



**Reston Community Center  
Board of Governors Monthly Meeting  
July 11, 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"> <li>• Approval of June 6, 2016 Board Minutes<br/>(As Reviewed and Approved by the Board Secretary)</li> <li>• Approval of June 6, 2016 Board Actions<br/>(As Reviewed and Approved by the Board Secretary)</li> </ul> |                                                        |
| 8:05 – Chair’s Remarks                                                                                                                                                                                                                                   | Beverly Cosham, Chair                                  |
| 8:08 – Introduction of Visitors                                                                                                                                                                                                                          |                                                        |
| 8:10 – Citizen Input                                                                                                                                                                                                                                     |                                                        |
| 8:12 – Committee Report                                                                                                                                                                                                                                  |                                                        |
| <ul style="list-style-type: none"> <li>• June 20 Annual Public Hearing for Programs &amp; Budget</li> </ul>                                                                                                                                              | Michelle Moyer, Chair<br>Long Range Planning Committee |
| 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                                                                                                                                                                                                                                       |                                                        |

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**Reminders:**

| <b>Event</b>                                                       | <b>Date</b>  | <b>Time</b>     |
|--------------------------------------------------------------------|--------------|-----------------|
| Finance Committee Meeting                                          | July 18      | 6:00 p.m.       |
| <i>Possible</i> Preference Poll Committee Meeting                  | July 18      | 6:45 p.m.       |
| <i>Possible</i> RA-RCC Joint Board Meeting at RA Conference Center | July 21      | Tent. 6:30 p.m. |
| Preference Poll Candidate Filing Period                            | August 1-15  |                 |
| September Monthly Meeting                                          | September 12 | 8:00 p.m.       |



**SUMMARY OF MINUTES  
RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS MEETING  
JUNE 6, 2016**

**Present were:**

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

**Attending from the RCC Staff:**

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

The Chair called the meeting to order at 8:07 p.m.

**MOTION #1:**

**Approval of the June Agenda**

Bill B. moved that the Agenda be approved following the change. Lisa seconded the motion. The motion passed unanimously.

**MOTION #2:**

**Approval of the May 2, 2016 Board Minutes**

Bill B. moved that the Board approve the May 2, 2016 Board Minutes. Vicky seconded the motion. The motion passed unanimously.

**MOTION #3:**

**Approval of the May 2, 2016 Board Actions**

Bill B. moved that the Board approve the May 2, 2016 Board Actions. Bill P. seconded the motion. The motion passed unanimously.

**Chair's Remarks**

Bev welcomed everyone to the meeting, especially our young visitors in attendance.

**Introduction of Visitors**

Jamison Huang and Jayce Walton introduced themselves and said they were attending this meeting to obtain their communication merit badge for Boy Scout Troop 673. They were both accompanied by parents.

**Citizen Input**

None.

**Committee Reports**

**June 6 Finance Committee Report** – Gerald said the Finance Committee met earlier this evening and discussed the revenue shortfall due to declining program participation and taxes falling short of estimates. However, lost program revenue has been offset by savings of personnel costs and other expenses; the Professional Touring Artist Series also had a terrific season. Staff therefore still estimates returning \$475-500K to the General Fund at the close of FY16. A full financial report is attached. The Long Range Planning Committee also had a conversation on the format and content that will be presented to the public during the June 20 Annual Public Hearing.

**MOTION #4:**

**Approval of the Committee Reports**

Bill K. moved that the board approve the committee reports. Michelle seconded the motion. The motion passed unanimously.

**Board Member Input on Activities Attended**

Bill K. attended Roz Chast's talk and thought she was funny and poignant from beginning to end. He enjoyed Reduced Shakespeare Company as always. He also noted that – aside from RCC – he believes the South Lakes High School athletics program is the best bargain in town. Their recent track meet was wonderful, and the lacrosse team is doing very well. It's nice to see the high school's athletic program achieving as much success as the academic program has for years.

Bill B. enjoyed Reduced Shakespeare Company and was busy with Park Authority meetings, including preparing for the 2016 bond. He noted that the Park Authority is happy to have Gerald Zavala on board to lead the "green team" efforts this year.

Gerald attended the Northern Virginia Fine Arts Festival and the Roz Chast event at the CenterStage.

Michelle attended Roz Chast, Reduced Shakespeare Company, Northern Virginia Fine Arts Festival and the annual Lake Swim at Lake Audubon.

Lisa Sechrest-Ehrhardt really enjoyed Roz Chast and the Northern Virginia Fine Arts Festival. She also visited Nova Labs and was really surprised at how much they do there. They were doing everything from 3D printing to building drones. Lisa also participated in the Sprint Triathlon and came in second place in her category; the winner was 18 years her junior. The triathlon raised \$30K for Cornerstones. She also had Reston Historic Trust meetings.

Vicky attended Reston Historic Trust meetings. She thought Roz Chast was terrific and really loves the variety of offerings at CenterStage. She also noted that now that she is a dog owner, she enjoys being a part of the Baron Cameron dog park community.

Bill P. attended Roz Chast, Nejla Yarkin, and Planning & Zoning meetings.

John attended the Northern Virginia Fine Arts Festival opening night and the festival itself. Despite the rain, artists told him that they still had many people who came to purchase art; the rain seemed to only reduce the crowds that make the festival lively. John also just finished his youth soccer season.

Bill B. invited everyone to the expanded Water Mine this year. He said three huge slides were added: Fast, Faster and Fastest. Please go out and enjoy the slides.

Bev went to the Nejla Yarkin, Reduced Shakespeare and Roz Chast events, as well as the Reston Community Orchestra's Youth Concert. She encouraged everyone to come out to the concerts; a lot of new, young musicians have joined, which is also reflected in the audience. The concert included Star Wars music, can-can dancers, and even a juggler who did a spinning plate trick. She also attended a Shakespeare event at the Harmon, the NVFAF reception and the Stage Guild's 30<sup>th</sup> Anniversary.

**Executive Director Report**

Leila reviewed the Executive Director report. She noted that we did achieve the credit card processing solution, but decided we need to do more testing on the upgrade. We're therefore deferring our deployment date in order to be sure it works. Brian Gannon finished his 4-year-term with the VRPS Leadership Development Institute and Joe Leary taught the area's Aquatics Facility Operator course through NRPA; Brian and Fred Russo attended. In Leisure and Learning, more than 500 kids attended Langston Hughes Middle School's end-of-the-year party that we host. More than 150 seniors attended the Creative Aging Fair. There are some exciting new programs (Pilates for Osteoporosis). We also recently had a family trip to White Oak Canyon with participants that aged in range from 9 to 72. May's PTAS events brought the season to 68 percent capacity. Staff also worked at the NVFAF booth all weekend, even though they were quite wet.

June 6, 2016 Board of Governors Monthly Meeting Minutes

**Old Business**

Leila distributed the most recently revised strategic plan and called attention to changes on pages 4-5. The board reviewed.

**MOTION #5:**

**Approval of the 2016 – 2021 Strategic Plan**

Bill K. moved that the Board adopt the new 2016 – 2021 Strategic Plan. Bill B. seconded the motion. The motion passed unanimously. Leila will have the media team design the approved plan for presentation at the June 20 Annual Public Hearing.

Leila noted that she attended Reston Association's May meeting discussing the Lake House. The working group presented their ideas for the exterior look and landscaping. They also addressed the cost overrun in their construction budget, which provoked a lot of conversation. Leila said that RA declined our invitation to have a member of RA join us on June 13. They counter-proposed a meeting between both boards on Thursday, July 21; Leila has no further information on agenda or structure. She suggested that it may be beneficial to discuss where our programs diverge and where they continue to serve overlapping needs. That will enable us to plan effectively so programming isn't duplicative or repetitive. Board members thought that this is information that both staffs would have and should be provided to both Boards ahead of time in order to facilitate a candid but informed conversation. Michelle said that the information is likely already shared between staff members at both organizations, but a meeting between two Boards could be effective in establishing open communication and strengthening our partnership. The board would like to know what RA hopes to discuss or accomplish at the meeting so staff and boards can prepare ahead of time. Leila said she will draft a response to the invitation and circulate to our board for approval. The invitation came from Cate Fulkerson, but the full RA board was copied.

**New Business**

None.

**MOTION #6**

**To Adjourn the Meeting**

Bill B. moved to adjourn the meeting at 9:00 p.m. Bill P. seconded the motion. The motion passed unanimously.



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Lisa Sechrest-Ehrhardt,  
Board Secretary

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Date June 26, 2016

**BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON JUNE 6, 2016**

- 16-0606-1 Bd That the Board approve the Agenda**
- 16-0606-2 Bd That the Board approve the May 2, 2016 Board Minutes**
- 16-0606-3 Bd That the Board approve the May 2, 2016 Board Actions**
- 16-0606-4 Bd That the Board approve the committee reports**
- 16-0606-5 Bd That the Board approve the 2016 – 2021 Strategic Plan**
- 16-0606-6 Bd That the meeting be adjourned.**



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Lisa Sechrest-Ehrhardt,  
Board Secretary

\_\_\_\_\_  
Date June 26, 2016

**COVER: Reston Community Center Strategic Plan 2016-2021****Next: Vision, Mission, Values (most recent version)****New Page:****INTRODUCTION: Reston Community Center Strategic Plan 2016-2021**

Reston Community Center underwent extensive discussion and community engagement to craft this Five Year Strategic Plan. Every January, Board and staff gather for a Strategic Planning weekend to examine how we are performing and look ahead to coming challenges and opportunities. In January 2015, we anticipated the conclusion of our existing Strategic Plan and what issues we might address or continue to address in this Strategic Plan. During that year, we spent monthly Finance Committee and other Board Committee meetings considering not just performance but also trends that we could identify that ought to be informing the 2016-21 framework.

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

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

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

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

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

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

**A. Facilities: GOAL**

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

**Objectives:**

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

**B. Building Community: GOAL**

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

**Objectives:**

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

**C. Programs: GOAL**

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

**Objectives:**

- i. To use market analysis/needs assessment results to inform programming design and decision-making.
- ii. To preserve the broadest possible access to offerings.
- iii. To develop a system to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.

- iv. To balance services to neighborhoods within Reston with programming that brings the community together and fosters a sense of belonging to the community as a whole.
- v. To explore the potential for RCC to sponsor intramural sports leagues for ages 12 and older.

#### **D. Branding and Messaging: GOAL**

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

##### **Objectives:**

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

#### **E. Internal Capacity and Financial Planning: GOAL**

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

##### **Objectives:**

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

#### **METHODOLOGY**

To meet the Goals and Objectives of the Reston Community Center Strategic Plan 2016-2021, the Board and staff establish annual work plans/budgets and associated criteria for success. Measures we use annually across programs and services areas tell us that our direction and activities are sound; e.g.,



participation, cost recovery within targets, patron satisfaction feedback and community meetings or other types of engagement. There are also specific measurable objective outcomes associated with the five focus areas of this plan. The staff reviews our plan objectives and the associated activities with the Board of Governors every January. From February through June, culminating with the Annual Public Hearing for Programs and Budget, the Board and staff review our progress in achieving our objectives; gather new information from the community; adjust if needed to changing circumstances; and produce the next budget and capital improvements/maintenance plans accordingly.

### **General Evaluation/Measurement Tools**

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

1. Participation and Program Highlights
2. Customer Satisfaction Surveys – Programs and Services
3. Cost Recovery
4. Business Systems Performance for Patrons – Use of e-commerce; social media metrics

### **Facilities**

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

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

### **Building Community**

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

1. Participation in RCC programs and services by the community, particularly businesses’ ~~employees~~ is increased.
2. RCC outreach to various Reston neighborhoods is established.
3. A Reston marketing campaign with multiple partners is established that includes a community calendar function.

### **Programs**

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

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

### **Branding and Messaging**

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

1. Communication platforms expand and feature new inclusion strategies such as use of non-English language format~~employ multiple languages.~~
2. RCC has communications strategy agreements with its partners.
3. The RCC “app” to promote enrollment and/or involvement is deployed and use can be measured.

### **Internal Capacity and Financial Planning**

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

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

### **CONCLUSION**

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



**RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS  
ANNUAL PUBLIC HEARING FOR PROGRAMS AND BUDGET  
JUNE 20, 2016**

**Present were:**

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

**Absent and Excused**

- John Mendonça

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- Thomas Ward, Deputy Director
- BeBe Nguyen
- Cristin Bratt
- Joe Leary
- Brian Gannon
- Barbara Wilmer

Leila welcomed everyone at 6:30 p.m. and introduced herself and Bev Cosham. Bev explained that tonight we will hear about RCC's accomplishments over the past year as well as challenges and goals moving forward. She noted the passing of Reston's founder Bob Simon in 2015 and said RCC is committed to carrying out his goal of "building community." She asked Board members to introduce themselves and then asked Michelle Moyer, chair of the Long Range Planning Committee, to review highlights from the past year.

Michelle noted that we had several familiar and unfamiliar faces as guests and gave everyone the opportunity to introduce themselves. She then reviewed highlights from the past year. All highlights are outlined on the attached slides from the meeting:

- Partnerships/sponsorships/community-wide initiatives
- Capital Facility Planning
- Administration Efforts
- Awards and Accolades
- Programs
  - Leisure & Learning
  - Arts & Events
  - Aquatics

Michelle introduced Leila to review the challenges RCC faces moving forward. These include aging facilities, a decline in enrollment due to lifestyle shifts and increasing competition, and balancing appropriate pricing with economic accessibility. She noted that we've already implemented new programming to address these challenges, including two new concert series, eLearning and some great partnerships in the community.

Leila reviewed the attached Strategic Plan for 2016 – 2021, approved by the board on June 6 after an exhaustive process that involved input from the RCC board and staff, community partners and the public. Elements are outlined on slide 12 of the attached.

## June 20, 2016 Annual Public Hearing Report

Leila explained our Capital Projects plan and said that projects not completed in the budgeted fiscal year are “carried over” to and budgeted in the next fiscal year; RCC’s fiscal year ends in June. She said that the Capital Projects for FY17 and FY18 include roof replacement. She reviewed the replacement timeline, costs and scope of work. Part of this process will be evaluating the Roof Top Unit (RTU) Replacement. She introduced Gerald to review the Capital Maintenance Projects.

Gerald reviewed FY17, FY18 and FY19 Capital Maintenance Projects. Details and estimates are included on the following slides of the attached:

- General Facilities – Slides 15-16
- the CenterStage – Slide 17
- Terry L. Smith Aquatics Center – Slide 18

Gerald also reviewed the Capital Improvement Projects as outlined on Slide 19.

Gerald reviewed RCC Actual Revenue and Expense History for FY2013-FY2015 (Slide 20) as well as the Published Budget vs. the Estimated Actual budget for FY16 (Slide 21), which closes on June 30. Gerald presented the FY17/FY18 budget approach and noted that the figures on slide 22 do not include carryover. He reviewed the following timeline for the FY17/FY18 budget:

- Public input – June 20, 2016
- BOG guidance on FY18 budget – June 20, 2016
- Finance Committee Year-End Review of FY16 Results; final outline of FY17/FY18 Budgets – July 18, 2016
- Full BOG Approval of FY18 Submission – September 2016

Leila thanked Gerald for explaining the budget overview and timeline. She opened the meeting for public comment and explained that individuals may speak for three minutes and those speaking on behalf of an organization may speak for five minutes. She requested written statements be submitted to Cristin Bratt for inclusion in our public records.

**Tammi Petrine, Reston resident**, asked if RCC uses County services for capital projects. Leila explained that Fairfax County has a variety of construction and engineering firms available via the County’s contract register and we use those firms if the project calls for it. The Department of Public Works would manage a ground-up building process which RCC hasn’t experienced since the early nineties. She confirmed that RCC pays for all contract Architecture/Engineering services, as well any studies on RCC projects.

Tammi noted that she works on construction of HVAC systems and thinks the estimated cost of the RTU seemed exorbitant. Leila explained the size of the space that the unit needs to cool. That space includes the stage space, wing space, and the fly space – which is essentially double the size of the combined stage/wing space. Additionally, the fly space is full of lighting units that produce an enormous amount of heat. Tammi said she understands the need for the unit, but questions the estimate. Leila explained that that was the estimate in 2013, but that it will be reevaluated once the lighting is converted to LED units for work lights. A new estimate could well be for a smaller unit and/or lower cost. If we purchase a new unit, it would be bid out according to the County’s process. The actual cost may be less than estimates. She said it’s not our goal to spend more money than we have to, but it is our goal to make sure the temperature on stage is appropriate.

**Lee Lipsey of Encore Chorale** asked if there was a line item in RCC’s budget for new program development. Leila said we create zero-based budgets using line items that correspond to offerings or services and that staff budgets as if all programming and associated costs to produce them will occur. Of course there are typically canceled programs in every season; therefore there is flexibility if programs don’t meet enrollment and we can generate revenue doing something different. If the program is larger in scope and requires substantial money that is not likely to be realized via canceled or changed program offerings, then we add the amount to the budget following Third Quarter (February) meetings.

Tammi Petrine asked Bill B. when the Park Authority’s indoor rec center will be a reality. Bill B. said it would likely take two bond cycles. There will be a 2016 bond cycle, but serious consideration for this effort will not likely happen until 2020. He explained that bond cycles are four years apart unless we get a

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huge economic jump that would allow two-year cycles. He also said that if the meals tax proposal passes, part of that revenue will go to parks and libraries, which may help the timeline. Tammi asked who decided where money is appropriated. Bill B. offered to speak with her in more detail after the meeting since these questions related to the Park Authority.

Michelle responded to Tammi's question and clarified that even when the new indoor recreation center is built, we will still be using the Terry L. Smith Aquatics Center, but it will have been repurposed to complement the larger pool.

Leila thanked everyone for their public comments and reminded everyone that if there is further feedback on the budget, input may be sent to [RCCContact@fairfaxcounty.gov](mailto:RCCContact@fairfaxcounty.gov).

Following public comment, the board advised staff to proceed with the presented FY17 and FY18 budget outlines to continue work on the final submission which they will review and approve in September.

The meeting adjourned at 7:35 p.m.

Reston  
Community  
Center

Annual Public Hearing for  
Programs and Budget  
June 20, 2016  
FY17/FY18 Budgets

# Guiding Principle

*Community. That's what it's all about.*

Robert E. Simon Jr.  
1914 - 2015

## Highlights

Partnerships and collaboration continue to be the foundation of Reston Community Center's success.

- 41 Partnerships
- 12 Sponsorships
- Community-wide initiatives: Serving Reston Youth (merging into RestON: Opportunity Neighborhoods in Reston); Hunters Woods Neighborhood Coalition; Reston Town Center North; Community Conversations on Equity

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## Highlights (cont'd.)

### **Capital Facility Planning**

- Reston Town Center North will house a Park Authority Indoor Rec Center
- Focus turns to issues associated with achievement of a new performing arts venue
- Project planning will consider existing facility needs. Hunters Woods needs include Aquatics systems' replacement; roof sections' replacement; CenterStage floor/seating replacement. Lake Anne: Service Desk renovation.

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## Highlights (cont'd.)

### Administration Efforts

- New RCC phone system: Hunters Woods and Lake Anne
- Online registration/ticketing continues to grow in popularity
- Two new electronic newsletters: *The Spotlight* and *RCC Insights*
- Facility Rentals serves 78,187 people with 7,505 hours of building use

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## Highlights (cont'd.)

### Awards and Accolades

- Outstanding Performance Awards to Linda Ifert, Technical Theatre Director and Karen Brutsche, 55+ Program Director
- Regional Leadership Award from Leadership Fairfax to Leila Gordon, Executive Director

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## Highlights (cont'd.)

### Programs – Leisure & Learning

- RCC Summer Camp enrollment increases
- Reston Summer Camp Expo – 600+; Back 2 School Bash inaugurated – 500+; NoVa Mini Maker Faire partnership established
- Diva Central & Boston Properties partnership expands: serves 250+ teens
- Creative Aging Festival participation; Intergenerational Teen/Senior Technology Fair
- RCC Rides launched – by end of 2015: 95 clients, 33 drivers and growing

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## Highlights (cont'd.)

### Programs – Arts & Events

- *Another Way of Living: The Story of Reston, VA* – November memorial screening honoring Bob Simon
- Artists visiting the CenterStage: Anna Deavere Smith; Turtle Island Quartet; Lunasa; Stephen Lang and more
- Film events with Initiative for Public Art – Reston (IPAR), Washington West Film Festival, ReelAbilities Film Festival
- Continuing support for community arts organizations and connections with the professional touring artists visiting Reston; OLLI concerts continue

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## Highlights (cont'd.)

### Programs – Arts & Events continued

- *We Make Reston*: An INSIDE/OUT Project with IPAR; celebrated diversity at Reston Multicultural Festival – Lake Anne, South Lakes High School and Reston Station exhibits
- Collaboration with Greater Reston Arts Center (GRACE) and IPAR on Patrick Dougherty sculpture in Reston Town Center: *A Bird in the Hand*
- Site-specific dance with four local companies at *Reston Rondo* and *A Bird in the Hand* as part of Northern Virginia Fine Arts Festival

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## Highlights (cont'd.)

### Programs – Aquatics

- Enrolled patrons in Aquatics instructional programs increase to roughly 3,400; wait lists continue with about 1,000 unmet participation requests
- 661 private swim lessons provided
- More than 5,600 Water Aerobics drop-in participations
- More than 200 people participated in DEAP
- Aquatics total participation more than 62,600

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## Challenges

- Facility constraints – arts and aquatics
- Aging facilities; RCC HW nearing 40 years old – RCC LA building 52 years old
- Declining enrollment due to lifestyle shifts and increasing competition/fragmentation
- Maintaining structural balance in the budget; balancing appropriate pricing with economic accessibility

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## Looking Ahead

New RCC Strategic Plan for 2016-2021:

- RCC's Board of Governors will continue to explore a new performing arts venue while planning for capital reinvestment in existing facilities
- Moving programming closer to Reston's residents and employees to offset declines in enrollments in traditional enrichment classes and workshops
- Building community awareness, pride and cohesion
- RCC Rides transportation program to serve older patrons
- Merging Serving Reston Youth with RestON: Opportunity Neighborhood cross-community collaboration initiative
- Community engagement on diversity, disproportionality, equity and sustaining Reston values will continue
- Continued cost recovery at appropriate levels and preservation of the broadest possible accessibility to RCC programs and services

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## Carryover – Capital Projects

- RCC is required to review Capital Project planning for three consecutive fiscal years (Capital Improvement Plan/Capital Maintenance Plan)
- Capital projects scoped in terms of Rough Order of Magnitude costs and established in the CIP/CMP when earliest possible requirement may occur
- Calendaring projects during maintenance periods
- Projects not completed are “carried over” at budgeted amounts to the next fiscal year (June)
- Conducting Architectural/Engineering and/or other studies prior to final budget estimates established; may require Third Quarter or Year-End adjustments to future budgets
- Timing of budget activities – creates variations between published, revised and actual budgets

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## Capital Projects FY17/FY18

- Roof Replacement Phases – Scoped in 2013; originally planned for FY16
- Calendar for maintenance projects – late August/early September
- Phase I Roof Replacement – \$260,000 (current estimate)
- Phase II Roof Replacement – \$305,000 (current estimate)
- Roof Top Unit (RTU) Replacement – \$387,000 (FY16 estimate)
- Third Quarter FY17 – Reevaluate scope of work for Phase II RTU replacement after studying the impact of LED light fixtures replacement for the CenterStage work lights; temperatures will likely be affected; different AC unit may be required. The RTU footprint may impact the roof replacement design/cost.

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# Capital Maintenance Plan

## Capital Maintenance Projects

| Projects – General Facility                           | FY17      | FY18      | FY19 |
|-------------------------------------------------------|-----------|-----------|------|
| • Improve Community Room Lighting                     | \$130,795 |           |      |
| • HW Roof Replacement – Phase I (Front Section)       | \$260,000 |           |      |
| • Improve HW Public Area Lighting                     | \$20,000  |           |      |
| • Replace Backstage RTU                               |           | \$387,000 |      |
| • HW Roof Replacement – Phase II (Mechanical Section) |           | \$305,000 |      |
| • HW Roof Replacement – Phase III (Pool Section)      |           | \$400,000 |      |
| • Environmental Features                              |           | \$200,000 |      |

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# Capital Maintenance Plan

## Capital Maintenance Projects (continued)

| Projects – General Facility (cont.)    | FY17     | FY18     | FY19     |
|----------------------------------------|----------|----------|----------|
| • Hot Water Tank Replacement           |          | \$45,000 |          |
| • Replace HW Carpeting in Public Areas |          | \$50,000 |          |
| • Upgrade AV Capabilities in CR        |          | \$25,000 |          |
| • Resurface Patio Deck                 |          |          | \$35,000 |
| • Redesign LA Customer Service Desk    | \$30,000 |          |          |
| <b>Equipment – General Facility</b>    |          |          |          |
| • Replace Genie Hydraulic Lift         | \$8,500  |          |          |

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# Capital Maintenance Plan

## Capital Maintenance Projects (continued)

| <b>Projects – the CenterStage</b>  | <b>FY17</b> | <b>FY18</b> | <b>FY19</b> |
|------------------------------------|-------------|-------------|-------------|
| • Upgrade Dimmer System            | \$25,000    |             |             |
| • Install LED Lights in Theatre    | \$125,000   |             |             |
| • Replace Theatre Stage Floor      |             | \$100,000   |             |
| • Re-design Make-up Stations       |             | \$22,000    |             |
| • Replace Theatre Seating          |             |             | \$120,000   |
| • Replace Theatre Carpeting        |             |             | \$15,000    |
| <b>Equipment – the CenterStage</b> |             |             |             |
| • Replace Projection Screen        |             |             | \$15,000    |

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# Capital Maintenance Plan

## Capital Maintenance Projects (continued)

| <b>Projects – Terry L. Smith Aquatics Center</b>      | <b>FY17</b> | <b>FY18</b> | <b>FY19</b> |
|-------------------------------------------------------|-------------|-------------|-------------|
| • Replace UV Filtration System                        |             | \$110,000   |             |
| • Replace Pool/Spa Filtration System                  |             | \$150,000   |             |
| • Refurbish Surge Tank                                |             | \$10,000    |             |
| • Replace Pool Shell                                  |             | \$150,000   |             |
| • Paint Natatorium as Needed                          |             | \$10,000    |             |
| • Replacement of dehumidification system<br>(Dectron) |             | \$620,000   |             |

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# Capital Improvement Plan

## Capital Improvement Projects

| Projects – Other                              | FY17     | FY18     | FY19      |
|-----------------------------------------------|----------|----------|-----------|
| • Needs Analysis – New Amenities              | \$50,000 |          |           |
| • A/E Related to New Amenities in Natatorium  |          | \$50,000 |           |
| • Installation of New Amenities in Natatorium |          |          | \$500,000 |
| • Non-Aquatics Related Facility Enhancements  |          |          | \$750,000 |

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## RCC Actual Revenue/Expense History

|                                             | FY2013              | FY2014              | FY2015              |
|---------------------------------------------|---------------------|---------------------|---------------------|
| <b>Opening Fund Balance</b>                 | \$ 6,208,582        | \$ 5,742,205        | \$ 5,387,978        |
| <b>Revenue</b>                              |                     |                     |                     |
| Revenue                                     | \$ 7,213,370        | \$ 7,423,020        | \$ 8,053,608        |
| <b>Expenditures</b>                         |                     |                     |                     |
| Personnel                                   | \$ 4,832,183        | \$ 4,912,558        | \$ 4,859,850        |
| Operating                                   | \$ 2,809,138        | \$ 2,657,368        | \$ 2,623,458        |
| Sub-Total Expenditures                      | \$ 7,641,321        | \$ 7,569,926        | \$ 7,483,308        |
| <b>Sub-Total Rev. less Non-Cap Exp.</b>     | <b>\$ (427,951)</b> | <b>\$ (146,906)</b> | <b>\$ 570,300</b>   |
| Capital Projects                            | \$ 38,426           | \$ 207,321          | \$ 20,143           |
| <b>Total Expenditures</b>                   | <b>\$ 7,679,747</b> | <b>\$ 7,777,247</b> | <b>\$ 7,503,451</b> |
| <b>Revenue less Expenditures</b>            | <b>\$ (466,377)</b> | <b>\$ (354,227)</b> | <b>\$ 550,157</b>   |
| <b>Ending Fund Balance</b>                  | <b>\$ 5,742,205</b> | <b>\$ 5,387,978</b> | <b>\$ 5,938,135</b> |
| <b>Reserves</b>                             |                     |                     |                     |
| Capital Project Reserve                     | \$ 3,000,000        | \$ 3,000,000        | \$ 3,000,000        |
| Maintenance Reserve (12% of # Est. Revenue) | \$ 865,604          | \$ 890,762          | \$ 966,433          |
| Feasibility Study (2% of # Est. Revenue)    | \$ 144,267          | \$ 148,460          | \$ 161,072          |
| Economic and Program Contingency            | \$ 1,732,333        | \$ 1,348,755        | \$ 1,810,630        |

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## RCC FY16 Budget: Published VS Estimated Actual

|                                       | FY2016<br>Revised   | FY2016 Y-<br>End<br>Estimate | Revised/Act<br>ual<br>Variance |
|---------------------------------------|---------------------|------------------------------|--------------------------------|
| <b>Revenue</b>                        |                     |                              |                                |
| Revenue                               | \$ 8,277,427        | \$ 7,972,546                 | \$ (304,881)                   |
| <b>Expenditures</b>                   |                     |                              |                                |
| Personnel                             | \$ 5,435,149        | \$ 5,018,568                 | \$ (416,581)                   |
| Operating                             | \$ 2,951,142        | \$ 2,587,842                 | \$ (363,300)                   |
| Sub-Total Non-Capital<br>Expenditures | \$ 8,386,291        | \$ 7,606,410                 | \$ (779,881)                   |
| <b>Revenue less Expenditures</b>      | <b>\$ (108,864)</b> | <b>\$ 366,136</b>            | <b>\$ 475,000</b>              |
| <b>Capital Projects</b>               |                     |                              |                                |
|                                       | FY2016<br>Revised   | FY2016 Y-<br>End<br>Estimate | Carryover                      |
| Roof Replacement                      | \$ 647,000          | \$ 3,713                     | \$ 643,287                     |
| LA Service Counter Redesign           | \$ 30,000           | \$ -                         | \$ 30,000                      |
| Community Room Lighting               | \$ 130,795          | \$ -                         | \$ 130,795                     |
| CenterStage Enhancements              | \$ 196,000          | \$ 63,947                    | \$ 132,053                     |
| Motor Control Panel                   | \$ 63,745           | \$ 59,719                    | \$ 4,026                       |
| Loading Dock                          | \$ 76,052           | \$ 66,515                    | \$ 9,537                       |
| <b>Total</b>                          | <b>\$ 1,143,592</b> | <b>\$ 193,894</b>            | <b>\$ 949,698</b>              |

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## FY17/FY18 Approach – Does Not Include Carryover

|                                    | FY2017<br>Revised | FY2018<br>Proposed |
|------------------------------------|-------------------|--------------------|
| <b>Revenue</b>                     |                   |                    |
| Revenue                            | \$ 8,330,240      | \$ 8,476,319       |
| <b>Expenditures</b>                |                   |                    |
| Personnel                          | \$ 5,421,003      | \$ 5,479,467       |
| Operating                          | \$ 2,758,036      | \$ 2,797,229       |
| Sub-Total Non-Capital Expenditures | \$ 8,179,039      | \$ 8,276,696       |
| <b>Revenue less Expenditures</b>   | <b>\$ 151,201</b> | <b>\$ 199,623</b>  |

**Reserves**  
 Capital Project Reserve  
 Maintenance Reserve (12% of # Est. Revenue)  
 Feasibility Study (2% of # Est. Revenue)  
 Economic and Program Contingency

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## FY17/18 Budget Calendar

- Public input – June 20, 2016
- BOG guidance on FY18 Budget – June 20, 2016
- Finance Committee Year-End Review of FY16 Results; final outline of FY17/FY18 Budgets – July 18, 2016
- Full BOG Approval of FY18 Submission – September 2016

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## Public Comment

- Individuals may speak for 3 minutes.
- Those speaking on behalf of an organization may speak for 5 minutes.
- Please provide written statements for our official records if you have one.

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*Reston Community Center  
Strategic Plan  
2016 – 2021*

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





## VISION

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

## MISSION

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

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

## VALUES

In accomplishing our Vision, RCC will be:

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



## Reston Community Center Strategic Plan 2016 – 2021

### INTRODUCTION

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

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

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

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

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

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

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

## FACILITIES

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

### Objectives:

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

## BUILDING COMMUNITY

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

### Objectives:

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

## PROGRAMS

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

### Objectives:

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

## BRANDING & MESSAGING

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

### Objectives:

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



## INTERNAL CAPACITY & FINANCIAL PLANNING

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

Objectives:

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



## METHODOLOGY

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

### **General Evaluation/Measurement Tools**

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

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

### **Facilities**

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

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

### **Building Community**

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

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





## **Programs**

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

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

## **Branding and Messaging**

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

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

## **Internal Capacity and Financial Planning**

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

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

## **CONCLUSION**

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