dulles Corridor, it will add \$.04/\$.05 to the tax rate in Reston (currently \$.09 in Tysons), though he acknowledged that the County could also absorb it. He also talked about Dulles Toll Road tolls. He said many of us use the toll road and those rates are scheduled to increase significantly over the next 40 years. That will cut very seriously into the ability of Restonians to pay for other things, such as taxes for a new recreation center. His own look at the recreation center finds that we would have to raise the tax rate from \$.047 to \$.075 in the near term.

Finally, Terry said he took a look at the market analysis by Brailsford & Dunlavey (B&D) and in every case (for all three reports that have been presented to RCC), they don't reach their own criteria for "success," which had to do with recovering the full operating expenses through the various fees that RCC charges people to use the facilities. The best they could reach was 80 percent in one scenario. Their latest scenario shows 70-71 percent recovery in the best case scenario. His own research puts that at a lower number (60 percent recovery rate). He's happy to share that spreadsheet if anyone is interested. From everything he's looked at, it will not be a successful recreation center as defined by RCC's own consultant (B&D), not himself. In regard to their stewardship responsibility, he asked the Board members to take a very close look at whether or not we can take on this extra responsibility and burden.

Bill P. responded that the stewardship point is well-taken. He thinks the Board's approach will be conservative in terms of forecasts. He noted that the B&D report omits the fact that RCC would pursue and receive supplemental sources of funding (be it proffers or other sources), an important factor to consider. A substantial amount would go far to mitigate concern. Another aspect regarding the B&D reports is the fact that the study did not consider Reston employees, a group of 80,000-100,000 eligible users. He noted there are numerous undetermined variables. The Board is committed to pursuing the goal but will investigate very carefully in advance. Even in that event, not everyone will be satisfied.

Terry said that B&D's forecast of recovery rates went out to a certain date and he used that date, but doesn't think we'll see that recovery rate. Leila reminded the group that we have some open questions on data. She's asked Craig Levin of B&D a few questions that fall outside the scope of what we've contracted with them to do, which was to update the 2009 study. A key question that surfaced this spring is "where is the intersection point between the market that the demography of Reston suggests exists, and the kinds of services that we're already providing?" That requires a different approach to analysis than what the existing study encompasses. She's asked Craig for a scope of work that could address that specific question so that we know exactly where the gaps are in terms of what we're doing now and what the community expects us to produce. Leila said it might be similarly worth exploring the RCLCO data further since the final Task Force (Reston Master Plan Task Force) forecast data had not yet been finalized when the RCLCO study was presented. It's worth revisiting so we can get a better understanding of the numbers and differentials. The planning cycles that we're approaching (for either Baron Cameron Park or Reston Town Center North) give us the benefit of time and flexibility in terms of what approaches we can pursue. Leila believes our conversation should imagine potential options and what we should be trying to learn before we make final decisions. Bill B. doesn't think we'll have a good idea of real options until the middle of the year when things settle down and we know what is being considered at both Baron Cameron Park and Reston Town Center North. He thinks it's premature to jump to any conclusions since there are so many unanswered questions.

Karen reminded the group that when they developed the strategic plan a few years ago, one major determination was that this Board will not go it alone. Partnerships and collaboration are keys to any capital facility growth. Bill P. said that we have the benefit of having control over the timing since there is no real deadline. He added that if a proffer coming in gives all its money for a new indoor center to the Park Authority instead of RCC, then RCC has no say at all with respect to a facility.

John thanked Terry for his analysis. John said it's the first time that actual numbers have been offered. He's worried that we've pursued various facility sites and options without determining budget first. He thinks we've put the cart before the horse. He asked Terry which B&D assumptions his numbers take into consideration. Terry responded that he considered capital costs plus high-end recovery from the June report. John's opinion is that those are optimistic assumptions, and added that he has been the victim of office downsizing as well, so Terry's point regarding office size is well taken. Terry followed up and said

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John is not alone. In 2012 the number of office employees went up significantly, but office space square footage decreased.

John added that new construction of residential facilities have amenities like recreation features. He wants B&D to take into account how that would affect their numbers. Bill P. said that the important qualifier in Terry's analysis is the assumption that a new center is entirely supported by the tax base, which is not what the Board has been assuming. John said he doesn't think that is a well-known assumption. Leila said the position of the Board is that Small District 5 should not be the sole provider of the resources for any new amenities.

### **Discussion: Utilizing Friday's SWOT Analysis results, look at the future of RCC**

Leila agrees that it's important to think about all the different data and moving parts. However, regardless of the opportunities that understanding that data creates now or in the future, she's interested in talking about the fact that the demand for RCC facilities and programs far exceeds our ability to meet that demand. She'd like to spend the rest of the day talking about how we treat and approach that demand issue now and going forward. There are two contexts: 1.) Anticipate that facilities will arrive in a 5-10 year period and 2.) Assume facilities will not be built and how that would change the way we approach the near-term horizon. She noted that the Board will need to consider our next 5-year strategic plan within the next year and a half.

Karen began by asking the group to consider long-term considerations if RCC moves forward with a new facility of any sort. John asked that if the Baron Cameron Park master plan includes a RCC recreation facility, do we then start doing an analysis and find out if we have the funds for it?

Bill B. said that the Baron Cameron Park Master Plan process, despite coinciding with the discussion of RCC wanting a facility, happened entirely independently. The Park Authority's conceptual master plan (due out this month) is unrelated to RCC's discussion about building a recreation facility. The PA's adopted master plan for the park will have a concept with a building location, or it will not. There are no monies for the PA to do anything at Baron Cameron Park before 2025: every capital dollar is committed through that point. He said that the plans will not come to fruition unless someone comes in with a significant amount of money and a desire to fund Baron Cameron Park's redevelopment. He added that the PA is interested in any person or organization coming forward with money and funding to help build facilities the PA knows that it cannot afford to build.

John asked if the PA decides that some piece of land could be used for a rec center, wouldn't that be influenced by the community's needs and desire? He said that he felt that absent RCC interest, the likelihood of the PA deciding to build something there is low. Bill B. said that the PA has performed a needs assessment and determined that there *is* a need for indoor recreation in this area since the Hunter Mill District is the only district without a rec center in its communities; somewhat due to Vienna having its own facility and somewhat due to the way Reston was originally planned. However, how we will get there is an open question. Vicky said that if there is a block on that master plan that designates a facility, that's when proffers can be pursued. Leila said this is similar to the process of studying the metro station areas and determining how these station areas could serve the community.

Leila said we are at a hinge point in this community. There will be growth in Reston and there will be a need for new amenities in Reston, and RCC has a responsibility to respond. It's important to have a conversation that considers the details of who, what, when, etc. She asked the group to assume a facility arrives in the next 10 years. What should we be thinking about and doing? How should we be considering our resources and capacities to be ready so that we can be an active partner when those doors open? She reiterated that none of us think any facility would be delivered by a single organization or agency. Those efforts require collaboration from multiple organizations. We need public discussion to determine how to use limited resources, including land and dollars.

### **Considerations for Scenario in Which New Facilities are Built**

1. Must be collaborative model
  - a. Any facility should involve the partnership of more than two organizations.
2. Non-traditional Facilities

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- a. Bill B. said a new facility may come in the form of mixed-use development. Perhaps the top floor or first floor would be a pool. It may have athletic fields on rooftops. It may give public access to what has been considered private facilities in the past.
- b. There will be many non-traditional arrangements between public and private space in the future.
3. Access to shared facilities
  - a. Collaborating partners will need to coordinate holiday schedules, logistics, staff, etc.\*
  - b. Eileen noted that borrowing space from another organization creates access issues if we don't have a key.\*
  - c. Different organizations have different operating and quality control standards in terms of maintenance, customer service, etc. This complicates communications and increases the responsibility for shared identity.\*
4. Needs assessment for repurposing existing facilities?
  - a. If a new performing arts center is built, what will the CenterStage be used for?
    - i. Leila said that if we imagine that there would be a venue that supports the community organizations in Reston, how does that impact the Community Room and CenterStage? It removes a footprint on our Community Room for which there is an existing demand for non-arts (rental) usage. We enhanced the Community Room so that it would better support the performing arts, which has required looking at the existing arts calendar and staffing those performances to a point that exceeds the level of support that the maintenance staff provides. She added that managing the CenterStage and the Community Room is not nearly as expansive as a two-facility situation would require, but we've at least flexed those muscles. We need to consider complementary programming instead of competitive.\*
  - b. If a new recreation center is built, how will the Terry L. Smith Aquatics Center be used?
    - i. Bill P. said we will need to consider whether Reston's aging population is being served by our existing pool?\*
5. Strategic staffing and operational plan.
  - a. How can we effectively staff existing and new facilities
6. Create models for partnerships for new facilities
  - a. Vicky said we have to come up with a strategic model for the types of partnerships we're looking for, in order to differentiate ourselves from the many others that will be competing for proffer dollars. The group came up with key elements of a partnership approach:
    - i. Who to solicit
    - ii. How to approach
    - iii. Objectives

### **Considerations for Scenario Without New Facilities**

1. Maximizing all facilities\*
  - a. Reston has an outdoor 50M pool that is underutilized most of the year (Lake Newport)
2. Sell Hunters Woods & Build New
  - a. An extreme response, but an option
3. Re-allocation of resources that aren't dedicated to new construction of facilities\*
  - a. Could allow RCC to tackle transportation issues related to recreation within Reston, such as transporting people from north Reston to facilities in south Reston
4. Unpack demand issues and explore alternate delivery methods\*
5. Stay true to Mission, Vision & Values\*
6. Soft issues not directly related to our programming (childcare, nontraditional work schedules)
  - a. There was general discussion about a severe lack of quality, affordable daycare of all kinds (preschool, aftercare, summer/vacation, etc.). The group decided it's something that needs to be examined to determine if we can help facilitate a solution to this problem.\*
  - b. Older adults who prefer not to drive need support to reach social and recreational experiences.\*
  - c. Changing work schedules and approaches can impact our offerings' scheduling positively and negatively.\*

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7. We need to consider how to assure succession planning for leadership throughout the community and within the framework of RCC.\*

*Note: The group used an asterisk (\*) to indicate which points are applicable to both scenarios.*

There was general discussion about the changing needs of Reston. Karen explained that she will provide a final list of these considerations for both scenarios, and the Board will be able to review and accept the report.

Leila asked the Board to make a decision about the Board meeting on January 6. The Board decided to cancel the meeting; Cristin will update the website and online calendars immediately following the conclusion of the session.

Leila asked if there is anything we should be doing and providing for consideration at the February Community Relations and Program/Policy meeting, particularly items that might require planning and outreach. John suggested that the meeting be posted to the website immediately. The group also discussed creating a poster for the meeting and advertising the meeting in RCC classes.

Vicky noted that while there's likely to be a larger crowd, she liked having the meeting in rooms 1-4 so that the Board, staff and public is more connected to each other. She wants to keep that feeling if we move the meeting to the Community Room.

John asked if the Board needed to meet with the frequency that we're meeting with now. Michelle said that we may know what's going on, but the public may not know or may have something to add. There was general discussion and the Board and staff decided that meetings would be as efficient as possible, while also providing transparency to the public. Terry Maynard added that he appreciated that transparency.

The retreat concluded at 1:50 p.m.

# **Reston Community Center Strategic Plan Goals and Objectives 2011 to 2016**

***Enriching Lives. Building Community.***

## **Introduction**

Reston Community Center focused our last Strategic Plan on establishing and attaining appropriate levels of participation in our programs and services. The focus of this five year plan is on how we will address the changing contours of our community. Reston is going to grow substantially in populations; both residential and employee, in the coming five years with the advent of the Metro Silver Line.

Following our Vision, Mission, and Values, we set forth Five Year Goals and Objectives. Our Five Year Goals are designed to address our community's recreational, leisure-time, cultural pursuits and aspirations through facilities, programs and services. Expanding opportunities to enjoy RCC experiences whether by new facilities or other means will be our highest priority. It is essential to our success to communicate and collaborate with the people and businesses of Reston. The high-quality facilities, programs and services we deliver will be sustained by a world-class staff team using the best possible tools to make your interactions with us easy, convenient, and enjoyable. The goals are stated in the present tense as affirmative statements RCC will be able to make at the end of five years or less.

Associated with each goal, we have objectives which we believe will help us to achieve the goal. The objectives are our building blocks toward reaching our goals. At the end of the Goals and Objectives descriptions, there is a Staff Methodology section that describes the means by which the staff will be evaluating and measuring the results of pursuit of the listed objectives.

We hope you see your vision for Reston Community Center in our plan; and we hope that our planned programs and services offer you the enjoyment, good health, and enrichment you want from your community center.

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

## Facilities

### Goal

Reston Community Center facilities address our mission, expand our capacities, respond to community needs and are aligned with community opportunities and resources.

### Objectives

*Objective 1:* To maintain and fully utilize existing facilities at the highest quality with environmentally sound and sustainable maintenance practices.

- Contract effectively
- Re-evaluate space utilization annually to optimize the use of existing facility footprints
- Continue sound capital maintenance planning
- Reduce energy consumption and costs

### Outcomes:

- ADA improvements throughout both RCC Facilities: family restroom, new door openers, new doors, improved signage, elevator features, acoustical treatments.
- Community Room upgrades in acoustical options, acoustical environment, lighting for performances and events.
- Conversion of RCC Hunters Woods facility to natural gas.
- Removal of underground fuel storage tank at HW.
- Installation of air conditioning units at RCC Lake Anne.
- Installation of Paddock Evacuator system in Terry L. Smith Aquatics Center to achieve improved air quality for swimmers.

*Objective 2:* To monitor and leverage opportunities for expansion that are consistent with community needs and demand for new aquatics, performing arts and fitness types of venues.

- Examine partnership options (Reston Association, Park Authority, private sector/development process)
- Explore opportunities in the transit corridor and at Reston Village Centers
- Identify and plan for required funding resources

### Outcomes:

- Currently pursuing potential for partnership with Park Authority to realize a new indoor recreation facility in either Reston Town Center North or at Baron Cameron Park.  
*Issues that continue to be discussed and that remain “open” include: site, funding, program elements, and relationship to current RCC programs, services and facilities.*
- Potential for collaboration with other public and private providers to realize a performing arts venue to support music/dance requirements that can’t be met in existing venues.  
*Issues that continue to be undetermined include: site, funding, program elements and relationship to current RCC programs, services and facilities.*
- Expansion of the current RCC Lake Anne facility provided for Fitness Studios, expanded Ceramics Studio, Mixed Media Studio, 3D Gallery, and expanded Fine Art Studio.

Continuing capital maintenance issues that are part of our Capital Improvement Plan (CIP) and Capital Maintenance Plan (CMP) include repair of RCC HW rear loading dock, continuing upgrade of CenterStage equipment systems as they require replacement, replacement of Community Room chandelier components, and continued upgrade of mechanical systems related to Hunters Woods natatorium and its intersection with our building systems.



## Collaboration and Outreach

### Goal

Reston Community Center collaborates to improve our and other Reston organizations' effectiveness, to build community, and to strengthen our identity. RCC outreach and collaboration support our mission, serve Reston, and enhance our value to the community.

### Objectives

*Objective 1:* To identify community projects, initiatives, and/or programs that are aligned with Reston Community Center priorities.

- Regularly communicate with potential Reston partners
- Examine near and long term impacts on staff, facilities, and budget
- Assure efforts are related to RCC mission
- Broaden the spectrum of partners involved

### Outcomes:

- Community initiatives involving RCC leadership and support since 2011: Reston for a Lifetime (aging in place); Sustainability; Reston Master Plan Special Study Task Force; Serving Reston Youth; Reston's 50<sup>th</sup>/Reston Town Center's 25<sup>th</sup> Anniversary.
- Partner efforts with Reston Association, Cornerstones (formerly Reston Interfaith), Greater Reston Arts Center, Initiative for Public Art – Reston, Osher Lifelong Learning Institute, Greater Reston Chamber of Commerce, Sustainable Reston, Reston Citizens Association, Reston Accessibility Committee, SPecially Adapted Resource Clubs (SPARC), Lake Anne Plaza, Reston Town Center Association, Reston for a Lifetime, Reston Historic Trust, League of Reston Artists, YMCA Fairfax County/Reston, Arts Council of Fairfax County, Fairfax County agencies (Neighborhood and Community Services, Office for Children, Park Authority, Department of Planning and Zoning, Office of Community Revitalization) and Fairfax County Public Schools: Reston elementary, middle and high schools.
- Participation in the South Lakes High School Synthetic Turf Field project.

*Objective 2:* To achieve recognition and appreciation for Reston Community Center involvement in community and outreach efforts.

- Develop mutually beneficial cross-marketing opportunities
- Celebrate and include partners as appropriate in our publications and outreach materials
- Provide needed content for other partner communication efforts

### Outcomes:

- Shared social media marketing with Reston Association, Greater Reston Chamber of Commerce, Initiative for Public Art – Reston, Greater Reston Arts Center, Reston Historic Trust, to cross-promote events, programs and activities that we mutually support.
- Recognition with Virginia Recreation and Park Society Award (Green Living Series), Reston Accessibility Committee Community Partner Award, Help the Homeless Mini-Walk Program Appreciation Award, YMCA Jim and Karen Cleveland Partnership Award.

## Communications

### Goal

Reston Community Center is not just known, it is understood to be a key component of Reston's wellbeing. RCC reaches and engages a broad cross-section of the residential and business communities in Reston by using effective tools and best practices.

### Objectives

*Objective 1:* To establish a new Reston Community Center web site. *In progress; anticipated launch date is March 1, 2014.*

- Multi-modal and multi-lingual *Some materials on our new website will be multi-lingual; all will be ADA compliant/accessible.*
- Dynamic, appealing, and interesting with streaming audio and video capabilities *Future.*
- E-Commerce friendly to enable patrons to conduct RCC transactions in an online environment *Yes.*
- Enables data collection and patron feedback *Yes.*
- Incorporates social media *Yes.*
- Includes intranet (restricted access) pages for employees, Board members *Future; but inventory of uses suggested this is not a high priority given County intranet services.*
- Incorporates volunteer registration software (Fairfax County) *Future.*
- Is downloadable as Smartphone/web tablet application *Yes.*
- Includes a standard "Community Resources" page *Yes. Will be developing in conjunction with Chamber and other partners: "Destination Reston" concept.*

*Objective 2:* To embrace, engage and utilize list-serves and social media tools to better inform patrons.

- Increase electronic communication formats to include standard and emerging social media outlets such as Facebook, Twitter, etc. *RCC regularly using Facebook, Twitter. Facebook friends = 553; Twitter followers = 174. Combined we are less than 200 friends/followers away from our goal of 1000. Additionally, we currently communicate via Constant Contact, an email marketing tool, to over 6,500 active email addresses segmented by 30+ targeted mailing lists.*
- Leverage teen fluency in new media to advance program information *Media developed a teen brochure that Kenny can email or snail mail to his constituents in addition to being a general marketing piece for distribution at our facilities. Most recently, Twitter was used extensively by Kenny to promote the Teen Dance. Media has requested from Kenny specific hash tags/keywords to use in our tweets to expand our reach to the teen demographic.*
- Outreach to business community through electronic newsletters/bulletins *Yes; RCC Communications Director is also a member of GRCC Communicators Committee.*
- Encourage patrons to re-post, GPS-identify involvement or attendance, etc. *Yes at present and continuing to seek more ways to expand this functionality once the new website launches.*

*Objective 3:* To participate in community-wide communication efforts consistent with Reston Community Center's mission and resources.

- Identify potential RCC roles and efforts
- Assure appropriate RCC and partner recognition and identities are conveyed

## Outcomes:

- High visibility sponsorship involvement: Reston Youth Triathlon; Best of Reston; Holiday Parade at Reston Town Center; Northern Virginia Fine Arts Festival; Ethics Day; Annual Fairfax County Arts Awards; Reston Relay for Life; FISH Fling.
- RCC regularly participates in television programs including: Fairfax County Channel 16 *Around Fairfax*, RA's *Reston Today*, GRCC *Business Focus* series.
- Establishment of the RCC Partnership & Collaboration Media Kit to define and set clear expectations for ourselves and our partners.
- Consistently participate in the bi-annual Newcomers Night hosted by RA to introduce RCC to hundreds of new Reston residents.

## Programs

### Goal

Reston Community Center programs evolve and adapt to a changing community to reach more people living and working in Reston. RCC programs serve diverse interests and are high quality, well attended and affordable.

### Objectives

*Objective 1:* To diversify program formats and seek non-RCC facilities where appropriate to reduce waitlists for and increase awareness of Reston Community Center offerings.

- Offer more one-time or short-duration programs to increase opportunities
- Offer programs in more settings to reach various parts of the community
- Seek program partners

## Outcomes:

- Added one day per week classes to Aquatics schedule; private lessons module.
- Increased offerings for aerobic and therapeutic water exercise.
- Continue to refine drowning education/water safety programming that can be offered on dry land.
- Developing new curriculum in conjunction with other public and non-profit swim lesson providers.
- Arts education offerings include more workshops, shorter duration program sessions.
- Drop-in activities refined to track utilization and improve revenue.
- Leisure & Learning expanded Tot Time, Teen Book Club, Parenting, Martial Arts, and Technology programs to Southgate Community Center.
- Fitness offerings now include four-week sessions.
- Partnerships with Reston Association and Reston Town Center Association expanded Community Events to include pool parties, holiday performances, Family Fun Series.

*Objective 2:* To assess, refine, and evaluate programs to broaden and deepen their impact.

- Utilize evaluation tools and formats that are easy for patron participation
- Connect comment and input methods to RCC web site and RCC Contact
- Establish evaluation sampling cycles to assure broad knowledge of program performance across seasons

### **Outcomes:**

- Surveys provided across all offerings and services (see Data section). Simple and succinct format to provide feedback on quality of content, pricing, employee interaction, and basic customer satisfaction. Surveys are also the metric for the agency Performance Measures with regard to programs and services as of the FY15 budget presentation.
- Comment cards in place in both facilities. Patrons are using to provide specific input, complaints and compliments.
- RCCContact has been used throughout the community engagement processes associated with the indoor recreation facility discussions. To date for that particular issue, we have received input from 322 unique patrons and/or organizations in emails, meetings, or other public forums conducted outside RCC meetings.

## **Internal Capacity**

### **Goal**

Reston Community Center employees are highly skilled, creative, responsive, motivated, collaborative and celebrated. RCC systems are effective, efficient, continuously improving, user-friendly, sustainable, and embrace state of the art technology.

### **Objectives**

*Objective 1:* To evaluate existing business systems and establish best practices in the utilization of business systems by RCC employees for the benefit of patrons.

- Utilize County and Agency software systems for finance, human resources, and purchasing fully and effectively
- Solicit feedback from patrons on desired capabilities
- Increase electronic transactions each year by at least 10% to more than 50% of registration, ticketing, and facility reservation requests

### **Outcomes:**

- RCC managed the transition from Fairfax County “legacy” business systems to the new software components of the FOCUS (Fairfax County Unified System) implementation across all County agencies. This began in November 2011 with procurement and financial systems and moved to implementation of the Human Capital Management (HCM) layer for personnel related functions. RCC employees were enrolled in over 150 different FOCUS training classes to learn the new systems.
- Annually, RCC’s Finance/HR team processes more than 5,000 time sheets; and over 2,400 procurement documents.
- We attempted implementation of online registration for patrons in December 2012. Two attempts to launch failed because of software code issues. An exhaustive effort to trouble-shoot and load-test the software and related processes resulted in the successful re-launch of online registration on December 1, 2013. The system will be employed going forward as this has been viewed by patrons as a much more satisfactory approach than our old registration system. For the December 2013 online registration priority Reston week, online registration via the website accounted for 45% of enrollment. By way of comparison, web transactions for the December 1, 2012 to November 30, 2013 period accounted for just 15% of all enrollment. Online ticketing accounted for 30% of all ticket purchases for our Professional Touring Artist Series shows in 2013.

*Objective 2:* To establish and sustain a training approach that provides all RCC employees with the skills needed to perform their jobs with excellence and career development opportunities to improve their performance and potential.

- Utilize County, Agency and career training ladders
- Reward achievement
- Reduce errors, improve service delivery

**Outcomes:**

- RCC's long-awaited training ladder has been completed. It will be used in conjunction with the County's performance evaluation process beginning in 2014.
- Fairfax County trainers and training sessions are scheduled at RCC sites to make attendance by our staff teams likelier and more compatible with our schedules.
- Since 2011, RCC employees have received five Outstanding Performance Awards; two Sharon Bulova Awards for Administrative Excellence; three different VRPS Awards for programs and publications.
- RCC maintains an inventory of staff/instructor certifications (Aquatics, Fitness.)

**Staff Methodology**

To meet the Goals and Objectives of the Reston Community Center Five Year Strategic Plan, the staff will measure successful efforts related to the objectives by using associated criteria for success. In general, there are measures that will tell us that our direction and activities are sound. There are also specific objective outcomes that can be measured and they are outlined below for the respective Goal areas. The staff will reevaluate and make recommendations on objectives and activities associated with them to the Board of Governors in the annual Program and Budget related Board Committee meetings in March each year, and to the community in the Annual Report.

**General Evaluation and Measurement Tools**

1. Patron feedback and comments/inputs.
2. Participation data.
3. Financial performance.

**Facilities**

Outcomes:

1. Community participation in explorations of new facilities.
2. Capacity utilization of existing RCC facilities to support programs and staff requirements.
3. Agreements for new program space and/or new facility development.
4. Adoption of strategies aligned with environmental best practices and reduced energy consumption.
5. Reduction in wait lists.

**Communication**

Outcomes:

1. Electronic or web-based purchasing increases to at least 20% of all point of sale transactions by 2013 and continues to grow thereafter.
2. Counters are embedded in the web site and "visits" recorded.

3. Numbers of “fans”, “followers”, “friends” via social media reaches 1,000 (cumulatively) within two years of page launches and continue to grow each subsequent year.
4. We connect specific activity to social media “action” prompts that can be tracked in participation records.
5. RCC programs, activities and events register as GPS “check-ins” across social media platforms.

### **Outreach and Collaboration**

Tests for successful partnerships and collaborations:

1. Does the community benefit?
2. Are efforts related to RCC’s Mission?
3. Does this offer an opportunity to address a gap in RCC programs or services?
4. Is it a highly visible undertaking?
5. Can it be managed without adversely impacting other RCC programs and services?
6. Does the outreach/collaboration produce good results that people acknowledge?

### **Programs**

Outcomes:

1. Participation rates (percent of capacities identified as appropriate program targets) remain at current levels and/or increase if possible.
2. Number of program options for patrons increases in cost neutral processes.
3. Number of enrollment opportunities increases.
4. Waitlist numbers are reduced.
5. Programming achieves awards, recognitions, positive feedback and public response.

### **Internal Capacity**

Outcomes:

1. Business processes require less time and energy consumption.
2. Employee personnel and business processes have minimal error rates.
3. Retraining requirements are reduced.
4. Employee morale is high, turnover is minimal.
5. Patron feedback is positive.



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: Adult Programs**

**Calendar Year 2013**

**# Surveys: 170**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 98***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 93***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 98***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 98***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 99***



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: Aquatics Programs**

**Calendar Year 2013**

**# Surveys: 146**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 95***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 98***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 96***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 100***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 99***





# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: Arts Education Programs**

**Calendar Year 2013**

**# Surveys: 509**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 99***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 99***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 99***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 99***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 96***



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: Community Events**

**Calendar Year 2013**

**# Surveys: 273**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 98***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 93***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 98***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 95***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 98***



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: Admin-Facility Rentals**

**Calendar Year 2013**

**# Surveys: 64**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 90***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 92***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 100***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 91***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 100***



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: 55+ Programs**

**Calendar Year 2013**

**# Surveys: 1546**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 98***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 97***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 98***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 98***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 96***



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: Fitness/Wellness Programs**

**Calendar Year 2013**

**# Surveys: 1147**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 99***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 96***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 94***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 95***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 97***



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER:** Performing Arts events

**Calendar Year 2013**

**# Surveys: 301**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 96***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 91***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 96***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 96***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 97***



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: Teen Programs**

**Calendar Year 2013**

**# Surveys: 228**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 97***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 79***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 97***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 95***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 96***



# County of Fairfax, Virginia

## PATRON SATISFACTION SUMMARY

**COST CENTER: Youth Programs**

**Calendar Year 2013**

**# Surveys: 348**

Q1: My RCC Program/Service was a high-quality offering.

***Strongly Agree and Agree percentage total: 94***

Q2: My RCC Program/Service was provided at a reasonable cost.

***Strongly Agree and Agree percentage total: 96***

Q3: The setting for my RCC Program/Service was appropriate, clean and accessible.

***Strongly Agree and Agree percentage total: 98***

Q4: RCC employees were helpful and courteous in my interactions with them.

***Strongly Agree and Agree percentage total: 98***

Q5: I would recommend RCC to others.

***Strongly Agree and Agree percentage total: 95***





## VISION, MISSION & VALUES

### 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 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.

## Bratt, Cristin

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**From:** Gordon, Leila  
**Sent:** Saturday, January 04, 2014 7:24 AM  
**To:** 'Terry Maynard'; beverlycosham@yahoo.com; bbouie@aol.com; Bill Penniman; 'Cathy Vivona'; vickywingert@aol.com; lsehrhardt@comcast.net; 'MichMoyer@aol.com'; Gerald Zavala <geraldzavala@gmail.com>; 'john.mendonca52@gmail.com'  
**Cc:** Bratt, Cristin; Wilmer, Barbara  
**Subject:** RE: Thoughts on Upcoming Discussion of Reston Recreation Center

Good Morning, All—

Thanks, Terry, for taking the time to attend the meeting yesterday and to offer your input below. By copy to Cristin and Barbara, this will be included in our records of the community conversation with RCC on this matter.

I look forward to our session today and to our continuing engagement with the community regarding this and many other RCC concerns.

Very best,

*Leila*

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**From:** Terry Maynard [mailto:terrmayn@yahoo.com]  
**Sent:** Friday, January 03, 2014 9:41 PM  
**To:** Gordon, Leila; beverlycosham@yahoo.com; bbouie@aol.com; Bill Penniman; 'Cathy Vivona'; vickywingert@aol.com; lsehrhardt@comcast.net; 'MichMoyer@aol.com'; Gerald Zavala <geraldzavala@gmail.com>; 'john.mendonca52@gmail.com'  
**Subject:** Thoughts on Upcoming Discussion of Reston Recreation Center

Leila and members of the RCC Board of Governors—

I enjoyed attending this afternoon's strategic planning session and listening to the free flowing discussion on RCC's progress and plans. It was a rich discussion that was especially enlightening to this Reston resident and probably to the new members of the BOG. From my own experience in either leading or participating in such discussions in both government and the private sector, I think it was well managed, fully participatory, candid, complete, and constructive. And, as was said, provides a good foundation for your discussions tomorrow.

As a long-time Reston resident (not as a spokesperson for RCA or Reston 2020), I would like to provide a few comments on the recreation center issue—especially in the context of a couple of the “threats” identified in your SWOT analysis this afternoon: (a) economic uncertainty and (b) competition for resources. I will also make a couple of comments about the implications of B&D market analysis.

### Economic Uncertainty

The current national economic uncertainty is unlikely to improve through at least this decade, and possibly the next. In particular, there is little evidence that the gridlock in Congress resulting in uncertain and constant, if not shrinking, federal spending will change anytime soon no matter how much we may wish it to. The consequence will almost certainly be slow, even limited, job growth and, therefore, limited housing and broader economic growth for some years to come.

This general economic uncertainty will be aggravated by major changes in the demand for office space (comprising more than three-quarters of Reston's current and prospective business space) and housing. I say this based on my work with the Reston Master Plan Task Force and my research into these issues. While the arrival of Metrorail will be a relative stimulus to development compared to parts of Fairfax County not served by rail, the impact will be less than most—including the County—anticipates. The key reason is that office workspace and urban dwelling units are shrinking, especially office space.

### *The “Shrinking Office” Market*

The “shrinking office” is a universal global trend and one that is readily apparent in the Washington area according to a wide variety of academic, industry, and journalistic resources. This extensively documented trend is driven by cost (efficiency), technology (telework), work environment (collaborative), and other considerations. Indeed, I have written a series of letter to Chairman Bulova expressing my concern that the Task Force is assuming each office worker will require much more office space than will actually be the case. Right now, the Task Force and County staff assume each worker will require 300 gross square feet (GSF) of space while industry experience is that, in 2012, some 250 GSF (or ~170 usable SF) of space was the global average and this number is expected to drop to about 150 GSF (100 usable SF) or HALF the space requirement the County currently assumes.

I have tracked the growth of office space in the County from 2004-2012, the latest period for which complete and authoritative data is available. In that period, a regression analysis of the year-over-year incremental growth in gross square footage per office worker (GSF/OW) has shrunk from about 360 GSF to about 160 GSF—more than half!

Why is this important? Whatever office employment growth occurs in the Dulles Corridor is likely to require one-half to two-thirds the office space the County currently assumes it will need. Moreover, the office market is already going through a period of retrofitting office space to fit more workers in existing office buildings. This in largely part accounts for the one percent growth in leased office space since the floor of the Great Recession despite a nearly six percent increase in office employment. We can expect more retrofitting of existing office space for several years to come and subsequent growth to be at reduced rates.

That reduced level of office space growth means reduced growth in County property tax revenues absent politically unappetizing increases in all property tax rates. In fact, “cap rates”—the basis of business development tax assessments (vice “comparables” for our homes)—will remain low as office vacancy rates remain high despite an improving local economy.

### *Residential Studio Units (RSUs)*

Largely reflecting the fact that future younger families will likely be smaller and, on average, less well-to-do than their parents’ generation, the [County Planning Commission is preparing a new zoning ordinance amendment for very small apartments for lower income households](#) (less than 60% of the Area Median Income) that is now going through a public meeting period. Here is how the County website describes these RSUs:

*The proposed Zoning Ordinance amendment establishes a new use of Residential Studios that will consist of efficiency (zero bedrooms) multiple family dwelling units of not more than 500 square feet in size and for not more than 75 units in a development, or as further limited by the Board. The residential studio use would be allowed with the approval of a special exception in most of the residential, commercial and industrial districts or as part of a rezoning or by approval of a special exception in all of the planned development districts. The amendment proposes a number of additional standards to address factors related to the operation of the development and compatibility of the use at the specific development site, among others.*

[The County staff report on this proposal](#) provides extensive background and analysis, noting most importantly that RSUs would provide an important housing opportunity at the lower end of the workforce housing program that is not currently available. The notion of “housing for all” is totally consistent with Reston’s vision, values, and planning principles.

Meanwhile, the Reston Task Force assumed that new urban dwelling units (DUs) around Reston’s Metro stations would average 1,200 GSF. It is not clear exactly how much the passage of this zoning ordinance would reduce that assumption because no one has done the analysis. Nonetheless, the size of DUs is likely to shrink and the implications for development growth, real estate values, and County tax revenues are very similar to those for office development.

### **Competition for Resources (aka Tax Revenues)**

As the previous section infers, resources—*especially tax dollars*—are likely to be substantially more constrained in the future, and RCC will be competing with other more important needs for Restonians' tax dollars despite the independent taxing authority of STD#5.

First, as the above section highlights, the County is not likely to garner the property tax revenues it may expect from development in Reston because (a) job and household growth is likely to be less than assumed, and (b) what growth occurs will occur in less space resulting in lower tax revenues. After all is said and done, that will likely require the increasing of County property tax rates, creating a greater burden for all Restonians.

Second, the anticipated growth in jobs and households will require a substantial County investment in local infrastructure, the largest investment being in our transportation infrastructure. The same problem is even more significant in Tysons where the County recently created a Tysons-wide tax service district to provide the bulk of the funds. The residents and businesses in Tysons will have to pay an additional \$.09/\$100 valuation in 2015 following a transition rate increase of \$.04/\$100 valuation in 2014 to help defray the cost of transportation improvements. This is in addition to other special taxes for developing the Phase 1 Silver Line stations in Tysons (\$.22/\$100 valuation) that business owners have agreed to pay.

Reston 2020's Transportation Working Group (TWG) suggested in its 2010 report to the Task Force that the transportation infrastructure costs in Reston would run about half those in Tysons (\$3 billion in current dollars, \$6 billion in future dollars, not counting bond interest). These costs would be led by the three planned new crossings of the Dulles Corridor to accommodate huge increases in station area traffic. It has not even been discussed how these and other transportation infrastructure costs might be paid for. If Reston follows the Tysons example, its Corridor area business and residences may be subject subjected to a similar special tax running about half the rate experienced in Tysons. A broader, Reston-wide special tax district would probably see a two or three cent increase in tax rates per \$100 valuation. All this has yet to be determined.

Finally, Reston 2020's calculations based on the cost analysis completed by B&D suggest that the tax rate for STD#5 will have to increase from \$.047/\$100 valuation to about \$.075/\$100 valuation—a 60% STD#5 tax rate hike—to cover the costs of building and operating a new recreation center as described in B&D's latest update. (In this regard, we would note again that the RCLCo Reston tax base forecast is based on hopelessly out-of-date—and hopelessly optimistic—data from GMU's Center for Regional Analysis that even CRA has backed away from twice. It would be malfeasance to use it in assessing likely STD#5 tax revenue streams even for a short period of time.) That rate could subside over time with community growth,

but probably not at the rate previously experienced by RCC given slower growth than officially forecast.

Yes, there is a tremendous competition for tax dollars within the County, the *least* important of which is the building of a recreation center in the face of likely tax rate increases for Reston's transportation infrastructure and continuing general county tax rate increases as costs and obligations grow more quickly than the local tax base.

## **The Recreation Center Market Analysis**

The relative unimportance of using Reston tax dollars to build a recreation center is accentuated by B&D's market analysis that infers such a facility would be highly unlikely to be "successful," that is, recover all operational costs through fee/activity revenues.

In a public recreation center such as the one being proposed, B&D says success is achieved in most cases when the operating revenues reach 80%-90% of operating costs, that is, a recovery rate of 80%-90%, with the rest of the costs being subsidized by taxes. Here is what B&D's latest report specifically says on the topic (p. 3.8):

*In B&D's experience, most of the successful recreation public facilities are able to cover 80-90% of operating costs with the remaining expenses subsidized by various public monies. . .*

Its 2009 report uses exactly the same wording to describe "successful" recreation centers, except that it omits the word "public."

B&D's most recent report adds the following for perspective on the issue:

*. . . In the case of Fairfax County, all of the recreation facilities operate at break-even or better. The ability to assess fees close to rates of these public facilities and generate revenue through a comprehensive menu of programs provides the opportunity to achieve financial stability.*

Nothing in any of the several B&D reports indicates that it is likely for a Reston recreation center to reach operational breakeven given the guidance it had when those reports were prepared.

- B&D's May 2009 report forecast recovery rates of 74-80% for three alternative recreation center options—all of which were considerably larger than any option now being considered.
- Its May 2013 update report forecast recovery rates ranging from 59-71% after ramp-up for a small (52.2K SF) facility and 65-80% recovery for a larger (84.9K SF) facility.

- Its November 2013 presentation indicated a 50-71% recovery rate for a recreation facility of 87,600 SF.

None of these come close to breakeven, much less the 114% average recovery rate experienced at all the other County recreation centers for which B&D provided data in its 2009 report.

A Reston recreation center is not economically feasible under these circumstances and imposing additional taxes on Restonians to pay for a knowingly underperforming recreation center would be public misfeasance, even if an ill-informed and overwhelmed public voted for it in a referendum.

Now is the time for the RCC Board of Governors to lead and say “No” to this long-percolating ill-advised idea.

Thank you for listening. I apologize for the late hour and for any errors, substantive or editorial, in this e-mail. I look forward to seeing you in the morning.

Sincerely,  
Terry Maynard