



Reston Community Center
Board of Governors Monthly Meeting
June 6, 2016
8:00 p.m.
Meeting Agenda

8:00 – Call to Order	Beverly Cosham, Chair
8:02 – Approval of Agenda	Beverly Cosham, Chair
8:03 – Approval of Minutes and Board Actions	Beverly Cosham, Chair
<ul style="list-style-type: none"> • Approval of May 2, 2016 Board Minutes (As Reviewed and Approved by the Board Secretary) • Approval of May 2, 2016 Board Actions (As Reviewed and Approved by the Board Secretary) 	
8:05 – Chair’s Remarks	Beverly Cosham, Chair
8:08 – Introduction of Visitors	
8:10 – Citizen Input	
8:12 – Committee Report	
<ul style="list-style-type: none"> • June 6 Finance Committee Report 	Gerald Zavala, Committee Chair
8:20 – Approval of Committee Reports	Beverly Cosham, Chair
8:22 – Board Member Input on Activities Attended	
8:35 – Executive Director’s Report	Leila Gordon, Executive Director
8:40 – Old Business	Beverly Cosham, Chair
8:42 – New Business	Beverly Cosham, Chair
8:45 – Adjournment	

Reminders:

Event	Date	Time
Annual Public Hearing	June 20	6:30 p.m.
July Monthly Meeting	July 11	8:00 p.m.
July Finance Committee Meeting	July 18	6:00 p.m.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
MAY 2, 2016**

Present were:

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

Absent and excused:

- Gerald Zavala
- Bill Penniman

Attending from the RCC Staff:

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

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

MOTION #1:

Approval of the May Agenda

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

MOTION #2:

Approval of the April 4, 2016 Board Minutes

Bill B. moved that the Board approve the April 4, 2016 Board Minutes. Vicky seconded the motion. The motion passed unanimously.

MOTION #3:

Approval of the April 4, 2016 Board Actions

Bill B. moved that the Board approve the April 4, 2016 Board Actions. Bill K. seconded the motion. The motion passed unanimously.

Chair's Remarks

Bev said she found a lot of great activities in the Summer Program Guide. She was online at 9:03 a.m. on the first day of registration and one of the programs of interest to her was already filled, which is a testament to the quality of RCC's programs. Since tonight's meeting is being held during a big storm, Bev shared the following poem:

A Storm Overhead by Mary Grace

A storm is brewing in the dark of the night
You can see the flashes in the distance of the light so bright
In the very distance of the night lighting up the sky
Sometimes it will be here very fast and other times by and by
With the lightning zig-zagging through the cloudy countryside
We sit and count till the thunder comes to where we abide
Just to find how long we have before we have to hide
A sky that's lit with many shades of blue, black, indigo and white
In it comes with the flow of the tide and up the rivers so tight
And so it goes round and round and often you can feel it hide

May 2, 2016 Board of Governors Monthly Meeting Minutes

Reappearing just when it is time for that ebb tide
At times it's far away and others just overhead
Thunder shakes all around and especially the garden shed
A storm is something people can really hate
As it can really frighten them and make them quake
Others will stand and stare in wonder at the frightening glare
And be at total peace with the elements and totally unaware
Of the many dangers that may be had standing there

Introduction of Visitors

None.

Citizen Input

None.

Committee Reports

April 18 LRP Committee Report – Michelle said the full Board was present to review the next iteration of the Strategic Plan Draft, which is attached along with a full meeting report. There were no surprises; this version was updated with input received over the past month or two. The Board spent some time adjusting the wording to remove occasional ambiguity. The group also discussed outreach into the community, particularly as it related to Reston Association's plans for the Lake House. Changes to the Fee Waiver Program were also discussed. The amount allocated to each person will increase July 1. The Board also considered and agreed to move forward with a transitional program for Fee Waivers, which will allow for more support to families as they transition from the Federal poverty guidelines regarding income levels to more economic success. The idea would be to offer a glide path away from the Fee Waiver program support parallel to the increased economic wellbeing of those in the program.

April 18 Finance Committee Report – In Gerald's absence, Bill B. recapped the attached report and said there is a decline in enrollment for certain age cohorts that will contribute to a revenue shortfall for the year in addition to not achieving the budget target for tax revenues. Despite certain areas of decline, other departments are still performing well and we expect to return money to the general fund at the end of the fiscal year. In Operating, there will be an unanticipated expense for pool chemistry equipment replacement. The expense is not great enough to be considered a Capital Project.

MOTION #4:

Approval of the Committee Reports

Bill B. moved that the Board approve the committee reports. Bill K. seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended

John attended the Best of Reston and enjoyed seeing Leila recognized for her leadership.

Vicky attended Best of Reston and also enjoyed seeing well-deserved accolades bestowed on Leila. She attended the Founder's Week lecture with Patrick Phillips as well as the celebration of Bob Simon at the Hyatt. She also attended *Mutts Gone Nuts* with her granddaughter, whose favorite part was the underpants.

Lisa attended Best of Reston as well as many other Founder's Week activities. She noted that the weather put a damper on Founder's Day but the Ferris wheel still had a line, and the Reston Museum was full of indoor activities. She also attended the Leadership Fairfax breakfast and saw Bill Bouie receive the Kate Hanley Award. She enjoyed *Mutts Gone Nuts* and the Volunteer Appreciation Luncheon.

Michelle attended Best of Reston and really enjoyed seeing the RCC staff there to support and congratulate Leila on her award. She participated in the Reston Masters Swim Team's zone meet where RMST won the large team division by swimming more relays than anyone should be allowed to swim! She also enjoyed the Volunteer Appreciation Luncheon and the celebration of Bob Simon at the Hyatt.

Bill B. thanked everyone who came to Leadership Fairfax breakfast; the whole day was very special. He also congratulated Leila on the well-deserved and overdue Best of Reston award. He noted that about 96

May 2, 2016 Board of Governors Monthly Meeting Minutes

hours before that celebration, Leila celebrated the wedding of her son, which was also a fantastic event. He enjoyed the Founder's Day ceremonies and said that Kristina Alcorn's book about Bob Simon was released and she signed copies at the Reston Museum. He bought several to give away. The author signed books at the museum. He thinks the celebration of Bob Simon was the best event he has ever attended in Reston and congratulated RCC staff on producing this terrific event. The rest of his month was spent on the release of the Park Authority's 10-year Needs Analysis. He noted that the top four priorities – based on an exhaustive interview process with 20,000 members of the community – are not what people would expect. The biggest priority is trail space, followed by aquatics and gym space, land acquisition and dog parks. He noted that we only have nine County dog parks and the one at Baron Cameron is the largest; there are 1,000 registered dogs within a one mile radius of Baron Cameron Park. He said this will be a busy year because it's a bond year; he recognized Gerald as the new captain of the Park Authority's "Green Team." Bill B. said that 10 years ago, the Park Authority needed \$354 million to meet the County's demands. That number is now approaching a billion. He said that we really need a County meals tax to take the burden off of those paying property taxes. Bill also said that he attended an IPAR retreat as well as a meeting with Supervisor Cathy Hudgins' appointees for Boards and Commissions.

Bill K. also attended the Patrick Phillips lecture and thought it was well-done and well-attended. He thinks that Best of Reston and Leadership Fairfax events were tremendous celebrations for Leila and Bill B., respectively. He thought that the Volunteer Appreciation Luncheon was great. He noted that there is a Reston Network Analysis Community Meeting at South Lakes High School on May 18 (7:00 p.m. – 9:00 p.m.) to discuss the transportation study and potential recommendations. All are welcome.

Bill B. asked if RCC is responding to Reston Association's announcement on the plans for the Lake House. Leila said she will attend the May 26 meeting to hear the report from the Lake House working group; she believes there will be more detail provided than what was recently released. She also extended an invite for someone from RA to join the RCC Board on June 13, but has not yet received a response. She invited RCC Board members to attend the May 26 meeting as residents and members of RA. There was conversation about the impact of RA decisions on RCC programming and efforts. Leila said that she thinks the Board's concerns merit a conversation between RCC and RA Boards on some level and she hopes to open that dialogue on June 13 or in some fashion through arrangement with RA. She noted that there is a lot of staff-to-staff consultation and we work to avoid conflict with our respective programming. We spend a great deal of effort to leverage our individual resources to produce partnered community events. Despite these efforts, Leila thinks it's valuable to have a conversation with RA so that both organizations can confidently head in parallel paths that makes sense for the community.

Bev attended the Patrick Phillips lecture, Best of Reston, Founder's Day, RCO's Casino Night fundraiser, the celebration for Bob Simon, RCC meetings, Supervisor Cathy Hudgins' Open House on Reston development, the Volunteer Appreciation Luncheon, *Mutts Gone Nuts* and an MS and diabetes benefit. She also attended *Rhythmic Circus*, which she thought was fantastic. She noted that she had worked with one of the guys in *Rhythmic Circus* when he was a young dancer in Tappers with Attitude.

Executive Director Report

Leila said we're still working on acquiring a new credit card processing gateway and hoping to resolve the issues with the County's legal, IT and finance department ahead of the significant software update planned for early June. She noted that the new platform will give us an opportunity in the future to integrate RecTrac with the desktop publishing process. She credited Pam Leary for coordinating extensive training for Customer Service and Programming staff. Leila said that a few years back, the American Red Cross instituted a fee system with their Learn-to-Swim program - it would have resulted in a significant increase to kids participating. A consortium of providers developed an alternative curriculum program that was not cost prohibitive. Virginia Swims has been led by Joe Leary and Laura Kowalski (of Reston Association) among others as an alternative curriculum. Many districts have since adopted this program, including Loudoun County and a jurisdiction in Oklahoma, which helps give the program a lot of credibility. Leisure and Learning launched an eLearning option for those who want to pursue learning from the convenience of their own home. L&L also delivered their first offsite program which was well-received; they are already working to deliver more. The Diva Central Prom Dress Giveaway was once again a success as hundreds of teenagers shopped for dresses and accessories. She noted that the program's success relies on the generosity of the entire community, including Boston Properties who encourages all tenants to participate by collecting dresses. CenterStage had three sold-out performances

May 2, 2016 Board of Governors Monthly Meeting Minutes

in April and there was beautiful art in the galleries from older hands. If you don't think you can learn to be an artist later in life, then you should look at this exhibit. Leila noted that as of today, RCC has a YouTube Channel. Once we obtain a last permission, the tribute film from the celebration of Bob Simon will be the first of many videos uploaded to the channel.

Old Business

None.

New Business

Bill K. said there is a fair amount of angst over the projected series of road improvements suggested by the Reston Network Analysis transportation group. People are complaining that the County isn't stating how long the process will take and what the exact plans are. The cost is one issue that is being debated. There has been a suggestion that the best way to fund the expense is to establish a tax district with Small District 5 boundaries to provide a long-term transportation fund. He believes this suggestion will come up at the May 18 meeting at South Lakes High School. Leila noted that – legally – if they want to collect funds for this purpose, they have to establish a new tax district. They do not have the ability to tack this tax on to the current Small District 5. Leila said that Supervisor Cathy Hudgins has repeatedly said that the transportation costs should not be solely Reston's responsibility since many people from outside of Reston travel through or to Reston and use the roads. She also said Cathy has often said that the use of tax districts to fund infrastructure is not the ideal strategy. Bill B. noted that Reston in its totality was excluded from the new proffer bill, so there is still an opportunity for proffers to fund these types of expenses. Michelle pointed out that the suggestion of another tax just adds to the confusion in Reston on how the various tax money and fees are collected and for what they are distributed. Leila also noted that RA ran an online survey the results of which were resoundingly opposed to paying any more to live in Reston.

Bev called attention to the June meetings listed on the agenda. John said he will be away June 9-23. Bill B. won't be available June 13 either.

MOTION #5

To Adjourn the Meeting

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



Lisa Sechrest-Ehrhardt,
Board Secretary

Date May 16, 2016

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON FEBRUARY 8, 2016

- 16-0502-1 Bd That the Board approve the Agenda**
- 16-0502-2 Bd That the Board approve the April 4, 2016 Board Minutes**
- 16-0502-3 Bd That the Board approve the April 4, 2016 Board Actions**
- 16-0502-4 Bd That the Board approve the committee reports**
- 16-0502-5 Bd That the meeting be adjourned.**



Lisa Sechrest-Ehrhardt,
Board Secretary

____ May 16, 2016 _____
Date

Reston Community Center
 Revised Budget vs Actuals Worksheet
 30-Apr-16

100%/12*10mos=83.33%

Revenue	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Mar	Apr	YTD (does not incl. Fee Waiver amounts)	REMAINING BALANCE	YTD % actual	YTD Fee Waiver (unrealized revenue)	
1 Administration:					0	0	0.00%		
Taxes		7,016,016	12,317	5,132	6,900,696	115,320	98.36%		
Interest		8,441	2,534	2,480	19,636	(11,195)	232.63%		
Vending		1,616	164	220	1,594	22	98.65%		
Facility Rental		149,921	17,106	25,722	194,177	(44,256)	129.52%		
<i>Program Revenue Est. Loss</i>	59,640	59,640			0	59,640	0.00%		
2 Performing Arts-Theatre Admiss.		53,326	3,252	5,360	59,525	(6,199)	111.62%	240	
3 PA Theatre Rental		33,290	6,598	600	23,788	9,502	71.46%		
4 PA Misc Revenue			411	166	3,128	(3,128)	0.00%		
5 PA Equip. Sale Revenue					2,509	(2,509)	0.00%		
6 PA Cultural Activities/ Arts Org			-17,749	2,259	4,695	(4,695)	0.00%		
7 Aquatics Classes/drop-in	(8,260)	306,614	16,777	22,659	273,348	33,266	89.15%	19,168	
8 Aquatics Rental		19,200	6,415	2,875	20,893	(1,693)	108.82%		
9 L&L Fitness		116,834	7,634	3,403	113,205	3,629	96.89%	2,697	
10 L&L Teens/Family	(58,880)	73,000	-232	510	43,943	29,057	60.20%	49,149	
11 L&L 55+		81,361	2,538	(110)	43,562	37,799	53.54%	10,362	
12 L&L Youth		127,149	7,122	3,295	189,021	(61,872)	148.66%	50,864	
13 L&L Adult	(13,195)	35,589	3,236	1,299	32,631	2,958	91.69%	488	
14 Community Events		3,475			4,045	(570)	116.40%	5	
15 Arts Education	20,695	191,955	7,909	1,736	273,336	(81,381)	142.40%	9,328	
Total RCC Revenue	0	8,277,427	76,031	77,605	8,203,731	73,696	99.11%	142,301	

Reston Community Center
 Revised Budget vs Actuals Worksheet
 30-Apr-16

100%/12*10mos=83.33%

	Personnel Expenses	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Mar	Apr	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Administration	(66,527)	542,669	32,859	49,288	339,509	203,160	62.56%
	<i>Personnel Cost Savings</i>	204,437	204,437			0	204,437	0.00%
2	Booking		196,149	15,322	23,007	158,122	38,027	80.61%
3	Comptroller		378,887	26,695	40,204	260,046	118,841	68.63%
4	Customer Service	(51,544)	499,676	35,881	54,129	371,949	127,727	74.44%
5	Facility Engineer		127,235	8,408	12,442	86,650	40,585	68.10%
6	Maintenance	(25,500)	419,619	36,047	53,954	361,006	58,613	86.03%
7	IT		134,767	10,561	15,841	109,109	25,658	80.96%
8	Media		394,434	28,512	42,851	277,419	117,015	70.33%
9	Community Partnerships		0			0	0	0.00%
10	Performing Arts		499,481	32,430	60,285	347,790	151,691	69.63%
11	Aquatics	(4,130)	654,409	53,038	74,823	537,470	116,939	82.13%
12	Leisure & Learning (L&L) Admin		225,541	17,836	26,754	184,469	41,072	81.79%
13	L&L Fitness	(62,200)	97,279	8,510	13,288	72,571	24,708	74.60%
14	L&L Teens/Family		140,054	3,561	6,460	91,005	49,049	64.98%
15	L&L 55+	20,088	141,200	10,055	14,810	94,438	46,762	66.88%
16	L&L Youth		195,299	7,868	13,401	140,804	54,495	72.10%
17	L&L Adult	(16,562)	125,626	8,645	13,702	86,661	38,965	68.98%
18	Community Events		134,633	8,489	13,390	97,819	36,814	72.66%
19	Arts Education	1,938	323,754	19,721	31,263	259,898	63,856	80.28%
	Total Personnel Expenses	0	5,435,149	364,437	559,891	3,876,735	1,558,414	71.33%

Reston Community Center
 Revised Budget vs Actuals Worksheet
 30-Apr-16

100%/12*10mos=83.33%

	Operational Expenses	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Mar	Apr	YTD	REMAINING BALANCE	% Budget Used Ytd
1	Administration		96,885	330	3,011	23,508	73,376	24.26%
	<i>Operating Savings</i>	149,204	149,204			-	149,204	0.00%
2	Board		57,820	5,498	1,347	40,297	17,523	69.69%
3	Booking	(3,852)	99,348	40	98	79,594	19,754	80.12%
4	Comptroller//LA Lease/Admin	(22,190)	355,572	7,041	3,184	312,739	42,833	87.95%
5	Customer Service		1,500			-	1,500	0.00%
6	Facility Engineer		178,667	16,140	18,995	122,258	56,409	68.43%
7	Maintenance	(59,000)	416,058	581	494	374,323	41,735	89.97%
8	IT	12,118	102,186	1,484	104	62,767	39,419	61.42%
9	Media	(15,000)	384,897	3,516	8,234	372,636	12,261	96.81%
10	Community Partnerships	(12,000)	135,000	14,802	(1,338)	125,988	9,012	93.32%
11	Performing Arts	(6,000)	301,855	6,506	7,435	255,212	46,643	84.55%
12	Aquatics	(9,500)	68,300	1,166	1,086	57,775	10,525	84.59%
13	Leisure & Learning (L&L) Admin		6,664	1,933	275	6,291	373	94.40%
14	L&L Fitness		20,237	(1,356)	229	12,554	7,683	62.04%
15	L&L Teens/Family	(15,000)	127,605	163	444	68,235	59,370	53.47%
16	L&L 55+		84,510	5,332	5,058	49,147	35,363	58.16%
17	L&L Youth	(10,900)	126,715	1,369	(1,627)	86,214	40,501	68.04%
18	L&L Adult	(3,150)	13,990	658	1,005	7,227	6,763	51.66%
19	Community Events	(1,500)	141,342	1,248	8,509	102,436	38,906	72.47%
20	Arts Education	(3,230)	82,787	1,854	1,998	51,629	31,158	62.36%
	Total Operational Expenses	0	2,951,142	68,304	58,543	2,210,830	740,312	74.91%

Reston Community Center
 Revised Budget vs Actuals Worksheet
 30-Apr-16

100%/12*10mos=83.33%

	Capital Proj. Desc. & Number/Cap Equip.	Detail of FY16 Budget Reallocations	Revised FY16 Budget	Mar	Apr	YTD	REMAINING BALANCE	% Budget Used Ytd
1	RCC Improvements C-000001		647,000	(28)		3,708	643,292	0.57%
2	RCC Facility Enhancements C-000002		30,000			0	30,000	0.00%
3	RCC HW Enhancements C-000003		130,795		14,870	14,870	115,925	0.00%
4	Theatre Enhancements C-000008		196,000		15,890	79,837	116,163	40.73%
5	RCC-Motor Control Panel CC-000012		63,745			59,722	4,023	93.69%
6	RCC-Rear Loading Dock CC-000013		76,052			66,515	9,537	87.46%
	Total Capital Expenses		1,143,592	-28	30,760	224,652	918,940	19.64%
	Total RCC Expenditures		9,529,883	432,713	649,194	6,312,217	3,217,666	66.24%

Type	Revised FY16 Budget	FY16 YTD	Remaining Balance	% Budget Target
Beginning Fund Balance	5,948,674	5,948,674		100.00%
Revenue:				
Taxes	7,016,016	6,900,696	115,320	98.36%
Program Revenue Est. Loss	59,640		59,640	0.00%
Interest	8,441	19,636	-11,195	232.63%
Vending	1,616	1,594	22	98.65%
Aquatics	325,814	294,240	31,574	90.31%
Leisure and Learning	433,933	422,362	11,571	97.33%
Rental	149,921	194,177	-44,256	129.52%
Arts and Events	282,046	371,025	-88,979	131.55%
Total Revenue	8,277,427	8,203,731	73,696	99.11%
Total Available	14,226,101	14,152,405	73,696	99.48%
Expenditures:			0	0.00%
Personnel	5,435,149	3,876,735	1,558,414	71.33%
Operating	2,951,142	2,210,830	740,312	74.91%
Sub-Total Non-Capital Expenditures	8,386,291	6,087,565	2,298,726	72.59%
Sub-Total Rev. less Non-Cap Exp.	-108,864	2,116,166	-2,225,030	-1943.86%
Capital Projects	1,143,592	224,652	918,940	19.64%
Total Expenses	9,529,883	6,312,217	3,217,666	66.24%
Revenue less Total Expenses	-1,252,456	1,891,514	-3,143,970	-151.02%
Ending Fund Balance	4,696,218	7,840,188		166.95%

FY16 Revised Budget includes:

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

**Revenue
comment**

General Note: Summer 2016 program and facility rental revenue collected during FY16 will be reversed at the end of June and recorded as FY17 revenue. As of 04/30/16 that value is \$285,041. The revised FY16 program revenue cumulative shortfall of \$59,640 was transferred to the Administration cost center. We anticipate further revenue shortfalls in Taxes and Programs that will total approximately \$300,000 by the end of the fiscal year (this will be reflected in each program line with the year-end closeout report in July). Currently, the revenue totals are showing combined FY16 and FY17 revenue.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 98% of tax revenue, 129.52% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue), 233% of estimated interest revenue, and 99% of vending revenue.
2. **Performing Arts Theatre Admission:** Revenue collection is very uneven depending on scheduled shows and their related box office revenue.
3. **Performing Arts Theatre Rental:** Theatre rental payments are made on an irregular schedule depending on when performances occur.
4. **Performing Arts Misc. Revenue:** Revenue from processing fees for online ticketing; new terms negotiated with Tickets.com returns a small amount to RCC.
5. **Performing Arts Equipment Sale:** Auctioned equipment sale proceeds.
6. **Performing Arts Cultural Activities/Arts Organizations:** The community arts box office receipts and payments clearing line.
7. **Aquatics Classes/drop-in:** Year-to-date revenue represents daily gate fees, summer, fall, winter/spring program registration revenue, and initial FY17 summer program registration revenue.
8. **Aquatics Rental:** Year-to-date revenue represents natatorium rental payments.
9. **Fitness:** Year-to-date amount includes summer, fall, winter/spring program registration revenue, and initial FY17 summer program registration revenue.
10. **Teen/Family:** Year-to-date amount includes summer, fall, winter/spring, and summer FY17camps program registration revenue. Most of this cost center's revenue is realized during the summer. Note that the amount of fee waiver participation in the Teen/Family summer camp program was significantly higher this summer than last summer. Fall program participation via fee waivers is also higher. This is likely a consequence of the presence of RCC programming in Langston Hughes Middle School in after school hours.
11. **55+:** Year-to-date amount includes summer, fall, winter/spring program registration revenue, and initial FY17 summer program registration revenue.
12. **Youth:** Year-to-date amount includes summer, fall, initial winter/spring, and summer FY17camps program registration revenue. Most of this cost center's revenue is realized during the summer. Fee waiver participation in summer camp programs in 2015 was considerably higher than the prior year.
13. **Adult:** Year-to-date amount includes summer, fall, winter/spring program registration revenue, and initial FY17 summer program registration revenue.
14. **Community Events:** Revenue from booth fees, book sales associated with the Reston Multicultural Festival, and MLK luncheon ticket sales.
15. **Arts Education:** Year-to-date amount includes summer, fall, winter/spring, and summer FY17camps program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center's revenue. Fee waiver participation is significantly higher than it has been historically.

Personnel Expenses

General Note: The revised personnel funding cumulative decrease of \$204,437 was transferred to the Administration cost center and it is anticipated those savings will be returned to the fund balance at the closing of FY16. New vacancy in Teen/Family is partially offset by exempt pay. Performing Arts, Media, and Finance vacancies have been filled and new hires took effect in February and April. Current vacancies are in LL and Aquatics.

1. **Administration:** Administration's allocated budget is typically under-spent; funding provides for OPEB costs.
2. **Booking:** Personnel costs are at the expected level.
3. **Comptroller:** Personnel costs are at the expected level.
4. **Customer Service:** Personnel costs are at the expected level.
5. **Facility Engineer:** Personnel costs are at the expected level.
6. **Maintenance:** Personnel costs are higher than expected due to additional coverage needs related to long term absences, holidays, and change of two P/T positions to full time employment.
7. **Information Technology:** Personnel costs are at the expected level.
8. **Media:** Personnel costs are at the expected level.
9. **Community Partnerships:** No personnel costs are anticipated in FY16.
10. **Performing Arts:** Personnel costs are at the expected level.
11. **Aquatics:** Personnel costs are at the expected level.
12. **Leisure and Learning Administration:** Personnel costs are at the expected level.
13. **Fitness:** Personnel costs are at the expected level.
14. **Teen/Family:** Personnel costs include summer camps' labor costs which occurred in July and August.
15. **55+:** Personnel costs are at the expected levels.
16. **Youth:** Personnel costs include summer camps' labor costs which occurred in July and August.
17. **Adult:** Personnel expenditures are at the expected levels.
18. **Community Events:** Personnel expenditures are at the expected levels.
19. **Arts Education:** Personnel expenditures include LARK/YAT summer labor costs which occurred in July and August.

Operating Expenses:

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

1. **Administration:** Current month expenses are for training and equipment costs.
2. **Board:** Current month expenses are for the Leadership Fairfax and hospitality.
3. **Booking:** Current month expenses and reservations are for storage facility rental and piano repair costs.
4. **Comptroller/LA Lease/Admin:** Current month expenses and reservations include bank fees and office supplies costs.
5. **Customer Service:** Budget allocation is for office supplies.
6. **Facility Engineering:** Current month expenses and reservations include facilities repair and maintenance costs.
7. **Maintenance:** Current month expenses and reservations include utility costs, facilities maintenance, and supplies costs.
8. **IT:** Current month expenses are for supplies and cellular phone service billing.
9. **Media:** Current month expenses and reservations include printing and advertising costs.
10. **Community Partnerships:** Current month expenses and reservations are for partnerships' program costs.
11. **Performing Arts:** Current month expenses and reservations include equipment, performers' hospitality, program operating costs, and supply costs.
12. **Aquatics:** Current month expenses and reservations are for pool operating costs and training materials.
13. **Leisure and Learning Admin:** Current month expense is for program costs.
14. **Fitness:** Current month expense is for conference attendance costs.
15. **Teen/Family:** Current month expenses and reservations are for program delivery costs.
16. **55+:** Current month expenditures and reservations are for transportation and recreational activities.
17. **Youth:** Current month expenditures and reservations are for equipment rental, recreational activities costs, professional membership, and program supplies.
18. **Adult:** Current month expenditures and reservations are for program operating and program contract delivery costs, and supplies.
19. **Community Events:** Current month expenditures and reservations are for program supplies and equipment rental.
20. **Arts Ed:** Current month expenditures and reservations are for program delivery costs, equipment repair, and supplies.

**Capital
Project**

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

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

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!