



**Reston Community Center
Board of Governors Monthly Meeting
February 2, 2015
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 1, 2014 Board Minutes (As Reviewed and Approved by the Board Secretary) • Approval of December 1, 2014 Board Actions (As Reviewed and Approved by the Board Secretary) 	
8:05 – Chair’s Remarks	Beverly Cosham, Chair
8:07 – Introduction of Visitors	
8:08 – Citizen Input	
8:12 – Committee Reports	
<ul style="list-style-type: none"> • January 9 – 10 Strategic Planning Session Report • February 2 – Finance Committee Report 	Bill Bouie, Board Vice Chair Gerald Zavala, Treasurer
8:20 – Approval of Committee Reports	Beverly Cosham, Chair
8:22 – Board Member Input on Activities Attended	
8:30 – Executive Director’s Report	Leila Gordon, Executive Director
8:34 – Old Business	Beverly Cosham, Chair
8:40 – New Business	Beverly Cosham, Chair
8:45 – Adjournment	

Reminders:

Event	Date	Time
Community Relations & Program/Policy Committees Meeting	February 9	6:30 p.m.
Finance Committee Meeting	February 23	6:00 p.m.
March Monthly Meeting	March 2	8:00 p.m.
Community Relations & Program/Policy Committees Meeting	March 9	6:30 p.m.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
December 1, 2014**

Present:

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

Absent and Excused:

- John Mendonça

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Barbara Wilmer, Executive Assistant

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

MOTION #1:

Approval of the Agenda

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

MOTION #2:

Approval of the November 3, 2014 Board Minutes

Bill B. moved that the Board approve the November 3, 2014 Board Minutes. Bill P. seconded the motion. The motion passed unanimously with one abstention (Gerald).

MOTION #3:

Approval of the November 3, 2014 Board Actions

Bill B. moved that the Board approve the November 3, 2014 Board Actions. Michelle seconded the motion. The motion passed unanimously with one abstention (Gerald).

Chair's Remarks

Bev said that this is the last meeting of the year and that we are in the season of "over": over-spend, over-think, over-stress, over-eat. She suggested that we not overlook those who have less and to share your gifts with others.

Introduction of Visitors

No visitors were present.

Citizen Input

None.

Committee Reports

November 17, 2014, Finance Committee Report

Gerald said the committee met and that revenue is tracking as expected (efforts to investigate better interest revenue projections are ongoing); there are no unusual personnel expenses and two positions remain open while the new hiring procedures are refined; operations expenses are normal and the Department of Management and Budget corrections to the budget load-in are reflected; capital projects'

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spending is stable. The Lake Anne lease and other clarifying notes for the cost center line items are now part of the report documents. We noted that T-Mobile income has increased. The staff is pursuing proposals for LED replacements for the Community Room chandeliers.

December 1, 2014 Long Range Planning Committee Report

Bill B. summarized the earlier committee-of-the-whole meeting to discuss the upcoming BOG Strategic Planning session January 9-10. Leila gave an overview of the proposed agenda items; Karen Cleveland, the Strategic Planning Session facilitator attended the meeting and also made suggestions. Attendees determined that Reston Association's Conference Center should be the location, where hospitality will be the only cost. The Board and staff will be looking at how to understand the community context for setting the goals for the next five-year strategic plan.

MOTION #4:

Approval of the November 17, 2014 Finance Committee Report and the December 1, 2014 Long Range Planning Committee Report.

Gerald moved that the Board approve all committee reports. Michelle seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended

Bill Keefe: The Richard Blanco event was spectacular – we should have more readings. DakhaBrakha was stunningly good, lots of fun for us and for Ukrainian audience members. The Cashore Marionettes were also good.

Michelle took a PowerPoint class which was incredibly useful. The Flea Market is always amazing. The Thanksgiving Food Drive volunteer experience was great – and the feedback she received is how much the volunteers appreciate how organized the event is. She offered kudos to Kevin and the staff. She also saw several RCC staff volunteering. She swam on Thanksgiving Day and appreciates that RCC can staff the pool during that holiday. David Vurdelja also swam that day.

Gerald echoed that Richard Blanco was fabulous.

Bill B. attended the IPAR Annual Reception (which was also attended by Michelle and Bev).

Bill P. spent time in the wood shop; he also thought the marionettes' performance was excellent. He spent time with his grandkids.

Vicky attended the Reston Historic Trust's (RHT) unveiling of the endowment program, which centered on the gift of the building to the Trust. The RHT now owns the museum free and clear. She enjoyed the Thanksgiving Holiday Parade at Reston Town Center, as did her 2 1/2 year old granddaughter, who jumped onto Santa's lap and asked him if he had received her text with her gift requests.

Lisa said the parade was nice, and particularly that the RCC-sponsored Frosty balloon was great. She attended the exciting YMCA Annual Celebration which raises funds for scholarships for young people attending Y programs. It's always wonderful to see so many community members, and so many she knows.

Bev mentioned that Election Day was in the past month's events and that she, too attended the IPAR event. She noted as well the Outstanding Performance and Team Awards event at the Fairfax County government center for some of our staff which was a terrific event that included both very loud and creative celebration elements. She agreed that both Blanco and DakhaBrakha were great. Her orchestra performed its first concert of the season which included the theme from *The Magnificent Seven*. She is rehearsing with The Festival Singers and the McLean Symphony. The Cashore Marionettes performance was fascinating. Bev also participated in the Thanksgiving Food Drive packing day. After watching the Holiday Parade she added warmers to her footwear and sang with the Reston Chorale during the Annual Tree Lighting Ceremony.

Executive Director's Report

Leila said today's registration start had to be delayed because someone at the police station construction site severed the fiber optic cable that feeds Reston, so the server for agencies in Reston was down for most of the day. Registration was delayed until tomorrow at 9:00 a.m. It was fortunate that we were able to use our website, Facebook, and Constant Contact to alert our users to the situation. Flea market shoppers numbered 700, evidence that our electronic communication tools have been effective. A complement of our RCC staff served as table leaders at the SLHS Ethics Day, where tough moral and

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philosophical dilemmas are presented and discussed. We did have an emergency event over the weekend: David Vurdelja, one of the Reston Masters Swim Team members signaled distress. The life guard on duty and Joe reacted immediately, aided by a teammate who is a doctor. EMS arrived quickly, but David died at the hospital. He was 49. He will be greatly missed by his family, friends and colleagues on the Masters Swim Team.

Leila also attended numerous meetings and events – many with BOG members.

Old Business

There was no old business.

New Business

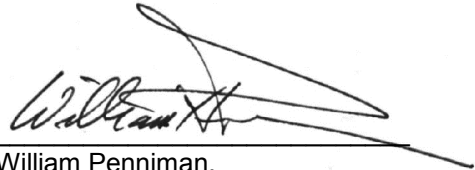
Leila observed that she recently became a grandmother for the third time.

Bev confirmed that staff would follow up on Reston Association as the location for the BOG Strategic Planning session (2:00 p.m.-4:00 p.m. on January 9, 10 a.m.-2:00 p.m. on January 10).

MOTION #5:

To Adjourn the Meeting

The Chair adjourned the meeting without objection at 8:21 p.m.

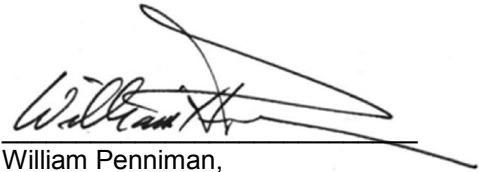


William Penniman,
Board Secretary

____ 12/22/14 _____
Date

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DECEMBER 1, 2014

- 14-1201-1 Bd That the Board approve the Agenda**
- 14-1201-2 Bd That the Board approve the November 3, 2014 Board Minutes**
- 14-1201-3 Bd That the Board approve the November 3, 2014 Board Actions**
- 14-1201-4 Bd That the Board approve the November and December committee reports**
- 14-1201-5 Bd That the meeting be adjourned without objection.**



William Penniman,
Board Secretary

____12/22/14_____
Date



**RESTON COMMUNITY CENTER
STRATEGIC PLANNING SESSION (Long Range Planning Committee)
FRIDAY, JANUARY 9, 2015**

Present:

- Beverly Cosham, Chair
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Bill Keefe
- John Mendonça (arrived later)
- Michelle Moyer
- Vicky Wingert
- Gerald Zavala

Absent and Excused:

- Bill Penniman

Attending from the RCC Staff:

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

Welcome

Bill welcomed everyone at 2:06 p.m. and introduced Leila. She reviewed the agenda (see attached) and gave everyone present an opportunity to introduce themselves. Leila also introduced Karen Cleveland as the facilitator.

Review of Board-adopted Criteria/Strategies

Karen reviewed the objectives for this year's strategic planning session. She explained that she helped the Board create its current strategic plan and has facilitated the last four planning sessions; she is therefore familiar with the Board and its priorities. The objectives for the next two days were provided:

- Review current strategic plan and discuss foundational elements for RCC's upcoming 2017-2022 plan.
 - Determine strategies and timeline to gain best understanding of community preferences.
- Karen also reviewed the agenda (see attached) for both Friday and Saturday.

Karen reviewed the RCC BOG Vision, Mission and Values and noted that the values were updated at the 2014 planning session. She reviewed the Board's priorities under the current strategic plan. (All of this information is presented in the materials for this meeting which are attached to this report).

Public Comment

None.

Closed Session

Persuant to the Acquisition & Disposition of Property exemption at §2.2-3711 of the Code of Virginia, the RCC Board of Governors convened in a closed session to discuss the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body.

Board member Bill Keefe recused himself from the Closed Session due to a potential conflict of interest.

Per the requirements of § 2.2-3712(D) of the Code of Virginia, the Board of Governors reconvened and took a roll call certifying that – to the best of each member's knowledge – the following were true:

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- (i) Only public business matters lawfully exempted from open meeting requirements under this chapter were discussed and
- (ii) Only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body.

The following Board members confirmed the above to be true:

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

John Mendonça arrived shortly before the conclusion of the closed session. Because he was not present for the discussion and therefore not fully aware of the public business matters that were discussed, he exempted himself from the vote. Leila offered to meet with him at his convenience to review information presented during the closed session.

The Board reconvened in open session at approximately 3:45 p.m.

Review of 2014 Participation Data

Leila explained the metrics used for participation data. She said it's difficult to arrive at exact data because we're looking at the number of times a patron interacted with any aspect of RCC. Each patron may interact with different departments multiple times. Each different time they interact with RCC is counted separately. Therefore, participation numbers are higher than the number of patrons that actually interact with RCC as we assume that patrons may take more than one class, attend more than one event, etc. Registered class students are only counted once, but drop-in students are counted for each drop-in visit as they aren't "obligated" to attend in the same way a registered participant is.

Leila reviewed the charts on page 17 of the attached materials. She indicated that this page paints a great picture of RCC's reach into the community through partnerships. RCC benefits from the reach but shares the workload associated with each event. She noted that the events listed in the box are not included as they are strictly sponsorships. The only event that is also included in the pie chart is the Lake Anne Jazz Festival. That is because it is a sponsorship but we also contribute staff hours.

John asked if there were any restrictions (in terms of percentage of budget) in the MOUs on our sponsorships or partnerships. Leila said the only applicable restrictions on sponsorship dollars are the same restrictions placed on any purchases for the agency: the agency may spend up to \$100,000 on their own; anything over \$100,000 requires County approval. There was general discussion about RCC's various partnerships and sponsorships. Leila explained the difference between partnership and sponsorship programs: for partnership programs, we work with other organizations, but RCC staff is responsible for or heavily involved in planning, staffing and event logistics. For sponsorship events, RCC contributes money to a partner organization for an event, but allows that partner to serve as the expert and handle logistics for the event.

Karen suggested that it would be great to quantify the impact that RCC's sponsorship program has on the various events, particularly the community sponsorships. For example, RCC is directly responsible for funding 50 scholarships for the Reston Kids Triathlon. Leila agreed. She noted that this is the first year we've collectively identified all community partnerships and sponsorships (regardless of line of business) in our attendance reports; it will take some trial and error to get our reporting to a point where we are satisfied with how we track and quantify these events and their impacts.

Leila also noted we don't just sponsor any event – each event is carefully considered and must connect back to RCC's mission. We have to work within the parameters of our partnership levels, program content, and community exposure opportunities that the sponsorship represents.

John said he struggles with whether or not these sponsorships are a good use of taxpayer dollars: would the taxpayer like to pay less rather than fund these events? Leila said that that point of view could be

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applied to all RCC programming; the amount of the budget devoted to sponsorships is considerably less to put RCC in a support position for a lot of community activity than our direct staffing would require and significantly broadens our reach and impact.

Tom noted that the sponsorships and partnerships speak to the commitment of RCC to our own mission, which is to “build community.” He noted as well that many of the partnerships add value to the business community, which comprises a large part of our tax base as well.

Leila also noted the financial data (see page 24 of attached materials), which shows that RCC is moving in the direction of a balanced budget currently with the FY16 budget planned to that target. She noted that these spreadsheets will be reviewed in more detail on Saturday morning.

Karen encouraged everyone to spend the evening thinking about how we can plan around the final years of the current strategic plan, creating the next one, and launching the next strategic plan.

The meeting adjourned at 4:30 p.m.



**RESTON COMMUNITY CENTER
STRATEGIC PLANNING SESSION (Long Range Planning Committee)
SATURDAY, JANUARY 10, 2015**

Present:

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

Absent and Excused:

- Bill Penniman

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Thomas Ward, Deputy Director
- Eileen Boone, Leisure and Learning Director
- Cristin Bratt, Public Information Officer
- Cheri Danaher, Arts Education Director
- Kevin Danaher, Community Events Director
- Brian Gannon, Booking Manager
- Linda Ifert, Technical Director
- Joe Leary, Aquatics Director
- Pam Leary, Customer Service Manager
- BeBe Nguyen, Media Director
- Harun Rashid, Network Analyst
- Fred Russo, Building Engineer
- Barbara Wilmer, Executive Assistant
- Renata Wojcicki, Finance Director

Welcome

Bill welcomed everyone at 10:06 a.m. and called the session to order. Facilitator Karen Cleveland reviewed the agenda for the day and explained that she will be working to keep us on task throughout the day since there was a full agenda. She said that we're going to map out the timeline and tools we want to use to gather data from the community. She noted that over the past five years we've seen a shift of programming to include activities outside the walls of the community center; how does this impact our plans moving forward? For the sake of planning, we're going to presume that at some future point the two new facilities in our current Strategic Plan will exist. We will therefore be having discussions that consider those facilities as well.

Public Comment

Terry Maynard, of Reston 2020, said Reston 2020 and Reston Citizens Association have had concerns about plans to pay for a new rec center out of taxpayer money. He asked if the Fairfax County Park Authority (FCPA) or Reston Community Center (RCC) plan to place a referendum vote on the ballot this November. Leila said RCC has no plans for a 2015 referendum vote. Bill Bouie (who is also Chairman of the FCPA Board) said FCPA does not have any referenda scheduled for 2015. He noted that Fairfax County has a scheduled bond in 2016, but the content has not yet been determined; discussions will be ongoing in 2015.

Review of Financial Projects

Leila compared budgets for FY14, FY15 and FY16 (see page 24 of attached materials for the Strategic Planning Session). She noted that we have typically returned money to the fund balance at the end of the fiscal year, which the chart provided illustrates for the most recently completed fiscal year. In terms of revenue, she noted that we just barely did not achieve our budget target in FY14 in administration, almost entirely due to a shortfall in interest revenue. In the future, our interest revenue projections will be more carefully considered for projections. She reviewed the various lines of business and noted several anomalies: She said that private Aquatics lessons were not performing quite as well as we had hoped.

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For Leisure and Learning, there was a re-organization this year between family and adult programs; it may take a while to determine the right mix of revenue and expenditure expectations with Teen, Fitness, and Adult programs since those were all impacted by the re-organization. She pointed out solid growth in other areas. She also said that we have not seen a significant drop-off in attendance after raising the costs of drop-in programs. Gerald noted that the participation data pages provided are a new way of reporting and asked if that means we can't identify departmental trends that align with the cost centers in the financial reports. Leila said this strategy session marks a new way of reporting so if you want to see community impact trends, you need to look at combined categories to get an accurate idea of those. We will continue to track financial data on a cost center by cost center basis.

There was general discussion about the budget and RCC's continued efforts to shift the cost recovery rate from 13 percent to 25 percent. There has been discussion in the community about how we could operate additional facilities with such a high subsidy. Leila noted it's a valid concern, but the Board is not necessarily locked into adopting that same financial policy for operating new facilities. We will need to review a mix of fees, pricing and program participation to reach the 25 percent recovery point with respect to our existing operations. At that time, the Board needs to reexamine what we can anticipate in terms of the tax base performance, and if we need to change our approach to fiscal planning and cost recovery.

John said he doesn't think we can keep pushing the date back for when we will achieve a balanced budget, especially if we're going to have a new facility within two years. Leila said she is not operating under the assumption that we will be involved in the opening of a new facility within the next two years, but that we're proceeding as aggressively as possible to close the gap in the budget. She noted the FY16 budget is balanced.

Under the Personnel page of the budget (page 25), Leila said that it's a bit more difficult to predict personnel performance because you have to anticipate turnover and benefit utilization in a hypothetical environment. She explained that for Aquatics budget vs. actual, you can see that the private lessons didn't increase revenue, but neither was there an increase in personnel expenditures associated with that program.

John asked what percentage of the personnel expenditures were for exempt staff. Leila said we have 51 merit positions and, in any given season, we have another 125-250 exempt positions. Leila noted that more is spent on the merit positions not only because they have higher pay, but because they also receive benefits. Finding a specific ratio would require a report from FOCUS. She told John that she would provide that data following the weekend meeting.

Leila noted that as we increase prices to close the gap between current subsidy and the ceiling in the Board policy, we need to also ensure that we don't outpace the community's willingness to accept changes.

Under the Operational expenses budget on page 26, Leila cautioned that in terms of contracting for program services, there are some lost costs due to cancellations. For example, The Rockettes do not return ticket costs if we don't have enough patrons registered to hold a trip to NYC. She noted that there are also placeholders for things like community surveys.

Review of Capital Projects

Tom reviewed a spreadsheet (handed out at the meeting) that he and Building Engineer Fred Russo use to track capital projects and supported projects funded by operating dollars. Numbers above the first bold line represent capital projects that have been budgeted, funded and are underway. The next three projects (replacement roof sections, energy efficient lighting, RTU replacement) have been included in the FY16 budget, but the Fairfax County Board of Supervisors needs to approve the FY16 budget before those funds become available on July 1, 2015. Tom said we try to make funds available a year in advance of the replacement so we have funds available for architectural and engineering studies.

Timeframes listed in the attached materials are when we plan to do the physical work, though planning starts well ahead of that. He said that our highest priority is replacement of the loading dock, which is not usable in its current state. The remaining projects are goals for FY17. He noted that we're approaching a critical period when the Board will have to consider aquatic programming because there are upcoming repairs that would be affected by how the facility is purposed. He explained that we want to optimize use

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of our dollars and it would be good to re-conceptualize use of Hunters Woods pool before we invest money in the upcoming scheduled maintenance. The range of \$1-\$2 million is broad and will remain so until we receive more direction from the Board regarding plans for the HW pool. He also noted a desire for LED light replacement in the theatre. In addition to the energy savings, it would help decrease the costs associated with HVAC backstage. Rather than replacing the lights piecemeal over time as operating dollars are available, it makes sense to treat that replacement as a capital project so that we can replace the lights at the same time and ensure that the lights are all the same.

John asked if there are improvements in the theatre that would be impacted by the addition of a new performing arts facility. Tom said none of the capital projects will be unnecessary if a new facility is built, but a new facility may impact the scope of what is needed. Replacing the stage floor and LED lights will still be needed regardless of the existence of another facility.

Leila noted that within the next 2-4 years – as we shift into a more balanced budget profile – we do have significant capital maintenance issues that we need to consider. Regarding the pool, we need to consider where we are in local development trends and how we can manage our aquatics center resources to work for the entire spectrum of users of all ages and levels. A new facility is so far away in terms of time that the HW facility has to function at its present level in the interim. We can't provide a finite financial projection for these capital projects at this time, but wanted to alert the Board to a sense of the financial impact that these necessary capital improvements are going to have on the budget over the next few years.

Vicky asked if this is related to an overall facility repair and maintenance schedule – whether these items a part of an overall program schedule. Tom said yes; we are required to have a 3-year capital project plan which we revise annually. Bill asked if we've done any energy studies on our facilities. Tom said we haven't done studies yet, but we intend to pursue some type of process related to that.

Bill asked if we've been able to renegotiate our natural gas costs due to falling fuel prices. Tom said that fuel purchase is a County procurement responsibility. There was general discussion about the capital projects indicated on the spreadsheet. Leila noted that some projects have been delayed because we are limited to a 3-week period in the summer to schedule the projects in order to avoid interrupting programs.

Leila noted that new housing in Reston includes high rises that offer high density population in a small space. As we plan RCC's future, we need to be mindful of this trend and consider social and recreational amenities that we might offer in those locations to introduce ourselves.

Group Breakouts.

Karen asked the group to break into three groups, with each group considering the following questions:

1. What changes are we seeing in Reston today?
2. What will the community want and need in the future?
3. What tools and methodology should we use to determine needs?

Following the breakout sessions, the groups collectively reported the following:

1. What changes/trends are we seeing in Reston and RCC today?

- o More adult only classes.
- o RCC fee waiver allocations cannot be shared among household members so we're seeing a greater number of recipients that have exhausted their allocation before desires are fulfilled.
- o Reston Soccer and other community recreation providers have experienced flat enrollment and exhausted scholarship funds.
- o An increasing number of people are using RCC facilities to congregate or seek shelter, as opposed to attending classes or events.
- o Volunteers and adults like one-time, limited opportunities, as opposed to long-term commitments.
- o Reston has a growing population of physically challenged older adults who do not like driving at night.
- o The adult population is growing while the youth population is declining.
- o We're still unsure about what Metro's arrival means for us.
- o Social media pushes community leaders for fast decisions.

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- We are competing with like providers, but also with in-home delivery of entertainment experiences. Leisure experiences are increasingly home-based (exercise DVDs, streaming movies, etc.).
- Traffic has both a physical and psychological effect; people don't even want to try to deal with what they anticipate in the way of delays due to rush hours and congestion.
- RCC is fielding increased requests for partnerships and sponsorships in the community.

2.) What will the community want and need in the future?

- One time, targeted experiences.
- Funds and/or support for transportation solutions such as the NV Rides carpool program.
- Expanded RCC electronic and social media presence: RCC could establish a teen media advisory group to teach novices about Instagram, Tumblr, Pinterest, etc.
- Location of programming: Present programs in other locations like schools, new buildings, Southgate Community Center and other spaces that serve the community.
- Offer more services online: Private lesson enrollment, event streaming or online classes (while being careful to do so in a way that does not negatively impact revenue).
- Robust fee waiver program: Look at fee waiver allocation relative to pricing so that we can set fee waiver allocation amounts that will allow users to have meaningful experiences.
- Assess and expand partnership programs to make sure we're best serving the community.
- Create communications plans that reaches across all platforms and languages; remember that not all households have computer access.
- Partner with schools, the County and other community organizations to provide for the unmet needs of the community.
- Create programs designed for niche audiences that aren't being met by the private sector.
- Target Reston employees and event attendees who don't take advantage of our classes, passes, camps and trips.
- Highlight opportunities at RCC and in the community with things like the upcoming resource fair at local schools.

3.) What tools and methodology should we use to determine needs?

The group collectively discussed how to reach the community to ask these same questions. Leila mentioned a survey tool, MindMixer, used by other organizations in the area that allows the organization to control the number of times that one person inputs an opinion. This could be used for our difficult to obtain customer satisfaction surveys. She explained that it's difficult for example to get a survey response at the end of an Aquatics class when patrons are wet and want to get changed. The same goes for facility rentals when patrons are leaving after a party or event. This new tool would combine customer satisfaction surveys with a tool to show the results of these sorts of surveys. It costs about \$2,500 for a year's use and would be a great solution for the trouble we have experienced with collecting information at community events or from parents, aquatics patrons, and, rental patrons. We could evaluate its effectiveness and consider asking other types of questions using it or similar tools.

The group suggested using the winter months to create a very short list of questions to ask the community. They also identified a list of opportunities for gathering community input:

- Communications Focus Group - Scheduled for January 24, 2015
- Community Resource Fair at South Lakes High School - in discussion for fall 2015
- Wiehle Metro - Work with WMATA to determine how we might be able to gather info (and present programming) at the Wiehle Metro public space (Comstock Landing)
- Spring/Summer/Fall festivals – Rather than relying on attendees to visit our table, mobilize volunteers to get surveys completed at festivals; consider offering giveaway in exchange for filling out survey.

RCC's Role in the Community

Karen asked the group to take a high-level, big picture look at RCC's role in the community. Bill said if you look at our vision, RCC plays a crucial role in meeting the needs of the community. In addition to maintaining our current partnerships and sponsorships, Bill said that RCC provides the impetus for

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partnerships within the community. We have had a very active role in the community and should not be apologetic about this role. We have been and should continue to serve as a catalyst for maximizing the resources available in here in Reston.

The group agreed with Bill's sentiment and created the below list to define RCC's role in the community:

- Leader – catalyst for betterment of the community.
- Connector – provide organic connectivity for place-making, developers and service providers.
- Champion – celebrate Reston's values by facilitating and encouraging private and public partnerships.

RCC should be explicit and transparent about our vision, values and guiding principles facilitating all of the above.

Karen asked Leila to describe how all these roles intersect in the way that RCC now is considered by or participates in broader community planning and endeavors such as the GRACE exploration of expansion going on at present.

Leila noted that GRACE has an opportunity to expand its physical footprint at Reston Town Center. The owner of the residential condominium next door to the GRACE location informed GRACE that they were selling the property. GRACE thinks they might be able to move their admin and storage space into this condo and then turn existing office and storage space into program space, thereby enabling GRACE to expand the gallery and provide teaching studios. Right now, GRACE's only strong revenue stream is its Northern Virginia Fine Arts Festival. The expansion possibility would present new opportunities for classes. GRACE came to Leila and our Arts Education team first as a matter of courtesy. Leila thinks GRACE can put together the funds they need to take advantage of the opportunity, and that a contribution from RCC would be very strategic. She thinks it opens the doors for RCC to both provide a platform for GRACE to build on, and to cement an exclusive relationship with GRACE thus influencing how arts education content might be provided. An MOU document would detail those and any other expectations we would have from a significant contribution. Leila does not need a Board vote at present, but wanted to make the Board aware of an opportunity that deserves exploration.

She also noted that we should be aware of the Lake Anne redevelopment phases so we can take whatever advantage of the planning there if possible. If given the option, we would prefer new space as opposed to redevelopment of old space.

The group continued to discuss partnerships and opportunities in the community. Following up on Karen's recommendation (from Friday) to quantify RCC's commitment to the community, Leila noted organizations or events that are invaluable additions to our community that would not exist without RCC support at key moments when other funding and support dried up or were unavailable:

- IPAR
- GRACE
- Reston Historic Trust
- Reston Kids Triathlon

John thinks we have some great partnerships but asked what we could cut first if (hypothetically) we faced another serious recession? Programs? Facilities? Partnerships? Leila said she hopes we wouldn't have to make those decisions because we're working toward solid financial footing. She did note that we cannot seriously consider future facilities until we have secured our current facilities and programs support from revenues and overall financial stability.

Expectation from the public for this strategic plan

The group discussed how to best include the public in developing a new strategic plan. All believed we have to be explicit with the public that we are concluding one five-year plan and transitioning to a new plan. Strategies for beginning this process include:

- Use the June 15 Annual Meeting public comment period to launch draft goals/objectives/strategies for RCC's 2017-2022 strategic plan.
- Use the January 2016 Strategic Planning Session to begin to craft the plan. We should have more clarity on opportunities with new facilities by that point.

January 10, 2015 RCC Strategic Planning Session

The group discussed the requirements for data to inform a new strategic plan. Michelle wondered if we're hindered by a lack of financial information – such as the tax base – as we project forward towards 2022. John asked why we are planning for new pool and art centers over improvements and funds for the schools. Bill B. said we have to adhere to our mission. Our mission is to deliver leisure opportunities in a world class manner in fulfillment of our mission. He said you cannot compare the two because it's like comparing apples and cumquats; RCC's mission and funds are not available for school improvement, nor are Fairfax County Public Schools funds available to meet Reston's recreational needs.

Bill Keefe noted that 20 percent of all new multi-family units will be affordable housing. We therefore need to consider how RCC positions itself to meet the needs of that population.

Gerald said there are a lot of moving parts that are hard to quantify in a strategic plan, but we need to position RCC to take advantage of small and large opportunities.

Collectively the group expressed excitement about the potential for RCC and Reston in the coming years and the activities we will be pursuing to position RCC to serve the community as well in the future as it has in the past.

Bill B. concluded the meeting at 2:00 p.m.



RESTON COMMUNITY CENTER



**RCC Board of Governors
Long Range Planning Committee
Strategic Planning Session
January 9-10, 2015
12001 Sunrise Valley Drive, Reston, VA 20191
Agenda**

Friday, January 9 from 2:00 p.m. to 4:00 p.m.

Light Refreshments

- Introductions, public comment
- Review of Board adopted criteria/strategies
- Closed Session - Pursuant to § 2.2-3711(A) of the Code of Virginia
- Review of participation data for 2014 in the context of the current Strategic Plan
- Review of financial performance trends, issues

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

Working Lunch

- Recap; public comment
- Facility and Capital Project Realities
 - Timetable and issues to consider regarding major capital projects in RCC HW, RCC LA
- The changing Reston community – what are the realities of our current programming trends and how will a growing community impact these?
 - What interim strategies should be pursued to understand community preferences? Survey Instruments, Focus Groups, Market Demand Studies
 - Where are our resources most productive?
- Shaping the next RCC Strategic Plan (2017–2022)
 - What are the impacts of growth and development?
 - What is the RCC role with respect to leadership development?
 - Succession planning
 - Community leadership
 - County relationships
- Charting the course of our transition (2015-2016)
 - Priorities
 - Benchmarks for success

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

Outcomes:

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

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

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

Outcomes:

- Currently pursuing potential for partnership with Park Authority to realize a new indoor recreation facility in either Reston Town Center North or at Baron Cameron Park.
Issues that continue to be discussed and that remain “open” include: site, funding, program elements, and relationship to current RCC programs, services and facilities.
Discussion item for 2015 Strategic Planning Meeting.
- Potential for collaboration with other public and private providers to realize a performing arts venue to support music/dance requirements that can’t be met in existing venues.
Issues that continue to be undetermined include: site, funding, program elements and relationship to current RCC programs, services and facilities.
Discussion item for 2015 Strategic Planning Meeting.
- Expansion of the current RCC Lake Anne facility provided for Fitness Studios, expanded Ceramics Studio, Mixed Media Studio, 3D Gallery, and expanded Fine Art Studio.
- Continuing capital maintenance issues that are part of our Capital Improvement Plan (CIP) and Capital Maintenance Plan (CMP) include repair of RCC HW rear loading dock, continuing upgrade of CenterStage equipment systems as they require replacement, replacement of Community Room chandelier components, and continued upgrade of

mechanical systems related to Hunters Woods natatorium and its intersection with our building systems.

- Focus of 2015 Planning Session discussions regarding further capital improvement options.

Collaboration and Outreach

Goal

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

Objectives

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

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

Outcomes:

- Community initiatives involving RCC leadership and support since 2011: Reston for a Lifetime (aging in place); Sustainability; Reston Master Plan Special Study Task Force; Serving Reston Youth; Reston's 50th/Reston Town Center's 25th Anniversary.
- Partner efforts with Reston Association, Cornerstones (formerly Reston Interfaith), Greater Reston Arts Center, Initiative for Public Art – Reston, Osher Lifelong Learning Institute, Greater Reston Chamber of Commerce, Sustainable Reston, Reston Citizens Association, Reston Accessibility Committee, SPecially Adapted Resource Clubs (SPARC), Lake Anne Plaza, Reston Town Center Association, Reston for a Lifetime, Reston Historic Trust, League of Reston Artists, YMCA Fairfax County/Reston, Arts Council of Fairfax County, Fairfax County agencies (Neighborhood and Community Services, Office for Children, Park Authority, Department of Planning and Zoning, Office of Community Revitalization) and Fairfax County Public Schools: Reston elementary, middle and high schools.
- Participation in the South Lakes High School Synthetic Turf Field project.
- In 2015: NVRides launch.
- Collaboration continues with all of above.

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

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

Outcomes:

- Shared social media marketing with Reston Association, Greater Reston Chamber of Commerce, Initiative for Public Art – Reston, Greater Reston Arts Center, Reston

Historic Trust, to cross-promote events, programs and activities that we mutually support.

- Recognition with Virginia Recreation and Park Society Award (Green Living Series), Reston Accessibility Committee Community Partner Award, Help the Homeless Mini-Walk Program Appreciation Award, YMCA Jim and Karen Cleveland Partnership Award.

Communications

Goal

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

Objectives

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

- New web site launched in 2014!
- Multi-modal and multi-lingual Some materials on our new website will be multi-lingual; all will be ADA compliant/accessible.
- Dynamic, appealing, and interesting with streaming audio and video capabilities Future.
- E-Commerce friendly to enable patrons to conduct RCC transactions in an online environment Yes.
- Enables data collection and patron feedback Yes.
- Incorporates social media Yes.
- Includes intranet (restricted access) pages for employees, Board members Future; but inventory of uses suggested this is not a high priority given County intranet services.
- Incorporates volunteer registration software (Fairfax County) Future.
- Is downloadable as Smartphone/web tablet application Yes.
- Includes a standard "Community Resources" page Yes. Will be developing in conjunction with Chamber and other partners: "Destination Reston" concept. Completed and part of "About Reston" page on site.

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

- Increase electronic communication formats to include standard and emerging social media outlets such as Facebook, Twitter, etc. RCC regularly using Facebook, Twitter. Facebook friends = 984; Twitter followers = 427. Combined we have reached our goal of having 1,000 social media followers. Additionally, we currently communicate via Constant Contact, an email marketing tool, to more than 6,500 active email addresses segmented by 30+ targeted mailing lists.
- Leverage teen fluency in new media to advance program information Media developed a teen brochure that Kenny can email or snail mail to his constituents in addition to being a general marketing piece for distribution at our facilities. Most recently, Twitter was used extensively by Kenny to promote the Teen Dance. Media has requested from Kenny specific hash tags/keywords to use in our tweets to expand our reach to the teen demographic.
- Outreach to business community through electronic newsletters/bulletins Yes; RCC Communications Director is also a member of GRCC Communicators Committee.
- Encourage patrons to re-post, GPS-identify involvement or attendance, etc. Yes; new techniques such as "Step and Repeat" instituted at MCF 2014.

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

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

Outcomes:

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

Programs

Goal

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

Objectives

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

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

Outcomes:

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

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

- Utilize evaluation tools and formats that are easy for patron participation

- Connect comment and input methods to RCC web site and RCC Contact
- Establish evaluation sampling cycles to assure broad knowledge of program performance across seasons

Outcomes:

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

Internal Capacity

Goal

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

Objectives

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

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

Outcomes:

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

period accounted for just 15% of all enrollment. Online ticketing accounted for 30% of all ticket purchases for our Professional Touring Artist Series shows in 2013.

- Continuing progress and increase in online registration and ticketing transactions.

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

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

Outcomes:

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

Staff Methodology

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

General Evaluation and Measurement Tools

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

Facilities

Outcomes:

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

Communication

Outcomes:

1. Electronic or web-based purchasing increases to at least 20% of all point of sale transactions by 2013 and continues to grow thereafter.
2. Counters are embedded in the web site and “visits” recorded.
3. Numbers of “fans”, “followers”, “friends” via social media reaches 1,000 (cumulatively) within two years of page launches and continue to grow each subsequent year.
4. We connect specific activity to social media “action” prompts that can be tracked in participation records.
5. RCC programs, activities and events register as GPS “check-ins” across social media platforms.

Outreach and Collaboration

Tests for successful partnerships and collaborations:

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

Programs

Outcomes:

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

Internal Capacity

Outcomes:

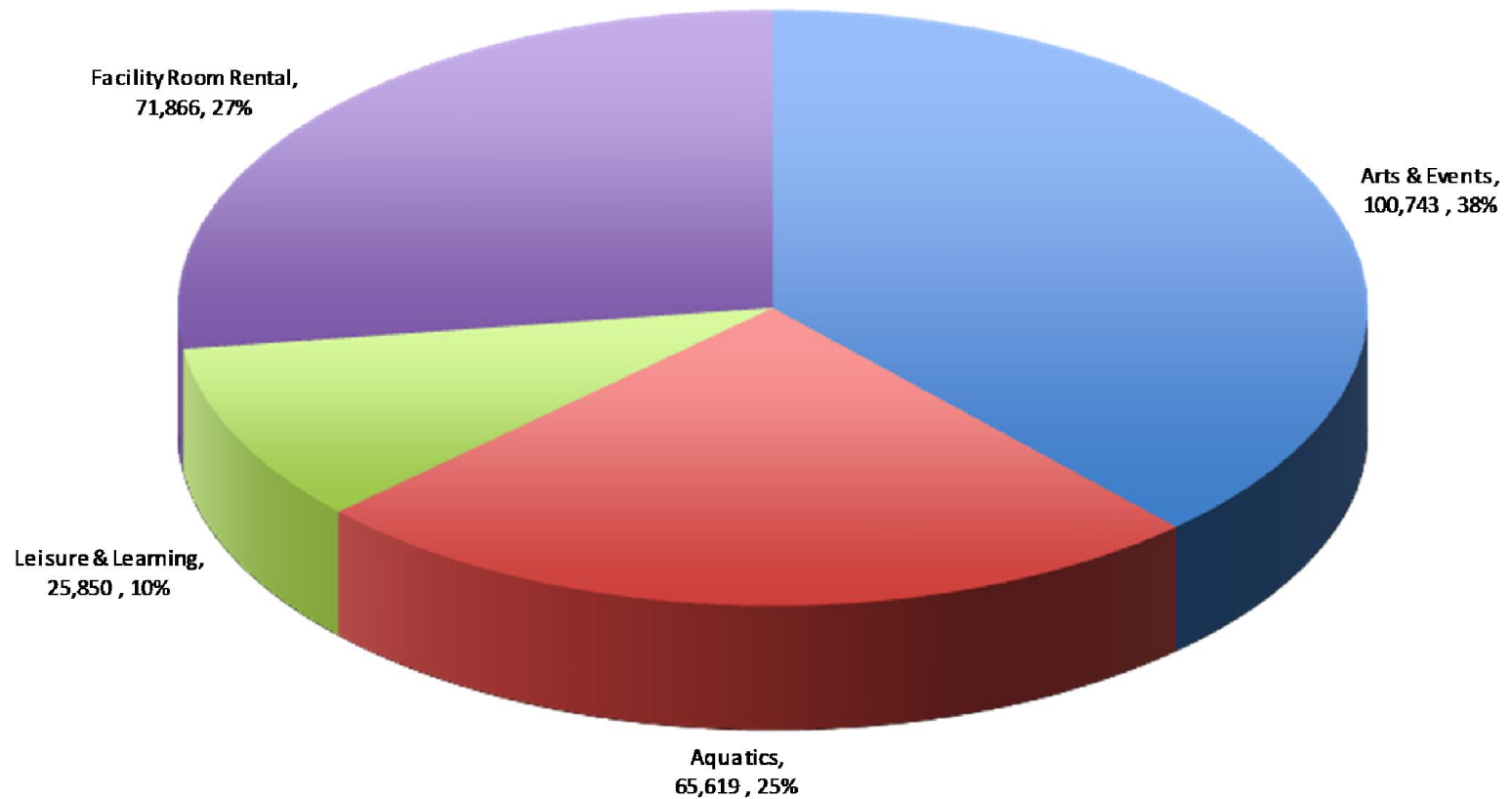
1. Business processes require less time and energy consumption.
2. Employee personnel and business processes have minimal error rates.
3. Retraining requirements are reduced.
4. Employee morale is high, turnover is minimal.
5. Patron feedback is positive.

2014 Year-end Review, Community Participation



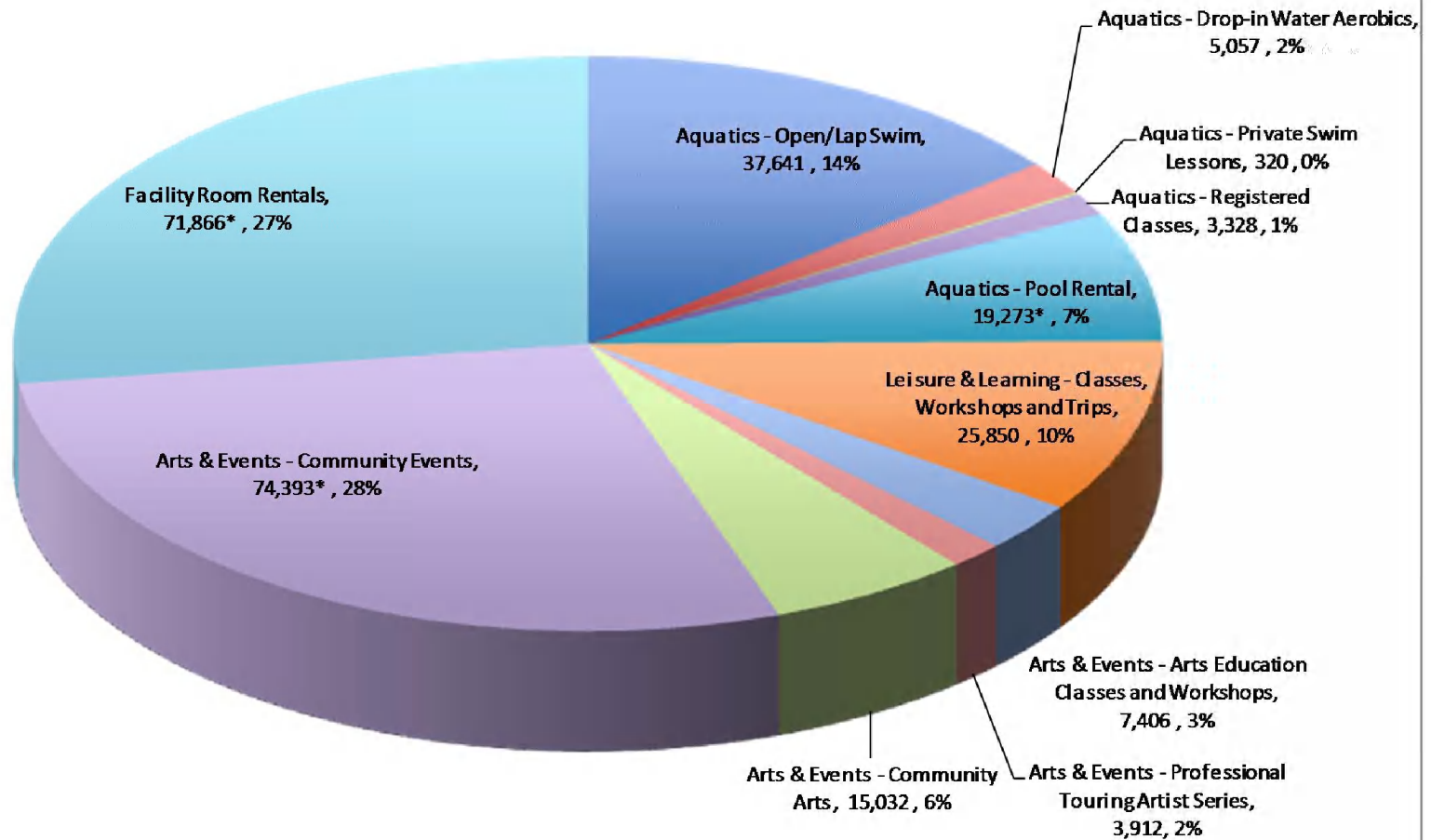
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS'
STRATEGIC PLANNING SESSION
JANUARY 9, 2015

Contribution of Department to Overall Community Participation (Jan. 1-Dec. 31, 2014)



Total Enrollments & Visits: 264,078

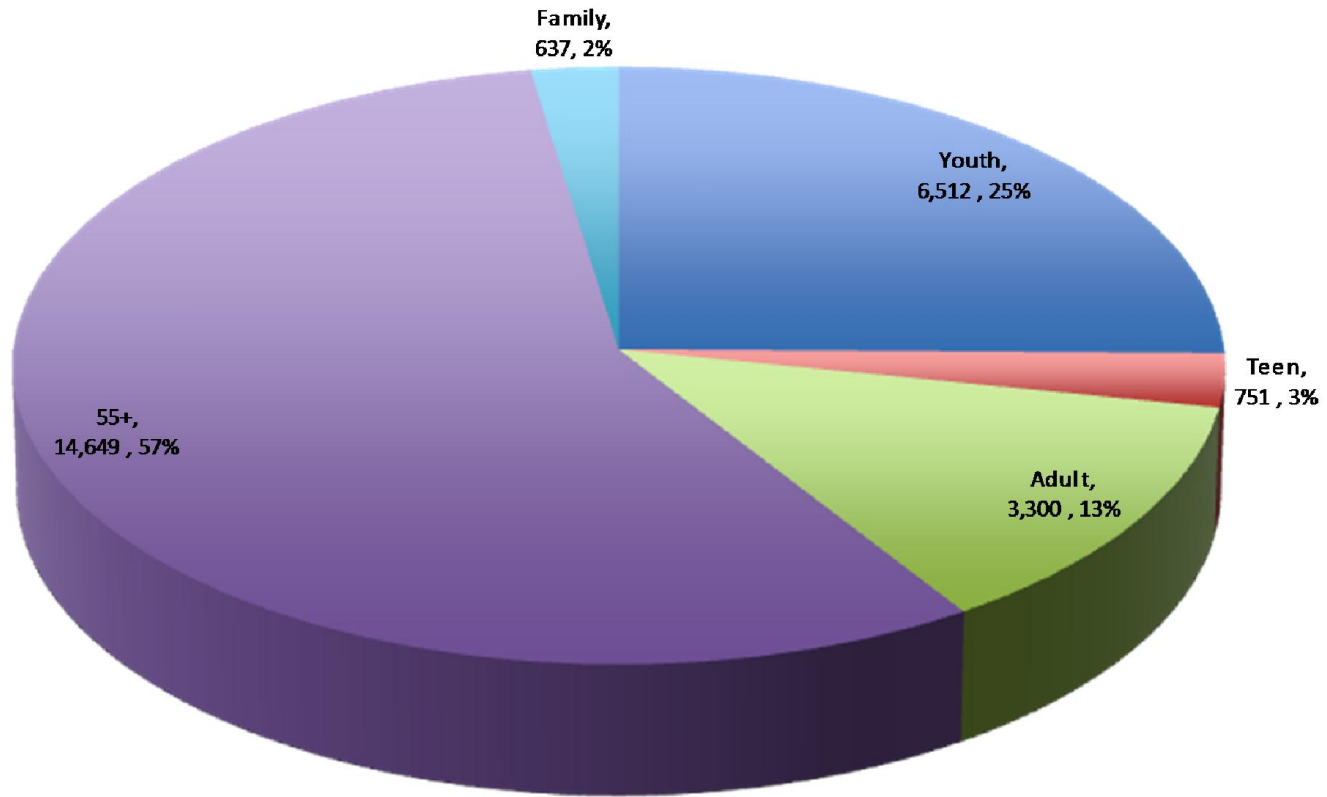
Contribution of Business Line to Overall Community Participation (Jan. 1-Dec. 31, 2014)



*Estimated Attendance

Total Enrollments & Visits: 264,078

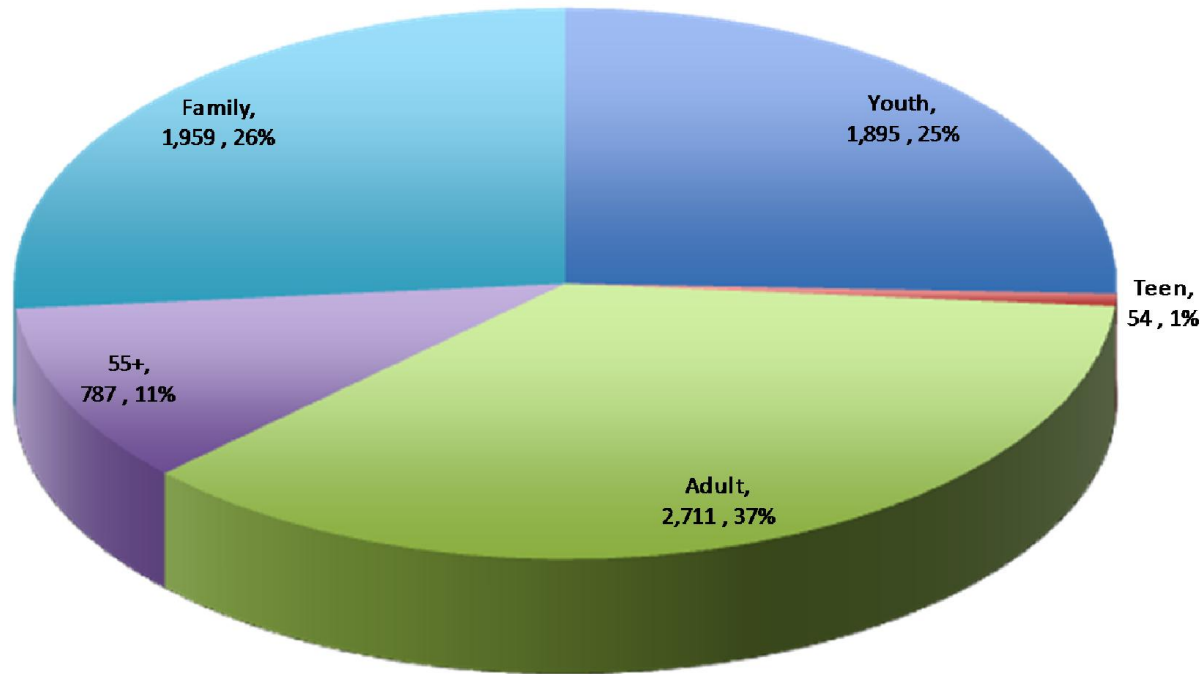
Leisure & Learning Community Participation by Market Segment (Jan. 1-Dec. 31, 2014)



Total Activity Enrollment & Drop-in Participation: 25,849

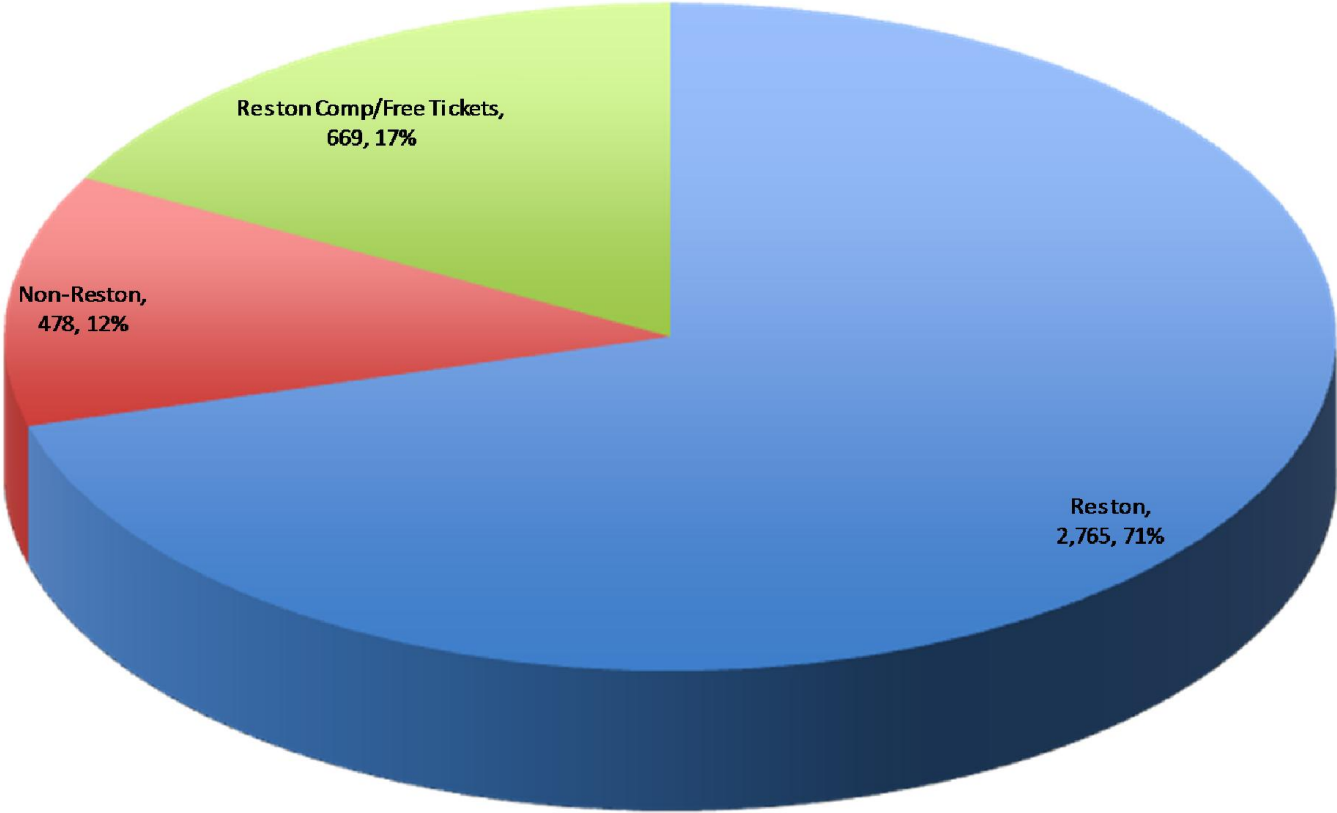
Arts & Events

Arts Education Community Participation by Market Segment (Jan. 1-Dec. 31, 2014)



Total Activity Enrollment & Drop-in Participation: 7,406

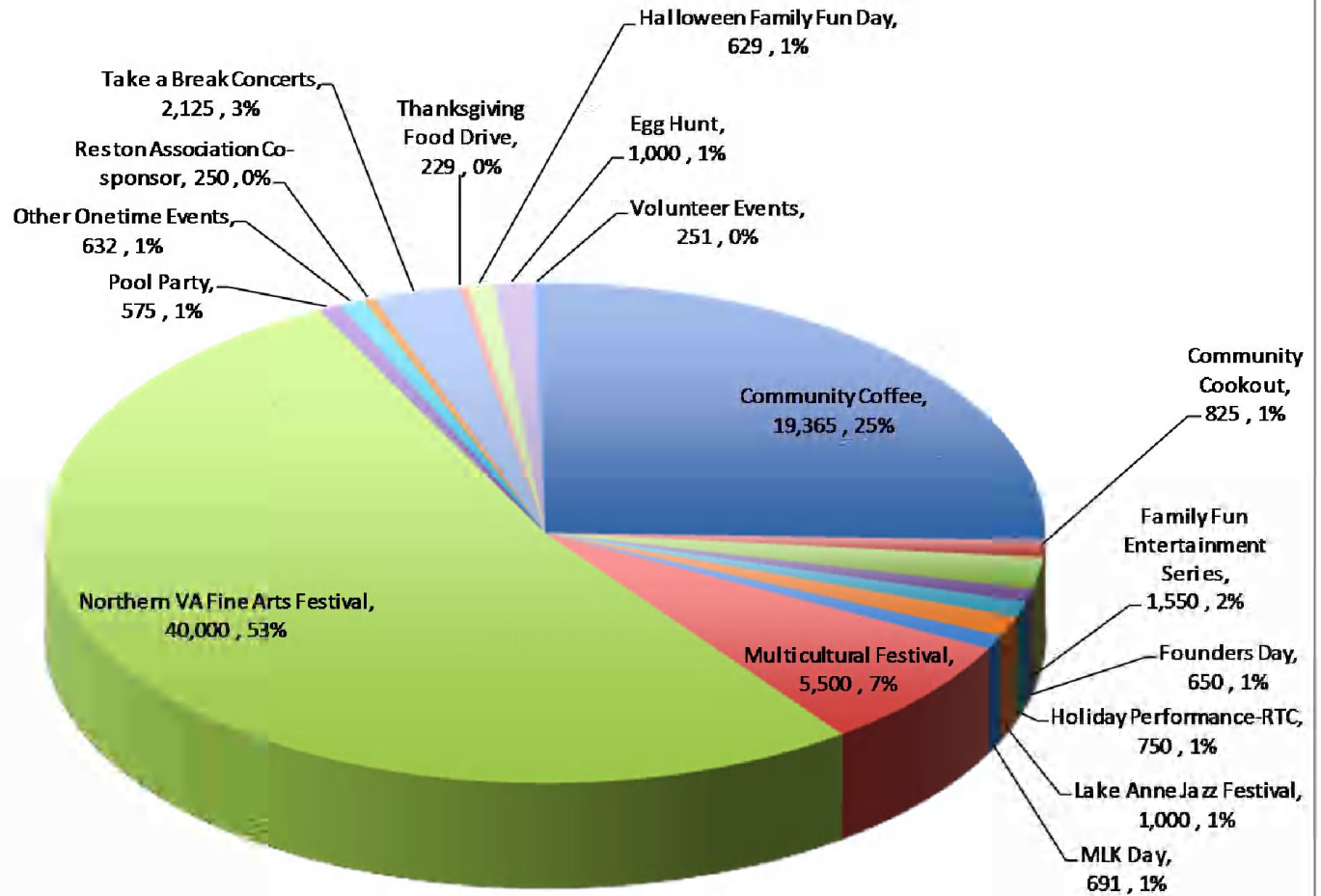
Arts & Events
Professional Touring Artist Series Ticketing by Household Type
(Jan. 1-Dec. 31, 2014)



Community Events

Estimated Attendance by Event

(Jan. 1-Dec. 31, 2014)

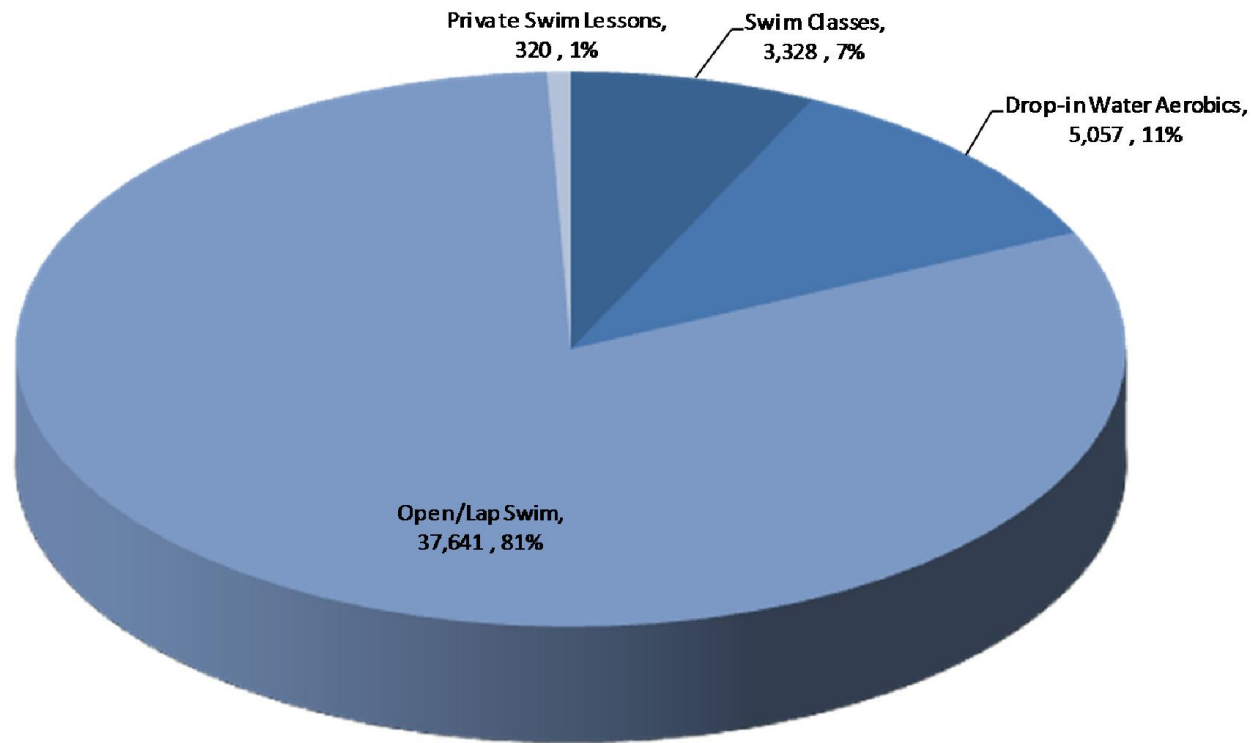


- Community Sponsorships**
- American Cancer Society - Relay for Life
 - Arts Council Awards Luncheon
 - Corner Stones - Best of Reston Cultural Alliance
 - Ethics Day
 - Friends of Lake Anne - Jazz Festival; Ukelele Festival
 - Friends of Reston - Nature House 5K
 - GRCC Community Engagement Series
 - Herndon-Reston FISH
 - IPAR Chalkfest
 - RTC - Holiday Parade
 - SLHS - All Night Grad Party
 - YMCA - Reston Kids Triathlon

Estimated Event Attendance: 76,022

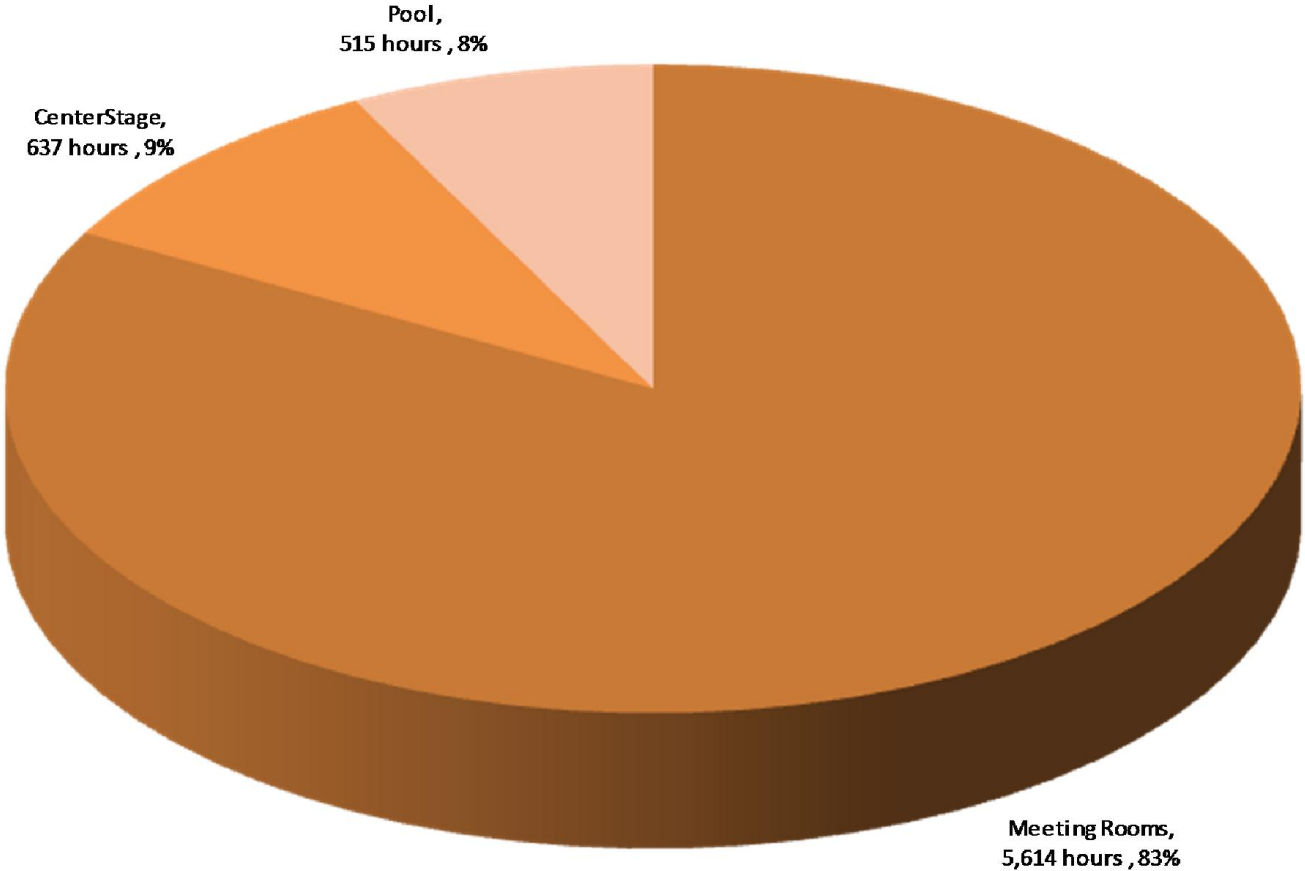
Aquatics

Program Participation by Business Line (Jan. 1-Dec. 31, 2014)



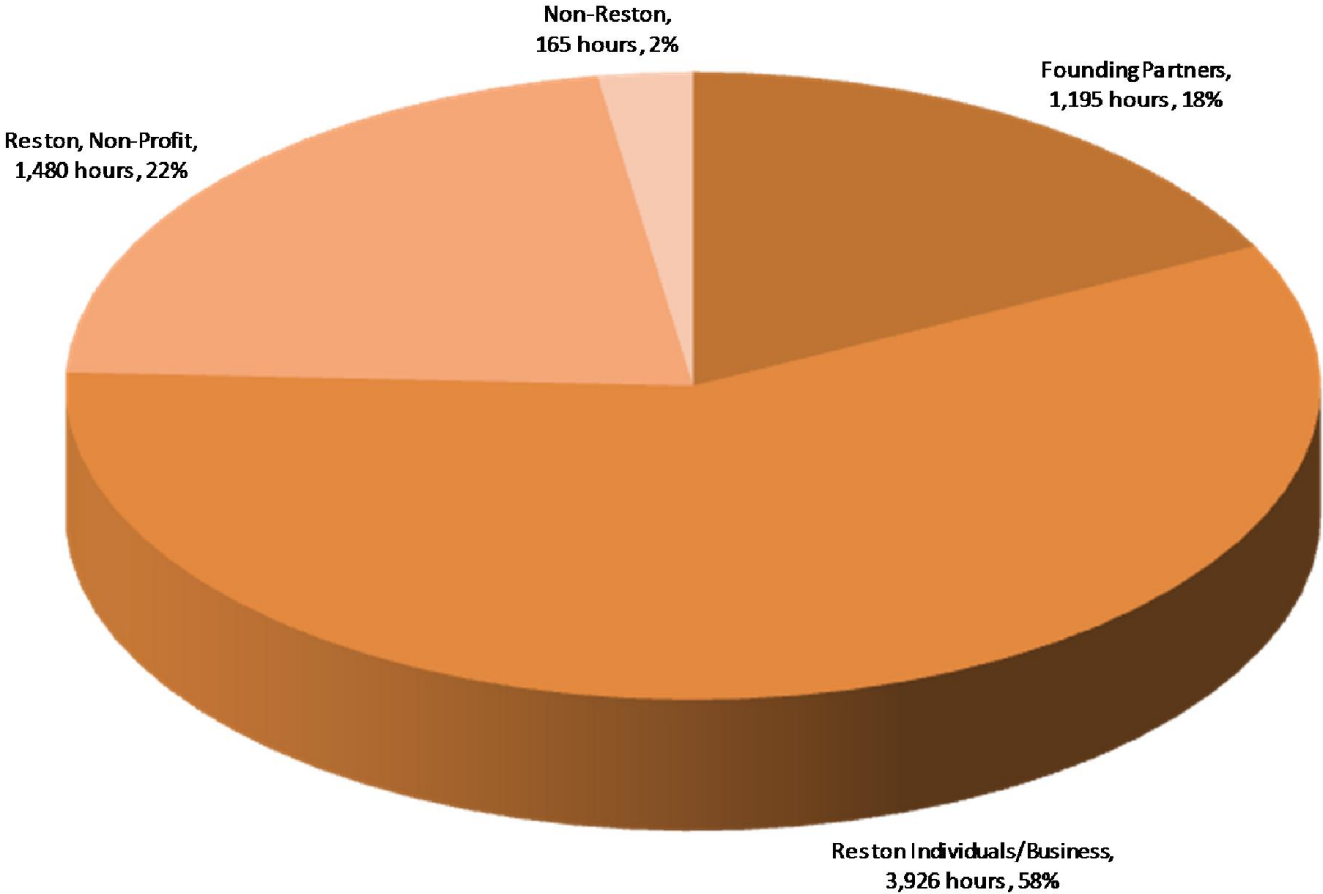
Total Activity Enrollment & Drop-in Participation: 46,346

Facility Rentals
Hours Rented by Facility Type
(Jan. 1-Dec. 31, 2014)



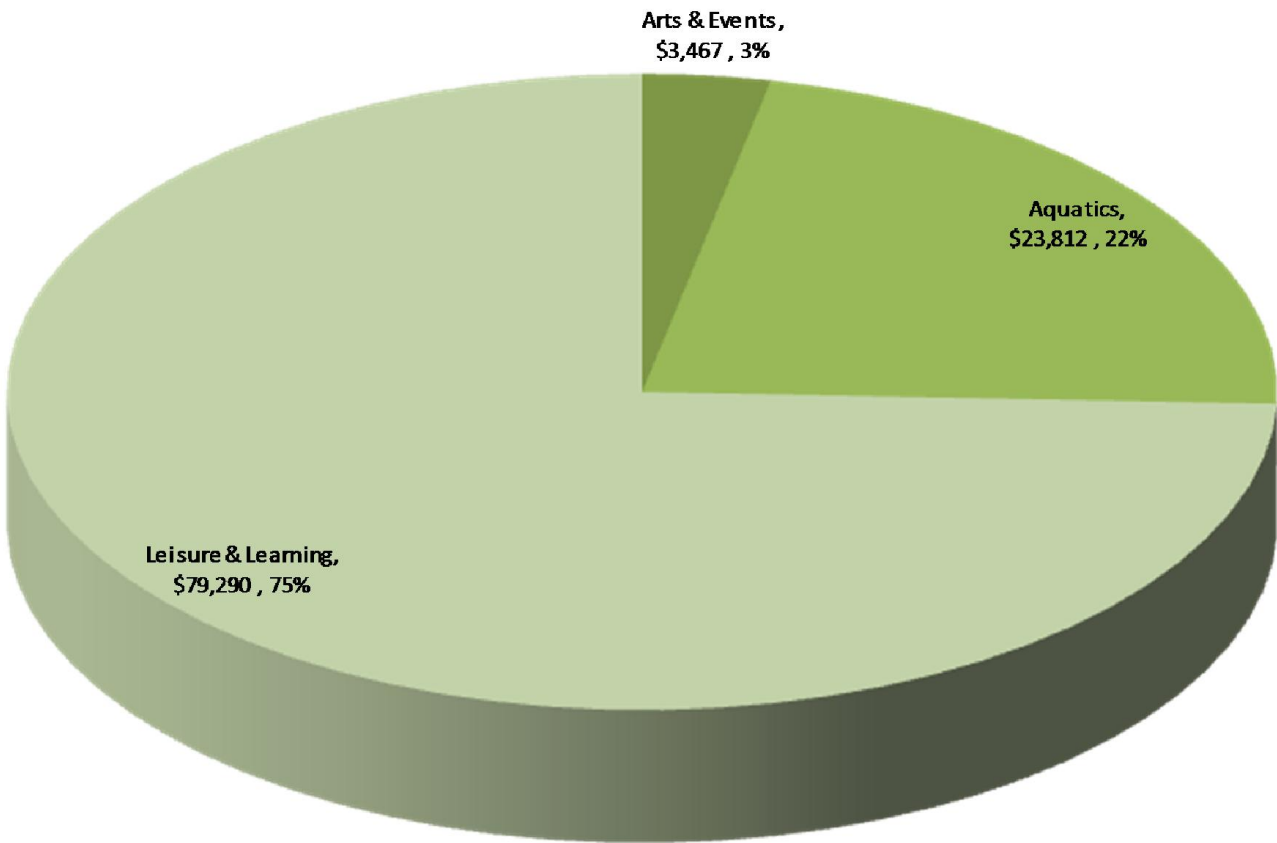
Total Hours Rented: 6,766

Facility Rentals
Hours Rented by Market Segment
(Jan. 1-Dec. 31, 2014)



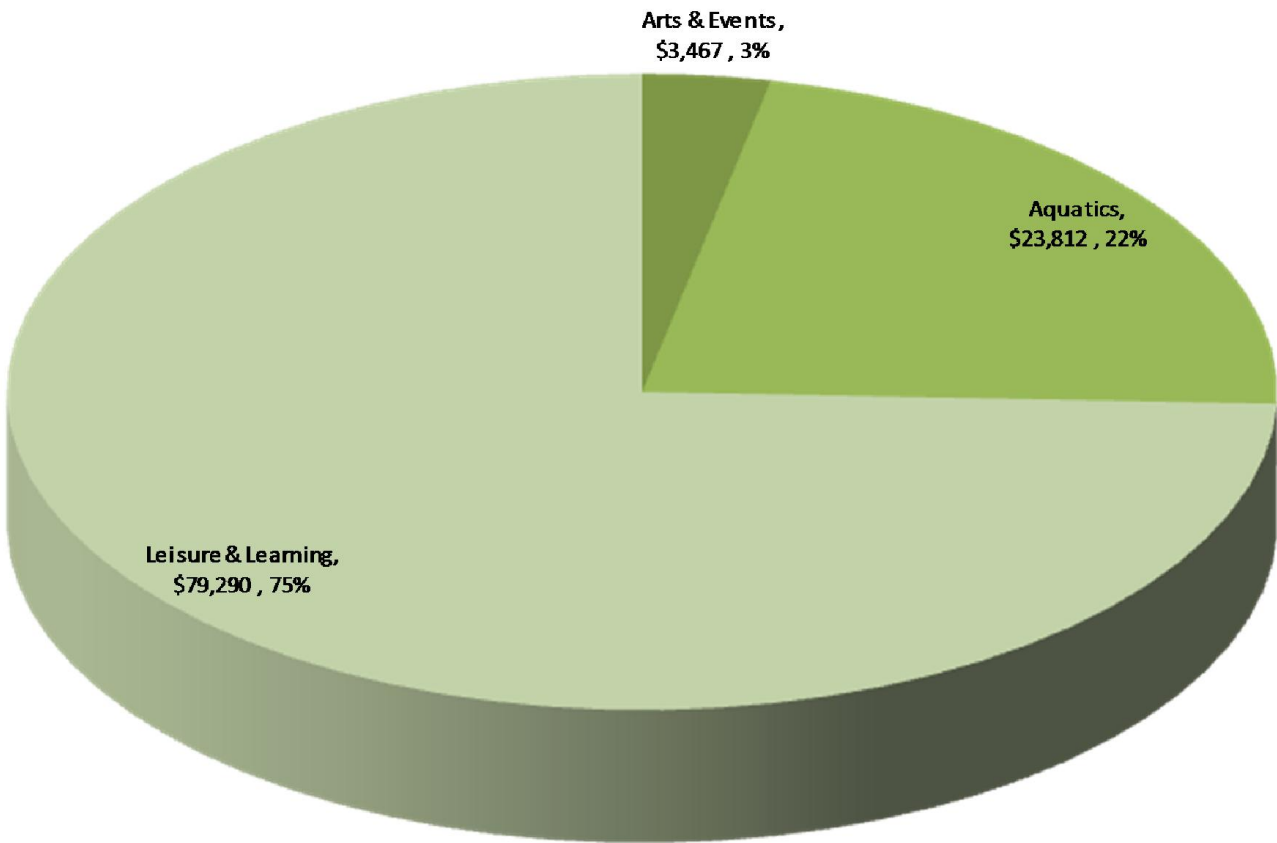
Total Hours Rented: 6,766

**Fee Waiver
Credits Redeemed by Cost Center
(Jan. 1-Dec. 31, 2014)**



Total Fee Waiver Credits Redeemed: \$106,569

**Fee Waiver
Credits Redeemed by Cost Center
(Jan. 1-Dec. 31, 2014)**



Total Fee Waiver Credits Redeemed: \$106,569

**Board Strategy Session 2015:
RCC Satisfaction Survey Summary (2014 Calendar Year)**

		High quality program		Reasonable cost		Appropriate location		Helpful staff		Would recommend	
Leisure and Learning	# Forms Returned	SA%	A%	SA%	A%	SA%	A%	SA%	A%	SA%	A%
Adult	432	90%	11%	81%	14%	88%	11%	93%	6%	91%	8%
Fitness	1170	91%	9%	87%	11%	87%	12%	89%	10%	95%	5%
55+	1891	80%	18%	82%	16%	83%	16%	85%	13%	87%	13%
Teen	354	71%	25%	66%	22%	74%	20%	76%	18%	77%	19%
Youth	608	77%	20%	75%	19%	85%	13%	85%	14%	86%	12%
Average each:		82%	17%	78%	16%	83%	14%	86%	12%	87%	12%
Strongly agree avg + Agree avg:		98%		95%		98%		98%		99%	
Arts and Events											
Arts Ed	499	85%	11%	85%	13%	85%	13%	88%	10%	90%	6%
Comm Events	566	77%	20%	81%	8%	83%	14%	81%	10%	86%	9%
Perform Art	660	90%	9%	85%	12%	89%	10%	87%	9%	93%	7%
Average each:		84%	13%	84%	11%	86%	12%	85%	10%	90%	7%
Strongly agree avg + Agree avg:		97%		95%		98%		95%		97%	
Aquatics											
	844	75%	20%	76%	22%	76%	20%	84%	16%	89%	10%
Average:		75%	20%	76%	22%	76%	20%	84%	16%	89%	10%
Strongly agree + Agree:		95%		98%		96%		100%		99%	
Facility Rentals											
	135	67%	31%	73%	24%	71%	25%	73%	18%	82%	13%
Average:		67%	31%	73%	24%	71%	25%	73%	18%	82%	13%
Strongly agree + Agree:		98%		97%		96%		91%		96%	

Total surveys: 7159

**Reston Community Center
FY16/FY15 Budget and FY14 Budget vs Actual
Excludes Capital Projects**

Beginning Fund Balance	4,243,675	5,387,178	5,742,205	5,742,205		
Fund Balance/Includes Cap Proj. Costs	3,597,207	4,243,675	4,081,443	5,387,178		
	Budget FY16/DMB Submission	Budget FY15 Revised	Budget FY14	Actual FY14	Budget less Actual	FY14 % Budget Used
Revenue						
Administration	7,175,993	6,734,189	6,556,670	6,436,103	120,567	98.16%
Community Partnerships				5,147	-5,147	0.00%
Performing Arts-Theatre Admiss.	53,326	48,720	48,720	62,025	-13,305	127.31%
PA Theatre Rental	33,290	31,640	28,314	34,880	-6,566	123.19%
PA Cultural Activities/ Arts Org			0	-10	10	0.00%
Aquatics Classes/drop-in	314,874	343,406	297,160	274,589	22,571	92.40%
Aquatics Rental	19,200	16,000	16,000	21,102	-5,102	131.89%
L&L Fitness	116,834	116,098	119,423	117,050	2,373	98.01%
L&L Teens/Family	131,880	130,685	67,630	58,085	9,545	85.89%
L&L 55+	81,361	62,000	57,709	67,513	-9,804	116.99%
L&L Youth	127,149	125,000	94,293	133,310	-39,017	141.38%
L&L Adult	48,784	56,701	125,486	68,356	57,130	54.47%
Community Events	3,475	3,956	0	1,470	-1,470	0.00%
Arts Education	171,260	151,315	133,598	142,602	-9,004	106.74%
Total RCC Revenue	8,277,426	7,819,710	7,545,003	7,422,222	122,781	98.37%

Personnel Expenses	Budget FY16/DMB Submission	Budget FY15 Revised	Budget FY14	Actual FY14	Budget less Actual	FY14 % Budget Used
Administration	602,366	614,673	472,741	538,476	-65,735	113.91%
Board OG			3,999	0	3,999	0.00%
Booking	193,278	194,062	184,875	180,242	4,633	97.49%
Comptroller	374,150	364,787	359,664	329,731	29,933	91.68%
Customer Service	544,380	531,412	526,881	475,518	51,363	90.25%
Facility Engineer	125,876	106,668	98,992	103,504	-4,512	104.56%
Maintenance	439,667	434,291	432,385	404,276	28,109	93.50%
IT	133,140	125,618	123,512	120,588	2,924	97.63%
Media	388,992	384,324	397,879	323,740	74,139	81.37%
Performing Arts	493,271	485,415	475,564	470,245	5,319	98.88%
Aquatics	650,041	683,402	675,349	649,115	26,234	96.12%
Leisure & Learning (L&L) Admin	222,738	216,801	218,375	214,991	3,384	98.45%
L&L Fitness	157,336	195,088	182,324	139,182	43,142	76.34%
L&L Teens/Family	138,451	143,968	131,350	110,654	20,696	84.24%
L&L 55+	119,655	115,163	118,464	107,113	11,351	90.42%
L&L Youth	192,884	193,180	202,960	193,870	9,090	95.52%
L&L Adult	140,218	117,950	172,571	148,283	24,288	85.93%
Community Events	133,108	131,109	128,879	116,583	12,296	90.46%
Arts Education	317,947	321,183	298,521	286,451	12,070	95.96%
Total Personnel Expenses	5,367,498	5,359,094	5,205,285	4,912,562	292,723	94.38%

	Budget FY16/DMB Submission	Budget FY15 Revised	Budget FY14	Actual FY14	Budget less Actual	FY14 % Budget Used
Operational Expenses						
Administration	68,543	255,081	210,136	103,512	106,624	49.26%
Board	57,820	109,000	59,000	35,120	23,880	59.53%
Booking	100,852	115,415	122,414	94,233	28,181	76.98%
Comptroller/CSR/LA Lease/Admin	377,762	383,644	375,599	338,141	37,458	90.03%
Customer Service	1,500		0	0	0	0.00%
Facility Engineer	178,665	216,740	192,251	172,697	19,554	89.83%
Maintenance	472,209	466,411	439,720	393,536	46,184	89.50%
IT	84,882	91,302	111,363	79,323	32,040	71.23%
Media	399,897	378,443	435,400	411,090	24,310	94.42%
Community Partnerships	147,000	125,000	250,000	218,555	31,445	87.42%
Performing Arts	307,855	365,921	313,654	291,523	22,131	92.94%
Aquatics	77,800	84,015	84,015	62,589	21,426	74.50%
Leisure & Learning (L&L) Admin	6,664	6,800	6,850	3,696	3,154	53.96%
L&L Fitness	20,218	16,068	16,238	10,395	5,843	64.02%
L&L Teens/Family	142,605	135,875	132,235	117,390	14,845	88.77%
L&L 55+	84,510	86,390	86,321	77,303	9,018	89.55%
L&L Youth	134,615	136,012	126,030	108,873	17,157	86.39%
L&L Adult	17,140	12,955	108,010	39,953	68,057	36.99%
Community Events	142,842	145,757	155,760	150,676	5,084	96.74%
Arts Education	86,017	97,497	102,739	46,177	56,562	44.95%
Total Operational Expenses	2,909,396	3,228,326	3,327,735	2,754,782	572,953	82.78%
Revenue	8,277,426	7,819,710	7,545,003	7,422,222	122,781	98.37%
Total RCC Expenditures	8,276,894	8,587,420	8,533,020	7,667,344	865,676	89.85%
Net / Revenue less Exp	532	-767,710	-988,017	-245,122	-742,895	24.81%

FY15 Capital Projects

Already scheduled in summer 2014 or later and carried over from prior year allocations:

- Motor Control Panel Replacement - \$100,000
- Loading Dock Repair - \$67,000
- CR Chandeliers refurbishment - \$130,000
- Redesign of the Lake Anne Service Counter-
\$30,000

Capital Improvement Plan

Capital Improvement Projects

Project	FY15	FY16	FY17
Lake Anne Service Counter Redesign	\$30,000		
Further improvements to the Terry L. Smith Aquatics Center should be considered in the context of planning regarding indoor recreation facility features. Possible renovations could include replacement of the entire natatorium HVAC systems, water filtration system, and upgrades to the pool that improve its functionality based on what its primary purposing suggests.			

Capital Maintenance Plan

Capital Maintenance Projects

Projects – General Facility	FY15	FY16	FY17
• Refurbish CR Chandeliers	\$130,000		
• Replace Motor Control Panel	\$100,000		
• Replace Loading Dock	\$67,000		
• Replace Backstage RTU		\$387,000	
• Replace Roof Mechanical & Cable Tray Sections			\$200,000
• Replace Lights with Energy Efficient Fixtures		\$20,000	
• Replace Roof Section – Theatre & Front Sections		\$240,800	

Capital Maintenance Plan

Capital Maintenance Projects (cont.)

Projects – General Facility	FY15	FY16	FY17
• Replace Hot Water Tank			TBD
• Replace Narrow Windows at Lake Anne			TBD
• Replace Exhaust System for kilns			TBD
Projects – Aquatics			
• Replace Pool & Spa Filters			\$230,000
• Replace UV Control Systems			\$100,000
• Refurbish Surge Tank			\$25,000

Capital Maintenance Plan

Capital Maintenance Projects (cont.)

Projects – Theatre	FY15	FY16	FY17
• Redesign Make-up Station Area			TBD
• Replace Theatre Seats			TBD
• Replace Theatre Carpeting			TBD

Project Title	Capital/ Operating	Vendor	Cost Center	PO Number	Funding Available	Construction Timeframe	Budget	Project Number	Available Funds	A/E	Plan Review	IFB	Solicitation	PO
Replace Stage Floor	Capital				FY14	Aug. 10-Sept 23, 2015	\$100,000	CC-000008	\$100,000	80%				
Replace Sound Board	Capital				FY14	June 15-July 3, 2015	\$68,000	CC-000008	\$68,000	80%				
CR Chandelier Refurbishment	Capital				FY15	Aug 2015	\$130,000	CC-000003	\$130,795					
-Chandelier Design Study	Operating	Kuyk & Assoc	G141401011	8500133821										
Motor Control Panel	Capital				FY15	Aug. 31-Sept 4, 2015	\$100,000	CC-000001	\$100,000	95%				
	-A/E	Operating	SWSG	G141401011	8500003189									
Loading Dock Replacement	Capital				FY15	June 15-July 3, 2015	\$67,000	CC-000001	\$69,362	100%				
	-A/E	Capital		G141401005	8500123839	FY14								
LA Service Counter Design	Capital				FY15	Nov. 23-27, 2015	\$30,000		\$30,000	70%				
	-A/E	Operating	Setty	G141401011	8500132652									
HW Energy Study	Operating	Sebesta	G141401011	8500139757	FY15	June 30, 2015	\$6,510		\$6,510					
Theatre AHU Noise Study	Operating	Sebesta	G141401011	8500139946	FY15	June 30, 2015	\$1,790		\$1,790					
Install Gate Enclosure at High Grid	Operating				FY15									
RTU Replacement (Backstage)	Capital				FY16	Aug 8-Sept. 26, 2016	\$387,000							
	-A/E	Operating	Setty	G141401011	8500139756									
Install Energy Efficient Lighting	Capital				FY16		\$20,000							
Replace Roof Sections	Capital				FY16		\$240,800							
Replace Roof Sections	Capital				FY17		\$200,000							
Refurbish Surge Tank	Capital				FY17		\$25,000							
Replace UV Controls	Capital				FY17		\$100,000							
Replace Pool & Spa Filters	Capital				FY17		\$230,000							
Replace DecTron Pool Dehumidifier	Capital				FY17/FY18		\$1M-\$2M							
Replace Theatre Seats & Carpeting	Capital				FY17		\$150,000							
Convert to LED Lights in Theatre	Capital				FY17		\$115,000							
Update Makeup Station in Changing Area	Capital				FY17		\$60,000							
Replace Hot Water Tank	Capital				FY17									
Replace Exhaust System for Kilns	Capital				FY17									

CLEVELAND GROUP, LLC

Reston Community Center
2015 Board of Governors and Staff Planning Session
January 9-10, 2015
12001 Sunrise Valley Drive, Reston, VA 20191-3404

Final Facilitator Report – January 27, 2015

Produced by: Karen Cleveland

This Report is supplemental information to the RCC official meeting summary to be reviewed and accepted at the Reston Community Center Board of Governors February 2, 2015 meeting.

Retreat Objectives:

- To review current strategic plan progress and discuss foundational elements for the upcoming 2017-2022 plan.
- Determine strategies and timeline elements to gain the best understanding of community recreation and cultural preferences to inform the strategic plan development process.

In preparation for discussion, Karen reviewed highlights from the 2014 planning session and the following criteria the board has agreed to use when assessing any future program or facility opportunities.

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

Leila Gordon gave a status report on the current strategic plan stating that all objectives have either been met or are in progress and there is no new

information to report regarding a future indoor recreation facility or performing arts venue. She reviewed the 2014 participation data provided in the session notebooks explaining the refined process used to present the data in a new way providing more clarity, practicality and alignment with the strategic objectives. The goal is to provide the information in such a way as to assist the Board of Governors as they plan for the future.

There was discussion about trends and the extended reach the Center is attaining through its community partnerships.

Before adjourning the meeting for the day Karen asked the board to review the 2014 financial data provided, prior to the Saturday planning session and to come prepared with any questions.

Saturday, January 10, 2015, at 9:00 am, Long Range Planning Committee Chair Bill Bouie called the meeting to order.

The floor was opened for public comment. One member of the public, Terry Maynard, was in attendance and chose to address the group. Following brief comments Terry asked both Leila Gordon and Bill Bouie if the Community Center and/or the Fairfax County Park Authority planned on going to referendum this year. Each answered in the negative.

After hearing that the participants had reviewed the financial data provided, Karen asked if there were any questions for staff. Discussion followed regarding trends and details in some department accounts.

Staff then walked the Board through the current RCC draft of its capital projects list, for Hunters Woods and Lake Anne, explaining why each was necessary and what the time frame was for each.

The group then brainstormed on the best way to gather input to inform the development of a new strategic plan for the period 2017-2022.

Opportunities and timeline milestones related to planning and input options.

- Establish target of next January to be working on the first draft of the new plan.
- Input options: Camp Expo; Communications Focus Groups; registration periods; joint RA/RCC discussions and efforts to gather community inputs.

Winter 2015

Develop questions
Evaluate tools for gathering input
Solicit staff input
Utilize community input sessions

Spring/Fall

Festivals – utilize volunteers
Collaterals that spread our message and solicit additional feedback

Summer

Wiehle Metro Station
Utilize 6/2015 Public Hearing comments
Begin drafting goals, objectives and strategies for the 2017-2022 plan.

Fall

Community Resource Fair – feedback opportunity

Resources to gather input

Technology tools such as Mind Mixer

Determine audiences

- Analyze by revenue areas
- Rental clients (opportunity to reach diverse groups)
- Realtor open houses
- School representatives (meet them where they are)

Serving Reston Youth

Resource Fairs

Online and in person focus groups

Augment with target populations:

- Community events
- Moms/dads/grandparents
- Teens through the teen center, SLHS, Hughes

RCC in Reston Today – Identity and Image

- Leader in the forefront of maximizing Reston resources for the betterment of the community.
- Organic connector – seat at the table for community initiatives.
- Effective at utilizing public/private partnerships.

What shifts are we seeing in the community today and what does that mean for RCC going forward? (breakout groups)

Today what are we seeing in Reston and RCC?

- Metro changing the face of Reston and provides access to new visitors and increased population in both residents and employees
- Increase in millennial population
- Competition from “in-home” entertainment and leisure experiences
- Increase in traffic creating new challenges in scheduling and delivering services and programming
- Fewer adult-only participants in classes
- Increase in demand for 55+ programming
- Increased interest from young adult/no children population
- Teen enrollment dropping overall in registered activities
- Teen interest increasing for employment activities and certifications
- Full use of fee waiver before all desires are fulfilled
- Reston soccer enrollment has flattened but scholarship requests remain steady
- Increase in drop-in activity, hanging out, sheltering in place, etc.
- Working adults and volunteers preferring 1 time, limited commitment opportunities: Events, targeted service, clean up, etc.
- Growing population of physically challenged older adults
- All new housing developments have 20% affordable units that may increase needs for fee waivers
- New public spaces being developed in Reston
- New housing developments have public and private recreation spaces
- Increasing opportunities for partnerships and sponsorships to extend RCC’s reach deeper and wider in the community

What does that mean for RCC going forward?

- Meeting the needs of an aging population
 - Transportation needs increase- Partnership w/NV Rides, coordinated carpools, develop circulator solutions
 - More robust fee waiver program
 - More low cost programming
 - Create “leisure in place” programming
- Increase opportunities in community events outside of RCC facilities
- Expand electronic and social media presence
- Deliver programming to teens where they are
- Add private swim lessons to website for online scheduling
- Track fee waiver allocation relative to pricing
- Cross market programs and offerings to current patrons

- Target niche audiences not being addressed by private sector
- Differentiate from for-profit models and brand RCC as unique community asset
- Engage in more strategic partnerships where they meet our criteria
- Develop communications strategies across all platforms and in more languages
- Explore more place-diffused program delivery systems
- Explore virtual delivery systems; e.g., webinars, streaming classes and performances, etc.
- Assess needs of and market to ethnic populations that currently rent our facilities
- Utilize meet-up sites for same-day sales of performance tickets
- Address needs of middle school students
 - Intramural sports and clubs
 - Cooking classes

These ideas and strategies will be explored in the coming two year cycle of transition from the current Strategic Plan to the next one.

Long Range Planning Committee Chair Bill Bouie thanked everyone for their contributions to the session.



**RCC Board of Governors
Strategic Planning Session
January 9-10, 2015
12001 Sunrise Valley Drive, Reston, VA 20191
Agenda**

Friday, January 9 from 2:00 p.m. to 4:00 p.m.

Light Refreshments

- Introductions and review of Board adopted criteria/strategies
- Review of participation data for 2014 in the context of the current Strategic Plan
- Review of financial performance trends, issues

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

Working Lunch

- Facility and Capital Project Realities
 - Timetable and issues to consider regarding major capital projects in RCC HW, RCC LA
- The changing Reston community – what are the realities of our current programming trends and how will a growing community impact these?
 - What interim strategies should be pursued to understand community preferences? Survey Instruments, Focus Groups, Market Demand Studies
 - Where are our resources most productive?
- Shaping the next RCC Strategic Plan (2017–2022)
 - What are the impacts of growth and development?
 - What is the RCC role with respect to leadership development?
 - Succession planning
 - Community leadership
 - County relationships
- Charting the course of our transition (2015-2016)
 - Priorities
 - Benchmarks for success



County of Fairfax, Virginia

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

MEMORANDUM

TO: Susan Datta, Director
Department of Management and Budget

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

Leila Gordon
Executive Director
Reston Community Center

SUBJECT: FY 2015 Third Quarter Budget Review

DATE: February 02, 2015

The FY 2015 budget for Reston Community Center (RCC) is \$8,633,945. Our FY 2015 Third Quarter review indicates the following:

- RCC anticipates collection of the projected overall revenue.
- We anticipate an estimated savings of \$362,312 in salaries resulting from vacancies in merit and exempt positions. No change to our personnel budget allocation is requested at this time.
- The Agency anticipates an estimated \$208,972 in savings in operating expenditures 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 2015 will carry forward into FY 2016 due to calendaring considerations.

Funding for the FY 2015 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

FUND STATEMENT

Fund 40050, Reston Community Center

	FY 2014 Actual	FY 2015 Adopted Budget Plan	FY 2015 Revised Budget Plan	FY 2015 Third Quarter Estimate	Increase (Decrease) (Col. 5-4)
Beginning Balance	\$5,742,205	\$4,081,443	\$5,387,978	\$5,387,978	\$0
Revenue:					
Taxes	\$6,283,904	\$6,518,071	\$6,518,071	\$6,518,071	\$0
Interest	6,525	41,710	41,710	41,710	0
Vending	2,119	1,500	1,500	1,500	0
Aquatics	295,691	359,406	359,406	359,406	0
Leisure and Learning	444,313	502,584	502,584	502,584	0
Rental	144,353	172,908	172,908	172,908	0
Arts and Events	246,115	223,531	223,531	223,531	0
Total Revenue	\$7,423,020	\$7,819,710	\$7,819,710	\$7,819,710	\$0
Total Available	\$13,165,225	\$11,901,153	\$13,207,688	\$13,207,688	\$0
Expenditures:					
Personnel Services	\$4,912,558	\$5,359,094	\$5,359,094	\$5,359,094	\$0
Operating Expenses	2,657,368	3,144,851	3,228,325	3,228,325	0
Capital Equipment	8,742	0	13,587	13,587	0
Capital Projects	198,579	130,000	503,148	503,148	0
Total Expenditures	\$7,777,247	\$8,633,945	\$9,104,154	\$9,104,154	\$0
Total Disbursements	\$7,777,247	\$8,633,945	\$9,104,154	\$9,104,154	\$0
Ending Balance¹	\$5,387,978	\$3,267,208	\$4,103,534	\$4,103,534	\$0
Maintenance Reserve	\$890,667	\$862,934	\$814,682	\$814,682	\$0
Feasibility Study Reserve	148,444	156,394	159,213	159,213	0
Capital Project Reserve ²	3,000,000	2,247,880	3,000,000	3,000,000	0
Economic and Program Reserve	1,348,867	0	129,639	129,639	0
Unreserved Balance	\$0	\$0	\$0	\$0	\$0
Tax Rate per \$100 of Assessed Value	\$0.047	\$0.047	\$0.047	\$0.05	

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

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

FUND STATEMENT

Fund 40050, Reston Community Center

FY 2014 Actual	FY 2015 Adopted Budget Plan	FY 2015 Revised Budget Plan	FY 2015 Third Quarter Estimate	Increase (Decrease) (Col. 5-4)
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