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 75, 2015 Board Minutes (As Reviewed and Approved by the Board Secretary)
   • Approval of December 75, 2015 Board Actions (As Reviewed and Approved by the Board Secretary)

8:05 – Chair’s Remarks Beverly Cosham, Chair

8:08 – Introduction of Visitors

8:10 – Citizen Input

8:12 – Committee Reports Committee Chair
   • January 8-9 Long Range Planning Committee Reports Committee Chair
   • February 1 Finance Committee Report Committee Chair

8:20 – Approval of Committee Reports Beverly Cosham, Chair

8:22 – Board Member Input on Activities Attended

8:35 – Executive Director’s Report Leila Gordon, Executive Director

8:40 – Old Business Beverly Cosham, Chair

8:42 – New Business Beverly Cosham, Chair

8:45 – Adjournment

Reminders:

<table>
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<tr>
<th>Event</th>
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<tbody>
<tr>
<td>Community Relations &amp; Program/Policy Joint Committee Meeting</td>
<td>February 8</td>
<td>6:30 p.m.</td>
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<td>Long Range Planning Committee Meeting</td>
<td>March 7</td>
<td>7:00 p.m.</td>
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<td>March Monthly Meeting</td>
<td>March 7</td>
<td>8:00 p.m.</td>
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<tr>
<td>Community Relations &amp; Program/Policy Joint Committee Meeting</td>
<td>March 14</td>
<td>6:30 p.m.</td>
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SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
DECEMBER 7, 2015

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

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

The Chair called the meeting to order at 8:05 p.m.

MOTION #1:
Approval of the December Agenda
Gerald moved that the Agenda be approved. Bill K. seconded the motion. The motion passed unanimously.

MOTION #2:
Approval of the November 2015 Board Minutes
Gerald moved that the Board approve the November 2, 2015 Board Minutes. Bill P. seconded the motion. The motion passed unanimously.

MOTION #3:
Approval of the November 2015 Board Actions
Bill P. moved that the Board approve the November 2, 2015 Board Actions. Gerald seconded the motion. The motion passed unanimously.

Chair’s Remarks
Bev said that she was honored to attend a luncheon where Leila Gordon won the Regional Leadership Award from Leadership Fairfax. Leila never calls attention to herself, but Bev said the award was well-deserved. The Board agreed and congratulated Leila.

Introduction of Visitors
Christian Tefera, Reza Shafaen, and Maxwell Ryan introduced themselves and noted that they were attending the meeting as part of the requirement for their government class at South Lakes High School. The Board welcomed them.

Citizen Input
None.

Committee Reports
November 15 Long Range Planning Committee meeting report – Lisa said that Supervisor Cathy Hudgins joined the Board to talk about her plan and vision for the Reston area based on the needs of the community, as well as community input. Aging in place is a priority. She said NV Rides was a solution that RCC implemented as a result of this priority. She was also pleased about RCC’s work on the
disproportionality issue that RCC is helping her address. Lisa said Supervisor Hudgins lauded RCC and the partnerships between her office, RCC and the many organizations in the community that make it easy to get things done on a variety of other fronts. Lisa added that there are two corrections to the notes. John Mendonça was unable to attend and should be listed as absent and excused. She added that on page two of the attached report, John C. Powell should be corrected to John A. Powell. Leila noted that his name always appears in lowercase letters. John had a question on a version of the Fund Balance distributed at the orientation. Leila said the Fund Balance sheet in that package was not the correct version and should not have been included.

**MOTION #4:**
**Approval of the Committee Report**
Vicky moved that the Board approve the committee report with Lisa’s edits. Bill K. seconded the motion. The motion passed unanimously with Michelle and John abstaining.

**Board Member Input on Activities Attended**
John attended GRACE’s Chairman’s Dinner and had just returned from a wet art week in Miami. He also attended the IPAR Annual Reception.

Bill P. attended *Black Nativity* at the CenterStage, the Planning & Zoning Meeting, and the Leadership Fairfax luncheon where Leila received an award. He also attended the *Another Way of Living* film screening at RCC, which he thought was terrific.

Vicky attended Reston Historic Trust board meetings, the Reston Holiday Parade, *Black Nativity*, and the film screening at RCC. She congratulated Leila on her well-deserved award and said it was a pleasure and honor to cheer her on. She also attended “Jingle on Lake Anne” at the Lake Anne Plaza.

Bev asked the guests if they knew about the Reston film, *Another Way of Living*. They did not and she invited them to purchase a DVD from the Reston Historic Trust.

Lisa missed the last meeting but wanted to share what she’s done since October. She led another diversity workshop in October with a very different dynamic than the September forum; she really enjoys facilitating this meaningful and ongoing conversation in the community. She attended *Black Nativity*, the film screening, the Leadership Fairfax luncheon, and the YMCA gala.

Michelle was out of town and busy with work but enjoyed celebrating Leila’s award at the Leadership Fairfax luncheon. She also attended *Black Nativity* and the Stephen Lang performance honoring veterans at CenterStage.

Gerald had a fun November. He attended the YMCA gala, the IPAR reception, the Leadership Fairfax luncheon, YAT performances, and the Richter-Uzur Duo and *Black Nativity* performances at the CenterStage.

Bill B. attended Park Authority meetings, the IPAR reception and the *Black Nativity* performance, which he thought was the best event he’s ever seen at the CenterStage. He was honored to present Leila’s award at the Leadership Fairfax luncheon.


Bev attended the IPAR reception, the GRACE dinner, the Leadership Fairfax luncheon, the YMCA Gala, the film screening, the *Impossible Light* movie, and Stephen Lang’s performance at the CenterStage. She also volunteered for the Food Drive on Thanksgiving Day. She thinks Kevin Danaher does a great job organizing that event and loves to see it grow every year. She also attended the Holiday Parade, sang with Reston Chorale at the tree lighting, and had just returned from New York City where she did a benefit for Teddy Cares. She has another benefit this weekend.

**Executive Director’s Report**
Leila said staff is in the process of updating the training ladder workbook; the County is moving away from staff-lead courses and instead moving to desktop and online training. RCC’s computers were successfully
updated to Office 2013. She said the Tech Fair in November was initiated by an Eagle Scout and was a very successful program. Teens and seniors worked together with different devices. She noted that it’s seldom that teens can impart their knowledge and skills to their elders so this was a unique event that will be added to our annual programming. It was held the same day as the Board Orientation and the Children’s Flea Market, but Maintenance did a great job handling multiple events and room turnover. She said we added a YAT session to the schedule to reduce YAT wait lists and get more kids involved. This proved to be very successful and will be repeated in the winter/spring. This change doubles the numbers of YAT shows and potentially doubles the number of kids in programs. She also noted the ongoing success of our private swimming lessons; they generate added revenue as we give people more options for scheduling around their personal calendars. Our instructors are paid a special rate for private lessons; the patron pays a higher rate for these that covers the added cost and generates a return to cover some of our overhead.

Old Business
Leila reviewed the agenda for January's Strategic Planning Session so that staff is sure to include anything that the Board is expecting. She said Karen Cleveland will be facilitating and that the staff and Board will develop the skeleton of the next Strategic Plan, which will need to be in place by July 1. Staff will present data and the Board and staff will discuss trends and implications in order to inform us as we craft the new plan. We will use skeleton draft outline to then further discuss the RCC 2016-2021 Strategic Plan at the February Community Relations and Program/Policy Committee meeting. Lisa asked how this process would be communicated to the general public. Leila said we invite the community to participate via electronic communications, the lobby poster, and our website. Leila said we will rollout communications to the community to generate participation starting in January. The goal will be to come back in March with a proposed plan based on input from the February meeting, which will be finalized in April and included in the Board May materials (along with the Budget and Capital Facility Planning Materials), and finally presented to the public at the Annual Public Hearing in June.

The Board was pleased with the agenda and looking forward to the planning sessions.

New Business
Bev called attention to upcoming meetings. The group decided not to have a December Finance Committee Meeting. The January planning sessions replace the January monthly meeting. Leila said she’ll include a budget update during the Friday portion of the Strategic Planning Session.

Leila noted that there is a Greater Reston Chamber of Commerce event on Wednesday evening; she asked Board members to confirm if they wanted to attend.

MOTION #5
To Adjourn the Meeting
Vicky moved to adjourn the meeting at 8:46 p.m. Michelle seconded the motion. The motion passed unanimously.
Board of Governors Monthly Meeting Minutes

December 7, 2015 Board of Governors Monthly Meeting Minutes

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DECEMBER 7, 2015

15-1207-1 Bd That the Board approve the Agenda
15-1207-2 Bd That the Board approve the November 2, 2015 Board Minutes
15-1207-3 Bd That the Board approve the November 2, 2015 Actions
15-1207-4 Bd That the Board approve the committee report
15-1207-5 Bd That the meeting be adjourned.

______________________________
Lisa Sechrest-Ehrhardt,
Board Secretary

12/23/15
Date
Present were:
- Bev Cosham
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Michelle Moyer
- Bill Keefe
- Vicky Wingert
- Gerald Zavala
- Bill Penniman

Absent and Excused
- John Mendonça

Attending from the RCC Staff:
- Leila Gordon, Executive Director
- Cristin Bratt
- Thomas Ward
- Eileen Boone
- PD Michnewicz
- Joe Leary
- Pam Leary
- Renata Wojcicki
- BeBe Nguyen
- Brian Gannon
- Harun Rashid
- Barbara Wilmer

Bev welcomed everyone at 2:04 p.m. Leila explained that we don’t have guests, but if members of the public do join us, they will have the opportunity to give comments and leave comments with us for the record. She added the public will have an opportunity to engage with the Board and staff at the February Community Relations and Program/Policy Joint Committee Meeting on February 8. Bev introduced Karen Cleveland, who is serving as facilitator for the two-day Strategic Planning Session. Karen reviewed the session objectives:

Retreat Objectives:
- Identify the behavioral, cultural and competitive challenges facing RCC.
- Establish a strategic plan approach that meets RCC’s mission and vision while balancing the needs of the community.
- Develop financial priorities and long-term strategies to meet the needs in a fiscally prudent manner.

Karen reviewed today’s agenda (see attached). After showing a motivational video to remind the group of their commitment to serve the community, she reviewed RCC’s vision, mission, and values:

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:
January 8, 2016 Long Range Planning Committee Meeting Report (Strategic Planning Session)

- Creating and sustaining community traditions through special events, outreach activities and facility rentals; and
- Building community through collaboration and celebrations.

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.

Karen also noted that in 2013, the RCC Board established Board priorities in the context of considering new facilities:
- Reaffirm RCC facilities address our mission, expand our capacities, respond to community needs and are aligned with community opportunities and resources.
- Evaluate options against RCC core competencies.
- Evaluate demand, practical timeline and prioritize accordingly.
- Explore all potential partners before going it alone (proffers and others).
- Solicit community input throughout.
- Conduct thorough cost benefit analysis.
- Complete feasibility study or studies.
- Develop business plans.

After reviewing the above, Board and staff agreed with the current vision, mission, and values, as well as the Board priorities.

The group reviewed the current strategic plan and discussed concerns where participation levels are not as robust as have been the case in the past. They also considered what is sufficient to operationalize priorities by establishing institutional approaches, as well as how RCC can best manage partnerships to maximize the benefits. The group agreed that there is far greater demand for performing arts and aquatics space than our inventory of space can fulfill. Leila noted that the Reston Master Plan Task Force affirmed that there is a consortium for planning in this community; it also gave the community an opportunity to give feedback on the plan—which includes a recreation center and performing arts venue. She added that discussion and progress continues on both of these venues within the community, which further validates the RCC Board’s goals.

Tom Ward noted we have a limited footprint and our biggest challenge is that our meeting rooms are often booked with programs. We have a fixed aquatic venue but increased demand for that programming. Those realities drive limitations of our existing facility footprint. As programming staff identifies future goals, we’re going to have to look to our facilities to discover the extent our facilities support the programming and what changes/improvements will need to be made.

Tom noted that our facilities have been brought up to date with mechanical systems. Bill P. asked Bill B. a realistic timeframe for the new recreation center at Reston Town Center North. Bill B. said we’ll have a better idea at the end of the year when Phase 1 planning is complete and we can look at future implementation time frames. Phase 1 is expected to be complete around the same time that Phase 2 of the Metro Silver Line opens. He thinks the entire Reston Town Center North development will be complete in the next 10 years. Bill P. asked if the final facility would operate like Oak Marr, Springhill and other County recreation centers. Bill B. said he is hoping for the same community engagement on the rec center as the Park Authority had at the Lake Fairfax skate park, while remembering that aquatics and court space are the top two priorities in the facility. Bill P. pointed out that we cannot yet determine the use for our pool since the Park Authority will not know the rec center’s purpose for quite some time.
January 8, 2016 Long Range Planning Committee Meeting Report (Strategic Planning Session)

Leila thinks we should explore replacement of the systems we have while meeting the service requirements of our existing swim population. She suggested planning in such a way that as a new facility comes online, we have the potential to make a significant change to our facilities (e.g., remove walls, expand space, etc.). Tom noted that we don’t want to make decisions that will be a waste of resources based on the rec center capabilities. Bill P. encouraged Tom to explore solar and geothermal options for the pool. Tom said we are already exploring these options. There was general discussion about “green facilities” and their benefits.

Leila spoke about partnerships/sponsorships and the tremendous value they provide in enabling us to maximize our reach in the community. BeBe said she’s very active with most of our partner organizations, which helps us keep our finger on the pulse of the community. BeBe said it’s mutually beneficial because they look to us for guidance as well. Leila said the value of our partnerships and alliances is the ability to expand our reach in an increasingly fragmented community. We want people to access and engage with RCC as an asset and a presence in their lives. Leila said she believes RCC has been a model for partnership and sponsorship relationships, a method that is both accepted and regarded as successful. It influences other organizations to act in the same manner and helps all organizations meet the community’s needs through strategic partnerships.

Eileen spoke about the changes in the programming landscape and how the Leisure and Learning department is adapting. She discussed key partnerships such as Serving Reston Youth, OLLI, and Cornerstones and noted that these have resulted in successful community events like the Reston Camp Expo and the Back 2 School Bash. Eileen said we’ve always loved working with the community and we’re now reporting the attendance numbers from these big events. Her staff has also noticed an increase in drop-in program participation but a decrease in registered programs. They are therefore working to bring programs to where the community already recreates. One example of a great success story is the afterschool programming RCC now offers at Langston Hughes Middle School. Eileen recently learned that our game day program is the most attended after-school program at LHMS; that sort of program can accommodate more students than events like cooking classes. In 55+, she noted the success of new events like the Technology Fair and the Senior Health Fair. She also noted that we have recently heard an increasing number of requests for online courses. As a result, she negotiated a partnership with Learning Resource Network (LERN). We will be launching online courses with them in a few months such as certificate courses, business management, autism recognition, etc. She said that RCC will market the program to the community but LERN manages the program. LERN then remits 40 percent of the revenue from course enrollment to RCC.

Bill P. suggested possibly lowering certain fees for two years to see if we notice an increase in registration; it would help us to determine if registration is declining due to increased costs or other factors. He also asked how we market to new residents. Further discussion determined that staff would be sensitive to pricing as currently is the practice and that the Fee Waiver program might be the better vehicle for considering how to assure maximum access across various income levels.

PD spoke about an opportunity with a local apartment complex. The management staff recently reached out to him requesting that RCC bring programming into their main building for residents. PD noted that he and Eileen are meeting with the group at the end of January but they are very excited for the opportunity to expand and possibly create smaller “satellite” centers for RCC programming. This apartment complex is owned by Bozzuto so there is the potential to expand to more of their properties as well. If this experiment works as a model, it could be an RCC satellite program approach that we could bring to other locations.

Michelle asked if those programs would be open to other people outside of that apartment complex. Leila said no, but the costs are offset. We would also be able to increase awareness about and potential involvement with RCC programs that take place in our facilities which would help those residents feel more connection to the community.

PD noted two important points. In exchange for the programming we’d be adding, the management company may be giving us a fee (collected from residents) for providing programming. The management company may also rent busses to bring residents to and from our shows/events. There was general discussion about the possibilities this opportunity represents. Eileen noted that the management company
already provides some programming to residents which can be interpreted as competition. Karen noted that perhaps we need to carefully consider how we can turn competitors into partners.

Leila reviewed the attached financials and said that in general, we’re in good shape to achieve the projected balanced budget in FY16. The last page of the financials offers a timeline for Capital Project commitments through FY17. We need to determine our strategic priorities so that we can start to look towards 2018 and 2019 with respect to those projects.

Leila also reviewed the attached 2015 participation data pages in the context of the current strategic plan. She noted that we have confidence in these numbers, but that it only takes one weekend of bad weather to significantly impact our participation figures. Leila also noted that details on the Fee Waiver Program are included on page 16 of the attached presentation. Leisure and Learning has the majority of fee waiver participation, which reflects unlimited summer camp options for the program enrollees.

There was general discussion about the facility rental data, including capacity, opportunity, cost, and competition. There was general agreement that demand exceeds availability, indicating room to both grow the program and increase the fees so that they are in line with similar facilities.

In discussing strategic partnerships, Leila noted that the Hunters Woods Neighborhood Coalition is an example of a successful strategic partnership. The group was formed two years ago to address community concerns. She believes they have been successful in improving the public’s perception of the plaza.

In preparation for Day 2 of the Strategic Planning Session, Karen asked the group to consider this question: How do we maintain our culture of collaboration in the “new” Reston?

The meeting concluded at 4:07 p.m.
Present were:
- Bev Cosham
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Michelle Moyer
- Bill Keefe
- Vicky Wingert
- Gerald Zavala

Absent and Excused
- John Mendonça
- Bill Penniman

Attending from the RCC Staff:
- Leila Gordon, Executive Director
- Cristin Bratt
- Thomas Ward
- Eileen Boone
- PD Michnewicz
- Joe Leary
- Pam Leary
- Renata Wojcicki
- BeBe Nguyen
- Brian Gannon
- Harun Rashid
- Barbara Wilmer

Karen Cleveland (facilitator) welcomed everyone at 10:07 a.m. and asked for the group’s feedback on her question from the previous day’s session: How do we maintain our culture of collaboration in the “new” Reston? Bev said that due to our partnerships, RCC has outgrown our buildings in terms of who and what we are and do. Michelle said we have loyalty from our strong, involved customer base, but we’re missing the communications with those people who are patrons, but not as involved. Michelle asked if there are avenues we’re missing on how to involve people and reach those who are not involved at all with RCC to get their input. She also noted that there is a difference between being a human services center and a community center. There was discussion on RCC serving as an alternative to the Reston library during construction at Reston Town Center North. This is another instance of a partner being a competitor because the library offers many programs similar to ours. In some ways, it functions as a community center. The group discussed the community’s desire for experiences with a deeper meaning/commitment to the community (volunteerism). Michelle added that volunteers like the short-term commitment of volunteering for an event. Joe observed that Reston Association works with more outdoors, hands-on work like trail cleanup, whereas RCC focuses more on the connection and experience between people (AARP, Adapted Aquatics, etc.). Gerald noted that the volunteer activities for which we get a strong turnout also tend to be ones that allow families to be involved with their children such as the Thanksgiving food drive sorting and the MLK service day.

Following discussion Karen broke the participants into four groups. Each group was instructed to look forward to 2026 and answer the following questions:
- What does RCC look like?
- Where will we be?
- How will we do what we do?

Following the group breakouts, visions of the future included:
RCC remains the heart and soul of the community
- New facilities (either owned or in partnership) to include aquatics, performing arts and perhaps neighborhood program center(s)
- Hunters Woods pool is a hybrid multi-use facility w/splash pad and rising floor
- Facilities are anchored but staff is mobile with flex office space
- Communication is across all digital platforms
- RCC brokers “access” to government and non-profit services
- All facilities are technologically sophisticated
- Non-English speaking staff continue to support RCC
- Professional artists are in the schools
- Providing therapeutic recreation
- Play space for “super nerds” – adults too
- Partnering with libraries, hospitals, police, human services and others to deliver new demand programs and act as adjuncts for them in information dissemination
- Become a convener of important community conversations and the clearinghouse for community engagement information
- Fully partner with other Reston organizations for seamless marketing through the Reston Marketing Initiative
- Expert on delivering programs for the aging and disabled population
- RCC as the central gathering place
- RCC without walls
- Expanded services to be nimble to adapt to needs of the community. E.g., Digital training, game rooms, etc.
- Add another line of business - Community Building
- Larger reliance on electronic platforms for marketing, infrastructure and some programming
- Develop satellite facilities and be seen as the “go to” for information and programming
- More deliberate approach to multi-faceted cultural experiences
- Lake Anne is a cultural center
- Better at tooting our own horn
- Programming to fill gaps left by shrinking school and municipal budgets
- High quality/low cost for all of Reston
- RCC is now the “cool” place for teens
- Games and leagues for adults
- Drop-in technology experiences
- RCC provides meaningful service opportunities
- Additional space for preschool
- More multi-use drop-in space
- More family focused activities
- Programming guide w/video links
- Increased presence in participation by Reston employees:
  - Lunchtime concerts; brown bag speakers, take programs to the companies.

In preparation for the development of the next five-year strategic plan, participants began to identify the key issues in the following areas:
- Facilities
- Community Building
- Branding and Messaging
- Programs
- Internal Capacity and Financial Planning

Below are the group’s collective thoughts on the defined pillars:

**Facilities**
- Modernize existing facilities with a focus on desirability and flexibility.
  - Green roof
  - Solar
Energy management plan
- Conduct/update feasibility study to expand Hunters Woods facility in a manner that allows for better usability without triggering the need for an increase in parking requirement.
- Explore public/private partnership potential with EDENS.
- Complete a market analysis and needs assessment to determine facility and programmatic needs.

Community Building
- Cross-promote with all potential partners, share contacts and resources
- Leverage partnerships and sponsorships
- Strengthen and deepen ties to the business community
- Initiatives/Issues – Be proactive and intentional
- Create opportunities for people to serve in a meaningful way
- Leverage resources to strengthen and support community assets
- Develop partnerships with Healthcare and Wellness providers
- Build foundations for more collaboration and understanding with partners and institutionalize relationships
- Develop list and plan to reach out to unaffiliated micro-communities

Programming
- Increase online programming
- Develop and test model to take programs into the community to meet people where they are – use this as an opportunity to educate people about all RCC and Reston has to offer (keep the culture alive)
- Utilize needs assessment and market analysis to inform programming decisions
- Preserve broadest possible access including physical, financial, cultural, age, etc.
- Be responsive to trends and be nimble
- Design inclusive programming that is multilingual

Branding and messaging
- Utilize needs assessment and market analysis to inform messaging
- Toot our whole horn; the full range of RCC contributions to the community
- Be a key participant in Reston Marketing Initiative
- Brand RCC to “microcenters” – flags, uniforms, leave-behinds, etc.
- All messaging to reflect RCC’s Vision and Mission
- Importance of educating newcomers about the Reston Culture and including them in the ethos of participating in community organizations and activities

Internal Capacity and Financial Planning
- Become accredited through NRPA and use that process to align all systems and resources with best practices
- Balance existing needs with vision for the future as financial planning priorities are established

Next Steps:
Leila will craft a draft Strategic Plan document and circulate it to Board/staff for input. That will be used to prompt the community discussion of our focus areas and goals, as well as possible objectives and priorities. That conversation will kick off at the Community Relations and Program/Policy Joint Committee Meeting on February 8. This year will be more involving than simply hearing feedback from our partners and patrons; people will be asked to engage with the draft plan.

The meeting adjourned at 2:10 p.m.
Proposed Strategic Planning Session Outline
Board of Governors and Staff
Facilitator: Karen Cleveland

Friday, January 8 Session (2:00 p.m. to 4:00 p.m.)
- Review Mission, Vision and Values
- Review status update of current Strategic Plan (2011-2016)
  - What should remain our concerns?
  - What is it sufficient to operationalize?
- Consider future community trends
  - Population growth - demographics
  - Leisure time pursuits – inhibitors, challenge areas, opportunities for growth
  - Competitive context – Indoor recreation options (public/private), Cultural/Arts options

Saturday, January 9 Session (10:00 a.m. to 2:00 p.m.)
- Review; comments; overnight inspirations
- What are our focus areas in the coming five-year time horizon of the next Strategic Plan?
  Current Strategic Plan:
  - Facilities
  - Collaboration and Outreach
  - Communications (Branding and Messaging)
  - Programs
  - Internal Capacity
  
Next Strategic Plan:

DISCUSSION

- Process/Timeline for Community Engagement with Strategic Plan
  - Draft from our meeting (Jan)
  - Roll out communications to support attendance at February meeting to respond to strategic plan focus areas; not the “testimony” approach of prior years (Jan/Feb)
  - Present draft in following month meeting of PP/CR (Mar)
  - Finalize draft of Strategic Plan (2016-2021) (April/May)
  - Present to public at Annual Hearing for Programs and Budget (June)

- Ideas for engagement and involvement

DISCUSSION

- Wrap-up/around the room
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

Five Year Outcomes Summary:
RCC facilities have been renovated to achieve all required ADAA improvements, enhanced energy consumption, and improved functionality in the Terry L. Smith Aquatics Center, Community Room, CenterStage, office and other space configurations.

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

Five Year Outcomes Summary:
As a result of RCC and Park Authority efforts, the current planning for the development of Reston Town Center North (RTCN) incorporates a Park Authority operated and owned 90,000 square foot recreation center that will incorporate the aquatics and recreation components we have sought for Reston (and other communities).

RTCN planning as well as the Reston Master Plan language for Reston Town Center’s station development mention and/or endorse inclusion of a performing arts venue that will appropriately house community-based music and dance presentations. We have embarked on the various planning activities related to market research, advocacy for the inclusion of this venue in planned development, and engagement with our community stakeholders.

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

**Five Year Outcomes Summary:**
Current annual partner efforts include ongoing collaboration through programming and services provided jointly with 26 local civic, arts or human services non-profit organizations; 7 Fairfax County Government agencies/office; and all FCPS Reston-based schools.

**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

**Five Year Outcomes Summary:**
Current RCC sponsorships include 13 major events with significant credit and prominence for RCC’s logo and tagline. RCC has publication and collaterals agreements for our partnered programming events, activities and services as well as protocols for inclusion in RCC publications and web-based announcements. RCC’s sponsorship of the Cultural Alliance’s regional calendar for arts events provides promotion of RCC arts and events to a regional audience.

**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.
- Multi-modal and multi-lingual
- Dynamic, appealing, and interesting with streaming audio and video capabilities E-Commerce friendly to enable patrons to conduct RCC transactions in an online environment
- Enables data collection and patron feedback
- Incorporates social media
- Includes intranet (restricted access) pages for employees, Board members
- Incorporates volunteer registration software (Fairfax County)
- Is downloadable as Smartphone/web tablet application
- Includes a standard “Community Resources” page
Five Year Outcomes Summary:
All objectives have been met excepting the establishment of an intranet set of pages for employees and Board access only. This capability may be realized either within the Fairfax County Government Intranet pages or perhaps reviewed as to advisability.

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.
- Leverage teen fluency in new media to advance program information
- Outreach to business community through electronic newsletters/bulletins
- Encourage patrons to re-post, GPS-identify involvement or attendance, etc.

Five Year Outcomes Summary:
All objectives have been realized. More than 1,400 Facebook friends; 600+ Twitter followers; 8,750 active email distribution addresses segmented by 30+ targeted mailing lists. RCC distributes two electronic newsletters with information about Arts (The Spotlight) or Leisure Programs (Insights) respectively. Up to date social media best practices are incorporated in all efforts reducing opt-out rates, increasing open and click-through rates.

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

Five Year Outcomes Summary:
RCC has been and remains a leader and convener involved in community-wide efforts launched by Supervisor Hudgins’ office around aging in place, sustainability, disproportionality/equity, as well as around increasing opportunities for youth enrichment in after-school/out-of-school activities at the suggestion of Robert Simon. RCC is a major partner in the Hunters Woods Neighborhood Coalition, Cornerstones Partners, and the Greater Reston Chamber of Commerce Reston Marketing Initiative.

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
Five Year Outcomes Summary:
RCC has achieved a participation platform of approximately 250,000 intersections annually with sponsored programs, events, activities, and rental patrons’ use of facilities. Reston’s/Bob Simon’s anniversary milestones were celebrated with major RCC support for the legacy project of Another Way of Living: The Story of Reston, VA documentary as well as the many celebrations associated with those. Recent innovations to address participation challenges/trends in teens/adult cohorts include school-based programming at LHMS; contracting with LERN to offer portal access to virtual training/certification options with revenue sharing; and exploration of programming and services offered in new or existing multi-family dwelling settings in Reston.

Major Challenge/Trend Line: Participation by middle/high school age youth and adults between 18 and 55 in RCC program offerings is waning. Reaching these populations will require new approaches like those we are currently exploring.

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

Five Year Outcomes Summary:
RCC has established Customer Satisfaction as the principle metric used in our budget presentation via Fairfax County DMB to measure our performance. Evaluations are regularly distributed and tabulated across every program and event offering in every season. Solutions to making use of the evaluation even easier for patrons continue to be explored. Customer satisfaction with RCC offerings is extremely positive and remains above established goals.

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

Five Year Outcomes Summary:
RCC has effectively reached (with some fluctuation) the level of online transactions representing 50% of routine business. The challenge in the future will be to increase the capabilities of the various functions and making patron use even easier than is currently the case. Additionally, we are exploring how to use the RecTrac software to even greater levels of communication utility with patrons already enrolled in RCC programs.
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

Five Year Outcomes Summary:
RCC has both County and agency training ladders established and reviewed routinely. Agency-specific training opportunities have been identified and provided. Awards for performance have been nominated successfully in both County and external organizational environments. Agency participation in Leadership Fairfax has increased staff capabilities and enhanced RCC’s profile. Retention of staff continues to be above that for similar agencies and succession planning is in place.

Staff Methodology

Outcomes/Notes Where Challenges Remain

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. Ongoing.
4. Adoption of strategies aligned with environmental best practices and reduced energy consumption.
5. Reduction in wait lists. Ongoing; limited by facilities.

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.
<table>
<thead>
<tr>
<th>Revenue</th>
<th>Detail of FY16 Budget Reallocations</th>
<th>Revised FY16 Budget</th>
<th>Oct</th>
<th>Nov</th>
<th>YTD (does not incl. Fee Waiver amounts)</th>
<th>REMAINING BALANCE</th>
<th>YTD % actual</th>
<th>YTD Fee Waiver (unrealized revenue)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Administration:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Taxes</td>
<td>7,016,016</td>
<td>46,329</td>
<td>2,119,162</td>
<td>5,667,990</td>
<td>1,348,026</td>
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<td></td>
<td>80.79%</td>
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<tr>
<td>Interest</td>
<td>8,441</td>
<td>249</td>
<td>1,703</td>
<td>7,474</td>
<td>967</td>
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<td>88.55%</td>
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<tr>
<td>Vending</td>
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<td>72</td>
<td>181</td>
<td>766</td>
<td>850</td>
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<td>Facility Rental</td>
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<td>12,359</td>
<td>17,378</td>
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<td>73.50%</td>
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<td>Program Revenue Est. Loss</td>
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<td>59,640</td>
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<tr>
<td>2 Performing Arts-Theatre Admiss.</td>
<td></td>
<td>53,326</td>
<td>6,250</td>
<td>6,165</td>
<td>37,468</td>
<td>15,858</td>
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<td>175</td>
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<td>3 PA Theatre Rental</td>
<td>33,290</td>
<td>954</td>
<td>2,741</td>
<td>30,549</td>
<td>8,23%</td>
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<tr>
<td>4 PA Misc Revenue</td>
<td>342</td>
<td>472</td>
<td>936</td>
<td>(936)</td>
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<td>5 PA Equip. Sale Revenue</td>
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<td>(2,351)</td>
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<tr>
<td>6 PA Cultural Activities/ Arts Org</td>
<td></td>
<td>14,246</td>
<td>5,247</td>
<td>23,233</td>
<td>(23,233)</td>
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<td>0.00%</td>
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<td>7 Aquatics Classes/drop-in</td>
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<td>306,614</td>
<td>18,482</td>
<td>13,406</td>
<td>128,067</td>
<td>178,547</td>
<td>41.77%</td>
<td>9,826</td>
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<td>8 Aquatics Rental</td>
<td>19,200</td>
<td>-200</td>
<td>5,583</td>
<td>13,618</td>
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<tr>
<td>9 L&amp;L Fitness</td>
<td>116,834</td>
<td>5,884</td>
<td>2,158</td>
<td>54,411</td>
<td>46.57%</td>
<td></td>
<td></td>
<td>1,118</td>
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<td>10 L&amp;L Teens/Family</td>
<td>(58,880)</td>
<td>73,000</td>
<td>123</td>
<td>-293</td>
<td>10,341</td>
<td>59,959</td>
<td>17.86%</td>
<td>24,941</td>
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<tr>
<td>11 L&amp;L 55+</td>
<td>81,361</td>
<td>-366</td>
<td>658</td>
<td>24,210</td>
<td>57,151</td>
<td>8,007</td>
<td></td>
<td></td>
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<tr>
<td>12 L&amp;L Youth</td>
<td>127,149</td>
<td>386</td>
<td>391</td>
<td>78,445</td>
<td>61.69%</td>
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<td></td>
<td>24,494</td>
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<td>13 L&amp;L Adult</td>
<td>(13,195)</td>
<td>35,589</td>
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<td>17,935</td>
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<td>14 Community Events</td>
<td>3,475</td>
<td>70</td>
<td>3,070</td>
<td>405</td>
<td>88.35%</td>
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<td>5</td>
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<td>15 Arts Education</td>
<td>20,695</td>
<td>191,955</td>
<td>1,356</td>
<td>116,394</td>
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<td>2,169,387</td>
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<td>74,163</td>
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<tr>
<td>Personnel Expenses</td>
<td>Detail of FY16 Budget Reallocations</td>
<td>Revised FY16 Budget</td>
<td>Oct</td>
<td>Nov</td>
<td>YTD</td>
<td>REMAINING BALANCE</td>
<td>% Budget Used Ytd</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------------------------------</td>
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<td>-----</td>
<td>-----</td>
<td>--------------------</td>
<td>-------------------</td>
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<tr>
<td>Administration</td>
<td>(66,527)</td>
<td>542,669</td>
<td>49,150</td>
<td>32,163</td>
<td>159,608</td>
<td>383,061</td>
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<td>204,437</td>
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<td>0</td>
<td>0</td>
<td>204,437</td>
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<td>22,572</td>
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<td>74,173</td>
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<td>Comptroller</td>
<td>378,887</td>
<td>35,651</td>
<td>24,875</td>
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<td>263,066</td>
<td>30.57%</td>
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<td>Customer Service</td>
<td>(51,544)</td>
<td>499,676</td>
<td>53,432</td>
<td>36,015</td>
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<td>Maintenance</td>
<td>(25,500)</td>
<td>419,619</td>
<td>51,721</td>
<td>34,926</td>
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<td>39.61%</td>
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<tr>
<td>IT</td>
<td>134,767</td>
<td>15,674</td>
<td>10,449</td>
<td>51,192</td>
<td>83,575</td>
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<td>Media</td>
<td>394,434</td>
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<td>135,708</td>
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<td>Community Partnerships</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performing Arts</td>
<td>499,481</td>
<td>46,875</td>
<td>33,721</td>
<td>152,124</td>
<td>347,357</td>
<td>30.46%</td>
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<tr>
<td>Aquatics</td>
<td>(4,130)</td>
<td>654,409</td>
<td>73,888</td>
<td>57,007</td>
<td>258,774</td>
<td>395,635</td>
<td>39.54%</td>
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<td>Leisure &amp; Learning (L&amp;L) Admin</td>
<td>225,541</td>
<td>26,553</td>
<td>17,702</td>
<td>86,572</td>
<td>138,969</td>
<td>38.38%</td>
<td></td>
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<tr>
<td>L&amp;L Fitness</td>
<td>(62,200)</td>
<td>97,279</td>
<td>12,224</td>
<td>8,600</td>
<td>34,410</td>
<td>62,869</td>
<td>35.37%</td>
<td></td>
</tr>
<tr>
<td>L&amp;L Teens/Family</td>
<td>140,054</td>
<td>12,375</td>
<td>9,160</td>
<td>57,638</td>
<td>82,416</td>
<td>41.15%</td>
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<td></td>
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<tr>
<td>L&amp;L 55+</td>
<td>20,088</td>
<td>141,200</td>
<td>15,139</td>
<td>10,367</td>
<td>42,726</td>
<td>98,474</td>
<td>30.26%</td>
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</tr>
<tr>
<td>L&amp;L Youth</td>
<td>195,299</td>
<td>11,384</td>
<td>8,796</td>
<td>96,773</td>
<td>98,526</td>
<td>49.55%</td>
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</tr>
<tr>
<td>L&amp;L Adult</td>
<td>(16,562)</td>
<td>125,626</td>
<td>13,488</td>
<td>9,222</td>
<td>40,896</td>
<td>84,730</td>
<td>32.55%</td>
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</tr>
<tr>
<td>Community Events</td>
<td>134,633</td>
<td>17,592</td>
<td>8,740</td>
<td>48,546</td>
<td>86,087</td>
<td>36.06%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts Education</td>
<td>1,938</td>
<td>323,754</td>
<td>29,012</td>
<td>20,583</td>
<td>165,677</td>
<td>158,077</td>
<td>51.17%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Personnel Expenses</strong></td>
<td>0</td>
<td>5,435,149</td>
<td>539,305</td>
<td>369,158</td>
<td>1,902,256</td>
<td>3,532,893</td>
<td>35.00%</td>
<td></td>
</tr>
</tbody>
</table>
Reston Community Center  
Revised Budget vs Actuals Worksheet  
30-Nov-15  

100%/12*5mo=41.65%  

<table>
<thead>
<tr>
<th>Operational Expenses</th>
<th>Detail of FY16 Budget Reallocations</th>
<th>Revised FY16 Budget</th>
<th>Oct</th>
<th>Nov</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Administration</td>
<td>96,885</td>
<td>738</td>
<td>1,069</td>
<td>17,810</td>
<td>79,075</td>
<td>18.38%</td>
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<tr>
<td>2 Board</td>
<td>57,820</td>
<td>(152)</td>
<td>4,743</td>
<td>29,342</td>
<td>28,478</td>
<td>50.75%</td>
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<tr>
<td>3 Booking</td>
<td>(3,852)</td>
<td>99,348</td>
<td>5,654</td>
<td>277</td>
<td>78,624</td>
<td>79.14%</td>
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<tr>
<td>4 Comptroller/LA Lease/Admin</td>
<td>(22,190)</td>
<td>355,572</td>
<td>2,773</td>
<td>2,066</td>
<td>277,313</td>
<td>77.99%</td>
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<tr>
<td>5 Customer Service</td>
<td>1,500</td>
<td></td>
<td></td>
<td></td>
<td>1,500</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>6 Facility Engineer</td>
<td>178,667</td>
<td>(1,487)</td>
<td>3,896</td>
<td>56,209</td>
<td>122,458</td>
<td>31.46%</td>
<td></td>
</tr>
<tr>
<td>7 Maintenance</td>
<td>(59,000)</td>
<td>416,058</td>
<td>(12,870)</td>
<td>2,778</td>
<td>367,826</td>
<td>88.41%</td>
<td></td>
</tr>
<tr>
<td>8 IT</td>
<td>12,118</td>
<td>102,186</td>
<td>1,865</td>
<td>43,198</td>
<td>59,308</td>
<td>58.04%</td>
<td></td>
</tr>
<tr>
<td>9 Media</td>
<td>(15,000)</td>
<td>384,897</td>
<td>14,197</td>
<td>18,224</td>
<td>278,527</td>
<td>72.36%</td>
<td></td>
</tr>
<tr>
<td>10 Community Partnerships</td>
<td>(12,000)</td>
<td>135,000</td>
<td>109</td>
<td>4,554</td>
<td>92,673</td>
<td>68.65%</td>
<td></td>
</tr>
<tr>
<td>11 Performing Arts</td>
<td>(6,000)</td>
<td>301,855</td>
<td>5,999</td>
<td>7,106</td>
<td>174,782</td>
<td>57.90%</td>
<td></td>
</tr>
<tr>
<td>12 Aquatics</td>
<td>(9,500)</td>
<td>68,300</td>
<td>9,153</td>
<td>1,552</td>
<td>49,636</td>
<td>72.67%</td>
<td></td>
</tr>
<tr>
<td>13 Leisure &amp; Learning (L&amp;L) Admin</td>
<td>6,664</td>
<td></td>
<td></td>
<td></td>
<td>741</td>
<td>11.12%</td>
<td></td>
</tr>
<tr>
<td>14 L&amp;L Fitness</td>
<td>20,237</td>
<td>3,307</td>
<td>1,815</td>
<td>8,995</td>
<td>11,242</td>
<td>44.45%</td>
<td></td>
</tr>
<tr>
<td>15 L&amp;L Teens/Family</td>
<td>(15,000)</td>
<td>127,605</td>
<td>(2,605)</td>
<td>24,471</td>
<td>66,919</td>
<td>52.44%</td>
<td></td>
</tr>
<tr>
<td>16 L&amp;L 55+</td>
<td>84,510</td>
<td>416</td>
<td>4,209</td>
<td>33,229</td>
<td>51,281</td>
<td>39.32%</td>
<td></td>
</tr>
<tr>
<td>17 L&amp;L Youth</td>
<td>(10,900)</td>
<td>126,715</td>
<td>4,458</td>
<td>16,153</td>
<td>84,429</td>
<td>66.63%</td>
<td></td>
</tr>
<tr>
<td>18 L&amp;L Adult</td>
<td>(3,150)</td>
<td>13,990</td>
<td>214</td>
<td>461</td>
<td>4,898</td>
<td>35.01%</td>
<td></td>
</tr>
<tr>
<td>19 Community Events</td>
<td>(1,500)</td>
<td>141,342</td>
<td>2,831</td>
<td>18,648</td>
<td>84,889</td>
<td>56.453</td>
<td></td>
</tr>
<tr>
<td>20 Arts Education</td>
<td>(3,230)</td>
<td>82,787</td>
<td>6,673</td>
<td>794</td>
<td>44,781</td>
<td>54.09%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Operational Expenses</strong></td>
<td>0</td>
<td>2,951,142</td>
<td>41,274</td>
<td>156,014</td>
<td>1,810,930</td>
<td>1,140,213</td>
<td>61.36%</td>
</tr>
</tbody>
</table>
### Reston Community Center
Revised Budget vs Actuals Worksheet
30-Nov-15

100%/12*5mo=41.65%

<table>
<thead>
<tr>
<th>Capital Proj. Desc. &amp; Number/Cap Equip.</th>
<th>Detail of FY16 Budget Reallocations</th>
<th>Revised FY16 Budget</th>
<th>Oct</th>
<th>Nov</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 RCC Improvements C-000001</td>
<td></td>
<td>647,000</td>
<td>7,029</td>
<td>-127,677</td>
<td>3,855</td>
<td>643,145</td>
<td>0.60%</td>
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<tr>
<td>2 RCC Facility Enhancements C-000002</td>
<td></td>
<td>30,000</td>
<td></td>
<td></td>
<td>0</td>
<td>30,000</td>
<td>0.00%</td>
</tr>
<tr>
<td>3 RCC HW Enhancements C-000003</td>
<td></td>
<td>130,795</td>
<td></td>
<td></td>
<td>0</td>
<td>130,795</td>
<td>0.00%</td>
</tr>
<tr>
<td>4 Theatre Enhancements C-000008</td>
<td></td>
<td>196,000</td>
<td>3,360</td>
<td>63,947</td>
<td>132,053</td>
<td></td>
<td>32.63%</td>
</tr>
<tr>
<td>5 RCC-Motor Control Panel CC-000012</td>
<td></td>
<td>63,745</td>
<td>59,722</td>
<td>59,722</td>
<td>4,023</td>
<td></td>
<td>93.69%</td>
</tr>
<tr>
<td>6 RCC-Rear Loading Dock CC-000013</td>
<td></td>
<td>76,052</td>
<td>67,954</td>
<td>67,954</td>
<td>8,098</td>
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<td>89.35%</td>
</tr>
<tr>
<td><strong>Total Capital Expenses</strong></td>
<td></td>
<td>1,143,592</td>
<td>7,029</td>
<td>3,359</td>
<td>195,478</td>
<td>948,114</td>
<td>17.09%</td>
</tr>
<tr>
<td><strong>Total RCC Expenditures</strong></td>
<td></td>
<td>9,529,883</td>
<td>587,608</td>
<td>528,531</td>
<td>3,908,664</td>
<td>5,621,219</td>
<td>41.01%</td>
</tr>
<tr>
<td>Type</td>
<td>Revised FY16 Budget</td>
<td>FY16 YTD</td>
<td>Remaining Balance</td>
<td>% Budget Target</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>--------------------</td>
<td>----------</td>
<td>------------------</td>
<td>-----------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Beginning Fund Balance</strong></td>
<td>5,948,674</td>
<td>5,948,674</td>
<td></td>
<td>100.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td>7,016,016</td>
<td>5,667,990</td>
<td>1,348,026</td>
<td>80.79%</td>
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<td></td>
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<tr>
<td>Program Revenue Est. Loss</td>
<td>59,640</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Interest</td>
<td>8,441</td>
<td>7,474</td>
<td>967</td>
<td>88.55%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vending</td>
<td>1,616</td>
<td>766</td>
<td>850</td>
<td>47.40%</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Aquatics</td>
<td>325,814</td>
<td>133,649</td>
<td>192,165</td>
<td>41.02%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leisure and Learning</td>
<td>433,933</td>
<td>188,042</td>
<td>245,891</td>
<td>43.33%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental</td>
<td>149,921</td>
<td>110,195</td>
<td>39,726</td>
<td>73.50%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts and Events</td>
<td>282,046</td>
<td>186,192</td>
<td>95,854</td>
<td>66.01%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>8,277,427</td>
<td>6,294,308</td>
<td>1,983,119</td>
<td>76.04%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Available</strong></td>
<td>14,226,101</td>
<td>12,242,982</td>
<td>1,983,119</td>
<td>86.06%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td>0</td>
<td></td>
<td></td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>5,435,149</td>
<td>1,902,256</td>
<td>3,532,893</td>
<td>35.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>2,951,142</td>
<td>1,810,930</td>
<td>1,140,213</td>
<td>61.36%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-Total Non-Capital Expenditures</td>
<td>8,386,291</td>
<td>3,713,186</td>
<td>4,673,105</td>
<td>44.28%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-Total Rev. less Non-Cap Exp.</strong></td>
<td>-108,864</td>
<td>2,581,123</td>
<td>-2,689,987</td>
<td>-2370.96%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Projects</td>
<td>1,143,592</td>
<td>195,478</td>
<td>948,114</td>
<td>17.09%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>9,529,883</td>
<td>3,908,664</td>
<td>5,621,219</td>
<td>41.01%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue less Total Expenses</td>
<td>-1,252,456</td>
<td>2,385,645</td>
<td>-3,638,101</td>
<td>-190.48%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>4,696,218</td>
<td>8,334,319</td>
<td>-3,638,101</td>
<td>177.47%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FY16 Revised Budget includes:**
1. FY16 pay for performance $67,650 effective July 2015 (added to the advertised amount)
2. FY15 Encumbered Carryover of $41,746 for services delivered after 06/30/15 (added to the advertised amount)
3. FY15 Carryover for Encumbered $176,912 and Unencumbered $319,680 for Capital Projects funding (added to the advertised amount)
4. Added expenses to the Advertised Budget total: $538,338. Of that, only the new personnel costs for pay for performance represent “new” expenses outside allocated expenses from FY15.
5. Estimated program revenue loss of 59,640, personnel funding reduction of $204,437, Operating funding reduction of $149,204 are all recorded in Administration Cost Center
General Note: Summer 2015 related revenue was reversed for FY15 year-end-close and recorded as FY16 revenue. The revised program revenue cumulative decrease of $59,640 was transferred to the Administration cost center.

1. **Administration**: The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 81% of tax revenue, 74% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue), 89% of interest revenue, and 47% of vending revenue.

2. **Performing Arts Theatre Admission**: Revenue collection is very uneven depending on scheduled shows and their related box office revenue.

3. **Performing Arts Theatre Rental**: Theatre rental payments are made on an irregular schedule depending on when performances occur.

4. **Performing Arts Misc. Revenue**: Revenue from processing fees for online ticketing; new terms negotiated with Tickets.com returns a small amount to RCC.

5. **Performing Arts Equipment Sale**: Auctioned equipment sale proceeds.

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

7. **Aquatics Classes/drop-in**: Year-to-date revenue represents daily gate fees, summer and fall program registration revenue.

8. **Aquatics Rental**: Year-to-date revenue represents natatorium rental payments and a refund (November).

9. **Fitness**: Year-to-date amount includes summer and fall program registration revenue.

10. **Teen/Family**: Year-to-date amount includes summer and fall program registration revenue. Most of this cost center’s revenue is realized during the summer. Note that the amount of fee waiver participation in the Teen/Family summer camp program was significantly higher this summer than last summer. Fall program participation via fee waivers is also higher. This is likely a consequence of the presence of RCC programming in Langston Hughes Middle School in after school hours.

11. **55+**: Year-to-date amount includes summer and fall program registration revenue.

12. **Youth**: Year-to-date amount includes summer and fall program registration revenue. Most of this cost center’s revenue is realized during the summer. Fee waiver participation in summer camp programs in 2015 was considerably higher than the prior year.

13. **Adult**: Year-to-date amount includes summer and fall program registration revenue.

14. **Community Events**: Revenue from booth fees, book sales associated with the Reston Multicultural Festival.

15. **Arts Education**: Year-to-date amount includes summer and fall program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center’s revenue. Fee waiver participation is significantly higher.
1. **Administration**: Administration’s allocated budget is typically under-spent; funding provides for OPEB costs.
2. **Booking**: Personnel costs are at the expected level.
3. **Comptroller**: Personnel costs are at the expected level.
4. **Customer Service**: Personnel costs are at the expected level.
5. **Facility Engineer**: Personnel costs are at the expected level.
6. **Maintenance**: Personnel costs are at the expected level.
7. **Information Technology**: Personnel costs are at the expected level.
8. **Media**: Personnel costs are at the expected level.
9. **Community Partnerships**: No personnel costs are anticipated in FY16.
10. **Performing Arts**: Personnel costs are at the expected level.
11. **Aquatics**: Personnel costs are at the expected level.
12. **Leisure and Learning Administration**: Personnel costs are at the expected level.
13. **Fitness**: Personnel costs are at the expected level.
14. **Teen/Family**: Personnel costs include summer camps' labor costs which occurred in July and August.
15. **55+**: Personnel costs are at the expected levels.
16. **Youth**: Personnel costs include summer camps’ labor costs which occurred in July and August.
17. **Adult**: Personnel expenditures are at the expected levels.
18. **Community Events**: Personnel expenditures are at the expected levels.
19. **Arts Education**: Personnel expenditures include LARK/YAT summer labor costs which occurred in July and August.
Operating Expenses: Reservations for multiple months’ expenses are made at the beginning of the year; funds are spent down from them. The new format for our monthly expenditure report removes the “Encumbrances” column; the net effect of either stand-alone expenses or spending down reserved amounts is now shown in the column marked “YTD.” The revised operating budget allocations reflect a cumulative decrease in expenditures of $149,204 and are shown in the Administration cost center (total amount). That amount is projected to be returned to the fund balance at the closing of FY16.

1. **Administration:** Current month expenses and reservations include staff professional development costs.
2. **Board:** Current month expenses and reservations are for Leadership Fairfax event and hospitality.
3. **Booking:** Current month expenses and reservations are for storage facility rental, furniture, and security monitoring.
4. **Comptroller/LA Lease/Admin:** Current month expenses and reservations include bank fees, postage, and office supplies.
5. **Customer Service:** Budget Allocation is for office supplies.
6. **Facility Engineering:** Current month expenses and reservations include repair and maintenance.
7. **Maintenance:** Current month expenses and expenditures from reservations include utility costs, facility maintenance, and supplies. The October credit amount represents payments to vendors from fund reservations established at the beginning of the year.
8. **IT:** Current month expenses and reservations include PC replacement and phone system DIT billing and cellular phone costs.
9. **Media:** Current month expenses and reservations include printing, advertising, and sponsorship costs.
10. **Community Partnerships:** Current month expenses and reservations are for partnerships costs and supplies.
11. **Performing Arts:** Current month expenses and reservations include performer contract advance payments, theatre operating costs, and supplies.
12. **Aquatics:** Current month expenses and reservations are for pool maintenance, training materials, uniforms, facility rental, and supplies.
13. **Leisure and Learning Admin:** Past months expenses and reservations are for membership and supplies.
14. **Fitness:** Current month expenses and reservations are for program delivery contract costs, and supplies.
15. **Teen/Family:** Current month expenses and reservations are for transportation, conference travel, and supplies.
16. **55+:** Current month expenditures and reservations are for transportation, recreational activities, program delivery costs, and program supplies.
17. **Youth:** Current month expenditures and reservations are for program supplies, transportation, and recreational activities.
18. **Adult:** Current month expenditures and reservations are for supplies and program delivery costs.
19. **Community Events:** Current month expenditures and reservations are for program delivery costs and supplies.
20. **Arts Ed:** Current month expenditures and reservations are for program delivery costs and supplies.
**Capital Project Expense**

**General Note:** Because of scheduling, RCC Capital Improvement Projects frequently carry over from one fiscal year to the next. In FY16, the Motor Control Panel, CenterStage sound system upgrade, and HW Loading Dock projects will conclude. Budget reallocations were completed in November 2015 and allocated funding shows in brackets for each project.

1. **RCC Improvements /C-000001** includes Back Stage RTU replacement (387K), public areas energy efficient lights installation (20K), roof mechanical/cable tray (240K).
2. **RCC Facility Enhancements/C000002** includes LA counter service redesign (30K).
3. **RCC Hunters Woods Enhancements (Community Room) /C-000003:** Community room lighting. Chandelier fixtures design and replacement pending (131K).
4. **RCC CenterStage Enhancements /C-000008:** This project includes funding for the CenterStage floor replacement (100K), and rewire/replace sound system (68K).
5. **RCC - Motor Control Panel /CC-000012** (63.75K)
6. **RCC – Rear Loading Dock / CC-000013** (76K)
<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project Description</th>
<th>Construction Timeframe</th>
<th>Planned Budgeted FY15</th>
<th>Planned Budgeted FY16</th>
<th>Planned Budgeted FY17</th>
<th>Planned Budgeted FY18</th>
<th>Planned Budgeted FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>CC-000001</td>
<td>HW Facility Improvements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000001-001</td>
<td>Replace Genie Hydraulic Lift</td>
<td>Aug 2016</td>
<td>$ 58,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000001-004</td>
<td>Front Sections &amp; Fly System Area</td>
<td>Aug 2016</td>
<td>$240,800</td>
<td></td>
<td></td>
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<tr>
<td>CC-000001-005</td>
<td>Public Area (HW) Lighting Enhancements</td>
<td>Aug 2016</td>
<td>$ 20,000</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>CC-000002</td>
<td>LA Facility Enhancements</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>CC-000002-001</td>
<td>Service Counter Redesign for ADA</td>
<td>Nov. 2016</td>
<td>$ 30,000</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>CC-000003</td>
<td>RCC Hunters Woods Enhancements</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>CC-000003-001</td>
<td>CR Community Room Chandeliers</td>
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<tr>
<td>CC-000008</td>
<td>Theatre Enhancements</td>
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<tr>
<td>CC-000008-001</td>
<td>Stage Floor Replacement</td>
<td>Aug 2016</td>
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<td></td>
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<tr>
<td></td>
<td>Upgrade Dimmer System</td>
<td>Aug 2016</td>
<td>$ 25,000</td>
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<tr>
<td>CC-000009</td>
<td>Natatorium Enhancements</td>
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<tr>
<td>CC-000009-002</td>
<td>A/E Related to Natatorium Strategic Direction</td>
<td>Aug-Dec. 2017</td>
<td>$ 50,000</td>
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<tr>
<td>CC-000001</td>
<td>HW Facility Improvements</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000001-001</td>
<td>Replace HW Carpeting in Public Areas</td>
<td>Aug 2018</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000002</td>
<td>LA Facility Enhancements</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>CC-000002-001</td>
<td>Replace Gallery Carpeting</td>
<td>Aug 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000008</td>
<td>Theatre Enhancements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000008-001</td>
<td>Redesign Make-up Station Area</td>
<td>Aug 2018</td>
<td>$ 22,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Install LED Light Fixtures</td>
<td>Aug 2018</td>
<td>$125,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000009</td>
<td>Natatorium Enhancements</td>
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<td></td>
<td></td>
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<td></td>
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<tr>
<td>CC-000009-002</td>
<td>Replace Theatre Carpeting</td>
<td>Aug 2019</td>
<td>$ 15,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Replace Theatre Seating</td>
<td>Aug 2019</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000008</td>
<td>Theatre Enhancements</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC-000008-001</td>
<td>Replace UV Filter Controls</td>
<td>Aug 2019</td>
<td>$100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Replace Pool &amp; Spa Filtration System</td>
<td>Aug 2019</td>
<td>$230,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Refurbish Surge Tank</td>
<td>Aug 2019</td>
<td>$ 25,000</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Financials, Page 10
Creating Positive Leisure, Cultural and Educational Experiences

ENHANCING THE QUALITY OF LIFE FOR ALL OF RESTON
<table>
<thead>
<tr>
<th>Activity</th>
<th>Metric</th>
<th>Activity</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>RCC-Art Show/Gallery Hanging</td>
<td>27 Shows &amp; 1,608 Artists</td>
<td>RCC-Prof. Touring Artist Series</td>
<td>17 Performances</td>
</tr>
<tr>
<td>RCC-Classes, Workshops, Trips</td>
<td>1,513 Programs</td>
<td>RCC-Showers for Homeless Pop.</td>
<td>1,299 showers</td>
</tr>
<tr>
<td>RCC-Community Coffee</td>
<td>296 Days/year</td>
<td>RCC-Volunteer Opportunities</td>
<td>98 Programs</td>
</tr>
<tr>
<td>RCC-Community Engagement</td>
<td>Aging in Place, Disproportionality/Equity, Serving Reston Youth, Reston Marketing Initiative</td>
<td>Reston Chorale</td>
<td>4 Performances</td>
</tr>
<tr>
<td>RCC-Community-Wide Events</td>
<td>52 Events</td>
<td>Reston Community Orchestra</td>
<td>4 Performances</td>
</tr>
<tr>
<td>RCC-Facility Room Rental</td>
<td>3,130 reservations</td>
<td>Reston Community Players</td>
<td>35 Performances</td>
</tr>
<tr>
<td>RCC-Fee Waiver Program</td>
<td>$165,670 awarded</td>
<td>Reston Conservatory Ballet</td>
<td>8 Performances</td>
</tr>
<tr>
<td>RCC-Monday/Tuesday Movies</td>
<td>16 Films</td>
<td>OLLI Meet the Artists</td>
<td>12 Performances</td>
</tr>
<tr>
<td>RCC-Pool open for lap/open swim</td>
<td>4,120 hours</td>
<td>Other Rental/Partnered Performances</td>
<td>23 Performances</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reston Masters Swim Team</td>
<td>216 Practices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reston Swim Team Association</td>
<td>94 Practices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SLHS Swim Team</td>
<td>60 Practices</td>
</tr>
</tbody>
</table>
Enhancing the Quality of Life for All of Reston

Community Participation in RCC Programming by Department

Aquatics, 62,661
- Learn to Swim Classes
- Open/Lap Swim
- Pool Rental
- Private Swim Lessons
- Water Aerobics

Arts & Events, 101,116
- Arts Educ. Classes
- CenterStage Rental
- Community Events
- Prof. Touring Artists
- Volunteers

Facility Rental, 78,187

Leisure & Learning, 26,994
- Youth
- Teen & Family
- Adult
- 55+
- Fitness

Total Visits, 2015: 268,958 including registered activities, drop-in programs, theatre attendance and estimated attendance at rental events.
Enhancing the Quality of Life for All of Reston

Community Participation in RCC Programming by Cost Center

- Community Events, 78,710
- Aquatics, 44,137
- Performing Arts, 2,650
- Arts Education, 6,186
- Youth, 5,000
- Teen & Family, 3,432
- Adult, 2,005
- 55+, 8,786
- Fitness, 7,771

Total Visits, 2015: 158,677
Enhancing the Quality of Life for All

Estimated Attendance at Rental Events Held at RCC by Facility Type

- Meeting Room, 78,187
- CenterStage, 13,570
- Terry L. Smith Pool, 18,524

Total Estimated Attendance, 2015: 110,281
Providing a Broad Range of Programs in...

ARTS, AQUATICS, RECREATION, ENRICHMENT AND LIFE-LONG LEARNING
## Breadth of Programming

<table>
<thead>
<tr>
<th>Program Type (RecTrac Categories)</th>
<th>Program Type (RecTrac Categories)</th>
</tr>
</thead>
<tbody>
<tr>
<td>After School – Leisure &amp; Learning</td>
<td>Learn to Swim – Aquatics</td>
</tr>
<tr>
<td>Camp, Summer – L&amp;L/Arts &amp; Events</td>
<td>Music – Arts &amp; Events</td>
</tr>
<tr>
<td>Community-wide Events – Arts &amp; Events/L&amp;L</td>
<td>OLLI Meet the Artist – Arts &amp; Events</td>
</tr>
<tr>
<td>Computer – Leisure &amp; Learning</td>
<td>Open/Lap Swim – Aquatics</td>
</tr>
<tr>
<td>Cooking – Leisure &amp; Learning</td>
<td>Performing Arts – Arts &amp; Events</td>
</tr>
<tr>
<td>Crafts – Leisure &amp; Learning</td>
<td>Photography – Leisure &amp; Learning</td>
</tr>
<tr>
<td>Dance – L&amp;L/Arts &amp; Events</td>
<td>Professional Touring Artist Series – Arts &amp; Events</td>
</tr>
<tr>
<td>Discussion – Leisure &amp; Learning</td>
<td>Social Programs – Leisure &amp; Learning</td>
</tr>
<tr>
<td>Enrichment – Leisure &amp; Learning</td>
<td>Trips &amp; Tours – Leisure &amp; Learning</td>
</tr>
<tr>
<td>Fitness – Leisure &amp; Learning</td>
<td>Visual Arts – Arts &amp; Events</td>
</tr>
<tr>
<td>Green Living – Leisure &amp; Learning</td>
<td>Volunteer Opportunities – Community Events</td>
</tr>
<tr>
<td>Language Arts – Leisure &amp; Learning</td>
<td>Water Aerobics – Aquatics</td>
</tr>
<tr>
<td></td>
<td>Woodworking – Leisure &amp; Learning</td>
</tr>
</tbody>
</table>
Contribution of Program Type to Overall Community Participation

- Open/Lap Swim, 34,485
- Learn to Swim Classes, 3,378
- Drop-in Water Aerobics, 5,613
- Private Swim Lessons, 661
- Classes, Workshops, Trips, 33,180
- Professional Touring Artist, 2,650

Total Visits (excluding attendance at rental events—facility, pool, CenterStage), 2015: 79,967
Creating and Sustaining Community Traditions Through…

SPECIAL EVENTS, OUTREACH ACTIVITIES AND FACILITY RENTALS
Creating Community Traditions

Community-Wide Events

- Total Estimated Attendance, 2015: 78,107
### Community Arts Organization

<table>
<thead>
<tr>
<th>Community Arts Organization</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bland Music Competition</td>
<td>189</td>
</tr>
<tr>
<td>Chamasyan Sisters</td>
<td>143</td>
</tr>
<tr>
<td>Classical Ballet Theatre</td>
<td>177</td>
</tr>
<tr>
<td>Conservatory Ballet</td>
<td>1,684</td>
</tr>
<tr>
<td>Fairfax Loudoun Music Recital</td>
<td>230</td>
</tr>
<tr>
<td>GroundWorks</td>
<td>147</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Arts Organization</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>OLLI – Meet the Artists</td>
<td>987</td>
</tr>
<tr>
<td>Ravel Dance Studio</td>
<td>521</td>
</tr>
<tr>
<td>Reston Chorale</td>
<td>878</td>
</tr>
<tr>
<td>Reston Community Orchestra</td>
<td>821</td>
</tr>
<tr>
<td>Reston Community Players</td>
<td>7,296</td>
</tr>
<tr>
<td>Tuesday Night Movies</td>
<td>320</td>
</tr>
</tbody>
</table>

Total Estimated Visits, 2015: 13,570
## Creating Community Traditions

<table>
<thead>
<tr>
<th>Community Engagement</th>
<th>Participation/Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aging in Place</td>
<td>NV Rides Reston: 28 Vol. Drivers; 85 Riders Reston for a Lifetime: 10 monthly meetings 55+ Resources Page: Published in all RCC program Guides</td>
</tr>
<tr>
<td>• NV Rides Reston</td>
<td></td>
</tr>
<tr>
<td>• Reston for a Lifetime</td>
<td></td>
</tr>
<tr>
<td>• 55+ Resources Page</td>
<td></td>
</tr>
<tr>
<td>Serving Reston Youth</td>
<td>Summer Camp Expo: 10 Partners; 679 Attendees Back 2 School Bash: 5 Partners; 500 Attendees Opportunity Neighborhood/Community: new effort in 2016</td>
</tr>
<tr>
<td>• Camp Expo</td>
<td></td>
</tr>
<tr>
<td>• Resources Expo</td>
<td></td>
</tr>
<tr>
<td>• Opportunity Neighborhood/Community</td>
<td></td>
</tr>
<tr>
<td>We Make Reston</td>
<td>300 Participating Photos; 4 sites: Lake Anne Plaza, RCC Jo Ann Rose Gallery, Wiehle Metro Plaza, South Lakes High School</td>
</tr>
<tr>
<td>Hunters Woods Neighborhood Coalition</td>
<td>Quarterly meetings: 2015 County Team Excellence Award; decreased crime events; coordinated strategies. Involves County agencies and Reston Organizations</td>
</tr>
</tbody>
</table>
Facility Rentals, Hours Rented by Facility Type

- CenterStage Theatre, 797
- Pool, 355
- Meeting Rooms, 7,192

Total Hours Rented, 2015: 8,344
Building Community Through…

COLLABORATION AND CELEBRATION
Fee Waiver Credits Redeemed by Cost Center

- **Arts & Events, $6,455**
- **Aquatics, $20,540**
- **Leisure & Learning, $66,377**

Total Fee Waiver Credits Redeemed, 2015: $93,371 of $165,670 credits awarded to Reston household members.
Building Community

Fee Waiver Usage by Activity Type

- L&L - Teen Programs: $28,083
- L&L - Youth Programs: $25,049
- Aquatics - Swim Pass: $10,433
- L&L - 55+ programs: $8,989
- Aquatics - Registered Classes: $9,156
- Arts & Events - Arts Educ Activities: $6,260
- L&L - Fitness Programs: $3,677
- Aquatics - Aerobics Pass: $951
- L&L - Adult Programs: $463
- Arts & Events - Prof Touring Artist: $195
- L&L - Fitness Pass: $116

Total Fee Waiver Credits Redeemed, 2015: $93,371 of $165,670 credits awarded to Reston household members.
Fee Waiver Credits Redeemed by Scholarship Fund Type, 2013-2015

- **2013**: General FW $73,156, Camp FW $40,618
- **2014**: General FW $66,762, Camp FW $42,583
- **2015**: General FW $50,711, Camp FW $42,583
# Building Community

<table>
<thead>
<tr>
<th>Community Sponsorship</th>
<th>Community Sponsorship</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACS – Reston Relay for Life</td>
<td>GRCC Reston Marketing Initiative (Formerly Destination Reston)</td>
</tr>
<tr>
<td>Arts Council Awards Luncheon</td>
<td>IPAR ChalkFest at Reston Town Center</td>
</tr>
<tr>
<td>Cornerstones – Best of Reston</td>
<td>Northern Virginia Fine Arts Festival</td>
</tr>
<tr>
<td>Cultural Alliance</td>
<td>NoVA Mini-Maker Faire</td>
</tr>
<tr>
<td>FISH Fling Spring Gala</td>
<td>RTC – Thanksgiving Holiday Parade</td>
</tr>
<tr>
<td>Friends of Lake Anne – Jazz &amp; Blues Festival; Ukulele Festival</td>
<td>YMCA – Reston Kids Triathlon</td>
</tr>
<tr>
<td>GRCC Community Engagement Series</td>
<td>Reston Youth Baseball/Little League season</td>
</tr>
<tr>
<td>GRCC Ethics Day</td>
<td></td>
</tr>
</tbody>
</table>
Challenges Ahead...

2016 AND BEYOND
Challenges Ahead

- Population Growth
  - Demographics

- Leisure-time Pursuits
  - Inhibitors
  - Challenge Areas
  - Opportunities for Growth

- Competitive Context – Absent new dedicated facilities
  - Indoor recreation options (public/private)
  - Cultural/Arts options (temporary performing/festival areas)
### Board Strategy Session 2016: Satisfaction Survey Summary (2015 Calendar Year)

<table>
<thead>
<tr>
<th>Forms Returned</th>
<th>High quality program</th>
<th>Reasonable cost</th>
<th>Appropriate location</th>
<th>Helpful staff</th>
<th>Would recommend</th>
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<tbody>
<tr>
<td><strong>Leisure and Learning</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adult</strong></td>
<td>238</td>
<td>84%</td>
<td>16%</td>
<td>83%</td>
<td>15%</td>
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<tr>
<td><strong>Fitness</strong></td>
<td>1053</td>
<td>93%</td>
<td>7%</td>
<td>85%</td>
<td>14%</td>
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<tr>
<td><strong>55+</strong></td>
<td>1542</td>
<td>80%</td>
<td>18%</td>
<td>82%</td>
<td>15%</td>
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<tr>
<td><strong>Teen</strong></td>
<td>165</td>
<td>68%</td>
<td>28%</td>
<td>63%</td>
<td>29%</td>
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<tr>
<td><strong>Youth</strong></td>
<td>496</td>
<td>67%</td>
<td>30%</td>
<td>69%</td>
<td>24%</td>
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<tr>
<td>Average each:</td>
<td>79%</td>
<td>20%</td>
<td>77%</td>
<td>19%</td>
<td>80%</td>
</tr>
<tr>
<td>Strongly agree avg + Agree avg:</td>
<td>98%</td>
<td>96%</td>
<td>97%</td>
<td>96%</td>
<td>98%</td>
</tr>
<tr>
<td><strong>Arts and Events</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Arts Ed</strong></td>
<td>497</td>
<td>88%</td>
<td>10%</td>
<td>84%</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Comm Events</strong></td>
<td>440</td>
<td>80%</td>
<td>18%</td>
<td>93%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Perform Art</strong></td>
<td>589</td>
<td>86%</td>
<td>12%</td>
<td>88%</td>
<td>8%</td>
</tr>
<tr>
<td>Average each:</td>
<td>85%</td>
<td>13%</td>
<td>88%</td>
<td>8%</td>
<td>87%</td>
</tr>
<tr>
<td>Strongly agree avg + Agree avg:</td>
<td>98%</td>
<td>97%</td>
<td>99%</td>
<td>98%</td>
<td>97%</td>
</tr>
<tr>
<td><strong>Aquatics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fac Rentals</strong></td>
<td>65</td>
<td>72%</td>
<td>24%</td>
<td>80%</td>
<td>19%</td>
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<tr>
<td>Strongly agree + Agree:</td>
<td>67%</td>
<td>31%</td>
<td>73%</td>
<td>24%</td>
<td>71%</td>
</tr>
<tr>
<td>Total surveys:</td>
<td>5580</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Form Responses:

- Leisure and Learning: 5580 total surveys
- Arts and Events: 5580 total surveys
- Aquatics: 5580 total surveys
- Fac Rentals: 5580 total surveys

---

Average responses for each category:

- Leisure and Learning: 79% high quality program, 20% reasonable cost, 77% appropriate location, 19% helpful staff, 84% would recommend.
- Arts and Events: 85% high quality program, 13% reasonable cost, 88% appropriate location, 8% helpful staff, 90% would recommend.
- Aquatics: 75% high quality program, 20% reasonable cost, 76% appropriate location, 22% helpful staff, 89% would recommend.
- Fac Rentals: 67% high quality program, 31% reasonable cost, 73% appropriate location, 24% helpful staff, 82% would recommend.
Present were:
- Bev Cosham
- Bill Bouie
- John Mendonça
- Bill Keefe
- Gerald Zavala
- Michelle Moyer

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

Gerald welcomed everyone at 7:08 p.m. and asked Leila to review the attached financial data. Leila noted that we expect to be very close to tax revenue projections. She said that Aquatics and Facility Rentals continue to meet and exceed projections. However, we continue to be challenged by declining enrollment in many of our Leisure and Learning programs. As a result, we expect to be short in anticipated program revenue. These results are consistent with the patterns we’ve discussed about people being less inclined to commit to programs with long-term commitments. Leila noted that despite the decline in revenue, participation levels are being maintained due to no-cost activities and community events. She said the trends also validate staff efforts to shift programming to Langston Hughes Middle School for teens. It will be important to establish the right structure for a model where we can take our programming into private settings and deliver programs directly to people where they live and work. She said that we will soon offer virtual access to online learning – which comes with no risk to us – that will also deliver revenue support.

Leila said that staff is exploring all options and strategies to boost revenue, while sustaining participation.

Leila said that we anticipate returning money to the general fund – due in part to the savings realized from canceled Leisure and Learning programs. That will be very helpful and will keep us in structural balance. Leila expects that not only will we will be in balance at the end of the fiscal year; we will be returning more to the fund balance than we will have spent. She believes we will be able to sustain that profile heading into FY17.

Gerald asked the age range for the teen program. Leila said that it’s technically 13-17, but realistically, it is 13-15 since the older teens are traditionally harder to attract; they are involved in school-related activities or pursuits and often have jobs that make it difficult to commit to programs. We do attract the older teens with community service opportunities and outdoor festivals, but we don’t have a large number of them enrolled in programs.

Leila noted an increase in Fee Waiver participation. Fee Waiver utilization impacts total revenue. Michelle asked if the drop in revenue for 55+ is new. Leila said it that program has been impacted by a significant increase in the cost of bus rentals. She noted that Karen is working to accommodate that increase and keep costs low, but it has impacted the 55+ Trips & Tours offerings’ enrollments because the trips are not as far-ranging as had been the case in the past.

Leila said that staff is monitoring trends and changes closely and is moving aggressively to modify and adjust accordingly; programmers are seeking new approaches and new formats to keep budget costs where established but also offer the customer more convenience. It is definitely a more competitive environment in terms of what’s available and what people have time for. There was general discussion about the 55+ program.
Bill K. asked if the tax revenue difference from projections is a significant departure from previous years. Leila said that tax revenues will probably come in very near projected levels if a bit less; in prior years our budget projection for tax revenue had been very conservative; this past year it was established closer to a level consistent with economic trends. She thinks there is a shift of consumer behavior affecting our revenue from programs, particularly with the teen and young adult and the adult non-fitness categories; our adult cohort for registered offerings is significantly reduced in Leisure and Learning. She also noted that we are not seeing an enrollment decline in visual arts offerings. Bill K. asked about the tax revenue vs. projections for the upcoming budget. Renata said she will not know for 2-3 weeks and can’t guess any sooner than that.

In Personnel, Leila said we will realize substantial savings in Personnel as a result of both reduced programming and position vacancies.

Gerald asked if the long vacancies were a result of the new hiring system. Leila said it is not solely a function of the system; it takes some time to hire for a position and our staff is not able to immediately abandon their other responsibilities and dedicate the amount of time required for the hiring process. She noted that each vacancy also gives us an opportunity to reconsider job roles and presents opportunities to shift staffing to a more efficient structure, which takes more time as well.

Leila reviewed routine data in Operational Expenses, including savings in operating costs as a consequence of the reduction in programs, as well as staff efforts to reduce the cost of programming.

In Capital Projects, Leila announced that the loading dock is done. The motor control panel is also done and is working properly. Regarding theatre enhancements, the sound system replacement is done and the stage floor replacement is pushed to FY17. We’ve decided to use our whole inventory of glitter tubes to replace bulbs in the Community Room chandeliers. Once we have exhausted that supply, we will disable and revise the glitter and related lights to a more energy-efficient and modern system. The Lake Anne service counter redesign is on hold until the calendar permits renovations. She also noted that Tom is pursuing solar panel options and other potential energy reducing roof solutions.

Leila noted that the last page of reports is a snapshot of where we are in terms of revised budget allocations and year-to-date remaining balances. She reiterated that we will end the year in a positive profile. The remaining balance shown does not reflect anticipated savings that the third quarter budget review identifies.

Leila reviewed the 3rd Quarter Budget Transmittal Memo to be presented to the County following Board approval. John asked why Leila thinks we would break even when the memo indicate a net positive. Leila clarified that she doesn’t believe we’ll break even, the result of savings even accounting for our revenue shortfall will return money to the fund balance in the staff estimates.

The group reviewed the attached 3rd Quarter Budget Memo. John moved that the Finance Committee approve the memo. Michelle seconded. The memo will be submitted to the full board for approval.

The meeting adjourned at 7:43 p.m.
<table>
<thead>
<tr>
<th>Revenue</th>
<th>Detail of FY16 Budget Reallocations</th>
<th>Revised FY16 Budget</th>
<th>Nov</th>
<th>Dec</th>
<th>YTD (does not incl. Fee Waiver amounts)</th>
<th>REMAINING BALANCE</th>
<th>YTD % actual</th>
<th>Waiver (unrealized revenue)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration:</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Taxes</td>
<td>7,016,016</td>
<td>2,119,162</td>
<td>1,202,422</td>
<td>6,870,412</td>
<td>145,604</td>
<td>97.92%</td>
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<td>97.92%</td>
</tr>
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<td>Interest</td>
<td>254,000</td>
<td>8,441</td>
<td>1,703</td>
<td>2,314</td>
<td>9,788</td>
<td>(1,347)</td>
<td>115.96%</td>
<td></td>
</tr>
<tr>
<td>Vending</td>
<td>1,616</td>
<td>181</td>
<td>113</td>
<td>879</td>
<td>737</td>
<td>54.38%</td>
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</tr>
<tr>
<td>Facility Rental</td>
<td>149,921</td>
<td>17,378</td>
<td>13,345</td>
<td>123,540</td>
<td>26,381</td>
<td>82.40%</td>
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<td>82.40%</td>
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<tr>
<td>Program Revenue Est. Loss</td>
<td>59,640</td>
<td>0</td>
<td>59,640</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0.00%</td>
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<tr>
<td>Performing Arts-Theatre Admiss.</td>
<td>53,326</td>
<td>6,165</td>
<td>-2,059</td>
<td>35,409</td>
<td>17,917</td>
<td>66.40%</td>
<td></td>
<td>175</td>
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<tr>
<td>PA Theatre Rental</td>
<td>33,290</td>
<td>2,741</td>
<td>30,549</td>
<td>8.23%</td>
<td></td>
<td>30.12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA Misc Revenue</td>
<td>472</td>
<td>936</td>
<td>(936)</td>
<td>0.00%</td>
<td></td>
<td>0.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA Equip. Sale Revenue</td>
<td>2,351</td>
<td>2,351</td>
<td>(2,351)</td>
<td>0.00%</td>
<td></td>
<td>0.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA Cultural Activities/ Arts Org</td>
<td>5,247</td>
<td>23,233</td>
<td>(23,233)</td>
<td>0.00%</td>
<td></td>
<td>0.00%</td>
<td></td>
<td></td>
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<td>Aquatics Classes/drop-in</td>
<td>306,614</td>
<td>12,800</td>
<td>68,027</td>
<td>195,487</td>
<td>111,127</td>
<td>63.76%</td>
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<td>12,131</td>
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<td>Aquatics Rental</td>
<td>19,200</td>
<td>0</td>
<td>5,783</td>
<td>13,418</td>
<td>30.12%</td>
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<tr>
<td>L&amp;L Fitness</td>
<td>116,834</td>
<td>2,158</td>
<td>34,219</td>
<td>86,630</td>
<td>28,204</td>
<td>75.86%</td>
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<td>1,998</td>
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<td>L&amp;L Teens/Family</td>
<td>(58,880)</td>
<td>73,000</td>
<td>-293</td>
<td>2,335</td>
<td>15,377</td>
<td>21.06%</td>
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<td>25,727</td>
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<td>L&amp;L 55+</td>
<td>81,361</td>
<td>658</td>
<td>14,654</td>
<td>38,863</td>
<td>42,498</td>
<td>47.77%</td>
<td></td>
<td>8,793</td>
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<tr>
<td>L&amp;L Youth</td>
<td>127,149</td>
<td>386</td>
<td>4,624</td>
<td>83,064</td>
<td>44,086</td>
<td>65.33%</td>
<td></td>
<td>24,539</td>
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<tr>
<td>L&amp;L Adult</td>
<td>(13,195)</td>
<td>35,589</td>
<td>2,166</td>
<td>4,497</td>
<td>22,397</td>
<td>62.93%</td>
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<td>450</td>
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<td>Community Events</td>
<td>3,475</td>
<td>70</td>
<td>110</td>
<td>3,180</td>
<td>295</td>
<td>91.51%</td>
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<td>Arts Education</td>
<td>20,695</td>
<td>191,955</td>
<td>687</td>
<td>51,865</td>
<td>168,259</td>
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<td>5,762</td>
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<td><strong>Total RCC Revenue</strong></td>
<td><strong>0</strong></td>
<td><strong>8,277,427</strong></td>
<td><strong>2,168,940</strong></td>
<td><strong>1,396,465</strong></td>
<td><strong>7,690,327</strong></td>
<td><strong>587,100</strong></td>
<td><strong>92.91%</strong></td>
<td><strong>79.580</strong></td>
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<td>Personnel Expenses</td>
<td>Detail of FY16 Budget Reallocations</td>
<td>Revised FY16 Budget</td>
<td>Nov</td>
<td>Dec</td>
<td>YTD</td>
<td>REMAINING BALANCE</td>
<td>% Budget Used Ytd</td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------------------------------</td>
<td>---------------------</td>
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<td>-----</td>
<td>-----</td>
<td>-------------------</td>
<td>------------------</td>
<td></td>
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<tr>
<td>1 Administration</td>
<td>(66,527)</td>
<td>542,669</td>
<td>32,163</td>
<td>32,082</td>
<td>191,691</td>
<td>350,979</td>
<td>35.32%</td>
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<td>2 Personnel Cost Savings</td>
<td>204,437</td>
<td>204,437</td>
<td>0</td>
<td>204,437</td>
<td>0.00%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3 Booking</td>
<td>196,149</td>
<td>15,068</td>
<td>15,090</td>
<td>89,263</td>
<td>106,886</td>
<td>45.51%</td>
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<tr>
<td>4 Comptroller</td>
<td>378,887</td>
<td>24,875</td>
<td>24,949</td>
<td>140,770</td>
<td>238,117</td>
<td>37.15%</td>
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<td></td>
</tr>
<tr>
<td>5 Customer Service</td>
<td>(51,544)</td>
<td>499,676</td>
<td>36,015</td>
<td>36,600</td>
<td>211,467</td>
<td>288,209</td>
<td>42.32%</td>
<td></td>
</tr>
<tr>
<td>6 Facility Engineer</td>
<td>127,235</td>
<td>8,224</td>
<td>8,529</td>
<td>49,065</td>
<td>78,170</td>
<td>38.56%</td>
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<tr>
<td>7 Maintenance</td>
<td>(25,500)</td>
<td>419,619</td>
<td>34,926</td>
<td>35,545</td>
<td>201,759</td>
<td>217,860</td>
<td>48.08%</td>
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<tr>
<td>8 IT</td>
<td>134,767</td>
<td>10,449</td>
<td>10,449</td>
<td>61,641</td>
<td>73,126</td>
<td>45.74%</td>
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<tr>
<td>9 Media</td>
<td>394,434</td>
<td>23,541</td>
<td>23,370</td>
<td>159,078</td>
<td>235,356</td>
<td>40.33%</td>
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<tr>
<td>10 Community Partnerships</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Performing Arts</td>
<td>499,481</td>
<td>33,721</td>
<td>37,228</td>
<td>189,352</td>
<td>310,129</td>
<td>37.91%</td>
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<td></td>
</tr>
<tr>
<td>12 Aquatics</td>
<td>(4,130)</td>
<td>654,409</td>
<td>57,007</td>
<td>53,013</td>
<td>311,786</td>
<td>342,623</td>
<td>47.64%</td>
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<td>13 Leisure &amp; Learning (L&amp;L) Admin</td>
<td>225,541</td>
<td>17,702</td>
<td>17,702</td>
<td>104,274</td>
<td>121,267</td>
<td>46.23%</td>
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<td></td>
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<tr>
<td>14 L&amp;L Fitness</td>
<td>(62,200)</td>
<td>97,279</td>
<td>8,600</td>
<td>8,309</td>
<td>42,718</td>
<td>54,561</td>
<td>43.91%</td>
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</tr>
<tr>
<td>15 L&amp;L Teens/Family</td>
<td>140,054</td>
<td>9,160</td>
<td>8,302</td>
<td>65,940</td>
<td>74,114</td>
<td>47.08%</td>
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<tr>
<td>16 L&amp;L 55+</td>
<td>20,088</td>
<td>141,200</td>
<td>10,367</td>
<td>9,124</td>
<td>51,850</td>
<td>89,350</td>
<td>36.72%</td>
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<tr>
<td>17 L&amp;L Adult</td>
<td>(16,562)</td>
<td>125,626</td>
<td>9,222</td>
<td>8,108</td>
<td>49,005</td>
<td>76,621</td>
<td>39.01%</td>
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<tr>
<td>18 Community Events</td>
<td>134,633</td>
<td>8,740</td>
<td>9,358</td>
<td>57,905</td>
<td>76,728</td>
<td>43.01%</td>
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<tr>
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<td>1,938</td>
<td>323,754</td>
<td>20,583</td>
<td>16,256</td>
<td>181,933</td>
<td>141,821</td>
<td>56.19%</td>
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<tr>
<td><strong>Total Personnel Expenses</strong></td>
<td>0</td>
<td>5,435,149</td>
<td>369,158</td>
<td>361,846</td>
<td>2,264,102</td>
<td>3,171,047</td>
<td>41.66%</td>
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<td>Operational Expenses</td>
<td>Detail of FY16 Budget</td>
<td>Revised FY16 Budget</td>
<td>Nov</td>
<td>Dec</td>
<td>YTD</td>
<td>REMAINING BALANCE</td>
<td>% Budget Used Ytd</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-----------------------</td>
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<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-------------------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>1 Administration</td>
<td>96,885</td>
<td>1,069</td>
<td>1,621</td>
<td>19,431</td>
<td>77,454</td>
<td>20.06%</td>
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<tr>
<td>Operating Savings</td>
<td>149,204</td>
<td>149,204</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>149,204</td>
<td>0.00%</td>
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<tr>
<td>2 Board</td>
<td>57,820</td>
<td>5,119</td>
<td>1,399</td>
<td>31,117</td>
<td>26,703</td>
<td>53.62%</td>
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<td></td>
</tr>
<tr>
<td>3 Booking</td>
<td>(3,852)</td>
<td>99,348</td>
<td>277</td>
<td>5,222</td>
<td>83,846</td>
<td>15,502</td>
<td>84.40%</td>
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</tr>
<tr>
<td>4 Comptroller/LA Lease/Admin</td>
<td>(22,190)</td>
<td>355,572</td>
<td>2,066</td>
<td>17,137</td>
<td>294,450</td>
<td>61,122</td>
<td>82.81%</td>
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</tr>
<tr>
<td>5 Customer Service</td>
<td>1,500</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,500</td>
<td>1,500</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>6 Facility Engineer</td>
<td>178,667</td>
<td>3,896</td>
<td>6,549</td>
<td>62,758</td>
<td>115,909</td>
<td>35.13%</td>
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<td></td>
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<tr>
<td>7 Maintenance</td>
<td>(59,000)</td>
<td>416,058</td>
<td>2,778</td>
<td>1,879</td>
<td>369,705</td>
<td>46,354</td>
<td>88.86%</td>
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<tr>
<td>8 IT</td>
<td>12,118</td>
<td>102,186</td>
<td>43,198</td>
<td>59,308</td>
<td>42,878</td>
<td>58.04%</td>
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<tr>
<td>9 Media</td>
<td>(15,000)</td>
<td>384,897</td>
<td>18,224</td>
<td>51,858</td>
<td>330,385</td>
<td>54,512</td>
<td>85.84%</td>
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</tr>
<tr>
<td>10 Community Partnerships</td>
<td>(12,000)</td>
<td>135,000</td>
<td>4,554</td>
<td>92,673</td>
<td>42,327</td>
<td>68.65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Performing Arts</td>
<td>(6,000)</td>
<td>301,855</td>
<td>5,954</td>
<td>10,751</td>
<td>184,381</td>
<td>117,474</td>
<td>61.08%</td>
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</tr>
<tr>
<td>12 Aquatics</td>
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<td>68,300</td>
<td>1,177</td>
<td>-116</td>
<td>49,145</td>
<td>19,155</td>
<td>71.95%</td>
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<td>13 Leisure &amp; Learning (L&amp;L) Admin</td>
<td>6,664</td>
<td>161</td>
<td>902</td>
<td>5,762</td>
<td>13,54%</td>
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</tr>
<tr>
<td>14 L&amp;L Fitness</td>
<td>20,237</td>
<td>1,815</td>
<td>4,686</td>
<td>13,681</td>
<td>6,556</td>
<td>67.60%</td>
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<tr>
<td>15 L&amp;L Teens/Family</td>
<td>(15,000)</td>
<td>127,605</td>
<td>24,471</td>
<td>67,096</td>
<td>60,509</td>
<td>52.58%</td>
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<tr>
<td>16 L&amp;L 55+</td>
<td>84,510</td>
<td>4,209</td>
<td>585</td>
<td>33,814</td>
<td>50,696</td>
<td>40.01%</td>
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<td></td>
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<tr>
<td>17 L&amp;L Youth</td>
<td>(10,900)</td>
<td>126,715</td>
<td>16,153</td>
<td>84,624</td>
<td>42,091</td>
<td>66.78%</td>
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<td></td>
</tr>
<tr>
<td>18 L&amp;L Adult</td>
<td>(3,150)</td>
<td>13,990</td>
<td>461</td>
<td>288</td>
<td>8,804</td>
<td>37.07%</td>
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<tr>
<td>19 Community Events</td>
<td>(1,500)</td>
<td>141,342</td>
<td>18,648</td>
<td>3,775</td>
<td>88,664</td>
<td>52,678</td>
<td>62.73%</td>
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</tr>
<tr>
<td>20 Arts Education</td>
<td>(3,230)</td>
<td>82,787</td>
<td>794</td>
<td>1,568</td>
<td>46,349</td>
<td>36,438</td>
<td>55.99%</td>
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</tbody>
</table>

**Total Operational Expenses**

|                      | 0                     | 2,951,142           | 154,863 | 107,735 | 1,917,514 | 1,033,628 | 64.98% |
## Reston Community Center
### Revised Budget vs Actuals Worksheet
#### 31-Dec-15

### 100%/12*6mo=50%  

<table>
<thead>
<tr>
<th>Capital Proj. Desc. &amp; Number/Cap Equip.</th>
<th>Detail of FY16 Budget Reallocations</th>
<th>Revised FY16 Budget</th>
<th>Nov</th>
<th>Dec</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>RCC Improvements C-000001</td>
<td>647,000 -127,677</td>
<td>3,855</td>
<td>643,145</td>
<td>0.60%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>RCC Facility Enhancements C-000002</td>
<td>30,000</td>
<td>0</td>
<td>30,000</td>
<td>0.00%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>RCC HW Enhancements C-000003</td>
<td>130,795</td>
<td>0</td>
<td>130,795</td>
<td>0.00%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Theatre Enhancements C-000008</td>
<td>196,000 3,360</td>
<td>63,947</td>
<td>132,053</td>
<td>32.63%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>RCC-Motor Control Panel CC-000012</td>
<td>63,745 59,722</td>
<td>59,722</td>
<td>4,023</td>
<td>93.69%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>RCC-Rear Loading Dock CC-000013</td>
<td>76,052 67,954 1,632</td>
<td>69,586</td>
<td>6,466</td>
<td>91.50%</td>
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<td></td>
</tr>
<tr>
<td><strong>Total Capital Expenses</strong></td>
<td>1,143,592 3,359 1,632</td>
<td>197,110</td>
<td>946,482</td>
<td>17.24%</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Total RCC Expenditures</strong></td>
<td>9,529,883 527,380 471,213</td>
<td>4,378,726</td>
<td>5,151,157</td>
<td>45.95%</td>
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<table>
<thead>
<tr>
<th>Type</th>
<th>Revised FY16 Budget</th>
<th>FY16 YTD</th>
<th>Remaining Balance</th>
<th>% Budget Target</th>
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</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
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<td>Revenue:</td>
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<tr>
<td>Taxes</td>
<td>7,016,016</td>
<td>6,870,412</td>
<td>145,604</td>
<td>97.92%</td>
</tr>
<tr>
<td>Program Revenue Est. Loss</td>
<td>59,640</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>8,441</td>
<td>9,788</td>
<td>-1,347</td>
<td>115.96%</td>
</tr>
<tr>
<td>Vending</td>
<td>1,616</td>
<td>879</td>
<td>737</td>
<td>54.38%</td>
</tr>
<tr>
<td>Aquatics</td>
<td>325,814</td>
<td>201,270</td>
<td>124,544</td>
<td>61.77%</td>
</tr>
<tr>
<td>Leisure and Learning</td>
<td>433,933</td>
<td>248,331</td>
<td>185,602</td>
<td>57.23%</td>
</tr>
<tr>
<td>Rental</td>
<td>149,921</td>
<td>123,540</td>
<td>26,381</td>
<td>82.40%</td>
</tr>
<tr>
<td>Arts and Events</td>
<td>282,046</td>
<td>236,108</td>
<td>45,938</td>
<td>83.71%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>8,277,427</strong></td>
<td><strong>7,690,327</strong></td>
<td><strong>587,100</strong></td>
<td><strong>92.91%</strong></td>
</tr>
<tr>
<td><strong>Total Available</strong></td>
<td><strong>14,226,101</strong></td>
<td><strong>13,639,001</strong></td>
<td><strong>587,100</strong></td>
<td><strong>95.87%</strong></td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>5,435,149</td>
<td>2,264,102</td>
<td>3,171,047</td>
<td>41.66%</td>
</tr>
<tr>
<td>Operating</td>
<td>2,951,142</td>
<td>1,917,514</td>
<td>1,033,628</td>
<td>64.98%</td>
</tr>
<tr>
<td><strong>Sub-Total Non-Capital Expenditures</strong></td>
<td>8,386,291</td>
<td>4,181,616</td>
<td>4,204,675</td>
<td>49.86%</td>
</tr>
<tr>
<td><strong>Sub-Total Rev. less Non-Cap Exp.</strong></td>
<td>-108,864</td>
<td>3,508,711</td>
<td>-3,617,575</td>
<td>-3223.02%</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>1,143,592</td>
<td>197,110</td>
<td>946,482</td>
<td>17.24%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>9,529,883</strong></td>
<td><strong>4,378,726</strong></td>
<td><strong>5,151,157</strong></td>
<td><strong>45.95%</strong></td>
</tr>
<tr>
<td>Revenue less Total Expenses</td>
<td>-1,252,456</td>
<td>3,311,601</td>
<td>-4,564,057</td>
<td>-264.41%</td>
</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td><strong>4,696,218</strong></td>
<td><strong>9,260,275</strong></td>
<td><strong>0</strong></td>
<td><strong>197.19%</strong></td>
</tr>
</tbody>
</table>

**FY16 Revised Budget includes:**
1. FY16 pay for performance $67,650 effective July 2015 (added to the advertised amount)
2. FY15 Encumbered Carryover of $41,746 for services delivered after 06/30/15 (added to the advertised amount)
3. FY15 Carryover for Encumbered $176,912 and Unencumbered $319,680 for Capital Projects funding (added to the advertised amount)
4. Added expenses to the Advertised Budget total: $538,338. Of that, only the new personnel costs for pay for performance represent “new” expenses outside allocated expenses from FY15.
5. Estimated program revenue loss of 59,640, personnel funding reduction of $204,437, Operating funding reduction of $149,204 are all recorded in Administration Cost Center
General Note: Summer 2015 related revenue was reversed for FY15 year-end-close and recorded as FY16 revenue. The revised program revenue cumulative decrease of $59,640 was transferred to the Administration cost center.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 98% of tax revenue, 82% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue), 116% of estimated interest revenue, and 54% of vending revenue.

2. **Performing Arts Theatre Admission:** Revenue collection is very uneven depending on scheduled shows and their related box office revenue.

3. **Performing Arts Theatre Rental:** Theatre rental payments are made on an irregular schedule depending on when performances occur.

4. **Performing Arts Misc. Revenue:** Revenue from processing fees for online ticketing; new terms negotiated with Tickets.com returns a small amount to RCC.

5. **Performing Arts Equipment Sale:** Auctioned equipment sale proceeds.

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

7. **Aquatics Classes/drop-in:** Year-to-date revenue represents daily gate fees, summer, fall, and initial winter/spring program registration revenue.

8. **Aquatics Rental:** Year-to-date revenue represents natatorium rental payments.

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

10. **Teen/Family:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue. Most of this cost center’s revenue is realized during the summer. Note that the amount of fee waiver participation in the Teen/Family summer camp program was significantly higher this summer than last summer. Fall program participation via fee waivers is also higher. This is likely a consequence of the presence of RCC programming in Langston Hughes Middle School in after school hours.

11. **55+:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue.

12. **Youth:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue. Most of this cost center’s revenue is realized during the summer. Fee waiver participation in summer camp programs in 2015 was considerably higher than the prior year.

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

14. **Community Events:** Revenue from booth fees, book sales associated with the Reston Multicultural Festival, and MLK luncheon ticket sales.

15. **Arts Education:** Year-to-date amount includes summer, fall, and initial winter/spring program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center’s revenue. Fee waiver participation is significantly higher than it has been historically.
General Note: Labor costs for Teen/Family, Arts Education and Youth are higher due to summer camps’ labor costs occurring in July and August. The revised personnel funding cumulative decrease of $204,437 was transferred to the Administration cost center and it is anticipated those savings will be returned to the fund balance at the closing of FY16. Merit service vacancies remain in Performing Arts, Media; Comptroller vacancy is partially offset by acting promotion and exempt pay; new vacancy in Teen/Family is partially offset by exempt pay. Performing Arts and Media vacancies have been filled and new hires will take effect in February.

1. **Administration**: Administration’s allocated budget is typically under-spent; funding provides for OPEB costs.
2. **Booking**: Personnel costs are at the expected level.
3. **Comptroller**: Personnel costs are at the expected level.
4. **Customer Service**: Personnel costs are at the expected level.
5. **Facility Engineer**: Personnel costs are at the expected level.
6. **Maintenance**: Personnel costs are at the expected level.
7. **Information Technology**: Personnel costs are at the expected level.
8. **Media**: Personnel costs are at the expected level.
9. **Community Partnerships**: No personnel costs are anticipated in FY16.
10. **Performing Arts**: Personnel costs are at the expected level.
11. **Aquatics**: Personnel costs are at the expected level.
12. **Leisure and Learning Administration**: Personnel costs are at the expected level.
13. **Fitness**: Personnel costs are at the expected level.
14. **Teen/Family**: Personnel costs include summer camps’ labor costs which occurred in July and August.
15. **55+**: Personnel costs are at the expected levels.
16. **Youth**: Personnel costs include summer camps’ labor costs which occurred in July and August.
17. **Adult**: Personnel expenditures are at the expected levels.
18. **Community Events**: Personnel expenditures are at the expected levels.
19. **Arts Education**: Personnel expenditures include LARK/YAT summer labor costs which occurred in July and August.
General Note: Reservations for multiple months’ expenses are made at the beginning of the year; funds are spent down from them. The new format for our monthly expenditure report removes the “Encumbrances” column; the net effect of either stand-alone expenses or spending down reserved amounts is now shown in the column marked “YTD.” The revised operating budget allocations reflect a cumulative decrease in expenditures of $149,204 and are shown in the Administration cost center (total amount). That amount is projected to be returned to the fund balance at the closing of FY16. Hidden columns each month include activity (plus or minus) that has already occurred; the net in the remaining balance column includes prior month transactions.

1. Administration: Current month expenses and reservations include staff professional development costs.
2. Board: Current month expenses and reservations are for YMCA gala sponsorship, Leadership Fairfax event, Chamber of Commerce events, and hospitality.
3. Booking: Current month expenses and reservations are for storage facility rental, equipment, and security monitoring.
4. Comptroller/LA Lease/Admin: Current month expenses and reservations include LA facility real estate taxes, bank fees, DIT copying billing, and office supplies.
6. Facility Engineering: Current month expenses and reservations include repair and maintenance.
7. Maintenance: Current month expenses and expenditures from reservations include utility costs, facility maintenance, and supplies.
8. IT: There are no current month expenses. Reservation includes cellular phone cost.
9. Media: Current month expenses and reservations include printing, advertising, local travel, and training costs.
10. Community Partnerships: Current month expenses and reservations are for partnerships’ program costs and supplies.
11. Performing Arts: Current month expenses and reservations include performer contract advance payments, theatre operating costs and supplies.
12. Aquatics: Current month expenses and reservations are for pool maintenance and supplies.
13. Leisure and Learning Admin: Expenses are for membership and supplies.
14. Fitness: Current month expenses and reservations are for program delivery contract costs and supplies.
15. Teen/Family: Current month expenses and reservations are for program delivery contract costs and supplies.
16. 55+: Current month expenditures and reservations are for transportation, program delivery costs, training costs, and program supplies.
17. Youth: Current month expenditures and reservations are for program supplies and program delivery contract costs.
18. Adult: Current month expenditures and reservations are for supplies and program delivery costs.
19. Community Events: Current month expenditures and reservations are for program delivery costs and supplies.
20. Arts Ed: Current month expenditures and reservations are for program delivery costs and supplies.
**Capital Project**

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

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

TO: Joseph Mondoro, Chief Financial Officer
Department of Management and Budget

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

Leila Gordon
Executive Director
Reston Community Center

SUBJECT: FY 2016 Third Quarter Budget Review

DATE: February 01, 2016

The FY 2016 budget for Reston Community Center (RCC) is $9,529,883. Our FY 2016 Third Quarter review indicates the following:

- RCC anticipates collection of the projected tax revenue and we anticipate a shortfall of $164,000 in program revenue. No change to revenue projections is requested at this time; the potential revenue shortfall will be offset by reductions in personnel and operating expenditures.

- We anticipate an estimated savings of $448,598 in salaries resulting from vacancies in merit and exempt positions; as well as program cancelations due to low enrollment. No change to our personnel budget allocation is requested at this time.

- The Agency anticipates an estimated $390,492 in savings in operating expenditures due in part to reduced costs as a result of lower enrollments 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 2016 will carry forward into FY 2017 due to calendaring considerations.

Funding for the FY 2016 third quarter budget request is available in Sub-Fund 40050, including the Managed Reserve accounts established in FY 2002 and modified in Fy's 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
Administration
During the past two months, the administrative staff teams have been working on a number of fronts to accomplish:

- Planning for the Strategic Planning sessions
- Capital Project planning
- Research on solar roof panels
- Conversion from Gvolution online payment interface to a new interface that can be supported by our RecTrac software upgrade
- Inclement weather and emergency operations planning
- Third Quarter submissions

Administrative and program staff leadership is commencing serious work on the compilation of information and work flow assignments related to achieving accreditation from the National Recreation and Parks Association. Over the course of the next weeks, work group members will touch base with the staff likely to know how to fulfill the “evidence of compliance” requirements.

Programs
Aquatics: The pool remains a popular destination for swimmers of all ages; private lessons are continuing to be a good option for busy families.

Arts and Events: The holiday season had many delights in December: The Black Nativity – which everyone wants back – was spectacular. Conservatory Ballet enjoyed another successful Nutcracker run. January of course brings the RCC Dr. Martin Luther King, Jr. Celebration which was exceptionally well-attended this year. The art exhibit was a lovely addition to the Hunters Woods building.

Leisure and Learning: Youth drop-in social programs were a huge hit with families in December. More than 90% participation across the board occurred for these and a couple had waiting lists. Teen/Family Director Kenny Burrowes accepted a big promotion to head up the Teen and Summer Camps department for the City of Falls Church. We are sorry to see him go but congratulated him on his continuing professional development. Karen Brutsché, 55+ Program Director, is nearing the finish line in her participation in Leadership Fairfax this year. Fitness programs continue to demonstrate robust participation – especially in drop-in offerings. The rescheduled Reston Camp Expo was a resounding success; hundreds of “happy campers!”

Executive Director
Meetings/activities: Leadership Fairfax, Initiative for Public Art – Reston, Human Services Leadership Team, Arts Council, Supervisor Hudgins, Opportunity Neighborhood, Hunters Woods Neighborhood Coalition, Comstock, County Executive’s Senior Management Team, Best of Reston, Susan Woodruff (DHR Director) retirement, Reston Chamber Community Engagement and Reston Marketing Initiative.

Snowzilla: RCC facilities were closed from Friday January 22 at noon through Tuesday, January 26, with “unscheduled leave” through January 29. We will be refunding payments for many patrons for classes missed that can’t be made up as well as several rental patrons whose events had to be canceled. The total impact won’t be known for a couple more weeks.