



**Reston Community Center
Board of Governors Monthly Meeting
February 1, 2016
8:00 p.m.
Meeting Agenda**

8:00 – Call to Order	Beverly Cosham, Chair
8:02 – Approval of Agenda	Beverly Cosham, Chair
8:03 – Approval of Minutes and Board Actions	Beverly Cosham, Chair
<ul style="list-style-type: none"> • Approval of December 7⁵, 2015 Board Minutes (As Reviewed and Approved by the Board Secretary) • Approval of December 7⁵, 2015 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 8-9 Long Range Planning Committee Reports • February 1 Finance Committee Report 	Committee Chair Committee Chair
8:20 – Approval of Committee Reports	Beverly Cosham, Chair
8:22 – Board Member Input on Activities Attended	
8:35 – Executive Director’s Report	Leila Gordon, Executive Director
8:40 – Old Business	Beverly Cosham, Chair
8:42 – New Business	Beverly Cosham, Chair
8:45 – Adjournment	

Reminders:

Event	Date	Time
Community Relations & Program/Policy Joint Committee Meeting	February 8	6:30 p.m.
Long Range Planning Committee Meeting	March 7	7:00 p.m.
March Monthly Meeting	March 7	8:00 p.m.
Community Relations & Program/Policy Joint Committee Meeting	March 14	6:30 p.m.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
DECEMBER 7, 2015**

Present were:

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

Attending from the RCC Staff:

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

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

MOTION #1:

Approval of the December Agenda

Gerald moved that the Agenda be approved. Bill K. seconded the motion. The motion passed unanimously.

MOTION #2:

Approval of the November 2015 Board Minutes

Gerald moved that the Board approve the November 2, 2015 Board Minutes. Bill P. seconded the motion. The motion passed unanimously.

MOTION #3:

Approval of the November 2015 Board Actions

Bill P. moved that the Board approve the November 2, 2015 Board Actions. Gerald seconded the motion. The motion passed unanimously.

Chair's Remarks

Bev said that she was honored to attend a luncheon where Leila Gordon won the Regional Leadership Award from Leadership Fairfax. Leila never calls attention to herself, but Bev said the award was well-deserved. The Board agreed and congratulated Leila.

Introduction of Visitors

Christian Tefera, Reza Shafaen, and Maxwell Ryan introduced themselves and noted that they were attending the meeting as part of the requirement for their government class at South Lakes High School. The Board welcomed them.

Citizen Input

None.

Committee Reports

November 15 Long Range Planning Committee meeting report – Lisa said that Supervisor Cathy Hudgins joined the Board to talk about her plan and vision for the Reston area based on the needs of the community, as well as community input. Aging in place is a priority. She said NV Rides was a solution that RCC implemented as a result of this priority. She was also pleased about RCC's work on the

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disproportionality issue that RCC is helping her address. Lisa said Supervisor Hudgins lauded RCC and the partnerships between her office, RCC and the many organizations in the community that make it easy to get things done on a variety of other fronts. Lisa added that there are two corrections to the notes. John Mendonça was unable to attend and should be listed as absent and excused. She added that on page two of the attached report, John C. Powell should be corrected to John A. Powell. Leila noted that his name always appears in lowercase letters. John had a question on a version of the Fund Balance distributed at the orientation. Leila said the Fund Balance sheet in that package was not the correct version and should not have been included.

MOTION #4:

Approval of the Committee Report

Vicky moved that the Board approve the committee report with Lisa's edits. Bill K. seconded the motion. The motion passed unanimously with Michelle and John abstaining.

Board Member Input on Activities Attended

John attended GRACE's Chairman's Dinner and had just returned from a wet art week in Miami. He also attended the IPAR Annual Reception.

Bill P. attended *Black Nativity* at the CenterStage, the Planning & Zoning Meeting, and the Leadership Fairfax luncheon where Leila received an award. He also attended the *Another Way of Living* film screening at RCC, which he thought was terrific.

Vicky attended Reston Historic Trust board meetings, the Reston Holiday Parade, *Black Nativity*, and the film screening at RCC. She congratulated Leila on her well-deserved award and said it was a pleasure and honor to cheer her on. She also attended "Jingle on Lake Anne" at the Lake Anne Plaza.

Bev asked the guests if they knew about the Reston film, *Another Way of Living*. They did not and she invited them to purchase a DVD from the Reston Historic Trust.

Lisa missed the last meeting but wanted to share what she's done since October. She led another diversity workshop in October with a very different dynamic than the September forum; she really enjoys facilitating this meaningful and ongoing conversation in the community. She attended *Black Nativity*, the film screening, the Leadership Fairfax luncheon, and the YMCA gala.

Michelle was out of town and busy with work but enjoyed celebrating Leila's award at the Leadership Fairfax luncheon. She also attended *Black Nativity* and the Stephen Lang performance honoring veterans at CenterStage.

Gerald had a fun November. He attended the YMCA gala, the IPAR reception, the Leadership Fairfax luncheon, YAT performances, and the Richter-Uzur Duo and *Black Nativity* performances at the CenterStage.

Bill B. attended Park Authority meetings, the IPAR reception and the *Black Nativity* performance, which he thought was the best event he's ever seen at the CenterStage. He was honored to present Leila's award at the Leadership Fairfax luncheon.

Bill K. attended the film screening, *Black Nativity*, the Transportation Task Force, and the Board Orientation with Supervisor Hudgins.

Bev attended the IPAR reception, the GRACE dinner, the Leadership Fairfax luncheon, the YMCA Gala, the film screening, the *Impossible Light* movie, and Stephen Lang's performance at the CenterStage. She also volunteered for the Food Drive on Thanksgiving Day. She thinks Kevin Danaher does a great job organizing that event and loves to see it grow every year. She also attended the Holiday Parade, sang with Reston Chorale at the tree lighting, and had just returned from New York City where she did a benefit for Teddy Cares. She has another benefit this weekend.

Executive Director's Report

Leila said staff is in the process of updating the training ladder workbook; the County is moving away from staff-lead courses and instead moving to desktop and online training. RCC's computers were successfully

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updated to Office 2013. She said the Tech Fair in November was initiated by an Eagle Scout and was a very successful program. Teens and seniors worked together with different devices. She noted that it's seldom that teens can impart their knowledge and skills to their elders so this was a unique event that will be added to our annual programming. It was held the same day as the Board Orientation and the Children's Flea Market, but Maintenance did a great job handling multiple events and room turnover. She said we added a YAT session to the schedule to reduce YAT wait lists and get more kids involved. This proved to be very successful and will be repeated in the winter/spring. This change doubles the numbers of YAT shows and potentially doubles the number of kids in programs. She also noted the ongoing success of our private swimming lessons; they generate added revenue as we give people more options for scheduling around their personal calendars. Our instructors are paid a special rate for private lessons; the patron pays a higher rate for these that covers the added cost and generates a return to cover some of our overhead.

Old Business

Leila reviewed the agenda for January's Strategic Planning Session so that staff is sure to include anything that the Board is expecting. She said Karen Cleveland will be facilitating and that the staff and Board will develop the skeleton of the next Strategic Plan, which will need to be in place by July 1. Staff will present data and the Board and staff will discuss trends and implications in order to inform us as we craft the new plan. We will use skeleton draft outline to then further discuss the RCC 2016-2021 Strategic Plan at the February Community Relations and Program/Policy Committee meeting. Lisa asked how this process would be communicated to the general public. Leila said we invite the community to participate via electronic communications, the lobby poster, and our website. Leila said we will rollout communications to the community to generate participation starting in January. The goal will be to come back in March with a proposed plan based on input from the February meeting, which will be finalized in April and included in the Board May materials (along with the Budget and Capital Facility Planning Materials), and finally presented to the public at the Annual Public Hearing in June.

The Board was pleased with the agenda and looking forward to the planning sessions.

New Business

Bev called attention to upcoming meetings. The group decided not to have a December Finance Committee Meeting. The January planning sessions replace the January monthly meeting. Leila said she'll include a budget update during the Friday portion of the Strategic Planning Session.

Leila noted that there is a Greater Reston Chamber of Commerce event on Wednesday evening; she asked Board members to confirm if they wanted to attend.

MOTION #5

To Adjourn the Meeting

Vicky moved to adjourn the meeting at 8:46 p.m. Michelle seconded the motion. The motion passed unanimously.



Lisa Sechrest-Ehrhardt,
Board Secretary

12/23/15
Date

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DECEMBER 7, 2015

- 15-1207-1 Bd That the Board approve the Agenda**
- 15-1207-2 Bd That the Board approve the November 2, 2015 Board Minutes**
- 15-1207-3 Bd That the Board approve the November 2, 2015 Actions**
- 15-1207-4 Bd That the Board approve the committee report**
- 15-1207-5 Bd That the meeting be adjourned.**



Lisa Sechrest-Ehrhardt,
Board Secretary

_____ 12/23/15 _____
Date



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 8, 2016**

Present were:

- Bev Cosham
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Michelle Moyer
- Bill Keefe
- Vicky Wingert
- Gerald Zavala
- Bill Penniman

Absent and Excused

- John Mendonça

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Cristin Bratt
- Thomas Ward
- Eileen Boone
- PD Michnewicz
- Joe Leary
- Pam Leary
- Renata Wojcicki
- BeBe Nguyen
- Brian Gannon
- Harun Rashid
- Barbara Wilmer

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 8. Bev introduced Karen Cleveland, who is serving as facilitator for the two-day Strategic Planning Session. Karen reviewed the session objectives:

Retreat Objectives:

- Identify the behavioral, cultural and competitive challenges facing RCC.
- Establish a strategic plan approach that meets RCC's mission and vision while balancing the needs of the community.
- Develop financial priorities and long-term strategies to meet the needs in a fiscally prudent manner.

Karen reviewed today's agenda (see attached). After showing a motivational video to remind the group of their commitment to serve the community, she reviewed RCC's vision, mission, and values:

Vision:

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

Mission:

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

- Providing a broad range of programs in arts, aquatics, recreation, enrichment and life-long learning;

January 8, 2016 Long Range Planning Committee Meeting Report (Strategic Planning Session)

- Creating and sustaining community traditions through special events, outreach activities and facility rentals; and
- Building community through collaboration and celebrations.

Values:

In accomplishing our Vision, RCC will be:

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

Karen also noted that in 2013, the RCC Board established Board priorities in the context of considering new facilities:

- Reaffirm RCC facilities address our mission, expand our capacities, respond to community needs and are aligned with community opportunities and resources.
- Evaluate options against RCC core competencies.
- Evaluate demand, practical timeline and prioritize accordingly.
- Explore all potential partners before going it alone (proffers and others).
- Solicit community input throughout.
- Conduct thorough cost benefit analysis.
- Complete feasibility study or studies.
- Develop business plans.

After reviewing the above, Board and staff agreed with the current vision, mission, and values, as well as the Board priorities.

The group reviewed the current strategic plan and discussed concerns where participation levels are not as robust as have been the case in the past. They also considered what is sufficient to operationalize priorities by establishing institutional approaches, as well as how RCC can best manage partnerships to maximize the benefits. The group agreed that there is far greater demand for performing arts and aquatics space than our inventory of space can fulfill. Leila noted that the Reston Master Plan Task Force affirmed that there is a consortium for planning in this community; it also gave the community an opportunity to give feedback on the plan – which includes a recreation center and performing arts venue. She added that discussion and progress continues on both of these venues within the community, which further validates the RCC Board's goals.

Tom Ward 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 have to look to our facilities to discover the extent our facilities support the programming and what changes/improvements will need to be made.

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 expected to be complete around the same time that Phase 2 of the Metro Silver Line opens. He thinks the entire Reston Town Center North development will be complete in the next 10 years. Bill P. asked if the final facility would operate like Oak Marr, Springhill and other County recreation centers. Bill B. said he is hoping for the same community engagement on the rec center as the Park Authority had at 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.

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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.

Leila spoke about partnerships/sponsorships and the tremendous value they provide in enabling us to maximize our reach in the community. BeBe said she's very active with most of our partner organizations, which helps us keep our finger on the pulse of the community. BeBe said it's mutually beneficial because they look to us for guidance as well. Leila said the value of our partnerships and alliances is the ability to expand our reach in an increasingly fragmented community. We want people to access and engage with RCC as an asset to and a presence in their lives. Leila said she believes RCC has been a model for partnership and sponsorship relationships, a method that is both accepted and regarded as successful. It influences other organizations to act in the same manner and helps all organizations meet the community's needs through strategic partnerships.

Eileen spoke about the changes in the programming landscape and how the Leisure and Learning department is adapting. She discussed key partnerships such as Serving Reston Youth, OLLI, and Cornerstones and noted that these have resulted in successful community events like the Reston Camp Expo and the Back 2 School Bash. Eileen said we've always loved working with the community and we're now reporting the attendance numbers from these big events. Her staff has also noticed an increase in drop-in program participation but a decrease in registered programs. They are therefore working to bring programs to where the community already recreates. One example of a great success story is the afterschool programming RCC now offers at Langston Hughes Middle School. Eileen recently learned that our game day program is the most attended after-school program at LHMS; that sort of program can accommodate more students than events like cooking classes. In 55+, she noted the success of new events like the Technology Fair and the Senior Health Fair. She also noted that we have recently heard an increasing number of requests for online courses. As a result, she negotiated a partnership with Learning Resource Network (LERN). We will be launching online courses with them in a few months such as certificate courses, business management, autism recognition, etc. She said that RCC will market the program to the community but LERN manages the program. LERN then remits 40 percent of the revenue from course enrollment to RCC.

Bill P. suggested possibly lowering certain fees for two years to see if we notice an increase in registration; it would help us to determine if registration is declining due to increased costs or other factors. He also asked how we market to new residents. Further discussion determined that staff would be sensitive to pricing as currently is the practice and that the Fee Waiver program might be the better vehicle for considering how to assure maximum access across various income levels.

PD spoke about an opportunity with a local apartment complex. The management staff recently reached out to him requesting that RCC bring programming into their main building for residents. PD noted that he and Eileen are meeting with the group at the end of January but they are very excited for the opportunity to expand and possibly create smaller "satellite" centers for RCC programming. This apartment complex is owned by Bozzuto so there is the potential to expand to more of their properties as well. If this experiment works as a model, it could be an RCC satellite program approach that we could bring to other locations.

Michelle asked if those programs would be open to other people outside of that apartment complex. Leila said no, but the costs are offset. We would also be able to increase awareness about and potential involvement with RCC programs that take place in our facilities which would help those residents feel more connection to the community.

PD noted two important points. In exchange for the programming we'd be adding, the management company may be giving us a fee (collected from residents) for providing programming. The management company may also rent busses to bring residents to and from our shows/events. There was general discussion about the possibilities this opportunity represents. Eileen noted that the management company

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already provides some programming to residents which can be interpreted as competition. Karen noted that perhaps we need to carefully consider how we can turn competitors into partners.

Leila reviewed the attached financials and said that in general, we're in good shape to achieve the projected balanced budget in FY16. The last page of the financials offers a timeline for Capital Project commitments through FY17. We need to determine our strategic priorities so that we can start to look towards 2018 and 2019 with respect to those projects.

Leila also reviewed the attached 2015 participation data pages in the context of the current strategic plan. She noted that we have confidence in these numbers, but that it only takes one weekend of bad weather to significantly impact our participation figures. Leila also noted that details on the Fee Waiver Program are included on page 16 of the attached presentation. Leisure and Learning has the majority of fee waiver participation, which reflects unlimited summer camp options for the program enrollees.

There was general discussion about the facility rental data, including capacity, opportunity, cost, and competition. There was general agreement that demand exceeds availability, indicating room to both grow the program and increase the fees so that they are in line with similar facilities.

In discussing strategic partnerships, Leila noted that the Hunters Woods Neighborhood Coalition is an example of a successful strategic partnership. The group was formed two years ago to address community concerns. She believes they have been successful in improving the public's perception of the plaza.

In preparation for Day 2 of the Strategic Planning Session, Karen asked the group to consider this question: How do we maintain our culture of collaboration in the "new" Reston?

The meeting concluded at 4:07 p.m.



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
LONG RANGE PLANNING COMMITTEE REPORT
JANUARY 9, 2016**

Present were:

- Bev Cosham
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Michelle Moyer
- Bill Keefe
- Vicky Wingert
- Gerald Zavala

Absent and Excused

- John Mendonça
- Bill Penniman

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Cristin Bratt
- Thomas Ward
- Eileen Boone
- PD Michnewicz
- Joe Leary
- Pam Leary
- Renata Wojcicki
- BeBe Nguyen
- Brian Gannon
- Harun Rashid
- Barbara Wilmer

Karen Cleveland (facilitator) welcomed everyone at 10:07 a.m. and asked for the group's feedback on her question from the previous day's session: How do we maintain our culture of collaboration in the "new" Reston? Bev said that due to our partnerships, RCC has outgrown our buildings in terms of who and what we are and do. Michelle said we have loyalty from our strong, involved customer base, but we're missing the communications with those people who are patrons, but not as involved. Michelle asked if there are avenues we're missing on how to involve people and reach those who are not involved at all with RCC to get their input. She also noted that there is a difference between being a human services center and a community center. There was discussion on RCC serving as an alternative to the Reston library during construction at Reston Town Center North. This is another instance of a partner being a competitor because the library offers many programs similar to ours. In some ways, it functions as a community center. The group discussed the community's desire for experiences with a deeper meaning/commitment to the community (volunteerism). Michelle added that volunteers like the short-term commitment of volunteering for an event. Joe observed that Reston Association works with more outdoors, hands-on work like trail cleanup, whereas RCC focuses more on the connection and experience between people (AARP, Adapted Aquatics, etc.). Gerald noted that the volunteer activities for which we get a strong turnout also tend to be ones that allow families to be involved with their children such as the Thanksgiving food drive sorting and the MLK service day.

Following discussion Karen broke the participants into four groups. Each group was instructed to look forward to 2026 and answer the following questions:

- What does RCC look like?
- Where will we be?
- How will we do what we do?

Following the group breakouts, visions of the future included:

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- RCC remains the heart and soul of the community
- New facilities (either owned or in partnership) to include aquatics, performing arts and perhaps neighborhood program center(s)
- Hunters Woods pool is a hybrid multi-use facility w/splash pad and rising floor
- Facilities are anchored but staff is mobile with flex office space
- Communication is across all digital platforms
- RCC brokers “access” to government and non-profit services
- All facilities are technologically sophisticated
- Non-English speaking staff continue to support RCC
- Professional artists are in the schools
- Providing therapeutic recreation
- Play space for “super nerds” – adults too
- Partnering with libraries, hospitals, police, human services and others to deliver new demand programs and act as adjuncts for them in information dissemination
- Become a convener of important community conversations and the clearinghouse for community engagement information
- Fully partner with other Reston organizations for seamless marketing through the Reston Marketing Initiative
- Expert on delivering programs for the aging and disabled population
- RCC as the central gathering place
- RCC without walls
- Expanded services to be nimble to adapt to needs of the community. E.g., Digital training, game rooms, etc.
- Add another line of business - Community Building
- Larger reliance on electronic platforms for marketing, infrastructure and some programming
- Develop satellite facilities and be seen as the “go to” for information and programming
- More deliberate approach to multi-faceted cultural experiences
- Lake Anne is a cultural center
- Better at tooting our own horn
- Programming to fill gaps left by shrinking school and municipal budgets
- High quality/low cost for all of Reston
- RCC is now the “cool” place for teens
- Games and leagues for adults
- Drop-in technology experiences
- RCC provides meaningful service opportunities
- Additional space for preschool
- More multi-use drop-in space
- More family focused activities
- Programming guide w/video links
- Increased presence in participation by Reston employees:
 - Lunchtime concerts; brown bag speakers, take programs to the companies.

In preparation for the development of the next five-year strategic plan, participants began to identify the key issues in the following areas:

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

Below are the group’s collective thoughts on the defined pillars:

Facilities

- Modernize existing facilities with a focus on desirability and flexibility.
 - Green roof
 - Solar

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- Energy management plan
- Conduct/update feasibility study to expand Hunters Woods facility in a manner that allows for better usability without triggering the need for an increase in parking requirement.
- Explore public/private partnership potential with EDENS.
- Complete a market analysis and needs assessment to determine facility and programmatic needs.

Community Building

- Cross-promote with all potential partners, share contacts and resources
- Leverage partnerships and sponsorships
- Strengthen and deepen ties to the business community
- Initiatives/Issues – Be proactive and intentional
- Create opportunities for people to serve in a meaningful way
- Leverage resources to strengthen and support community assets
- Develop partnerships with Healthcare and Wellness providers
- Build foundations for more collaboration and understanding with partners and institutionalize relationships
- Develop list and plan to reach out to unaffiliated micro-communities

Programming

- Increase online programming
- Develop and test model to take programs into the community to meet people where they are – use this as an opportunity to educate people about all RCC and Reston has to offer (keep the culture alive)
- Utilize needs assessment and market analysis to inform programming decisions
- Preserve broadest possible access including physical, financial, cultural, age, etc.
- Be responsive to trends and be nimble
- Design inclusive programming that is multilingual

Branding and messaging

- Utilize needs assessment and market analysis to inform messaging
- Toot our whole horn; the full range of RCC contributions to the community
- Be a key participant in Reston Marketing Initiative
- Brand RCC to “microcenters” – flags, uniforms, leave-behinds, etc.
- All messaging to reflect RCC’s Vision and Mission
- Importance of educating newcomers about the Reston Culture and including them in the ethos of participating in community organizations and activities

Internal Capacity and Financial Planning

- Become accredited through NRPA and use that process to align all systems and resources with best practices
- Balance existing needs with vision for the future as financial planning priorities are established

Next Steps:

Leila will craft a draft Strategic Plan document and circulate it to Board/staff for input. That will be used to prompt the community discussion of our focus areas and goals, as well as possible objectives and priorities. That conversation will kick off at the Community Relations and Program/Policy Joint Committee Meeting on February 8. This year will be more involving than simply hearing feedback from our partners and patrons; people will be asked to engage with the draft plan.

The meeting adjourned at 2:10 p.m.



Proposed Strategic Planning Session Outline
Board of Governors and Staff
Facilitator: Karen Cleveland

Friday, January 8 Session (2:00 p.m. to 4:00 p.m.)

- Review Mission, Vision and Values
- Review status update of current Strategic Plan (2011-2016)
 - What should remain our concerns?
 - What is it sufficient to operationalize?
- Consider future community trends
 - Population growth - demographics
 - Leisure time pursuits – inhibitors, challenge areas, opportunities for growth
 - Competitive context – Indoor recreation options (public/private), Cultural/Arts options

Saturday, January 9 Session (10:00 a.m. to 2:00 p.m.)

- Review; comments; overnight inspirations
- What are our focus areas in the coming five-year time horizon of the next Strategic Plan?
Current Strategic Plan:
 - Facilities
 - Collaboration and Outreach
 - Communications (Branding and Messaging)
 - Programs
 - Internal Capacity

Next Strategic Plan:

DISCUSSION

- Process/Timeline for Community Engagement with Strategic Plan
 - Draft from our meeting (Jan)
 - Roll out communications to support attendance at February meeting to respond to strategic plan focus areas; not the “testimony” approach of prior years (Jan/Feb)
 - Present draft in following month meeting of PP/CR (Mar)
 - Finalize draft of Strategic Plan (2016-2021) (April/May)
 - Present to public at Annual Hearing for Programs and Budget (June)

- Ideas for engagement and involvement

DISCUSSION

- Wrap-up/around the room

Reston Community Center Strategic Plan Goals and Objectives 2011 to 2016

Enriching Lives. Building Community.

Introduction

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

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

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

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

VISION

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

MISSION

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

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

VALUES

In accomplishing our Vision, RCC will be:

- A 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.

Facilities

Goal

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

Objectives

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

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

Five Year Outcomes Summary:

RCC facilities have been renovated to achieve all required ADA improvements, enhanced energy consumption, and improved functionality in the Terry L. Smith Aquatics Center, Community Room, CenterStage, office and other space configurations.

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

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

Five Year Outcomes Summary:

As a result of RCC and Park Authority efforts, the current planning for the development of Reston Town Center North (RTCN) incorporates a Park Authority operated and owned 90,000 square foot recreation center that will incorporate the aquatics and recreation components we have sought for Reston (and other communities).

RTCN planning as well as the Reston Master Plan language for Reston Town Center's station development mention and/or endorse inclusion of a performing arts venue that will appropriately house community-based music and dance presentations. We have embarked on the various planning activities related to market research, advocacy for the inclusion of this venue in planned development, and engagement with our community stakeholders.

Collaboration and Outreach

Goal

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

Objectives

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

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

Five Year Outcomes Summary:

Current annual partner efforts include ongoing collaboration through programming and services provided jointly with 26 local civic, arts or human services non-profit organizations; 7 Fairfax County Government agencies/office; and all FCPS Reston-based schools.

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

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

Five Year Outcomes Summary:

Current RCC sponsorships include 13 major events with significant credit and prominence for RCC's logo and tagline. RCC has publication and collaterals agreements for our partnered programming events, activities and services as well as protocols for inclusion in RCC publications and web-based announcements. RCC's sponsorship of the Cultural Alliance's regional calendar for arts events provides promotion of RCC arts and events to a regional audience.

Communications

Goal

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

Objectives

Objective 1: To establish a new Reston Community Center web site.

- Multi-modal and multi-lingual
- Dynamic, appealing, and interesting with streaming audio and video capabilities E-Commerce friendly to enable patrons to conduct RCC transactions in an online environment
- Enables data collection and patron feedback
- Incorporates social media
- Includes intranet (restricted access) pages for employees, Board members
- Incorporates volunteer registration software (Fairfax County)
- Is downloadable as Smartphone/web tablet application
- Includes a standard "Community Resources" page

Five Year Outcomes Summary:

All objectives have been met excepting the establishment of an intranet set of pages for employees and Board access only. This capability may be realized either within the Fairfax County Government Intranet pages or perhaps reviewed as to advisability.

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

- Increase electronic communication formats to include standard and emerging social media outlets such as Facebook, Twitter, etc.
- Leverage teen fluency in new media to advance program information
- Outreach to business community through electronic newsletters/bulletins
- Encourage patrons to re-post, GPS-identify involvement or attendance, etc.

Five Year Outcomes Summary:

All objectives have been realized. More than 1,400 Facebook friends; 600+ Twitter followers; 8,750 active email distribution addresses segmented by 30+ targeted mailing lists. RCC distributes two electronic newsletters with information about Arts (*The Spotlight*) or Leisure Programs (*Insights*) respectively. Up to date social media best practices are incorporated in all efforts reducing opt-out rates, increasing open and click-through rates.

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

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

Five Year Outcomes Summary:

RCC has been and remains a leader and convener involved in community-wide efforts launched by Supervisor Hudgins' office around aging in place, sustainability, disproportionality/equity, as well as around increasing opportunities for youth enrichment in after-school/out-of-school activities at the suggestion of Robert Simon. RCC is a major partner in the Hunters Woods Neighborhood Coalition, Cornerstones Partners, and the Greater Reston Chamber of Commerce Reston Marketing Initiative.

Programs

Goal

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

Objectives

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

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

Five Year Outcomes Summary:

RCC has achieved a participation platform of approximately 250,000 intersections annually with sponsored programs, events, activities, and rental patrons' use of facilities. Reston's/Bob Simon's anniversary milestones were celebrated with major RCC support for the legacy project of *Another Way of Living: The Story of Reston, VA* documentary as well as the many celebrations associated with those. Recent innovations to address participation challenges/trends in teens/adult cohorts include school-based programming at LHMS; contracting with LERN to offer portal access to virtual training/certification options with revenue sharing; and exploration of programming and services offered in new or existing multi-family dwelling settings in Reston.

Major Challenge/Trend Line: Participation by middle/high school age youth and adults between 18 and 55 in RCC program offerings is waning. Reaching these populations will require new approaches like those we are currently exploring.

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

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

Five Year Outcomes Summary:

RCC has established Customer Satisfaction as the principle metric used in our budget presentation via Fairfax County DMB to measure our performance. Evaluations are regularly distributed and tabulated across every program and event offering in every season. Solutions to making use of the evaluation even easier for patrons continue to be explored. Customer satisfaction with RCC offerings is extremely positive and remains above established goals.

Internal Capacity

Goal

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

Objectives

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

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

Five Year Outcomes Summary:

RCC has effectively reached (with some fluctuation) the level of online transactions representing 50% of routine business. The challenge in the future will be to increase the capabilities of the various functions and making patron use even easier than is currently the case. Additionally, we are exploring how to use the RecTrac software to even greater levels of communication utility with patrons already enrolled in RCC programs.

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

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

Five Year Outcomes Summary:

RCC has both County and agency training ladders established and reviewed routinely. Agency-specific training opportunities have been identified and provided. Awards for performance have been nominated successfully in both County and external organizational environments. Agency participation in Leadership Fairfax has increased staff capabilities and enhanced RCC's profile. Retention of staff continues to be above that for similar agencies and succession planning is in place.

Staff Methodology

Outcomes/Notes Where Challenges Remain

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

General Evaluation and Measurement Tools

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

Facilities

Outcomes:

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

Communication

Outcomes:

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

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

Outreach and Collaboration

Tests for successful partnerships and collaborations:

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

Programs

Outcomes:

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

Internal Capacity

Outcomes:

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

Reston Community Center
 Revised Budget vs Actuals Worksheet
 30-Nov-15

100%/12*5mo=41.65%								
Revenue	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Oct	Nov	YTD (does not incl. Fee Waiver amounts)	REMAINING BALANCE	YTD % actual	YTD Fee Waiver (unrealized revenue)
1 Administration:					0	0	0.00%	
Taxes		7,016,016	46,329	2,119,162	5,667,990	1,348,026	80.79%	
Interest		8,441	249	1,703	7,474	967	88.55%	
Vending		1,616	72	181	766	850	47.40%	
Facility Rental		149,921	12,359	17,378	110,195	39,726	73.50%	
<i>Program Revenue Est. Loss</i>	59,640	59,640			0	59,640	0.00%	
2 Performing Arts-Theatre Admiss.		53,326	6,250	6,165	37,468	15,858	70.26%	175
3 PA Theatre Rental		33,290	954		2,741	30,549	8.23%	
4 PA Misc Revenue			342	472	936	(936)	0.00%	
5 PA Equip. Sale Revenue					2,351	(2,351)	0.00%	
6 PA Cultural Activities/ Arts Org			14,246	5,247	23,233	(23,233)	0.00%	
7 Aquatics Classes/drop-in	(8,260)	306,614	18,482	13,406	128,067	178,547	41.77%	9,826
8 Aquatics Rental		19,200		-200	5,583	13,618	29.08%	
9 L&L Fitness		116,834	5,884	2,158	54,411	62,423	46.57%	1,118
10 L&L Teens/Family	(58,880)	73,000	123	-293	13,041	59,959	17.86%	24,941
11 L&L 55+		81,361	-366	658	24,210	57,151	29.76%	8,007
12 L&L Youth		127,149	386	391	78,445	48,705	61.69%	24,494
13 L&L Adult	(13,195)	35,589	2,281	2,201	17,935	17,654	50.40%	400
14 Community Events		3,475	20	70	3,070	405	88.35%	5
15 Arts Education	20,695	191,955	1,356	687	116,394	75,561	60.64%	5,197
Total RCC Revenue	0	8,277,427	108,968	2,169,387	6,294,308	1,983,119	76.04%	74,163

Reston Community Center
 Revised Budget vs Actuals Worksheet
 30-Nov-15

100%/12*5mo=41.65%

		Detail of FY16 Budget Reallocations	Revised FY16 Budget	Oct	Nov	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Personnel Expenses							
	Administration	(66,527)	542,669	49,150	32,163	159,608	383,061	29.41%
	<i>Personnel Cost Savings</i>	204,437	204,437			0	204,437	0.00%
2	Booking		196,149	22,572	15,068	74,173	121,976	37.81%
3	Comptroller		378,887	35,651	24,875	115,821	263,066	30.57%
4	Customer Service	(51,544)	499,676	53,432	36,015	174,867	324,809	35.00%
5	Facility Engineer		127,235	12,505	8,224	40,536	86,699	31.86%
6	Maintenance	(25,500)	419,619	51,721	34,926	166,214	253,405	39.61%
7	IT		134,767	15,674	10,449	51,192	83,575	37.99%
8	Media		394,434	40,071	23,541	135,708	258,726	34.41%
9	Community Partnerships		0			0	0	0.00%
10	Performing Arts		499,481	46,875	33,721	152,124	347,357	30.46%
11	Aquatics	(4,130)	654,409	73,888	57,007	258,774	395,635	39.54%
12	Leisure & Learning (L&L) Admin		225,541	26,553	17,702	86,572	138,969	38.38%
13	L&L Fitness	(62,200)	97,279	12,224	8,600	34,410	62,869	35.37%
14	L&L Teens/Family		140,054	12,375	9,160	57,638	82,416	41.15%
15	L&L 55+	20,088	141,200	15,139	10,367	42,726	98,474	30.26%
16	L&L Youth		195,299	11,384	8,796	96,773	98,526	49.55%
17	L&L Adult	(16,562)	125,626	13,488	9,222	40,896	84,730	32.55%
18	Community Events		134,633	17,592	8,740	48,546	86,087	36.06%
19	Arts Education	1,938	323,754	29,012	20,583	165,677	158,077	51.17%
	Total Personnel Expenses	0	5,435,149	539,305	369,158	1,902,256	3,532,893	35.00%

Reston Community Center
 Revised Budget vs Actuals Worksheet
 30-Nov-15

100%/12*5mo=41.65%

		Detail of FY16 Budget Reallocations	Revised FY16 Budget	Oct	Nov	YTD	REMAINING BALANCE	% Budget Used Ytd
	Operational Expenses							
1	Administration		96,885	738	1,069	17,810	79,075	18.38%
	<i>Operating Savings</i>	149,204	149,204			-	149,204	0.00%
2	Board		57,820	(152)	4,743	29,342	28,478	50.75%
3	Booking	(3,852)	99,348	5,654	277	78,624	20,724	79.14%
4	Comptroller//LA Lease/Admin	(22,190)	355,572	2,773	2,066	277,313	78,259	77.99%
5	Customer Service		1,500			-	1,500	0.00%
6	Facility Engineer		178,667	(1,487)	3,896	56,209	122,458	31.46%
7	Maintenance	(59,000)	416,058	(12,870)	2,778	367,826	48,233	88.41%
8	IT	12,118	102,186	1,865	43,198	59,308	42,878	58.04%
9	Media	(15,000)	384,897	14,197	18,224	278,527	106,370	72.36%
10	Community Partnerships	(12,000)	135,000	109	4,554	92,673	42,327	68.65%
11	Performing Arts	(6,000)	301,855	5,999	7,106	174,782	127,073	57.90%
12	Aquatics	(9,500)	68,300	9,153	1,552	49,636	18,664	72.67%
13	Leisure & Learning (L&L) Admin		6,664			741	5,923	11.12%
14	L&L Fitness		20,237	3,307	1,815	8,995	11,242	44.45%
15	L&L Teens/Family	(15,000)	127,605	(2,605)	24,471	66,919	60,686	52.44%
16	L&L 55+		84,510	416	4,209	33,229	51,281	39.32%
17	L&L Youth	(10,900)	126,715	4,458	16,153	84,429	42,286	66.63%
18	L&L Adult	(3,150)	13,990	214	461	4,898	9,092	35.01%
19	Community Events	(1,500)	141,342	2,831	18,648	84,889	56,453	60.06%
20	Arts Education	(3,230)	82,787	6,673	794	44,781	38,006	54.09%
	Total Operational Expenses	0	2,951,142	41,274	156,014	1,810,930	1,140,213	61.36%

Reston Community Center
 Revised Budget vs Actuals Worksheet
 30-Nov-15

100%/12*5mo=41.65%

	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Oct	Nov	YTD	REMAINING BALANCE	% Budget Used Ytd
1 RCC Improvements C-000001		647,000	7,029	-127,677	3,855	643,145	0.60%
2 RCC Facility Enhancements C-000002		30,000			0	30,000	0.00%
3 RCC HW Enhancements C-000003		130,795			0	130,795	0.00%
4 Theatre Enhancements C-000008		196,000		3,360	63,947	132,053	32.63%
5 RCC-Motor Control Panel CC-000012		63,745		59,722	59,722	4,023	93.69%
6 RCC-Rear Loading Dock CC-000013		76,052		67,954	67,954	8,098	89.35%
Total Capital Expenses		1,143,592	7,029	3,359	195,478	948,114	17.09%
Total RCC Expenditures		9,529,883	587,608	528,531	3,908,664	5,621,219	41.01%

Type	Revised FY16 Budget	FY16 YTD	Remaining Balance	% Budget Target
Beginning Fund Balance	5,948,674	5,948,674		100.00%
Revenue:				
Taxes	7,016,016	5,667,990	1,348,026	80.79%
Program Revenue Est. Loss	59,640			
Interest	8,441	7,474	967	88.55%
Vending	1,616	766	850	47.40%
Aquatics	325,814	133,649	192,165	41.02%
Leisure and Learning	433,933	188,042	245,891	43.33%
Rental	149,921	110,195	39,726	73.50%
Arts and Events	282,046	186,192	95,854	66.01%
Total Revenue	8,277,427	6,294,308	1,983,119	76.04%
Total Available	14,226,101	12,242,982	1,983,119	86.06%
Expenditures:			0	0.00%
Personnel	5,435,149	1,902,256	3,532,893	35.00%
Operating	2,951,142	1,810,930	1,140,213	61.36%
Sub-Total Non-Capital Expenditures	8,386,291	3,713,186	4,673,105	44.28%
Sub-Total Rev. less Non-Cap Exp.	-108,864	2,581,123	-2,689,987	-2370.96%
Capital Projects	1,143,592	195,478	948,114	17.09%
Total Expenses	9,529,883	3,908,664	5,621,219	41.01%
Revenue less Total Expenses	-1,252,456	2,385,645	-3,638,101	-190.48%
Ending Fund Balance	4,696,218	8,334,319	-3,638,101	177.47%

FY16 Revised Budget includes:

1. FY16 pay for performance \$67,650 effective July 2015 (added to the advertised amount)
2. FY15 Encumbered Carryover of \$41,746 for services delivered after 06/30/15 (added to the advertised amount)
3. FY15 Carryover for Encumbered \$176,912 and Unencumbered \$319,680 for Capital Projects funding (added to the advertised amount)
4. Added expenses to the Advertised Budget total: \$538,338. Of that, only the new personnel costs for pay for performance represent "new" expenses outside allocated expenses from FY15.
5. Estimated program revenue loss of 59,640, personnel funding reduction of \$204,437, Operating funding reduction of \$149,204 are all recorded in Administration Cost Center

Revenue

General Note: Summer 2015 related revenue was reversed for FY15 year-end-close and recorded as FY16 revenue. The revised program revenue cumulative decrease of \$59,640 was transferred to the Administration cost center.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 81% of tax revenue, 74% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue), 89% of interest revenue, and 47% of vending revenue.
2. **Performing Arts Theatre Admission:** Revenue collection is very uneven depending on scheduled shows and their related box office revenue.
3. **Performing Arts Theatre Rental:** Theatre rental payments are made on an irregular schedule depending on when performances occur.
4. **Performing Arts Misc. Revenue:** Revenue from processing fees for online ticketing; new terms negotiated with Tickets.com returns a small amount to RCC.
5. **Performing Arts Equipment Sale:** Auctioned equipment sale proceeds.
6. **Performing Arts Cultural Activities/Arts Organizations:** The community arts box office receipts and payments clearing line.
7. **Aquatics Classes/drop-in:** Year-to-date revenue represents daily gate fees, summer and fall program registration revenue.
8. **Aquatics Rental:** Year-to-date revenue represents natatorium rental payments and a refund (November).
9. **Fitness:** Year-to-date amount includes summer and fall program registration revenue.
10. **Teen/Family:** Year-to-date amount includes summer and fall program registration revenue. Most of this cost center's revenue is realized during the summer. Note that the amount of fee waiver participation in the Teen/Family summer camp program was significantly higher this summer than last summer. Fall program participation via fee waivers is also higher. This is likely a consequence of the presence of RCC programming in Langston Hughes Middle School in after school hours.
11. **55+:** Year-to-date amount includes summer and fall program registration revenue.
12. **Youth:** Year-to-date amount includes summer and fall program registration revenue. Most of this cost center's revenue is realized during the summer. Fee waiver participation in summer camp programs in 2015 was considerably higher than the prior year.
13. **Adult:** Year-to-date amount includes summer and fall program registration revenue.
14. **Community Events:** Revenue from booth fees, book sales associated with the Reston Multicultural Festival.
15. **Arts Education:** Year-to-date amount includes summer and fall program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center's revenue. Fee waiver participation is significantly higher.

Personnel Expenses:

General Note: Labor costs for Teen/Family, Arts Education and Youth are higher due to summer camps' labor costs occurring in July and August. The revised personnel funding cumulative decrease of \$204,437 was transferred to the Administration cost center and it is anticipated those savings will be returned to the fund balance at the closing of FY16.

1. **Administration:** Administration's allocated budget is typically under-spent; funding provides for OPEB costs.
2. **Booking:** Personnel costs are at the expected level.
3. **Comptroller:** Personnel costs are at the expected level.
4. **Customer Service:** Personnel costs are at the expected level.
5. **Facility Engineer:** Personnel costs are at the expected level.
6. **Maintenance:** Personnel costs are at the expected level.
7. **Information Technology:** Personnel costs are at the expected level.
8. **Media:** Personnel costs are at the expected level.
9. **Community Partnerships:** No personnel costs are anticipated in FY16.
10. **Performing Arts:** Personnel costs are at the expected level.
11. **Aquatics:** Personnel costs are at the expected level.
12. **Leisure and Learning Administration:** Personnel costs are at the expected level.
13. **Fitness:** Personnel costs are at the expected level.
14. **Teen/Family:** Personnel costs include summer camps' labor costs which occurred in July and August.
15. **55+:** Personnel costs are at the expected levels.
16. **Youth:** Personnel costs include summer camps' labor costs which occurred in July and August.
17. **Adult:** Personnel expenditures are at the expected levels.
18. **Community Events:** Personnel expenditures are at the expected levels.
19. **Arts Education:** Personnel expenditures include LARK/YAT summer labor costs which occurred in July and August.

Operating Expenses:

General Note: Reservations for multiple months' expenses are made at the beginning of the year; funds are spent down from them. The new format for our monthly expenditure report removes the "Encumbrances" column; the net effect of either stand-alone expenses or spending down reserved amounts is now shown in the column marked "YTD." The revised operating budget allocations reflect a cumulative decrease in expenditures of \$149,204 and are shown in the Administration cost center (total amount). That amount is projected to be returned to the fund balance at the closing of FY16.

1. **Administration:** Current month expenses and reservations include staff professional development costs.
2. **Board:** Current month expenses and reservations are for Leadership Fairfax event and hospitality.
3. **Booking:** Current month expenses and reservations are for storage facility rental, furniture, and security monitoring.
4. **Comptroller/LA Lease/Admin:** Current month expenses and reservations include bank fees, postage, and office supplies.
5. **Customer Service:** Budget Allocation is for office supplies.
6. **Facility Engineering:** Current month expenses and reservations include repair and maintenance.
7. **Maintenance:** Current month expenses and expenditures from reservations include utility costs, facility maintenance, and supplies. The October credit amount represent payments to vendors from fund reservations established at the beginning of the year.
8. **IT:** Current month expenses and reservations include PC replacement and phone system DIT billing and cellular phone costs.
9. **Media:** Current month expenses and reservations include printing, advertising and sponsorship costs.
10. **Community Partnerships:** Current month expenses and reservations are for partnerships costs and supplies.
11. **Performing Arts:** Current month expenses and reservations include performer contract advance payments, theatre operating costs and supplies.
12. **Aquatics:** Current month expenses and reservations are for pool maintenance, training materials, uniforms, facility rental, and supplies.
13. **Leisure and Learning Admin:** Past months expenses and reservations are for membership and supplies.
14. **Fitness:** Current month expenses and reservations are for program delivery contract costs, and supplies.
15. **Teen/Family:** Current month expenses and reservations are for transportation, conference travel and supplies.
16. **55+:** Current month expenditures and reservations are for transportation, recreational activities, program delivery costs, and program supplies.
17. **Youth:** Current month expenditures and reservations are for program supplies, transportation, and recreational activities.
18. **Adult:** Current month expenditures and reservations are for supplies and program delivery costs.
19. **Community Events:** Current month expenditures and reservations are for program delivery costs and supplies.
20. **Arts Ed:** Current month expenditures and reservations are for program delivery costs and supplies.

Capital Project Expense

General Note: Because of scheduling, RCC Capital Improvement Projects frequently carry over from one fiscal year to the next. In FY16, the Motor Control Panel, CenterStage sound system upgrade, and HW Loading Dock projects will conclude. Budget reallocations were completed in November 2015 and allocated funding shows in brackets for each project.

1. **RCC Improvements /C-000001** includes Back Stage RTU replacement (387K), public areas energy efficient lights installation (20K), roof mechanical/cable tray (240K).
2. **RCC Facility Enhancements/C000002** includes LA counter service redesign (30K).
3. **RCC Hunters Woods Enhancements (Community Room) /C-000003:** Community room lighting. Chandelier fixtures design and replacement pending (131K).
4. **RCC CenterStage Enhancements /C-000008:** This project includes funding for the CenterStage floor replacement (100K), and rewire/replace sound system (68K).
5. **RCC - Motor Control Panel /CC-000012** (63.75K)
6. **RCC – Rear Loading Dock / CC-000013** (76K)

Capital Project Planning Budgeting

Project Number	Project	Construction Timeframe	Budgeted		Budgeted	Planned	Planned
			<=FY15	FY16	FY17	FY18	FY19
2016 Construction Timeframe							
CC-000001	HW Facility Improvements						
CC-000001-003	Replace Genie Hydraulic Lift	Aug 2016			\$8,500		
CC-000001-004	Front Sections & Fly System Area	Aug 2016			\$240,800		
CC-000001-005	Public Area (HW) Lighting Enhancements	Aug 2016		\$ 20,000			
CC-000002	LA Facility Enhancements						
CC-000002-001	Service Counter Redesign for ADA	Nov. 2016	\$ 30,000				
CC-000003	RCC Hunters Woods Enhancements						
CC-000003-001	CR Community Room Chandeliers	Aug 2016	\$ 130,795				
CC-000008	Theatre Enhancements						
CC-000008-001	Stage Floor Replacement	Aug 2016	\$ 100,000				
	Upgrade Dimmer System	Aug 2016			\$ 25,000		
2016-2017 Construction Timeframe							
CC-000009	Natorium Enhancements						
CC-00009-002	A/E Related to Natatorium Strategic Direction	Aug-Dec, 2017			\$ 50,000		
2018 Construction Timeframe							
CC-000001	HW Facility Improvements						
	Replace HW Carpeting in Public Areas	Aug 2018					
CC-000002	LA Facility Enhancements						
	Replace Gallery Carpeting	Aug 2018					
CC-000008	Theatre Enhancements						
	Redesign Make-up Station Area	Aug 2018			\$ 22,000		
	Install LED Light Fixtures	Aug 2018			\$ 125,000		
2019 Construction Timeframe							
CC-000001	HW Facility Improvements						
CC-000001-002	Backstage RTU Replacement	Aug 2019		\$ 387,000			
CC-000001-006	Mechanical, Cable Tray & Dectron Roof Setions	Aug 2019		\$ 240,000			
	Dectron Dehumification System Replacement	Aug 2019					
	Replace Hot Water Tank	Aug 2019				\$ 50,000	
CC-000008	Theatre Enhancements						
	Replace Theatre Carpeting	Aug 2019				\$ 15,000	
	Replace Theatre Seating	Aug 2019				\$ 92,000	
CC-000009	Natorium Enhancements						
	Replace UV Filter Controls	Aug 2019				\$ 100,000	
	Replace Pool & Spa Filtration System	Aug 2019				\$ 230,000	
	Refurbish Surge Tank	Aug 2019				\$ 25,000	

RCC Board of Governors Strategic Planning Session January 8-9, 2016

YEAR-END PERFORMANCE REVIEW

JAN. 1-DEC. 31, 2015

Creating
Positive
Leisure,
Cultural and
Educational
Experiences

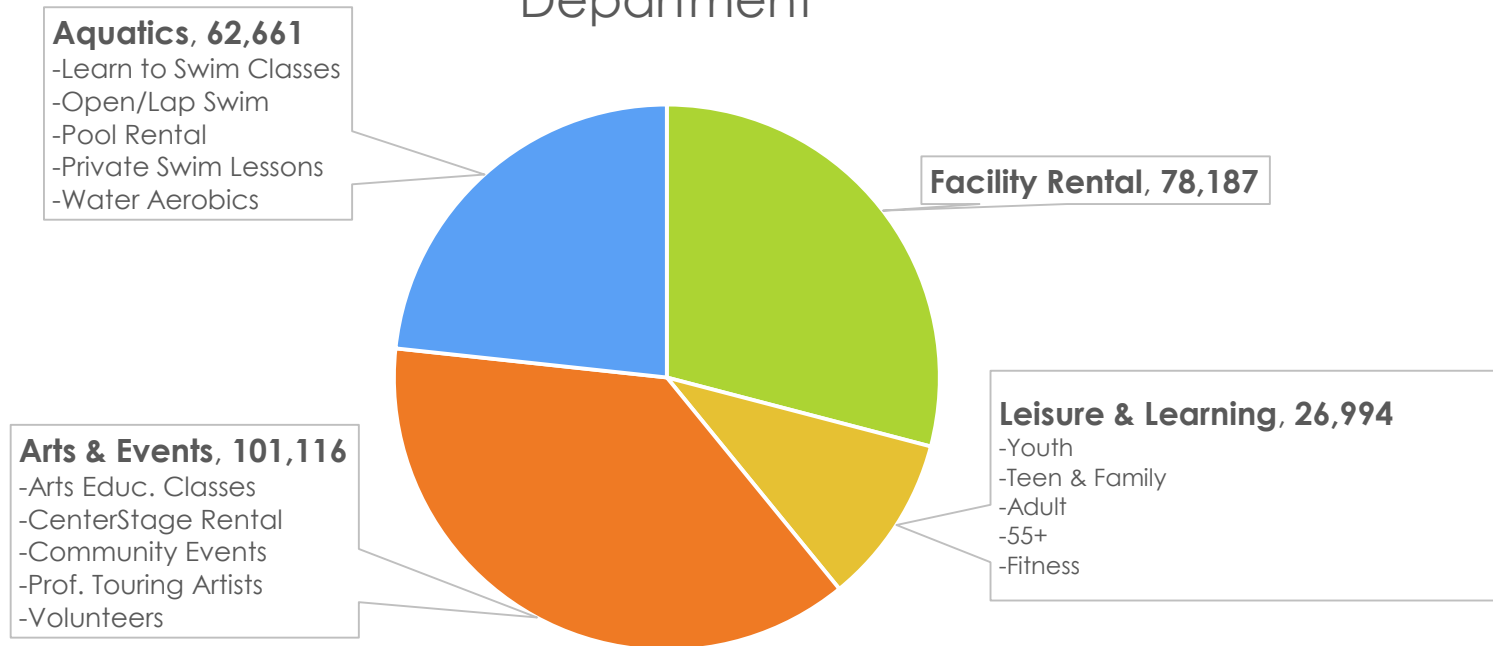
ENHANCING THE
QUALITY OF LIFE FOR
ALL OF RESTON

Enhancing the Quality of Life for All of Reston

Activity	Metric	Activity	Metric
RCC-Art Show/Gallery Hanging	27 Shows & 1,608 Artists	RCC-Prof. Touring Artist Series	17 Performances
RCC-Classes, Workshops, Trips	1,513 Programs	RCC-Showers for Homeless Pop.	1,299 showers
RCC-Community Coffee	296 Days/year	RCC-Volunteer Opportunities	98 Programs
RCC-Community Engagement	Aging in Place, Disproportionality/Equity, Serving Reston Youth, Reston Marketing Initiative	Reston Chorale	4 Performances
		Reston Community Orchestra	4 Performances
		Reston Community Players	35 Performances
		Reston Conservatory Ballet	8 Performances
		OLLI Meet the Artists	12 Performances
RCC-Community-Wide Events	52 Events	Other Rental/Partnered Performances	23 Performances
RCC-Facility Room Rental	3,130 reservations	Reston Masters Swim Team	216 Practices
RCC-Fee Waiver Program	\$165,670 awarded	Reston Swim Team Association	94 Practices
RCC-Monday/Tuesday Movies	16 Films	SLHS Swim Team	60 Practices
RCC-Pool open for lap/open swim	4,120 hours		

Enhancing the Quality of Life for All of Reston

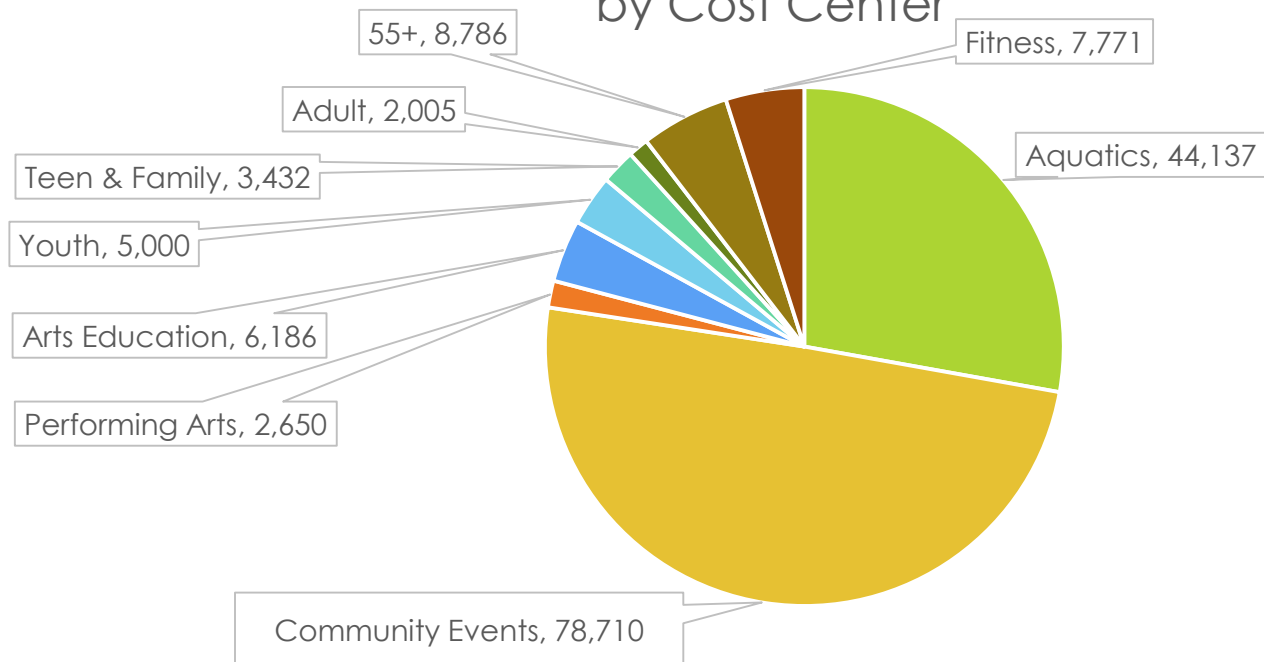
Community Participation in RCC Programming by Department



Total Visits, 2015: 268,958 including registered activities, drop-in programs, theatre attendance and estimated attendance at rental events.

Enhancing the Quality of Life for All of Reston

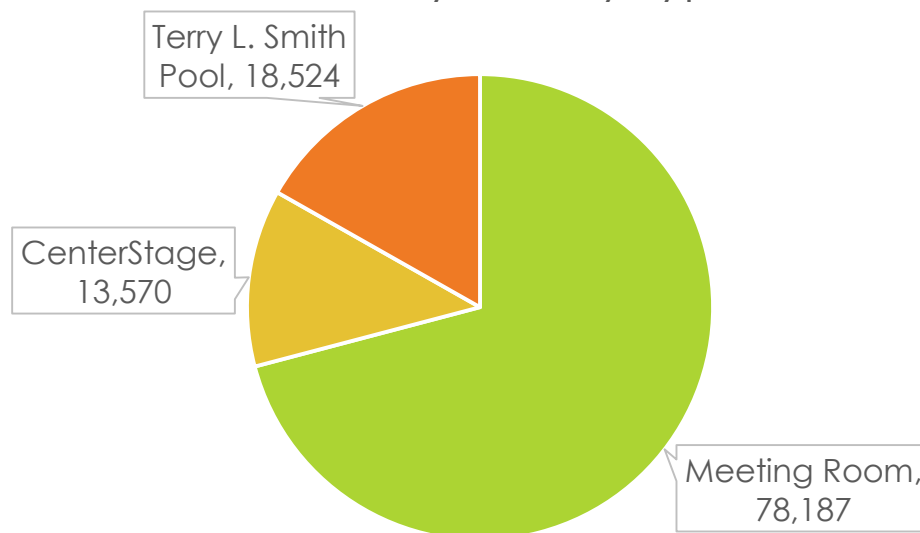
Community Participation in RCC Programming by Cost Center



Total Visits, 2015: 158,677

Enhancing the Quality of Life for All

Estimated Attendance at Rental Events Held at RCC by Facility Type



Total Estimated Attendance, 2015: 110,281

Providing a
Broad Range
of Programs
in...

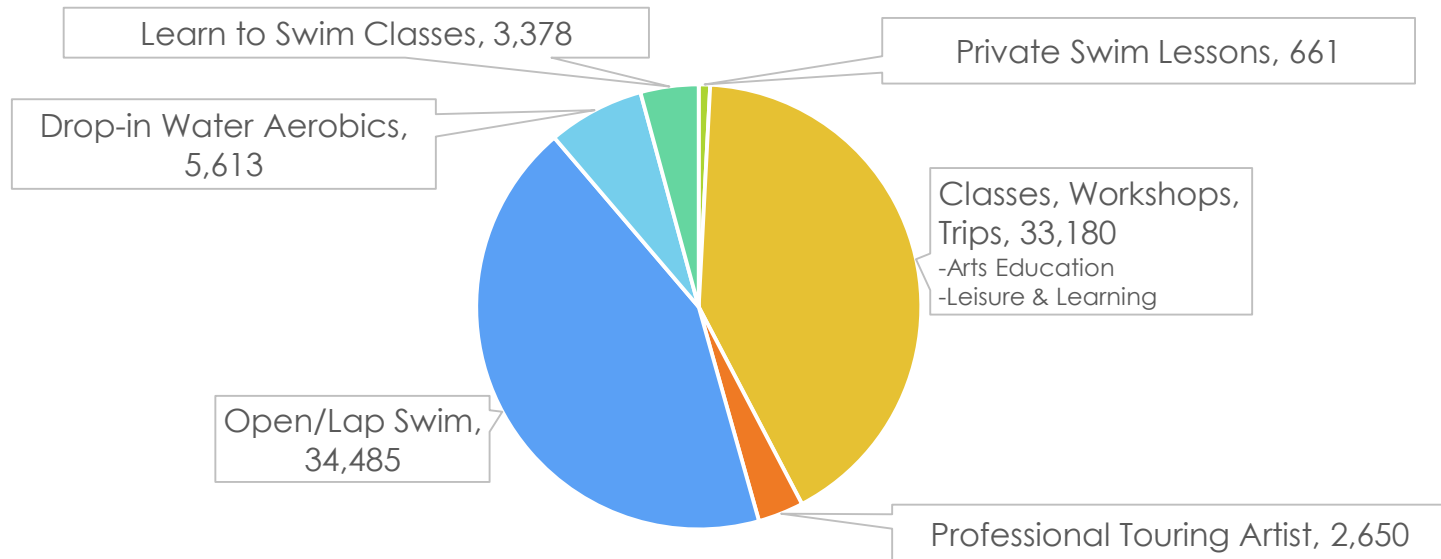
ARTS, AQUATICS,
RECREATION,
ENRICHMENT AND LIFE-
LONG LEARNING

Breadth of Programming

Program Type (RecTrac Categories)	Program Type (RecTrac Categories)
After School – Leisure & Learning	Learn to Swim – Aquatics
Camp, Summer – L&L/Arts & Events	Music – Arts & Events
Community-wide Events – Arts & Events/L&L	OLLI Meet the Artist – Arts & Events
Computer – Leisure & Learning	Open/Lap Swim – Aquatics
Cooking – Leisure & Learning	Performing Arts – Arts & Events
Crafts – Leisure & Learning	Photography – Leisure & Learning
Dance – L&L/Arts & Events	Professional Touring Artist Series – Arts & Events
Discussion – Leisure & Learning	Social Programs – Leisure & Learning
Enrichment – Leisure & Learning	Trips & Tours – Leisure & Learning
Fitness – Leisure & Learning	Visual Arts – Arts & Events
Green Living – Leisure & Learning	Volunteer Opportunities – Community Events
Language Arts – Leisure & Learning	Water Aerobics – Aquatics
	Woodworking – Leisure & Learning

Breadth of Programming

Contribution of Program Type to Overall Community Participation



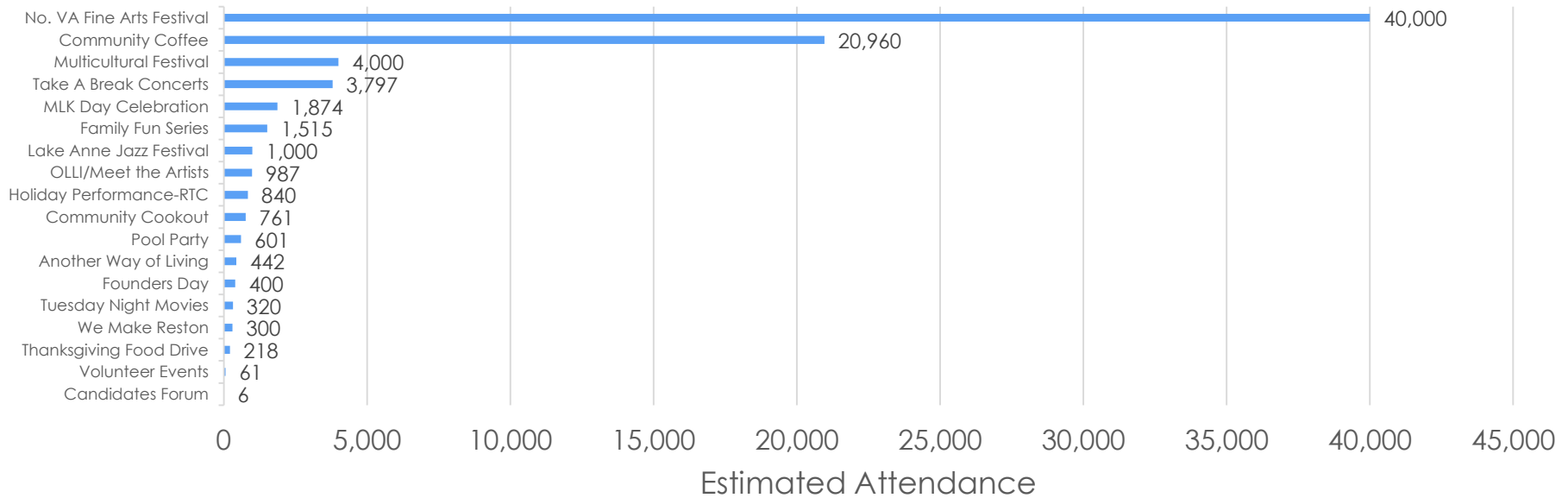
Total Visits (excluding attendance at rental events—facility, pool, CenterStage), 2015: 79,967

Creating and
Sustaining
Community
Traditions
Through...

SPECIAL EVENTS,
OUTREACH ACTIVITIES
AND FACILITY RENTALS

Creating Community Traditions

Community-Wide Events



Total Estimated Attendance, 2015: 78,107

Creating Community Traditions

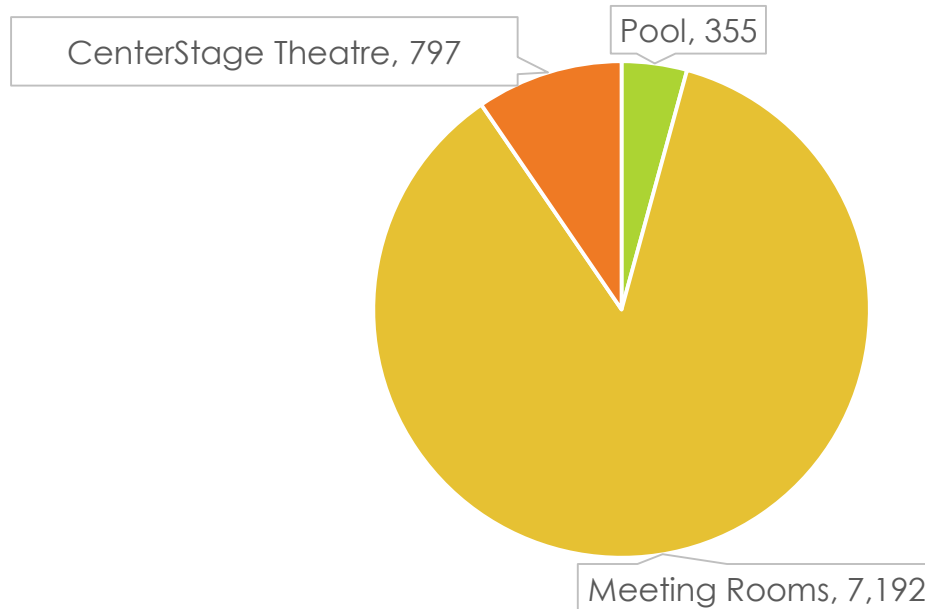
Community Arts Organization	Attendance	Community Arts Organization	Attendance
Bland Music Competition	189	OLLI – Meet the Artists	987
Chamasyan Sisters	143	Ravel Dance Studio	521
Classical Ballet Theatre	177	Reston Chorale	878
Conservatory Ballet	1,684	Reston Community Orchestra	821
Fairfax Loudoun Music Recital	230	Reston Community Players	7,296
GroundWorks	147	Tuesday Night Movies	320

Creating Community Traditions

Community Engagement	Participation/Partners
Aging in Place <ul style="list-style-type: none"> • NV Rides Reston • Reston for a Lifetime • 55+ Resources Page 	NV Rides Reston: 28 Vol. Drivers; 85 Riders Reston for a Lifetime: 10 monthly meetings 55+ Resources Page: Published in all RCC program Guides
Reston Marketing Initiative	Core Partners: RCC, RA, GRCC, RTCA, Comstock (2015) Expanding in 2016 to non-profits, businesses
Disproportionality/Equity Programming	We Make Reston: Lisa Sechrest-Ehrhardt Community Dialogs (2015) – continuing to 2016
Serving Reston Youth <ul style="list-style-type: none"> • Camp Expo • Resources Expo • Opportunity Neighborhood/Community 	Summer Camp Expo: 10 Partners; 679 Attendees Back 2 School Bash: 5 Partners; 500 Attendees Opportunity Neighborhood/Community: new effort in 2016
We Make Reston	300 Participating Photos; 4 sites: Lake Anne Plaza, RCC Jo Ann Rose Gallery, Wiehle Metro Plaza, South Lakes High School
Hunters Woods Neighborhood Coalition	Quarterly meetings; 2015 County Team Excellence Award; decreased crime events; coordinated strategies. Involves County agencies and Reston Organizations

Creating Community Traditions

Facility Rentals, Hours Rented by Facility Type



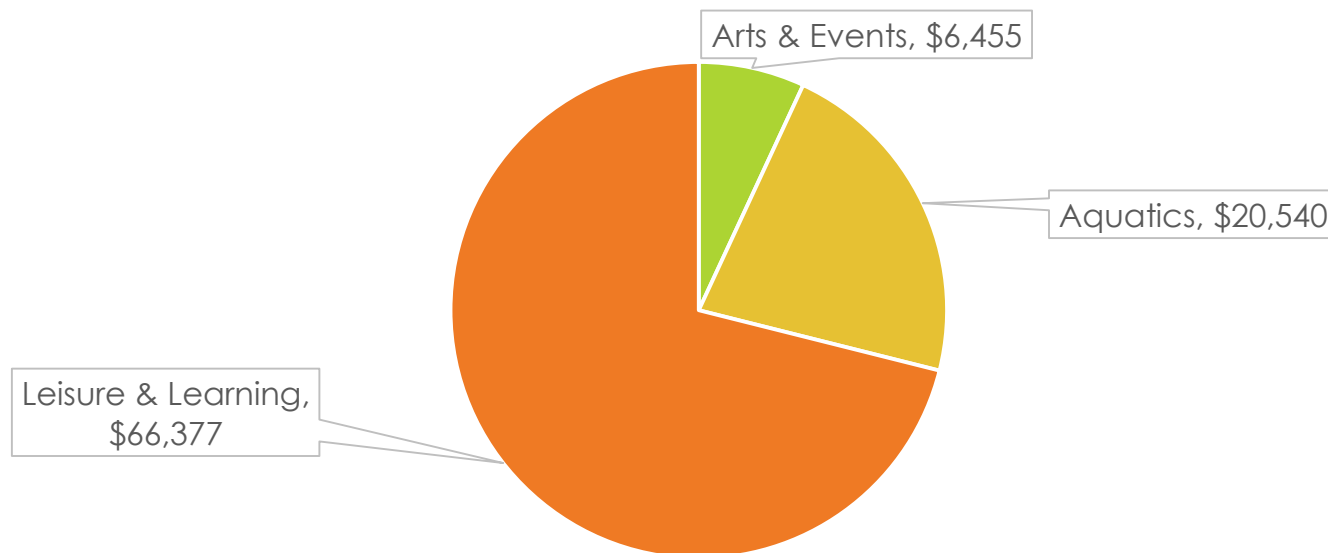
Total Hours Rented, 2015: 8,344

Building
Community
Through...

COLLABORATION AND
CELEBRATION

Building Community

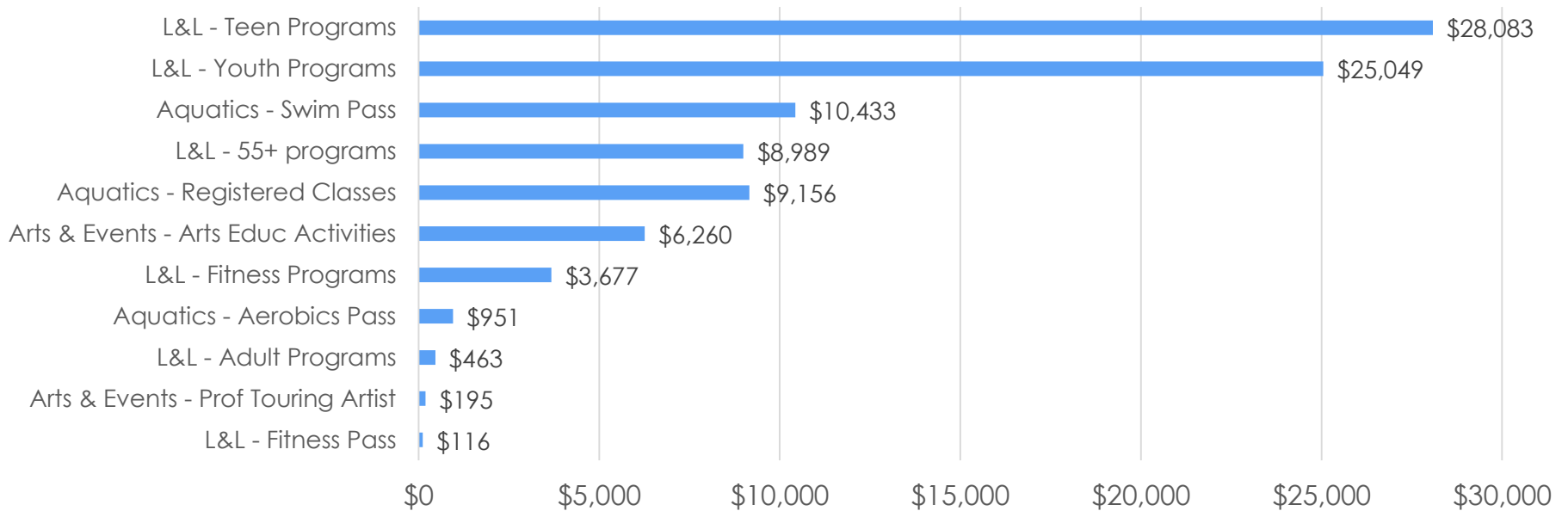
Fee Waiver Credits Redeemed by Cost Center



Total Fee Waiver Credits Redeemed, 2015: \$93,371 of \$165,670 credits awarded to Reston household members.

Building Community

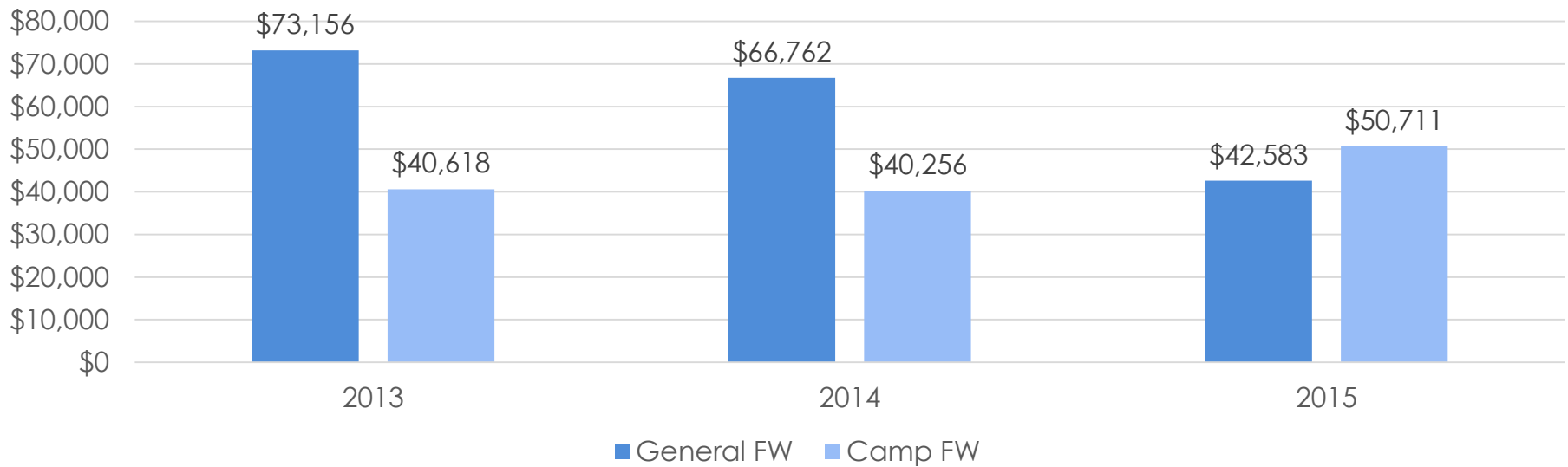
Fee Waiver Usage by Activity Type



Total Fee Waiver Credits Redeemed, 2015: \$93,371 of \$165,670 credits awarded to Reston household members.

Building Community

Fee Waiver Credits Redeemed by Scholarship Fund Type,
2013-2015



Building Community

Community Sponsorship	Community Sponsorship
ACS – Reston Relay for Life	GRCC Reston Marketing Initiative (Formerly Destination Reston)
Arts Council Awards Luncheon	IPAR ChalkFest at Reston Town Center
Cornerstones – Best of Reston	Northern Virginia Fine Arts Festival
Cultural Alliance	NoVA Mini-Maker Faire
FISH Fling Spring Gala	RTC – Thanksgiving Holiday Parade
Friends of Lake Anne – Jazz & Blues Festival; Ukulele Festival	YMCA – Reston Kids Triathlon
GRCC Community Engagement Series	Reston Youth Baseball/Little League season
GRCC Ethics Day	

Challenges Ahead...

2016 AND BEYOND

Challenges Ahead

- ▶ Population Growth
 - ▶ Demographics
- ▶ Leisure-time Pursuits
 - ▶ Inhibitors
 - ▶ Challenge Areas
 - ▶ Opportunities for Growth
- ▶ Competitive Context – Absent new dedicated facilities
 - ▶ Indoor recreation options (public/private)
 - ▶ Cultural/Arts options (temporary performing/festival areas)

Board Strategy Session 2016: Satisfaction Survey Summary (2015 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	238	84%	16%	83%	15%	84%	11%	88%	7%	88%	11%
Fitness	1053	93%	7%	85%	14%	84%	13%	90%	8%	93%	6%
55+	1542	80%	18%	82%	15%	85%	14%	85%	12%	87%	13%
Teen	165	68%	28%	63%	29%	70%	25%	76%	21%	72%	25%
Youth	496	67%	30%	69%	24%	77%	20%	78%	17%	78%	16%
Average each:		79%	20%	77%	19%	80%	17%	83%	13%	84%	14%
Strongly agree avg + Agree avg:		98%		96%		97%		96%		98%	
Arts and Events											
Arts Ed	497	88%	10%	84%	13%	83%	15%	88%	8%	91%	7%
Comm Events	440	80%	18%	93%	4%	89%	10%	93%	6%	93%	5%
Perform Art	589	86%	12%	88%	8%	90%	10%	88%	11%	85%	10%
Average each:		85%	13%	88%	8%	87%	12%	90%	8%	90%	7%
Strongly agree avg + Agree avg:		98%		97%		99%		98%		97%	
Aquatics	495	60%	36%	71%	29%	77%	23%	85%	16%	79%	19%
		75%	20%	76%	22%	76%	20%	84%	16%	89%	10%
Strongly agree + Agree:		95%		98%		96%		100%		99%	
Fac Rentals	65	72%	24%	80%	19%	79%	17%	78%	18%	81%	17%
		67%	31%	73%	24%	71%	25%	73%	18%	82%	13%
Strongly agree + Agree:		98%		97%		96%		91%		96%	

Total surveys: 5580



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
FINANCE COMMITTEE REPORT
FEBRUARY 1, 2016**

Present were:

- Bev Cosham
- Bill Bouie
- John Mendonça
- Bill Keefe
- Gerald Zavala
- Michelle Moyer

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Cristin Bratt
- Renata Wojcicki

Gerald welcomed everyone at 7:08 p.m. and asked Leila to review the attached financial data. Leila noted that we expect to be very close to tax revenue projections. She said that Aquatics and Facility Rentals continue to meet and exceed projections. However, we continue to be challenged by declining enrollment in many of our Leisure and Learning programs. As a result, we expect to be short in anticipated program revenue. These results are consistent with the patterns we've discussed about people being less inclined to commit to programs with long-term commitments. Leila noted that despite the decline in revenue, participation levels are being maintained due to no-cost activities and community events. She said the trends also validate staff efforts to shift programming to Langston Hughes Middle School for teens. It will be important to establish the right structure for a model where we can take our programming into private settings and deliver programs directly to people where they live and work. She said that we will soon offer virtual access to online learning – which comes with no risk to us – that will also deliver revenue support. Staff is exploring all options and strategies to boost revenue, while sustaining participation.

Leila said that we anticipate returning money to the general fund – due in part to the savings realized from canceled Leisure and Learning programs. That will be very helpful and will keep us in structural balance. Leila expects that not only will we be in balance at the end of the fiscal year; we will be returning more to the fund balance than we will have spent. She believes we will be able to sustain that profile heading into FY17.

Gerald asked the age range for the teen program. Leila said that it's technically 13-17, but realistically, it is 13-15 since the older teens are traditionally harder to attract; they are involved in school-related activities or pursuits and often have jobs that make it difficult to commit to programs. We do attract the older teens with community service opportunities and outdoor festivals, but we don't have a large number of them enrolled in programs.

Leila noted an increase in Fee Waiver participation. Fee Waiver utilization impacts total revenue. Michelle asked if the drop in revenue for 55+ is new. Leila said that program has been impacted by a significant increase in the cost of bus rentals. She noted that Karen is working to accommodate that increase and keep costs low, but it has impacted the 55+ Trips & Tours offerings' enrollments because the trips are not as far-ranging as had been the case in the past.

Leila said that staff is monitoring trends and changes closely and is moving aggressively to modify and adjust accordingly; programmers are seeking new approaches and new formats to keep budget costs where established but also offer the customer more convenience. It is definitely a more competitive environment in terms of what's available and what people have time for. There was general discussion about the 55+ program.

February 1, 2016 Finance Committee Meeting Report

Bill K. asked if the tax revenue difference from projections is a significant departure from previous years. Leila said that tax revenues will probably come in very near projected levels if a bit less; in prior years our budget projection for tax revenue had been very conservative; this past year it was established closer to a level consistent with economic trends. She thinks there is a shift of consumer behavior affecting our revenue from programs, particularly with the teen and young adult and the adult non-fitness categories; our adult cohort for registered offerings is significantly reduced in Leisure and Learning. She also noted that we are not seeing an enrollment decline in visual arts offerings. Bill K. asked about the tax revenue vs. projections for the upcoming budget. Renata said she will not know for 2-3 weeks and can't guess any sooner than that.

In Personnel, Leila said we will realize substantial savings in Personnel as a result of both reduced programming and position vacancies.

Gerald asked if the long vacancies were a result of the new hiring system. Leila said it is not solely a function of the system; it takes some time to hire for a position and our staff is not able to immediately abandon their other responsibilities and dedicate the amount of time required for the hiring process. She noted that each vacancy also gives us an opportunity to reconsider job roles and presents opportunities to shift staffing to a more efficient structure, which takes more time as well.

Leila reviewed routine data in Operational Expenses, including savings in operating costs as a consequence of the reduction in programs, as well as staff efforts to reduce the cost of programming.

In Capital Projects, Leila announced that the loading dock is done. The motor control panel is also done and is working properly. Regarding theatre enhancements, the sound system replacement is done and the stage floor replacement is pushed to FY17. We've decided to use our whole inventory of glitter tubes to replace bulbs in the Community Room chandeliers. Once we have exhausted that supply, we will disable and revise the glitter and related lights to a more energy-efficient and modern system. The Lake Anne service counter redesign is on hold until the calendar permits renovations. She also noted that Tom is pursuing solar panel options and other potential energy reducing roof solutions.

Leila noted that the last page of reports is a snapshot of where we are in terms of revised budget allocations and year-to-date remaining balances. She reiterated that we will end the year in a positive profile. The remaining balance shown does not reflect anticipated savings that the third quarter budget review identifies.

Leila reviewed the 3rd Quarter Budget Transmittal Memo to be presented to the County following Board approval. John asked why Leila thinks we would break even when the memo indicate a net positive. Leila clarified that she doesn't believe we'll break even, the result of savings even accounting for our revenue shortfall will return money to the fund balance in the staff estimates.

The group reviewed the attached 3rd Quarter Budget Memo. John moved that the Finance Committee approve the memo. Michelle seconded. The memo will be submitted to the full board for approval.

The meeting adjourned at 7:43 p.m.

Reston Community Center
 Revised Budget vs Actuals Worksheet
 31-Dec-15

100%/12*6mo=50%

	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Nov	Dec	YTD (does not incl. Fee Waiver amounts)	REMAINING BALANCE	YTD % actual	Waiver (unrealize d revenue)	
1 Administration:					0	0	0.00%		
Taxes		7,016,016	2,119,162	1,202,422	6,870,412	145,604	97.92%		
Interest		8,441	1,703	2,314	9,788	(1,347)	115.96%		
Vending		1,616	181	113	879	737	54.38%		
Facility Rental		149,921	17,378	13,345	123,540	26,381	82.40%		
<i>Program Revenue Est. Loss</i>	59,640	59,640			0	59,640	0.00%		
2 Performing Arts-Theatre Admiss.		53,326	6,165	-2,059	35,409	17,917	66.40%	175	
3 PA Theatre Rental		33,290			2,741	30,549	8.23%		
4 PA Misc Revenue			472		936	(936)	0.00%		
5 PA Equip. Sale Revenue					2,351	(2,351)	0.00%		
6 PA Cultural Activities/ Arts Org			5,247		23,233	(23,233)	0.00%		
7 Aquatics Classes/drop-in	(8,260)	306,614	12,800	68,027	195,487	111,127	63.76%	12,131	
8 Aquatics Rental		19,200	0		5,783	13,418	30.12%		
9 L&L Fitness		116,834	2,158	34,219	88,630	28,204	75.86%	1,998	
10 L&L Teens/Family	(58,880)	73,000	-293	2,335	15,377	57,623	21.06%	25,727	
11 L&L 55+		81,361	658	14,654	38,863	42,498	47.77%	8,793	
12 L&L Youth		127,149	386	4,624	83,064	44,086	65.33%	24,539	
13 L&L Adult	(13,195)	35,589	2,166	4,497	22,397	13,192	62.93%	450	
14 Community Events		3,475	70	110	3,180	295	91.51%	5	
15 Arts Education	20,695	191,955	687	51,865	168,259	23,696	87.66%	5,762	
Total RCC Revenue	0	8,277,427	2,168,940	1,396,465	7,690,327	587,100	92.91%	79,580	

Reston Community Center
 Revised Budget vs Actuals Worksheet
 31-Dec-15

100%/12*6mo=50%

	Personnel Expenses	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Nov	Dec	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Administration	(66,527)	542,669	32,163	32,082	191,691	350,979	35.32%
	<i>Personnel Cost Savings</i>	204,437	204,437			0	204,437	0.00%
2	Booking		196,149	15,068	15,090	89,263	106,886	45.51%
3	Comptroller		378,887	24,875	24,949	140,770	238,117	37.15%
4	Customer Service	(51,544)	499,676	36,015	36,600	211,467	288,209	42.32%
5	Facility Engineer		127,235	8,224	8,529	49,065	78,170	38.56%
6	Maintenance	(25,500)	419,619	34,926	35,545	201,759	217,860	48.08%
7	IT		134,767	10,449	10,449	61,641	73,126	45.74%
8	Media		394,434	23,541	23,370	159,078	235,356	40.33%
9	Community Partnerships		0			0	0	0.00%
10	Performing Arts		499,481	33,721	37,228	189,352	310,129	37.91%
11	Aquatics	(4,130)	654,409	57,007	53,013	311,786	342,623	47.64%
12	Leisure & Learning (L&L) Admin		225,541	17,702	17,702	104,274	121,267	46.23%
13	L&L Fitness	(62,200)	97,279	8,600	8,309	42,718	54,561	43.91%
14	L&L Teens/Family		140,054	9,160	8,302	65,940	74,114	47.08%
15	L&L 55+	20,088	141,200	10,367	9,124	51,850	89,350	36.72%
16	L&L Youth		195,299	8,796	7,832	104,605	90,694	53.56%
17	L&L Adult	(16,562)	125,626	9,222	8,108	49,005	76,621	39.01%
18	Community Events		134,633	8,740	9,358	57,905	76,728	43.01%
19	Arts Education	1,938	323,754	20,583	16,256	181,933	141,821	56.19%
	Total Personnel Expenses	0	5,435,149	369,158	361,846	2,264,102	3,171,047	41.66%

Reston Community Center
 Revised Budget vs Actuals Worksheet
 31-Dec-15

100%/12*6mo=50%

	Operational Expenses	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Nov	Dec	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Administration		96,885	1,069	1,621	19,431	77,454	20.06%
	<i>Operating Savings</i>	149,204	149,204			-	149,204	0.00%
2	Board		57,820	5,119	1,399	31,117	26,703	53.82%
3	Booking	(3,852)	99,348	277	5,222	83,846	15,502	84.40%
4	Comptroller//LA Lease/Admin	(22,190)	355,572	2,066	17,137	294,450	61,122	82.81%
5	Customer Service		1,500			-	1,500	0.00%
6	Facility Engineer		178,667	3,896	6,549	62,758	115,909	35.13%
7	Maintenance	(59,000)	416,058	2,778	1,879	369,705	46,354	88.86%
8	IT	12,118	102,186	43,198	0	59,308	42,878	58.04%
9	Media	(15,000)	384,897	18,224	51,858	330,385	54,512	85.84%
10	Community Partnerships	(12,000)	135,000	4,554	0	92,673	42,327	68.65%
11	Performing Arts	(6,000)	301,855	5,954	10,751	184,381	117,474	61.08%
12	Aquatics	(9,500)	68,300	1,177	-116	49,145	19,155	71.95%
13	Leisure & Learning (L&L) Admin		6,664		161	902	5,762	13.54%
14	L&L Fitness		20,237	1,815	4,686	13,681	6,556	67.60%
15	L&L Teens/Family	(15,000)	127,605	24,471	177	67,096	60,509	52.58%
16	L&L 55+		84,510	4,209	585	33,814	50,696	40.01%
17	L&L Youth	(10,900)	126,715	16,153	195	84,624	42,091	66.78%
18	L&L Adult	(3,150)	13,990	461	288	5,186	8,804	37.07%
19	Community Events	(1,500)	141,342	18,648	3,775	88,664	52,678	62.73%
20	Arts Education	(3,230)	82,787	794	1,568	46,349	36,438	55.99%
	Total Operational Expenses	0	2,951,142	154,863	107,735	1,917,514	1,033,628	64.98%

Reston Community Center
 Revised Budget vs Actuals Worksheet
 31-Dec-15

100%/12*6mo=50%

	Capital Proj. Desc. & Number/Cap Equip.	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Nov	Dec	YTD	REMAINING BALANCE	% Budget Used Ytd
1	RCC Improvements C-000001		647,000	-127,677		3,855	643,145	0.60%
2	RCC Facility Enhancements C-000002		30,000			0	30,000	0.00%
3	RCC HW Enhancements C-000003		130,795			0	130,795	0.00%
4	Theatre Enhancements C-000008		196,000	3,360		63,947	132,053	32.63%
5	RCC-Motor Control Panel CC-000012		63,745	59,722		59,722	4,023	93.69%
6	RCC-Rear Loading Dock CC-000013		76,052	67,954	1,632	69,586	6,466	91.50%
	Total Capital Expenses		1,143,592	3,359	1,632	197,110	946,482	17.24%
	Total RCC Expenditures		9,529,883	527,380	471,213	4,378,726	5,151,157	45.95%

Type	Revised FY16 Budget	FY16 YTD	Remaining Balance	% Budget Target
Beginning Fund Balance	5,948,674	5,948,674		100.00%
Revenue:				
Taxes	7,016,016	6,870,412	145,604	97.92%
Program Revenue Est. Loss	59,640			
Interest	8,441	9,788	-1,347	115.96%
Vending	1,616	879	737	54.38%
Aquatics	325,814	201,270	124,544	61.77%
Leisure and Learning	433,933	248,331	185,602	57.23%
Rental	149,921	123,540	26,381	82.40%
Arts and Events	282,046	236,108	45,938	83.71%
Total Revenue	8,277,427	7,690,327	587,100	92.91%
Total Available	14,226,101	13,639,001	587,100	95.87%
Expenditures:			0	0.00%
Personnel	5,435,149	2,264,102	3,171,047	41.66%
Operating	2,951,142	1,917,514	1,033,628	64.98%
Sub-Total Non-Capital Expenditures	8,386,291	4,181,616	4,204,675	49.86%
Sub-Total Rev. less Non-Cap Exp.	-108,864	3,508,711	-3,617,575	-3223.02%
Capital Projects	1,143,592	197,110	946,482	17.24%
Total Expenses	9,529,883	4,378,726	5,151,157	45.95%
Revenue less Total Expenses	-1,252,456	3,311,601	-4,564,057	-264.41%
Ending Fund Balance	4,696,218	9,260,275		197.19%

FY16 Revised Budget includes:

1. FY16 pay for performance \$67,650 effective July 2015 (added to the advertised amount)
2. FY15 Encumbered Carryover of \$41,746 for services delivered after 06/30/15 (added to the advertised amount)
3. FY15 Carryover for Encumbered \$176,912 and Unencumbered \$319,680 for Capital Projects funding (added to the advertised amount)
4. Added expenses to the Advertised Budget total: \$538,338. Of that, only the new personnel costs for pay for performance represent "new" expenses outside allocated expenses from FY15.
5. Estimated program revenue loss of 59,640, personnel funding reduction of \$204,437, Operating funding reduction of \$149,204 are all recorded in Administration Cost Center

Revenue

General Note: Summer 2015 related revenue was reversed for FY15 year-end-close and recorded as FY16 revenue. The revised program revenue cumulative decrease of \$59,640 was transferred to the Administration cost center.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 98% of tax revenue, 82% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue), 116% of estimated interest revenue, and 54% of vending revenue.
2. **Performing Arts Theatre Admission:** Revenue collection is very uneven depending on scheduled shows and their related box office revenue.
3. **Performing Arts Theatre Rental:** Theatre rental payments are made on an irregular schedule depending on when performances occur.
4. **Performing Arts Misc. Revenue:** Revenue from processing fees for online ticketing; new terms negotiated with Tickets.com returns a small amount to RCC.
5. **Performing Arts Equipment Sale:** Auctioned equipment sale proceeds.
6. **Performing Arts Cultural Activities/Arts Organizations:** The community arts box office receipts and payments clearing line.
7. **Aquatics Classes/drop-in:** Year-to-date revenue represents daily gate fees, summer, fall, and initial winter/spring program registration revenue.
8. **Aquatics Rental:** Year-to-date revenue represents natatorium rental payments.
9. **Fitness:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue.
10. **Teen/Family:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue. Most of this cost center's revenue is realized during the summer. Note that the amount of fee waiver participation in the Teen/Family summer camp program was significantly higher this summer than last summer. Fall program participation via fee waivers is also higher. This is likely a consequence of the presence of RCC programming in Langston Hughes Middle School in after school hours.
11. **55+:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue.
12. **Youth:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue. Most of this cost center's revenue is realized during the summer. Fee waiver participation in summer camp programs in 2015 was considerably higher than the prior year.
13. **Adult:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue.
14. **Community Events:** Revenue from booth fees, book sales associated with the Reston Multicultural Festival, and MLK luncheon ticket sales.
15. **Arts Education:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center's revenue. Fee waiver participation is significantly higher than it has been historically.

Personnel

General Note: Labor costs for Teen/Family, Arts Education and Youth are higher due to summer camps' labor costs occurring in July and August. The revised personnel funding cumulative decrease of \$204,437 was transferred to the Administration cost center and it is anticipated those savings will be returned to the fund balance at the closing of FY16. Merit service vacancies remain in Performing Arts, Media; Comptroller vacancy is partially offset by acting promotion and exempt pay; new vacancy in Teen/Family is partially offset by exempt pay. Performing Arts and Media vacancies have been filled and new hires will take effect in February.

1. **Administration:** Administration's allocated budget is typically under-spent; funding provides for OPEB costs.
2. **Booking:** Personnel costs are at the expected level.
3. **Comptroller:** Personnel costs are at the expected level.
4. **Customer Service:** Personnel costs are at the expected level.
5. **Facility Engineer:** Personnel costs are at the expected level.
6. **Maintenance:** Personnel costs are at the expected level.
7. **Information Technology:** Personnel costs are at the expected level.
8. **Media:** Personnel costs are at the expected level.
9. **Community Partnerships:** No personnel costs are anticipated in FY16.
10. **Performing Arts:** Personnel costs are at the expected level.
11. **Aquatics:** Personnel costs are at the expected level.
12. **Leisure and Learning Administration:** Personnel costs are at the expected level.
13. **Fitness:** Personnel costs are at the expected level.
14. **Teen/Family:** Personnel costs include summer camps' labor costs which occurred in July and August.
15. **55+:** Personnel costs are at the expected levels.
16. **Youth:** Personnel costs include summer camps' labor costs which occurred in July and August.
17. **Adult:** Personnel expenditures are at the expected levels.
18. **Community Events:** Personnel expenditures are at the expected levels.
19. **Arts Education:** Personnel expenditures include LARK/YAT summer labor costs which occurred in July and August.

Operating

General Note: Reservations for multiple months' expenses are made at the beginning of the year; funds are spent down from them. The new format for our monthly expenditure report removes the "Encumbrances" column; the net effect of either stand-alone expenses or spending down reserved amounts is now shown in the column marked "YTD." The revised operating budget allocations reflect a cumulative decrease in expenditures of \$149,204 and are shown in the Administration cost center (total amount). That amount is projected to be returned to the fund balance at the closing of FY16. Hidden columns each month include activity (plus or minus) that has already occurred; the net in the remaining balance column includes prior month transactions.

1. **Administration:** Current month expenses and reservations include staff professional development costs.
2. **Board:** Current month expenses and reservations are for YMCA gala sponsorship, Leadership Fairfax event, Chamber of Commerce events, and hospitality.
3. **Booking:** Current month expenses and reservations are for storage facility rental, equipment, and security monitoring.
4. **Comptroller/LA Lease/Admin:** Current month expenses and reservations include LA facility real estate taxes, bank fees, DIT copying billing, and office supplies.
5. **Customer Service:** Budget Allocation is for office supplies.
6. **Facility Engineering:** Current month expenses and reservations include repair and maintenance.
7. **Maintenance:** Current month expenses and expenditures from reservations include utility costs, facility maintenance, and supplies.
8. **IT:** There are no current month expenses. Reservation includes cellular phone cost.
9. **Media:** Current month expenses and reservations include printing, advertising, local travel, and training costs.
10. **Community Partnerships:** Current month expenses and reservations are for partnerships' program costs and supplies.
11. **Performing Arts:** Current month expenses and reservations include performer contract advance payments, theatre operating costs and supplies.
12. **Aquatics:** Current month expenses and reservations are for pool maintenance and supplies.
13. **Leisure and Learning Admin:** Expenses are for membership and supplies.
14. **Fitness:** Current month expenses and reservations are for program delivery contract costs and supplies.
15. **Teen/Family:** Current month expenses and reservations are for program delivery contract costs and supplies.
16. **55+:** Current month expenditures and reservations are for transportation, program delivery costs, training costs, and program supplies.
17. **Youth:** Current month expenditures and reservations are for program supplies and program delivery contract costs.
18. **Adult:** Current month expenditures and reservations are for supplies and program delivery costs.
19. **Community Events:** Current month expenditures and reservations are for program delivery costs and supplies.
20. **Arts Ed:** Current month expenditures and reservations are for program delivery costs and supplies.

Capital Project

General Note: Because of scheduling, RCC Capital Improvement Projects frequently carry over from one fiscal year to the next. In FY16, the Motor Control Panel, CenterStage sound system upgrade, and HW Loading Dock projects will conclude. Budget reallocations were completed in November 2015 and allocated funding shows in parentheses for each project. Hidden columns each month include activity (plus or minus) that has already occurred; the net in the remaining balance column includes prior month transactions.

1. **RCC Improvements /C-000001** includes Back Stage RTU replacement (387K), public areas energy efficient lights installation (20K), and roof mechanical/cable tray (240K).
2. **RCC Facility Enhancements/C000002** includes LA counter service redesign (30K).
3. **RCC Hunters Woods Enhancements (Community Room) /C-000003:** Community room lighting. Chandelier fixtures design and replacement pending (131K).
4. **RCC CenterStage Enhancements /C-000008:** This project includes funding for the CenterStage floor replacement (100K), and rewire/replace sound system (68K).
5. **RCC - Motor Control Panel /CC-000012** (63.75K)
6. **RCC – Rear Loading Dock / CC-000013** (76K)

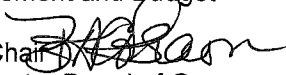



County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

MEMORANDUM

TO: Joseph Mondoro, Chief Financial Officer
Department of Management and Budget

FROM: Beverly A. Cosham, Chair 
Reston Community Center Board of Governors

Leila Gordon 
Executive Director
Reston Community Center

SUBJECT: FY 2016 Third Quarter Budget Review

DATE: February 01, 2016

The FY 2016 budget for Reston Community Center (RCC) is \$9,529,883. Our FY 2016 Third Quarter review indicates the following:

- RCC anticipates collection of the projected tax revenue and we anticipate a shortfall of \$164,000 in program revenue. No change to revenue projections is requested at this time; the potential revenue shortfall will be offset by reductions in personnel and operating expenditures.
- We anticipate an estimated savings of \$448,598 in salaries resulting from vacancies in merit and exempt positions; as well as program cancelations due to low enrollment. No change to our personnel budget allocation is requested at this time.
- The Agency anticipates an estimated \$390,492 in savings in operating expenditures due in part to reduced costs as a result of lower enrollments as of the Third Quarter Review. No change to our operating budget allocation is requested at this time.
- Remaining capital projects' balances scheduled for FY 2016 will carry forward into FY 2017 due to calendaring considerations.

Funding for the FY 2016 third quarter budget request is available in Sub-Fund 40050, including the Managed Reserve accounts established in FY 2002 and modified in FYs 2003, 2005 and 2009 for the long-term preservation and maintenance of Reston Community Center facilities and stability in its operations and programs.

Cc: Catherine M. Hudgins, Hunter Mill District Supervisor
Patricia D. Harrison, Deputy County Executive for Human Services
Carl Henderson, Department of Management and Budget, Budget Analyst



Executive Director Report December 2015 – January 2016

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
- Research on solar roof panels
- Conversion from Govolution online payment interface to a new interface that can be supported by our RecTrac software upgrade
- Inclement weather and emergency operations planning
- Third Quarter submissions

Administrative and program staff leadership is commencing serious work on the compilation of information and work flow assignments related to achieving accreditation from the National Recreation and Parks Association. Over the course of the next weeks, work group members will touch base with the staff likely to know how to fulfill the “evidence of compliance” requirements.

Programs

Aquatics: The pool remains a popular destination for swimmers of all ages; private lessons are continuing to be a good option for busy families.

Arts and Events: The holiday season had many delights in December: *The Black Nativity* – which everyone wants back – was spectacular. Conservatory Ballet enjoyed another successful *Nutcracker* run. January of course brings the RCC Dr. Martin Luther King, Jr. Celebration which was exceptionally well-attended this year. The art exhibit was a lovely addition to the Hunters Woods building.

Leisure and Learning: Youth drop-in social programs were a huge hit with families in December. More than 90% participation across the board occurred for these and a couple had waiting lists. Teen/Family Director Kenny Burrowes accepted a big promotion to head up the Teen and Summer Camps department for the City of Falls Church. We are sorry to see him go but congratulated him on his continuing professional development. Karen Brutsché, 55+ Program Director, is nearing the finish line in her participation in Leadership Fairfax this year. Fitness programs continue to demonstrate robust participation – especially in drop-in offerings. The rescheduled Reston Camp Expo was a resounding success; hundreds of “happy campers!”

Executive Director

Meetings/activities: Leadership Fairfax, Initiative for Public Art – Reston, Human Services Leadership Team, Arts Council, Supervisor Hudgins, Opportunity Neighborhood, Hunters Woods Neighborhood Coalition, Comstock, County Executive’s Senior Management Team, Best of Reston, Susan Woodruff (DHR Director) retirement, Reston Chamber Community Engagement and Reston Marketing Initiative.

Snowzilla: RCC facilities were closed from Friday January 22 at noon through Tuesday, January 26, with “unscheduled leave” through January 29. We will be refunding payments for many patrons for classes missed that can’t be made up as well as several rental patrons whose events had to be canceled. The total impact won’t be known for a couple more weeks.