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
  • Approval of December 1, 2014 Board Minutes  (As Reviewed and Approved by the Board Secretary)
  • Approval of December 1, 2014 Board Actions  (As Reviewed and Approved by the Board Secretary)
8:05 – Chair’s Remarks  Beverly Cosham, Chair
8:07 – Introduction of Visitors
8:08 – Citizen Input
8:12 – Committee Reports  Bill Bouie, Board Vice Chair
  • January 9 – 10 Strategic Planning Session Report  
  • February 2 – Finance Committee Report  Gerald Zavala, Treasurer
8:20 – Approval of Committee Reports  Beverly Cosham, Chair
8:22 – Board Member Input on Activities Attended
8:30 – Executive Director’s Report  Leila Gordon, Executive Director
8:34 – Old Business  Beverly Cosham, Chair
8:40 – New Business  Beverly Cosham, Chair
8:45 – Adjournment

Reminders:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
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<tr>
<td>Community Relations &amp; Program/Policy Committees Meeting</td>
<td>February 9</td>
<td>6:30 p.m.</td>
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<td>Finance Committee Meeting</td>
<td>February 23</td>
<td>6:00 p.m.</td>
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<tr>
<td>March Monthly Meeting</td>
<td>March 2</td>
<td>8:00 p.m.</td>
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<tr>
<td>Community Relations &amp; Program/Policy Committees Meeting</td>
<td>March 9</td>
<td>6:30 p.m.</td>
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MOTION #1: Approval of the Agenda
Bill B. moved that the Agenda be approved as written. Gerald seconded the motion.
The motion passed unanimously.

MOTION #2: Approval of the November 3, 2014 Board Minutes
Bill B. moved that the Board approve the November 3, 2014 Board Minutes. Bill P. seconded the motion.
The motion passed unanimously with one abstention (Gerald).

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

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

Introduction of Visitors
No visitors were present.

Citizen Input
None.

Committee Reports
November 17, 2014, Finance Committee Report
Gerald said the committee met and that revenue is tracking as expected (efforts to investigate better interest revenue projections are ongoing); there are no unusual personnel expenses and two positions remain open while the new hiring procedures are refined; operations expenses are normal and the Department of Management and Budget corrections to the budget load-in are reflected; capital projects’
December 1, 2014 Board of Governors Meeting Minutes

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

December 1, 2014 Long Range Planning Committee Report
Bill B. summarized the earlier committee-of-the-whole meeting to discuss the upcoming BOG Strategic Planning session January 9-10. Leila gave an overview of the proposed agenda items; Karen Cleveland, the Strategic Planning Session facilitator attended the meeting and also made suggestions. Attendees determined that Reston Association’s Conference Center should be the location, where hospitality will be the only cost. The Board and staff will be looking at how to understand the community context for setting the goals for the next five-year strategic plan.

MOTION #4:
Gerald moved that the Board approve all committee reports. Michelle seconded the motion. The motion passed unanimously.

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

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

Gerald echoed that Richard Blanco was fabulous.
Bill B. attended the IPAR Annual Reception (which was also attended by Michelle and Bev).
Bill P. spent time in the wood shop; he also thought the marionettes’ performance was excellent. He spent time with his grandkids.

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

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

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

Executive Director’s Report
Leila said today’s registration start had to be delayed because someone at the police station construction site severed the fiber optic cable that feeds Reston, so the server for agencies in Reston was down for most of the day. Registration was delayed until tomorrow at 9:00 a.m. It was fortunate that we were able to use our website, Facebook, and Constant Contact to alert our users to the situation. Flea market shoppers numbered 700, evidence that our electronic communication tools have been effective. A complement of our RCC staff served as table leaders at the SLHS Ethics Day, where tough moral and
philosophical dilemmas are presented and discussed. We did have an emergency event over the weekend: David Vurdelja, one of the Reston Masters Swim Team members signaled distress. The life guard on duty and Joe reacted immediately, aided by a teammate who is a doctor. EMS arrived quickly, but David died at the hospital. He was 49. He will be greatly missed by his family, friends and colleagues on the Masters Swim Team.

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

**Old Business**
There was no old business.

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

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

**MOTION #5:**
To Adjourn the Meeting
The Chair adjourned the meeting without objection at 8:21 p.m.

[Signature]
William Penniman,
Board Secretary

12/22/14
Date
BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DECEMBER 1, 2014

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

William Penniman,
Board Secretary

__12/22/14__
Date
Present:
- Beverly Cosham, Chair
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Bill Keefe
- John Mendonça (arrived later)
- Michelle Moyer
- Vicky Wingert
- Gerald Zavala

Absent and Excused:
- Bill Penniman

Attending from the RCC Staff:
- Leila Gordon, Executive Director
- Thomas Ward, Deputy Director
- Cristin Bratt, Public Information Officer
- Renata Wojcicki, Finance Director

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

Review of Board-adopted Criteria/Strategies
Karen reviewed the objectives for this year’s strategic planning session. She explained that she helped the Board create its current strategic plan and has facilitated the last four planning sessions; she is therefore familiar with the Board and its priorities. The objectives for the next two days were provided:
- Review current strategic plan and discuss foundational elements for RCC’s upcoming 2017-2022 plan.
- Determine strategies and timeline to gain best understanding of community preferences. Karen also reviewed the agenda (see attached) for both Friday and Saturday.

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

Public Comment
None.

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

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

Per the requirements of § 2.2-3712(D) of the Code of Virginia, the Board of Governors reconvened and took a roll call certifying that – to the best of each member’s knowledge – the following were true:
January 9, 2015 RCC Strategic Planning Session (Long Range Planning Committee)

(i) Only public business matters lawfully exempted from open meeting requirements under this chapter were discussed and

(ii) Only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body.

The following Board members confirmed the above to be true:

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

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

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

**Review of 2014 Participation Data**

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

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

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

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

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

John said he struggles with whether or not these sponsorships are a good use of taxpayer dollars: would the taxpayer like to pay less rather than fund these events? Leila said that that point of view could be
applied to all RCC programming; the amount of the budget devoted to sponsorships is considerably less to put RCC in a support position for a lot of community activity than our direct staffing would require and significantly broadens our reach and impact.

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

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

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

The meeting adjourned at 4:30 p.m.
Present:
- Beverly Cosham, Chair
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Bill Keefe
- John Mendonça
- Michelle Moyer
- Vicky Wingert
- Gerald Zavala

Absent and Excused:
- Bill Penniman

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

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

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

Review of Financial Projects
Leila compared budgets for FY14, FY15 and FY16 (see page 24 of attached materials for the Strategic Planning Session). She noted that we have typically returned money to the fund balance at the end of the fiscal year, which the chart provided illustrates for the most recently completed fiscal year. In terms of revenue, she noted that we just barely did not achieve our budget target in FY14 in administration, almost entirely due to a shortfall in interest revenue. In the future, our interest revenue projections will be more carefully considered for projections. She reviewed the various lines of business and noted several anomalies: She said that private Aquatics lessons were not performing quite as well as we had hoped.
January 10, 2015 RCC Strategic Planning Session

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

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

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

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

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

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

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

**Review of Capital Projects**

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

Timeframes listed in the attached materials are when we plan to do the physical work, though planning starts well ahead of that. He said that our highest priority is replacement of the loading dock, which is not usable in its current state. The remaining projects are goals for FY17. He noted that we’re approaching a critical period when the Board will have to consider aquatic programming because there are upcoming repairs that would be affected by how the facility is purposed. He explained that we want to optimize use...
January 10, 2015 RCC Strategic Planning Session

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

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

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

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

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

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

Group Breakouts.

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

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

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

1. What changes/trends are we seeing in Reston and RCC today?
   - More adult only classes.
   - RCC fee waiver allocations cannot be shared among household members so we’re seeing a greater number of recipients that have exhausted their allocation before desires are fulfilled.
   - Reston Soccer and other community recreation providers have experienced flat enrollment and exhausted scholarship funds.
   - An increasing number of people are using RCC facilities to congregate or seek shelter, as opposed to attending classes or events.
   - Volunteers and adults like one-time, limited opportunities, as opposed to long-term commitments.
   - Reston has a growing population of physically challenged older adults who do not like driving at night.
   - The adult population is growing while the youth population is declining.
   - We’re still unsure about what Metro’s arrival means for us.
   - Social media pushes community leaders for fast decisions.
January 10, 2015 RCC Strategic Planning Session

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

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

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

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

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

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

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

RCC’s Role in the Community

Karen asked the group to take a high-level, big picture look at RCC’s role in the community. Bill said if you look at our vision, RCC plays a crucial role in meeting the needs of the community. In addition to maintaining our current partnerships and sponsorships, Bill said that RCC provides the impetus for
January 10, 2015 RCC Strategic Planning Session

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

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

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

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

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

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

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

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

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

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

**Expectation from the public for this strategic plan**

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

- Use the June 15 Annual Meeting public comment period to launch draft goals/objectives/strategies for RCC’s 2017-2022 strategic plan.
- Use the January 2016 Strategic Planning Session to begin to craft the plan. We should have more clarity on opportunities with new facilities by that point.
January 10, 2015 RCC Strategic Planning Session

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

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

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

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

Bill B. concluded the meeting at 2:00 p.m.
Friday, January 9 from 2:00 p.m. to 4:00 p.m.  
- Introductions, public comment
- Review of Board adopted criteria/strategies
- Closed Session - Pursuant to § 2.2-3711(A) of the Code of Virginia
- Review of participation data for 2014 in the context of the current Strategic Plan
- Review of financial performance trends, issues

Saturday, January 10 from 10:00 a.m. to 2:00 p.m.  
- Recap; public comment
- Facility and Capital Project Realities
  - Timetable and issues to consider regarding major capital projects in RCC HW, RCC LA
- The changing Reston community – what are the realities of our current programming trends and how will a growing community impact these?
  - What interim strategies should be pursued to understand community preferences? Survey Instruments, Focus Groups, Market Demand Studies
  - Where are our resources most productive?
- Shaping the next RCC Strategic Plan (2017–2022)
  - What are the impacts of growth and development?
  - What is the RCC role with respect to leadership development?
    - Succession planning
    - Community leadership
    - County relationships
- Charting the course of our transition (2015-2016)
  - Priorities
  - Benchmarks for success
Reston Community Center
Strategic Plan Goals and Objectives
2011 to 2016


Introduction

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

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

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

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

MISSION
To create positive leisure, cultural and educational experiences which enhance the quality of life for all people living and working in Reston by:
- Providing a broad range of programs in arts, aquatics, recreation, enrichment and life-long learning.
- Creating and sustaining community traditions through special events, outreach activities, and facility rentals.
- Building community through collaboration and celebration.

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

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

Objectives

Objective 1: To maintain and fully utilize existing facilities at the highest quality with environmentally sound and sustainable maintenance practices.
- Contract effectively
- Re-evaluate space utilization annually to optimize the use of existing facility footprints
- Continue sound capital maintenance planning
- Reduce energy consumption and costs

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

Objective 2: To monitor and leverage opportunities for expansion that are consistent with community needs and demand for new aquatics, performing arts and fitness types of venues.
- Examine partnership options (Reston Association, Park Authority, private sector/development process)
- Explore opportunities in the transit corridor and at Reston Village Centers
- Identify and plan for required funding resources

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

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

Collaboration and Outreach

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

Objectives

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

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

Outcomes:

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

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

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

Outcomes:

- Shared social media marketing with Reston Association, Greater Reston Chamber of Commerce, Initiative for Public Art – Reston, Greater Reston Arts Center, Reston
Historic Trust, to cross-promote events, programs and activities that we mutually support.

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

Communications

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

Objectives

Objective 1: To establish a new Reston Community Center web site.
- New web site launched in 2014!
- Multi-modal and multi-lingual Some materials on our new website will be multi-lingual; all will be ADA compliant/accessible.
- Dynamic, appealing, and interesting with streaming audio and video capabilities Future.
- E-Commerce friendly to enable patrons to conduct RCC transactions in an online environment Yes.
- Enables data collection and patron feedback Yes.
- Incorporates social media Yes.
- Includes intranet (restricted access) pages for employees, Board members Future; but inventory of uses suggested this is not a high priority given County intranet services.
- Incorporates volunteer registration software (Fairfax County) Future.
- Is downloadable as Smartphone/web tablet application Yes.
- Includes a standard “Community Resources” page Yes. Will be developing in conjunction with Chamber and other partners: “Destination Reston” concept. Completed and part of “About Reston” page on site.

Objective 2: To embrace, engage and utilize list-serves and social media tools to better inform patrons.
- Increase electronic communication formats to include standard and emerging social media outlets such as Facebook, Twitter, etc. RCC regularly using Facebook, Twitter. Facebook friends = 984; Twitter followers = 427. Combined we have reached our goal of having 1,000 social media followers. Additionally, we currently communicate via Constant Contact, an email marketing tool, to more than 6,500 active email addresses segmented by 30+ targeted mailing lists.
- Leverage teen fluency in new media to advance program information Media developed a teen brochure that Kenny can email or snail mail to his constituents in addition to being a general marketing piece for distribution at our facilities. Most recently, Twitter was used extensively by Kenny to promote the Teen Dance. Media has requested from Kenny specific hash tags/keywords to use in our tweets to expand our reach to the teen demographic.
- Outreach to business community through electronic newsletters/bulletins Yes; RCC Communications Director is also a member of GRCC Communicators Committee.
- Encourage patrons to re-post, GPS-identify involvement or attendance, etc. Yes; new techniques such as “Step and Repeat” instituted at MCF 2014.
Objective 3: To participate in community-wide communication efforts consistent with Reston Community Center’s mission and resources.

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

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

Programs

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

Objectives

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

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

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

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

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

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

Internal Capacity

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

Objectives
Objective 1: To evaluate existing business systems and establish best practices in the utilization of business systems by RCC employees for the benefit of patrons.
• Utilize County and Agency software systems for finance, human resources, and purchasing fully and effectively
• Solicit feedback from patrons on desired capabilities
• Increase electronic transactions each year by at least 10% to more than 50% of registration, ticketing, and facility reservation requests

Outcomes:
• RCC managed the transition from Fairfax County “legacy” business systems to the new software components of the FOCUS (Fairfax County Unified System) implementation across all County agencies. This began in November 20111 with procurement and financial systems and moved to implementation of the Human Capital Management (HCM) layer for personnel related functions. RCC employees were enrolled in over 150 different FOCUS training classes to learn the new systems.
• Annually, RCC’s Finance/HR team processes more than 5,000 time sheets; and over 2,400 procurement documents.
• We attempted implementation of online registration for patrons in December 2012. Two attempts to launch failed because of software code issues. An exhaustive effort to trouble-shoot and load-test the software and related processes resulted in the successful re-launch of online registration on December 1, 2013. The system will be employed going forward as this has been viewed by patrons as a much more satisfactory approach than our old registration system. For the December 2013 online registration priority Reston week, online registration via the website accounted for 45% of enrollment. By way of comparison, web transactions for the December 1, 2012 to November 30, 2013
period accounted for just 15% of all enrollment. Online ticketing accounted for 30% of all ticket purchases for our Professional Touring Artist Series shows in 2013.

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

**Objective 2:** To establish and sustain a training approach that provides all RCC employees with the skills needed to perform their jobs with excellence and career development opportunities to improve their performance and potential.
- Utilize County, Agency and career training ladders
- Reward achievement
- Reduce errors, improve service delivery

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

**Staff Methodology**

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

**General Evaluation and Measurement Tools**

1. Patron feedback and comments/inputs.
2. Participation data.

**Facilities**

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

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

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

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

Internal Capacity
Outcomes:
1. Business processes require less time and energy consumption.
2. Employee personnel and business processes have minimal error rates.
3. Retraining requirements are reduced.
4. Employee morale is high, turnover is minimal.
5. Patron feedback is positive.
2014 Year-end Review, Community Participation

RESTON COMMUNITY CENTER
BOARD OF GOVERNORS’
STRATEGIC PLANNING SESSION
JANUARY 9, 2015
Contribution of Department to Overall Community Participation
(Jan. 1-Dec. 31, 2014)

- Arts & Events, 100,743, 38%
- Aquatics, 65,619, 25%
- Leisure & Learning, 25,850, 10%
- Facility Room Rental, 71,866, 27%

Total Enrollments & Visits: 264,078
**Contribution of Business Line to Overall Community Participation**
(Jan. 1-Dec. 31, 2014)

- **Facility Room Rentals**, 71,866*, 27%
- **Aquatics - Open/Lap Swim**, 37,641, 14%
- **Aquatics - Private Swim Lessons**, 320, 0%
- **Aquatics - Registered Classes**, 3,328, 1%
- **Aquatics - Drop-in Water Aerobics**, 5,057, 2%
- **Leisure & Learning - Classes, Workshops and Trips**, 25,850, 10%
- **Arts & Events - Community Events**, 74,393*, 28%
- **Arts & Events - Arts Education Classes and Workshops**, 7,406, 3%
- **Arts & Events - Community Arts**, 15,032, 6%
- **Arts & Events - Professional Touring Artist Series**, 3,912, 2%

*Estimated Attendance

**Total Enrollments & Visits:** 264,078
Leisure & Learning
Community Participation by Market Segment
(Jan. 1-Dec. 31, 2014)

- 55+, 14,649, 57%
- Adult, 3,300, 13%
- Teen, 751, 3%
- Youth, 6,512, 25%
- Family, 637, 2%

Total Activity Enrollment & Drop-in Participation: 25,849
Arts & Events
Arts Education Community Participation by Market Segment
(Jan. 1-Dec. 31, 2014)

- Adult, 2,711, 37%
- Family, 1,959, 26%
- Youth, 1,895, 25%
- 55+, 787, 11%
- Teen, 54, 1%

Total Activity Enrollment & Drop-in Participation: 7,406
Arts & Events
Professional Touring Artist Series Ticketing by Household Type
(Jan. 1-Dec. 31, 2014)

- Reston, 2,765, 71%
- Non-Reston, 478, 12%
- Reston Comp/Free Tickets, 669, 17%

Total Tickets: 3,912
Community Events
Estimated Attendance by Event
(Jan. 1-Dec. 31, 2014)

Estimated Event Attendance: 76,022

- Northern VA Fine Arts Festival, 40,000, 53%
- Community Coffee, 19,365, 25%
- Multicultural Festival, 5,500, 7%
- Take a Break Concerts, 2,125, 3%
- Reston Association Co-sponsor, 250, 0%
- Other OneTime Events, 632, 1%
- Pool Party, 575, 1%
- Thanksgiving Food Drive, 229, 0%
- Halloween Family Fun Day, 629, 1%
- Egg Hunt, 1,000, 1%
- Volunteer Events, 251, 0%
- Community Cookout, 825, 1%
- Family Fun Entertainment Series, 1,550, 2%
- Founders Day, 650, 1%
- Holiday Performance-RTC, 750, 1%
- Lake Anne Jazz Festival, 1,000, 1%
- MLK Day, 691, 1%
Aquatics

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

- Open/Lap Swim: 37,641 (81%)
- Swim Classes: 3,328 (7%)
- Drop-in Water Aerobics: 5,057 (11%)
- Private Swim Lessons: 320 (1%)

Total Activity Enrollment & Drop-in Participation: 46,346
Facility Rentals
Hours Rented by Facility Type
(Jan. 1-Dec. 31, 2014)

Meeting Rooms, 5,614 hours, 83%
CenterStage, 637 hours, 9%
Pool, 515 hours, 8%

Total Hours Rented: 6,766
Facility Rentals
Hours Rented by Market Segment
(Jan. 1-Dec. 31, 2014)

- Reston, Non-Profit, 1,480 hours, 22%
- Non-Reston, 165 hours, 2%
- Founding Partners, 1,195 hours, 18%
- Reston Individuals/Business, 3,926 hours, 58%

Total Hours Rented: 6,766
Fee Waiver
Credits Redeemed by Cost Center
(Jan. 1-Dec. 31, 2014)

Leisure & Learning, $79,290, 75%
Aquatics, $23,812, 22%
Arts & Events, $3,467, 3%

Total Fee Waiver Credits Redeemed: $106,569
Fee Waiver
Credits Redeemed by Cost Center
(Jan. 1-Dec. 31, 2014)

Leisure & Learning, $79,290, 75%

Aquatics, $23,812, 22%

Arts & Events, $3,467, 3%

Total Fee Waiver Credits Redeemed: $106,569
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<th>Reasonable cost SA%</th>
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<th>Appropriate location SA%</th>
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<td>Strongly agree avg + Agree avg</td>
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<td><strong>97%</strong></td>
<td></td>
<td><strong>95%</strong></td>
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<td><strong>98%</strong></td>
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<td><strong>95%</strong></td>
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<table>
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<tr>
<th>Aquatics</th>
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<tr>
<td></td>
<td>844</td>
<td>75% 20%</td>
<td></td>
<td>76% 22%</td>
<td></td>
<td>76% 20%</td>
<td></td>
<td>84% 16%</td>
<td></td>
<td>89% 10%</td>
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<tr>
<td><strong>Average</strong></td>
<td></td>
<td><strong>75% 20%</strong></td>
<td></td>
<td><strong>76% 22%</strong></td>
<td></td>
<td><strong>76% 20%</strong></td>
<td></td>
<td><strong>84% 16%</strong></td>
<td></td>
<td><strong>89% 10%</strong></td>
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<tr>
<td>Strongly agree + Agree</td>
<td></td>
<td><strong>95%</strong></td>
<td></td>
<td><strong>98%</strong></td>
<td></td>
<td><strong>96%</strong></td>
<td></td>
<td><strong>100%</strong></td>
<td></td>
<td><strong>99%</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Facility Rentals</th>
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<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>135</td>
<td>67% 31%</td>
<td></td>
<td>73% 24%</td>
<td></td>
<td>71% 25%</td>
<td></td>
<td>73% 18%</td>
<td></td>
<td>82% 13%</td>
<td></td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td><strong>67% 31%</strong></td>
<td></td>
<td><strong>73% 24%</strong></td>
<td></td>
<td><strong>71% 25%</strong></td>
<td></td>
<td><strong>73% 18%</strong></td>
<td></td>
<td><strong>82% 13%</strong></td>
<td></td>
</tr>
<tr>
<td>Strongly agree + Agree</td>
<td></td>
<td><strong>98%</strong></td>
<td></td>
<td><strong>97%</strong></td>
<td></td>
<td><strong>96%</strong></td>
<td></td>
<td><strong>91%</strong></td>
<td></td>
<td><strong>96%</strong></td>
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</tbody>
</table>

**Total surveys:** 7159
Reston Community Center
FY16/FY15 Budget and FY14 Budget vs Actual
Excludes Capital Projects

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Budget FY16/DMB Submission</th>
<th>Budget FY15 Revised</th>
<th>Budget FY14</th>
<th>Actual FY14</th>
<th>Budget less Actual</th>
<th>FY14 % Budget Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>7,175,993</td>
<td>6,734,189</td>
<td>6,556,670</td>
<td>6,436,103</td>
<td>120,567</td>
<td>98.16%</td>
</tr>
<tr>
<td>Community Partnerships</td>
<td>53,326</td>
<td>48,720</td>
<td>48,720</td>
<td>62,025</td>
<td>-13,305</td>
<td>127.31%</td>
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<tr>
<td>Performing Arts-Theatre Admiss.</td>
<td>33,290</td>
<td>31,640</td>
<td>28,314</td>
<td>34,880</td>
<td>-6,566</td>
<td>123.19%</td>
</tr>
<tr>
<td>PA Cultural Activities/ Arts Org</td>
<td>0</td>
<td>-10</td>
<td>10</td>
<td></td>
<td></td>
<td>0.00%</td>
</tr>
<tr>
<td>Aquatics Classes/drop-in</td>
<td>314,874</td>
<td>343,406</td>
<td>297,160</td>
<td>274,589</td>
<td>22,571</td>
<td>92.40%</td>
</tr>
<tr>
<td>Aquatics Rental</td>
<td>19,200</td>
<td>16,000</td>
<td>16,000</td>
<td>21,102</td>
<td>-5,102</td>
<td>131.89%</td>
</tr>
<tr>
<td>L&amp;L Fitness</td>
<td>116,834</td>
<td>116,098</td>
<td>119,423</td>
<td>117,050</td>
<td>2,373</td>
<td>98.01%</td>
</tr>
<tr>
<td>L&amp;L Teens/Family</td>
<td>131,880</td>
<td>130,685</td>
<td>67,630</td>
<td>58,085</td>
<td>9,545</td>
<td>85.89%</td>
</tr>
<tr>
<td>L&amp;L 55+</td>
<td>81,361</td>
<td>62,000</td>
<td>57,709</td>
<td>67,513</td>
<td>-9,804</td>
<td>116.99%</td>
</tr>
<tr>
<td>L&amp;L Youth</td>
<td>127,149</td>
<td>125,000</td>
<td>94,293</td>
<td>133,310</td>
<td>-39,017</td>
<td>141.38%</td>
</tr>
<tr>
<td>L&amp;L Adult</td>
<td>48,784</td>
<td>56,701</td>
<td>125,486</td>
<td>68,356</td>
<td>57,130</td>
<td>54.47%</td>
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<tr>
<td>Community Events</td>
<td>3,475</td>
<td>3,956</td>
<td>0</td>
<td>1,470</td>
<td>-1,470</td>
<td>0.00%</td>
</tr>
<tr>
<td>Arts Education</td>
<td>171,260</td>
<td>151,315</td>
<td>133,598</td>
<td>142,602</td>
<td>-9,004</td>
<td>106.74%</td>
</tr>
</tbody>
</table>

**Total RCC Revenue**: 8,277,426 7,819,710 7,545,003 7,422,222 122,781 98.37%
<table>
<thead>
<tr>
<th>Personnel Expenses</th>
<th>Budget FY16/DMB Submission</th>
<th>Budget FY15 Revised</th>
<th>Budget FY14</th>
<th>Actual FY14</th>
<th>Budget less Actual</th>
<th>FY14 % Budget Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>602,366</td>
<td>614,673</td>
<td>472,741</td>
<td>538,476</td>
<td>-65,735</td>
<td>113.91%</td>
</tr>
<tr>
<td>Board OG</td>
<td></td>
<td>3,999</td>
<td>0</td>
<td>3,999</td>
<td></td>
<td>0.00%</td>
</tr>
<tr>
<td>Booking</td>
<td>193,278</td>
<td>194,062</td>
<td>184,875</td>
<td>180,242</td>
<td>4,633</td>
<td>97.49%</td>
</tr>
<tr>
<td>Comptroller</td>
<td>374,150</td>
<td>364,787</td>
<td>359,664</td>
<td>329,731</td>
<td>29,933</td>
<td>91.68%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>544,380</td>
<td>531,412</td>
<td>526,881</td>
<td>475,518</td>
<td>51,363</td>
<td>90.25%</td>
</tr>
<tr>
<td>Facility Engineer</td>
<td>125,876</td>
<td>106,668</td>
<td>98,992</td>
<td>103,504</td>
<td>-4,512</td>
<td>104.56%</td>
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<td>Maintenance</td>
<td>439,667</td>
<td>434,291</td>
<td>432,385</td>
<td>404,276</td>
<td>28,109</td>
<td>93.50%</td>
</tr>
<tr>
<td>IT</td>
<td>133,140</td>
<td>125,618</td>
<td>123,512</td>
<td>120,588</td>
<td>2,924</td>
<td>97.63%</td>
</tr>
<tr>
<td>Media</td>
<td>388,992</td>
<td>384,324</td>
<td>397,879</td>
<td>323,740</td>
<td>74,139</td>
<td>81.37%</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>493,271</td>
<td>485,415</td>
<td>475,564</td>
<td>470,245</td>
<td>5,319</td>
<td>98.88%</td>
</tr>
<tr>
<td>Aquatics</td>
<td>650,041</td>
<td>683,402</td>
<td>675,349</td>
<td>649,115</td>
<td>26,234</td>
<td>96.12%</td>
</tr>
<tr>
<td>Leisure &amp; Learning (L&amp;L) Admin</td>
<td>222,738</td>
<td>216,801</td>
<td>218,375</td>
<td>214,991</td>
<td>3,384</td>
<td>98.45%</td>
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<tr>
<td>L&amp;L Fitness</td>
<td>157,336</td>
<td>195,088</td>
<td>182,324</td>
<td>139,182</td>
<td>43,142</td>
<td>76.34%</td>
</tr>
<tr>
<td>L&amp;L Teens/Family</td>
<td>138,451</td>
<td>143,968</td>
<td>131,350</td>
<td>110,654</td>
<td>20,696</td>
<td>84.24%</td>
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<tr>
<td>L&amp;L 55+</td>
<td>119,655</td>
<td>115,163</td>
<td>118,464</td>
<td>107,113</td>
<td>11,351</td>
<td>90.42%</td>
</tr>
<tr>
<td>L&amp;L Youth</td>
<td>192,884</td>
<td>193,180</td>
<td>202,960</td>
<td>193,870</td>
<td>9,090</td>
<td>95.52%</td>
</tr>
<tr>
<td>L&amp;L Adult</td>
<td>140,218</td>
<td>117,950</td>
<td>172,571</td>
<td>148,283</td>
<td>24,288</td>
<td>85.93%</td>
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<tr>
<td>Community Events</td>
<td>133,108</td>
<td>131,109</td>
<td>128,879</td>
<td>116,583</td>
<td>12,296</td>
<td>90.46%</td>
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<td>Arts Education</td>
<td>317,947</td>
<td>321,183</td>
<td>298,521</td>
<td>286,451</td>
<td>12,070</td>
<td>95.96%</td>
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<tr>
<td><strong>Total Personnel Expenses</strong></td>
<td><strong>5,367,498</strong></td>
<td><strong>5,359,094</strong></td>
<td><strong>5,205,285</strong></td>
<td><strong>4,912,562</strong></td>
<td><strong>292,723</strong></td>
<td><strong>94.38%</strong></td>
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<td>Operational Expenses</td>
<td>Budget FY16/DMB Submission</td>
<td>Budget FY15 Revised</td>
<td>Budget FY14</td>
<td>Actual FY14</td>
<td>Budget less Actual</td>
<td>FY14 % Budget Used</td>
</tr>
<tr>
<td>------------------------------------------</td>
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<td>-------------</td>
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<td>-------------------</td>
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<tr>
<td>Administration</td>
<td>68,543</td>
<td>255,081</td>
<td>210,136</td>
<td>103,512</td>
<td>106,624</td>
<td>49.26%</td>
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<tr>
<td>Board</td>
<td>57,820</td>
<td>109,000</td>
<td>59,000</td>
<td>35,120</td>
<td>23,880</td>
<td>59.53%</td>
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<td>Booking</td>
<td>100,852</td>
<td>115,415</td>
<td>122,414</td>
<td>94,233</td>
<td>28,181</td>
<td>76.98%</td>
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<tr>
<td>Comptroller/CSR/LA Lease/Admin</td>
<td>377,762</td>
<td>383,644</td>
<td>375,599</td>
<td>338,141</td>
<td>37,458</td>
<td>90.03%</td>
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<tr>
<td>Customer Service</td>
<td>1,500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
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<tr>
<td>Facility Engineer</td>
<td>178,665</td>
<td>216,740</td>
<td>192,251</td>
<td>172,697</td>
<td>19,554</td>
<td>89.83%</td>
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<td>Maintenance</td>
<td>472,209</td>
<td>466,411</td>
<td>439,720</td>
<td>393,536</td>
<td>46,184</td>
<td>89.50%</td>
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<tr>
<td>IT</td>
<td>84,882</td>
<td>91,302</td>
<td>111,363</td>
<td>79,323</td>
<td>32,040</td>
<td>89.03%</td>
</tr>
<tr>
<td>Media</td>
<td>399,897</td>
<td>378,443</td>
<td>435,400</td>
<td>411,090</td>
<td>24,310</td>
<td>94.42%</td>
</tr>
<tr>
<td>Community Partnerships</td>
<td>147,000</td>
<td>125,000</td>
<td>250,000</td>
<td>218,555</td>
<td>31,445</td>
<td>87.42%</td>
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<tr>
<td>Performing Arts</td>
<td>307,855</td>
<td>365,921</td>
<td>313,654</td>
<td>291,523</td>
<td>22,131</td>
<td>92.94%</td>
</tr>
<tr>
<td>Aquatics</td>
<td>77,800</td>
<td>84,015</td>
<td>84,015</td>
<td>62,589</td>
<td>21,426</td>
<td>74.50%</td>
</tr>
<tr>
<td>Leisure &amp; Learning (L&amp;L) Admin</td>
<td>6,664</td>
<td>6,800</td>
<td>6,850</td>
<td>3,696</td>
<td>3,154</td>
<td>53.96%</td>
</tr>
<tr>
<td>L&amp;L Fitness</td>
<td>20,218</td>
<td>16,068</td>
<td>16,238</td>
<td>10,395</td>
<td>5,843</td>
<td>64.02%</td>
</tr>
<tr>
<td>L&amp;L Teens/Family</td>
<td>142,605</td>
<td>135,875</td>
<td>132,235</td>
<td>117,390</td>
<td>14,845</td>
<td>88.77%</td>
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<tr>
<td>L&amp;L 55+</td>
<td>84,510</td>
<td>86,390</td>
<td>86,321</td>
<td>77,303</td>
<td>9,018</td>
<td>89.55%</td>
</tr>
<tr>
<td>L&amp;L Youth</td>
<td>134,615</td>
<td>136,012</td>
<td>126,030</td>
<td>108,873</td>
<td>17,157</td>
<td>86.39%</td>
</tr>
<tr>
<td>L&amp;L Adult</td>
<td>17,140</td>
<td>12,955</td>
<td>108,010</td>
<td>39,953</td>
<td>68,057</td>
<td>36.99%</td>
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<tr>
<td>Community Events</td>
<td>142,842</td>
<td>145,757</td>
<td>155,760</td>
<td>150,676</td>
<td>5,084</td>
<td>96.74%</td>
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<tr>
<td>Arts Education</td>
<td>86,017</td>
<td>97,497</td>
<td>102,739</td>
<td>46,177</td>
<td>56,562</td>
<td>44.95%</td>
</tr>
<tr>
<td><strong>Total Operational Expenses</strong></td>
<td><strong>2,909,396</strong></td>
<td><strong>3,228,326</strong></td>
<td><strong>3,327,735</strong></td>
<td><strong>2,754,782</strong></td>
<td><strong>572,953</strong></td>
<td><strong>82.78%</strong></td>
</tr>
<tr>
<td>Revenue</td>
<td>8,277,426</td>
<td>7,819,710</td>
<td>7,545,003</td>
<td>7,422,222</td>
<td>122,781</td>
<td>98.37%</td>
</tr>
<tr>
<td><strong>Total RCC Expenditures</strong></td>
<td><strong>8,276,894</strong></td>
<td><strong>8,587,420</strong></td>
<td><strong>8,533,020</strong></td>
<td><strong>7,667,344</strong></td>
<td><strong>865,676</strong></td>
<td><strong>89.85%</strong></td>
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<tr>
<td>Net / Revenue less Exp</td>
<td>532</td>
<td>-767,710</td>
<td>-988,017</td>
<td>-245,122</td>
<td>-742,895</td>
<td>24.81%</td>
</tr>
</tbody>
</table>
FY15 Capital Projects

Already scheduled in summer 2014 or later and carried over from prior year allocations:
– Motor Control Panel Replacement - $100,000
– Loading Dock Repair - $67,000
– CR Chandeliers refurbishment - $130,000
– Redesign of the Lake Anne Service Counter - $30,000
Capital Improvement Plan

Capital Improvement Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lake Anne Service Counter Redesign</td>
<td></td>
<td></td>
<td>$30,000</td>
</tr>
</tbody>
</table>

Further improvements to the Terry L. Smith Aquatics Center should be considered in the context of planning regarding indoor recreation facility features. Possible renovations could include replacement of the entire natatorium HVAC systems, water filtration system, and upgrades to the pool that improve its functionality based on what its primary purposing suggests.
## Capital Maintenance Plan

### Capital Maintenance Projects

<table>
<thead>
<tr>
<th>Projects – General Facility</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refurbish CR Chandeliers</td>
<td>$130,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace Motor Control Panel</td>
<td></td>
<td>$100,000</td>
<td></td>
</tr>
<tr>
<td>Replace Loading Dock</td>
<td></td>
<td></td>
<td>$67,000</td>
</tr>
<tr>
<td>Replace Backstage RTU</td>
<td></td>
<td></td>
<td>$387,000</td>
</tr>
<tr>
<td>Replace Roof Mechanical &amp; Cable Tray Sections</td>
<td></td>
<td></td>
<td>$200,000</td>
</tr>
<tr>
<td>Replace Lights with Energy Efficient Fixtures</td>
<td></td>
<td></td>
<td>$20,000</td>
</tr>
<tr>
<td>Replace Roof Section – Theatre &amp; Front Sections</td>
<td></td>
<td></td>
<td>$240,800</td>
</tr>
</tbody>
</table>
Capital Maintenance Plan

Capital Maintenance Projects (cont.)

<table>
<thead>
<tr>
<th>Projects – General Facility</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Replace Hot Water Tank</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>• Replace Narrow Windows at Lake Anne</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>• Replace Exhaust System for kilns</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
</tbody>
</table>

| Projects – Aquatics | | | |
|---------------------|------|-----|
| • Replace Pool & Spa Filters | $230,000 | |
| • Replace UV Control Systems | $100,000 | |
| • Refurbish Surge Tank | $25,000 | |
## Capital Maintenance Projects (cont.)

### Projects – Theatre

<table>
<thead>
<tr>
<th>Project</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redesign Make-up Station Area</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>Replace Theatre Seats</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Replace Theatre Carpeting</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Project Title</td>
<td>Capital/Operating</td>
<td>Vendor</td>
<td>Cost Center</td>
</tr>
<tr>
<td>-------------------------------------</td>
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</tr>
<tr>
<td>Replace Stage Floor</td>
<td>Capital</td>
<td></td>
<td>FY14</td>
</tr>
<tr>
<td>Replace Sound Board</td>
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<td></td>
<td>FY14</td>
</tr>
<tr>
<td>CR Chandelier Refurbishment</td>
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<td></td>
<td>FY15</td>
</tr>
<tr>
<td>Chandelier Design Study</td>
<td>Operating</td>
<td>Kuyk &amp; Assoc</td>
<td>G141401011</td>
</tr>
<tr>
<td>Motor Control Panel</td>
<td>Capital</td>
<td></td>
<td>FY15</td>
</tr>
<tr>
<td>A/E</td>
<td>Operating</td>
<td>SWSG</td>
<td>G141401011</td>
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<tr>
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<td></td>
<td>FY15</td>
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<td>FY15</td>
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<tr>
<td>A/E</td>
<td>Operating</td>
<td>Setty</td>
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<tr>
<td>HW Energy Study</td>
<td>Operating</td>
<td>Sebesta</td>
<td>G141401011</td>
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<tr>
<td>Theatre AHU Noise Study</td>
<td>Operating</td>
<td>Sebesta</td>
<td>G141401011</td>
</tr>
<tr>
<td>Install Gate Enclosure at High Grid</td>
<td>Operating</td>
<td></td>
<td>FY15</td>
</tr>
<tr>
<td>RTU Replacement (Backstage)</td>
<td>Capital</td>
<td></td>
<td>FY16</td>
</tr>
<tr>
<td>Install Energy Efficient Lighting</td>
<td>Capital</td>
<td></td>
<td>FY16</td>
</tr>
<tr>
<td>Replace Roof Sections</td>
<td>Capital</td>
<td></td>
<td>FY16</td>
</tr>
<tr>
<td>Replace Roof Sections</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
</tr>
<tr>
<td>Refurbish Surge Tank</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
</tr>
<tr>
<td>Replace UV Controls</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
</tr>
<tr>
<td>Replace Pool &amp; Spa Filters</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
</tr>
<tr>
<td>Replace DecTron Pool Dehumidifier</td>
<td>Capital</td>
<td></td>
<td>FY17/FY18</td>
</tr>
<tr>
<td>Replace Theatre Seats &amp; Carpeting</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
</tr>
<tr>
<td>Convert to LED Lights in Theatre</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
</tr>
<tr>
<td>Update Makeup Station in Changing Area</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
</tr>
<tr>
<td>Replace Hot Water Tank</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
</tr>
<tr>
<td>Replace Exhaust System for Kilns</td>
<td>Capital</td>
<td></td>
<td>FY17</td>
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</table>
Retreat Objectives:

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

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

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

Leila Gordon gave a status report on the current strategic plan stating that all objectives have either been met or are in progress and there is no new
information to report regarding a future indoor recreation facility or performing arts venue. She reviewed the 2014 participation data provided in the session notebooks explaining the refined process used to present the data in a new way providing more clarity, practicality and alignment with the strategic objectives. The goal is to provide the information in such a way as to assist the Board of Governors as they plan for the future.

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

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

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

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

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

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

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

Opportunities and timeline milestones related to planning and input options.
• Establish target of next January to be working on the first draft of the new plan.
• Input options: Camp Expo; Communications Focus Groups; registration periods; joint RA/RCC discussions and efforts to gather community inputs.
Winter 2015
- Develop questions
- Evaluate tools for gathering input
- Solicit staff input
- Utilize community input sessions

Spring/Fall
- Festivals – utilize volunteers
- Collaterals that spread our message and solicit additional feedback

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

Fall
- Community Resource Fair – feedback opportunity

Resources to gather input
- Technology tools such as Mind Mixer
- Determine audiences
  - Analyze by revenue areas
  - Rental clients (opportunity to reach diverse groups)
  - Realtor open houses
  - School representatives (meet them where they are)

Serving Reston Youth
- Resource Fairs
- Online and in person focus groups
- Augment with target populations:
  - Community events
  - Moms/dads/grandparents
  - Teens through the teen center, SLHS, Hughes

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

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

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

What does that mean for RCC going forward?

- Meeting the needs of an aging population
  - Transportation needs increase- Partnership w/NV Rides, coordinated carpools, develop circulator solutions
  - More robust fee waiver program
  - More low cost programming
  - Create “leisure in place” programming
- Increase opportunities in community events outside of RCC facilities
- Expand electronic and social media presence
- Deliver programming to teens where they are
- Add private swim lessons to website for online scheduling
- Track fee waiver allocation relative to pricing
- Cross market programs and offerings to current patrons
• Target niche audiences not being addressed by private sector
• Differentiate from for-profit models and brand RCC as unique community asset
• Engage in more strategic partnerships where they meet our criteria
• Develop communications strategies across all platforms and in more languages
• Explore more place-diffused program delivery systems
• Explore virtual delivery systems; e.g., webinars, streaming classes and performances, etc.
• Assess needs of and market to ethnic populations that currently rent our facilities
• Utilize meet-up sites for same-day sales of performance tickets
• Address needs of middle school students
  o Intramural sports and clubs
  o Cooking classes

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

Long Range Planning Committee Chair Bill Bouie thanked everyone for their contributions to the session.
RCC Board of Governors
Strategic Planning Session
January 9-10, 2015
12001 Sunrise Valley Drive, Reston, VA 20191
Agenda

Friday, January 9 from 2:00 p.m. to 4:00 p.m.       Light Refreshments
• Introductions and review of Board adopted criteria/strategies
• Review of participation data for 2014 in the context of the current Strategic Plan
• Review of financial performance trends, issues

Saturday, January 10 from 10:00 a.m. to 2:00 p.m.    Working Lunch
• Facility and Capital Project Realities
  o Timetable and issues to consider regarding major capital projects in RCC HW, RCC LA
• The changing Reston community – what are the realities of our current programming trends and how will a growing community impact these?
  o What interim strategies should be pursued to understand community preferences? Survey Instruments, Focus Groups, Market Demand Studies
  o Where are our resources most productive?
• Shaping the next RCC Strategic Plan (2017–2022)
  o What are the impacts of growth and development?
  o What is the RCC role with respect to leadership development?
    ▪ Succession planning
    ▪ Community leadership
    ▪ County relationships
• Charting the course of our transition (2015-2016)
  o Priorities
  o Benchmarks for success
The Finance Committee met on February 2, 2015 at 7:00 p.m.

Present were:
- Gerald Zavala, Committee Chair
- Beverly Cosham, Board Chair
- Bill Bouie
- Bill Keefe
- Michelle Moyer
- Bill Penniman

Absent and Excused:
- John Mendonça

Attending from RCC Board of Governors
- Bill Penniman

Attending from the RCC Staff:
- Leila Gordon, Executive Director
- Cristin Bratt, Public Information Officer
- Renata Wojcicki, Finance Director

Gerald welcomed everyone and asked Leila to please review the most recent budget execution report, current as of December 31, 2014 (spreadsheets and comments attached). Leila discussed revenue performance and reminded the Committee that we are still finding the right levels of predicted revenues for each cost center following the reorganization of teen, adult, fitness and family programming. She noted three areas that are performing extremely well: the Professional Touring Artist Series, 55+ programs, and Arts Education. Other categories are flat or have not yet met expectations. Michelle asked if the decrease in participation is the result of increased prices. Leila said it’s possible, but she thinks there is a combination of factors in play. Another factor might be our new fee waiver structure which allocates $150 per person and can’t be shared across household members. She noted that we have also experienced an increase in canceled programs because – in an effort to achieve better cost recovery – we are now canceling programs that have not met carefully calculated minimums.

Leila noted that we will present the background information about both planned and potential FY16 fee increases at the February 9 meeting, and ask for feedback. Staff is also reviewing programs at a meeting this week. She said that maintaining and increasing participation is a very important aspect of what we’re trying to accomplish and that staff is reviewing and taking seriously. We will look at the various strategies to balance cost recovery issues with participation targets.

Regarding Personnel, Leila said that everything is where we’d expect it to be. She noted that vacant positions in Finance, Theatre and Booking affected our Personnel expenses. She explained that we also encountered some issues with our summer camp personnel costs; we are using an increased number of private sector vendors to deliver summer camps. When this happens, we also assign an RCC staff member to attend the camp since these vendors are working with youth. Essentially we were paying for more than one instructor, and therefore FY15 youth and teen budgets were spent beyond allocated levels. These departments are reevaluating how they assign staff so we don’t find ourselves in that position again.
February 2, 2015 Finance Committee Meeting Report

In Operating, Leila explained that our County-provided budget analyst made errors in loading our approved budget into the system this past summer. The County was not able to correct it until October. These adjustments are reflected in the FY15 budget changes column and explain those changes which net zero in the bottom line.

Leila noted that expenses are as expected in Capital Projects. We continue the carryover for the Community Room chandelier lights; we still don’t have a satisfactory design/renovation solution for this challenge yet. She noted that we had hoped we could complete all the theater enhancements this summer, but have run into some challenges: the motor control panel replacement will require that we power down the HVAC system, preventing the installation of a new floor at the same time. We will likely push the floor replacement forward to summer 2016.

After the Committee finished reviewing the budget, Leila reviewed the Third Quarter Budget review results. She explained that staff completed their analysis of year-to-date (through 12/31/14) expenses and revenue and anticipated revenue and expenditures for January through June. She said that we typically tell the County what we’re going to save and if we’re going to have extraordinary revenue. This year, because of the lag in loading our budget, we already know that our projected revenue from taxes will be significantly higher than in the advertised budget because revenue amounts were not adjusted after new evaluations were established in February 2014. This means that we’re going to collect more than the budget and the Third Quarter memorandum show.

There was discussion about budget timing and the lag between budget proposals, budget acceptance and the ability to use those funds. Leila explained that tax base performance for the rest of the year is unknown because it’s largely dependent on what new residential and commercial property buildings come on board within that time frame.

Leila added that she incorporated costs associated with a potential sponsorship of a GRACE expansion opportunity that we are exploring. Our prerequisites are that this would in no way tie us to a physical property on any level; that it would continue the close, collaborative relationship with respect to the type of programming RCC and GRACE offer; that RCC would receive the same proportional benefits that are extended to other sponsors; and that the entire sponsorship amount would be returned to RCC if GRACE cannot successfully execute their expansion.

Bill P. asked how close we are to achieving a balanced budget. Leila said that we are within $150K-$200K of a balanced budget, excluding capital projects. She remains confident that we will achieve a balanced budget in FY16. Bill P. noted that he would like to have enough in our reserves that we can do something remarkable for the community and thus endorses our continued direction toward that end.

Bill K. asked what the lag time is between when a building is finished and when we receive the money in the tax base. Renata indicated it is immediate. Leila noted that the Avant has delivered and the Harrison should be coming any day now. In addition to these new properties, Leila expects that the overall tax base itself (evaluations of property values) will also increase. She noted that Reston’s tax base is performing better than many other parts of the County.

There was general discussion about the Fee Waiver Program and a desire to ensure that it is still serving its intended purpose. Leila assured the Board that staff is reviewing the program, the fee waiver use, and options that might improve the program. One example was that the SAT prep camp was canceled in the fall. The SAT prep camp previously has always sold out, but when staff reviewed the enrollment history they discovered that it was made up largely of fee waiver applicants. The cost for the class exceeded the fee waiver allocation amount this year. Bill P. said that particularly for things like the SAT program, if there’s a child that needs or wants it, we need to provide it. The Committee members agreed and Leila assured the Board that staff is reviewing options and working to ensure that we meet this need.

Michelle asked when staff makes pricing decisions. Leila said that that staff needs about six months to implement pricing increases minimally due to the Program Guide production cycle. Leila also noted that Kenny Burrowes has found success implementing programs at Langston Hughes Middle School, eliminating the need for afterschool transportation and helping us deliver the programs where the students are already located. It’s a model she hopes we can expand moving forward. There was general discussion about our programs and pricing.
February 2, 2015 Finance Committee Meeting Report

Bill B. moved that the Third Quarter budget memo be presented to the full Board for approval. Bill K. seconded. The motion was approved.

The meeting concluded at 7:55 p.m.
<table>
<thead>
<tr>
<th>Revenue</th>
<th>Adopted Budget FY15</th>
<th>FY14 Carryforward</th>
<th>FY15 Budget Changes</th>
<th>Revised Budget FY15</th>
<th>Nov</th>
<th>Dec</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>YTD % actual</th>
<th>YTD_Fee Waiver as part of YTD column</th>
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<td>6,734,169</td>
<td>2,078,116</td>
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<td>PA Cultural Activities/Arts Org</td>
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<td></td>
<td>0</td>
<td>(7,726)</td>
<td>24,508</td>
<td>28,001</td>
<td>(28,001)</td>
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<td>Aquatics Classes/drop-in</td>
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<td>343,406</td>
<td>11,915</td>
<td>76,171</td>
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<td>14,635</td>
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<td>56,685</td>
<td>130,685</td>
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<td>46,217</td>
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<td>L&amp;L Senior</td>
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<td>62,000</td>
<td>392</td>
<td>20,797</td>
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<td>L&amp;L Youth</td>
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<td>FY14 Carryforward</td>
<td>FY15 Budget Changes</td>
<td>Revised Budget FY15</td>
<td>Nov</td>
<td>Dec</td>
<td>ENCUMBR.</td>
<td>YTD</td>
<td>REMAINING BALANCE</td>
<td>% Budget Used Ytd</td>
</tr>
<tr>
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<td>1,739</td>
<td>1,739</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performing Arts</td>
<td>485,415</td>
<td>30,218</td>
<td>30,218</td>
<td>199,231</td>
<td>299,184</td>
<td>41.04%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aquatics</td>
<td>683,402</td>
<td>54,076</td>
<td>54,076</td>
<td>286,489</td>
<td>346,913</td>
<td>41.92%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leisure &amp; Learning (L&amp;L) Admin</td>
<td>216,801</td>
<td>16,820</td>
<td>16,820</td>
<td>100,105</td>
<td>116,696</td>
<td>46.17%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L&amp;L Fitness</td>
<td>195,088</td>
<td>7,722</td>
<td>8,887</td>
<td>42,380</td>
<td>152,708</td>
<td>21.72%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L&amp;L Teens/Family</td>
<td>128,871</td>
<td>15,097</td>
<td>10,031</td>
<td>81,522</td>
<td>62,446</td>
<td>63.26%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L&amp;L Senior</td>
<td>115,163</td>
<td>8,821</td>
<td>8,030</td>
<td>47,777</td>
<td>67,386</td>
<td>41.49%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L&amp;L Youth</td>
<td>193,180</td>
<td>9,577</td>
<td>8,486</td>
<td>135,105</td>
<td>58,075</td>
<td>69.94%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L&amp;L Adult</td>
<td>157,024</td>
<td>(39,074)</td>
<td>117,950</td>
<td>59,129</td>
<td>58,821</td>
<td>37.66%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Events</td>
<td>131,109</td>
<td>8,624</td>
<td>9,326</td>
<td>55,580</td>
<td>75,529</td>
<td>42.39%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts Education</td>
<td>310,487</td>
<td>10,686</td>
<td>20,325</td>
<td>178,267</td>
<td>142,518</td>
<td>57.54%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Personnel Expenses</td>
<td>5,359,094</td>
<td>0</td>
<td>5,359,094</td>
<td>358,533</td>
<td>348,427</td>
<td>2,251,956</td>
<td>3,107,138</td>
<td>42.02%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reston Community Center
Budget vs Actuals Worksheet
31-Dec-14

100%/12*6mo=50%

Revised Beginning Fund Balance $5,387,178
Y-End Estimated Fund Balance $4,243,330

11/30/14

Total Personnel Expenses $5,359,094

12/31/14

Total Personnel Expenses $5,359,094
## Reston Community Center
**Budget vs Actuals Worksheet**

**31-Dec-14**

### Adjusted Beginning Fund Balance

<table>
<thead>
<tr>
<th>Revised Beginning Fund Balance</th>
<th>$ 5,387,178</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y-End Estimated Fund Balance</td>
<td>$ 4,243,330</td>
</tr>
</tbody>
</table>

### Adjusted Operational Expenses

<table>
<thead>
<tr>
<th>Operational Expenses</th>
<th>Adopted Budget FY15</th>
<th>FY14 Carryforward</th>
<th>FY15 Budget Changes</th>
<th>Revised Budget FY15</th>
<th>Nov</th>
<th>Dec</th>
<th>ENCUMBR.</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Administration</td>
<td>119,823</td>
<td>57,211</td>
<td>78,047</td>
<td>255,081</td>
<td>5,969</td>
<td>1,150</td>
<td>39,991</td>
<td>64,520</td>
<td>190,561</td>
<td>53.85%</td>
</tr>
<tr>
<td>2 Board</td>
<td>109,000</td>
<td></td>
<td>319</td>
<td>109,000</td>
<td>122</td>
<td></td>
<td></td>
<td>26,087</td>
<td>82,913</td>
<td>23.93%</td>
</tr>
<tr>
<td>3 Booking</td>
<td>114,769</td>
<td>646</td>
<td>5,650</td>
<td>115,415</td>
<td>6,856</td>
<td>41,055</td>
<td>81,624</td>
<td>33,791</td>
<td>71.12%</td>
<td></td>
</tr>
<tr>
<td>4 Comptroller/CSR/LA Lease/Admin</td>
<td>383,644</td>
<td></td>
<td>3,444</td>
<td>383,644</td>
<td>10,490</td>
<td>103</td>
<td>283,676</td>
<td>99,968</td>
<td>73.94%</td>
<td></td>
</tr>
<tr>
<td>5 Facility Engineer</td>
<td>193,894</td>
<td>22,846</td>
<td>7,512</td>
<td>216,740</td>
<td>4,285</td>
<td></td>
<td>108,518</td>
<td>98,222</td>
<td>55.97%</td>
<td></td>
</tr>
<tr>
<td>6 Maintenance</td>
<td>466,405</td>
<td>6</td>
<td>20,509</td>
<td>466,411</td>
<td>35,447</td>
<td></td>
<td>81,624</td>
<td>33,791</td>
<td>84.26%</td>
<td></td>
</tr>
<tr>
<td>7 IT</td>
<td>90,802</td>
<td>500</td>
<td>1,150</td>
<td>91,302</td>
<td>4,992</td>
<td></td>
<td>66,681</td>
<td>24,621</td>
<td>73.44%</td>
<td></td>
</tr>
<tr>
<td>8 Media</td>
<td>378,443</td>
<td></td>
<td>48,398</td>
<td>378,443</td>
<td>84,398</td>
<td></td>
<td>66,681</td>
<td>24,621</td>
<td>68.85%</td>
<td></td>
</tr>
<tr>
<td>9 Community Partnerships</td>
<td>175,000</td>
<td>(50,000)</td>
<td>21,000</td>
<td>125,000</td>
<td>200</td>
<td></td>
<td>108,271</td>
<td>16,729</td>
<td>61.87%</td>
<td></td>
</tr>
<tr>
<td>10 Performing Arts</td>
<td>313,655</td>
<td>2,266</td>
<td>20,314</td>
<td>315,921</td>
<td>22,863</td>
<td></td>
<td>257,204</td>
<td>108,717</td>
<td>82.00%</td>
<td></td>
</tr>
<tr>
<td>11 Aquatics</td>
<td>84,015</td>
<td></td>
<td>2,150</td>
<td>86,165</td>
<td>12,536</td>
<td></td>
<td>4,650</td>
<td>31.62%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Leisure &amp; Learning (L&amp;L) Admin</td>
<td>6,800</td>
<td></td>
<td>429</td>
<td>6,800</td>
<td>2,150</td>
<td></td>
<td>4,650</td>
<td>31.62%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 L&amp;L Fitness</td>
<td>16,068</td>
<td></td>
<td>2,327</td>
<td>16,068</td>
<td>7,834</td>
<td></td>
<td>12,293</td>
<td>76.51%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 L&amp;L Teens/Family</td>
<td>133,780</td>
<td>2,095</td>
<td>985</td>
<td>135,875</td>
<td>6,798</td>
<td></td>
<td>117,462</td>
<td>18.413</td>
<td>87.80%</td>
<td></td>
</tr>
<tr>
<td>15 L&amp;L Senior</td>
<td>86,360</td>
<td></td>
<td>2,807</td>
<td>89,167</td>
<td>11,981</td>
<td></td>
<td>45,485</td>
<td>40.905</td>
<td>52.50%</td>
<td></td>
</tr>
<tr>
<td>16 L&amp;L Youth</td>
<td>136,012</td>
<td></td>
<td>3,704</td>
<td>136,012</td>
<td>1,920</td>
<td></td>
<td>22,886</td>
<td>110,219</td>
<td>81.04%</td>
<td></td>
</tr>
<tr>
<td>17 L&amp;L Adult</td>
<td>98,097</td>
<td>(85,142)</td>
<td>1,153</td>
<td>98,097</td>
<td>3,785</td>
<td></td>
<td>11,521</td>
<td>11.74%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 Community Events</td>
<td>145,757</td>
<td></td>
<td>5,513</td>
<td>145,757</td>
<td>87,015</td>
<td></td>
<td>58,742</td>
<td>59.70%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 Arts Education</td>
<td>92,497</td>
<td>5,000</td>
<td>2,716</td>
<td>97,497</td>
<td>7,955</td>
<td></td>
<td>37,551</td>
<td>59.46%</td>
<td>40.60%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Total Operational Expenses</strong></th>
<th>3,144,851</th>
<th>83,475</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nov</strong></td>
<td>0</td>
<td>3,226,320</td>
</tr>
<tr>
<td><strong>Dec</strong></td>
<td>169,521</td>
<td>153,564</td>
</tr>
<tr>
<td><strong>ENCUMBR.</strong></td>
<td>506,552</td>
<td>2,165,255</td>
</tr>
<tr>
<td><strong>YTD</strong></td>
<td>1,063,071</td>
<td>68.85%</td>
</tr>
</tbody>
</table>
Reston Community Center  
Budget vs Actuals Worksheet  
31-Dec-14  

100%/12*6mo=50%  

<table>
<thead>
<tr>
<th>Capital Proj. Desc. &amp; Number/Cap Equip.</th>
<th>Adopted Budget FY15</th>
<th>FY14 Carryforward</th>
<th>FY15 Budget Changes</th>
<th>Revised Budget FY15</th>
<th>Nov</th>
<th>Dec</th>
<th>ENCUMBR.</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>RCC Improvements C-000001</td>
<td>174,353</td>
<td>0</td>
<td>174,353</td>
<td>143</td>
<td></td>
<td></td>
<td>4,554</td>
<td>6,351</td>
<td>168,002</td>
<td>0.00%</td>
</tr>
<tr>
<td>C. R. HW Enhcmts. C-000003</td>
<td>130,795</td>
<td></td>
<td>130,795</td>
<td></td>
<td>0</td>
<td>130,795</td>
<td></td>
<td></td>
<td>130,795</td>
<td>0.00%</td>
</tr>
<tr>
<td>Theatre Enhancements C-00000002</td>
<td>130,000</td>
<td>68,000</td>
<td>198,000</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>198,000</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Server/Capital Equipment</td>
<td>13,587</td>
<td>13,587</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>13,587</td>
<td>0</td>
<td>13,587</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Total Capital Expenses</strong></td>
<td><strong>130,000</strong></td>
<td><strong>398,735</strong></td>
<td><strong>516,735</strong></td>
<td><strong>143</strong></td>
<td></td>
<td></td>
<td>4,554</td>
<td>19,938</td>
<td>496,797</td>
<td>15.34%</td>
</tr>
<tr>
<td><strong>Total RCC Expenditures</strong></td>
<td><strong>8,633,945</strong></td>
<td><strong>470,210</strong></td>
<td><strong>9,104,155</strong></td>
<td><strong>528,397</strong></td>
<td><strong>502,091</strong></td>
<td><strong>511,106</strong></td>
<td><strong>4,437,149</strong></td>
<td><strong>4,667,006</strong></td>
<td><strong>51.39%</strong></td>
<td></td>
</tr>
</tbody>
</table>
Reston Community Center
Budget vs Actuals Worksheet
31-Dec-14

100%/12*6mo=50%

<table>
<thead>
<tr>
<th></th>
<th>Adopted Budget FY15</th>
<th>FY14 Carryforward</th>
<th>FY15 Budget Changes</th>
<th>Revised Budget FY15</th>
<th>Nov</th>
<th>Dec</th>
<th>Encumbr.</th>
<th>YTD</th>
<th>Remaining Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>7,819,710</td>
<td>0</td>
<td>0</td>
<td>7,819,710</td>
<td>2,094,207</td>
<td>1,461,530</td>
<td>0</td>
<td>7,619,472</td>
<td>200,238</td>
</tr>
<tr>
<td>Personnel</td>
<td>5,359,094</td>
<td>0</td>
<td>0</td>
<td>5,359,094</td>
<td>358,633</td>
<td>348,427</td>
<td>0</td>
<td>2,251,956</td>
<td>3,107,138</td>
</tr>
<tr>
<td>Operating</td>
<td>3,144,851</td>
<td>83,475</td>
<td>0</td>
<td>3,228,326</td>
<td>169,621</td>
<td>153,664</td>
<td>506,552</td>
<td>2,165,255</td>
<td>1,063,071</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>130,000</td>
<td>386,735</td>
<td>0</td>
<td>516,735</td>
<td>143</td>
<td>0</td>
<td>4,554</td>
<td>19,938</td>
<td>496,797</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>8,633,945</td>
<td>470,210</td>
<td>0</td>
<td>9,104,155</td>
<td>528,397</td>
<td>502,091</td>
<td>511,106</td>
<td>4,437,149</td>
<td>4,667,096</td>
</tr>
<tr>
<td>Revenue less Total Expenses</td>
<td>-814,235</td>
<td>-470,210</td>
<td>0</td>
<td>-1,284,445</td>
<td>1,565,810</td>
<td>959,439</td>
<td>-511,106</td>
<td>3,182,323</td>
<td>-4,466,768</td>
</tr>
</tbody>
</table>

Revised Beginning Fund Balance: $5,387,178
Y-End Estimated Fund Balance: $4,243,330
1. **Administration:** The Administration revenue budget shows combined tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 103% of tax revenue, 62% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue) and 8% of the projected interest revenue.

2. **Performing Arts:** Revenue collection for the current season is very robust; the target has already been met and exceeded for FY15.

3. **Performing Arts Theatre Rental:** Theatre rental payments are billed quarterly for year-round users such as RCP, or by event for others.

4. **Performing Arts Cultural Activities/Arts Organizations:** The community arts box office receipts and payments clearing line.

5. **Aquatics Classes/drop-in:** Year-to-date revenue represents daily gate fees, summer, fall, and 2015 initial winter/spring program registration revenue. Our overall revenue target reflects more ambitious expectations for private lesson revenue than are likely to materialize.

6. **Aquatics Rental:** Year-to-date revenue represents a natatorium rental payment.

7. **Fitness:** Year-to-date amount includes summer, fall, and 2015 initial winter/spring program registration revenue.

8. **Teen/Family:** Year-to-date amount includes summer, fall, and 2015 initial winter/spring program registration revenue. Most of this cost center’s revenue is realized during the summer. This is a newly organized category and remains in uncertain status with respect to being able to accurately predict the revenue.

9. **55+:** Year-to-date amount includes summer, fall, and 2015 initial winter/spring program registration revenue. Revenue performance is ahead of expectations.

10. **Youth:** Year-to-date amount includes summer, fall, and 2015 initial winter/spring program registration revenue. Most of this cost center’s revenue is realized during the summer.

11. **Adult:** Year-to-date amount includes summer, fall, and 2015 initial winter/spring program registration revenue. Leisure and Learning cost centers continue to be reorganized to establish better workload distribution and more focus to offerings and related revenue.

12. **Community Events:** Year-to-date amount includes Multicultural Festival vendors’ booth payments and MLK keynote address ticket sales.

13. **Arts Education:** Year-to-date amount includes summer, fall, and 2015 initial winter/spring program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center’s revenue.

---

**General Note:** Winter/Spring 2015 activity registration started December 1st. Summer 2014 (after July 1, 2014) related revenue was reversed for FY14 year-end-close and recorded as FY15 revenue.

---

December 2014
Personnel Expenses:

**General Note:** Labor costs for Teen, Arts Education and Youth are higher due to summer camp labor costs occurring in July and August. Budget reallocation due to DMB’s loading of incorrect budget values was completed in October (FY15 Budget Changes column). Positions vacant that will be filled include the Financial Assistant, Technical Theatre Assistant, and Booking Assistant.

1. **Administration:** Administration’s allocated budget is typically under-spent; funding provides for OPEB (“other post-employment benefits”) costs.
2. **Booking:** Personnel costs are at the expected level.
3. **Comptroller:** Personnel costs are at the expected level.
4. **Customer Service:** Personnel costs are at the expected level.
5. **Facility Engineer:** Personnel costs are at the expected level.
6. **Maintenance:** Personnel costs are at the expected level.
7. **Information Technology:** Personnel costs are at the expected level.
8. **Media:** Personnel costs are at the expected level; savings due to reorganization are partially offset by added costs related to FMLA absence.
9. **Community Partnerships:** Expense reflects one-time support costs to Anniversary Celebration activities; no further expenditures anticipated.
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; continuing to adjust Fitness/Adult program cost assignments.
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 camps’ 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. Budget reallocation due to DMB’s loading of incorrect budget values was completed in October (FY15 Budget Changes column).

1. **Administration:** Current month expenses include training and team-building costs. Reservations are for design consulting services.
2. **Board:** Current month expenses are for hospitality and supplies. There are no open reservations. Media printing costs for the Preference Poll will be reallocated here in February.
3. **Booking:** Current month expenses are for storage facility rental, security, and supplies. Reservations are for security monitoring, piano tuning, and storage facility rental.
4. **Comptroller:** Current month expenses include bank fees, postage, and supply costs. Reservation is for document shredding service.
5. **Facility Engineering:** Current month expenses include repair and maintenance costs. Reservations are for repair and maintenance.
6. **Maintenance:** Current month expenses include utility costs, maintenance, and supplies costs. Reservations are for repair and maintenance and utilities costs.
7. **IT:** Current month expenses include IT supplies and communication costs. Reservations are for communication and software costs.
8. **Media:** Current month expenses include printing, advertisement, and conference costs. Reservations are for sponsorships and advertisement costs.
9. **Community Partnerships:** Current month expense is payment for GRCC event registration. Reservations are for RHT and IPAR.
10. **Performing Arts:** Current month expenses include theatre operating costs, conference costs, and supplies. Reservations are for contractor advance payments.
11. **Aquatics:** Current month expenses are for staff training costs, pool maintenance and supplies, and conference costs. Reservations are for pool maintenance and supplies, and conference costs.
12. **Leisure and Learning Admin:** Current month expense is for conference travel. Reservation is for conference costs.
13. **Fitness:** Current month expenses include program delivery contract costs. Reservations are for program delivery contract costs.
14. **Teen/Family:** Current month expenses are for program transportation, program supplies costs, and conference costs. Reservations are for program delivery costs and conference costs. A large part of the operating budget is expended to support summer program activities.
15. **55+:** Current month expenditures include program supplies, transportation, recreational activities, program delivery contract costs, and conference travel. Reservation is for conference costs.
16. **Youth:** Current month expenditures are for transportation, program delivery contract costs, and program supplies costs. Reservations are for program delivery contract and program supplies costs. A large part of the operating budget is expended to support summer program activities.
17. **Adult:** Current month expenditures are for transportation, program supplies, program delivery contract, and conference costs. Reservations are for program delivery contract and transportation costs.
18. **Community Events:** Current month expenditures are for program delivery, program supply costs, transport, and program supplies. Reservation is for program delivery contract costs.
19. **Arts Ed:** Current month expenditures are for program delivery contract costs, program supply costs, and conference travel. Reservations are for program delivery contract costs. Costs related to summer programs are higher than for other seasons.

December 2014
General Note: Reservations for multiple months’ expenses are made at the beginning of the year; funds are spent down from them.

1. **RCC Improvements /C-000001**: Includes motor control panel replacement, and HW Loading Dock projects.

2. **Community Room Hunters Woods Enhancements /C-000003**: Community room lighting and sound upgrades (chandelier fixtures design and replacement pending.)

3. **RCC Center Stage Enhancements /C-000008**: Previous years’ funding ($40K) for replacement of the CenterStage floor has been transferred from RCC Improvements project (#1) for ease of tracking. New cabling, sound and lighting upgrades will now be done at the same time and so that project budget allocation increased by $100,000 for FY15. Present scheduling suggests that the sound and lighting upgrades will occur in summer of 2015; the floor replacement will wait until either winter of 2015 or summer of 2016. Adjustments to that calendar will appear in the June Public Hearing materials and CIP.
MEMORANDUM

TO: Susan Datta, Director
Department of Management and Budget

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

SUBJECT: FY 2015 Third Quarter Budget Review

DATE: February 02, 2015

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

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

Funding for the FY 2015 third quarter budget request is available in Sub-Fund 40050, including the Managed Reserve accounts established in FY 2002 and modified in FYs 2003, 2005 and 2009 for the long-term preservation and maintenance of Reston Community Center facilities and stability in its operations and programs.

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

Fund 40050, Reston Community Center

<table>
<thead>
<tr>
<th></th>
<th>FY 2014 Actual</th>
<th>FY 2015 Adopted Budget Plan</th>
<th>FY 2015 Revised Budget Plan</th>
<th>FY 2015 Third Quarter Estimate</th>
<th>Increase (Decrease) (Col. 5-4)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Balance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td>$6,283,904</td>
<td>$6,518,071</td>
<td>$6,518,071</td>
<td>$6,518,071</td>
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<td>Interest</td>
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<td>41,710</td>
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<tr>
<td>Vending</td>
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<td>1,500</td>
<td>1,500</td>
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<tr>
<td>Aquatics</td>
<td>295,691</td>
<td>359,406</td>
<td>359,406</td>
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<tr>
<td>Leisure and Learning</td>
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<td>502,584</td>
<td>502,584</td>
<td>502,584</td>
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<tr>
<td>Rental</td>
<td>144,353</td>
<td>172,908</td>
<td>172,908</td>
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<tr>
<td>Arts and Events</td>
<td>246,115</td>
<td>223,531</td>
<td>223,531</td>
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<tr>
<td>Total Revenue</td>
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<td>$7,819,710</td>
<td>$7,819,710</td>
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<tr>
<td>Total Available</td>
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<td>$11,901,153</td>
<td>$13,207,688</td>
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<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Personnel Services</td>
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<td>$5,359,094</td>
<td>$5,359,094</td>
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<tr>
<td>Operating Expenses</td>
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<td>3,144,851</td>
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<tr>
<td>Capital Equipment</td>
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<td>Capital Projects</td>
<td>198,579</td>
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<tr>
<td>Total Expenditures</td>
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<td>$9,104,154</td>
<td>$9,104,154</td>
<td>$0</td>
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<tr>
<td>Total Disbursements</td>
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<td>$8,633,945</td>
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<tr>
<td><strong>Ending Balance</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$5,387,978</td>
<td>$3,267,208</td>
<td>$4,103,534</td>
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<td>Maintenance Reserve</td>
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<tr>
<td>Feasibility Study Reserve</td>
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<td>Capital Project Reserve&lt;sup&gt;2&lt;/sup&gt;</td>
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<td>Economic and Program Reserve</td>
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</tr>
<tr>
<td>Unreserved Balance</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Tax Rate per $100 of Assessed Value**

<table>
<thead>
<tr>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2015 Revised</th>
<th>FY 2015 Third Quarter</th>
<th>Increase (Decrease)</th>
</tr>
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<tbody>
<tr>
<td>$0.047</td>
<td>$0.047</td>
<td>$0.047</td>
<td>$0.047</td>
<td>$0.05</td>
</tr>
</tbody>
</table>

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

<sup>2</sup>Funds reserved for capital projects are not encumbered based on normal accounting practices; however, they are allocated for future capital projects.
## FUND STATEMENT

Fund 40050, Reston Community Center

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