



**Reston Community Center  
Board of Governors Monthly Meeting  
March 7, 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 February 1, 2016 Board Minutes (As Reviewed and Approved by the Board Secretary)</li> <li>• Approval of February 1, 2016 Board Actions (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 Reports	
<ul style="list-style-type: none"> <li>• February 15 Community Relations and Program/Policy Committee Report</li> <li>• March 7 Long Range Planning Committee Report</li> </ul>	Michelle Moyer & Bill Keefe, Committee Chairs  Michelle Moyer, 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	

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**Reminders:**

<b>Event</b>	<b>Date</b>	<b>Time</b>
Community Relations & Program/Policy Joint Committee Meeting	March 14	6:30 p.m.
April Monthly Meeting	April <del>4</del> 3	8:00 p.m.
Best of Reston	April 7	6:30 p.m.
Founders Day	April 4-10	Various events



**SUMMARY OF MINUTES  
RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS MEETING  
FEBRUARY 1, 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 8:03 p.m.

**MOTION #1:**

**Approval of the February Agenda, pending date change to December 7.**

John noted that the date of the December monthly meeting should be changed to December 7 on the agenda. Gerald moved that the Agenda be approved following the change. Bill B. seconded the motion. The motion passed unanimously.

**MOTION #2:**

**Approval of the December 7, 2015 Board Minutes**

Gerald moved that the Board approve the December 7, 2015 Board Minutes. Bill B. seconded the motion. The motion passed unanimously.

**MOTION #3:**

**Approval of the December 7, 2015 Board Actions**

Gerald moved that the Board approve the October 5, 2015 Board Actions. Bill B. seconded the motion. The motion passed unanimously.

**Chair's Remarks**

Bev wished everyone a happy new year. She invited the public to the Community Relations and Program/Policy Joint Committee Meeting on Monday, February 8 at 6:30 p.m. She noted that she can see a Baron Cameron Park trail from her bedroom window and noticed the brave runners that continued to run through the recent blizzard. It reminded her of the following poem.

*The Weather is Perfect for Running*, by Ken Nesbitt

The weather is perfect for running.

I think that I'll go for a jog.

Except I'm a little bit tired,

so maybe I'll just walk the dog.

But he seems too hyper for walking.

He looks kind of hard to control.

So maybe I'll leave him at home,

and go for a leisurely stroll.

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But all of my socks are too dirty,  
and all of my shoes are untied.  
So maybe I'll sit on the front porch.  
Or maybe I'll just stay inside.

I see that my kitten is purring,  
and wants to curl up on my lap.  
It wouldn't be right to prevent her  
from getting her afternoon nap.

It's comfortable here on the sofa.  
My pillows are cozy and deep.  
The weather is perfect for running.  
So that's why I'm going to sleep.

### **Introduction of Visitors**

None.

### **Citizen Input**

None.

### **Committee Reports**

**January 8-9 Long Range Planning Committee Meetings** – Michelle reviewed the attached reports on behalf of the Board. She said the Board and staff reviewed the current strategic plan and current RCC participation levels. The enrollment data indicated a departure from long-term commitments and a more competitive environment. The group discussed current facilities as well as how we can bring our programming out to the community. She noted that Friday's discussion focused on where we have been in the past and where we stand now. On Saturday, the group then considered what RCC will look like in 10 years. The Board and staff brainstormed some really great ideas that are outlined on the attached report. Everyone was energized to work with the public to draft the new strategic plan.

**February 1 Finance Committee Meeting**– Gerald said the Finance Committee met earlier this evening to review finances. He said Leila reported lower enrollment in teen/family and adult programs, but said that facility rental and art education revenues were exceeding goals. In Personnel and Operational costs, we will see substantial savings due to reduced programming and vacant positions. The Committee also voted to move the Third Quarter Budget Memo to the full Board for approval. The memo outlines a potential revenue shortfall, the substantial savings we anticipate, and the return to fund balance at the end of the year. He added that we typically don't ask for changes to the advertised budget at this point in the year. They also learned that the loading dock project is now complete.

#### **MOTION #4:**

##### **Approval of the Third Quarter Budget Memo**

Gerald moved that the Board approve the Third Quarter Budget Memo to be sent to the Fairfax County Department of Management and Budget. Bill K. seconded the motion. The motion passed unanimously.

#### **MOTION #5:**

##### **Approval of the Committee Reports**

Bill K. moved that the Board approve the committee reports. Bill B. seconded the motion. The motion passed unanimously, with John M. abstaining due to his absence at the January 8-9 Long Range Planning Committee meetings.

### **Board Member Input on Activities Attended**

John handed out postcards promoting the NOVA Mini Maker Faire, with which his wife is very involved. RCC is also a partner for the event. He said they are expecting more than 6,000 attendees.

Bill P. said that he attended the Long Range Planning (LRP) Committee meeting, Anna Deavere Smith's presentation and performance, and the Reston Dr. Martin Luther King, Jr. Birthday Celebration (MLK) luncheon.

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Vicky said she attended the LRP meetings in January, as well as Reston Historic Trust meetings. She announced that *Another Way of Living* was accepted into the Environmental Film Festival with a screening scheduled at the National Building Museum in March.

Lisa attended the LRP meeting and MLK weekend and thinks we do a much better job than many other communities on a regional and national level. She noted that our events attract a variety of people from different backgrounds, ages, etc. She really enjoyed both of Anna Deavere Smith's performances, the luncheon, the Reston Community Orchestra (RCO) concert, and the *I Have a Dream* speech. She said she is a new board member for Reston Historic Trust so she is also attending more events there.

Michelle said she attended the LRP meetings and appreciates working with the staff for that weekend because it makes it a richer experience. She's grateful that snow didn't disrupt MLK weekend and she thought Anna Deavere Smith was excellent. She also participated in swim team practices and served lunches at the Hunters Woods Fellowship House. She noted that they served more than 200 people at the Fellowship House's Christmas lunch.

Gerald attended the LRP meetings and thinks it was exciting to think about what we'll look like in 10 years. He also successfully signed his kids up for camp this morning. He attended several Greater Reston Chamber of Commerce events.

Bill B. attended the LRP meetings, MLK weekend, and meetings for both the Initiative for Public Art – Reston and the Park Authority.

Bill K. enjoyed the wonderful programming during MLK weekend. He thinks the entire event is a testament to Reston and he's proud that RCC manages it so well. He also thought the LRP weekend was great. He has been using the swimming pool more often. He also noted that he has continued working with Fairfax County on transportation improvements, including careful consideration of turning lanes.

Bev attended the LRP meeting, MLK weekend, and the RCO concert with a different set of kids reading the MLK speech. Her new granddaughter Esme Noel was born on January 15 which is Dr. King's actual birthday. She also attended the Greater Reston Chamber of Commerce breakfast and the Reston Camp Expo, which she thought had excellent attendance despite being rescheduled.

Bill K. noted Leila's well-deserved award for the Best of Reston. The Board agreed and applauded Leila on the recognition.

### **Executive Director's Report**

Leila outlined the attached report. She noted that Tom Ward is exploring solar roof panels, as well as conversion of our online payment interface, which will facilitate our WebTrac software upgrade. She said that the new phone system enabled us to quickly update phone lines during the January blizzard. Staff members were at the buildings throughout the storm monitoring snow on the roof, shoveling sidewalks, ensuring heat was working, and keeping the buildings safe while they were closed to the public. Staff has been busy working on the Third Quarter budget revisions and we've also started the process of accreditation. She reported high levels of participation from December drop-in social programs such as Ho, Ho, Ho: Breakfast with Frosty, and Letters to Santa. RCC said goodbye to Kenny Burrowes in December after he accepted a position as Teen and Camps Director for the City of Falls Church. Leila noted that he grew up at RCC and it's great to know that that his career experience (which started as a camp counselor) translated in to a successful upward move to Falls Church. Leila also said that camp registration opened this morning and as of 2:00 p.m. today, we're at 60 percent enrollment/capacity for summer camps. Only 700 seats remain in RCC summer camps.

### **Old Business**

Leila reviewed the format for the Community Relations and Program/Policy Joint Committee Meeting next week. Karen Cleveland will be facilitating and Leila and Karen think it would be best to consider four of the same five areas that the Board and staff considered at the Long Range Planning meetings in January; they removed the pillar focusing on internal and financial planning as that will be up to staff and Board to sort out once a new Strategic Plan is created. Leila asked the Board to send her feedback by the

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following day. John noted that he felt we ought to ask for input regarding the shifts in Teen/Adult enrollment we are seeing; Leila agreed to add that in the materials.

**New Business**

Bev noted upcoming meeting dates outlined on the attached agenda.

**MOTION #6**

**To Adjourn the Meeting**

Bill B. moved to adjourn the meeting at 8:56 p.m. Bill K. seconded the motion. The motion passed unanimously.



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Lisa Sechrest-Ehrhardt,  
Board Secretary

\_\_\_\_ February 23, 2016 \_\_\_\_\_  
Date

**BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON FEBRUARY 1, 2016**

- 16-0201-1 Bd That the Board approve the Agenda**
- 16-0201-2 Bd That the Board approve the December 7, 2015 Board Minutes**
- 16-0201-3 Bd That the Board approve the December 7, 2015 Actions**
- 16-0201-4 Bd That the Board approve the Third Quarter Budget Memo**
- 16-0201-5 Bd That the Board approve the committee reports**
- 16-0201-6 Bd That the meeting be adjourned.**



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Lisa Sechrest-Ehrhardt,  
Board Secretary

\_\_\_\_February 23, 2016\_\_\_\_  
Date



**RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS  
JOINT COMMITTEE REPORT  
FEBRUARY 8, 2016**

**Present were:**

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

**Absent and Excused**

- Bill Penniman
- Vicky Wingert

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- Cristin Bratt
- Thomas Ward
- Eileen Boone
- PD Michnewicz
- Joe Leary
- Pam Leary
- Renata Wojcicki
- BeBe Nguyen
- Brian Gannon
- Harun Rashid
- Kevin Danaher
- Cheri Danaher
- Karen Brutsché
- Adam Newland
- Barbara Wilmer

Leila welcomed everyone at 6:40 p.m. and introduced Board chair Beverly Cosham. Bev thanked everyone for joining us to provide input and then introduced Bill Keefe and Michelle Moyer. Michelle introduced herself as chair of the Program/Policy Committee. She welcomed everyone and explained that we are nearing the end of our current Strategic Plan and are working to develop one that will take us from 2016 to 2021. She said the process kicked off in January with Board/staff discussions and continues tonight as we seek input from partners, patrons and the community. The Board and staff will return in March with a new draft that will incorporate public input along with the Board and staff's analysis. Depending on feedback in March, we will then either re-draft or refine the plan and ready it for presentation to the community at our Annual Public Hearing for Programs and Budget in June.

Bill K. introduced himself as chair of the Community Relations Committee. He added that Board and staff will be participating in tonight's conversation, but will mostly be listening to ideas and suggestions. He noted that there are copies of the plan draft available at the check-in table; he encouraged everyone to review the details. He said that this meeting's format will be a slight departure from previous years. In previous years, partners and our community members have joined us to share their experiences with RCC so that we can learn what is working and what more we could do for the community. We are still interested in hearing those thoughts in the context of tonight's conversations or via e-mail, but we really want to engage in collaborative discussions where everyone present envisions what we will be doing and how things will work five years from now. The Board is seeking feedback on how we can prepare for the decade ahead of us.

## February 8, 2016 Community Relations and Program/Policy Joint Committee Meeting

Leila noted that a 2016 Facility Rental Fee Schedule is also available at the check-in table. It shows our anticipated changes to rental rates, effective September 1, 2016. These are based on a multi-year plan to bring fees into better alignment with the fees charged by comparable agencies. She doesn't believe they will be a surprise to any of our partners since we have discussed the rates with the partners over the past few years. She encouraged everyone to consider the rates in a more philosophical way and to send any specific comments on the fee schedule or other items to [RCCContact@fairfaxcounty.gov](mailto:RCCContact@fairfaxcounty.gov).

Leila introduced Karen Cleveland to facilitate the evening. Karen asked everyone to think five years and further into the future and try to answer the following questions:

- How do you or your organization work with RCC?
- How can you partner with RCC to realize your dreams and goals?

She asked everyone to think big and not consider financial constraints. She noted that when the Board and staff engaged in this similar exercise in January, there were five pillars considered: Facilities, Community Building, Programs, and Branding/Marketing. She noted that the fifth pillar focuses on finances and internal capacity – items which the Board and staff will consider once we have received input on the other four categories. Karen noted that the attendees will be broken into groups, each with a staff member to take notes. The groups will receive 10 minutes to consider each of the four pillars, before reporting back to the larger group. We will then compile a large list to be considered in drafting a new plan.

**Tammy Petrine, Reston resident**, asked Bill B. when the community can expect a Herndon/Reston recreation center from the Park Authority. Bill B. said we'll have a better idea by the end of 2016. He explained that Fairfax County is currently going through the planning process for Reston Town Center North. Phase 2 of that process will include the recreation center. He said he would guess that the new center will open in 2022-2023, but also noted that that is an aggressive timeframe. Tammy also asked if anyone knew the results of the proffer law being considered in the Virginia General Assembly; the law would place limits on the proffer system state-wide. Bill K. said that it was approved in the Senate earlier that day, but with a fair number of changes that will necessitate further approval. Bill B. noted that Fairfax and most other counties in the area have voiced their disapproval of the changes that would occur under this law.

Karen asked everyone to consider the facts that a recreation center is coming to Reston and that the Reston Master Plan includes plans for a performing arts center. She would like everyone to assume that both of these are going to happen and therefore consider what else RCC should consider.

**Susan Meeks-Versteeg of Reston Chorale** asked if we could include the potential performing arts center in our discussion if they had particular thoughts about it that were applicable to one of the four pillars. Leila said yes.

**Tammi Petrine** asked if RCC would be running a new performing arts venue. Leila said that the short answer is that we don't know until it comes to fruition. However, it is within our mission to run a performing arts center; that would not require changing our Vision, Mission, and Values.

Leila thanked the RCC staff that were present before Karen invited everyone to consider the four pillars. The collective results of the meeting are included below.

### **Facilities (the below is a list of desired features of current and future RCC facilities):**

- Engage partners and the community in planning new facilities instead of leaving it to an outside group. Existing key stakeholders' needs and thoughts should be carefully considered.
- Desire for cross-pollination of all groups using facilities; could be a draw to the community and economically advantageous for the wider community.
- Be more flexible with programming so that we can respond to changes in community's needs (such as providing activities/programs on FCPS snow days).
- Make RCC facilities more accessible to those without transportation or convenient access.
- *All facilities should include flexible, multi-use space that accommodates all ages.*
  - State-of-the-art technology and training for anyone using that technology.
  - Soundproof rooms.
  - Retractable panels/curtains.



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- Consideration of the many different groups using the space.
- Include more storage options.
- Ample parking.
- Make facilities (or parts of facilities) targeted to specific age groups:
  - Provide a place for teens to create and perform music.
  - Therapeutic/indoor play features to appeal to children, such as a soft play area.
- *Improve and enhance existing facilities:*
  - Reconstruct certain parts of the center so they are more accommodating of certain age groups.
  - More visible presence of RCC from the Hunters Woods Plaza.
  - Continue to improve and enhance the Community Room acoustics if new performing arts center is a few years away.
  - Provide more comfortable chairs.
  - Expansion of RCC facilities since they are already bursting at the seams.
  - Pool should include customized programs and temperatures for the ages using it.
  - Improve HVAC in Jo Ann Rose Gallery. (noise)
  - Muffle woodshop noise so it doesn't interfere with rehearsals.
- *Considerations for expansion outside of current facilities:*
  - Inflatable outdoor amphitheater/acoustic shell.
  - Floating stage at Lake Anne.
  - Partner with GRACE for space.
  - Establish more of a presence at Reston Town Center (class space or meeting rooms).
  - Redevelopment at LA has stopped and how does that affect RCC LA now? Is that an opportunity for us in the future?
- *Performing arts venue should include:*
  - A concert hall specifically designed for music and dance.
  - Practice space.
  - Soundproof rooms.
  - Visual arts space.
  - Concessions.
  - Affordable, integrated arts programs.
  - Ample parking.

### **Community Building**

- RCC excels in community building.
- Transportation issues. How can we reach out to all members of community?
- Opportunity Neighborhood. Cross-agency approach to cradle-to-career. Making sure every child everywhere has a good start and is sustained until they are independent. One of the key points is that Reston thinks of itself as a community and not a targeted neighborhood. Using all resources to be in place where they need to be to meet their needs. Leila pushing for Opportunity Community instead of Opportunity Neighborhood.
- Innovative and collaborative projects. Build community with a shared project (like *We Make Reston* or other public art projects; they really do build community, even though they are one-time events).
- Any facility that we might imagine should be a community-friendly place.
- Reach out to new residents and immigrants in their languages.
- Target youth, teens, and seniors.
- Reach out more aggressively to non-English speaking communities and low-income populations.
- Need to use more innovative platforms (Twitter, Instagram, Snapchat) to engage the public.
- Don't lose current partnerships in efforts to make new partnerships.
- Create partnerships with Federal agencies (such as USGS).
- Accommodate low income groups.
- Create a "community without walls" by placing RCC programs in other community centers, schools, condo buildings.
- Increase volunteer opportunities.
- Increase transportation options (school-aged students).
- Partner with PTSAs, scout troops, non-profits, FCPS.

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- How could regular RCC renters buy in to what the community center offers? Could they get marketing services from the RCC team for a fee? Could they get in on the goodness of the community center even more?
- New metro station – leverage kiosks?
- Create central calendars that include partner events.
- More opportunities for diversity in age and culture.
- Attention to partners/collaborate with membership/non-profit organizations.
- Facilitate conversations among like arts-discipline groups.
- Cross programming/group collaboration.
- Meetups for arts groups.
- More publicity.
- Continue to build on current partnerships.
- Keep reaching out to newcomers and different demographics.
- Community calendar.
- RCC app to make things more accessible on the spur of the moment.
- Reach out to clusters and homeowners associations: how can we aid in their programming?
- GMU, Marymount and business community partnerships.
- FCPS region 1 office as well as private schools.
- Local service organizations - Kiwanis, Lions, scouts, clubs.

### Programs

- TECHNOLOGY.
- Mobile app.
- Online options.
- Bring our programs to the community/offsite programming.
- Google Analytics to analyze website traffic and determine who our customers are.
- Reach out to the business community.
- Work with our partners to increase reach into the community.
- Convenience on demand.
- Technology to have virtual meetings (Leila noted that Skype meetings are prevented by the Virginia Freedom of Information Act at this time).
- Childcare during adult programs.
- Go to the schools to get their input.
- Use Ethics Day to connect with teens.
  - Survey LHMS teens and parents.
- Create Youth Advisory Board to have them develop their programs.
- Meetups (general and the arts).
- Focus on new media/new technology and trends that are on the cutting edge. Look ahead to what's coming. Do not fall behind the curve.
- Programs that would connect business and community with middle schools (career exploration/mentoring):
  - Suggestions: Camp employment-readiness programs for high school students, programs for veterans
- Special needs families' - programming, home school communities - programming, stress reduction.
- Non-profit orgs teach 3D printing to at-risk communities; Partner with similar organizations that offer that type of programming.
- Specific programming – adults and youth: stress reduction.
- Youth – tutoring, expanding visual arts and performing arts programming
- Being coordinating entity for youth sports programming. No central entity that coordinates registration for all of these. Would love to have a clearinghouse for community sports organizations.
- Re-start intramural programs; more community-based sports leagues (track, cycling, wrestling). Use high school students to coach middle school students.
- RCC-sponsored family night with exciting activities; rotate to each school. Use as a good opportunity to do a needs assessment.

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- More mentoring and tutoring programs to connect high school and elementary school students.
- Shorten season promotional efforts so events can be planned more spontaneously.
- Take classes and programs to the teens.
- Community assessment should go on the road to get more input (family input).
- More targeted film series (maker film series, similar to IPAR).
- Take programs to businesses: lunch performances, yoga, use a floating stage at Lake Anne.
- Reston Chorale/SLHS chorus partnerships.
- Take programs related to current RCC programs to schools.
- More salsa dancing (programs that bring diverse groups together).
- Foreign language programs at elementary schools.
- GRACE: space can provide more programming opportunities in the visual arts.
- More contact with professional artists in communities.
- Skills classes for teens.
- Having classes that are typically given during the day also offered during the evening.
- Gaming/creative dance/kickball/social hour.
- Teen Task Force.
- Affinity marketing: Find those pockets of niche kids (such as chess players) to help build community.

### **Branding and Marketing**

- What happened to Destination Reston? Leila explained that it is still happening and is called Reston Marketing Initiative.
- People will always be confused by Reston's alphabet soup.
- Market Reston more aggressively.
- Centralized calendar owned by RCC.
- Help people avoid conflicting dates.
- Collective impact – organizations pitch in on centralized idea without losing their own identity. Example: 50/100/25 idea.
- Dynamic app.
- Easier more user-friendly registration process.
- Increase testimonials of happy patrons on website and Yelp.
- New RCC logo.
- Business community.
- Metro: flashing sign at station with programming options. Location-triggered phone alerts.
- "Supported by RCC" tagline for partners.
- Better name recognition.
- Banner ads on other websites.
- Technology.
- Partner affinity groups.
- Better brand recognition.
- Help redirect people to correct organization.
- Keep track/in touch with the community.

Karen reminded everyone that we'll return March 14 with a draft of the new Strategic Plan. Someone asked if that date was realistic given how much material was covered this evening. Leila noted that there were a lot of very specific suggestions. The Strategic Plan will not get into these details, but will rather present high-level goals that encourage RCC to head in the direction that will allow us to reach those specific elements.

Someone asked if these Facility Rental rates are set. Leila said they will go into effect in September but she welcomes community input. We are moving toward a goal of charging 75 percent of what our counterparts are charging for similar space.

### **Public comment:**

**Lloyd Kinzer of the Reston Chorale** noted that he thought the Community Building category meant literal facility construction and said that title may be somewhat confusing.

**Laura Kowalski of Reston Association** noted that RA enjoys and values its relationship with RCC and hopes to continue to work and collaborate together. This was an exciting session.

Leila thanked everyone for their time and ideas and said that the Board and staff appreciate everything that our partners and patrons contribute to RCC and the community. She looks forward to an exciting few months as we plan for our future.

The meeting concluded at 8:15 p.m.

**Additional Public Comment Provided Before/After the Meeting:**

**Nancy Boyd-Mattern, residency unconfirmed**, provided the following comments on February 10:

As the vision for a new performing arts center continues and as a long-time resident of Reston, I hope that it will be used as a facility where our local dance, music and theatre performers/artists can put on exciting, quality performances throughout the year as well as regional and national performance groups. As a strong supporter of dance and how this particular art helps to meet the needs of our community as it educates, entertains and enriches the lives of the residents of Reston and the surrounding region, I desire that you see the need for its existence as part of and in planning for the uses of the new performing arts center.

**Julia Reddick of the Reston Conservatory Ballet** provided the following comments on February 10:

I am writing to you about the Reston Performing Arts Center and my deep desire for the Center to include facilities that are conducive to ballet and dance. My school, the Reston Conservatory was founded in 1972. Our goal has been to develop the individual student to the best of their individual ability while enhancing their joy of movement. With that I nurture the love of the arts, and of course dance. To that end I have had many students over the years (guess at a number) who have longed to attend the ballet but DC is too far to drive and too expensive to afford. I strongly believe that the community would benefit greatly if they had local access to a facility that could feed into the local love of the arts and in particular, dance. I stand by to work with you any way that I can and eagerly look forward to the new facility. We are fortunate to have such opportunities.

**Anne Delaney of Initiative for Public Art – Reston** submitted comments regarding the Strategic Plan draft (see attachment, which also includes Leila Gordon's responses) on February 15.

**Beth Lavach, residency unconfirmed**, submitted the following comments on February 17:

I am writing to urge you to include facilities that can incorporate ballet into the theatre. I grew up in CT and was fortunate enough to be raised by parents that have taught me the benefit of the arts-the opera, the ballet and theatre. When I moved to DC I moved my family out of the city and into Fairfax County. I have been surprised that there are very few theaters in this area that present dance.

**Joshua Redford, President of Reston Community Players**, submitted the following comments on behalf of RCP on February 25:

I was unable to attend the last Strategic Planning Committee Meeting for RCC but I was able to gather some information from our board members regarding plans to build a new theater. Below is a wish list that we would welcome in a new theater.

- Deeper wings for storage and manipulation of scenery
- No more than 500 seats with a balcony
- Prominent location with foot traffic - Many people don't even know where the CenterStage is currently located
- Orchestra pit to accommodate large orchestras
- Trap door on the stage
- Tracks on the stage for moving scenery
- 6" space between pipes to allow for more flying options

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- Higher grid
- Straight edge to stage
- Adjustable floor height for orchestra pit
- A sound area in the house to achieve better sound balance
- Concession space
- Separate lobby entrance to theater to limit distractions during performances from other Community Center visitors and functions.
- Dressing rooms with mirrors
- Live video and audio feed to backstage

Let me know if there is anything else you require from us at this time to make sure our interests are met as well.

(Response from Leila Gordon): Thank you for sending this information. It will be included in our public record of input to RCC's strategic planning process. A new facility for music/dance/performing arts purposes is in the Reston Master Plan for the community's future – and if/when the planning and development processes arise to realize the facility, there will be conversations about the specifications for it. These types of features would be considered in that framework.

## **INTRODUCTION: Reston Community Center Strategic Plan 2016-2021**

Reston Community Center seeks your involvement in crafting the next RCC Five Year Strategic Plan. Building on the success of the plan we are concluding, we look to the future with renewed commitment to these overarching principles of our work:

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

The Strategic Plan will incorporate goals and objectives in the following focus areas:

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

Board and senior staff leaders have proposed goals and potential objectives for each of these areas. In February and March of 2016 we invite our community to respond to these ideas and help us refine and craft a final Strategic Plan. On February 8 at 6:30 p.m., RCC's partners, patrons and interested participants will discuss and refine goals for the five focus areas. The RCC Board and staff will use the results of that meeting to present a final draft of the Strategic Plan at a second meeting on March 14 at 6:30 p.m. and invite further comments and discussion. By May, RCC will have a new Strategic Plan to inform the FY17/18 Budget and Capital Improvement Plan that will be presented at our Annual Public Hearing in June.

### **Facilities: GOAL**

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

Potential Objectives:

- To conduct market and feasibility studies to determine optimum facility functions to serve a growing and changing community. RCC's competitive context is becoming more complex and our facilities should be considered within increasing numbers of public and private options for recreation and cultural pursuits.
- To evaluate existing RCC facilities for their potential to meet market demands suitable to RCC's mission.
- To maintain and renovate existing RCC facilities in responsive approaches to community needs.

### **Community Building: GOAL**

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

Potential Objectives:

- To coordinate efforts that assure Reston businesses have broad knowledge of RCC programs and services and how those may appeal to employees.
- To identify systems and resources that should intersect with community initiatives that are supported by RCC's mission and coordinated with our partners.
- To be particularly attentive to cultural, health and wellness concerns developing in the community.
- 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 more deeply with the broader community.

### **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 participation in efforts that enhance the community's cultural, recreational and leisure-time experiences.*

Potential Objectives:

- To build on market and needs analysis results to target marketing to appropriate audiences.
- To highlight our strengths and positive impacts on community life.
- To increase awareness of RCC through external and internal branding and marketing strategies that reinforce a distinctly "RCC" image.
- To use all available platforms to communicate – including digital, multi-language, and traditional print.
- To use communications tools that are fully accessible.
- To ensure messaging consistently reflects our vision, mission and values.

### **Programs: GOAL**

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

Potential Objectives:

- To develop a model that is used to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.

- To use market analysis/needs assessment results to inform programming design and decision-making.
- To preserve the broadest possible access to offerings.
- To balance services to small communities within Reston with programming that knits the entire community together and fosters a sense of belonging to the community as a whole.

#### **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 principles to deliver the optimum results for our community. RCC financial planning considers facility development impacts within a ten-year time horizon.*

#### **Potential Objectives:**

- To add tools, processes and systems approaches that are consistent with NRPA accreditation requirements to existing policies, procedures and governing documents already in place.
- To consider long-term facility and other relevant factors in financial planning for Capital Projects, core budget considerations and reserves management.





# RESTON COMMUNITY CENTER



## FACILITIES

**The Givens:** A new indoor recreation center will occur from Park Authority planning and the redevelopment processes in Reston Town Center North. Current Reston Master Plan language also supports development of a new performing arts venue to support large-footprint performances.

**The Questions:** What else should we consider? What does the future suggest for existing RCC facilities?

## COMMUNITY BUILDING

**The Givens:** Partners are essential to RCC; we will continue to collaborate with Reston and County organizations.

**The Questions:** What, who or how are missing?

## PROGRAMS

**The Givens:** RCC programs are diverse, serve multiple audiences, are high-quality, and are accessible. We also know that our competitive context is changing—people have more and more options and more stressors in their lives that inhibit leisure-time activities. As an example of that, we are experiencing significant enrollment declines in Teen or Adult registered programming.

**The Questions:** What else will people want from their recreational, leisure and cultural pursuits? How can programming address our competitive context and people's lifestyle shifts? How can we reach teens and adults more effectively with programming?

## BRANDING/MESSAGING

**The Givens:** We all support partnering and collaborating and we all have unique identities.

**The Questions:** How do we preserve our unique brands while celebrating our collaborative work? How will we navigate an increasingly digital environment?

# Proposed RCC Rental Rate Highlights 2016-2017

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# Meeting Room Rates

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- Non-profit [501(c)(3)] Organizations
  - ✓ Discount decreases from 20% to 15%
- Reston
  - ✓ Rental rate for all meeting rooms increases by \$2.00 per hour
- Non-Reston
  - ✓ Rental rate for small, medium, intermediate and large meeting rooms 3x the Reston Rate
- Founding Partners
  - ✓ Continue to pay Reston rate for small, medium, intermediate and large meetings rooms, Kitchen and Jo Ann Rose Gallery
  - ✓ Rental rate for Community Room increases from \$30.00 per hour to \$35.00

# Meeting Room Rates

Facility	Room Type	Hourly Rental Rates					
		2015-2016 Rates			2016-2017 Proposed Rates		
		Founding Partners	Reston	Non-Reston	Founding Partners	Reston	Non-Reston
<b>Hunters Woods</b>	Small Meeting Rm	\$10.00	\$10.00	\$30.00	\$12.00	\$12.00	\$36.00
	Medium Meeting Rm	\$18.00	\$18.00	\$54.00	\$20.00	\$20.00	\$60.00
	Intermediate Meeting Rm	\$26.00	\$26.00	\$78.00	\$28.00	\$28.00	\$84.00
	Large Meeting Room	\$34.00	\$34.00	\$102.00	\$36.00	\$36.00	\$108.00
	Community Room Floor	\$30.00	\$52.00	\$156.00	\$35.00	\$54.00	\$162.00
	Kitchen	\$14.00	\$14.00	\$42.00	\$16.00	\$16.00	\$48.00
<b>Lake Anne</b>	Jo Ann Rose Gallery	\$44.00	\$44.00	\$132.00	\$46.00	\$46.00	\$138.00

	2015-2016	2016-2017
<b>Non-profit Discount</b>	20%	15%

# Meeting Room Audio/Visual Rental Rates

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- Non-profit [501(c)(3)] Organizations
  - ✓ Discount decreases from 20% to 15%
- Reston
  - ✓ No change for 2016-2017 booking season
- Non-Reston
  - ✓ No change for 2016-2017 booking season
- Founding Partners
  - ✓ No change for 2016-2017 booking season

# Meeting Room Audio/Visual Rental Rates

Equipment Type/Service	2015-2016 Rates			2016-2017 Proposed Rates		
	Founding Partners	Reston	Non-Reston	Founding Partners	Reston	Non-Reston
Upright Piano	\$115.00	\$115.00	\$125.00	\$115.00	\$115.00	\$125.00
Grand Piano	\$140.00	\$140.00	\$150.00	\$140.00	\$140.00	\$150.00
Portable Stage	\$50.00	\$50.00	\$60.00	\$50.00	\$50.00	\$60.00
LCD Projector	\$50.00	\$50.00	\$60.00	\$50.00	\$50.00	\$60.00
TV/VCR/DVD	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
Projection Screen	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
Dry Erase Board or Flip Chart	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
Sound System, Basic	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
Sound System & Technician, Enhanced						
• Equipment Charge	Varies	\$50.00	\$60.00	Varies	\$50.00	\$60.00
• Technician (per man-hour)	Varies	\$25.00	\$25.00	Varies	\$25.00	\$25.00
Sound System & Technician, Expanded						
• Equipment Charge	Varies	\$100.00	\$110.00	Varies	\$100.00	\$110.00
• Technician (per man-hour)	Varies	\$25.00	\$25.00	Varies	\$25.00	\$25.00

	2015-2016	2016-2017
Non-profit Discount	20%	15%

# the CenterStage Theatre Rental Rates

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- Non-profit [501(c)(3)] Organizations
  - ✓ Discount decreases from 20% to 15%
- Reston
  - ✓ No change for 2016-2017 booking season
- Non-Reston
  - ✓ No change for 2016-2017 booking season
- Founding Partners
  - ✓ No change for 2016-2017 booking season

# the CenterStage Theatre Rental Rates

Equipment Type/Service	2015-2016 Rates			2016-2017 Proposed Rates		
	Founding Partners	Reston	Non-Reston	Founding Partners	Reston	Non-Reston
CenterStage Theatre (Per Hour)	\$40.00	\$80.00	\$240.00	\$40.00	\$80.00	\$240.00
Box Office Fee (Per Performance)	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
House Manger Fee (Per Man-hour)	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Additional Technician Fee (Per Man-hour)	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Dance Floor	\$225.00	\$225.00	\$275.00	\$225.00	\$225.00	\$275.00
Upright Piano	\$115.00	\$115.00	\$125.00	\$115.00	\$115.00	\$125.00
Steinway Grand Piano	\$140.00	\$140.00	\$150.00	\$140.00	\$140.00	\$150.00
Special Effects (Fog, Haze, etc.)	\$75.00	\$75.00	\$85.00	\$75.00	\$75.00	\$85.00
Digital Projector	\$75.00	\$75.00	\$85.00	\$75.00	\$75.00	\$85.00
Sound System	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge

	2015-2016	2016-2017
Non-profit Discount	20%	15%



# Terry L. Smith Aquatics Center

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- Non-profit [501(c)(3)] Organizations
  - ✓ Discount decreases from 20% to 15%
- Reston
  - ✓ Rate continues to be less than 75% of the FCPA benchmark for pool rental
  - ✓ Cost per hour to rent entire pool increases to \$105.00
  - ✓ Cost per hour to rent an individual lane increases to 17.00
- Non-Reston
  - ✓ Rental rates 3x the Reston resident rate
- Founding Partners
  - ✓ Founding Partners Rental rate for entire pool increases to \$82.50 per hour
  - ✓ Per lane rental rate increases to \$13.75 per hour
  - ✓ Dive Well rental rate unchanged

# Terry L. Smith Aquatics Center

Aquatics Center	Hourly Rental Rates					
	2015-2016 Rates			2016-2017 Proposed Rates		
	Founding Partners	Reston	Non-Reston	Founding Partners	Reston	Non-Reston
Entire Pool	\$75.00	\$100.00	\$300.00	\$82.50	\$105.00	\$315.00
Per Lane	\$10.00	\$16.50	\$49.50	\$13.75	\$17.00	\$51.00
Diving Well	\$25.00	\$25.00	\$75.00	\$25.00	\$25.00	\$75.00

	2015-2016	2016-2017
Non-profit Discount	20%	15%

## Responses to Strategic Plan Draft from Anne Delaney (of IPAR), with follow-up from Leila Gordon

### Community Building: GOAL

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

#### Potential Objectives:

- To coordinate efforts that assure Reston businesses have broad knowledge of RCC programs and services and how those may appeal to employees.
- To identify systems and resources that should intersect with community initiatives that are supported by RCC's mission and coordinated with our partners.
- To be particularly attentive to cultural, health and wellness concerns developing in the community.
- 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 more deeply with the broader community.

### 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 participation in efforts that enhance the community's cultural, recreational and leisure-time experiences.

#### Potential Objectives:

- To build on market and needs analysis results to target marketing to appropriate audiences.
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- To use communications tools that are fully accessible.
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### Programs: GOAL

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

#### Potential Objectives:

- To develop a model that is used to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.
- To use market analysis/needs assessment results to inform programming design and decision-making.
- To preserve the broadest possible access to offerings.
- To balance services to small communities within Reston with programming that knits the entire community together and fosters a sense of belonging to the community as a whole.

**Commented [AD1]:** I find this very intriguing. I suggest that , through these efforts, RCC also considers featuring the Reston organizations it collaborates with or supports

**Commented [GL2]:** We do extensively promote and celebrate our partners presently. The thrust of our outreach to the business community is to make employees of Reston businesses more alert to the opportunities for their leisure and cultural activities being employed in Reston provides via their status with RCC. And of course that includes the programming we produce with partners.

**Commented [AD3]:** Are you thinking of private resources in addition to RCC resources?

**Commented [GL4]:** No; we mean specifically RCC systems and resources. Will be sure to clarify in the next draft. Thanks.

**Commented [AD5]:** I would like to express our gratitude to RCC for their continued support to permanent and temporary public art projects throughout the community.

**Commented [AD6]:** This is an excellent idea. This would be a wonderful opportunity to develop public art engagement projects with under-served communities. This is a current trend in public art and we could identify artists who could lead this type of initiative.

**Commented [AD7]:** Would love if programs developed with IPAR could also target 55 plus and under-served audiences.

**Commented [GL8]:** That's interesting—my guess is that the vast majority of the audiences for the films are 55+; so I suspect we are very successful in outreach to that particular population.

**Commented [AD9]:** Could add success stories with Reston organizations.

**Commented [AD10]:** When programs/projects are presented in collaboration with Reston organizations, important to ensure that messaging by both organizations is also consistent.

**Commented [AD11]:** I am intrigued by the idea to bring programming in private settings such as businesses. Can you explain what type of programming that is envisioned for this?

**Commented [GL12]:** Classes, workshops, etc. Would be tailored to the preferences of the particular population or place.



**RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS  
LONG RANGE PLANNING COMMITTEE REPORT  
MARCH 7, 2016**

**Present were:**

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

**Absent and Excused**

- John Mendonça
- Bill Penniman

**Attending from the RCC Staff:**

- Leila Gordon, Executive Director
- Cristin Bratt

Michelle welcomed everyone at 7:10 p.m. Leila distributed a draft of the agenda and current draft of the new Strategic Plan to use for the March 14 Joint Committee Meeting. She explained that the report from the February 8 Long Range Planning Committee would be distributed to attendees since that discussion informed this latest Strategic Plan Draft. The Strategic Plan Draft document would also be distributed on March 14; Leila distributed that document, as well as a proposed agenda for March 14 so that the committee could review both.

Leila reviewed the Strategic Plan draft and explained that staff studied the suggestions from February and revised them into more high-level reflections of the goals and objectives related to those ideas. She said staff was guided by the format of our existing plan in reviewing the ideas for the next one. For each stated goal, the new information is included in blue text on the attached Draft and includes the following:

- **Additions to Potential Objectives**
- **Community Ideas** – The grids included under some Goals identify the key community ideas that were suggested during the February meeting. While these specific goals would not be a part of the Strategic Plan, staff included them so that they are not overlooked and can become part of work plans associated with the Strategic Plan.
- **Staff Inputs/Assessments** – This is staff response to the community input, as well as staff's own thoughts on the future of RCC based on their experiences and emerging trends.
- **Out of the Box** – Most goal areas had a specific suggestion that staff determined was too far-reaching to consider a priority at this time, but still wanted to retain as a record for the future.

Leila reviewed the Additions, Community Ideas, Staff Inputs/Assessments and Out of the Box suggestions for each of the goal areas considered on the Strategic Plan: Facilities, Community Building, Branding & Messaging, and Programs (blue text on the attached). The Internal Capacity and Financial Planning Goal was not considered at the February 8 meeting. Some public input was best categorized into this goal, and it was therefore included, though staff refrained from adding further detail. This goal will be considered and developed in considering the final draft of the strategic plan; Leila felt it important to make the public aware that we are considering Internal Capacity.

Leila said she and Deputy Director Thomas Ward have been analyzing how Fee Waiver allocations have been used across programs. They are considering a per person increase to \$250 to accommodate more

## March 7, 2016 Long Range Planning Committee Meeting Report

than one program and allow people to get annual pool passes. Board members present concurred with this strategy to improving access to RCC program offerings.

There was general discussion on some of the edits to the Strategic Plan Draft. Leila noted that we have to be careful when considering implementation of the new Strategic Plan; we would need to work within our current resources and know that we would need to make a revenue-earning case if we wanted to add new benefit-earning positions or other high-cost budget items.

Bill B. noted that he checked with a developer friend and there is a plug-in already available for push-notifications from websites; an app like that might not have to be customized for RCC.

Michelle also asked about the feasibility of establishing discount options specifically for programs like SAT Prep where we are hoping to see substantial participation from economically disadvantaged students. Leila said that assigning specific programs unique discounts could be challenging in terms of being consistent and having clear guidelines with respect to fees. She thought that pricing to encourage broad participation coupled with increasing the individual allocation for the Fee Waiver Program would help support the goal of being economically accessible as well as to encourage a diverse spectrum of attendees.

Lisa said she's happy that we will be continuing to consider equitable access for all future programs and facilities. She thinks that's very important.

After reviewing the Strategic Plan Draft, Leila reviewed the attached agenda and format for the evening. She said that following the March 14 meeting, our next steps would be to review the two separate parts of the Strategic Plan document: Goals & Objectives that will be outlined in the final Strategic Plan, as well as Staff Methodology. Staff Methodology will incorporate the approaches to our work plans and potential outcomes.

The meeting concluded at 7:55 p.m.



# RESTON COMMUNITY CENTER



**Reston Community Center  
Board of Governors – Combined Community Relations and Program/Policy Committees  
March 14, 2016  
6:30 p.m. – 8:00 p.m.**

## **AGENDA**

### **Introductions/Recap of February 8 Meeting**

- Around the room identify Board and Staff members
- February 8 Meeting Highlights – Handout: Meeting Summary

### **Strategic Plan Document**

- Interim Plan – Leila Gordon
- Staff Analysis – Staff
- Board comments/questions – Board

### **Public Input**

- Organizations: Three Minutes
- Individuals: One Minute

### **Next Steps**



## Executive Director Report February 2016

### Administration

During the past month, administrative team worked on the following project areas;

- Preparation of data and related slides for Lines of Business presentation to the Board of Supervisors,
- Media design of promotional booklet for community-wide Founder's Week Celebration (April 4-10),
- Third quarter budget estimates and submission materials,
- Update to the agency Training Ladder and review of external training options for each cost center (conferences and outside seminars).

In addition, Deputy Director Tom Ward continues exploration of the various Capital Improvement and Capital Maintenance issues to be included in the next Public Hearing cycle. He is exploring options related to solar roof installation. Interestingly, given the steep decrease in fuel costs, the estimate from a potential solar panels provider suggested that our current fuel costs are so low that installation doesn't represent cost savings that would suggest the project has a viable path in their model of execution (where the installer underwrites the costs). We are continuing to explore the myriad roof options for environmentally sound practice as well as long-term cost savings.

### Programs

In our Aquatics department, Levi Lainhart, the Assistant Aquatics Director for Programs, is leaving to assume the role of Aquatics Director for Spring Hill Rec Center. We have very much appreciated Levi's leadership – particularly with respect to growing our private lessons program.

The Leisure and Learning team is hard at work executing the programs for the winter and spring months; even the impact of snow storms hasn't kept eager exercisers from their routines. Summer camp registration for the summer of 2016 is off to a strong start with more than 60 percent of available spaces filled already. Several big family events are around the corner in March: the Spring Flea Market, Eggnormous Egg Hunt, and Prom Dress Drive collecting. The Age in Place series kicked off in February.

Arts and Events was a big part of the support for the visit by John A. Powell at the end of February. The discussion event in our Community Room generated 325 ticket reservations and more than 270 people actually attended the event. In addition, Professor Powell provided seminars that County and RCC employees attended and co-presented a workshop for Deputy County Executives and Senior Management Team members. The challenge for us all will be to build upon the tremendous energy and inspiration that his visit generated.

### Executive Director

Meetings/activities: Initiative for Public Art – Reston, Human Services Leadership Team, Arts Council, Supervisor Hudgins, Opportunity Neighborhood, Hunters Woods Neighborhood Coalition, Reston Chamber Transportation Discussion and Reston Marketing Initiative; Reston Town Center Association; Founder's Week; John A. Powell events.