



RESTON COMMUNITY CENTER

**Reston Community Center
Board of Governors Monthly Meeting
February 6, 2017
8:00 p.m.
Meeting Agenda**

8:00 – Call to Order	Beverly Cosham, Chair
8:01 – Approval of Agenda	Beverly Cosham, Chair
8:02 – Approval of Minutes and Board Actions	Beverly Cosham, Chair
<ul style="list-style-type: none"> • Approval of December 5, 2016 Board Minutes (As Reviewed and Approved by the Board Secretary) • Approval of December 5, 2016 Board Actions (As Reviewed and Approved by the Board Secretary) 	
8:05 – Chair’s Remarks	Beverly Cosham, Chair
8:08 – Introduction of Visitors	
8:10 – Citizen Input	
8:12 – Committee Reports	
<ul style="list-style-type: none"> • January 6-7 Strategic Planning Meetings (Long Range Planning Committee) • January 30 Long Range Planning Committee Meeting • February 6 Long Range Planning Committee Meeting 	Michelle Moyer, Committee Chair Michelle Moyer, Committee Chair Michelle Moyer, Committee Chair
8:25 – Approval of Committee Reports	Beverly Cosham, Chair
8:27 – Board Member Input on Activities Attended	
8:37 – Executive Director’s Report	Leila Gordon, Executive Director
8:42 – Old Business	Beverly Cosham, Chair
8:46 – New Business	Beverly Cosham, Chair
8:50 – Adjournment	

Reminders:

Event	Date	Time.
Community Relations and Program/Policy Joint Committee Meeting	February 13	6:30 p.m.
Finance Committee Meeting	February 27	6:30 p.m.
March Monthly Meeting	March 6	8:00 p.m.
Community Relations and Program/Policy Joint Committee Meeting	March 13	6:30 p.m.

Professional Touring Artist Series – reminder to release tickets please if you’re not using them.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
DECEMBER 5, 2016**

Present were:

- Bev Cosham, Chair
- Bill Bouie
- Vicky Wingert
- Gerald Zavala
- Bill Penniman
- Michelle Moyer
- Lisa Sechrest-Ehrhardt
- Bill Keefe
- Paul D. Thomas

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Cristin Bratt, Public Information Officer

The Chair called the meeting to order at 8:04 p.m.

MOTION #1:

Approval of the November Agenda

Bill P. moved that the Agenda be approved. Bill B. seconded the motion. The motion passed unanimously.

MOTION #2:

Approval of the November 7, 2016 Board Minutes

Bill B. moved that the Board approve the November 7, 2016 Board Minutes. Vicky W. seconded the motion. The motion passed unanimously.

MOTION #3:

Approval of the November 7, 2016 Board Actions

Bill B. moved that the Board approve the November 7, 2016 Board Actions. Bill P. seconded the motion. The motion passed unanimously.

Chair's Remarks

Bev noted that she had a conversation at an event with people who she encouraged to share views with us and that they will likely be joining us in February.

Introduction of Visitors

None.

Citizen Input

None.

Committee Reports

Michelle Moyer said we briefly discussed the election at the November 19 Board Orientation (Long Range Planning meeting) and then dove in to how we can continue to make a positive difference in Reston. She said Supervisor Cathy Hudgins and Leila talked about the need to institutionalize our relationships with our Fairfax County Public School and other partners and the collaborative framework for the programs and services we deliver in order to ensure their longevity. The group also talked at length about Reston Town Center North development and the board members emphasized to Cathy that they would like to see the Reston Master Plan Task Force language about the overall objectives for the entire area included or referenced on materials and in the solicitations during the development process. The group also discussed the Strategic Planning Sessions in January, including a possible new cost center to deliver content related to digital media, video and film production. The binders provided to the Board will serve as

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reference materials for members during their terms on the Board; at the request of Bill B., Cristin later sent a link to that material as well.

MOTION #4:

Approval of the Committee Report

Bill P. moved that the Board approve the Committee Report. Bill K. seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended

Paul said he has been at every South Lakes High School football games since son is in their marching band and drum line. He also attended the Reston Town Center Holiday Parade; he had a fantastic spot in the grandstand to watch a fantastic parade.

Bill P. attended a Planning and Zoning meeting and the Reston Town Center Holiday Parade with his grandkids. They really like their bells that were distributed to the crowd.

Vicky missed the parade because she was ill, but her granddaughter filled her in on all of it. She also attended the *Gifts from the HeART* event at RCC Lake Anne. On the same day, Santa's barge arrived at Lake Anne and she gave him her wish list.

Lisa attended the parade in the grandstand and even her adult children were amazed. She has also attended a few Reston Historic Trust Board meetings. She said she thought she knew a lot about Reston but she's learning even more from serving on that board.

Michelle volunteered at RCC's Thanksgiving Food drive and gave huge kudos to Kevin Danaher for his work on that, as well as Brian Gannon's crew that does cleanup. She said she volunteered and then went downstairs to swim. When she came back upstairs after her workout, the Community Room was spotless. She also went to *Gifts from the HeART* and other *Jingle on Lake Anne* activities, as well as the Reston Chorale concert.

Gerald volunteered for the Food Drive event on Thanksgiving. He attended the parade from the streets and thoroughly enjoyed it.

Bill B. had Park Authority meetings and noted that he met with a respected group of colleagues who praised Lisa's work at Southgate Community Center.

Bill K. attended the *Gifts from the HeART* event, as well as the *Black Nativity* performance, which he thought was great.

Bev attended Sherri Edelen's CenterStage performance, the YMCA Gala, GRACE Chairman's dinner, Board Orientation and the first RCO concert of the season. She also delivered remarks at South Lakes High School's Ethics Day. She volunteered for the Food Drive event and saw *Black Nativity*. She attended the annual Leadership Fairfax Awards event to represent RCC.

Executive Director Report

Leila reviewed her report and provided updates on the pool caulking and solar panels. She mentioned that Public Information Officer Cristin Bratt would be receiving an Outstanding Performance Award Friday, December 9 for her work on improving our implementation of social media and tracking its impact. The Board congratulated Cristin.

Leila provided some statistics on the Food Drive and said we collected 15,000 pounds of food and cash or gift cards with a total estimated value of \$25,800. That is enough to feed 900 families for 2.5 months. She noted that this was made possible due to the business partners (in Reston and a few other locations) that hosted donation boxes, as well as the 192 volunteers who gave their time to sort, box, load and deliver food to Cornerstones over the course of three days. She noted that the Reston Town Center Holiday Parade – for which we are a sponsor – placed in the top five in *USA TODAY's* poll for best parade in the country, finishing ahead of the Macy's Thanksgiving Day Parade. The *Gifts from the HeART* event was expanded to put vendors in the wellness studio for the first time. Ali Clements will receive the Fairfax County 2016 Transportation Advisory Council Award of Merit at the Board of Supervisors meeting

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on December 6 in recognition of her work with RCC Rides. RCC Rides also received the *Best New Program* award for our population category at the Virginia Recreation and Parks Society (VRPS) program in November.

Leila said that we received a beautiful comment following *Beyond Sacred: Voices of Muslim Identity* from a patron who took the time to email it to PD. The patron touched on was how moved she was not just by the content and the timeliness but the fact that it was so authentic and heartfelt. The patron noted that RCC's programs always stimulate her because they come from a place of meaning. Leila said this was a great compliment to our organization.

Old Business

Lisa said that Andy Sigle from South Lakes High School asked that she provide sessions at the school similar to the one she conducted during *We Make Reston* last year. She noted that they had one meeting just before the RestON launch and they discussed having a panel of high school students discuss their experiences. She noted that there has been a shift in focus because of a concern for the students' safety, but they are still pursuing an event that addresses both diversity and this concern. For many people in our community, things have changed since the general election and people are expressing that they feel more fearful. Leila noted that Sharon Bulova wrote at length in her monthly newsletter about the County's stance on inclusivity. Sharon noted that we will educate all children regardless of the status of their parents. Leila was happy to see that top-level leadership in the County is embracing the same values for which Reston stands. We're looking to reaffirm those values and our commitment to inclusivity. Lisa also noted that there is a very moving student-created mural at South Lakes High School called *We Are South Lakes*.

New Business

Bill asked for a reminder of the Strategic Planning Sessions schedule. Leila said they will be on Friday and Saturday, January 6 and 7. She said that during the Friday portion, we will review our data and where we are in terms of the new Strategic Plan. On Saturday, we'll discuss aquatics facility capital project planning, as well as two new programming concepts.

MOTION #5

To Adjourn the Meeting

Paul moved to adjourn the meeting at 8:40 p.m. Bill B. seconded the motion. The motion passed unanimously.



Lisa Sechrest-Ehrhardt,
Board Secretary

Date January 13, 2017

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DECEMBER 5, 2016:

- 16-1205-1 Bd That the Board approve the Agenda**
- 16-1205-2 Bd That the Board approve the November 7, 2016 Board Minutes**
- 16-1205-3 Bd That the Board approve the November 7, 2016 Board Actions**
- 16-1205-4 Bd That the Board approve the Committee Report**
- 16-1205-5 Bd That the meeting be adjourned**



Lisa Sechrest-Ehrhardt,
Board Secretary

Date January 13, 2017



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 6, 2017**

Present were:

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

Absent and excused:

- Gerald Zavala

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Thomas Ward, Deputy Director
- Eileen Boone
- Linda Ifert
- Joe Leary
- Pam Leary
- Fred Russo
- Renata Wojcicki
- BeBe Nguyen
- Brian Gannon
- Harun Rashid
- Cristin Bratt
- Barbara Wilmer

Introduction

Bev welcomed everyone at 2:04 p.m. Leila explained that we don't have guests, but if members of the public do join us, they will have the opportunity to give comments and leave comments with us for the record. She added the public will have an opportunity to engage with the Board and staff at the February Community Relations and Program/Policy Joint Committee Meeting on February 13. Bev introduced Karen Cleveland, who is serving as facilitator for the two-day Strategic Planning Session. Karen reviewed the retreat objectives.

Karen reviewed the agenda for the two-day session (see attached). Everyone introduced themselves and shared their role at RCC and what they hope to accomplish over the next two days. The group generally looked forward to two days of effort resulting in fresh, exciting ideas we can collectively implement for the betterment of the Reston community.

Strategic Plan Review

The group reviewed the new Strategic Plan for 2016-2021. Leila said that the Master Arts Plan Task Force (MAP TF) Market Study and Needs Analysis Request for Proposal (RFP) process kicks off in February. That will deliver a clear understanding of the audience demand issues related to new arts venues. The County-supported studies and research being undertaken by the MAP TF will support our efforts to build a performing arts facility. This process will hopefully conclude by the end of 2017. Vicky asked if this included the new Tysons project. Leila explained that Capital One pulled its original proffer to build a community center and have substituted a performing arts venue – with a large footprint stage and house. This will support Capital One needs for a conference center space. Adjacent to that space will be a black box facility with a capacity of 200-300 seats. She said that the proffer element makes some portion of the facility's calendar available to Fairfax County-based arts organizations. Leila said this is in early negotiations, but cautioned that the initial proposals reflect very limited calendar access for County arts organizations. Leila thinks this facility will be a great asset for Fairfax County but she doesn't see it as being as connected to the community as RCC's arts venues are. Paul asked where it would be located.

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Leila said it would be the first two floors of Capital One, across from Wegmans, on the Metro Line. Bill P. asked if Boston Properties was still considering building a performing arts center as a proffer. Leila said there is a tremendous interest in including an arts center at Reston Town Center (RTC) North development. She expects that if the RTC North project moves forward, there's potential for a significant proffer opportunity to realize an arts center.

Leila moved on to the Building Community section in the Strategic Plan. She reported that the Greater Reston Chamber of Commerce is still pursuing the Reston Marketing Initiative (RMI). If this doesn't come to fruition by the end of April, RCC will assume a larger role in building a community calendar for use in a web environment. BeBe noted that we've heard from the community for years that they'd like a true community calendar. She and Leila are looking at how RCC could spearhead creation of this calendar either in the context of RMI or separately if needed. Leila also explained that we've contributed a great deal to the Reston Opportunity Neighborhood (RestON) Initiative. Eileen added that she sat on a panel at Cornerstones to hire someone to lead this effort and they continue to get the pieces in place so that they can create the right programs to develop and deploy to make a difference in the community. Bill P. asked about the programmatic goals of RestON. Eileen said it's a cradle-to-career initiative to bridge gaps in services offered to youth. Leila said one of the past challenges in our similar efforts was getting service providers to share data and resources; the design of RestON includes data sharing and gap analysis arising from all available data. Vicky asked if RMI was internal to the Reston community alone. Leila explained that the goal was to rebrand Reston as a destination with a new tag line (*Planned. Proven. Connected.*) to replace *Live Work Play*. Bill P. asked if that meant that Reston would really be abandoning *Live Work Play*. Leila said yes in terms of using that tagline for marketing purposes; it has become so ubiquitous all over the region and country that it no longer distinguishes Reston from other places. Bill P. said he doesn't agree with that because a lot of people in Reston identify with and really believe that message. Paul asked if the issue with consensus was just because there are so many different organizations. Leila said yes; she explained that everyone agreed this initiative should live in GRCC, but other organizations still have input into strategy. Bill P. added that he thought the tagline sounded very corporate. Paul agreed and said it feels that way because it's spearheaded by an agency that serves the corporate community. The campaign is intended to offer compelling evidence of Reston's attractiveness to businesses, new residents and visitors.

Leila said there have been five participants in eLearning and Eileen has set a goal of 30 participants for 2017. She asked Paul if he can add some insight into the virtual learning community. He said the virtual learning marketplace is very crowded and that the range of options for people seeking online education and certifications is only getting broader.

Eileen shared progress that staff has made bringing RCC programs to several apartment buildings and multi-family dwelling locations in Reston. She reported that we are hiring a staff person in a new position to work on this initiative and other of RCC's collaboration endeavors. She also noted that these outreach efforts fit nicely with the RestON initiative. She spoke about our new afterschool program at Dogwood and the growing afterschool program at Langston Hughes Middle School.

Leila asked Tom to share data on our Fee Waiver program, which was expanded in 2016. He noted that the change was prompted by feedback that the \$150 Fee Waiver allotment was not enough to buy an annual swim pass and also do other activities. He noted the trends following that change. Paul asked what changed between 2014 and 2015. Tom explained that we stopped allowing household members to combine individual allotments for the benefit of fewer household members. Leila described that increasing the income eligibility levels have also assisted families in avoiding costly unintended expenses if their income increases slightly. Bill P. asked about the General Payments graph. He said the graph is helpful but he's interested in the number of individuals that have actually taken classes. Tom said we could further investigate how many households are qualified in the program and provide that data.

Leila finished reviewing the Strategic Plan focus areas including an update on our National Recreation and Park Association (NRPA) accreditation status. Paul asked what the benefit was to achieving this designation. Leila explained it helps identify gaps in operating procedures and highlights opportunities to improve and institutionalize best practices with respect to these processes. Bill B. added that it is a widely respected designation that lends a good deal of credibility to the organization's programming; the Park Authority has this designation.

Discussion: Participation Data, Financial Profile, Revenue Strategies and Community Engagement

The group took a short break before Leila reviewed key participation points from the attached presentation. She noted that our program initiatives resulted in increases in participation by Teen and 55+ patrons, but we're seeing a decline in Adult, Youth and Family program participation numbers. She thinks bringing more programs out into the community will help address this issue. In addition to changing family habits with respect to leisure activities, there is increasing competition in the community. We have to find our niches and lanes where we can do what no other provider can do. We also need to find the price point "sweet spots"; this could mean adjusting prices so that we can apply a consistent 55+ discount across all lines of business of 20 percent. Paul asked about tiered pricing (different discounts for 55-65 and 65+, for example). Leila explained that there were challenges with this sort of strategy in terms of implementation.

Bill P. objected to any strategy that involves raising prices. He thinks keeping enrollment figures up is more important than increasing revenue. Leila said we want to eliminate the inequity that exists within the organization; we have a different discount for adults 55+ in the Aquatics environment from the discount in Leisure and Learning. There was general discussion on discounts and price point equity issues. Bill P. continued to voice his concerns with the plans for the 55+ pricing and discount changes; he urged everyone to seriously consider the impacts of it. There was a robust discussion on the strategies and goals for this. Given the variations among programs, it was agreed that a straightforward table that illustrates a "before and after" fee for the appropriate sample of programs would be the most useful tool to create to help our patrons understand the changes we might make.

Paul asked about slide five of the attached participation data presentation and why there was such a severe drop in community events numbers. Leila said it was mostly a result of the Northern Virginia Fine Arts Festival being impacted by heavy rain and very cold temperatures.

Tom noted we have a limited footprint and our biggest challenge is that our meeting rooms are often booked with programs. We have a fixed aquatic venue but increased demand for that programming. Those realities drive limitations of our existing facility footprint. As programming staff identifies future goals, we're going to look at renovating and improving our buildings to discover how we could maximize the facilities' potential to better support programming needs.

Tom noted that our facilities have been brought up to date with mechanical systems. Bill P. asked Bill B. a realistic timeframe for the new recreation center at Reston Town Center North. Bill B. said we'll have a better idea at the end of the year when Phase 1 planning is complete and we can look at future implementation time frames. Phase 1 is anticipated to be complete around the same time that Phase 2 of the Metro Silver Line opens. Bill P. asked if the final facility would operate like Oak Marr, Spring Hill and other Park Authority recreation centers. Bill B. said he is hoping for the same community engagement on the rec center as the Park Authority had with the Lake Fairfax skate park, while remembering that aquatics and court space are the top two priorities in the facility. Bill P. pointed out that we cannot yet determine the use for our pool since the Park Authority will not know the rec center's purpose for quite some time.

Leila thinks we should explore replacement of the systems we have while meeting the service requirements of our existing swim population. She suggested planning in such a way that as a new facility comes online, we have the potential to make a significant change to our facilities (e.g., remove walls, expand space, etc.). Tom noted that we don't want to make decisions that will be a waste of resources based on the rec center capabilities. Bill P. encouraged Tom to explore solar and geo thermal options for the pool. Tom said we are already exploring these options. There was general discussion about "green facilities" and their benefits. Further discussion of options for renovation – particularly with respect to our aquatics facility – would occur in the Saturday morning session.

Karen concluded by thanking everyone for their input. She encouraged everyone to think about our discussions and bring any further input or questions back at 10:00 a.m. the next day.

The meeting concluded at 4:01 p.m.



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 7, 2017**

Present were:

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

Absent and excused:

- Gerald Zavala

Guests:

- Wayne Hughes, Principal, Hughes Group Architects
- Lynn Reda, Associate, Hughes Group Architects

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Thomas Ward, Deputy Director
- Eileen Boone
- Linda Ifert
- Joe Leary
- Pam Leary
- Fred Russo
- Renata Wojcicki
- BeBe Nguyen
- Brian Gannon
- Harun Rashid
- Cristin Bratt
- Barbara Wilmer

Bev welcomed everyone at 10:08 a.m. and offered the following three quotes to inspire us for the day.
“Coming together is a beginning; keeping together is progress; working together is success.” – Henry Ford

“Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing or learning to do.” – Pelé

“I, not events, have the power to make me happy or unhappy today. I can choose which it shall be. Yesterday is dead, tomorrow hasn't arrived yet. I have just one day, today, and I'm going to be happy in it.” – Groucho Marx

Leila noted that she had a few takeaways from the previous day's conversation. The staff will create the kind of comparative table of our pricing shifts that will make clear that we are adjusting in ways to be fair, to eliminate barriers to participation, to continue to be affordable. The table and related materials such as comparisons to other providers will be given to the Board to review prior to our community engagement in February. She further noted that given what we know about our competitive environment, and the growing population of Reston's residents and employees, we should be programming without regard to past boundaries that may no longer be applicable. We will offer programs and activities on the full array of topics, using the broadest spectrum of community locales and resources. As the size of the community grows, it's clear that options will also grow. We have to remain nimble and relevant to assure our success.

Karen reviewed today's agenda and timeline and explained that we will end with criteria, priorities and a plan for our engagement with the community as we establish funding and programming priorities.

January 7, 2017 Long Range Planning Committee Meeting Report (Strategic Planning Session)

Karen welcomed Wayne Hughes of Hughes Group Architects to present proposals for repurposing the existing natatorium at RCC Hunters Woods. Since the pool systems need to be replaced anyway, the opportunity exists to repurpose the entire pool facility. Wayne introduced his associate Lynn Reda and shared that she is a master swimmer, swim mom, swim coach, U.S. swim official and that she once swam from Alcatraz to San Francisco. Wayne explained that Hughes Architects was founded in Reston, VA. He originally worked for the firm that designed RCC Hunters Woods (Jansons, Roberts, Taylor and Associates). He actually built the cardboard models of the building for consideration. He has abiding affection for the Reston Community Center and what it has become in the past 40 years. He noted that Hughes Group Architects have now designed more than 40 community centers and 45 university activity centers. The biggest change regarding these types of facilities that he has seen is the growing popularity of fitness and fitness equipment. He believes that for RCC to continue to be relevant to contemporary society, we need to look at the big picture, not just aquatics.

Wayne presented the attached three options to renovate the pool:

- **Option 1:** 5,800 Square foot Expansion to include the following features:
 - 25-M x 25-YD Lap Pool to be kept at 78-83F
 - Warm Water Pool to be kept at 84-86F
 - Spa Pool to be kept at 103-104F
 - Expansion of existing locker rooms

- **Option 2:** 7,000 Square foot Expansion to include the following features:
 - 6-Lane x 25-YD Lap Pool to be kept at 78-83F
 - Teaching Pool to be kept at 84-86F
 - Therapy Pool to be kept at 86-88F
 - Spa Pool to be kept at 103-104F
 - Expansion of existing locker rooms

- **Option 3:** No building expansion; existing footprint would be redesigned to include the following features:
 - 6-Lane x 25-YD Pool to be kept at 78-83F
 - Warm Water Pool to be kept at 84-86F
 - Spa Pool to be kept at 103-104F
 - Expansion of existing locker rooms would be dependent on code issues regarding occupancy loads

Wayne noted that all of the plans could be altered to address issues such as storage areas, zero-depth entry, pool depth, etc. He also reviewed photos of some other aquatic and recreation centers that Hughes Group Architects have built, in order to help the group visualize what the RCC natatorium could look like.

Bill P. asked if there would be downtime for just replacing systems. Leila said the multiple systems replacement projects alone would require a minimum four-month closure. That could be done in June-September 2018 so that outdoor pools could help lessen the burden on our patrons.

Paul asked about the deep water impact and potential revenue loss we might incur by losing the deep water space. Wayne and Joe agreed that eight feet is a minimum for lifeguard/ and water safety instruction. Wayne said the 6-lane pool in Option 3 could potentially be eight feet deep to minimize the impact of removal of the diving well.

There was general discussion about the proposed options. Bill P. asked the potential closure period for each option. The shortest closure period would be 12-16 months for Option 3. Leila reminded everyone that we will need to close for four months either way for systems replacement. She believes that since the closure is necessary in any case, this might be the right time to extend the closure in order to renovate the pool so that it better serves patron and partner demand. Vicky asked if Option 3 included the flexibility to build an addition in the future, an addition that could potentially adapt the pool to look like the footprint of Option 2. Wayne said it absolutely left that door open. Wayne also noted that Option 1 was the most expensive and longest closure time because it involves removing and replacing the current support beams for the natatorium. The other two plans leave them in place. Option 3 would be the least

January 7, 2017 Long Range Planning Committee Meeting Report (Strategic Planning Session)

expensive since it does not involve a building expansion. Leila noted that Option 3 could be absorbed within the constraints of our current capital reserves; she does not believe it would require additional revenue. Board members were most interested in Option 3 that carried the lowest costs and shortest length of time of pool closure. Wayne will provide similar illustration and details for Option 3 and send that back to Leila this month. The group broke for lunch at 11:45 a.m.

Therapeutic Recreation

Following lunch, Eileen presented a proposal for a new Therapeutic Recreation cost center. She explained that our staff is already well-suited for this field: she has a degree in therapeutic recreation and PD has worked in arts therapy. She also noted that this is a high-demand service. She shared numbers highlighting the number of persons with learning and physical disabilities in Reston, but noted that there are very few programs offered by Fairfax County's Neighborhood & Community Services within Reston. She is proposing that RCC become a leader in specialized fitness and art therapy programs for the Reston community.

Bill asked for a stronger definition of therapeutic recreation. Eileen explained that it is the use of recreation and art interventions to address the specific needs of individuals with physical or psychological disabilities. These programs contribute to better health, recovery and well-being by restoring or strengthening motor and cognitive skills, building confidence and integrating learned skills into community settings. It is not physical therapy from a medical perspective, but rather programming focused on growth through activities such as the creative arts, sports and leisure education.

Bill P. expressed concerns that if we committed to this low-revenue program with a high subsidy level, it could become very challenging to sustain it if there should be a significant shift in our resources such as we saw during the recession.

Leila explained that the significant added cost for this cost center is due largely to the cost of hiring an expert to manage the program. We would like to have someone who can offer expertise to all staff so that we might be able to mainstream more patrons into our existing programming and activities. While it's true that there are different models for these offerings – where higher prices are charged for example for art therapy than for socialization activities – she thinks we should be conservative in considering the revenue potential.

Paul asked how confident staff is that this would require a full-time employee. Leila said she is highly confident since we want the person's reach to extend to aquatics and all lines of business; the individual would also be teaching in addition to administering.

Leila noted that to proceed with the presented program cost center ideas, we should conduct a targeted needs-analysis about leisure, recreational fitness and cultural preferences in the Reston community. This will give us some confidence in the interests as well as the demographics of the audiences we would be serving.

Digital Media, Video and Film

Leila reviewed the attached Digital Media, Video and Film cost center proposal. She explained that the Reston documentary film project highlighted a strong desire for education and opportunities in the areas of media production such as video-making, documentary filming, YouTube channels and the like. There's a strong contingent of professionals in the community interested in the opportunity to learn and hone this craft. There are also many organizations interested in obtaining videos that can meet marketing needs. Leila asked Rebekah Wingert-Jabi to create a program proposal that would meet these needs and reach out to the hard-to-reach teen/young adult demographic in our community.

Leila explained that this field requires a low student-teacher ratio, although there are opportunities for bigger classes at the introductory level (residencies at middle schools or high schools). The program would offer hands-on practice and experiences. Leila outlined the startup costs but noted it's a snapshot in time since the cost for this sort of equipment is constantly changing. The costs on the attachment include a leasing cost estimate from EDENS (property manager for Hunter Woods Village Center), though she noted it might come in even lower.

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Leila said similar digital media program experiences range from a brick-and-mortar program in Brooklyn which is a fully subsidized community program to a similar program on the west coast which includes much higher fees associated with the same type of curriculum. That program costs \$1,000 for two weeks of camp in order to build skills and create products. She said that we know that many Reston non-profits are willing to pay to get a high-quality video that they can share with grant makers and donors. She also noted that since there is no central print publication in the Reston community, people increasingly rely on electronic media delivered via their phone as a primary source of information. She believes that if we can start populating that space with videos about the RCC experience from the patron perspective, that we will greatly increase our reach. We would simultaneously be building a communications and marketing layer for which we don't have the capacity today. Ultimately, we'd be training students who could then operate their own studio and then run programming for their audience. Animation is another opportunity to deliver a curriculum with a robust potential revenue return.

Paul said he envisioned something like a "digital torpedo factory." Leila agreed and added that she sees options at Reston Town Center and Hunters Woods that are attractive for location of this type of program. Reston Town Center offers great space, a built-in technology cohort and is very high profile. But the Hunters Woods Village Center is also attractive because we're reaching the people where they live, bringing more people to our flagship location and would have significantly reduced overhead.

Bill K. said the program would be a wonderful complement to South Lake High School's arts program. He noted the recent success of SLHS alum Benny Blanco, who is a 28-year-old rapper, songwriter, record producer, musician, re-mixer and record label owner. He started mixing music in his bedroom in Reston and has now written and produced songs for Ed Sheeran, Rihanna, Maroon 5, Justin Bieber, Katy Perry and many more artists.

There was discussion on the program's merits. Michelle asked if it needed to start at a director-level instead of maybe a program within another cost center. She is also concerned about the frequency of equipment replacement. Leila said the expertise level warrants director-level pay. The group agreed that the software in particular will require regular maintenance that will be difficult to estimate because of the changing technology and needs in this marketplace.

Considering both proposed cost centers, Bill P. suggested that RCC maintain significant money in our reserves because he believes the market is going to drop in the next five years and we may need to rely on these reserves again.

Criteria, Priorities & Engagement Planning:

Leila suggested that we focus our February Community Relations and Program/Policy meeting discussion on the proposed aquatics facility and two new cost centers. We can then use input/feedback from that meeting to formulate a plan for needs analysis, financial feasibility planning and implementation requirements. Staff will then return in March with further refinement of the investigation process and facility planning issues. She also noted that we will have a better idea of our tax base performance by March.

There was discussion about the tax base, building growth and demand level. Leila noted that there is a rather bleak outlook for the Fairfax County General Fund. Despite that the number of projects and their scope that are in the pipeline for Reston suggests that our tax base will expand in the next two to five years fairly substantially. She would like to put RCC in a profile where we reduce our Capital reserves over the same time frame to address the facility needs we must address while also positioning ourselves to be attractive for years to come regardless of other competition. Regarding the aquatics center, we are looking at a one-time outlay that potentially doesn't carry any additional tax revenue or bond issue. The cost profiles of the two proposed cost centers are relatively modest: they includes two full-time positions, part-time employment and some equipment/operating costs. She noted that \$200-\$300K of core costs could be absorbed within our budget resources. Combined cost of a significant renovation and new programming would not preclude continuing to build reserves of approximately \$1-2M; that would be sufficient in the event that tax base growth levels off or falls.

Bill P. suggested we appoint an ambassador for proffers to talk to developers; he thinks Bill Keefe would be a great fit. Bill K. said a trust fund should be established from proffers. Leila reminded everyone that we've made crystal clear to Cathy Hudgins that our priority and the community priority is the rec center

January 7, 2017 Long Range Planning Committee Meeting Report (Strategic Planning Session)

and the art center. She suggested that if proffers achieve both of these amenities for the community it would be substantial and in all likelihood provide significant options for RCC partnering in the context of the Park Authority facility or operation of the arts venue.

Bill P. pointed out how many businesses are going in and that no proffer amenities have been offered to the Reston community or the Reston Community Center. Paul pointed out that we need to share with developers the benefit of partnering with us: we are programming the space so there is little for them to manage. He thinks these points need to be better communicated to Reston developers. Bill K. expressed that we can play an important role in connecting new developments to the community and supports our efforts to continue reaching out to projects and offering our services to support their tenants.

Leila suggested a Long Range Planning Committee meeting in late January to review financials and a road map for the February Community Relations and Program/Policy meeting. The group agreed to LRP Committee Meetings on January 30 at 6:30 p.m. and Monday, February 6 at 7:00 p.m. (immediately preceding the 8:00 p.m. Monthly Meeting).

The meeting concluded at 1:51 p.m.

**Reston Community Center Board of Governors and Staff
Strategic Planning**

**Friday and Saturday, January 6 and 7, 2017
RESTON ASSOCIATION CONFERENCE CENTER**

AGENDA

Friday, 2:00 to 4:00 p.m.

1. Introduction – Expectations (15 minutes)
2. Review of Strategic Plan Document – Staff update to efforts that have occurred in the six months since adoption (20 minutes)
3. Review of participation data – Relevant highlights informing current work (20 minutes)

Break

4. Discuss financial profile and revenue strategies – Determine a path toward equitable pricing (20 minutes)
5. Discuss key elements required of engagement with patrons regarding cost recovery/financial planning (20 minutes)
6. Wrap-up, parking lot (20 minutes)

Saturday, 10:00 a.m. to 2:00 p.m.

1. Review; comments; overnight inspirations (15 minutes)
2. Presentation from Wayne Hughes (90 minutes, including Q/A)

Break – Working Lunch

3. Presentation of two new cost center concepts (60 minutes, including Q/A)
 - Therapeutic Recreation – Eileen
 - Digital Media, Video and Film – Leila
4. Decision-making: Criteria, Priorities, Engagement (30 minutes)
5. Next Steps/Wrap-up (30 minutes)

*Reston Community Center
Strategic Plan
2016 – 2021*

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





VISION

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

MISSION

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

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

VALUES

In accomplishing our Vision, RCC will be:

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

Reston Community Center Strategic Plan 2016 – 2021

INTRODUCTION

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

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

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

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

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

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

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

FACILITIES

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

Objectives:

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

Update: January 2017

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

BUILDING COMMUNITY

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

Objectives:

- a. To coordinate efforts that assure Reston residents and businesses have broad knowledge of RCC programs and services and how those may appeal to employees and visitors.
- b. To identify and implement systems and resources that intersect with community initiatives that are supported by RCC's mission and coordinated with our partners.
- c. To be particularly attentive to cultural, health and wellness concerns developing in the community.
- d. To reach out to new neighbors and under-served areas of the broader community with programs and services delivered where people are and to

leverage those experiences to inspire these “micro-communities” to engage deeply with the broader community.

- e. To support development of a community calendar of important event and activity dates in conjunction with our partners.

Update: January 2017

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

PROGRAMS

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

Objectives:

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

Update: January 2017

- Recreation and community capacity building needs analysis to be designed for delivery in 2017. Will investigate intersections feasible with Park Authority efforts related to indoor recreation facility planning for Reston and will seek differentiation from Reston Association efforts to date.
- Fee Waiver program expanded in 2016; individual limit increased to \$250; income eligibility thresholds increased.
- In 2016: Launched eLearning (5 enrollees in first 6 months, 2017 goal to increase to 30).
- Expanded Langston Hughes Middle School after-school drop-in programming (increased by adding cooking workshops, fashion sewing workshop, Zumba fitness in addition to the Game Day offering. September through December: 3,053 drop-in visits).
- October to December 2016: offered four Minecraft clubs at Dogwood Elementary School serving 3rd through 6th graders. September through December: 269 visits).
- Sponsored purchase of a garden tiller for Dogwood Elementary outdoor education program.
- Sponsored a Green House for Terraset Elementary outdoor education program.
- Presented a Yoga Workshop for residents of Harbor Park. Well attended; will continue pursuit of similar offerings there.
- Outreach to Harrison and BLVD pending.

- Planning to coordinate program offerings with Cornerstones for their Youth Summer Series to be able to support their Cedar Ridge, Southgate, Crescent and South Glade communities.
- Continued support of the YMCA Reston Kids Tri; expanded connections to youth triathlons to include training sessions for Amy's Amigos in 2016.
- Expansion of summer concert series to add a new Sunday series at Reston Town Center and a Friday series at Reston Station at Wiehle Avenue.

BRANDING & MESSAGING

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

Objectives:

- To build on market and needs analysis results to target marketing to appropriate audiences.
- To highlight RCC's strengths and positive impacts on community life.
- To increase awareness of RCC through external and internal branding and marketing strategies that reinforce a distinctly "RCC" image.
- To use all available platforms to communicate – including digital, multi-language and traditional print.
- To develop and deploy an "app" for RCC and Reston – to be used on the spur of the moment by residents, employees or visitors to participate or enroll.
- To coordinate RCC marketing across and among partner platforms.
- To ensure messaging consistently reflects our vision, mission and values.

Update: January 2017

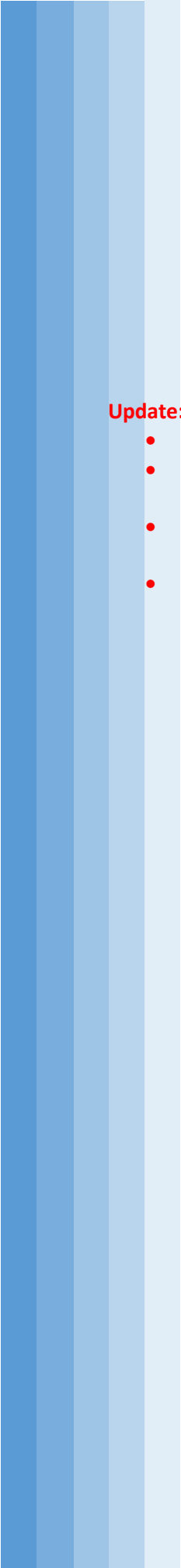
- Continuing to evaluate and refine existing print publications.
- Expanded social media outreach; continue efforts to use social media to launch communication products (2016: two monthly e-newsletters).
- Evaluating CMS for current website; possible transition to WordPress.
- Expansion of social media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

INTERNAL CAPACITY & FINANCIAL PLANNING

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

Objectives:

- To assure that equitable access and practices are principles applied to programs, services and facilities.

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

Update: January 2017

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



METHODOLOGY

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

General Evaluation/Measurement Tools

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

- a. Participation and Program Highlights
- b. Customer Satisfaction Surveys – Programs and Services
- c. Cost Recovery
- d. Business Systems Performance for Patrons – Use of e-commerce; social media metrics

Facilities

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

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

Building Community

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

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

Programs

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

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

Branding and Messaging

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

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

Internal Capacity and Financial Planning

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

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

CONCLUSION

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

RCC Board of Governors

Annual Strategic Planning Meeting

JANUARY 6-7, 2017

Challenges

Adjusting to changes in the way people recreate

Strategies:

- Locate programming where people live and/or work
- Re-think time commitment required to participate
- Expand drop-in program opportunities
- Offer more “family friendly” program opportunities
- Provide e-Learning option

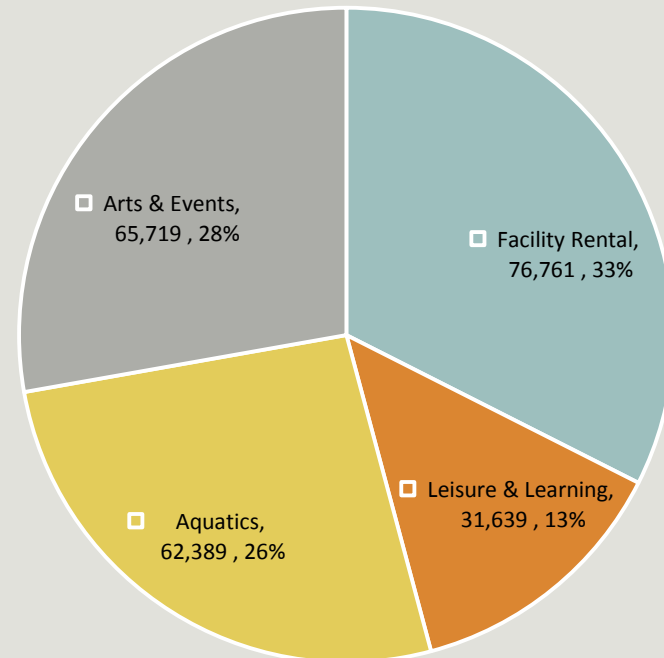
Keeping pace with changing demographics of the Community

- Socio-economic challenges for larger part of the population: Fee Waiver program, One Fairfax, Opportunity Neighborhood, Hunters Woods Neighborhood Coalition
- Continue inclusive approaches to communication (multi-format, multi-lingual)
- Eliminate disconnects in our pricing practices and align with our Strategic Plan

Lines of Business

- **Aquatics**
 - Learn to Swim Classes
 - Open/Lap Swim
 - Swim Team Practices
 - Water Fitness
 - Water Safety Programs
- **Arts & Events**
 - Arts Education Programming
 - Community Arts
 - Community Events
 - Professional Touring Artist Series
 - Volunteers
- **Leisure & Learning**
 - Recreation & Enrichment Programs
 - Summer Camps
- **Facility Rentals**
 - HW & LA Meeting Rooms
 - HW & LA Kitchens
 - HW Community Room
 - LA Gallery

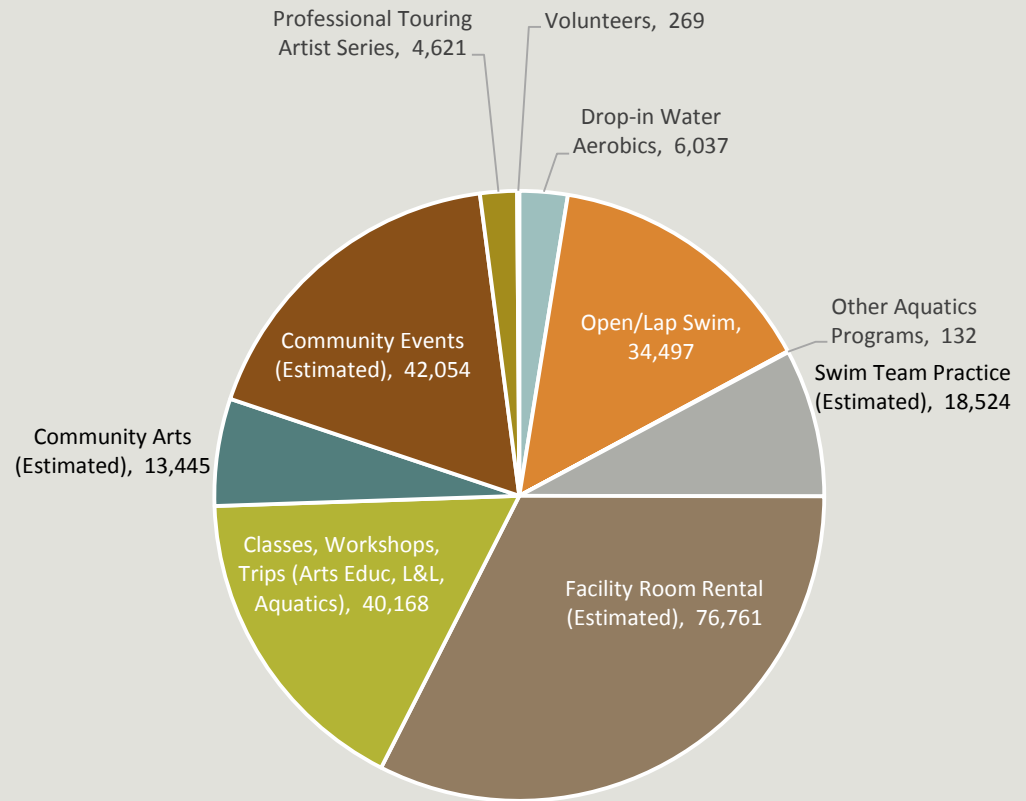
COMMUNITY PARTICIPATION BY LINE OF BUSINESS
(JANUARY 1 - DECEMBER 31, 2016)



Participation

- **Total Visits**
 - **2016 – 236,508 Visits**
 - **2015 – 268,958 Visits**

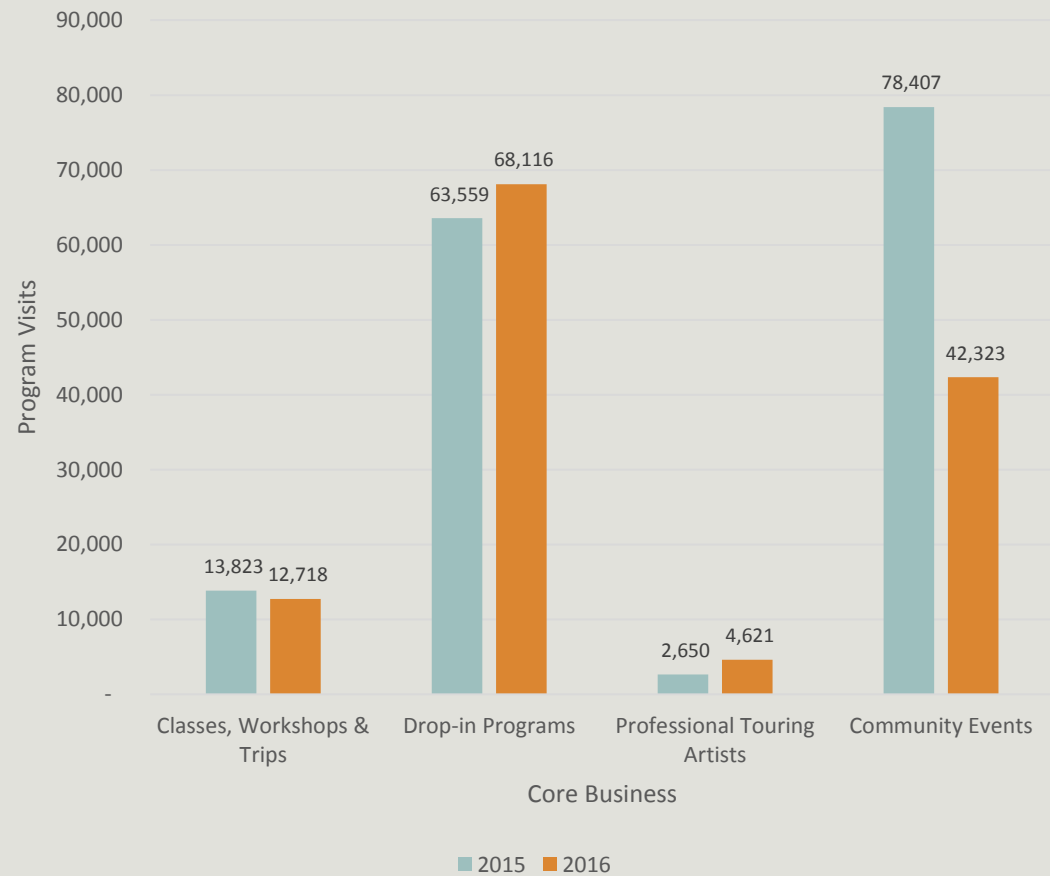
PARTICIPATION BY PROGRAM TYPE JANUARY-DECEMBER, 2016



Core Business: Programs

- **PTAS - Increased Number of Performances by Three**
 - **Added Simulcast (Billy Collins)**
 - **Grew Audience by over 1,900**
- **Community Events - Weather Impacts**
 - **Northern Virginia Fine Arts Festival**
 - **Summer Concert Series**
- **Drop-in Programs**
 - **Growth in After School Drop-in Participation**
- **Registered Programs**
 - **Enrollment increased in Fitness & 55+ programs but declined in the other cost centers**

CORE BUSINESS PERFORMANCE ARTS EDUC., AQUATICS, LEISURE & LEARNING, PERFORMING ARTS



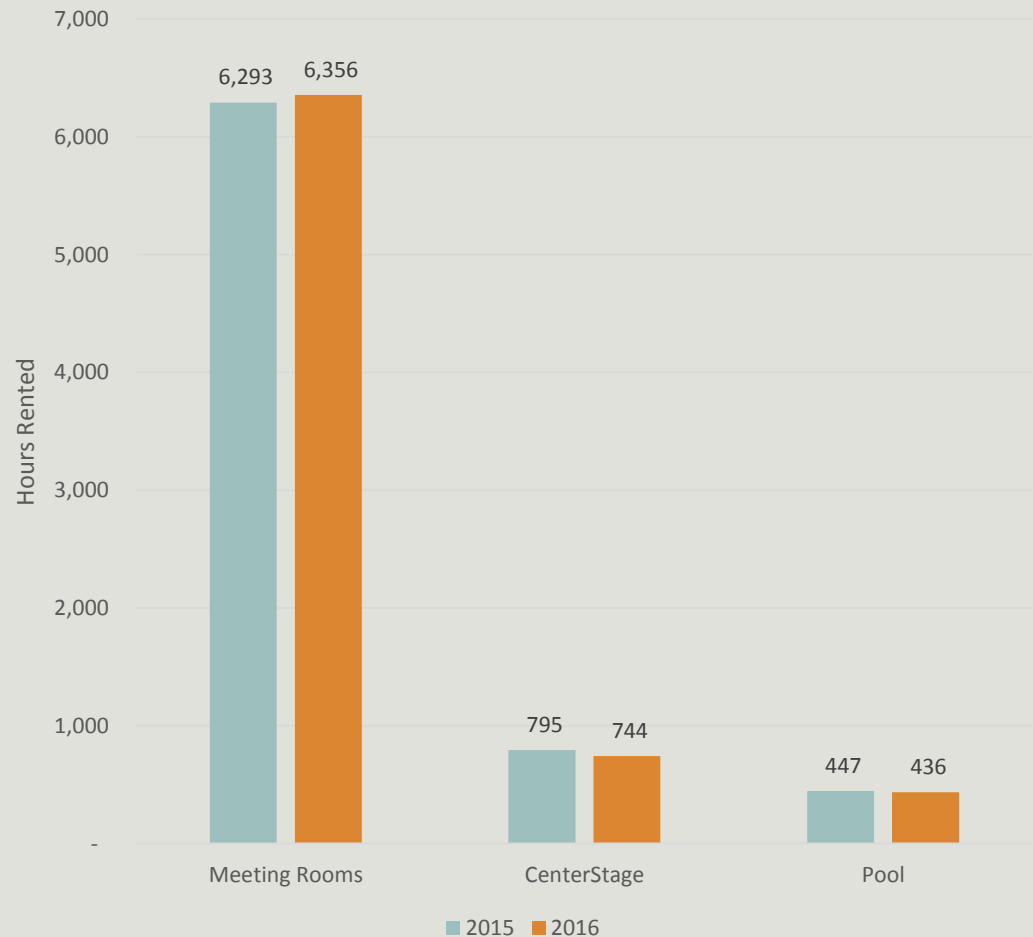
Core Business: Facility Rentals

- **Total Hours Rented**
 - 2016 – 7,536 hours
 - 2015 – 7,535 hours

Facility rentals occur following booking of Founding Partner annual calendar and programs. Balance of time is made available on a preferred basis to “Reston” requests.

Currently on target to phase the non-profit discount to 10% and phase out the other discounting available to some Founding Partners.

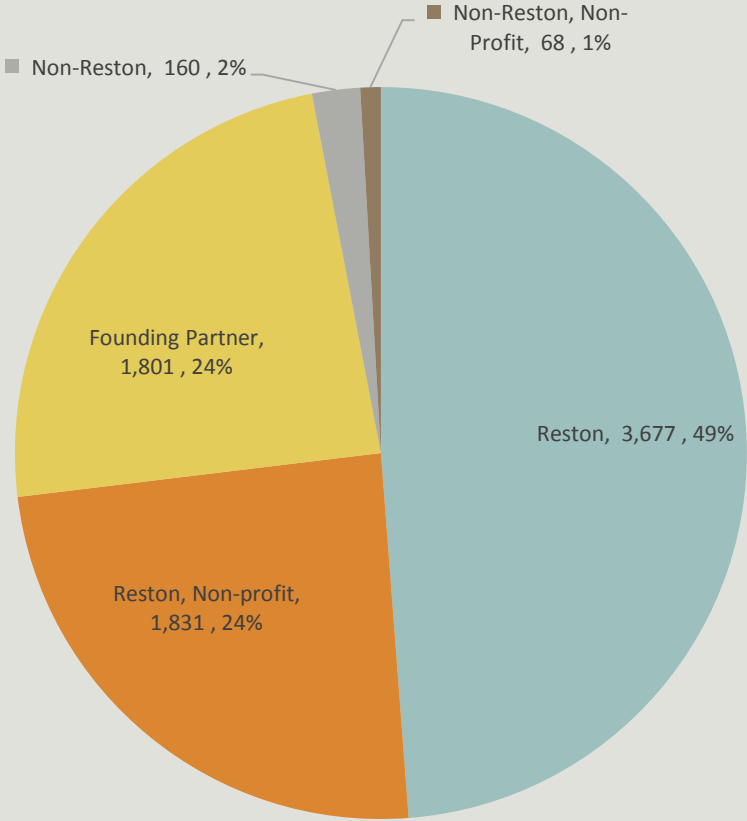
CORE PROGRAM PERFORMANCE COMPARED FACILITY RENTAL HOURS



Core Business: Facility Rentals

- **Reston patrons accounted for 97% of the total hours rented**

FACILITY RENTAL HOURS
BY HOUSEHOLD STATUS
JANUARY-DECEMBER, 2016



Participation Analysis

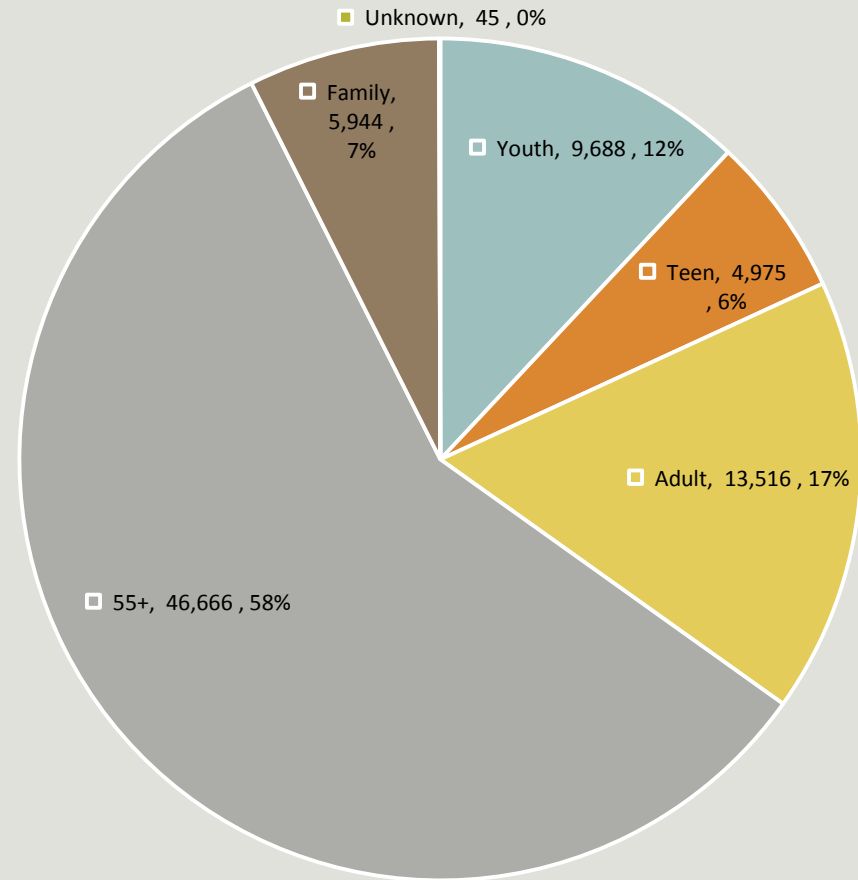
- **Includes**

- Classes, Workshops, Trips (Arts Educ., L&L, Aquatics)
- Drop-in Water Aerobics
- Open/Lap Swim
- Other Aquatics Programs

- **Assumes**

- For registered programs, participant age on first day of program
- For drop-in programs, age as described by the targeted age cohort of the offering
- For pass users, the age is based on the type of pass

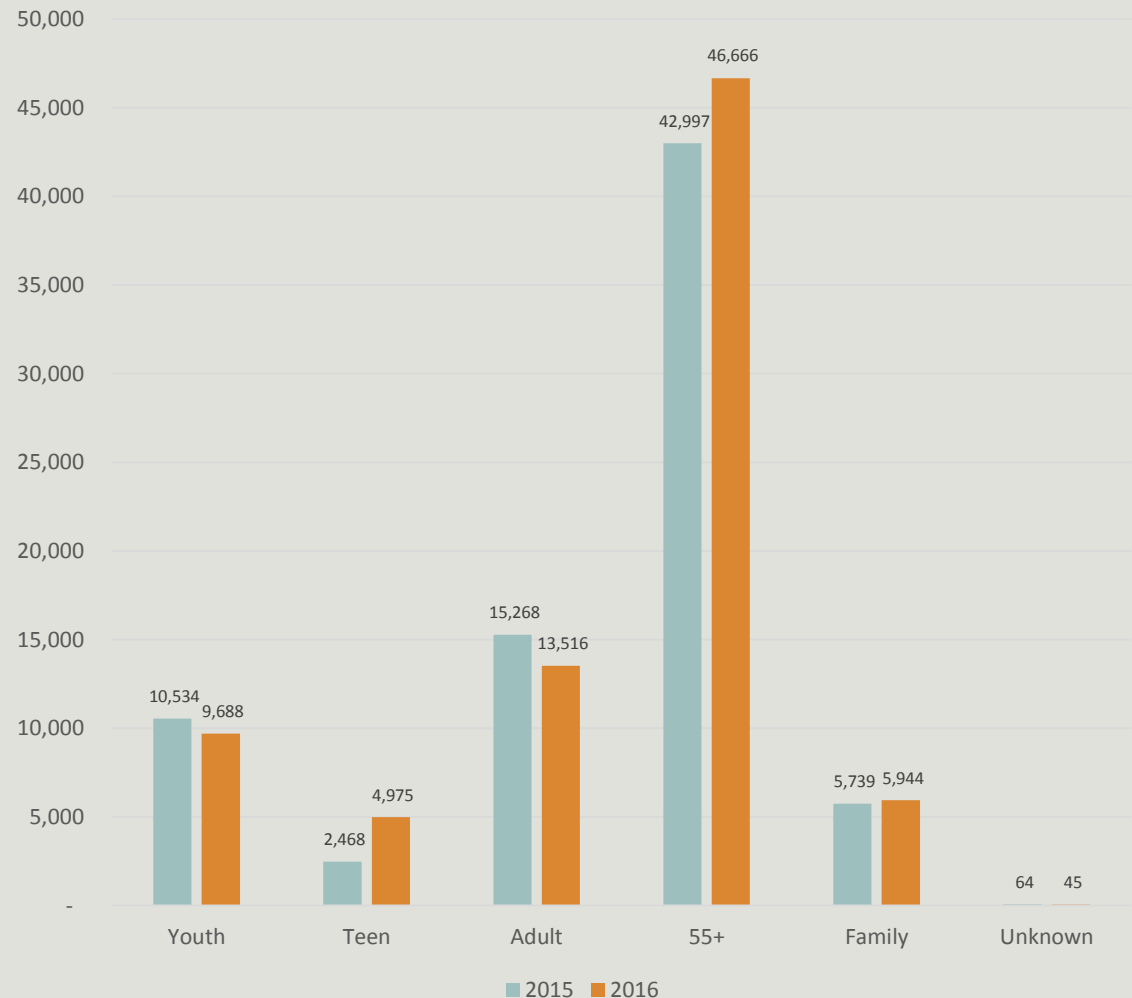
Participation by Age Cohort
January-December, 2016



Age Cohort Trends

- **Shifting Demand for RCC Programs**
 - **100% growth** in Teen participation by programming where they are
 - **8% growth** in 55+ participation
 - **4% growth** in Family participation
 - **8% decline** in Youth participation
 - **11% decline** in Adult participation

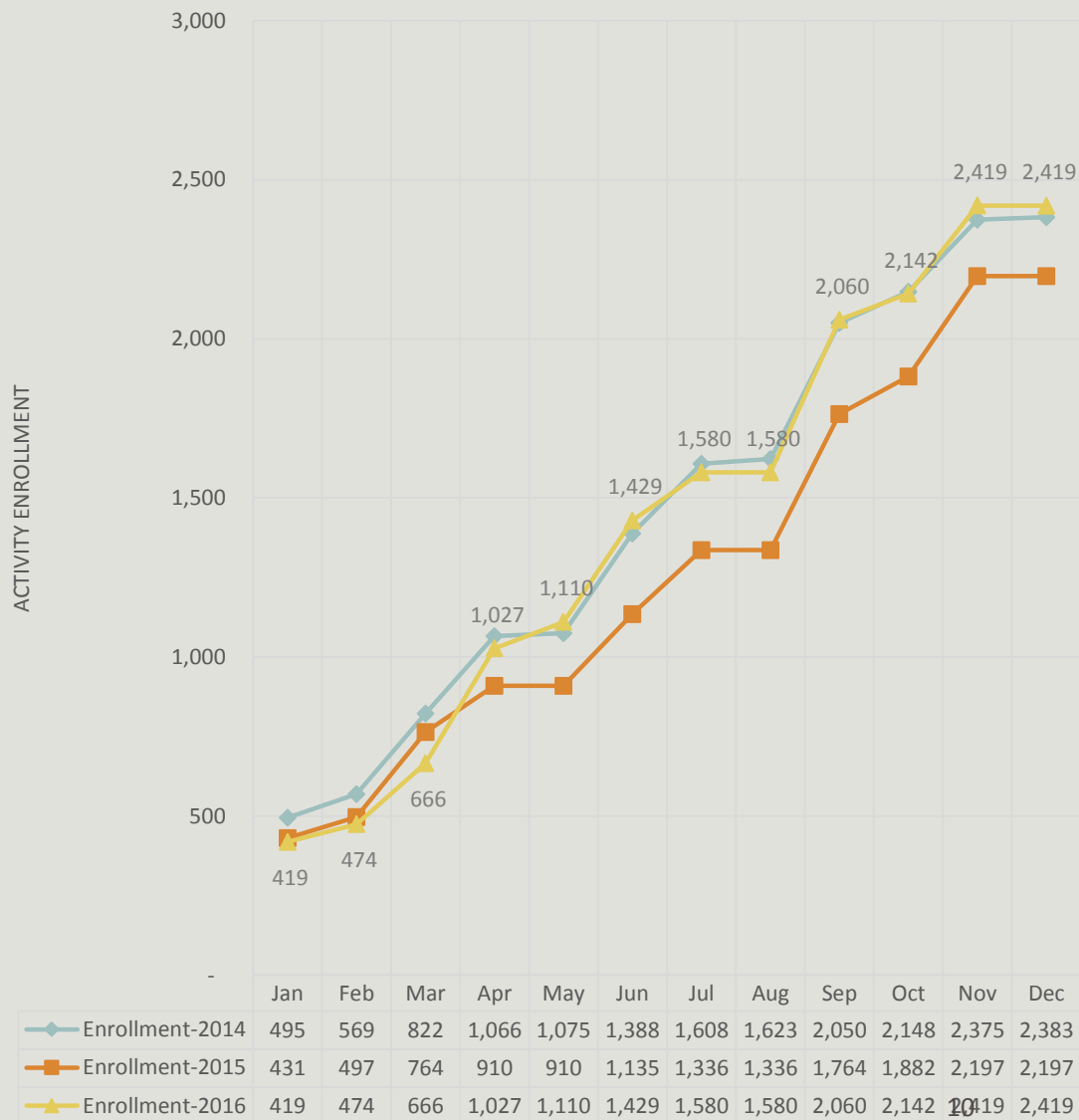
Program Participation by Age Cohort 2015-2016



Changing Demand Issues

- Growth in Fitness Class Enrollments

REGISTERED FITNESS ACTIVITIES
CUMULATIVE ENROLLMENT COMPARED, 2014-2016



Changing Demand Issues

- Expanding Demand for Senior Fitness Drop-in Programs

FITNESS DROP-IN PARTICIPATION COMPARED 2014-2016

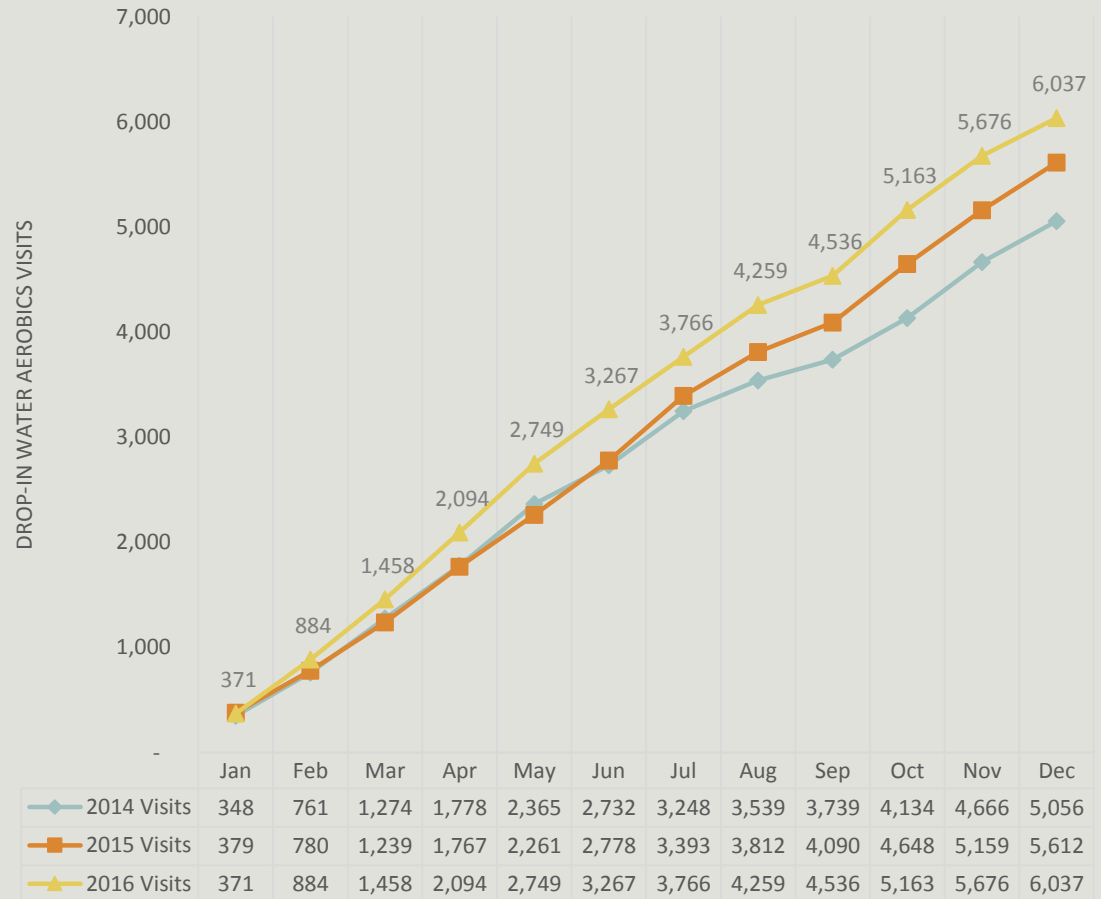


Enrollment-2014	388	828	1,338	1,880	2,262	2,743	3,254	3,531	4,013	4,615	5,041	5,427
Enrollment-2015	346	769	1,165	1,752	2,205	2,705	3,272	3,723	4,194	4,753	5,253	5,581
Enrollment-2016	351	972	1,493	2,043	2,581	3,083	3,645	4,184	4,622	5,238	5,723	6,077

Changing Demand Issues

- Increased Demand for Water Aerobics Drop-in Programs

DROP-IN WATER AEROBICS CUMULATIVE VISITS COMPARED, 2014-2016



Opportunities

- Expand Fitness programming
- Develop Therapeutic Recreation cost center
- Develop Digital Media, Video and Film cost center
- Consider Aquatics renovations aligned with community context
- Continue to implement outreach programming
- Continue to support drop-in and “just-in-time” participation
- Continue to support collaboration/collective impact initiatives
- Consider establishment of a community calendar

Board Strategy Session 2017: Satisfaction Survey Summary (2016 Calendar Year)

	Forms Returned	High quality program		Reasonable cost		Appropriate location		Helpful staff		Would recommend	
		SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%
Leisure and Learning											
Adult	175	86%	13%	84%	14%	85%	12%	87%	11%	90%	9%
Fitness	952	92%	7%	89%	11%	87%	11%	90%	9%	94%	6%
55+	1728	81%	17%	83%	14%	83%	15%	83%	13%	85%	13%
Teen	130	71%	24%	66%	18%	74%	21%	82%	15%	76%	20%
Youth	483	75%	23%	71%	24%	81%	16%	89%	9%	85%	13%
Average each:		81%	17%	79%	16%	82%	15%	86%	12%	86%	12%
Strongly agree avg + Agree avg:		98%		95%		97%		98%		98%	
Arts and Events											
Arts Ed	405	91%	8%	79%	15%	84%	12%	88%	8%	90%	8%
Comm Events	508	80%	17%	90%	4%	90%	9%	89%	8%	91%	8%
Perform Arts	808	89%	11%	87%	10%	91%	9%	91%	8%	89%	6%
Average each:		86%	12%	85%	10%	88%	10%	89%	8%	90%	7%
Strongly agree avg + Agree avg:		98%		95%		98%		97%		97%	
Aquatics	236	73%	25%	74%	23%	71%	25%	82%	17%	83%	16%
Strongly agree + Agree:		98%		96% *		97% *		99%		99%	
Facility Rentals	68	72%	21%	75%	23%	80%	19%	74%	22%	83%	14%
Strongly agree + Agree:		94% *		98%		98%		95%		97%	

*result is from rounded underlying values

Total surveys: 5493

Reston Community Center – Board of Governors and Staff Strategic Planning Session – Financial Issues

Revenue

Based on year-to-date revenue profiles, the following should be noted:

Revenue from taxes and interest will likely hit and exceed our targets; interest in particular is going to be greatly improved.

In upcoming fiscal years, although we don't have any estimates as yet from the county, the sheer number and speed of development projects currently in the works suggests that our tax base revenue is going to expand on a significant level. Economic forecasts for the region seem to be increasingly positive too based on predictions of likely Republican administration priorities.

Revenue from programs and services (rentals) will likely hit targets in FY17. Program areas where revenue is under-performing:

- Aquatics – private lessons, registration in swimming classes both show significant declines in participation. Daily gate visits also show decline. The patron cohort with growing participation is the 55+ population. Our current practice of providing a 50 percent discount for 55+ enrollment in the water exercise programming available to teens/adults is out of alignment with the agency discount for that same population in Leisure and Learning offerings.
- Leisure and Learning – the trends we have observed continue to manifest in terms of enrollment in classes, workshops, trips and tours – people are planning ahead less and less. We are tracking with prior year revenue receipts, but the participation is not as robust except in Fitness and 55+. This aligns with the trends we have been discussing (increased participation in drop-in offerings, 55+ engagement with programs). In order to expand availability to 55+ patrons and entice more teen/adult participation, we can offer more programs that include all three age cohorts and smooth out the pricing impacts of the 55+ discount – currently 20 percent. By expanding offerings in teen/adult to include upper ages, the discounting would no longer apply in some portion of programming where it is impacting revenue potential. The pricing for these offerings would be reduced to offset that to an extent and thus could entice more adult and teen enrollment as well.
- Arts and Events – enrollment in arts education offerings is similarly declining. Patterns reflect issues consistent with what we have seen in Leisure and Learning and to a more limited extent, some difficulty in dance and visual arts contractor support. The contractor issues will likely resolve positively this year. Pricing is helping our revenue keep pace and to provide better cost recovery. A similar age-blending strategy and price-blending strategy is recommended to diminish the differences in cost recovery profiles of teen/adult offerings versus 55+ offerings. Capacity in CenterStage available to continue to improve revenue and participation in PTAS and community rentals' box office results. Community Events expansion will not enhance revenue but will greatly expand participation.
- Facility Rentals revenue is likely to continue increasing moderately based on available or used timeframes/space and the phasing of rental rates.

Expenses

Operating expenditures have achieved stability. Fluctuations may occur if energy costs shift dramatically or the labor market produces contracting impacts.

Capital Projects – Program Expansion

Planning for expansion of our pool complex and establishment of new program cost centers should consider all of the above.

FUND STATEMENT

Fund 40050, Reston Community Center

	FY 2016 Actual	FY 2017 Adopted Budget Plan	FY 2017 Revised Budget Plan	FY 2018 Advertised Budget Plan
Beginning Balance	\$5,938,135	\$4,685,679	\$6,403,709	\$5,117,147
Revenue:				
Taxes	\$6,907,035	\$7,075,090	\$7,075,090	\$7,198,374
Interest	23,286	8,993	8,993	10,914
Vending	2,078	1,616	1,616	1,616
Aquatics	334,778	335,992	335,992	336,388
Leisure and Learning	330,398	443,762	443,762	436,247
Rental	181,432	152,385	152,385	162,932
Arts and Events	322,812	312,402	312,402	329,848
Total Revenue	8,101,819	8,330,240	8,330,240	8,476,319
Total Available	\$14,039,954	\$13,015,919	\$14,733,949	\$13,593,466
Expenditures:				
Personnel Services	5,001,603	5,421,003	5,421,003	5,479,467
Operating Expenses	2,436,117	2,758,036	2,779,432	2,797,229
Capital Equipment	0	0	0	
Capital Projects	198,525	471,300	1,416,367	1,904,000
Total Expenditures	\$7,636,245	\$8,650,339	\$9,616,802	\$10,180,696
Total Disbursements	\$7,636,245	\$8,650,339	\$9,616,802	\$10,180,696
Ending Balance¹	\$6,403,709	\$4,365,580	\$5,117,147	\$3,412,770
Capital Project Reserve ²	3,000,000	3,000,000	3,000,000	2,226,085
Maintenance Reserve	972,218	999,629	999,629	1,017,158
Feasibility Study Reserve	162,036	166,605	166,605	169,526
Economic and Program Reserve	2,269,454	199,346	950,913	0
Unreserved Balance	\$0	\$0	\$0	\$0
Tax Rate per \$100 of Assessed Value	\$0.047	\$0.047	\$0.047	\$0.047

¹ The fund balance in Fund 40050, Reston Community Center, is maintained at adequate levels relative to projected personnel and operating requirements. Available fund balance is divided into four reserve accounts designated to provide funds for unforeseen catastrophic facility repairs, feasibility studies for future programming, funds for future capital projects, and funds for economic and program contingencies.

² Funds reserved for capital projects are not encumbered based on normal accounting practices; however, they are allocated for future capital projects.

Reston Community Center – Board of Governors and Staff Strategic Planning Session – Aquatics Future Systems Replacements and Potential Renovation of Terry L. Smith Aquatics Center

Aquatics Capital Maintenance Projects – Near Future

FY17 (Caulking will occur via carryover in FY18)			FY18 (will have to carry over to FY19)		
Study to inform project planning	\$50,000	Funded	Replace UV Filtration	\$110,000	Funded
Significant shell repair/caulking	TBD	No funding*	Replace Pool/Spa Filtration System	150,000	Funded
*Some dollars for shell repair are in operating			Refurbish Surge Tank	10,000	Funded
			Replace Pool Shell	150,000	Funded
			Replace DECTRON (HVAC)	620,000	Funded
			Study to determine new amenities	50,000	Funded
Total FY17 Funding	\$50,000		Total FY18 Funding:	\$1,090,000	

Issues: It will require more time to repair the shell to the extent needed this upcoming summer. Replacing the shell before we replace the humidification/HVAC system is impractical. The systems listed are nearing the true end point of their life. For the summer of 2018, we would be closing our aquatics operation for the entire length of the summer – from the third week in June through the third week in September. Planning for these projects requires approximately 6 months – including architectural/engineering specs, bidding and award, lead-time ordering of systems components. Therefore, decision-making on how to proceed has to occur in the first six months of this year in order to accommodate any substantial changes in the context of our budget planning and community consultation timelines.

Options (normal systems replacement): Closed three weeks in Aug. /Sept. 2017; Major systems pool closure – June through Sept. 2018

1. Conduct needs assessment on pool amenities necessary to meet current and future demand. Assume that the Terry L. Smith Aquatics Center will need to accommodate the current mixed-use programming (including swim team practices) for the timeframe prior to establishment of the Park Authority Reston complex while offering enhanced programming.
2. Prepare the community for a longer closure period during the upcoming (2017) summer in order to remediate the expansion joint caulking and a three or more months-long closure period next year. Swim passes may be extended to offset loss of service. As has been our practice, arrange for users to be able to access the YMCA pool and RA pools during the time we are shut down.
3. Develop strategies for the significant closure new systems or a renovation project will require. This could include a “Learn to Swim” program for beginner students in partnership with RA; development of in-house lessons/water aerobics or fitness programming for private multi-family dwelling complexes with fees to offset the instruction costs (might also involve insurance issues). Simplest approach would be to shutter operations, reduce staffing to core full-time team and redeploy them to the extent feasible in other programs. There would impacts to our outdoor summer camp programming too since we use the rear area of our building for that.

Options (significant renovations): Closed for significant period; would extend beyond summer months.

1. Steps 1-3 above.
2. Financial feasibility study will be essential in conjunction with needs analysis.
3. Look for efficiencies such as existing contracting options through Park Authority contracting or other mutual planning efforts.

Reston Community Center – Board of Governors and Staff Strategic Planning Session – New Programs

Therapeutic Recreation – Logic

Reston, like much of the metro area, has growing populations of people with disabilities in all age cohorts and particularly people whose physical disabilities appear with or grow more limiting in older age. There are some publicly offered programs for youth, particularly during summer months, but little is available on a year-round basis. A handful of private providers also offer services. RCC could offer tailored programs in our three fitness/wellness environments at Lake Anne, some art therapy programming in the art studios there, and we could provide some level of therapeutic programming in our aquatics environment. We currently have unutilized space in our facilities in the mid-afternoon timeframe. Scheduling therapeutic recreation options on weekends would require replacing current offerings to some degree. Similarly, using late afternoon/evening time in the water could potentially displace other uses. Revenue is pegged higher than Fairfax County NCS pricing.

Personnel, Operating – Requirements and Cost

Cost Center Director – Full-time, benefit-earning, Park/Rec Specialist II (\$21, \$50K-\$84K plus benefits – current factor is 47%)
 Instructors – Part-time, hourly rates range from \$35/hour to \$150/hour (private contractor rate) – for RCC-employees, add FICA at 7.65%
 The full-time Director can provide content in addition to the administrative oversight the program would require. Assuming we provide 40 weeks of instruction units with 48 hours total per week of programming (across all available space), we could program up to 1,920 hours of offerings. In addition, we could provide some level of drop-in support/social club for 2 hours/day, 3 days/week, 50 weeks a year for another 300 hours. Of that total 2,220 potential hours of programming, staffing from the Cost Center Director could come from one quarter of that individual’s 2,080 hours for 520 hours. That would leave 1,700 hours to be covered by contracted or employed professionals. For the sake of estimating, the cost is pegged at \$70/hour plus FICA. The director salary is pegged at \$65K plus benefits.

Operating costs are for specialized equipment and supplies and transportation for outings.

COSTS		REVENUE – Significant Subsidy
<i>Personnel</i>		Assumptions:
Director: \$65,000 x 1.50 (inflation on health care costs)	\$97,500	--Teacher/student ratios are small; 1/4
Part-time/contract: 1,700 x \$70 x 1.08 (inflation on FICA)	128,520	--8 classes meeting 2 hours, 3 times/week, for 10 weeks, 3 seasons annually with 4 students each: 32 students @ \$150 = \$4,800
<i>Operating</i>		--6 summer camp sessions (30 hrs/wk) 24 students @ \$200 = \$4,800
Supplies	20,000	--drop-in/social club: 300 visits x \$5 = \$1,500
Transportation	15,000	TOTAL Potential Revenue: \$11,100
TOTAL	\$261,020	Subsidy Level: 95.75%

Reston Community Center – Board of Governors and Staff Strategic Planning Session – New Programs

Digital, Video and Film – Logic

At the intersection of our arts and communications efforts are a host of new media opportunities. Digital, video and film media are the lingua franca of the 21st century and have particular relevance to young adults, teens and youth. RCC has pioneered a community documentary film effort that was extremely successful in achieving its goal of communicating the history and meaning of Reston. Simultaneously, our project revealed substantial expertise and talent in our community and passionate interest in the arts related to digital and film formats. We can combine an educational curriculum, video/film products and enhanced communication platforms in a new cost center that delivers these outcomes:

- Curriculum for youth, teen and adult learners – both year-round sessions and summer camps
- Communications products (could be on RCC YouTube Channel or produced for others):

Reston Lens (local filmmakers, class products)	Reston People (who lives/works here)
Reston Arts and Culture (RCC and others)	Active Reston (RCC and others: Health, Wellness)
Reston Legacy (Planning/Social history; Reston Vision)	Young and Wise Restonians (intergenerational conversations)
Products for others: Hired for fee	

Personnel, Operating – Requirements and Cost

Personnel: Initially, one full-time benefit earning cost center director: same salary level as other cost center program directors: (\$21, \$50K-\$84K plus benefits – current factor is 47%). Cost center director can provide off-site workshops, lectures, etc. in support of the program.

Start-up: Part-time employees and/or contractors; hourly salary range: \$30-\$70; total number of hours (combination of teaching, production coordination, shooting and editing) .75 Full Time Equivalent (FTE) = 1,560 hours. Breaks out to teaching/teaching support (1,060 hours) and balance in support of programming/products (500 hours). For the sake of estimating, the cost is pegged at \$50/hour plus FICA. The director salary is pegged at \$65K plus benefits. Fringe factors are slightly increased for inflation.

Operating: Start-up equipment/build-out is estimated to cost \$94,500 in today’s terms; that is increased with consideration of inflation and technology to \$100,000. Not included but would need to be considered: space required (1,000-1,500 square feet) and leasing/build-out/furnishing costs. Estimated at \$35/square foot x 1,500 square feet.

COSTS		REVENUE
<i>Personnel</i>		Assumptions: Smaller classes (8 maximum); 3 per season
Director: \$65,000 x 1.50 (inflation on health care costs)	\$97,500	3 classes x 3 seasons x 8 students @ \$400 = \$28,800
Part-time/contract: 1,560 x \$50 x 1.08 (FICA)	84,240	Camps: 6 weeks x 2 timeframes x 8 students @ \$875 = \$84,800
<i>Operating</i>		Residencies – educational settings; 3 per year @ \$1,500 = \$4,500
Start-up Equipment/Software	100,000	Video products - \$5,000 1 st year; could go up dramatically
Ongoing – leasing; supplies (TBD, estimated at \$35/sq ft)	52,500	TOTAL Potential First Year Revenue: \$123,100
TOTAL	\$234,240	Subsidy Level with leasing cost (excluding startup costs): 47%
TOTAL less startup and leasing costs	\$181,740	Subsidy Level without startup and leasing costs: 32%



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 30, 2016**

Present were:

- Michelle Moyer, Committee Chair
- Bev Cosham, Board Chair
- Bill Bouie
- Bill Keefe
- Gerald Zavala
- Bill Penniman

Absent and Excused

- Paul Thomas
- Vicky Wingert
- Lisa Sechrest-Ehrhardt

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Cristin Bratt

Michelle welcomed everyone at 6:35 p.m. Leila spoke about the Strategic Planning Sessions and the need to focus our February engagement on the areas of our Strategic Plan update, new programming strategies and the aquatics facility. For this meeting she has draft materials and an update on our involvement with Hughes Group. Wayne Hughes will send her a proposal for providing the materials we will want for the community engagement process we undertake in February and March. That will provide us with a good launching platform for further investigation. In addition to the leveraging of the cost of aquatics systems replacement that a renovation project may provide, she cautioned that there may well be some costs in the interim that are unavoidable because of the age of all the systems. She said there will continue to be maintenance prior to the Aquatics renovation closure that could run us in the neighborhood of \$20-30,000. Michelle asked if the pool joints/caulking would be addressed. Leila said we will temporarily address the issue to hopefully get us through to the 2018 renovations. Bill K. asked if there was any potential recovery related to the seal failure and Leila said the resolution was that we didn't pay for the work that failed; this was the extent of recourse available to us.

Michelle explored the value of presenting all three options to the public, or just a single option – perhaps the lowest costing option. After discussion, the Board members agreed that for the February engagement session it would be worth getting feedback on all three possibilities to enable us to have the benefit of ideas or concerns we might not otherwise have considered. Michelle asked if the options all included a spa feature as she didn't recall where it was located. Leila clarified that the spa was relocated as a unit within the therapy/teaching pool in the various design approaches we looked at. Leila noted that we can further discuss these questions with the public on February 13 when Wayne Hughes will also be there to help answer questions.

Leila reviewed working drafts of materials prepared to illustrate how merging of our existing "adult" and "55+" programs would occur and the data supporting this approach. The program innovation would also include administrative changes that would affect our 55+ discount policy by applying a consistent (20 percent) discount to all classes, whether in the water or on land. Since this is a smaller discount than the current 50 percent discount offered in Aquatics, the cost of the five affected Aquatics classes would be decreased to assure minimal impact to our patrons. The net impact of that change would be that the 55+ cost for the water exercise classes would increase by \$1.17 per hour (classes run for six weeks so the total added cost would be \$7 per registered class). Those younger than 55 would be paying about \$2.60

January 30, 2017 Long Range Planning Committee Meeting Report

per hour less; or \$16 less per registered class. She shared a sample chart that outlined existing costs and proposed costs so that the administrative change can be clearly understood. Leila noted that she's unsure of why the 50 percent discount was established more than 35 years ago, but she thinks it needs to be brought into alignment with our 20 percent discount offered in other adult programs as a matter of equity and administrative clarity for patrons.

Leila noted that we're also moving away from the policy which allows 55+ patrons to easily sign up for Adult classes, but does not allow Adults to easily sign up for 55+ classes. Adults currently have to wait for the non-Reston registration period, and then they have to pay the Non-Reston rate to enroll in the 55+ course. This applies an inequitable pricing and registration privilege to our 55+ patrons as well as penalizing those interested in the content who happen to be younger, which could lead to under-enrollment of offerings. Staff proposes eliminating the 55+ category; the 55+ director would become the Director of Lifelong Learning. We would be really thoughtful about programs that should be presented only to an older audience and would continue to offer these at the optimum time of day/days of the week in order to reach the intended audience. There will not be special pricing for 55+ only courses; instead those programs that we offer that should continue to be offered for an older adult audience will be priced higher and then the 20 percent discount will be applied. The effect will be to achieve a price that remains essentially the same for those program offerings.

Bill P. asked why the Gentle Yoga example at the bottom of the chart is only available to 55+. Leila said the content of the class is designed with an aging adult in mind. Bill P. asked why we would spend time increasing class cost and applying a discount if the only persons that will take it will receive the 20 percent discount. Leila said that we'd like to achieve a universal and consistent approach to 55+ activities in order to eliminate confusion, make the application of a "senior discount" visible anytime it's applied and to assure the intentional focus on content that this new approach provides.

Michelle was astounded at how many more pool visits there are by 55+ patrons than adults with respect to pass utilization. Leila said that it demonstrates that our 55+ patrons use their passes on a much more frequent basis. Bill P. wondered if we could examine if pricing either inhibits or promotes more participation and if greater participation at lower price points could be achieved we should pursue that. Leila suggested that as our shift to a higher cost recovery percentage has proceeded, we have been careful to be gradual in how pricing increased. She said it's possible that higher prices have inhibited some enrollment, but that also it could be equally likely that several factors are at play. These could very well include the larger number of indoor swimming and other recreation options, the fact that new multi-family dwellings have facility features similar to ours, lifestyle changes and so on. She suggested that the trend lines we are observing could be explored through a needs analysis.

Leila said we will be able to obtain feedback on the new approach at the February meeting and then possibly follow-up with February focus groups with 55+ patrons only to discuss how they would like to see us present the information in the program guides. The Board agreed we should present the discounts/pricing changes as part of the discussion of the Lifelong Learning programming concept.

Leila also noted that the Facility Rentals overview was distributed and is part of the multi-year plan established with our partners to increase rates. This represents year four of that plan. There is an increase in the Founding Partners' hourly rate for the Community Room. She described that the nonprofit discount is decreasing from 15 percent to 10 percent which represents the most significant fee impact. Leila thought we could again make the Facility Rental Fees chart available at the February meeting and note the progress in making the rate adjustments in the Strategic Plan Update part of the agenda. If reaction warrants, there could be a separate meeting established to discuss the rental rates and rate change process with our users. This material however would serve primarily as information; the rate shifts over time have already been agreed to as part of the effort to balance our budget and align our facility rental fees more closely with the Park Authority while preserving a substantial "Reston" discount.

The Board agreed this should just serve as a reminder of the previously discussed multi-year rate plan; it is not a new increase and does therefore not require any consideration. Bill P. noted that we should highlight that there is little to no rate increase for resident use.

The group agreed that – in addition to Aquatics facility capital project planning discussions – the February joint committee meeting is a great opportunity to have a general discussion on our two concept areas

January 30, 2017 Long Range Planning Committee Meeting Report

(Therapeutic Recreation, and Digital Media, Video and Film). Follow-up focus groups on these areas could be established if the feedback suggests that would be helpful. The agenda for February 13 was discussed and the Board determined that placing the programming concepts discussion in the context of the Strategic Plan update was the best approach for those and having a more extensive discussion of the aquatics facility would be a major focus of the meeting.

Gerald suggested that we should then hold a Finance Committee in February to consider those implications of the input we receive. The group planned a Finance Committee meeting for February 27 at 6:30 p.m.

Michelle adjourned the meeting at 7:42 p.m.



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
FEBRUARY 6, 2017**

Present were:

- Michelle Moyer, Committee Chair
- Bev Cosham, Board Chair
- Bill Bouie
- Bill Keefe
- Gerald Zavala
- Bill Penniman
- Paul Thomas
- Vicky Wingert

Absent and Excused

- Lisa Sechrest-Ehrhardt

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Cristin Bratt

Michelle welcomed everyone at 7:05 p.m. and asked Leila to review the proposed format for the February 13 Community Relations and Program/Policy Joint Committee Meeting. Leila shared the planned agenda and then reviewed a draft of the presentation for the meeting. She noted that the participation data reviewed at the January 30 meeting has been converted to charts and graphs for this presentation. It highlights that we're recognizing trends and responding with more targeted programming as well as achieving consistent pricing and discounts. We will not be disrupting anyone's registration choices. Leila expects to spend a significant amount of time discussing the proposed prices/discounts and sample price points.

Following the programs discussion, Leila said we will move to the last two areas of the strategic plan: Branding & Messaging and Internal Capacity & Financial Planning. Branding & Messaging includes an update on the Reston Marketing Initiative (RMI). Paul noted that he thinks we should reference our involvement in and support of RMI, but he doesn't think it's advisable to use our meeting as a platform to deliver that group's message. Michelle agreed and suggested we should note that this is a community-wide initiative, not something we are spearheading or considering alone.

Vicky asked if there was data that supported keeping the 55+/Lifelong Learning age minimum so low. Leila noted that there is significant enrollment among patrons ages 55-64; our data points compare adult to 55+ and the breakout of 55-64 and 65+ within the 55+ age cohort. The group agreed we should have that info ready if we're questioned about it. Leila said she will add it back into the presentation.

The meeting will then move on to Internal Capacity and Financial Planning, which will lead us into the bulk of the conversation regarding Aquatics facilities. Leila noted that Wayne Hughes from Hughes Group Architects will present three options for renovating our existing pool and will then lead a discussion about the scope of each. All three options provide for a lap pool, a warmer water area and a spa. The lap pool would be deep enough to accommodate lifeguard training. The warmer water area would be geared toward the youngest and oldest patrons who require warmer water. It would allow us to expand to a more programmed activity in adapted aquatics. The spa has a reduced footprint to allow it to be more easily supervised and maintained; it would be located within the warmer water pool.

Michelle said she's concerned that the warmer water pool won't be big enough for the classes that need to use it and then we'll be back to both groups sharing the same pool. Leila said that is a great

February 6, 2017 Long Range Planning Committee Meeting Report

concern/question to present to Wayne Monday, where he expects to answer questions and will also be on hand for the follow-up meeting on March 13. He will also make himself available to staff and board members between the two meetings. By March we'll have a clearer idea of how we will proceed and Wayne will be able to provide more information on the calendar footprint necessary for that option.

Leila noted there's considerable certainty that the new Park Authority aquatics center (being called a "health and wellness center") will be located at Reston Town Center North, and that the facility will include a comprehensive aquatics piece. RCC therefore needs to be focused on a modern water footprint to complement that facility and do it so that it doesn't infringe on all the rest of our programming and facility management responsibilities. She noted that Option 3 offers the most flexibility because it doesn't preclude the opportunity of expanding our footprint by adding a second lap pool at RCC Hunters Woods in the future if demand suggests that.

Leila noted that it's important to highlight that our natatorium requires capital systems replacement (and related closure) either way. We will not be able to offer a value proposition to the community if we just limp along replacing systems within the pool's current footprint and resources. That is why we are exploring options to adapt our pool to better meet our patron needs. Bill B. noted that the new Park Authority aquatics facility will be accommodating serious unmet facility needs from Great Falls and Herndon, in addition to Reston. There will still be a need for RCC's pool. Michelle agreed and said RCC's pool will likely be more attractive to some organizations because of lower costs and a better practice schedule. Leila noted that we had previously discussed leveraging Small District 5 resources to support reserved times for Reston teams but it would be unlikely we could reduce the fees in any way. Leila said we could explore options once a center is being built.

Bill K. inquired about the timeframe for pool renovations. Leila said we have to replace systems within the next 18 months. Leila said that even if we didn't renovate the pool, we still have to close for four to six months in summer 2018 to undergo \$1M-plus in required systems and equipment updates; renovations would require a 12-15 month closure according to Hughes Group. Regardless of the scope of the updates/renovations, we would need to announce the full plan at the Annual Hearing for Programs and Budget in June 2017 and plan the calendar impact from that point forward. She noted that some of the FY18 budget expenditures will still need to be spent before the long closure: re-caulking pool joints and potentially a \$30K replacement of a motor in the Dectron. We might need to spend \$20-\$50K before next summer in repairs to get us through to the renovation.

Michelle is concerned about what happens to staff and classes during that time. Leila said we will significantly reduce our temporary staff. We have three full-time Aquatics management positions. One has intentionally been left open for now so we would have two full-time Aquatics professionals and two full-time benefit earning Customer Service Representatives (CSRs). The CSRs can replace temporary staff in the Customer Service department. Regarding the Aquatics program, we're hoping to look into partnerships that could involve the new indoor swimming pools in Reston; the two Aquatics professionals would still manage these relationships and programming. There are other strategies we would explore. Leila confirmed that they would remain RCC employees.

Bill K. asked to add the RCCContact@fairfaxcounty.gov e-mail address to the last slide.

Michelle noted that while she enjoys hearing our partners' appreciation for our staff and programs, she also wants to be sure there's ample time to get feedback on the proposed pool renovations and new program areas. Leila said that she will note on Monday that there are specific areas where we want feedback from the public

Leila asked the group if everyone was satisfied with the planned presentation and flow for the evening. The group agreed.

Michelle asked to tweak the headers in the presentation. The committee members decided to use the terms "Current" and "Lifelong Learning" when referring to the changes in pricing and discounts.

Michelle adjourned the meeting at 7:53 p.m.



Executive Director Report December 2016 – January 2017

Administration

During the past two months, the administrative staff teams have been working on a number of fronts to accomplish:

- Planning for the Strategic Planning sessions
- Capital Project planning
- Third Quarter submissions for my review
- Installation of the latest version of our RecTrac software

Additionally, an accreditation workshop is being provided by the Park Authority in coordination with the National Recreation and Parks Association (NRPA) in February; our agency will have a group of staff in attendance to be sure our work on this continues in a productive path. The FY18 RCC Fund 40050 Budget Narrative has been edited (slight revisions to paragraph placements) by the Department of Management and Budget and proceeds onward through that process toward the County's annual budget publication and hearings.

Programs

Aquatics personnel continue to promote private lessons to fill any available down time that aligns with interest and instructors.

Arts and Events had a feverish December and January. From the Conservatory Ballet's annual *Nutcracker* intensity to the multi-layered planning and execution required by our annual Reston Dr. Martin Luther King Jr. Celebration – it was all hands on deck. As many have since noted, the speech by Eugene Robinson and subsequent community lunch were warmly received. A performance by Israeli and Palestinian musicians – *In Pursuit of Harmony* – that conveyed the capacity humanity still has for making peace was inspiring. They also delivered that performance to Langston Hughes Middle School and South Lakes High School where students were deeply moved. Lisa Sechrest-Ehrhardt closed out a stirring weekend with her great work on understanding and appreciating our differences. The performance by TAARKA was very well-received and capped a very busy month for this team.

Leisure and Learning has been on the move. They have negotiated a new agreement to deliver offsite programming at the BLVD Apartments at Reston Station. At Reston Town Center's Obi Sushi, our intrepid Origami instruction team will be offering three workshops to their customers in a private dining room on Friday evenings in February; RCC is being paid a workshop fee for these. The Reston Summer Camp Expo was a resounding success with 520 people attending.

Executive Director

Meetings/activities: Public Art Reston/Hunters Woods Bike Racks project, Human Services Leadership Team, Arts Council, Region Three Change Team, Transportation Advisory Committee Award to Ali Clements, Cristin Bratt's Outstanding Performance Award, Supervisor Hudgins' Open House, meeting with the new Historic Trust Executive Director (Elizabeth Didiano), Cap One Performing Arts venue planning, Best of Reston event planning, Senior Management Team meeting with the County Executive, farewell event for Susan Garvey (going from Cornerstones to an Alzheimer's Association position).